

# Dudley Community Strategy 2005-2020

refreshed for 2010-2013

Draft





## Foreword from Sarah Dugan

Chair of the Dudley Community Partnership

### 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 2020 Community Strategy, three years closer to realisation.**

Our gratitude also goes to every individual and group who has contributed to this refreshed strategy. It will be drawn upon by the many groups and organisations of the **Dudley Community Partnership** as we work together to achieve our new priorities.

We have seen changes to our region in the last few years, indeed change has come at a 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 responsive 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 public services, local businesses, and voluntary, community and faith groups. In working through challenges, 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; an urban and green environment of surprising variety; areas of natural beauty; and our talent for creation and innovation. It all adds up to a vibrant diversity of people, places and communities.

**We are particularly proud of the strength of our local communities, which are renowned for their industry, good sense of humour and keen sense of local identity.**

The purpose of the Dudley Community Strategy is to bring together all of the positive aspects 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 borough – our borough'**.

Our challenge then is to set clear priorities for now and in the future, which together local communities and

organisations can work towards achieving. Tackling inequalities within our communities is an integral principle of the way in which we will take action to meet our priorities. We will promote equality in all that we do.

As we move beyond our first three year milestone, we can draw upon a record of achievement for which there is a significant body of evidence. We hope that our refreshed vision creates the potential for sharing good ideas, support and resources helping to make strong communities.



3 The statue of Duncan Edwards, Dudley marketplace



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‘The purpose... is to bring together all positive aspects of borough living and use these strengths to improve the quality of living for everyone to enjoy.’

## Background

**In 2005 the Dudley Borough Challenge process took place which created the new Dudley Community Strategy 2005-2020. The challenge was to develop a set of key partnership priorities around a 15-year vision based on the expressed concerns of local people and agencies’ own awareness of specific issues affecting the borough.**

To that end, over 5000 local people and more than forty community groups told us about their needs and desires for the future vision of the borough and the local areas in which they live and work. These results helped us to plan our objectives. The emerging vision was about **promoting stronger communities** by 2020.

## Refreshing the Strategy

We remain committed to working together as a borough and 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 to refresh the Strategy every three years to ensure that it remains relevant and on target in achieving our vision.

The refresh was achieved over a number of months, involving statistical research, engagement with residents in focus and work groups, engagement with many partnerships and organisations in a number of discussions and events and the application of criteria, appraisals and assessments. A detailed explanation of the processes which we carried out to refresh the Challenge can be found separately in documents listed in Appendix B.

## Who this document is for

This document acts as a road map for public, private and voluntary bodies who together form the **Dudley Community Partnership** and the staff within them who have a part to play in delivering its priorities. It will guide progress towards achieving objectives over the next three years from 2010 to 2013. A separate at-a-glance guide to the Strategy will be made available for the general public.

## Our ambitions for the Strategy

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

Together we agreed that the Strategy:

- should contain Dudley Borough's main partnership priorities of all the organisations within the **Dudley Community Partnership** - complementing, not conflicting with them;

- is the plan for all partners to work to in reaching the objectives;
- should be a balanced expression of desires and needs of the community and of the values and guiding principles of the **Dudley Community Partnership**;
- should be based on people-focussed priorities, rather than actions or processes;
- should highlight where inequalities exist for certain sections of the population and where additional action is required to promote equality;
- can be used by local people and their communities to hold the **Dudley Community Partnership** to account;
- should contain objectives which, once achieved, will improve the quality of life for local people;
- should identify issues that can be tackled more successfully through shared ownership and involvement of everyone.

## Connecting themes

The Strategy contains six themes which help to make sense of our refreshed priorities for the borough.

The themes reflect facets of life rather than specific groups or communities. We appreciate that the lives of people are not organised in this way, as all aspects of people's lives are interconnected and not neatly bundled into 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.

The Strategy therefore seeks to identify where key issues and solutions are linked into each theme and at what point priorities and objectives refer to specific groups of people – such as children and young people. For example, although the Healthy Towns Initiative sits within the Health & Well-being theme, improving well-being is addressed across a number of themes; and the actions to be developed around Healthy Towns will impact across all age groups.

## 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 Strategy reflects these changes in the economy, in education, health, safety, housing and the local impact of climate change on the environment.

The borough's population size and character continues to change; between 2008 and 2020 the borough's population could rise by 2,500 to 309,100. However over the same period the number of people aged 60 and over could increase by 11,000 while younger age groups decrease.

(Source: ONS 2008 mid year estimates and Dudley Council Strategic Research & Intelligence Projections)

Therefore, as our older population grows, there will be a greater demand for health and care services. In addition, 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 conditions 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. For older people the ability to live independent lives is affected by both health and choice.

## The Local Area Agreement (LAA)

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 Community Strategy has a broader scope than the LAA and reflects the relevant outcomes of the agreement.

Future updates to the Community Strategy will be informed by the new statutory Local Economic Assessment (LEA) duty, which will provide a common economic evidence base for all partners, and will also inform future LAAs.

## The Comprehensive Area Assessment (CAA)

This review coincides with Dudley Borough's first Area Based Assessment under the new context of the CAA inspection, and forms a significant component of our Self Assessment.

CAA assesses a "Place" or locality in terms of how effectively partners are working together to improve the well-being of its communities, and the future prospects for further improvement. The Strategy takes into account the areas for improvement identified by the CAA process.

## One vision of Strong Communities supported by six themes:

- Jobs & Prosperity
- Health & Well-being
- Heritage, Culture & Leisure
- Environment & Housing
- Individual & Community Learning
- Community Safety



A Dudley resident at the festival of water and light, 2009

‘Our 5 principles:

- Promoting equality - tackling inequality
- Safeguarding the future
- Reflecting priorities through physical change
- Delivery in partnership
- Involving people’

## 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

Currently there are people living in our borough who have a poorer quality of life than others. The aim of the Community Strategy is to improve the quality of life of all people living and working in Dudley.

In revising our objectives for 2010-2013 we sought the views and experiences of inequality of a number of local people. They shared the view that although in principle we all have the same rights and opportunities, some people are not only less able to exercise those rights but this may not be apparent and so their situation remains unresolved.

Inequalities can exist for a number of complex reasons and may be linked; examples include low earnings; low or no educational or vocational qualifications; poor physical and/or mental health; or living in a poor quality environment.

The circumstances of a person or a family can

change, resulting in altered needs for different services and even threatening to upset the balance of their well-being. The Strategy seeks to ensure that people in such destabilising circumstances are safeguarded.

When services are planned to meet the needs of the majority of people, people in a minority can be excluded.

Some communities experience relative disadvantage. Among those are individuals who are most vulnerable, needy and less able to exert control over their lives. The concern over the need to safeguard people – young and old - shows how vulnerable people can become victims. There is a common thread picked up by each theme.

**Dudley Community Partnership** is committed to highlighting and tackling inequalities and promoting equality throughout all of its work.

We will:

- **continue to promote and monitor good practice across the partnership**
- **strive to improve the data and information available regarding equalities, to assist in planning and delivery of services**
- **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.**

## Safeguarding the future

It is important that the benefits that come from delivering the Community Strategy are sustainable and that **natural resources** are safeguarded for future generations. The improvements to people's quality of life are to be long term, to 2020 and beyond.

The priorities of the Strategy are balanced to take into account economic, social and environmental considerations, as the three pillars of sustainability. This ensures that improvements to people's lives are balanced appropriately and not weighted too heavily towards any one theme or priority, just as people benefit from having balanced lives. For example, a well-paid job would not be a full measure of success if the price paid is poor health or isolation from a social, cultural or family life beyond work.

Accordingly we have carried out a **sustainability appraisal** which has shown that there is a relatively good balance of sustainability elements throughout the Strategy.

Sustainability is a consideration within and between all Themes within the Strategy and is a shared responsibility for everyone.

## Reflecting priorities through physical change

We need to ensure that the objectives of the Strategy are translated, where appropriate, through to changes in the physical make up of the borough.

This means creating **balanced neighbourhoods** by ensuring 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 meet the needs of everyone living and working here.

We will deliver the required change through the Dudley **Local Development Framework** (LDF) and Local Transport Plan (LTP), which set out the development

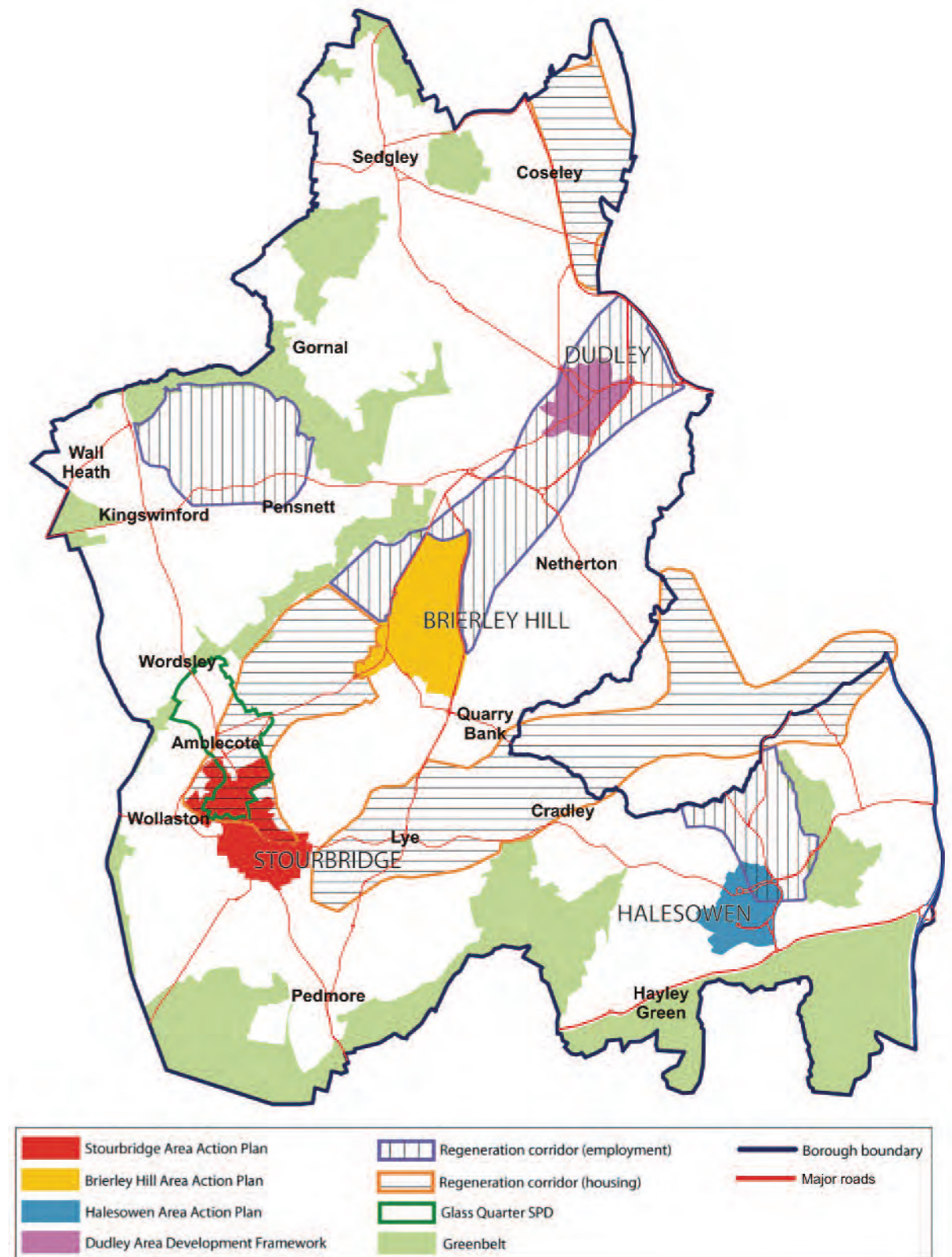
proposals designed to meet future requirements of the Borough, addressing key issues such as housing, the economy, education and transport – and importantly, where in the Borough such development takes place.

Dudley borough plays a key role in the prosperity of the Black Country and the West Midlands.

It is therefore important, when planning our objectives and putting them into practice, to consider the borough's relationship to the wider area. We are part of an overall vision for the Black Country and the findings of the Black Country Core Strategy in relation to physical development will have an impact in Dudley.

The map opposite sets out in broad terms proposals in the Core Strategy for the borough. Part of the challenge is to recognise that, as administrative boundaries do not feature in the everyday lives of residents, they should not act as barriers to the delivery of priorities.

## Proposals in the joint core strategy for the Black Country



## Delivery in partnership

The Community Strategy is ambitious and needs a joint effort among local organisations and people to fulfil our vision. While organisations individually have impressive track records in delivering services and community activity, the key to delivering the Strategy is for everyone to work together to a planned approach.

A number of themed partnerships will lead on developing and delivering actions to meet the objectives. This can only happen when all members of all partnerships understand and take up the challenge. It is also critical that separate organisations and local groups understand the contribution that they can make and that individuals realise their personal responsibility in this.

We expect to see delivery of our vision and outcomes by groups and organisations from all sectors as everyone has a part to play. This involves for example borough-wide and area-based public agencies, private businesses, voluntary and community organisations and groups.

## Involving people

The success of the Strategy largely depends on the people of the borough.

We have many community groups and individuals of all ages who are strong, good role models and are successful in bringing about change for the good of the wider community.

We also have great strength in the 40,000 young people and adults who regularly volunteer to help others in a range of creative ways.

We recognise the need to support this by:

- being as accessible to the public as possible
- taking every opportunity to keep people informed about what services offer and how to access services
- committing to meaningful engagement
- being as open to influence as we can be about the decisions that need to be taken
- championing the role of the volunteer and finding ways to increase activity

- providing people with the means to have control over their lives
- working jointly with our partners and local people whenever it is the right thing to do and when there are clear advantages in doing so.

## Resources

But we also need to be honest about the resources available to us to meet our objectives. The legacy of the current recession will include reduced public spending nationally and less money being made available locally for some time to come. In addition, there are certain issues such as the reality of long term unemployment, that will continue even after economic recovery has begun, and need to remain as a key focus before more ambitious plans can be addressed. The effect of these realities will vary across the range of priorities but they will influence what is possible to achieve.



‘The Community Strategy is ambitious, and needs a joint effort among local organisations and people to fulfil our vision.’



‘One of our most valuable contributions to Dudley Borough living is volunteering’



## Our overall vision: Strong Communities

**Our vision for 2020 is of sustainable, inclusive and connected communities across Dudley Borough.**

The vision of building and maintaining strong communities presides over the themes and priorities contained in this strategy and is a common thread throughout the document.

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 the 40,000 volunteers who give 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. The very act of individuals addressing issues that are either personal, or relate to

their family or neighbourhood itself helps to anchor their sense of belonging.

We plan that meeting the objectives in each theme of the Community Strategy will improve the quality of life for all in the borough, through more people having their needs met appropriately. Just as important is how the objectives are met under our vision of Strong Communities, these will lead to communities feeling stronger and more empowered.

**We are confident that together we can work towards Dudley Borough being a place where:**

- **businesses thrive and invest, and people are skilled for now and the future**
- **people are physically healthy and have good mental health**
- **people recognise and value culture as an intrinsic part of everyday life**
- **people care for a natural and built environment that is attractive, healthy and safe; and live in homes suitable to their needs and wishes**
- **people are inspired to reach their full potential**
- **people are, and feel safe enjoying a sense of freedom from crime and antisocial behaviour**

## Promoting equality – tackling inequality

Many individuals face barriers to full participation in society. Often these are the very people who are in most need of effective public services, and yet the least able to access or influence them.

This is due to economic, political, social or cultural factors. Local service providers are finding ways to improve access to information about services, and how they ask people about changes in services. There are also more steps being taken to work together with groups and organisations to deliver services that are more responsive to those in most need.

The **Dudley Community Partnership** is committed to supporting and training staff and volunteers to take an empowering approach to

engaging communities, through a way of working called ‘**In It Together**’. In other words, we will work in ways which increase the skills, knowledge and confidence of local people, challenge inequality and exclusion and equip communities to work together and influence decisions, services and activities.

Volunteers come from all walks of life; ‘Informal’ volunteering is happening every day in all of our communities; such as neighbours looking out for each other or doing each others’ shopping or gardening.

‘Formal’ volunteering could take place in day centres, charity shops or Children’s Centres. Unfortunately formal volunteering opportunities for people who are physically disabled or have learning disabilities, are not so readily available.

Discrimination can arise as a result of ignorance; further affecting those in society who are already disadvantaged. A great deal of work has already been carried out to identify and tackle discrimination in Dudley.

## Case Study

Simon Biggs, **Dosti**, on the **Strategic Housing and Environment Partnership**, reports on proceedings for the **Dosti** web site.

*Simon says,*  
 ”My opinion is often sought .... the community are always in people’s minds by the very fact that I am sitting at the table. I hope my skills and knowledge can be of use both to SHEP and to the community I serve.”



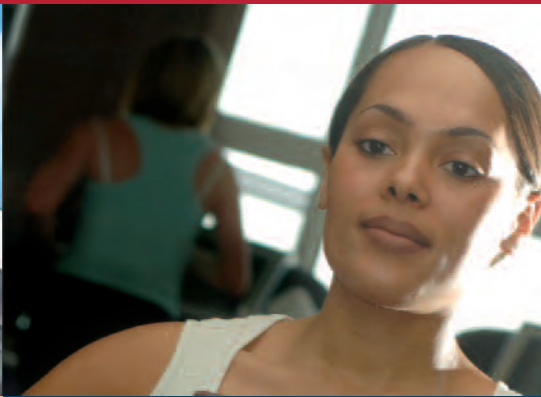
Objective	Justification summary and areas of focus	Lead Partnership
<b>Strategic Priority 1: Develop and integrate empowering approaches to involve a wider range and diversity of local people in decisions that affect their lives and communities</b>		
1. To increase the number of people who participate in meaningful engagement to make a difference	<ul style="list-style-type: none"> <li>Ensuring that opportunities offered are not tokenistic</li> <li>Focus on under represented groups including: BME voluntary/community groups; neighbourhood/area groups; and women</li> <li>Some people face barriers preventing community involvement and working with service providers</li> </ul>	ALL
2. To increase the number of people provided with timely and relevant information about local issues	<ul style="list-style-type: none"> <li>People want clear information about how to get involved</li> <li>‘Face the People 2008’ highlighted engagement issues</li> </ul>	ALL
<b>Strategic Priority 2: Support volunteering among all ages as a vital lifeblood to the strength and resilience of our communities, and for personal benefit</b>		
1. To improve the range of volunteering opportunities within communities in order to increase social interaction and cohesion within and between communities	<ul style="list-style-type: none"> <li>Volunteering is seen as having significant benefits to community cohesion; and for social interaction.</li> <li>Volunteering is often the bedrock of community activity</li> </ul>	ALL
2. To improve the range of volunteering opportunities for people to help build their confidence and self esteem	<ul style="list-style-type: none"> <li>Volunteering is a way of increasing self esteem</li> <li>Volunteering is often the bedrock of community activity</li> <li>Focus on vulnerable people and under represented groups of people</li> </ul>	ALL
3. To improve the range of volunteering opportunities for people to help improve their employability	<ul style="list-style-type: none"> <li>Volunteering can guard against demoralisation through unemployment, and offer new skills as a way back into jobs</li> <li>Focus on those who have lost their jobs during the current recession</li> </ul>	ALL
<b>Strategic Priority 3: Building communities capable not only of absorbing tensions, but also of developing the more positive aspects of community life</b>		
1. To increase harmony between people from different backgrounds within their local area	<ul style="list-style-type: none"> <li>Focus on neighbourhoods most at risk of disharmony or lack of tolerance subject to available intelligence</li> </ul>	ALL
2. To improve the profile of young people within communities	<ul style="list-style-type: none"> <li>Young people suffer stigmatisation and intolerance as a result of the actions of a disaffected minority</li> <li>Young people are unfairly but widely seen as a “problem” when in reality many are victims</li> </ul>	SS
3. To strengthen the capacity of local communities to resolve tensions arising from national and global issues that threaten relationships within and between local communities	<ul style="list-style-type: none"> <li>Dudley has pathfinder status around exploring ways to minimise risk of tensions resulting from incidents of violent extremism linked to national/global issues</li> </ul>	SS
4. To strengthen the capacity of local communities to resolve tensions arising from significant local issues within or between communities	<ul style="list-style-type: none"> <li>Tension can occur within or between communities where the issue is purely local in origin, or a local manifestation of how communities may differ in opinion on wider issues</li> <li>Focus on locations that are most at risk from reaction, subject to available intelligence</li> </ul>	SS
<b>Linked Partnership Plans &amp; Strategies: Building Resilience Strategy, Community Cohesion Strategy, In It Together Community Engagement Strategy, Community Renewal Strategy, Preventing Violent Extremism Programme</b>		

## Our Strategic Priorities 2010-13

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 their effect on community cohesion.



### Jobs and prosperity

- Provide employment opportunities for residents of the borough and ensure they possess the necessary range of skills.
- Develop and diversify the local business base.
- Create an attractive environment for people to live, work and invest in.

### Health and well-being

- Tackle the problem of obesity.
- Tackle the prevalence and harmful effects of drug and alcohol misuse.
- Tackle inequality in physical health and mental well-being.

### Heritage, culture and leisure

- Ensure that heritage and culture is preserved, developed and promoted for all; and celebrated and used by all.

### Environment and housing

- Address the state of the borough's environment, through the responsible actions of individual people, groups and organisations.
- Improve and create neighbourhoods that enable people to live in appropriate homes, in safe and attractive environments with access to amenities services and places of employment.

### Individual and community learning

- Widen participation in adult and family learning to enhance personal and social development, knowledge and skills, employability, health and well being.
- Remove barriers to learning and support local people, particularly vulnerable groups, to raise their aspirations and to realise their potential.

### Community safety

- Strengthen trust and confidence by working to prevent and reduce crime and antisocial behaviour.
- Substance misuse – engaging misusers into intervention at an early stage.

‘Ambitious plans to carry out further major physical and community regeneration... are soon to become a reality.’

## 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 well-being. 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.

However the reality of the economic recession and its impact locally on businesses, workers and families cannot be denied. It is vital that we minimise 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.

## Promoting equality – tackling 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, who traditionally found access to employment easier are now finding themselves out of work. Meanwhile, those who have consistently faced barriers preventing them from getting jobs are at an additional disadvantage brought about by fewer vacancies with more people chasing them. Those most affected include the 18-24 year age group (the largest proportion of claimants) and people aged 50 and over.

The percentage of people claiming **Jobseekers' Allowance** for 6 months or more rose by 60% between April 2008 and 2009, indicating a growth in long term unemployment.



To tackle this, the government's Future Jobs Fund is being used to create temporary funded placements for which such claimants are eligible.

## How voluntary, community and faith groups contribute

A large number of voluntary, community and faith groups in the borough offer advice and guidance about dealing with debt, training courses and information about job opportunities. They also provide a range of volunteering opportunities which can support people wishing to learn skills that will help them to gain employment.

## 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,

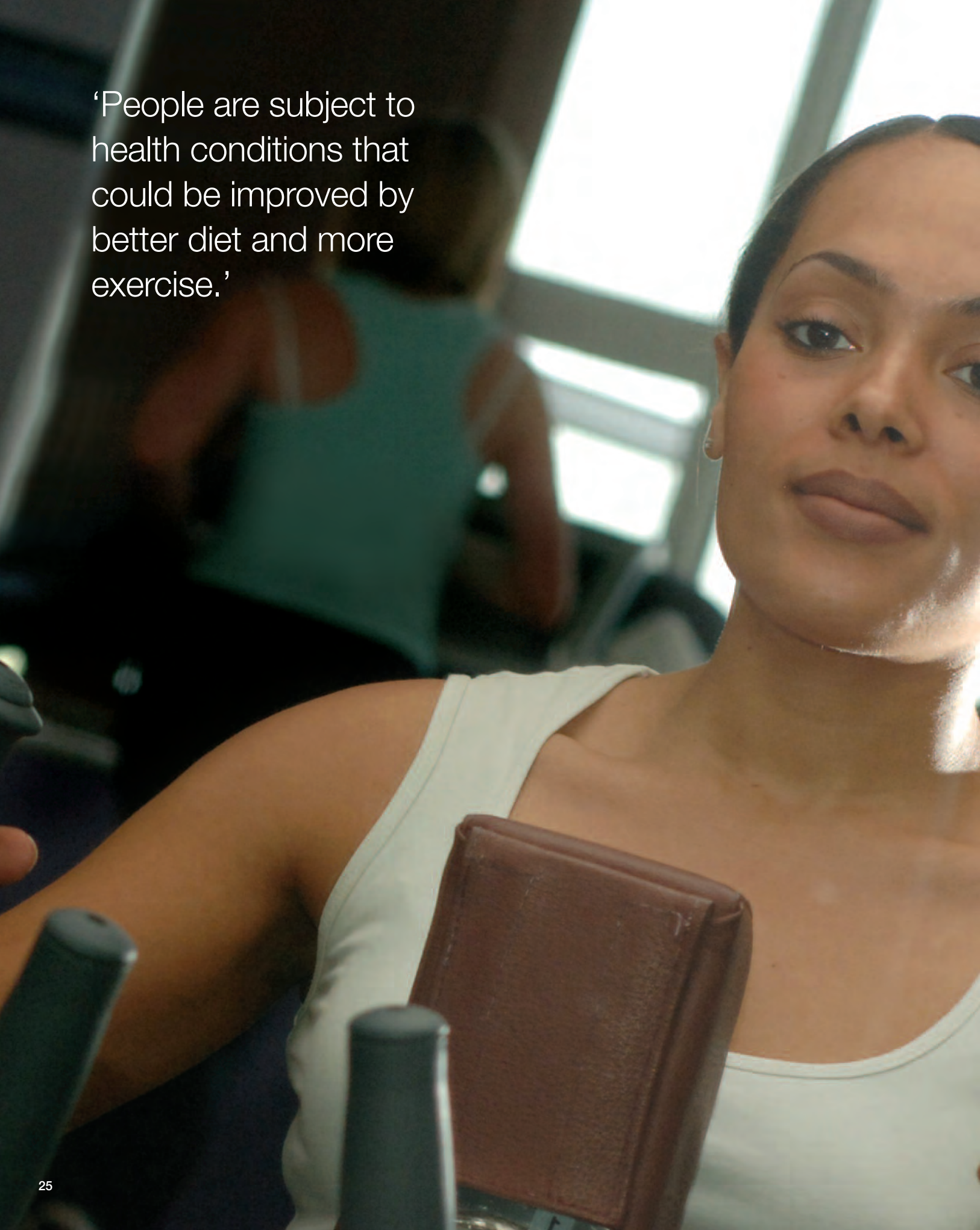
“Volunteering opened up a whole new world for me”

*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”.



Objective	Justification summary and areas of focus	Lead Partnership
<b>Strategic Priority 1: Provide employment opportunities for residents of the borough, and ensure they possess the necessary range of skills</b>		
1. To increase the number of people in the borough able to access training and job opportunities, leading to sustained employment	<ul style="list-style-type: none"> <li>The problem is acute in the City Strategy wards</li> <li>Long term unemployment is growing again due to recession; and especially among the 18-24 age group</li> </ul>	EDRP
2. To broaden the skills base of Borough residents in order for them to obtain and sustain employment	<ul style="list-style-type: none"> <li>Diversification is the key to sustained prosperity, but it requires a suitably skilled workforce. Recession conditions risk loss of skilled workforce</li> </ul>	EDRP
3. To alleviate hardship suffered by households resulting from low incomes and vulnerable to changes with the economy	<ul style="list-style-type: none"> <li>Evidence of families suffering from job and income loss brought about by recession conditions, leading to other social issues</li> <li>Financial hardship for families can lead to child poverty, which affects their health, access to educational and social opportunities and hence their long term future</li> </ul>	EDRP
<b>Strategic Priority 2: Develop and diversify the local business base</b>		
1. To increase the number of higher-value businesses attracted to the Borough	<ul style="list-style-type: none"> <li>Dudley has a low-wage, low-skill based economy</li> <li>Increases potential for better, higher-paid jobs for local people</li> <li>In line with Black Country Core Strategy objective to attract and retain highly skilled and educated people</li> </ul>	EDRP
2. To increase the range of investment opportunity sites	<ul style="list-style-type: none"> <li>The borough has a lack of top grade employment land</li> <li>The key to creating regenerated and confident town centres includes a flexible portfolio of employment land sites to cater for the expansion of existing businesses and the attraction of new investment</li> </ul>	EDRP
3. To create a thriving local enterprise economy	<ul style="list-style-type: none"> <li>Dudley has a low enterprise base</li> <li>A tradition of enterprise and innovation exists for which the area was famous; and could help to withstand further economic recession</li> </ul>	EDRP
4. To sustain the level and diversity of the existing business base	<ul style="list-style-type: none"> <li>Many of the Borough's large % of Small and Medium Enterprises are at risk of closure caused by local recession conditions</li> <li>Business closure tends to lose key workers skills through retraining, making it harder for firms to set up again</li> <li>Through providing support and assistance to enable businesses to access a wide range of services</li> <li>There is a risk of businesses forced to close or downsize in a recession climate</li> </ul>	EDRP
5. To support businesses to reduce carbon emissions and capitalise on opportunities for investment in green technology or supplying green solutions	<ul style="list-style-type: none"> <li>Increased uptake of green technology will contribute to local climate change targets; while an increase in businesses providing green solutions opens up another sector of the local economy</li> </ul>	EDRP
<b>Strategic Priority 3: Create an attractive environment for people to live, work and invest in</b>		
1. Improve the vibrancy and attractiveness of the Borough's town centres	<ul style="list-style-type: none"> <li>Plans for regeneration across the borough seen as the long term route out of recession to relative prosperity</li> <li>Will provide better facilities and services for people, create new jobs and attract new business</li> </ul>	EDRP
2. Improve and maintain the environmental quality and security of the surroundings of tourist attractions, retail areas and business parks	<ul style="list-style-type: none"> <li>Linked to above objective but focussing on the Borough's tourism potential, its existing retail base and business parks</li> <li>Could increase visitor economy investment</li> </ul>	EDRP, SHEP, HCLP
3. Improve the transport network	<ul style="list-style-type: none"> <li>Sustainable economic regeneration is highly dependent upon the existence of an effective strategic transport network; whilst enabling residents to move more freely across the borough</li> </ul>	EDRP, CEPOG
4. Improve the variety of local housing development	<ul style="list-style-type: none"> <li>Retention and attraction of a highly skilled work force requires availability of suitable housing</li> </ul>	SHEP
<b>Linked Partnership Plans &amp; Strategies: Economic Strategy; City Strategy; Dudley Means Business Action Plan; New Heritage Action Plan; Black Country Core Strategy; Regional/Local Transport Plan; Air Quality Management Plan; Parks &amp; Green Spaces Strategy, Local Economic Assessment</b>		



‘People are subject to health conditions that could be improved by better diet and more exercise.’

## Health and Well-being

### 2020 Outcome: People are physically healthy and have good mental health

#### How does this outcome make strong communities?

People suffering from poor health need the best possible care. It is equally important to recognise the wider benefit of prevention and provide support to allow people to enjoy better health and live healthier lifestyles. Well-being is about more than just physical health as our mental

health is equally vital. Self-confidence, a sense of belonging, feeling valued and secure are all essential elements of being part of a strong community. The local environment and the quality of housing we occupy also contribute significantly to our health and well-being. It is

important to take particular note of the health risks to children and young people so that we build a healthier community for 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 improvements in child obesity and there is evidence of children and young people leading healthier, more active lives. In 2008, almost 2,400 people with support, quit smoking. A new integrated health and social care centre is near completion in Brierley Hill, providing residents with easier access to services. Older residents are benefiting from an improved adaptations service, helping them to continue to live at home, while more extra care housing schemes have started construction.

While three of our children’s homes were judged as “outstanding” by OFSTED.

We have a £4.5m grant to establish five hubs in parks and centres under the Healthy Towns programme, encouraging 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 for some is at unhealthy, even dangerous levels.

Alcohol and drug usage, lack of exercise, diet and teenage pregnancy affect the lifestyle and future health prospects of young people and the health of newborn infants.

People have health conditions that could be improved by better diet and more exercise. Older and vulnerable people should be able to access care choices appropriate to personal need.

Also, environmental issues such as traffic congestion affect the air we breathe and affect those who suffer from respiratory conditions.

## Promoting equality – tackling inequality

There are measurable health inequalities relating to many 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 disadvantaged communities experiencing the worst health. There are also differences in life expectancy and certain health conditions for community groups, such as travellers and between genders.

A significant barrier to personal well-being and the ability to enjoy a full and active life are mental health problems and the borough exhibits a degree of mental illness, such as low level depression. Job security, unemployment and antisocial



behaviour can contribute to or exacerbate this condition.

## How voluntary, community and faith groups contribute

A large number of voluntary, community and faith groups in the borough provide activities or services which seek to improve people's health or provide information about health services. These include groups which work with children and young people and those which work with elderly or disabled people.

## Case study

Ryan Clee is a physically disabled young man who lives with his wife. He has employed their friend as a personal assistant, using money paid through Direct Payments.



Before Ryan knew about Direct Payments provided by the Council's social services, he found life very limited. Dealing with day to day problems was difficult due to his illness and a worsening condition held the prospect of him becoming bed-bound.

Ryan feels that the support he has is a "very personal and tailored package with freedom and flexibility that I never expected".

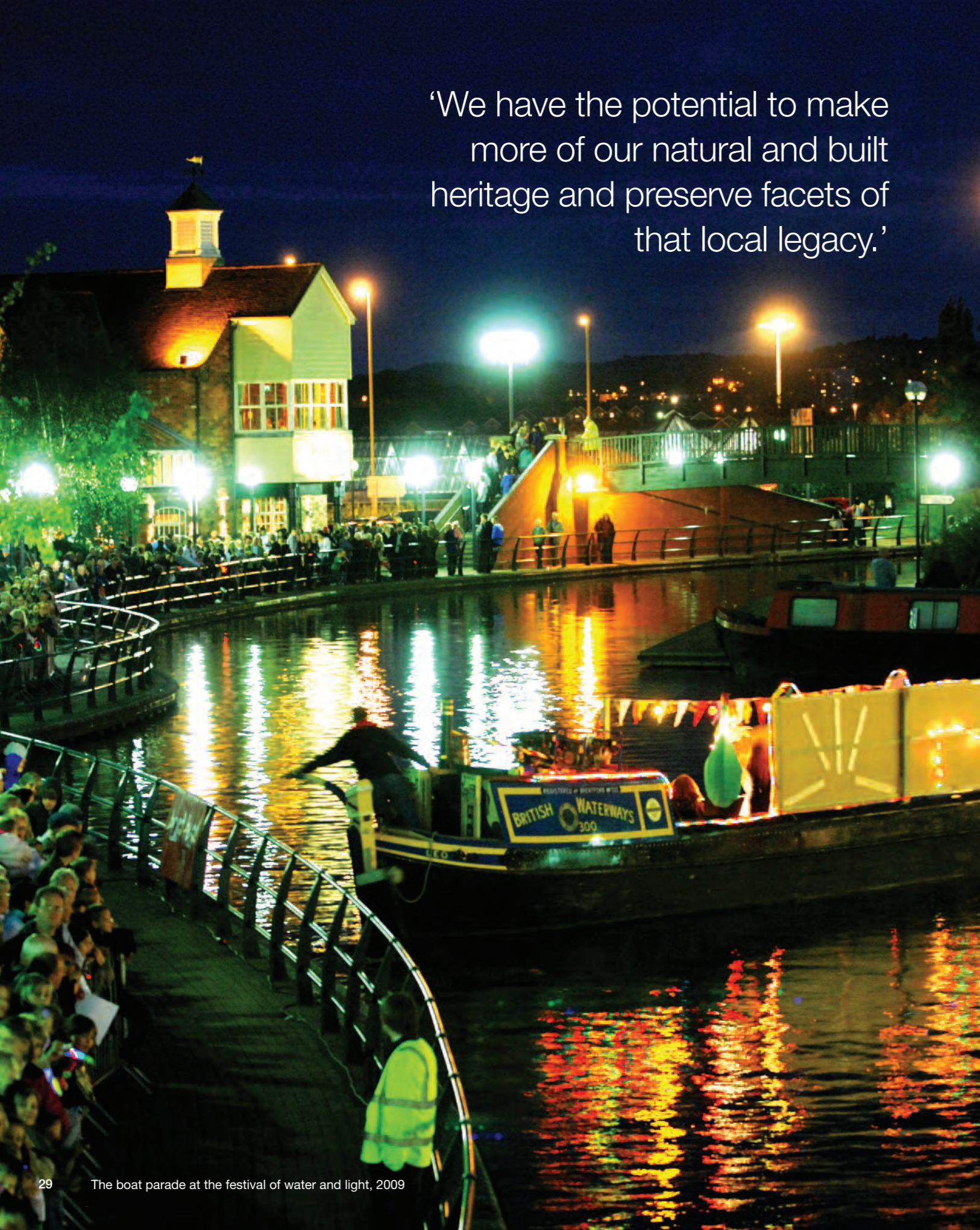
He has the assistance he needs at home and has been able to get out and about, to see friends, or go to the cinema.

He states "when I am ill I have to stay in a lot so to get out when I'm well is so important".



Objective	Justification summary and areas of focus	Lead Partnership
<b>Strategic Priority 1: Tackle the problem of obesity</b>		
1. To reduce levels of obesity among people	<ul style="list-style-type: none"> <li>Obesity levels amongst adults and children are significantly worse than national and regional averages</li> <li>There is marked difference in obesity levels and mortality rates between social class I (more affluent) and V (less affluent), particularly amongst women</li> <li>Obesity is higher amongst certain ethnic communities</li> </ul>	DHWP
<b>Strategic Priority 2: Tackle the prevalence and harmful effects of drug and alcohol misuse</b>		
1. To reduce the number of adults and young people using illegal drugs	<ul style="list-style-type: none"> <li>Illegal drug use by children of school age is above the national average, accessing drug and alcohol treatment programmes can improve life chances and family circumstances</li> <li>Drug misuse can harm individuals, families and communities</li> </ul>	CT
2. To reduce the number of adults consuming unsafe levels of alcohol, focussing on those people and groups most at risk of severe harm and death	<ul style="list-style-type: none"> <li>A significant proportion of people in the borough have indicated that they drink heavily or regularly binge drink, coinciding with an increasing trend in the numbers of alcohol related deaths in the borough</li> <li>Focusing on those people and groups most at risk of severe harm and death</li> </ul>	DHWP
3. Reduce the number of children and young people consuming alcohol and specifically those consuming unsafe levels of alcohol	<ul style="list-style-type: none"> <li>Nearly 40% of Year 10 - age young people had drunk alcohol in the past seven days (Healthy Lifestyle Survey 2008)</li> <li>Focus on children and young people consuming unsafe levels of alcohol</li> </ul>	CT
<b>Strategic Priority 3: Tackle inequality in physical health and mental well-being</b>		
1. To increase access to public health services experienced by different communities	<ul style="list-style-type: none"> <li>Focus on minority communities and those who experience barriers to making healthy lifestyle choices</li> </ul>	DHWP
2. Improve access to personalised health, housing and social care services for the elderly and vulnerable	<ul style="list-style-type: none"> <li>Need to increase choice and improve access to personalised health, housing and social care services to enable them to have provision that meets their specific needs</li> </ul>	DHWP
3. Improve people's physical health	<ul style="list-style-type: none"> <li>Life expectancy varies up to ten years between wards</li> <li>Smoking prevalence varies considerably between wards</li> <li>STD rates have seen a marked increase both nationally and regionally since 1998</li> <li>Focus groups feedback suggests the promotion of health and healthy lifestyles is inconsistent across the borough</li> <li>Focus on effective promotion, marketing and availability of healthy lifestyle choices</li> </ul>	DHWP
4. Improve people's mental health and well-being to ensure vulnerable people are safeguarded	<ul style="list-style-type: none"> <li>Improved provision for mental health was a key improvement priority identified by adult focus group participants; focussing on the promotion of healthy lifestyle choices and initiatives contributing to a sense of happiness, personal achievement and fulfillment</li> </ul>	DHWP
5. To reduce teenage pregnancy	<ul style="list-style-type: none"> <li>Dudley experienced the 4th highest rate of teenage pregnancy (at 48.8%) in the West Midlands in 2006. This was significantly higher than the national average of 40.4%</li> <li>This can affect the life chances of both the young mothers and that of their children</li> </ul>	CT
<p>Linked Partnership Strategies and Plans: Health Inequalities Plan; LAA Substance Misuse Delivery Plan; Obesity Plan; Older Person's Strategy; LAA Child Obesity Delivery Plan; Health &amp; Social Care Strategy, Health Promoting Schools, Every Child Matters, Children and Young People's Plan, PE and School Sport Strategy, Leisure and Recreation Strategy, Dudley's Physical Activity Strategy, Cultural Strategy, Safe and Sound Strategic Assessment, Dudley Borough's Alcohol Strategy, Regional Alcohol Strategy, Children and Young People's Substance Misuse Plan, Community Renewal Strategy, Mental Health Strategy</p>		

‘We have the potential to make more of our natural and built heritage and preserve facets of that local legacy.’



## Heritage, Culture and Leisure

### 2020 Outcome: People recognise and value culture as an intrinsic part of everyday life

#### How does this outcome make strong communities?

A borough that encourages and supports a vibrant and diverse local culture will contribute to confident, strong and cohesive communities. We can better appreciate the diversity of peoples' heritage and culture through celebration. Access to culture, leisure and

recreation has a key role to play in enhancing the quality of life in the borough. Cultural and recreational activity has a positive impact on the way that people feel about the place where they live. Culture also provides personal benefits to individuals in terms of improved health,

confidence, independence and providing opportunities for learning and self expression. In addition, culture has a significant role to play in regenerating the economy, for example through the creative industries.

#### 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 card options plus scheme. Residents are also taking part in cultural events 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 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.



## Promoting equality – tackling inequality

While we aim to increase participation from all sectors of society, certain groups of people are under-represented. For example people with disabilities and additional needs wishing to take part would welcome assurance that those needs can be catered for by the service provided. While awareness training has begun to address this, more processes may be required to improve service delivery.

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 allow them to lead healthy and fulfilled lives. Throughout the borough, participation in heritage, leisure and culture varies between different



communities and neighbourhoods. In some cases, there is a mismatch between those who would like to participate and the availability or suitability of activities and venues.

## How voluntary, community and faith groups contribute

A large number of the borough's voluntary, community and faith groups provide sports and leisure activities, involve people in cultural events and encounters, or work to preserve our local heritage. These range from local sports clubs, faith groups and local history groups.

## 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."



Objective	Justification summary and areas of focus	Lead Partnership
<b>Strategic Priority 1: Ensure that heritage and culture is preserved, developed and promoted for all; and celebrated and used by all</b>		
1. To Increase participation in leisure, recreational and cultural activities for learning, health improvement, socialising and personal growth	<ul style="list-style-type: none"> <li>Participation levels in cultural and leisure activities are variable</li> <li>Culture underpins the lives of individuals and communities health and well-being; learning and environment</li> <li>Focus on training service staff to be able to recognise and provide appropriate support to people with disabilities</li> <li>Economic impact of recession on access to heritage and cultural sites</li> </ul>	HCLP
2. To increase the number of people accessing up-to-date and co-ordinated information about recreational and cultural activities and venues	<ul style="list-style-type: none"> <li>There is a vast amount of cultural, heritage and leisure opportunities in the borough though there are problems around co-ordination of information and marketing of these</li> <li>Activities and facilities accessible to young people and disabled young people should be promoted</li> <li>Focus on under-represented communities, disabled, young people</li> </ul>	HCLP
3. To increase the number of people having influence over the type and availability of recreational and cultural activities and venues	<ul style="list-style-type: none"> <li>It is not just about increasing access - the public are interested in influencing delivery if there is an unmet need</li> <li>Some needs of young people are not being met and need to address gaps in provision and venues; and affordability issues for young people</li> <li>Address whether activities in local venues meet the needs of the local population; and the ability to influence provision</li> <li>Focus on under represented groups engaged in influencing: BME population</li> </ul>	HCLP
4. To protect, preserve and develop for appropriate use the unique heritage of the borough for this and future generations	<ul style="list-style-type: none"> <li>Protect elements of the area's cultural past from danger of loss</li> <li>Find ways of opening up access to heritage through sensitive development or restoration, so that people can enjoy, value and care for it</li> <li>No parks with green flag status</li> </ul>	HCLP
5. To increase number of people celebrating and experiencing diverse traditions and cultural activities	<ul style="list-style-type: none"> <li>Contribution to community cohesion through experiencing shared heritage, tradition and awareness of other cultures</li> <li>More community events and celebrating traditions required and increased promotion of Dudley Heritage</li> </ul>	HCLP
6. To increase the contribution of creative industries and the visitor economy to the economic regeneration of the borough	<ul style="list-style-type: none"> <li>Recognising the contribution of tourism to the local economy, attracting visitors preferring to spend on local attractions in current economic climate</li> <li>Focus on development of the visitor economy and creative industries</li> </ul>	HCLP
7. To increase people participating in 2012 Olympiad activities	<ul style="list-style-type: none"> <li>Key opportunity to increase interest and involvement in local cultural activities, as part of the cultural Olympiad and sport and physical activity</li> </ul>	HCLP
<b>Linked Partnership Strategies and Plans: Cultural Strategy, Dudley's Physical Activity Strategy, Play Strategy, Dudley Economic Strategy, Black Country Core Strategy, Mental Health Strategy, In It Together Community Engagement Strategy, Green Space Strategy</b>		



‘We are more likely to feel happy and safe if the environment is attractive and the air we breathe is clean.’

## Environment and Housing

**2020 Outcome: People care for a natural and built environment that is attractive, healthy and safe; and live in homes suitable to their needs and wishes**

### How does this outcome make strong communities?

Our environment affects our sense of well-being and our mental health. 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 in the future.

Businesses are more likely to invest in the borough if the environment is attractive to customers and locations are accessible. It is also important to recognise that the condition of the homes we occupy have a strong

effect on people’s health. Preserving and enhancing our environment is our common goal and by providing high quality welcoming public spaces for people to meet, we will help bring communities together.

### Our achievements and where we are now

More people are taking part in household recycling. Streets are cleaner, and there is less graffiti, fly-tipping rubbish and abandoned cars. We exceeded our targets on building affordable homes in 2008/9, making some headway toward meeting housing need in the borough and are ready to redevelop the North Priory estate. We introduced the choice-based lettings service.

There is more to do locally to tackle climate change and adapt to its effects for the sake of today’s children and young people and the future they are to inherit. People want to live and work in pleasant surroundings, offering more choice of appropriate good quality accommodation, local services, improving the quality of neighbourhoods, and the air we breathe.

There are ecological threats both through climate change and environmental misuse to our natural sites and habitats. National plans to reduce carbon emissions, and increase renewable energy, by 2020 ties into the same end date of this strategy thus adding impetus to Dudley’s own ambitions.

## Promoting equality – tackling inequality

There is a need to focus environmental improvements on neighbourhoods suffering from blight, litter and dereliction. Some people require support through different approaches to be able to fulfil personal responsibilities for the environment. For example, the Council has undertaken research to define which neighbourhoods and communities are showing a low take-up of household green waste and black box recycling collections. Alternatives to black-box collections are already being tested in some of these areas.

We have older and vulnerable people who need support in securing appropriate homes and living in areas that provide services to meet their



needs, as the case study exemplifies. Whilst seeking the most appropriate solutions to housing need, there is a need to tackle homelessness and alleviate family hardship, made worse by the recession. Agencies are therefore working together to offer support in terms of benefit and debt counselling and mortgage advice.

## How voluntary, community and faith groups contribute

A number of voluntary, community and faith groups in the borough work actively to improve and preserve our natural and built environment and improve housing availability and conditions. These include for example: **Neighbourhood Partnerships** involved in regeneration; friends groups working in parks and other



green spaces; faith groups taking collaborative action against climate change and numerous tenants and residents groups working with social landlords to improve housing and neighbourhoods.

## Case study

“MC” – a Housing association tenant

“I know that if it wasn’t for the offer of this flat I would have been back causing trouble and even back in prison mixing with all my old mates... but being here has made me a better person in myself. I have the support to manage things better and know if I need advice or help it’s there, I feel more motivated to keep things up and want to get things around me and go out to work and get them.”



Objective	Justification summary and areas of focus	Lead Partnership
<b>Strategic Priority 1: Address the state of the borough’s environment, through the responsible actions of individual people, groups and organisations</b>		
1.To minimise waste production of households, organisations and businesses	<ul style="list-style-type: none"> <li>Landfill is reducing however increasing pressures exist to minimise waste and maximise recycling levels</li> <li>Some communities of geography and interest require different and appropriate approaches</li> <li>Focus should be on personal and corporate responsibility regarding prevention of waste, as well as how waste is processed as an end product</li> </ul>	SHEP
2. To alleviate congestion and improve air quality	<ul style="list-style-type: none"> <li>Too many people are making unnecessary car journeys</li> <li>Not enough use of car alternatives, including public transport, cycling and walking</li> </ul>	SHEP
3.To address the local causes and impact of climate change	<ul style="list-style-type: none"> <li>Carbon emissions / energy usage of people and organisations are too high</li> <li>People and organisations are not undertaking enough action to adapt to the consequences of a changing climate</li> <li>Energy efficiency is an opportunity for existing and new properties to reduce energy bills for owners and tenants</li> </ul>	SHEP
4. To preserve and improve the quality and biodiversity of the natural and built environment	<ul style="list-style-type: none"> <li>Some people and organisations are not aware of the consequences of their use of the natural and built environment and do not take responsible actions</li> <li>increasing green space and encouraging biodiversity has environmental benefits and produces built environments that encourage more healthy living</li> </ul>	SHEP
<b>Strategic Priority 2: Improve and create neighbourhoods that enable people to live in appropriate homes, in safe and attractive environments with access to amenities, services and places of employment</b>		
1. To ensure that people live in safe and attractive neighbourhoods that are well-designed, and are accessible to amenities, services and employment	<ul style="list-style-type: none"> <li>Emphasis is required on those areas suffering from unattractive environments, graffiti, littering and dereliction</li> <li>Accessibility is important for all people however it is more so for those people considered vulnerable or more in need; and for communities losing local services such as post offices</li> <li>Welcoming, safe and high quality public open spaces give increased opportunities for people to meet and share enjoyment and fun</li> </ul>	SHEP
2. To enable people to live in homes appropriate to their needs and wishes	<ul style="list-style-type: none"> <li>People require a choice as to appropriateness of homes, including size, type, quality, energy efficiency, location, price</li> <li>Choice should exist in the privately owned and rented sector – and within the social sector</li> </ul>	SHEP
3. To ensure that vulnerable people are able to live independently within their community	<ul style="list-style-type: none"> <li>Supporting people to exercise their choice of appropriate home</li> <li>Avoiding the need to use institutional care</li> <li>To focus on supporting people through life changes and focussing on the ‘whole person’</li> </ul>	SHEP
4. To alleviate homelessness	<ul style="list-style-type: none"> <li>Homelessness has decreased due to improved prevention services, though the number of homelessness enquiries has increased as people feel more at risk of becoming homeless, exacerbated by current economic conditions</li> <li>People who are homeless require support into suitable accommodation</li> </ul>	SHEP
<p><b>Linked Partnership Plans &amp; Strategies:</b> Dudley Council Air Quality Management Plan; Parks and Green Spaces Strategy; LAA Climate Change Delivery Plan, Dudley Waste Strategy, Environmental/Sustainability Strategy, Community Renewal Strategy, Travel Plan for DMBC Employees, Securing the Future - UK Sustainable Development Strategy, Children and Young People Plan, Health Promoting Schools National Programme, Local Sustainable Travel Plans, Housing Strategy, Regional Spatial Strategy, Black Country Joint Core Strategy, Supporting People Strategy, Homelessness Strategy</p>		



‘By taking an active role in our own development, and in that of others we can provide positive role models for each other in helping to build a strong community.’

## 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 can unlock the potential in 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 lead the Black Country and have exceeded the national expectation 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. The increased levels of engagement with young

people for example, through citizenship classes, are 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 residents who have a mistrust of learning institutions borne out of negative experiences. This includes older people who could access learning opportunities opened to them for personal benefit.

## Promoting equality – tackling inequality

Certain key groups of children and young people are underachieving educationally, e.g. **looked after children**. More vulnerable children, such as those with additional needs who are being bullied, or have poor mental health are often unable to access extra-curricular activities.

People who have not had the benefit of family support find it difficult to take up opportunities to learn new skills and therefore have literacy or numeracy abilities significantly below average. Older and poorer members of society in particular, can be disadvantaged by an inability to access internet and social media tools to connect to services or training or simply to stop feeling isolated.

Not only newcomer communities to the borough,



but also some settled residents such as older Asian women 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. More importantly it will help them have a stake in local society and contribute to it - instead of feeling segregated, isolated and disaffected. The ESOL programme is designed to alleviate such problems.

## How voluntary, community and faith groups contribute

A large number of voluntary, community and faith groups in the borough provide informal learning opportunities and some provide or host formal learning courses for their communities, working in partnership with local colleges and the Council's



adult and community learning team.

## 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 a 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."



Objective	Justification summary and areas of focus	Lead Partnership
<b>Strategic Priority 1: Widen participation in adult and family learning to enhance personal and social development, knowledge and skills, employability, health and well-being</b>		
1. To increase the number of adults and families engaged in learning for personal interest.	<ul style="list-style-type: none"> <li>Need to encourage learning 'for its own sake' – for personal benefit and social development, for communities and their culture</li> <li>Focus on promotion of opportunities available within the borough</li> <li>Need to engage families to learning, particularly those from priority neighbourhoods which, where successful, positively impacts upon communities</li> </ul>	PCDL
2. To improve numeracy, literacy and life skills of children and adults to improve life chances.	<ul style="list-style-type: none"> <li>Low literacy or numeracy skills act as a barrier to opportunities</li> <li>Need to enhance opportunities for children and adults to gain 'Life skills' - eg. healthy lifestyles, mental health, sexual orientation, debt management</li> </ul>	CT
3. To improve access to extended-use venues for adults and families in order to participate in learning activities	<ul style="list-style-type: none"> <li>Potential for greater flexibility of learning opportunities enabling community venues to extend opening hours; taking learning to residents</li> <li>Focus on promoting extended schools as a community facility/opportunity for learning</li> </ul>	PCDL
4. To increase participation in learning through affordable learning provision	<ul style="list-style-type: none"> <li>Focus on those adults and families most in need</li> <li>Third sector key role providing link for people with a mistrust of institutions or poor experiences of learning; and in breaking down barriers through the provision of flexible, low cost, local and culturally-sensitive options</li> </ul>	PCDL
<b>Strategic Priority 2: Remove barriers to learning and supporting local people, particularly vulnerable groups, to raise their aspirations and to realise their potential</b>		
1. To narrow the gap in educational achievement between vulnerable key groups of children and young people and the borough average	<ul style="list-style-type: none"> <li>Underachievement results in unequal access to opportunities</li> <li>Underachievement of groups of children/young people (e.g. Looked After Children, and young white males) – giving rise to low aspiration</li> </ul>	CT
2. To reduce the number of people who are disadvantaged by language difficulties in accessing services and opportunities	<ul style="list-style-type: none"> <li>Delivery of the ESOL programme to those whose first language is not English</li> </ul>	PCDL
3. To equip adults, children and young people with the right skills to meet employer demand in the current economic climate	<ul style="list-style-type: none"> <li>Against a context of fewer vacancies, a need for local people to make the most of their chances of worthwhile long term employment; and have the potential to retrain</li> <li>Focus on local jobs for local people</li> <li>Problem of underachievement of certain groups of children &amp; young people is made worse by recession conditions</li> </ul>	PCDL
4. To provide adults and young people with the best access to careers information, work experience and training/apprenticeship programmes to enable them to make better choices about their future employment	<ul style="list-style-type: none"> <li>Need for more work experience placements for young people</li> <li>Need to better link learning to job opportunities –identified 'trigger' to increased participation</li> <li>Need for more apprenticeship &amp; graduate programmes</li> <li>Support for young people to make choices for their future based on improved information</li> <li>14-19 curriculum which started in 2008 encourages work place learning and by 2013 Diplomas will be Statutory within secondary schools</li> <li>"Every Child Matters" identifies need to engage in training and readiness for employment</li> </ul>	PCDL
<b>Linked Partnership Plans &amp; Strategies: Children's and Young People's Plan, Cultural Strategy, Adult Learning Strategy, Dudley Means Business Plan</b>		

‘A safe and peaceful borough is central to our aim of strong communities.’



## Community Safety

### 2020 Outcome: People are, and feel safe enjoying a sense of freedom from crime and antisocial behaviour

#### How does this outcome make strong communities?

A safe and peaceful borough is key to stronger communities and to achieve this we need to remove the fears and barriers that prevent us taking active part in everyday life. If there is fear born of ignorance or

mistrust, this limits social interaction and increases a sense of isolation for us, other individuals and communities. Where people and communities relate well to each other and feel safe and secure in their

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 effective means of improving community safety - hence our success in schemes like the Public Priority Offender (PPO) Programme, and the emphasis on community policing using Police Community Support Officers (PCSOs).

Although some neighbourhoods in the borough suffer from a very real incidence of crime or antisocial behaviour (see below under “Inequality Issues”), 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.

Domestic abuse continues to occur. Various initiatives are in place to help reduce incidents and harm caused to all victims of the abuse, including safeguarding vulnerable people. The need to deal with the effect of alcohol related incidents of violent crime for example in public places, remains a priority.

## Promoting equality – tackling inequality

There is a need to focus on narrowing the gap between the worst and best neighbourhoods in the borough concentrating on geographical hotspots to reduce crime and disorder, antisocial behaviour and substance misuse. There are clear links between crime reduction, substance misuse and health issues agenda and these will be taken forward through good partnership working.

The Safeguarding agenda has a community safety dimension to it and through partnership working we will safeguard the most vulnerable in our society; protecting them from abuse, harm and neglect. This entails raising public awareness that safeguarding is everyone’s responsibility and that citizens of Dudley



are clear how to report incidents of suspected abuse.

There is a need to continue to deal with and prevent, the incidence of hate/racial crime whose victims tend to be either from minority groups or are simply vulnerable. Such crime threatens to destabilise communities where such incidents occur. This links to the community cohesion objectives under “Strong Communities”. A robust system to deal with community tensions which may arise has been put in place to prevent serious disturbance wherever possible.

## How voluntary, community and faith groups contribute

From neighbourhood watch groups to youth groups to tenants and residents



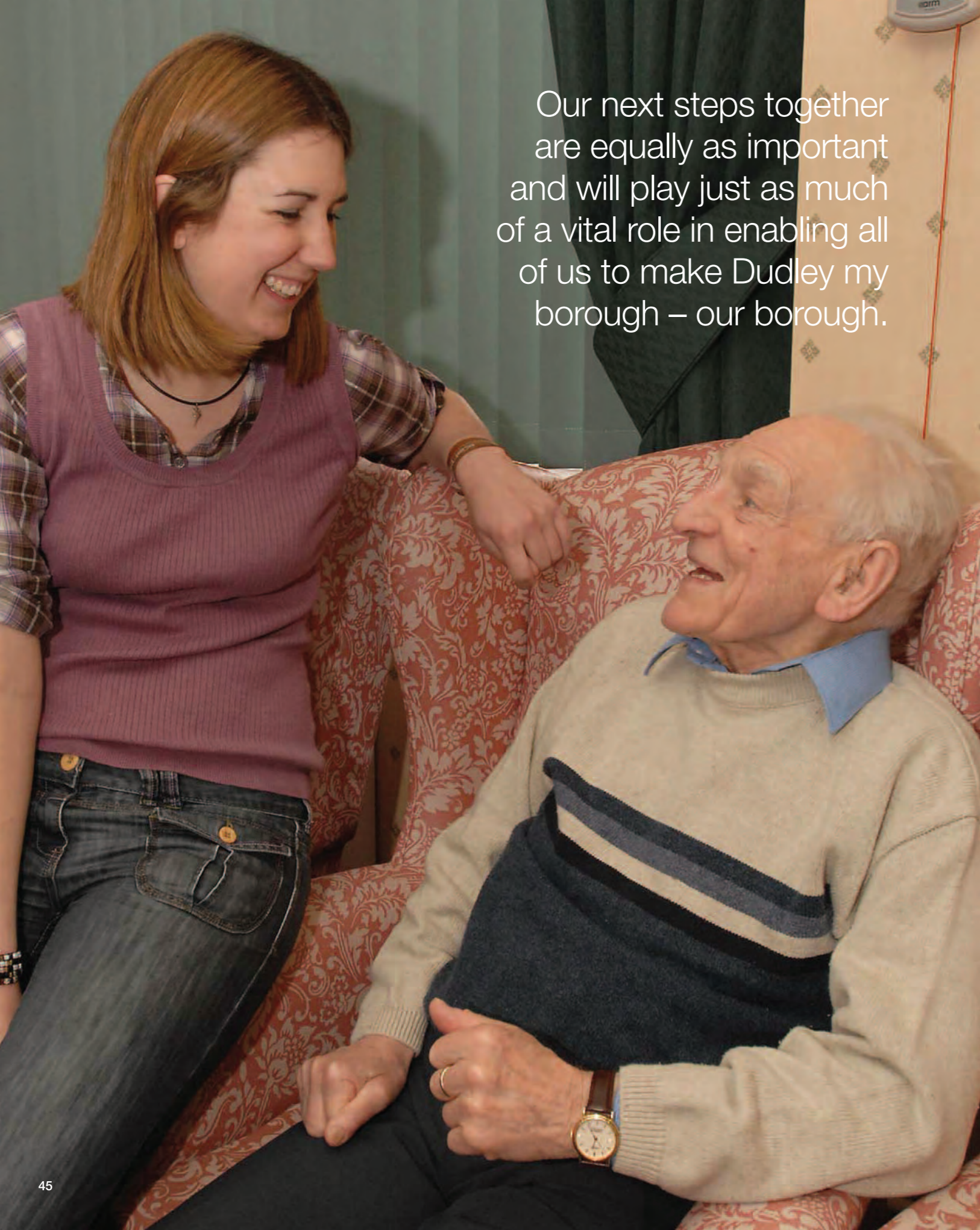
associations, a range of community, voluntary and faith groups take action every week to reduce crime and tackle anti-social behaviour issues.

## 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.



Objective	Justification summary and areas of focus	Lead Partnership
<b>Strategic Priority 1: Strengthen trust and confidence by working to prevent and reduce crime and antisocial behaviour</b>		
1.Reduce the number of people who are victims of <b>all</b> crime including antisocial behaviour	<ul style="list-style-type: none"> <li>Reported incidents of victimised families left unsupported by agencies adversely affects public perception</li> <li>Domestic abuse accounts for at least a quarter of all violent crime reported to the police</li> <li>Violent crime against children is leading to more children being taken into care</li> </ul>	SS
2. Improve confidence in action taken to tackle the problems that matter most to the community	<ul style="list-style-type: none"> <li>Place Survey suggests room for improvement (3rd quartile)</li> <li>ASB: A number of geographical areas show a high correlation between high perception of specific ASB problems and high incident levels reported to the police</li> </ul>	SS
3. Improve quality of partnership delivery of services to communities	<ul style="list-style-type: none"> <li>ASB: There is an uneven distribution of public concern particularly about specific ASB strands. There are a number of “hot-spot” locations requiring focussed attention</li> <li>There is a need to ensure the ASB agenda is shared across all partners and partnerships</li> </ul>	SS
<b>Strategic Priority 2: Substance Misuse - engage misusers into interventions at an early stage</b>		
1. Reduce the number of adults who misuse illegal drugs	<ul style="list-style-type: none"> <li>Indirect cause of acquisitive crime to fuel drug habits</li> <li>Treatment through intervention can prevent repeat offending</li> <li>Drug misuse can harm individuals, families and communities</li> </ul>	SS
2. Increase the number of illegal drug users engaged into effective treatment	<ul style="list-style-type: none"> <li>Utilise effective treatment for illegal drug users to encourage and promote social reintegration.</li> </ul>	SS
3. Reduce the number of young people misusing substances	<ul style="list-style-type: none"> <li>There is a need to ensure that staff are equipped to identify substance misuse in respect of young people at an early stage to determine level of interaction required which may include specialist treatment</li> </ul>	CT
<p>Linked Partnership Plans &amp; Strategies: Community Safety Strategy, LAA Substance Misuse Delivery Plan, Children and Young People’s Plan, Domestic Abuse Strategy, Antisocial Behaviour Strategy, Hate Crime Strategy, Adult Treatment Plan, Drug Intervention Programme, Safe and Sound Strategic Assessment, Education Behavioural Plan, Community Renewal Strategy,</p>		



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 borough – our borough.

## Moving Forward

**The Community Strategy 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 task now is to address those priorities identified within this Strategy through shared resources and effort, to fulfil the outcomes we have set.

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

The next stage is to take forward the objectives into action. This document is accompanied by an emerging **delivery framework** agreed by thematic partnerships. The framework sets out partnership lead and supporting responsibilities; the actions to be taken; how progress will be measured; and a set of realistic targets for the next three years.

Performance will be managed by the partnerships, reporting to the **Dudley Community Partnership Executive Board**.

The evolving **Dudley Community Partnership** stakeholder forum will also play its part in addressing the fulfilment of the Strategy 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.

We also pledge to continue to improve the promotion of equality through the partnerships. This will be done through developing targets to tackle identified inequalities; improving knowledge and

understanding of the inequalities between and within our communities; and assessing the impact of our actions. In some areas, we need better intelligence about our communities and the issues they face. This will be done partly through identifying or developing better sources of data; and partly through a framework for community engagement that also accompanies this document. Engagement over the next three years will therefore be driven by the priorities listed in this document which either need, or would benefit from, regular dialogue with community groups.

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 borough – our borough**.





## Appendix A - Abbreviations and Glossary

### Abbreviations

CAA	Comprehensive Area Assessment
CT	Children's Trust
CRIG	Crime Reduction Implementation Group
DBC	Dudley Borough Challenge – refers to the process that gave birth to the 2005-2020 Community Strategy
DCP	Dudley Community Partnership
DHWP	Dudley Health and Well-being Partnership
DMBG	Dudley Means Business Group
EDRP	Economic Development & Regeneration Partnership
ESOL	English Speakers of Other Languages
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
SCSG	Stronger Communities Steering Group
SHEP	Strategic Housing and Environment Partnership
SMIG	Substance Misuse Implementation Group
SS	Safe and Sound

# Glossary

## Action

The detail of what is going to be done by partners and agencies in order to achieve an objective.

## Centre for Equality and Diversity

A company which seeks to create an environment where all the people of the Dudley Borough and surrounding areas, support equality and diversity and understand and appreciate the difference between individuals and communities.  
[www.cfed.org.uk](http://www.cfed.org.uk)

## Chief Engineers and Planning Officers Group

A regional body with local authority representation which deals with matters such as transport planning across the West Midlands.

## 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.

## Creative industries

The industries that are based on individual creativity, skill and talent.  
[www.culture.gov.uk/whatwedo/creativeindustries](http://www.culture.gov.uk/whatwedo/creativeindustries)

## Crime Reduction Implementation Group

One of the two principle mechanisms that oversee crime reduction actions relating to the Community Safety Strategy.

## Delivery Framework

A set of actions and measures to guide delivery of activities and services to meet agreed objectives and targets.

## Dosti

An organisation covering the Dudley Borough, that supports representatives from the voluntary community and faith sector to become more influential and to work with other representatives to influence change.  
[www.dosti.org.uk/representatives/dostis-role](http://www.dosti.org.uk/representatives/dostis-role)

## 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 & Well-being Partnership brings together all key agencies with an interest in health in the Borough.

## 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 & Leisure Partnership

The HCLP is a thematic partnership and leads on matters of heritage, culture and leisure across the borough.

## In It Together

An innovative and strategic partnership approach towards community engagement, including concepts of community empowerment.  
[www.dosti.org.uk/faqs/92](http://www.dosti.org.uk/faqs/92)

## 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:

- 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.

## Justification

The reason why the objective has been formulated and the particular focus required in delivering the action.

## 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.

## Measure

A quantifiable expression by which progress and performance can be judged, expressed in numbers or percentages, eg. “the number of GCSE A-C passes”.

## Natural resources

All ‘gifts of nature’ - air, land, water, forests, wildlife, topsoil, minerals - used by people for production or for direct consumption. Renewable natural resources can be replaced or replenished by natural processes or human action. Fish and forests are renewable natural resources. Minerals and fossil fuels are non-renewable natural resources because they are regenerated in a geological, rather than human, time scale. Some aspects of the environment; soil quality assimilative capacity, ecological support systems are called semi-renewable because they are re-generated very slowly on a human time scale.

## Neighbourhood Partnerships

Delivery of services in a localised way by engaging local people at a neighbourhood level in the selection of service providers and co-ordination 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.

## Objective

A detailed expression of achievement, focussing on a specific issue, to which measures can be attributed.

## Outcome

An expression of what it is we want to achieve within a theme, that has a direct impact on the lives of individuals and or communities, by pursuing a set of priorities and objectives.

## Performance

The level of accomplishment of an action, or a number of collective actions, measured against agreed objectives and/or targets.

## Personal Community Development Learning

This is a group that looks at learning for personal development, cultural enrichment, intellectual or creative stimulation and enjoyment in the borough.

## Priority

The key issue that stands above others within a theme. Formulated through rigorous analysis of information. It requires the focus of the partnership’s attention to try to tackle by working together over the next three years.

## Priority themes

The six main areas of the Community Strategy that contribute to the outcome of Strong Communities are: Jobs and Prosperity, Health and Well-being, Heritage, Culture and Leisure, Environment and Housing, Individual and Community Learning and Community Safety.

## Regional Transport Partnership

Regional Transport Partnerships (RTPs) were established in December 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, "To work together to make the borough a place where people feel safe and are safe."

## Spatial assessment

An assessment carried out to determine the extent of which the Community Strategy is appropriately connected to the physical development framework of the borough.

## 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 Implementation Group

One of the two principal mechanisms that oversee Substance Misuse actions relating to the Community Safety Strategy.

## Sustainability appraisal

An assessment carried out to determine the extent of which the Community Strategy carries priorities and objectives that will help to safeguard and not to compromise, the social, economic and environmental future of the borough.

## 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.

## Target

The milestone set against an objective, eg. reduce crime by 5%.

## Theme

Sections that reflect aspects of people’s lives with a specific scope and for which we can define tangible priorities and objectives. The themes emerged from extensive community engagement upon which the 2005 Community Strategy was based.

## 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.

## Vision

Our inspiration for the Community Strategy and our long term aspiration which we aim to realise and which we use to make sure performance is kept on track.

## Voluntary, Community and Faith Sector

This sector embraces voluntary organisations, community and faith groups. Voluntary organisations are autonomous, non-profit making and non-statutory. Many employ staff and many are charities. Community groups are usually small, active on a local or community level and largely dependent on voluntary effort.

## Vulnerable person

Someone who can’t take care of themselves or protect themselves from serious harm or exploitation.

## Appendix B - Related Documents

- Actions and Processes suggested during Review Process
- Community Engagement Framework
- Criteria to Formulate Objectives
- Dosti additions to Partnership Event - March 2009
- Dosti Equality Group Report – July 2009
- Drafting Review Document - June 2009
- Dudley Borough Challenge – Community Strategy 2005 – 2020
- Dudley Borough Challenge – Community Strategy Review – Methodology July 2009
- Input Sources and References
- Intelligence Update Report - July 2009
- Partnership Event Presentation and Evaluation - June 17th 2009
- Partnership Event Report - January 2009
- Partnership Workshop Feedback and Responses - June 17th 2009
- Performance Delivery Framework
- Report to Cabinet recommending approval - 9 December 2009
- Resident Focus Group Report – April 2009
- Resident Young Peoples Focus Group Report – May 2009
- Responses to the draft for consultation by responding body or individual Community Strategy Draft for Consultation – August 2009
- Spatial Assessment – July 2009
- Sustainability Appraisal – July 2009

