



DUNSTABLE
TOWN COUNCIL

Corporate Plan 2024-2027



Making Dunstable a better place







Contents

Foreword by Dunstable Town Mayor	04
Foreword by Town Clerk & Chief Executive	05
An Overview of Dunstable Town Council	07
Review of Corporate Plan 2020 - 2023	08
Dunstable Town Council Structure & Responsibilities	10
Dunstable Town Council's Vision	14
Corporate Priorities & Key Objectives	15
Performance Measures, Service Planning & Monitoring Arrangements	19

Foreword by **Dunstable Town Mayor**

As Mayor of Dunstable, I am delighted to present the Dunstable Town Council Corporate Plan for 2024-2027. This plan outlines our vision, mission, values, and key priorities for the next three years, building on the successes of our previous plan.

Over the past three years, Dunstable Town Council has achieved significant milestones. We have completed 34 out of the 51 objectives set in the previous plan, with a further seven partially completed.

Our accomplishments included supporting Dunstable In Bloom winning the best Large Town Category in Britain in Bloom in 2022, and the completion of the government funded £2million High Street Heritage Action Zone scheme. The delivery of the plan has greatly enhanced the quality of life for our residents, businesses, and visitors.

Looking forward, this new corporate plan aims to continue our track record of excellence. We are committed to improving our services, preserving the history and identity of our town, and contributing to the development of the town centre. Our focus on environmental sustainability and community engagement will ensure that Dunstable remains a vibrant and welcoming place for all.

I would like to extend my heartfelt thanks to my fellow councillors, our partners, our volunteers and the dedicated staff of Dunstable Town Council for their hard work and commitment in developing this plan. Together, we will continue to strive to make Dunstable a better place for everyone.

Councillor Louise O'Riordan

Town Mayor of Dunstable



Foreword by **Town Clerk & Chief Executive**

2025 marks 40 years since the creation of Dunstable Town Council. I am immensely proud of the range and quality of services the Council has developed over those years and now delivers to our local residents and businesses.

The actions laid out in this new Corporate Plan will contribute to the further development of the Council's services and facilities 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 the further development of our parks and green spaces and the full reopening of Priory House.

The Council has achieved a great deal over the past three years and a selection of Council successes are highlighted in this document. However, it is the future that the Council is now planning for and this document sets out 50 actions against each of the Council's six Corporate Priorities that will be focused on over the next three years. The Plan intentionally includes some items which are aspirational, and will only be delivered if resources can be secured. Not everything will be possible but the Council is prioritising its efforts to ensure that existing services are improved, and new services are introduced in an efficient and cost-effective manner.

Local government in the UK faces ever faster change and greater financial challenges. Dunstable Town Council is independent of other authorities and is well positioned to continue to be at the forefront of delivering a wide range of high quality services and facilities for the benefit of all Dunstable residents, businesses and visitors.

Paul Hodson

Town Clerk & Chief Executive

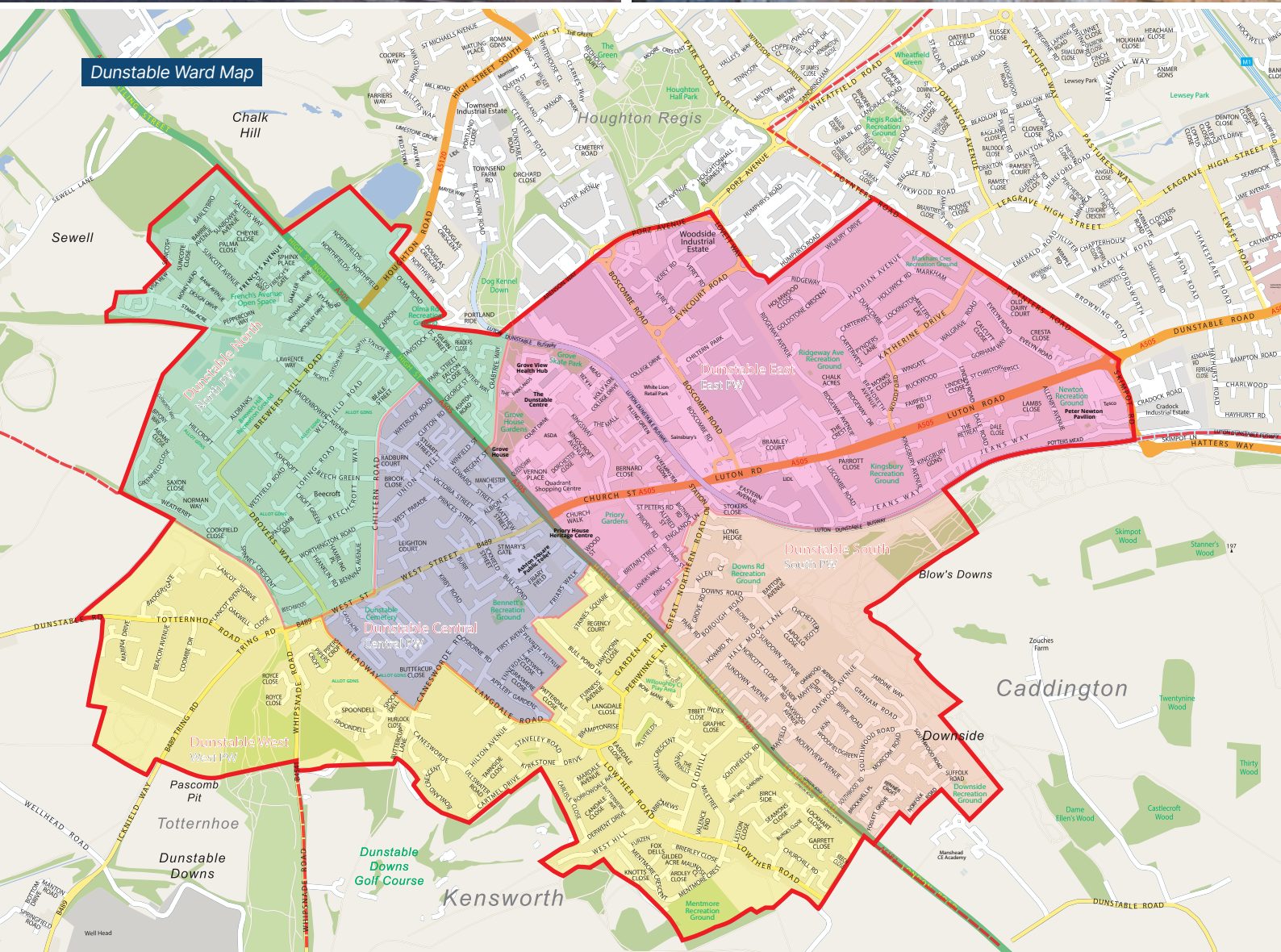




Grove House - Dunstable Town Council's Offices



Dunstable Town Rangers



Events in Grove House Gardens



Bennett's Café & Splash Park



DUNSTABLE
TOWN COUNCIL

An Overview of **Dunstable Town Council**

Dunstable Town Council serves and supports residents, businesses and visitors. The Town Council was established in 1985 following a local petition for the Council to be created. It has grown to become one of the country's largest town councils. Our services cover everything from events and celebrations, to a cemetery, town rangers, public toilets, allotments, parks, gardens, youth services, older people's services and historic sites such as Priory House Heritage Centre and Tea Rooms.

Dunstable Town Council is led by 18 elected councillors representing different wards across Dunstable: North (4 councillors), South (2 councillors), East (5 councillors), West (5 councillors) and Central (2 councillors).

The Town Clerk and Chief Executive manages the organisation and its services. He is supported by three Heads of Service, who oversee various service areas, alongside a dedicated team of approximately 75 staff members, as well as volunteers. The Head of Corporate 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.

The Council is completely independent of Central Bedfordshire Council.

The Council is the body that makes decisions, with the support of Committees and Sub-Committees. The Council 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 the Dunstable Joint Committee comprising members from the Town Council and Central Bedfordshire Council. The Council is not politically controlled, and the Mayor's role is a-political.

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 2024/25 budget set a total precept target of £2,933,469 which equates to a council tax charge of £219.93 per council tax band D household. The Council's total gross expenditure for 2024/25 is budgeted to be £4,224,771. In addition, the Council had an allocated capital reserve of approximately £1.8million and a general reserve of £632,279 (as at 1 April 2024).

Dunstable Town Council is accredited with the following awards:



A Review of Dunstable's Corporate Plan 2020–2023

Dunstable Town Council agreed its fourth Corporate Plan in December 2020. 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 50 key objectives set against six 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 (34 out of the 51 objectives were completed and a further six were partially completed).

During the three years of the Corporate Plan, the Council developed new and improved services and achieved a number of accolades for services provided. Highlights include:

- **Achieving silver standard accreditation for Investors in People**
- **Securing consistent gold medals in the Anglia in Bloom competition**
- **Supporting Dunstable in Bloom to win the Large Town Category and a Gold medal at Britain in Bloom in 2022**
- **Securing Green Heritage status for Priory Gardens as well as maintaining three Green Flags, at Priory Gardens, Grove Gardens and Dunstable Cemetery**

- **Delivering the Dunstable High Street Heritage Action Zone (HSHAZ).**
A four year government funded scheme which played a pivotal role in supporting Dunstable Town Council with building grants, refurbishment initiatives, public realm works and community engagement at a range of Dunstable Town Council events, Town Centre events, Middle Row Markets, youth and community projects and much more
- **Completing refurbishment of the Ashton Square Clock Tower and Grove House Gardens Performance Area**
- **Installation of a Kickabout Multi-use Games Area at Kingsbury Recreation Ground**
- **Mentmore Recreation Ground improved by the Queens Jubilee tree planting and Tiny Forest and hedge planting**

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 2024 to 2027 will 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.



Middle Row Market



Kingsbury Recreation Ground play area



Green Flag for Dunstable Cemetery



Priory House undercroft refurbishments



Sunday Afternoon Band Concerts

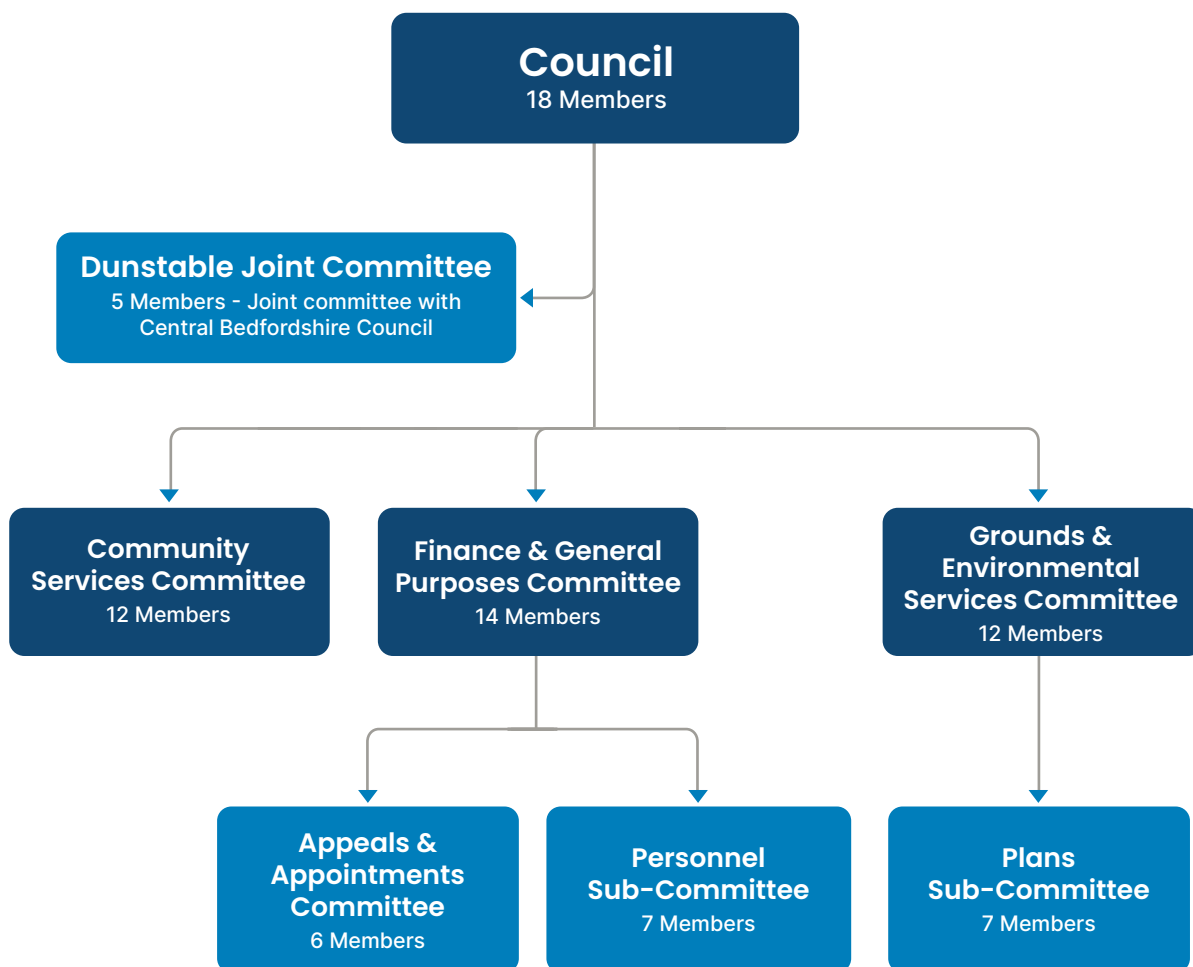


Dunstable in Bloom



Events in Ashton Square

Council Committee Structure



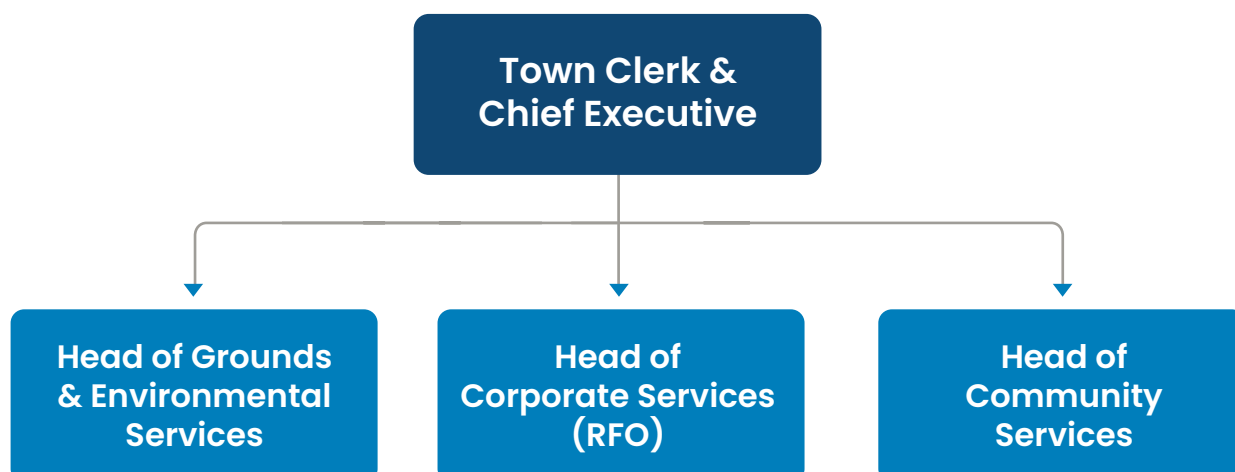
Council Services

DUNSTABLE TOWN COUNCIL

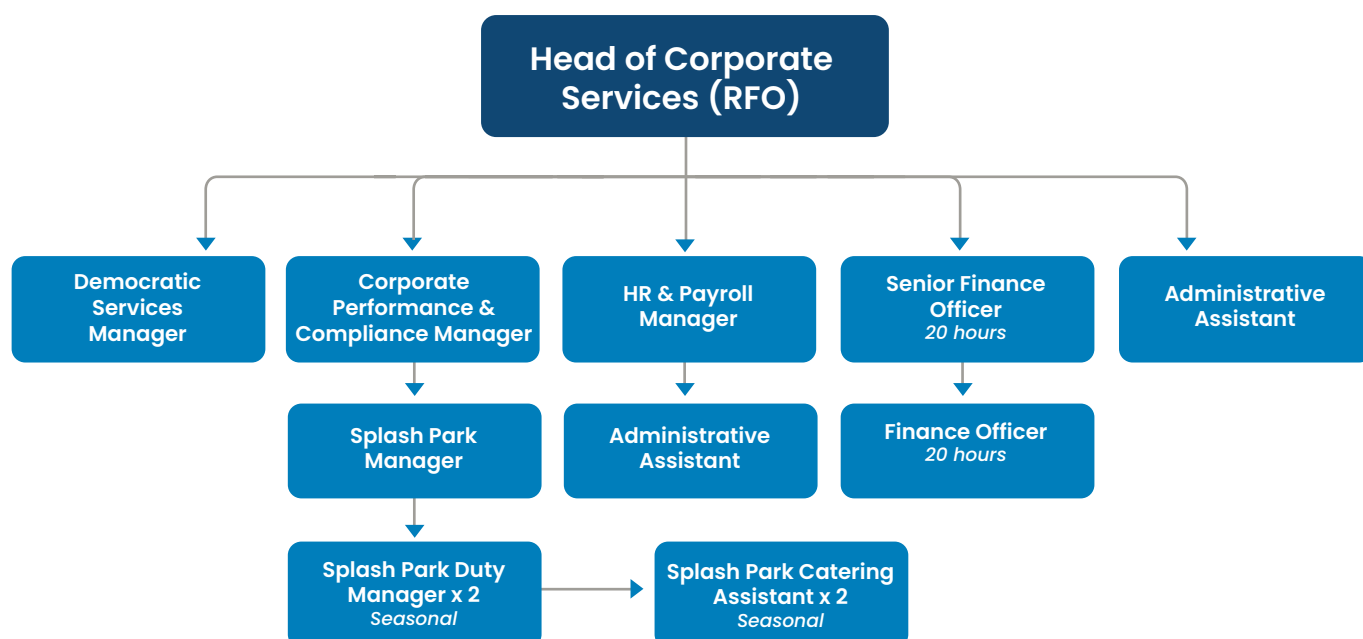
Town Clerk & Chief Executive

Corporate Services	Community Services	Grounds & Environmental Services
<p>Mayoral Enquiries</p> <p>Councillor Enquiries</p> <p>Committee Enquiries</p> <p>Civic Events</p> <p>Council Finances</p> <p>Council Audit (Internal and External)</p> <p>Personnel, Jobs and Recruitment</p> <p>Compliance and Performance Management</p> <p>Internal ICT Support</p> <p>Management of Grove House</p> <p>Town Twinning</p> <p>Marketing and Communications</p>	<p>Management of Priory House</p> <p>Management of Grove Corner</p> <p>Town Centre Management</p> <p>Christmas Lights</p> <p>Council Events Programme</p> <p>Young People's Activities</p> <p>Older People's Support Services</p> <p>Community Grants Schemes</p> <p>Community Development Projects</p> <p>Peter Newton Pavilion And Downside Community Centre Enquiries</p> <p>Dunstable Markets</p> <p>Ashton Square Public Toilets</p> <p>Community Lottery</p>	<p>Dunstable Cemetery</p> <p>Allotments</p> <p>Parks and Recreation Grounds</p> <p>Hire of Sports Pitches</p> <p>Play Areas</p> <p>Town Centre Maintenance</p> <p>Grove House Gardens</p> <p>Priory Gardens</p> <p>Floral Displays</p> <p>Dunstable In Bloom</p> <p>Town Rangers</p> <p>Bennett's Splash and Café</p> <p>Grove Skate Park</p>

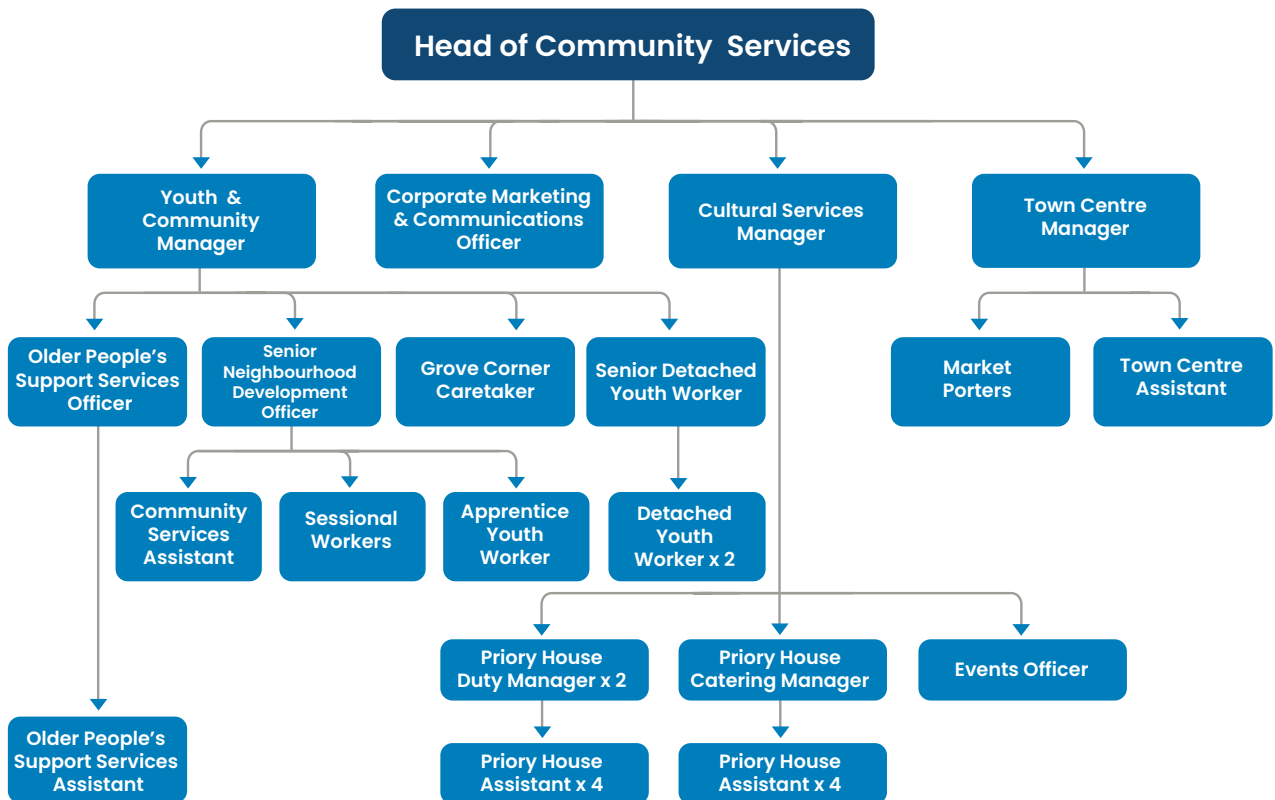
Senior Management Structure



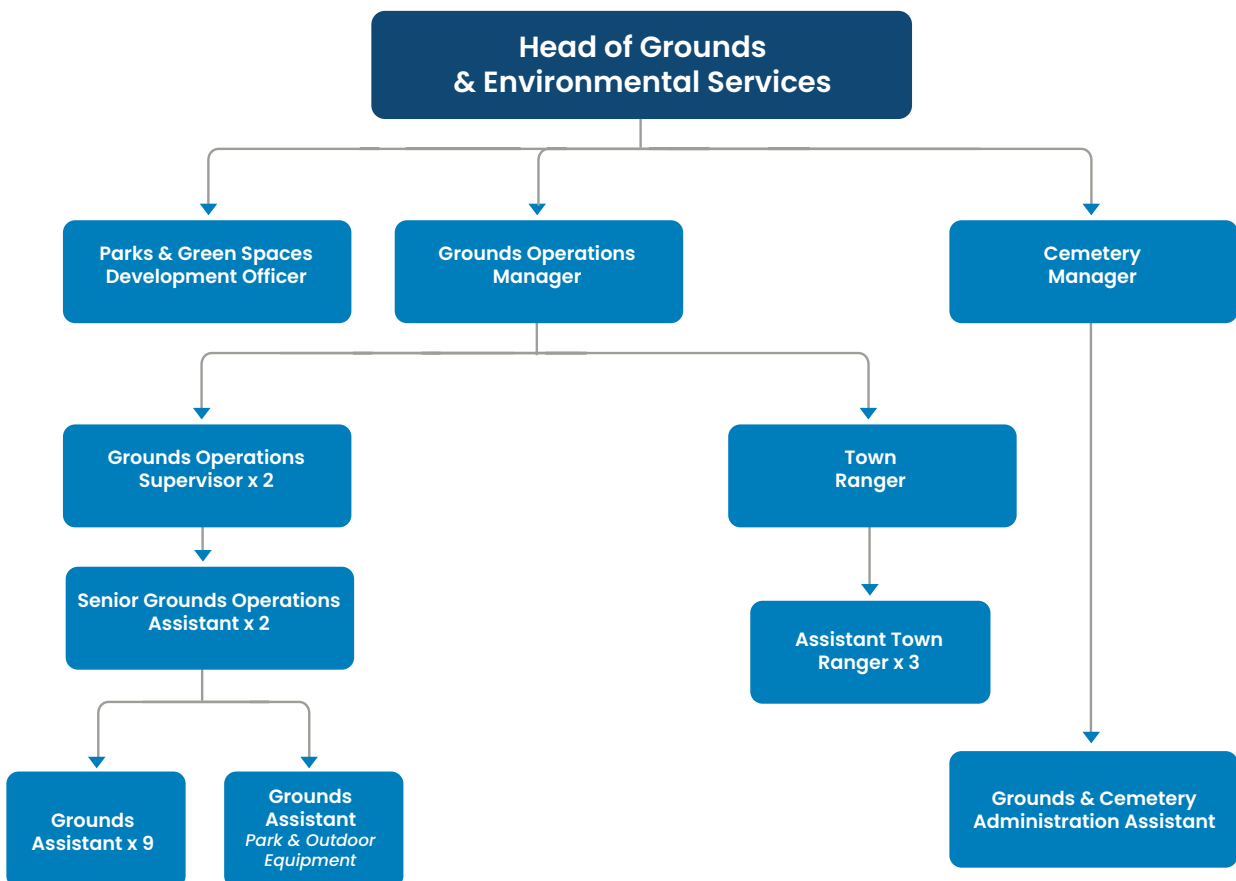
Corporate Services



Community Services



Grounds & Environmental Services



Vision, Mission Statement & Values

The Council agreed its Vision, Mission Statement and Values in 2009 and these were all re-affirmed in 2024 with the adoption of this new Corporate Plan. They are as follows:

VISION

“To help make Dunstable a better place”

MISSION STATEMENT

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.

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 taxpayer

The aim of the document is to give Dunstable's residents a clear understanding of what the Council is aiming to achieve and how it intends to deliver. It sets out what the Council will focus on and in doing so 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. The document will be reviewed on an annual basis and updates on achievements will be reported through the Council's annual reporting process.

Corporate Priorities & Key Objectives

In seeking 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 has adopted the General Power of Competence which gives it the “power to do anything that individuals generally may do”.

The Council has adopted the following 6 Corporate Priorities, to:

- 1 Continue to improve the organisational management, efficiency and environmental sustainability of the Town Council**
- 2 Preserve and enhance the history and identity of the town, creating a sense of pride in Dunstable**
- 3 Further improve and develop the provision of green and open space in the town**
- 4 Continue to improve services targeted to all community sectors in the town**
- 5 Contribute to the regeneration of the town centre and development of neighbourhoods in the town**
- 6 Represent residents, businesses and community groups of Dunstable on key strategic issues facing the town**

What follows over the next few pages are key objectives for the next 4 years, with 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 and monitored through the Council's Key Performance Indicators.

Continue to improve the organisational management, efficiency and environmental sustainability of the Town Council

Key Objective	Actions	Committee	Resources	Target
Continue to improve staff management	1. Deliver Investors In People action plan	FGP	Using current budgets	March 2027
Continue to improve the Council's facilities	2. Carry out internal refurbishment of Kingsbury sports pavilion and renew the roof.	GES	Using current budgets & S106 funding	March 2025
	3. Carry out a planned maintenance programme at Grove House to ensure the building is safe and suitable for ongoing use by the Council.	FGP	Using current budgets	March 2025
	4. Scope the viability of expanding the Council's wedding and event offer to include Grove House.	Communities	Business plan to be provided; self-funding	March 2025
	5. A doorway created in the outside Rangers area (Grove House) to access the back of the band stand to allow equipment to be moved easily at events and create a secure area during events for equipment and staff.	FGP	Aspirational	March 2025
Continue to Improve the Environmental Sustainability of the Town Council	6. Work towards making Dunstable Town Council a carbon neutral organisation by 2030, including by investigating the possibility of installing solar panels on suitable Council venues, beginning with the Dunstable Cemetery	FGP	Using current budgets	March 2027
Continue to Improve the Environmental Sustainability of the Town Council	7. Create and implement a Biodiversity Policy and Plan.	GES	Using current budgets	March 2027
	8. Carry out a programme of replacing existing vehicles with more fuel efficient, hybrid or electric vehicles where appropriate.	GES	Using current budgets	March 2027
Improve efficiency through the use of ICT	9. Develop the organisation's use of IT to include all data being stored externally and all staff being able to work flexibly.	FGP	Using current budgets	March 2025
	10. Ensure the Council is transparent and residents are able to find out what they need to know about how the Council is run.	FGP	Using current budgets	March 2025
	11. Obtain and keep Cyber Essentials accreditation	FGP	Using current budgets	March 2025
Improve management of the Council's facilities	12. Review the use and functionality of the current chapel; scope providing new chairs, a screen, music streaming system and webcast facility.	GES	Business plan to be provided; self-funding	March 2027
	13. Scope providing a weatherproof cover over the seating area at Priory House.	Communities	Aspirational	March 2027
	14. Provide new office accommodation/ mess facilities for grounds staff.	GES	Using current budgets	March 2027
	15. Improve events infrastructure by installing additional power points and better configuration of outside stores.	Communities	Part UKSFP funded	March 2025
	16. Increase the use of Bennett's Splashside Café outside of the splash park season.	Communities	Business plan to be provided; self-funding	March 2025
Improve the efficiency of the Town Council	17. Purchase and install an external LED board to replicate the information provided from the information window on the High Street.	Communities	Aspirational	March 2027

2

Preserve and enhance the history and identity of the town, creating a sense of pride in Dunstable

Key Objective	Actions	Committee	Resources	Target
Create a sense of pride in Dunstable	18. Celebrate the Council's 40th anniversary in 2025. Enhance the events programme and hold one civic event.	FGP	Using current budgets	December 2025
	19. Support Dunstable in Bloom to enter Anglia in Bloom each year.	GES	Using current budgets	March 2027
Preserve and enhance the history and identity of the town	20. Invest in and increase public art. Provide a sculpture trail, additional Middle Row art and virtual trail.	Communities	Aspirational and UKSPF	March 2027
	21. Review and expand the Town Rangers Service.	GES	Using current budgets	March 2025
	22. Retain the Heritage Flag for Priory Gardens. Improve access to historical information and interpretation of the site.	GES	Using current budgets	March 2027
	23. Reopen Priory House and promote Priory House as an important heritage destination.	Communities	Funding in place	March 2027

3

Further improve and develop the provision of green and open space in the town

Key Objective	Actions	Committee	Resources	Target
Develop the provision of green space in the town	24. Take ownership and create garden by White Lion busway stop - College Drive.	GES	Using current budgets	March 27
	25. Work with Dunstable Town Bowls Club to ensure future provision of outdoor bowling opportunities in Dunstable.	GES	To be funded by DTBC	March 2026
	26. Plan for and open new cemetery in Dunstable.	GES	Public Works Loan to be sought	March 2029
	27. Provide one new allotment site.	GES	Aspirational	March 2027
Improve the provision of green space in the town	28. Combine all general and dog waste to increase the capacity overall and reduce costs.	GES	Using current budgets	March 2025
	29. Support allotment holders at one site to create an allotment association.	GES	Using current budgets	March 2027
	30. Carry out a feasibility study to identify a Town Council open space that could be used for dog activities.	GES	Using current budgets	March 2025
	31. Develop management plans for each recreation ground based on the Green Flag template.	GES	Plans created using current budgets	March 2027
	32. Replace Priory Gardens pergola and knee rail.	GES	Fundraising	March 2026
	33. Look to maintain more of the grass verges across the town.	GES	Funding to be sought from CBC	March 2027
	34. Resurface Bennett's Rec Tennis Courts with a safer surface that can be played on all year round.	GES	Aspirational	March 2027
	35. Undertake feasibility study and consider the creation of a Pickleball Court	GES	Aspirational	March 2027
	36. Install disabled/inclusive play equipment at larger play sites.	GES	Aspirational	March 2027

4

Continue to improve services targeted to all community sectors in the town

Key Objective	Actions	Committee	Resources	Target
Continue to improve services for older people	37. Increase the Big Lunch Opportunities to 150 older people.	Communities	Using current budgets	March 2025
	38. Launch additional lunch club or other activities for older people.	Communities	Aspirational	March 2026
Continue to improve services for younger people	39. Extend Grove Corner buildings, creating a proper hub for youth services in the town.	Communities	Aspirational	March 2027
	40. Deliver current programme of detached work to March 2026 and secure ongoing resources.	Communities	Funding in place / Aspirational	March 2026

5

Contribute to the regeneration of the town centre and development of neighbourhoods in the town

Key Objective	Actions	Committee	Resources	Target
Contribute to the regeneration of the town centre	41. Create a pop-up meanwhile space.	Communities	UKSFP funded	March 2026
	42. Create a parklet/Green Space in Town Centre.	Communities	Aspirational	March 2027
	43. Implement the Town Centre Management Business Plan.	Communities	Using current budgets	March 2025
	44. Make physical improvements such as: Install solar benches with USB ports in appropriate locations, water refill stations, living columns + art trails.	Communities	UKSFP funded	March 2025
	45. Install Self-clean pop-up toilets in the town and gardens, increasing the toilets in the town and offering more choice to the public.	Communities	Aspirational	March 2027
Improve services provided to the community	46. Review the Council's support for the Community and Voluntary Sector.	Communities	Using current budgets	March 2027
	47. Strengthen and develop cultural services and activities in the town; deliver cultural capacity building programme funded by UKSPF.	Communities	UKSFP funded	March 2025
	48. Establish a community Lottery to enable local community groups to raise funds.	FGP	Business plan to be provided; self-funding	March 2027

6

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

Key Objective	Actions	Committee	Resources	Target
Represent residents on key strategic issues	49. Scope a Neighbourhood Plan to give the Dunstable more say over its own future, be it to protect the town from unwanted development or have more control over the developments that do take place in the town.	Communities	Using current budgets for scoping work	March 2027
	50. Ensure best use of developer contributions and key developments in the town.	FGP	Using current budgets	March 2027

Performance Measures, Service Planning & Monitoring Arrangements

The actions in this plan will be reviewed at least annually by the Town Council and progress reported on in the Council's Annual Report.

In addition, the Council has developed a series of key performance indicators (KPIs) which are designed to provide some indication as to the Council's overall performance in its day to day management and service delivery as well as in service development. Some are user opinion based, whereas others are more performance based.

The KPIs are contained in an accompanying document to this Corporate Plan and will be reviewed and progress reported on in the same way as the Corporate Plan Actions.

The Council has also adopted an annual service planning process that goes into greater detail as to how the corporate objectives will be delivered each year.

Contact The Council

Dunstable Town Council welcomes feedback on its Corporate Plan. 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. Please use the Contact Us section on the Council's website if you are able.

Comment forms for the Town Council can be obtained from visiting Grove House, Priory House, or Grove Corner. 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 Town Council Bedfordshire
LU6 1NF

Or by emailing info@dunstable.gov.uk or by telephoning **01582 513000** or by visiting the Council's [Facebook](#) page

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



DUNSTABLE
TOWN COUNCIL