

Meeting of the Council – 28th February, 2022

Report of the Cabinet

Council Plan 2022-2025

Purpose

1. To present the new Council Plan for the period from April 2022 to March 2025 that sets out the strategic direction for the Council, our key priorities and how we are contributing to the delivery of the Borough Vision 2030.

Recommendation

2. That the Council endorse the Council Plan for 2022-25 setting out our ambitions to be the place of choice for living, working, learning, visiting and delivering a service for our residents that we are proud of.

Background

3. The Council is faced with an immense and complex range of challenges, some externally driven by Central Government and others locally driven by key initiatives and corporate plans and priorities.
4. The Council Plan sets out our vision and priorities under four core priorities. The Plan is refreshed every three years, mapping out our journey and commitment that the Council will constantly strive to improve the way we deliver services to meet the needs of local people and to ensure that we can measure and demonstrate our achievements.
5. The current three-year Council Plan runs to March 2022 and is focused on sound, familiar priority areas:
 1. One Council, building a dynamic and sustainable organisation
 2. A cleaner and greener place to live
 3. Stronger and safer communities
 4. Growing the economy and creating jobs.
6. As we approach the end of the current three-year Plan there is a need to reset the Plan for the next three years.

Council Plan 2022 – 2025

7. The new Plan will recognise the impact that Covid-19 has had on services and the needs of local people. It will set clear priorities and measurable outcomes going forward that will focus on our huge ambitions for our future.
8. Consultation and engagement commenced early in 2021 and has continued throughout the year to include officers across the organisation, elected Members and the Future Council Scrutiny Committee.
9. Following this engagement, the following priorities have been agreed:
 - A **borough of opportunity** providing the best possible start in life with continued access to integrated health and social care as well as quality education and training allowing people to live full and independent lives
 - A **safe and healthy borough** where we work hard to tackle inequalities, keep our communities safe in healthy, sustainable environments and improve individual health and wellbeing
 - A **borough of ambition and enterprise** where regeneration and growth support innovation, modernisation, and access to a full range of opportunities for businesses and residents
 - Dudley Borough the **destination of choice** with a wide range of attractions and accommodation where both residents and visitors can celebrate our diverse culture, history, and communities.
10. A full version of the Council Plan on a page can be seen in Appendix 1, which provides the full list of outcomes the Council promises to deliver to our borough residents.
11. The Council Plan is outcome driven and our Directorate plans will deliver the operational activity to deliver the objectives in the Council Plan alongside our other strategies such as the 'Living with Covid Plan', 'Children's Improvement Plan' and the 'emerging climate change strategy'. (See Appendix 2 Hierarchy of Plans 'The Golden Thread').

Future Council Programme

12. The Future Council programme ensures the Council is 'fit for the future' ensuring we have a comprehensive programme that will include:
 - **Future Workforce** – We will be an employer of choice, our values and behaviours will define how we work together, development opportunities to acquire new skills and our smaller, diverse and agile workforce will reflect the population of Dudley



- **Future Digital** - We will do things smarter by utilising technology, data insight and analytics will be fully utilised and we will transform wellbeing and care through digital technologies, delivering improved outcomes for service users.
- **Future Facilities** - All of our buildings and facilities will be fit for purpose low carbon and embracing the latest technology. We will make all of our buildings available to provider shared spaces for communities to come together and with improved public transport and cycling facilities, there will be reduce reliance on private cars.
- **Future Financial Sustainability** - Challenging ourselves to deliver value for money, to operating on a commercial basis and maximising value from procurement.
- **Future Governance and Processes** - Strengthening our governance, processes and procedures to take informed and transparent decisions, managing risk, setting clearly defined functions and roles and ensuring robust accountability whilst upholding high standards of conduct and behaviour.

Finance

13. There are no direct financial implications in receiving this report. However, the aspirations set out in the Council Plan are dependent on funding being available through the Medium-Term Financial Strategy.

Law

14. A local authority has a general power of competence pursuant to the Localism Act 2011.

Risk Management

15. The proposals contained in this report do not create any 'material' risks.

Equality Impact

16. The Council Plan is consistent with the Council's policies on equality and diversity.

Human Resources/Organisational Development

17. The Future Council 2030 programme will lead to the development of a clear plan which will enable the Council to become a sustainable and dynamic organisation that is fit for the future. This will inevitably require change to our workforce, our ways of working and organisational culture.

18. The role of the Human Resources, Organisational Development and Inclusion team is crucial in facilitating such change and the team will continue to work with senior leaders across the Council on workforce development, culture change, capacity building and delivering organisational development priorities to ensure delivery of the vision set out within the Future Council. This work will be underpinned by a revised Organisational Development delivery plan that is aligned with the Future Council priorities.

Commercial/Procurement

19. There is no direct commercial impact.

Council Priorities

20. The Council Plan and the Performance Management Framework enables a consistent approach for performance management across the organisation, aligning the Council Plan, Borough Vision and Future Council Programme and provides that golden thread between them.
21. Our Council Plan is built around 4 key priority areas. The Council Plan is a 3-year '[Plan on a Page](#)'. Each Directorate has a Directorate Plan that aligns to the priority outcomes that the Council is striving to achieve, as outlined within the Council Plan, and includes an assessment of how the service has contributed towards these priorities along with a range of key performance indicators to enable us to keep track of progress.
22. Performance management is key in delivering the longer-term vision of the Council. Quarterly Corporate Performance Reports are reported and reviewed by Strategic Executive Board, Cabinet Members, the Deputy and Shadow Deputy Leader and the Future Council Scrutiny Committee.
23. This will help to enable the Council to deliver the objectives and outcomes of the Council Plan and in turn the Borough Vision.



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Leader of the Council