

Dunstable Town Council

Corporate Plan

2020 - 2023



DUNSTABLE
TOWN COUNCIL





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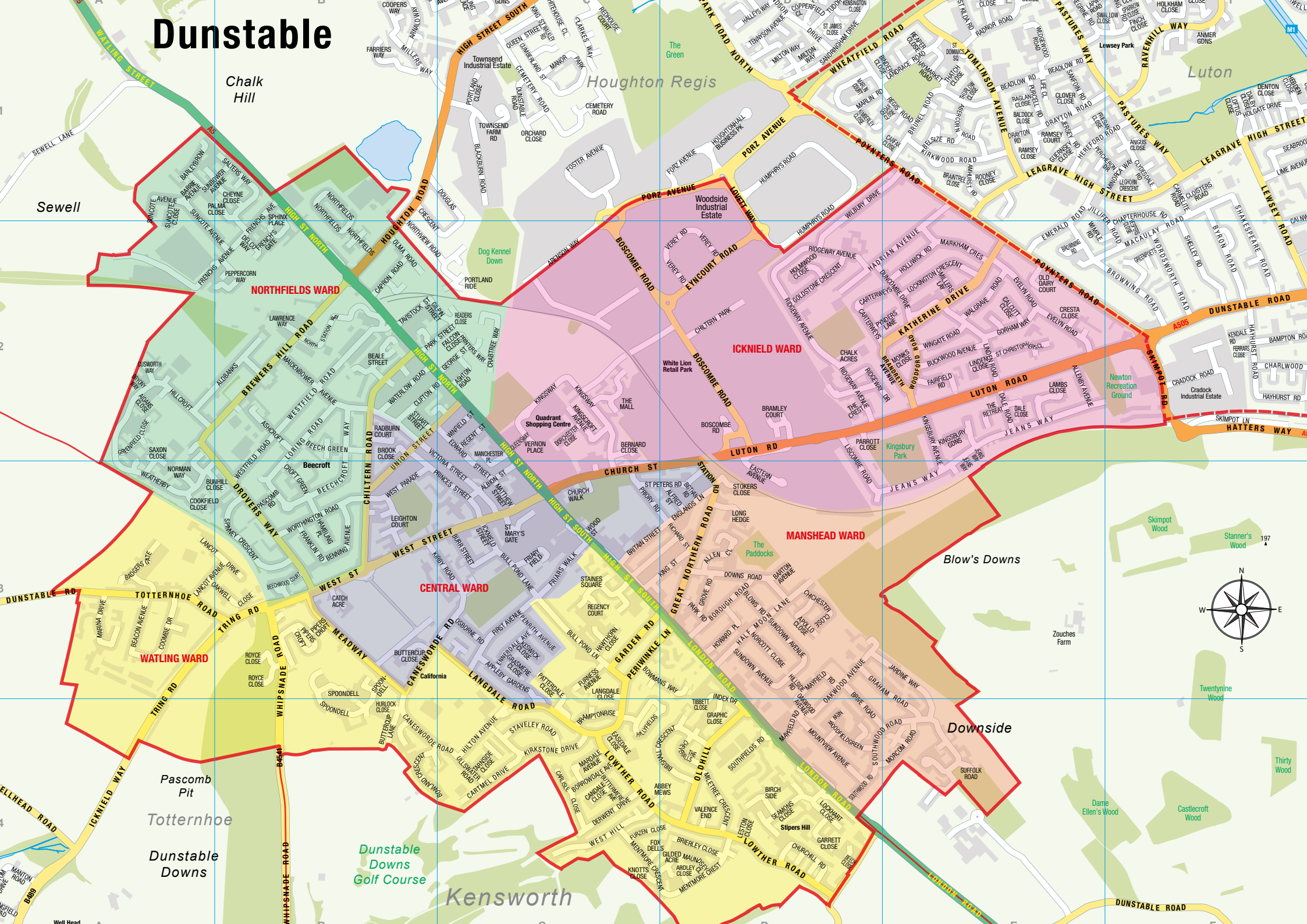
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3. To further improve and develop the provision of green and open space in the town
4. To continue to improve services targeted to all community sectors in the town
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Dunstable



Foreword



I have now been the leader of the Ruling Group on the Council for the past 2 years. Introducing this latest Corporate Plan makes me very proud to be part of one of the leading town councils in the country.

Over the past three years the Council, through its Councillors and Officers, has continued to grow and prosper. Not only is the Council in a secure and robust financial position, I can also look back on the past three years with immense satisfaction as to what has been achieved.

Initiatives such as the Town Council overseeing the building of the brand new Bennett's Splash, Splashside Café and Adventure Play area in Bennett Memorial Recreation Ground; installing a new irrigation system at Creasey Park Community Football Centre; refurbishing the War Memorial and securing another Green Flag for Dunstable Cemetery all contribute to helping make Dunstable a better place. Such initiatives are only made possible by the existence of a town council in Dunstable.

This new Corporate Plan will ensure that the Council continues to deliver the range of quality of life services that we know our residents and businesses appreciate. I look forward to seeing the High Street Heritage Action Zone initiative successfully completed over the lifespan of this new document.

I believe that Dunstable's fortunes will continue to improve with the roll out of further High Street public realm improvements and town centre developments. I am committed to ensuring that Dunstable Town Council continues to play its part in improving the quality of life for all in Dunstable.

Councillor Peter Hollick

Chairman of the Finance and General Purposes Committee and Leader of the Council's Ruling Conservative Group



In March 2020 I shall have had the pleasure of leading the Town Council as its Town Clerk and Chief Executive for the past thirteen years and I look back over this time with a great sense of achievement.

Over the past thirteen years the size of the Council has more than doubled in terms of staff employed, income generated and overall turnover and with this unprecedented growth has come a far greater range and quality of services delivered to our local residents and businesses.

I hope that launching this new Corporate Plan will continue this improvement in service delivery and I look forward to the positive impact on the town that many of the aspirations contained in this document will have.

I particularly look forward to launching the High Street Heritage Action Zone initiative as well as seeing the impact of the completion of the High Street improvement works being led by Central Bedfordshire Council.

The Council has achieved a great deal over the past three years and a selection of Council successes is highlighted in chapter 3 of this document. However, it is the future that the Council is now planning for and this document sets out 50 key objectives against each of the Council's 6 Corporate Priorities that will be focused on over the next four years. The Council understands that not everything will be possible but prioritising its efforts in this way will ensure that existing services are improved, and new services are introduced in an efficient and cost-effective manner.

I believe that as the nature of local government changes across the country, town and parish councils will continue to take on more responsibilities for quality of life services. Dunstable Town Council is well positioned to be at the forefront of this movement and there is no doubt that the Council will continue to prosper for the benefit of all Dunstable residents, businesses and visitors.

David Ashlee

Town Clerk and Chief Executive

Executive Summary

This document has been prepared in order to clearly set out the key priorities and objectives for Dunstable Town Council over the next four years (2020, 2021, 2022 and 2023). The document sets out a vision for the Council and the Council's 6 Corporate Priorities, which are:

1. Continuing to improve the organisational management, efficiency and environmental sustainability of the Town Council
2. To preserve and enhance the history and identity of the town, creating a sense of pride in Dunstable
3. To further improve and develop the provision of green and open space in the town
4. To continue to improve services targeted to all community sectors in the town
5. To contribute to the regeneration of the town centre and development of neighbourhoods in the town
6. To represent residents, businesses and community groups of Dunstable on key strategic issues facing the town

The aim of the document is to give Dunstable's residents a clear understanding of what the Council is trying to achieve and how it intends to deliver. It sets out what the Council intends to focus on over the next four years and in doing this the document also defines what the Council will not necessarily focus on as it may be that other public sector bodies are better placed for other areas of service provision.

It is not a traditional Town Plan that many town and parish council's produce but is a document that aims to set out what the Council can achieve rather than a document that seeks to influence others on issues that are not directly under the control of the Council. The document will be reviewed on an annual basis and updates on achievements will be reported through the Council's annual reporting process.



Review of Corporate Plan 2017 – 2019

Dunstable Town Council agreed its third Corporate Plan in December 2016. The document was written to have a 3-year life span, after which time it was to be reviewed in order to adopt a new plan.

The document agreed a vision for the Council along with a mission statement and an expression of Council values. The document also set out a performance management framework for the Council as well as identifying 51 key objectives set against 6 Corporate Priorities.

Over the three years of implementing the Corporate Plan the Council organisation continued to grow largely as a result of achieving many of the objectives set out in the Corporate Plan (38 out of the 51 objectives were either completed or partially completed).

In 2008, the Council employed approximately 40 staff and had a gross budget of just under £2million, by 2019 the staff establishment had grown to approximately 85 staff and the Council now has a gross revenue budget in excess of £3million. This growth has been largely down to local government reorganisation, the creation of the new Central Bedfordshire Council and the Council agreeing to take on additional responsibilities in order to protect and develop important services for the residents of Dunstable.

During the 3 years of the Corporate Plan the Council developed new and improved services and achieved a number of accolades for services provided.

Highlights include:

- ▶ Maintaining bronze standard accreditation for Investors in People
- ▶ Securing consistent gold medals in the Anglia in Bloom competition
- ▶ Securing an additional Green Flag for Dunstable Cemetery
- ▶ Completing a refurbishment of the War Memorial
- ▶ Overseeing the installation of a new irrigation system at Creasey Park Community Football Centre
- ▶ Installing a new splash park, associated cafeteria and adventure play area in Bennett Memorial Recreation Ground
- ▶ Completing all projects associated with the Market Town Regeneration Fund ¹
- ▶ Organising an award-winning event to celebrate the 100th anniversary of the end of WWI
- ▶ Developing the new farmers, craft and specialist markets

These are just highlights of what the Council has achieved over recent years and the impact of these achievements is that the residents of Dunstable are benefiting from the provision of quality of life services that no other organisation would provide for them if Dunstable Town Council did not exist.

The adoption of this new Corporate Plan for 2020 to 2023 will hopefully help to ensure the continuation of this track record of achievement and service delivery that contributes to 'Make Dunstable a Better Place' for all residents, businesses and visitors to the town.



¹ This included installing architectural lighting on three town centre buildings, completing a feasibility study for the restoration of Priory House, expanding the Town Ranger scheme, creating a new entrance to Priory Gardens, assisting with a High Street shop fronts improvement scheme, renovating the Ashton Square toilets

An Overview of Dunstable

Dunstable is the oldest charter town in the area now known as Central Bedfordshire and is currently home to around 40,000 residents, who regularly elect their own Town and Central Bedfordshire Council representatives to manage local affairs.

The earliest recorded residents of Dunstable lived on the Downs, the northern most point of the Chilterns, on hills that originated at the same time as the Himalayas. Nowadays the 'settlement' nestles between the Downs.

Dunstable is fiercely proud of its rich heritage yet, whilst it may be steeped in history, it is very much a town in the present, working towards a bright future. Dunstable is situated some 25 miles to the north-west of London, with excellent access to the heart of the national motorway network. With the M1 running close by and the M25 being less than 20 miles away, over three quarters of the UK mainland population can be reached within a same day return journey.

Rail and Busway links from nearby Luton mean that London St. Pancras can be reached in half an hour, while the train from Leighton Buzzard can be in Euston in 40 minutes. Fast Intercity services also operate on both these lines, and rail freight services are also available from Luton.

The needs of the air traveller are similarly well catered for. As well as nearby London Luton Airport, which offers direct flights to an increasing number of European destinations, other international airports, including London Heathrow, London Gatwick and London Stansted are readily accessible within 2 hours drive. For sea freight the ports of Tilbury, London, Felixstowe and Southampton can all be reached within 2½ hours.







An Overview of Dunstable Town Council

Dunstable Town Council was established in 1985 following a local petition for the Council to be created. Since its creation 35 years ago, the Council has developed into one of the largest town councils in the country. It is recognised as an Investors in People Bronze standard organisation under a nationally recognised scheme that demonstrates that the organisation is managed effectively.

The Council comprises 18 elected representatives that are democratically elected (typically) every four years. For Town Council purposes Dunstable is divided into 5 political wards that have the following numbers of elected representatives:

Central Ward	3 Council Members
Icknield Ward	4 Council Members
Northfields Ward	4 Council Members
Manshead Ward	3 Council Members
Watling Ward	4 Council Members

The Council is the body that makes decisions and this is achieved through Committees and Sub-Committees that have delegated authority in line with the Council's Constitution, Standing Orders and Delegation of Authority to Members and Officers (please see the Council's website at www.dunstable.gov.uk for further details).

The Council itself is chaired by the Town Mayor who typically serves one year of office and is elected from the Council itself. The Council then has four main Committees that govern the strategic direction and much of the day to day business of the Council. One of these Committees is a joint Committee comprising members from the Town Council and Central Bedfordshire Council.

The Council is entirely funded by the residents of Dunstable through what is known as a precept on the council tax charge and by generating income through services delivered. The 2020/21 budget set a total precept target of £2,369,323 which equates to a council tax charge of £181.11 per council tax band D household. The Council's total gross expenditure for 2020/21 is budgeted to be £3,242,029. In addition, the Council had an allocated capital reserve of approximately £1.3million and a general reserve of £520,570 (as at 1 April 2019).

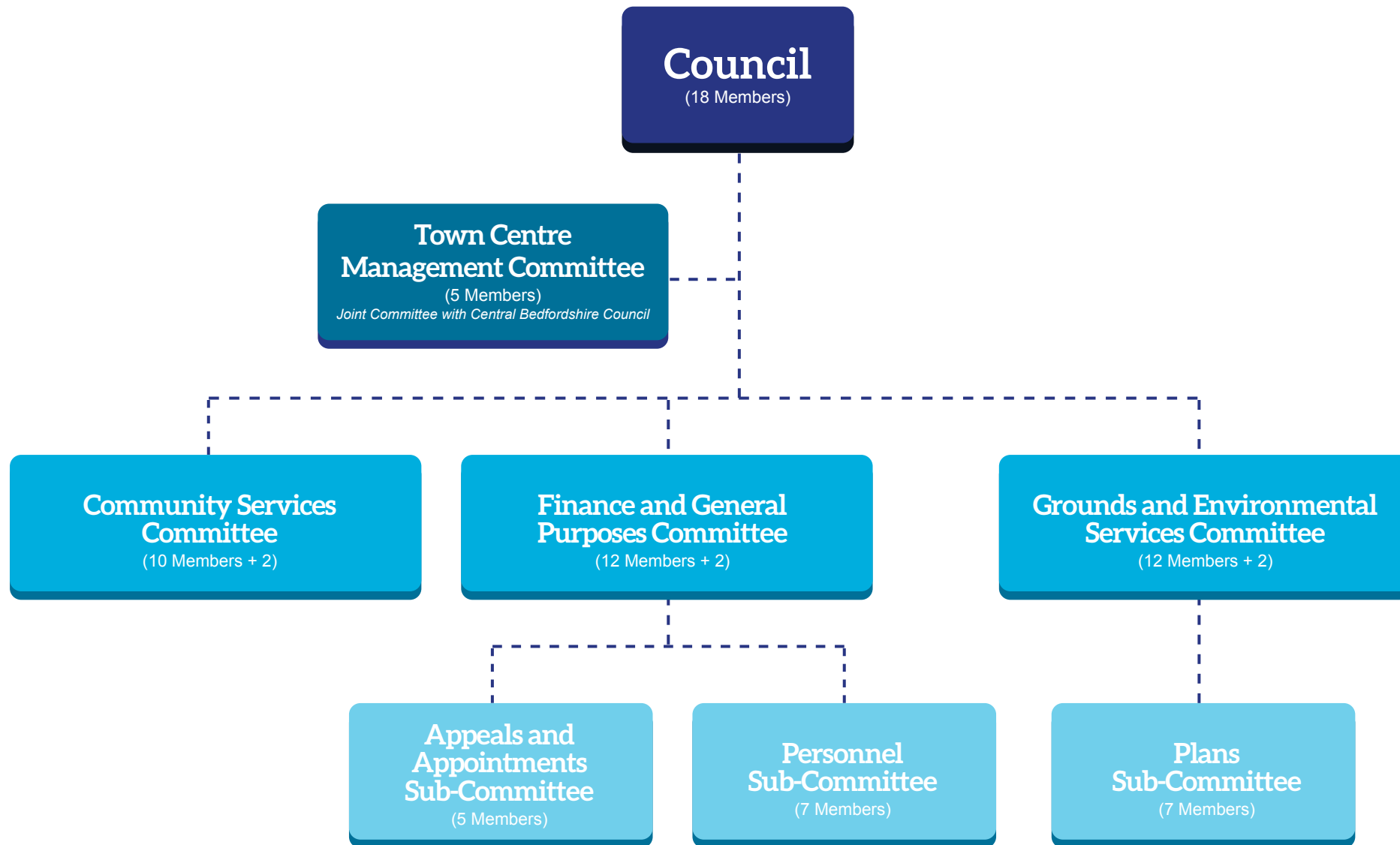
Supporting the Council is an officer structure that the Council employs to deliver services and ensure that all decisions are made appropriately. The Council officer structure is headed by the Town Clerk and Chief Executive who is also the statutory Head of the Paid Service. He in turn is supported by three Heads of Service who are responsible for the Council's three service departments. The Head of Finance and Support Services is the Council's statutory Responsible Financial Officer. The Council also employs a range of external support services including legal, HR and property support. A copy of the Council's departmental service and functions as well as Committee and staffing structures are set out overleaf.

Dunstable Town Council is accredited with the following awards:



DUNSTABLE
TOWN COUNCIL

Council Committee Structure



Functions and Service Responsibilities of the Council

Dunstable Town Council

Town Clerk and Chief Executive

Dunstable Town Council Departments

Finance and Support Services

Mayoral enquiries
Councillor enquiries
Committee enquiries
Civic events
Council finances
Council audit (*internal and external*)
Personnel, jobs and recruitment
Internal IT support
Grove House administration and enquiries
Town Twinning

Community Services

Management of Priory House
Management of Grove Corner
Town centre regeneration
Christmas lights
Council events programme
Young people's summer activities
Older people's day care service
Community grants scheme
Community development projects
Peter Newton Pavilion and
Downside Community Centre enquiries
Dunstable Market (*farmers, craft and special*)
Ashton Square Public Conveniences

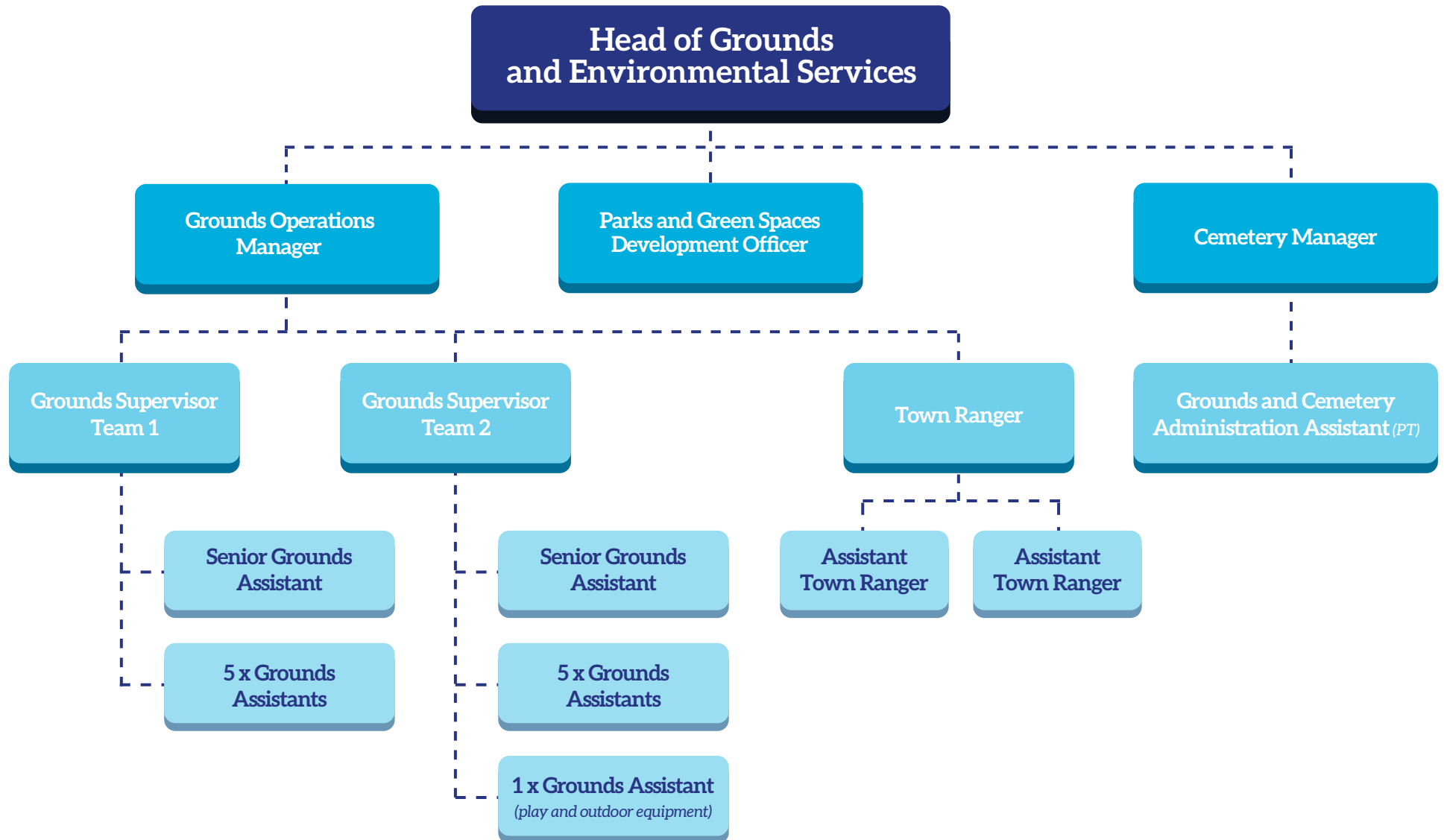
Grounds and Environmental Services

Dunstable Cemetery
Allotments
Parks and recreation grounds
Hire of sports pitches
Play areas
Town centre maintenance
Grove House Gardens
Priory Gardens
Floral displays
Dunstable in Bloom
Town Ranger Scheme
Creasey Park Community Football Centre
(*reports directly to the Town Clerk and Chief Executive*)
Bennett's Splash and Splashside Café
(*reports directly to the Town Clerk and Chief Executive*)
Grove Skate Park

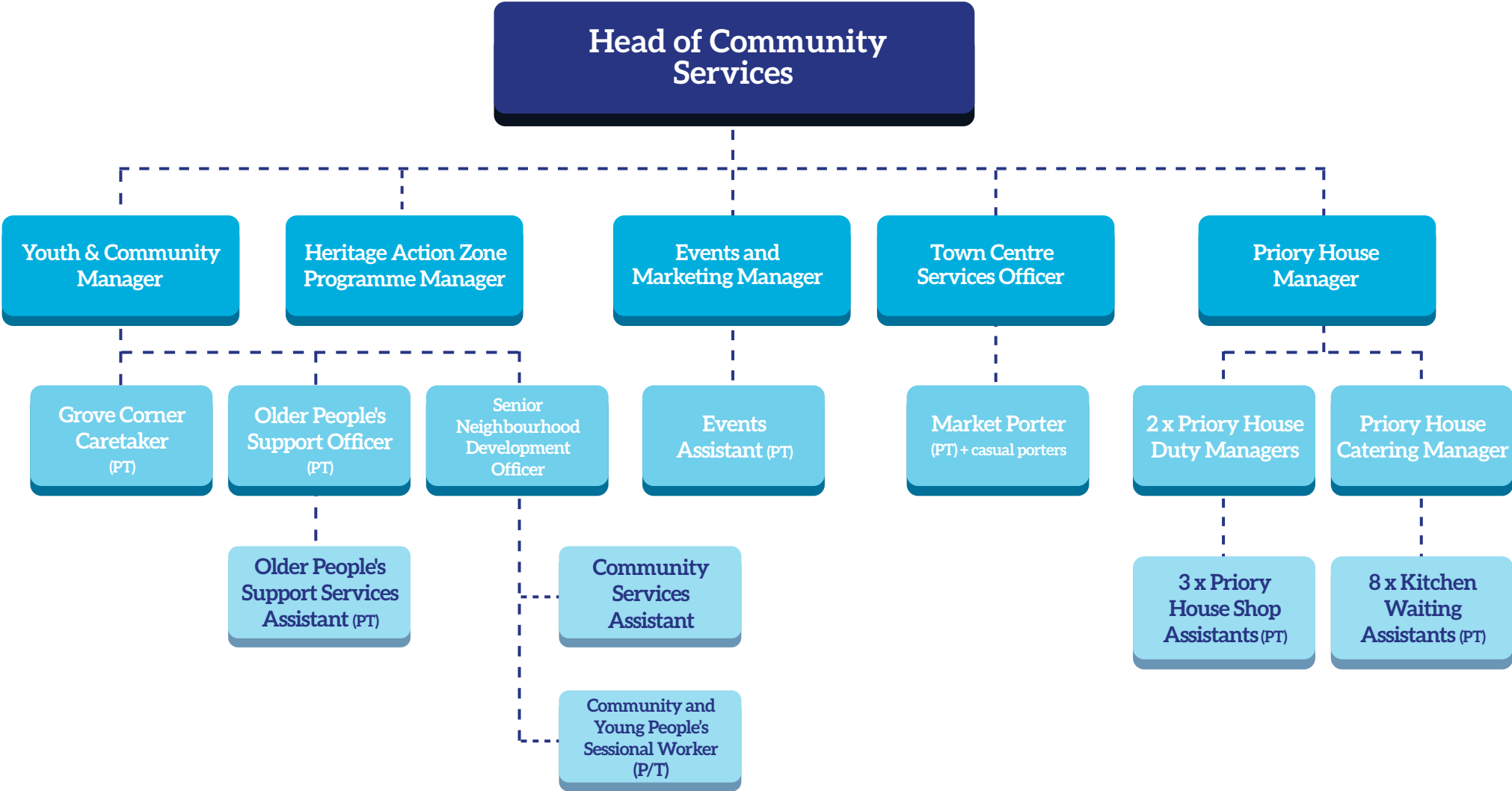
Council Senior Management Team Structure



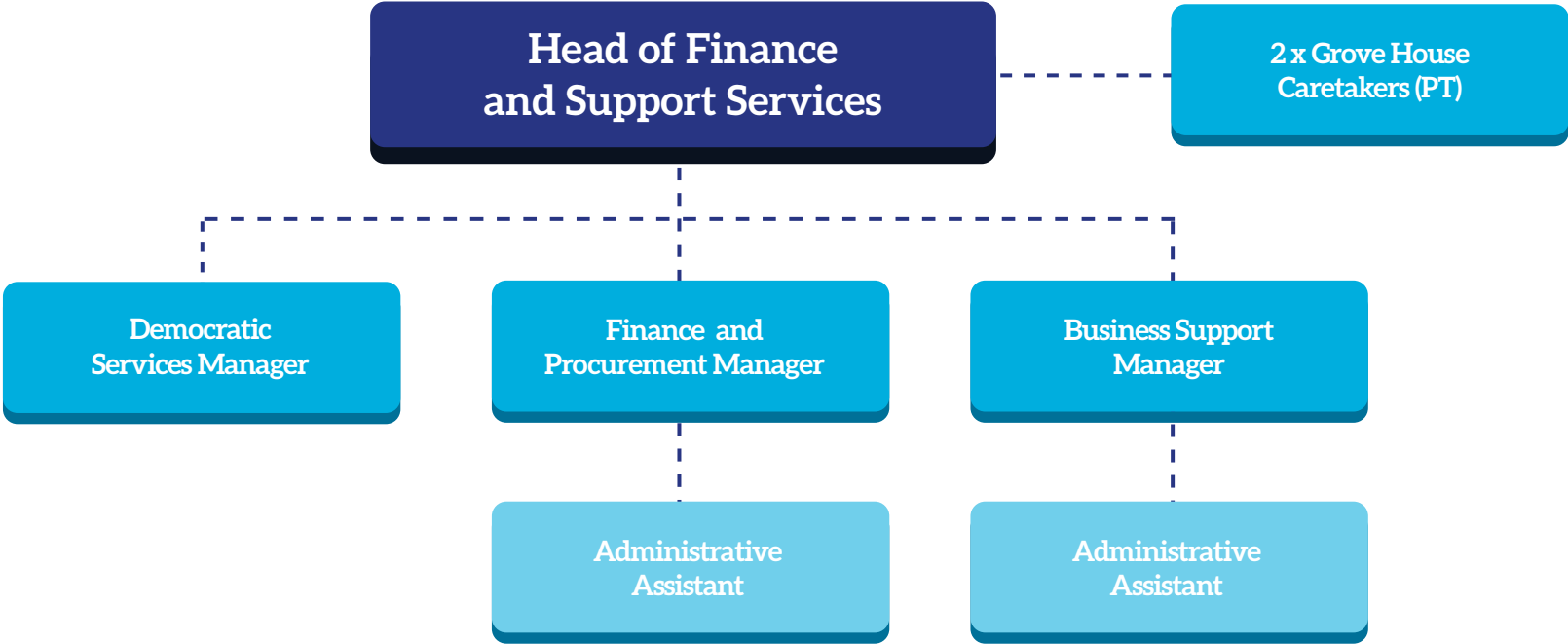
Grounds and Environmental Services Department Structure



Community Services Department Structure



Finance and Support Services Department



Creasey Park Community Football Centre, Bennett's Splash and Splashside Café



The Council agreed its Vision, Mission Statement and Values in 2009 and these were all re-affirmed in 2020 with the adoption of this new Corporate Plan. They are as follows:

The Council's Vision

"To Help make Dunstable a Better Place"

The Council's Mission Statement

"Using its statutory powers, Dunstable Town Council will do all it can to create a lively and vibrant town, promoting civic pride and improving the quality of life for all those who live, work and visit Dunstable."

The Council's Values

The Council will at all times:

- ▶ Be an advocate and campaigning voice for the people of Dunstable
- ▶ Work to the highest standards of integrity and openness and deliver services to the best of our abilities
- ▶ Work in partnership with other organisations to improve services and deliver value for money for the Dunstable council tax payer

Dunstable Town Council's Corporate Priorities and Key Objectives

In trying to **promote civic pride**, make Dunstable a **lively and vibrant place** and improve the **quality of life** for its residents, the Council currently delivers a range of different services and functions. The Council provides such services in line with various powers that have been created by Government legislation.

Council Members believe it is these existing services and powers that govern the Council's priorities and as a result the Council has adopted the following 6 Corporate Priorities and associated key objectives that the Council will seek to achieve over the next 4 years.

1. Continuing to improve the organisational management, efficiency and environmental sustainability of the Town Council
2. To preserve and enhance the history and identity of the town, creating a sense of pride in Dunstable
3. To further improve and develop the provision of green and open space in the town
4. To continue to improve services targeted to all community sectors in the town
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What follows over the next few pages are a range of key actions that the Town Council will pursue over the lifespan of this document. They are indicative actions that are supplemented by the Council's internal service planning process that is explained later in this document.



Key Objectives for the Council over the Next Four Years

Continuing to improve the organisational management, efficiency and environmental sustainability of the Town Council					
Action	Council Committee	Lead Member and Officer	Timescale	Comments	
1	Work towards making Dunstable Town Council a carbon neutral organisation by 2030	Finance and General Purposes	Chairman of Finance and General Purposes and Town Clerk and Chief Executive	Progress to be evidenced over the lifespan of this document	
2	Improve recycling and separation of waste at all DTC offices and mess / depot facilities.	Finance and General Purposes	All Committee Chairman and SMT	Progress to be evidenced over the lifespan of this document	
3	Carry out a programme of replacing existing vehicles with more fuel efficient, hybrid or electric vehicles	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	First vehicle to be purchased during 2020 and further progress to be evidenced over the lifespan of this document	
4	Provide new office accommodation / mess facilities for grounds staff at Creasey Park Depot	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	By end of March 2022	
5	Investigate a new financial package that will allow for better financial forecasting and reporting	Finance and General Purposes	Chairman of Finance and General Purposes and Head of Finance and Support Services	By end of December 2020	
6	Improve human resource (HR) processes and recording by adopting a new online HR system	Finance and General Purposes	Chairman of Finance and General Purposes and Head of Finance and Support Services	New system to be commissioned and fully operational by end of March 2021	
7	General Data Protection Regulation (GDPR) – Investigate appropriate Customer Relationship Manager software (CRM) – communication package to assist with complying within GDPR guidelines	Finance and General Purposes	Chairman of Finance and General Purposes and Head of Finance and Support Services	New system to be commissioned and fully operational by end of March 2022	

Key Objectives for the Council over the Next Four Years

To preserve and enhance the history and identity of the town, creating a sense of pride in Dunstable					
Action	Council Committee	Lead Member and Officer	Timescale	Comments	
8	Using the outcome of the feasibility study currently being carried out at Priory House, plan for the complete restoration of Priory House utilising the High Street Heritage Action Zone (HSHAZ) secured grant	Community Services and Finance and General Purposes	Chairman of Community Services and Head of Community Services	Restoration to be complete by end of March 2023	
9	Create attractive gateway features at all entrances to the town and replace 'Welcome to Dunstable' signs	Community Services	Chairman of Community Services and Head of Community Services	Welcome signs to be installed by end of March 2022	
10	Promote Priory House, Church and Gardens as an important heritage destination and improve access to historical information and interpretation of the site.	Grounds and Environmental Services	Chairman of Grounds and Environmental Services Committee and Head of Grounds and Environmental Services	Progress to be evidenced over the lifespan of this document	This will be actioned alongside achieving a Heritage Flag for Priory Gardens – see below
11	Secure Green Heritage status for Priory Gardens	Grounds and Environmental Services	Chairman of Grounds and Environmental Services Committee and Head of Grounds and Environmental Services	Heritage Flag to be secured by end of March 2021	
12	Light up more historic buildings, key heritage features and trees including Dunstable Cemetery chapels / office, Dunstable War Memorial and Grove House Gardens trees (LED lighting).	Community Services	Chairman of Community Services and Head of Community Services	Progress to be evidenced over the lifespan of this document	
13	Refurbish the Grove House Gardens Performance Area	Community Services	Chairman of Community Services and Head of Community Services	To be completed by end of March 2022	
14	Provide free electronic access to Dunstable Cemetery Heritage Memorial Inscriptions and database. (database already exists)	Grounds and Environmental Services	Chairman of Grounds and Environmental Services Committee and Head of Grounds and Environmental Services	Access to be available by end of March 2022	
15	Raise civic pride and represent Anglia region in Britain in Bloom	Grounds and Environmental Services	Chairman of Grounds and Environmental Services Committee and Head of Grounds and Environmental Services	Representation will take place during 2020	
16	Carry out complete refurbishment of the Ashton Square Clock Tower	Community Services and Finance and General Purposes	Chairman of Community Services and Head of Community Services	Refurbishment to be complete by end of December 2023	

Key Objectives for the Council over the Next Four Years

To further improve and develop the provision of green and open space in the town					
Action	Council Committee	Lead Member and Officer	Timescale	Comments	
17	Work with partners to explore the feasibility of establishing a second artificial pitch at Creasey Park Community Football Centre	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Town Clerk and Chief Executive	New pitch to be installed by end of December 2021	
18	Begin to plan for future burial and/or cremation facilities in and around Dunstable	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	Proposal to be agreed by end of December 2023	
19	Develop an investment fund for the upgrade and refurbishment of all open spaces, play areas and other environmental enhancements that will improve Council owned public open space	Grounds and Environmental Services and Finance and General Purposes	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	New fund to be established during 2021/22 budget setting	
20	Investigate the feasibility of the Council adopting enforcement powers around dog fouling and litter and train staff accordingly in carrying out enforcement duties	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	Feasibility of this to be determined by end of March 2021	
21	Install a pedestrian gateway at the Kingsbury Avenue entrance to Luton Road Recreation Ground	Finance and General Purposes	Chairman of Finance and General Purposes and Head of Finance and Support Services	By end of December 2020	
22	Work with Dunstable Town Bowls Club to ensure future provision of outdoor bowling opportunities in Dunstable	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	Progress to be evidenced over the lifespan of this document	This action will be dependent upon the Bowls Club being able to vacate their current site
23	Examine feasibility of establishing new, additional allotment space at Downside Recreation Ground	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	Feasibility of this to be determined by end of March 2022	
24	Carry out a feasibility study to determine the best Council owned public open space to install or convert an existing area into a multi-use games area	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	Feasibility of this to be determined by end of March 2023	

Key Objectives for the Council over the Next Four Years

To further improve and develop the provision of green and open space in the town

Action	Council Committee	Lead Member and Officer	Timescale	Comments
25 Improve play provision at Luton Road Recreation Ground	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	Provision to be improved by end of March 2022	This action will be dependent upon availability of S106 funding
26 Mentmore Recreation Ground - Improve pedestrian access, provide new toddler friendly play equipment, create wildflower landscapes and plant trees	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	Improvements to be made by end of December 2023	
27 Reorganise and improve the depot facility at Dunstable Cemetery to include improved and separated parking for Catchacre allotments.	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	Improvements to be made by end of December 2023	
28 Employ a Parks Development Officer	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	New Development Officer to be employed by end of May 2020	
29 Secure Green Flag for Bennett Memorial Recreation Ground and change the name to Bennett's Park. Retain Green Flag status at existing sites	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	Green Flag to be secured by end of March 2022	
30 Install a weatherproof cover over the seating area at Priory House	Community Services	Chairman of Community Services and Head of Community Services	Cover to be installed by end of March 2022	This action may be subject to securing Scheduled Monument and LB consent
31 Install another gym trail in either Grove House Gardens, Olma Road Recreation Ground or Downs Road Recreation Ground	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	Trail to be installed by end of December 2023	
32 Implement a maximum two hour stay period at Bennett Memorial Recreation Ground Car Park	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	To be actioned by end of May 2020	This action requires the cooperation of CBC
33 Landscape Mentmore Recreation Ground to create a woodland and wildflower area with dedicated pathways	Grounds and Environmental Services	Chairman of Grounds and Environmental Services and Head of Grounds and Environmental Services	To be actioned by end December 2023	

Key Objectives for the Council over the Next Four Years

To continue to improve services targeted to all community sectors in the town					
Action	Council Committee	Lead Member and Officer	Timescale	Comments	
34	Install disabled / inclusive play equipment at larger play sites	Grounds and Environmental Services	Chairman of Grounds and Environmental Services Committee and Head of Grounds and Environmental Services	Progress to be evidenced over the lifespan of this document	
35	Carry out internal refurbishment of Luton Road sports pavilion, creating a more user-friendly community space	Grounds and Environmental Services	Chairman of Grounds and Environmental Services Committee and Head of Grounds and Environmental Services	Refurbishment to be completed by end of December 2023	This will be dependent on S106 funding becoming available
36	Establish allotment associations and self-governance arrangements on DTC owned allotment sites.	Grounds and Environmental Services	Chairman of Grounds and Environmental Services Committee and Head of Grounds and Environmental Services	Progress to be evidenced over the lifespan of this document	Completion of this action will require the support of the current allotment user community
37	As part of the ongoing review of the Council youth service provision, look to improve all IT and install competition standard, multi-use gaming provision at Grove Corner	Community Services	Chairman of Community Services and Head of Community Services	New equipment to be installed and available to use by end March 2021	
38	Increase car parking provision at Dunstable Cemetery, create a two-vehicle wide entrance and install railings to the frontage.	Grounds and Environmental Services	Chairman of Grounds and Environmental Services Committee and Head of Grounds and Environmental Services	To be completed by end of December 2023	
39	Extend Grove Corner buildings, creating a proper hub for youth services in the town	Community Services	Chairman of Community Services and Head of Community Services	To be completed by end of December 2023	
40	Purchase a large screen TV for outdoor events	Community Services	Chairman of Community Services and Head of Community Services	New equipment to be purchased by end of March 2022	
41	Purchase a large, portable electronic notice board to further improve how the Council promotes and advertises services and initiatives	Community Services	Chairman of Community Services and Head of Community Services	New equipment to be purchased by end of March 2022	
42	Install a dog agility area in one of the Council owned public open spaces	Grounds and Environmental Services Committee	Chairman of Grounds and Environmental Services Committee and Head of Grounds and Environmental Services	To be completed by end of December 2023	

Key Objectives for the Council over the Next Four Years

To contribute to the regeneration of the town centre and development of neighbourhoods in the town					
Action	Council Committee	Lead Member and Officer	Timescale	Comments	
43	Work with partners to resolve all ongoing maintenance and dilapidation issues associated with Middle Row and the wider town centre conservation area through the HSHAZ project	Community Services and Finance and General Purposes	Chairman of Community Services and Head of Community Services	To be completed by end of March 2023	This will require grant funding from the HSHAZ scheme and private sector investment
44	Support, encourage and create wildflower planting on roadside verges and public spaces to benefit pollinating insects	Grounds and Environmental Services Committee	Chairman of Grounds and Environmental Services Committee and Head of Grounds and Environmental Services	Progress to be evidenced over the lifespan of this document	
45	Create and deliver a winter light festival in Grove House Gardens over the Christmas period	Community Services	Chairman of Community Services and Head of Community Services	Festival to be delivered by end of December 2023	
46	Support Central Bedfordshire Council (CBC) in future town centre public realm improvements	Finance and General Purposes Committee	Chairman of Finance and General Purposes Committee and all of SMT	Progress to be evidenced over the lifespan of this document	
47	Invest more in town centre events on Ashton Square	Community Services	Chairman of Community Services and Head of Community Services	Progress to be evidenced over the lifespan of this document	
48	Invest in public art projects to enhance the visual aesthetics of the town.	Community Services	Chairman of Community Services and Head of Community Services	Progress to be evidenced over the lifespan of this document	
49	Support the creation of a network of community growing areas in all neighbourhoods	Community Services	Chairman of Community Services and Head of Community Services	Progress to be evidenced over the lifespan of this document	
To represent residents, businesses and community groups of Dunstable on key strategic issues facing the town					
Action	Council Committee	Lead Member and Officer	Timescale	Comments	
50	Work with lead authorities and organisations on flood alleviation schemes for Dunstable.	Finance General Purposes	Chairman of Finance and General Purposes and Town Clerk and Chief Executive	Flood alleviation schemes to be completed by December 2021	Flood alleviation projects will be led by CBC

Performance Measures, Service Planning and Monitoring Arrangements

In order to effectively monitor how the Council is performing in relation to its priority objectives, a series of performance indicators (PIs) have been developed. PIs have been created for all Corporate Priorities. Some are user opinion based whereas others are more performance based. All PIs will be monitored and revised if necessary, throughout the lifespan of this document. Each PI has a specific documented audit trail and all PIs are set out under the appropriate Corporate Priority. Performance against each PI will be reported on through the Council's Annual Report. Members of the Council can then track performance and make recommendations for service improvements accordingly. Targets for all PIs will be adjusted and reported on through the Council's Annual Report. The Council has also adopted a service planning process that goes into greater detail as to how the corporate objectives will be delivered. All service plans are set out under each department area.

Continuing to improve the organisational management, efficiency and environmental sustainability of the Town Council			
Responsible Committee	Performance Indicator	Actual/Baseline Figure 2018/19	4-Year Target
Finance and General Purposes	PI1 - Income secured as a percentage of gross expenditure outside of the council tax collection	31.63%	33%
Council	PI2 - By annual survey, percentage of residents satisfied overall with Council services	79%	85%
Finance and General Purposes	PI3 - IIP registration maintained at minimum of 'developed' standard	Yes	Yes
Finance and General Purposes	PI4 - Council General Reserve level maintained at 25% of salary bill	Yes	Yes
Finance and General Purposes	PI5 - Average number of sick days per employee	6.17	4

To preserve and enhance the history and identity of the town, creating a sense of pride in Dunstable			
Responsible Committee	Performance Indicator	Actual/Baseline Figure 2018/19	4-Year Target
Community Services	PI11 - Total number of Priory House visits (est.)	53,996	55,000
Grounds and Environmental Services	PI12 - Total number of partners involved in the town's Anglia in Bloom entry	41	45
Community Services	PI13 - Estimated total number of events programme visits	33,630	35,000
Community Services	PI14 – By annual survey, percentage of residents satisfied with the Town Council's events programme	98%	99%
Council	PI15 – Percentage of Dunstable based Mayoral engagements per annum	65%	75%

Performance Measures, Service Planning and Monitoring Arrangements

To further improve and develop the provision of green and open space in the town

Responsible Committee	Performance Indicator	Actual/Baseline Figure 2018/19	4-Year Target
Grounds and Environmental Services	PI16 - By annual survey, percentage of residents satisfied overall with green and open spaces in Dunstable	92%	95%
Grounds and Environmental Services	PI17 - To maintain at least 3 'Green Flag' recognised green and open spaces	3	3
Grounds and Environmental Services	PI18 - Average time taken to repair faulty play equipment (in days)	16.29 days	10 days
Grounds and Environmental Services	PI19 - To maintain, as a minimum, ICCM Charter for the bereaved silver standard at Dunstable Cemetery	Yes	Yes
Grounds and Environmental Services	PI20 - By annual survey, percentage of users satisfied with the provision of services at Creasey Park Community Football Centre	92%	95%

To continue to improve services targeted to all community sectors in the town

Responsible Committee	Performance Indicator	Actual/Baseline Figure 2018/19	4-Year Target
Community Services	PI21 - To carry out or facilitate a minimum of 9 community-based projects per annum	9	9
Finance and General Purposes	PI22 - To grant aid, as a minimum, 6 (voluntary) community groups per annum	6	6
Council	PI23 - To provide/facilitate a minimum of 7 publicly accessible community facilities across the town per annum	7	7
Community Services	PI24 - Total number of visits to Council provided older people's services (Beecroft and CPCFC lunch clubs)	2,073	2,150
Community Services	PI25 - Total number of visits to Council provided younger people's services (Grove Corner and Summer Activity Programme)	2,972	3,000

Performance Measures, Service Planning and Monitoring Arrangements

To contribute to the regeneration of the town centre and development of neighbourhoods in the town

Responsible Committee	Performance Indicator	Actual/Baseline Figure 2018/19	4-Year Target
Community Services	PI26 - By annual survey, percentage of vacant units in the town centre	12.86%	10%
Community Services	PI27 - Percentage of town centre users that would recommend a visit to Dunstable to others (to be measured every 2 years)	27%	35%
Community Services	PI28 - By annual survey, town centre footfall	9,000	10,000
Community Services	PI29 - Percentage of users stating town centre appearance as a negative (to be measured every 2 years)	62%	50%
Community Services	PI30 - Average number of market traders on Middle Row markets per session	13	17

To represent residents, businesses and community groups of Dunstable on key strategic issues facing the town

Responsible Committee	Performance Indicator	Actual/Baseline Figure 2018/19	4-Year Target
Council	PI6 - Percentage councillor attendances at all main committees	72%	80%
Council Services	PI7 - To maintain 100% elected representation on the Council	Yes	Yes
Community Services	PI8 - Total number of website hits	133,998	140,000
Community Services	PI9 - Total number of Facebook 'likes'	5,896	7,500
Community Services	PI10 - Total number of Twitter followers	7,258	8,000

How to Comment on this Document and Contact the Council

Dunstable Town Council welcomes feedback on its Corporate Plan from all sections of the community.

Views about the work of the Council are welcomed as are suggestions for further service developments and other issues that are important for the town that the Council can have an impact on.

Comment forms for the Town Council can be obtained from visiting Grove House, Priory House, Grove Corner or Creasey Park Community Football Centre.

In addition, comments can be made by writing to:

Dunstable Town Council
c/o Town Clerk and Chief Executive
Grove House, 76 High Street North,
Dunstable, Bedfordshire LU6 1NF

Or by emailing
info@dunstable.gov.uk

or by telephoning
01582 513000

Or by visiting the Council's Facebook page and Twitter accounts

A full copy of this document can be downloaded from the Council's website:
www.dunstable.gov.uk



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