
Regulatory Services & Culture

Business Plan 2022 - 2023

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Foreword

This Business Plan focuses on the delivery of services within Regulatory Services & Culture that will have the most beneficial impact in 2022/23.

The Plan should be read in conjunction with the Environment Directorate Service Plan 2022/23.

To enable effective delivery against objectives and targets, the Regulatory Services & Culture Service area is broadly structured into six service areas:

- Corporate Safety & Commercial Regulation
- Community Safety & Resilience
- Culture & Heritage
- Corn Exchange & Markets
- Sports Development
- Leisure Services

About Us

Who we are

The Regulatory Services & Culture Group is a diverse and multi-disciplined group of services and teams that provides key Council functions that contribute to the objectives of the Council's Corporate Plan 2022-2026.

The Regulatory Services & Culture (RS&C) Business Plan 2022/2023 focuses on the delivery of services within the Group, with the services provided on both a statutory and non-statutory footing. As such the services outlined in this business plan, and corresponding action plans, are those functions that are statutorily required and those that contribute to the wider corporate objectives in support of our communities and customers during 2022/23. The RS&C Business Plan should be read in conjunction with the Environment Directorate Service Plan 2022/23.

The Regulatory Services & Culture Group is structured into six service areas:

- Corporate Safety & Commercial Regulation
- Community Safety & Resilience
- Culture & Heritage
- Sports Development
- Leisure Services
- Corn Exchange & Markets

The environment in which residents and visitors of the Borough live, work and spend their leisure time is key to their health, safety and well-being, and by extension, to the continued prosperity of the Borough.

Regulatory Services & Culture contributes to the wider prosperity of the Borough through the protection of our consumer and business community from detrimental trading practices, rogue traders, food safety and standards, external health & safety enforcement, internal health & safety in the workplace, infectious diseases, air quality, pollution prevention control, contaminated land, community safety, ASB, CCTV, flood risk management, emergency planning, resilience, business continuity, Bedford Borough Library Services, The Higgins Bedford (Museum and Art Gallery), Bedfordshire Archives, heritage sites, liaison and development with the external cultural sector, sports development, externally contracted leisure provision (client), Bedford Corn Exchange theatre and events venue and Bedford Markets.

Our vision for the Regulatory Services & Culture Group is to enhance the places and people of the Borough through effective support and use of resources to contribute to a safe, healthy and attractive economy where communities can thrive.

Our strategic aims are:

- To lead on effective and timely regulatory activities that protect and support the communities of the Borough
- To deliver services that contribute to the health, safety and wellbeing of communities in support of key local priorities
- To work in partnership through collaboration with key agencies and third sector bodies to deliver positive outcomes

The Regulatory Services & Culture Group is led by John Molyneux, Chief Officer for Regulatory Services & Culture.

The RS&C Group consists of 93.37 FTE staff and forms part of the wider Environment Directorate, the structure and key contacts of the RS&C Group is summarised at Appendix B.

What we do

Corporate Safety & Commercial Regulation

This CS&CR Service has an important role in protecting the integrity of the food chain from animal welfare and disease control to food safety. Furthermore, the service ensures goods are safe and businesses operate fairly. The Council, through its Regulatory Services function, plays a fundamental role in enhancing and protecting the health, safety, economic welfare and environment for people and stakeholders in the Borough of Bedford. The statutory and other responsibilities placed on the Regulatory Services team are varied and encompass many different subjects associated with the general wellbeing and protection of the individual in society. This CS&CR Service is also a key corporate resource which primarily enables the Council to meet its statutory duties under the Health and Safety at Work etc Act 1974.

Community Safety & Resilience

Community Safety originates from the Crime and Disorder Act 1998, which requires the Council as one of the key statutory Responsible Authorities to address Crime and Disorder issues and sets out the criteria as to how a Community Safety Partnership should operate. A major part of the operation of this function is achieved via the Community Safety Partnership Plan. The CSP Plan sets out the vision and clearly states the key priorities for the function. Each action plan outlines partner ownership and commitment to the delivery of the whole plan. A performance framework will be used to manage and monitor effective delivery against outcomes. The overall aim of the Community Safety team is to tackle anti-social behaviour and prevent crime within the Borough to make residents and visitors feel safe within the communities of the Borough.

This Community Safety & Resilience Service also provides a key corporate resource which enables the Council to meet its statutory duties under the Civil Contingencies Act 2004. The Service manages distinct corporate functions working together to maximise benefit from available resources concerning, emergency planning, resilience, business continuity and flood risk management. The duties placed upon the Council as a Lead Local Flood Authority (LLFA) for flood risk management, under the Flood and Water Management Act 2010, are discharged via the Community Safety & Resilience Service. The Service ensures the Council meets its statutory obligations under the Act and that links with emergency planning and the overall resilience of the Council and its wider services are well managed, protecting services, assets, people, property and reputation.

Culture & Heritage

This Culture & Heritage Service consists of key cultural service areas and teams which includes Bedford Borough Library Services, The Higgins Bedford (Museum and Art Gallery), Bedfordshire Archives.

Bedford Borough Library Services

The Bedford Borough Library Service plays a major part of local communities, providing free access to reading, learning, culture, information and IT, and helping to bridge social and digital divides. The Library Service supports wellbeing, encourages reading, contributes to lifelong learning and help to foster identity, community and a sense of place for people of all ages, backgrounds and cultures.

The Library Service is provided through five Libraries – Bedford Central, Putnoe, Kempston, Bromham and Wootton, plus the Mobile Library, the Library Link vehicle and home delivery service which supports those unable to visit the library. The Council also operates the Virtual Library service which has a range of online and community outreach library

based activities, and provides access to digital resources. In addition, there are a number of services delivered in partnership with other authorities and organisations. This includes the Schools Library Service and Bookstart Service (shared with Central Bedfordshire Council (CBC)), as well as the Library Resources and Library Computer services (shared with CBC) and a library delivery service (shared with CBC).

The Library Service introduced Library Plus in 2017 across three of Bedford Borough's libraries (Central, Wootton and Bromham). This innovative service redesign refocussed the use of libraries in a more self-service style, whilst maintaining core staffed hours during the day. Bedford's libraries are a fantastic local service where residents can meet with family and friends, browse the stock, borrow books, use a PC or access free Wi-Fi. Library Plus increased library opening hours by over 40 hours, including Bedford Central Library opening on Sundays. The introduction of Library Plus has been a great success since its introduction, as a result the Library Plus system will be further rolled out to Kempston and Putnoe Libraries during 2022/23.

The Higgins Bedford

The Higgins Bedford unites on one site three previous cultural venues following a £5.8million redevelopment project: Cecil Higgins Art Gallery, Bedford Museum and Bedford Gallery. The Higgins Bedford is housed in the historic buildings of the Castle Brewery and the Higgins family home. The redevelopment of the buildings resulted in new displays, increased exhibition space, and modern facilities including a shop, cafe/restaurant and improved meeting and hire spaces. The Higgins is accredited under Arts Council England's Museum Accreditation Scheme.

The Higgins Bedford runs a full and varied programme of special exhibitions, events and learning activities. The nature of the public services can be divided broadly into the following areas:

- General visits to the permanent exhibitions
- Exhibitions programme
- Formal learning programme for schools and Higher Education/ Further Education
- Informal learning programme comprising events, activities talks and tours for all ages
- Community engagement and partnership working
- Management and use of the collections
- Income generation, including retail and room/venue hire
- Marketing and promotion

Bedfordshire Archives

Bedfordshire Archives & Records Service began in 1913 under Bedfordshire County Council. Since 1913 it has provided a public archives service and corporate records management for semi-current files for the county council and its successors - Luton Borough Council, Bedford Borough Council and Central Bedfordshire Council. The service is hosted by Bedford Borough Council but serves the other two Bedfordshire unitary authorities under service level agreements. The service is accredited under the national archive accreditation scheme.

The Culture & Heritage Service also provides a small number of heritage sites and facilitates a local tour guide offer. The service, through the Manager for Culture & Heritage, plays an important role in facilitating and supporting the local cultural sector via the Bedford Cultural Partnership and the Local Cultural Education Partnership.

Sports Development & Leisure

This Sports Development & Leisure Service develops and delivers sport and physical activity to promote the extensive personal and social benefits of a healthy lifestyle and the corporate aim of a 'Supporting People' and 'Empowering Communities'. The SD team provides people with new opportunities to take part in physical activity by reaching beyond committed sports people to encourage others, especially from target groups and key health inequality areas of the borough to become active. The SD team researches and identifies gaps from grass root participation to excellence in sport, health and physical activity and initiate projects and programmes designed to address those gaps by working in partnership with Public Health, the Voluntary sector adult services, schools, community groups and other agencies.

The service supports the Council's outsourced leisure contractor with ongoing development programmes and has been very successful in making applications for external funding that assists with the delivery of corporate aims and objectives. It is widely accepted that sport and physical activity can have numerous community benefits including, assisting with decreasing obesity, crime reduction through diversionary activities, aiding civic pride, health improvement/well-being and social inclusion. Sports and Leisure is recognised as something that can positively contribute to a wide range of different objectives and shared outcomes. These offer real support to help develop many of the Council's key Corporate Plan 2022/2026 objectives as well as through the Bedford Borough Health & Wellbeing Strategy.

The service is also responsible for the Leisure contract 'client role' (since February 2014) and works with members/officers and Fusion Lifestyle Ltd to monitor the 10 year contract that is in place for the management of the Council leisure facilities. The contract monitoring framework is specified within the agreement the Council has with Fusion and involves regular formalised meetings with the contractor. The team are required to work in daily partnership with Fusion to help ensure that the delivery of activity within Borough facilities continues to attract diverse membership from our communities.

Corn Exchange & Markets

This Corn Exchange & Markets Service is a new service area for 2022/23 created following a wider realignment of services which saw Economic Development move into the Environment Directorate during 2021/22. As a result, the newly formed Corn Exchange & Markets Service builds resilience into both Markets and Corn Exchange for the future, aligning synergies where they exist to use programming and event skills, plus experience from the Corn Exchange operations to boost the Markets Service through improved commerciality, entrepreneurship and revitalising markets where appropriate.

The Bedford Corn Exchange delivers a diverse range of services, entertainment and buildings. The Corn Exchange is a multi-purpose complex in the heart of Bedford Town Centre encompassing multiple rooms that can host theatre shows, meetings, conferences, weddings and exhibitions.

The aim of the new combined service offering of the Corn Exchange & Markets Service is to build on previous successes in order to

- Realign compatible operational services
- Implement operational improvements
- Improve control, marketing, scheduling, facilities, flexibility, gross profit
- Promote the current market service, including supporting existing traders, with a view to improving the economies of scale with allied services of the Corn Exchange

Our Policy Framework

Regulatory Services & Culture has responsibility for the following key Council policies and strategies:

- Bedford Borough Council Food & Feed Service Plan
- Bedford Borough Community Safety Partnership Plan 2020-2023
- Corporate Business Continuity Plan
- Corporate Emergency Response Plan
- Corporate Health & Safety Policy
- Local Flood Risk Management Strategy
- Town Centre Plan

Aligning Corporate and Group priorities

Each year we consider the priorities within the Council's Corporate and Directorate Plans and align the delivery of our services to meet these priorities. Given the scope and breadth of the different types of work carried out by within the RS&C Group it is accepted that the delivery of priorities need to be segmented into a range of indicators at different levels. Priorities are embedded into Key Performance Indicators (KPI's) which share a common thread from the very top of the organisation through to the delivery of services.

These are:

Corporate performance indicators (PI's)

These indicators are chosen at the highest level in order to measure and monitor the performance of the Directorates against Corporate priorities identified in the Corporate Plan.

Directorate PI's

In addition to the Corporate Priorities these indicators are chosen to help measure and monitor other key performance in each of the groups within the Environment Directorate.

RS&C Group Action Plans

These action plans contain a set of indicators which are designed to deliver overarching priorities for the Group. They take into account the Corporate Priorities, the challenges faced over the forthcoming year as well as acting to provide the necessary direction and resources to enable Business Managers to deliver their services.

Service Work Plans

These are detailed and specific objectives/indicators which highlight the key elements of how the service will be delivered over the forthcoming year. These objectives/indicators may originate from requirements laid down in statute, as a result of ideas from discussions with partners, relevant committees, elected members, customer feedback and/or from relevant central government agencies. Each of the Managers within RS&C Group are responsible for service work planning and delivery.

Measuring performance

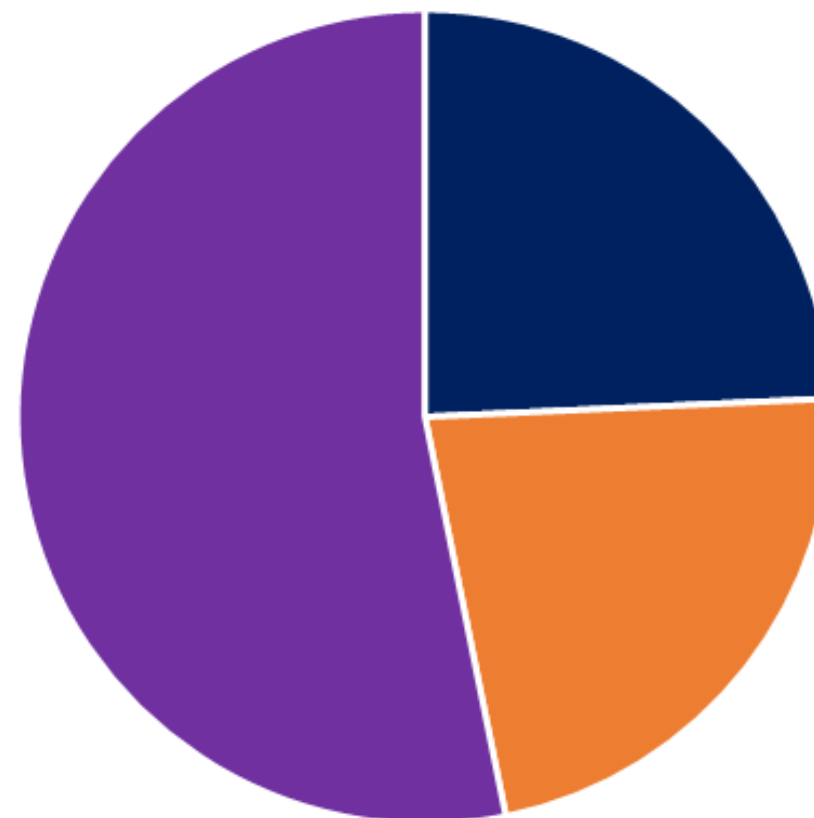
The measuring of performance against the indicators is carried out at a Senior Management level, in conjunction with the Analytics, Insight & Performance Team of the Council, with a performance report being provided for the Chief Executive and Mayor on a quarterly basis. This report is published and circulated widely throughout the Council and its partners. The detail and performance applicable to each action plan is discussed at relevant 121's, PDRs, Management Meetings and Portfolio Holder briefings which are usually arranged on a monthly basis. Non-conformities, barriers to completion, or changes in direction are communicated to the Director for Environment at monthly 121's, Portfolio Holder briefings and Management Team Meetings (as appropriate).

Our Budget

Regulatory Services & Culture Operational Budgets

	2022/23 Approved	
	Net Cost £	
Total	£3.01m	Regulatory Services & Culture

- The table above and corresponding chart shows the budget areas within RS&Cs net annual budget.
- Revenue budgets include income (-£) and expenditure allocated for 2022/23.
- There are specific revenue reserves allocated for specific purposes, these include for Legal & Enforcement works, along with LLFA allocated schemes.
- Reports are provided for the relevant Portfolio Holders/Senior Managers on a monthly basis.
- Budget holders and managers are required to follow relevant process and manage budgets in line with financial regulations and procedures.
- Grant funding is received from time to time, subject to third party funding such as Home Office, Arts Council, DEFRA etc



■ Corporate Safety & Commercial Regulation (£0.762m)

■ Community Safety & Resilience (£0.712m)

■ Libraries and Culture (£1.540m)

2021 - 2022: What We Did

Our Performance in 2021 - 2022

The Regulatory Services & Culture Group contributes to many of the key themes of the Corporate Plan 2022-2026, as well as specifically contributing to specific Corporate Plan indicators and Directorate indicators. A full outturn of performance against Corporate Plan indicators for 2021-2022 can be viewed in Appendix A.

It is worth noting that the Council's service areas have been flexible during 2021-2022 as they were in the previous year as a result of the required response to Covid-19, however services, teams and staff have responded to the significant challenges presented as a result of the pandemic.

What we achieved - glancing back to 2021 - 2022

Corporate Safety & Commercial Regulation

- 98.4% food premises within the Borough are broadly compliant, with Food Hygiene Ratings above a score of 3 which is higher than the national average of 91%.
- As a result of focussing on COVID-19 work streams during 2021/2022 the Environmental Health/Commercial Regulation Team have:
 - Taken action on approx. 700+ service requests, relating to either businesses requesting advice and guidance or reports from members of the public or other agencies of potential non-compliance with Covid-19 restrictions/requirements.
 - Provided written guidance through approx. 4600+ letters sent to businesses providing advice, guidance and where required written warnings on non-compliance matters relating to COVID-19 legislation, regulations and guidance. This has included sector specific advice and guidance when changes to restrictions/regulations have taken place.
 - Undertaken over 1400 visits to businesses, monitoring business compliance and investigating non-compliance, investigating complaints, as well as providing advice and guidance.
 - Served 9 formal enforcement notices which have included Prohibition Notices, Improvement Notices, under Health and Safety and COVID-19 legislation and regulations.
- Responded to Avian Flu outbreaks as part of zoonotic control of disease during 2021, with the Trading Standards team undertaking actions to respond to national risks associated to Avian Flu transmission from the wild bird population in to local commercial and domestic bird populations.
- Called three Licensing reviews in relation to sale and supply of illicit and counterfeit tobacco and alcohol. Outcomes resulted in one premises licence being suspended and another revoked by Licensing Sub-Committee, plus additional conditions imposed, with the third business withdrawing their licence voluntarily.

Corporate Safety & Commercial Regulation continued

- Undertook two successful prosecutions relating to illicit and counterfeit tobacco, including a warrant issued for the arrest of one defendant, with the second defendant sentenced to 12 month community order. The second prosecution related to repeated failure to comply smoke free regulations at a licensed premises, the defendant pleaded guilty and received a fine and costs awarded.
- Investigations conducted in 2021 have also resulted in three prosecution cases in relation to illicit tobacco, these case files will progress in early 2022.
- Joint action days were undertaken with the Police and Trading Standards visiting retailers selling E-scooters to ensure that consumers were not being misled regarding the use of E-scooters on roads and in public areas. The TS team also took part in a regional product safety exercise in relation to E-scooters.
- Seizure of counterfeit clothing from business trading in town centre, removing goods from sale, protecting consumers and legitimate businesses.
- Due to post-Covid activities there was an increase in the number of larger scale events being reviewed by the service through the Event Advisory Group (EAG) following the lifting of restrictions, significant amounts of work required to ensure residents and patrons would be attending safe events with appropriate mitigation in place for matters such safety, access, egress, noise nuisance etc. Events where review and regulatory support has been provided has included music and festival events hosted over consecutive days, annual Proms in the Park, food festivals, culture festivals and motorsport events.
- Internal Corporate H&S Audits and Induction Training transferred to online delivery as a result of Covid 19 impacts.
- Support provided to service areas in assessing risk associated to Covid-19 by reviewing service area risk assessments as well as disseminating updates, advice and guidance across the organisation.
- Support service areas in advance and during an external ISO9001 audit which resulted in zero non-conformances and zero observations being identified.
- Corporate Safety support and advice in relation to corporate property building schemes taking place on the building and potential impacts on existing fire escape routes, to ensure appropriate actions are taken to maintain effective egress from the building in the event of an emergency.
- Support for the Brunel Road Depot upgrade works provided regarding Phase 1 works at the depot, including site visits, reviews of documentation and approach to sharing of information and H&S management of the works.
- Support provided to leasing of part of existing Park & Ride site to private business, including support reviewing documentation associated to construction works being undertaken by those leasing the property with particular attention regarding traffic management.

Community Safety & Resilience

- Implemented the town centre Public Space Protection Order (PSPO) to tackle anti-social behaviour and street drinking with partners including Bedfordshire Police and Public Health.
- Successful bid for £430,000 funding in 2019/20 and £550,000 funding in 2021/22 as part of Safer Streets initiative via the OPPC/Home Office
- Range of Community Impact Days participated and delivered in conjunction with other partners such as the Police, Fire and local Housing Associations.
- Working with Public Health in response to Covid-19 supported the local Surge Testing Plan that was undertaken in Bedford as part of the national response to increasing cases of the Delta Variant, again co-ordinating resources and response to deliver surge testing to 10,000 households.
- Following major incident flood event of December 2020 undertook s19 Flood Investigations across the Borough to understand and improve the resilience of local communities at risk of flooding.
- Further developed Community Flood Groups to support communities to improve their resilience to emergencies situations.
- Development and approval of the Council's response to Operation London Bridge and undertook a cross departmental training and exercise programme.

Culture & Heritage

- **The Higgins Bedford**
 - Implemented staffing restructures to reduce underlying costs of delivering the service while maintaining service levels to the public.
 - Secured variety of funding streams to support ongoing exhibitions and programmes of work (including a wellbeing programme) through the Harpur Trust and other sources.
 - Received funding from Arts Council England to develop a cultural strategy for the Borough, work will commence from February 2022 to October 2022 and will include a public engagement exercise to capture the views of cultural organisations, voluntary groups and our diverse communities.
 - The Higgins Bedford received a number of in person and digital mystery shopper visits through SHARE Museums East in September, October and November. The museum scored well on the visitor welcome, quality of interpretation and learning offer, and the range of the online offer, summarising that The Higgins is 'of exceptional value and a real high-quality cultural asset to Bedford'.
 - Range of successful programmes of exhibitions and events, including partnership projects, such as Science Labs, Fun Palaces, Refugee Week, Airship Dreams: Escaping Gravity exhibition, Going to Town – 200 Years of Bedford's Art, Edward Bawden: Architectural Elements, Warden Abbey Revealed, and Blunt Blades.
 - Delivered a wide range of online and in person family activities and began welcoming schools back to the venue following the pandemic.

Culture & Heritage continued**• Bedford Borough Library Services**

- Continuing to deliver accessible and inclusive library services through the network of five libraries, the Mobile Library, the Library Link Service and the (shared) Virtual Library.
- Delivering a programme of events and activities for all ages to encourage full use of the service and support access to knowledge, information, learning, and leisure post-Covid-19 and lockdown restrictions.
- Delivered the national Summer Reading Challenge for children and young people across all libraries.
- Delivering the national Bookstart scheme across the Borough and Central Beds.
- Consulted and approval from the Council's Executive in Summer 2021 that Library Plus system will be further rolled out to Kempston and Putnoe Libraries from April 2022.

• Bedfordshire Archives

- Bedfordshire Archives joined the Culture & Heritage Service in 2021.
 - The Archives Team continued to deliver services in a remote manner during the various lockdowns of 2020-2021, operating a revised service via a booking and telephone service.
 - The Archives Team remained operational and continued to receive archive material relevant to local history.
 - Reapplied for accredited status under the National Archives' Archive Service Accreditation scheme.
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- Overseen completion of restoration works to Stevington Windmill, and begun recruitment and training programme for Bedford Tour Guides.
 - Continued to represent the Council externally through Heritage Bedford, Bedford Cultural Partnership and the Local Cultural Education Partnership, the latter including supporting an ACE-funded partnership programme between schools and cultural providers. Also supporting the High Street Heritage Action Zone through securing Historic England funding for a three year Cultural Programme.

Sports Development & Leisure

- As a result of Covid-19 launched Bedford Sport LIVE to engage and promote health and wellbeing in our Communities.
- Delivered a total of 1408 live online sessions since the start of lockdown with 22,587 attendances.
- Delivered 238 live online sessions over the past 68 weeks of care home live stream sessions – EngAGE together which includes chair dance, chair yoga and chair cycling.
- Hosted Mindful Workforce project and Mindful Health & Self Care networking.
- Mindful Yoga to returned as a hybrid (online and live stream) in the town centre Howard Room.
- Mindful Swimming at Robinson pool continues to be popular each week.
- Live Longer Better sessions (for over 60s) restarted back at the Bunyan Centre and BIAS in January 2022.
- Bedford Borough Council’s Sports Development team won a Mental Health and Wellbeing Award in the “Support During the Pandemic” category. The award, which is administered by The Mental Health and Wellbeing Awards, is for the work that the Council’s team has done to keep residents active during the pandemic, alongside bringing together isolated and vulnerable members of the community.
- Continue to undertake client role for the outsourced leisure contract of eight leisure facilities in Bedford Borough.

Corn Exchange & Markets

- Successful support of the overall Council response to Covid-19 pandemic in the face of lockdown and restricted events and entertainment programme.
 - Hosted the Council’s Community Hub venue in the Corn Exchange Complex.
 - Co-ordinated responses for food parcels, support, Public Health community visits etc.
 - Successfully provided a solution for the Council’s in-person livestreaming requirements for key Council business of Full Council meetings during lockdown – technical solution sourced and implemented in Corn Exchange venue.
- Delivered varied programme of events and shows post-Covid lockdown within restrictions and guidance from Government and Public Health.
- Implemented safe working practices to make Corn Exchange Complex a Covid-Secure venue, including:
 - Implementation of physical measures, capacities and layouts
 - Use of sanitising stations and provision of face coverings
 - Implementation of COVID Pass for larger venues and events
- Continued to operate Bedford Markets during the pandemic, in line with Government guidance at the time, adopting Covid-Secure measures in order to continue to provide essential services and provisions whilst promoting local traders.

2022 - 2023: What We Will Do

Our Priorities

The focus for our work programme is to deliver on the key work streams across the range of service areas focusing on supporting the Corporate Plan 2022-2026 themes and priorities.

1. Corporate Plan Strategic Priorities

The table below sets out how we will contribute to the Council's strategic priorities set out in the Corporate Plan 2017-2021 which will continue in place until the adoption of the new Corporate Plan (expected March 2022).

Strategic Priority	Projects	Project Synopsis	What success looks like (in 2022/23)
EP2 Sustain the vitality of our town centres	C25 Broadly compliant food premises (hygiene)	Undertake inspections of food businesses to score 3 or above within the Food Hygiene Rating Scheme and demonstrate satisfactory hygiene structure and food safety management	High percentage rate of premises achieving an FHSR score of 3 or more
	D54 Compliant premises regarding under age sales (UAS) activities with repeat test purchases (includes tobacco / alcohol / solvents)	Undertake test purchases and visits, with repeat test purchases (includes tobacco / alcohol / solvents) to assess legal compliance	High percentage rate of premises achieving ID challenge and age verification practices with no test purchase sales

Strategic Priority	Projects	Project Synopsis	What success looks like (in 2022/23)
EC2 Support communities to help one another and to thrive	C41 Broadly compliant service areas following business continuity audits / exercises	Undertake audits/exercises of service areas in line with annual programme to provide BC assurance and resilient services	High percentage rate of service areas scoring 85% or above following business continuity audits / exercises
DP1 Develop our urban and rural places	Vfm 10b(ii) LibraryPlus usage LC3 Volunteer hours contributed (Libraries & Culture) LC4 Digital media issues and renewals (online through Virtual Library) LC5 Physical stock issues and renewals LC6 Number of visits to Libraries and Culture sites LC7 Virtual Library Users	Promote LibraryPlus usage through membership Promote total number of volunteer hours Encourage total no of online renewals and reservations and e-resource downloads Encourage total no of issues, renewals and reservations of any library item carried out in a Borough library Promote total no of visitors to sites Encourage total number of virtual library users	Increased user numbers of the library sites under LibraryPlus model Increased volunteer hours supporting communities at library sites Increased numbers of issues and renewals Increased numbers of issues and renewals Increased user numbers to culture sites Increased user numbers of the virtual library site

Strategic Priority	Projects	Project Synopsis	What success looks like (in 2022/23)
EP2 Sustain the vitality of our town centres	Leis 1 Active participation (attendance) at Leisure facilities	Promote total number of active participation across all leisure sites	Increased user numbers of the leisure sites
	Leis 1a Active participation (attendance) at Leisure facilities: Rate per 1,000 population	Promote participation rate at leisure sites	Increased user participation rate per head of population of the leisure sites
	Leis 2 Total memberships	Encourage leisure membership across all leisure sites	Increased members of the leisure sites
	Leis 3 Fusion Reward Cards issued (casual users)	Encourage reward Card usage through membership	Increased user numbers of the leisure sites under Reward Card model
	Leis 3d Number of leisure facilities concessions for military services personnel residing in Bedford Borough (CONCORDAT)	Encourage concessional usage through leisure membership	Increased user numbers of the leisure sites receiving concessional services
Leis LSOA Number / % of visits from the 20% most deprived LSOAs based on membership visits & Reward card holders	Encourage concessional usage through Reward Card leisure membership in LSOA	Increased user numbers of the leisure sites usage from LSOA	

Strategic Priority	Projects	Project Synopsis	What success looks like (in 2022/23)
<p>EP2 Sustain the vitality of our town centres (continued)</p>	<p>Active Lines Sport and Physical Activity Levels amongst adults aged 16+</p> <p>Leis View 1 % Overall satisfaction with Leisure Facilities (All Facilities)</p> <p>Leis View 10 Rate of complaints against the total participation per 100,000 visits</p>	<p>Promote improved activity levels in adults aged 16+</p> <p>Monitor overall user satisfaction of all leisure facilities</p> <p>Monitor levels of complaints received against leisure services</p>	<p>Increased user numbers of leisure sites from 16+</p> <p>High percentage user satisfaction levels for sites users</p> <p>Low rate of complaints per participation rate</p>

2. Work Programme 2022-2023

In addition to the Council's strategic priorities, we will provide support and enabling projects through our 'day-to-day' work that deliver our core functions (see above). Key projects for 2022-2023 are set out below.

Project	Project Synopsis	What success looks like
Leisure Service Provision	To review the current leisure facilities provision within the Borough and to develop and implement suitable service provision that delivers the Council's statutory duties and leisure obligations	Develop a leisure vision, options appraisal and service offer fit for the future of Bedford Borough and its residents
Corn Exchange & Markets	Develop the newly formed Corn Exchange & Markets Service to build resilience into both Markets and Corn Exchange for the future in order to improve commerciality and entrepreneurship of the combined services	For the Corn Exchange & Markets Service to: <ul style="list-style-type: none"> • Realign compatible operational services • Implement operational improvements • Improve control, marketing, scheduling, facilities, flexibility, gross profit • Promote the current market service, including supporting existing traders, with a view to improving the economies of scale with allied services of the Corn Exchange
Bedford Borough Community Safety Partnership Strategic Plan 2023-2026	2022-23 is the final year of the current CSP Plan, therefore a new three-year plan will be developed with partners, stakeholders and members of the public via engagement and consultation to inform the next three year plan 2023-26	Develop a CSP Plan 2023-26 which is approved and adopted via the Executive and Full Council during 2023 to deliver against the identified local priorities to tackle community safety issues in the Borough

Project	Project Synopsis	What success looks like
Food Safety & Standards	Following the adoption of the 2022-23 Food & Feed Service Plan by the Council's Executive, deliver the food safety, hygiene and standards programme as we emerge from the COVID-19 pandemic	Return to business as usual service delivery and realign the food safety and standards inspection programme in line with the FSA guidance and the FSA Recovery Plan for Local Authorities
LibraryPlus	Introduce the LibraryPlus system across library sites at Kempston and Putnoe branch libraries with a go-live date of April 2022	Roll out the new LibraryPlus system in order to provide additional choice and flexibility in how residents use their libraries, through a mixture of staffed hours and additional self-service hours.

Risks

The service's risks are captured within the Council's corporate systems and are subject to regular review. Our work programme has been developed, and is monitored, to reduce the identified risks. This approach is supported by the consistent use of the Council's Performance Development Review approach with all team members.

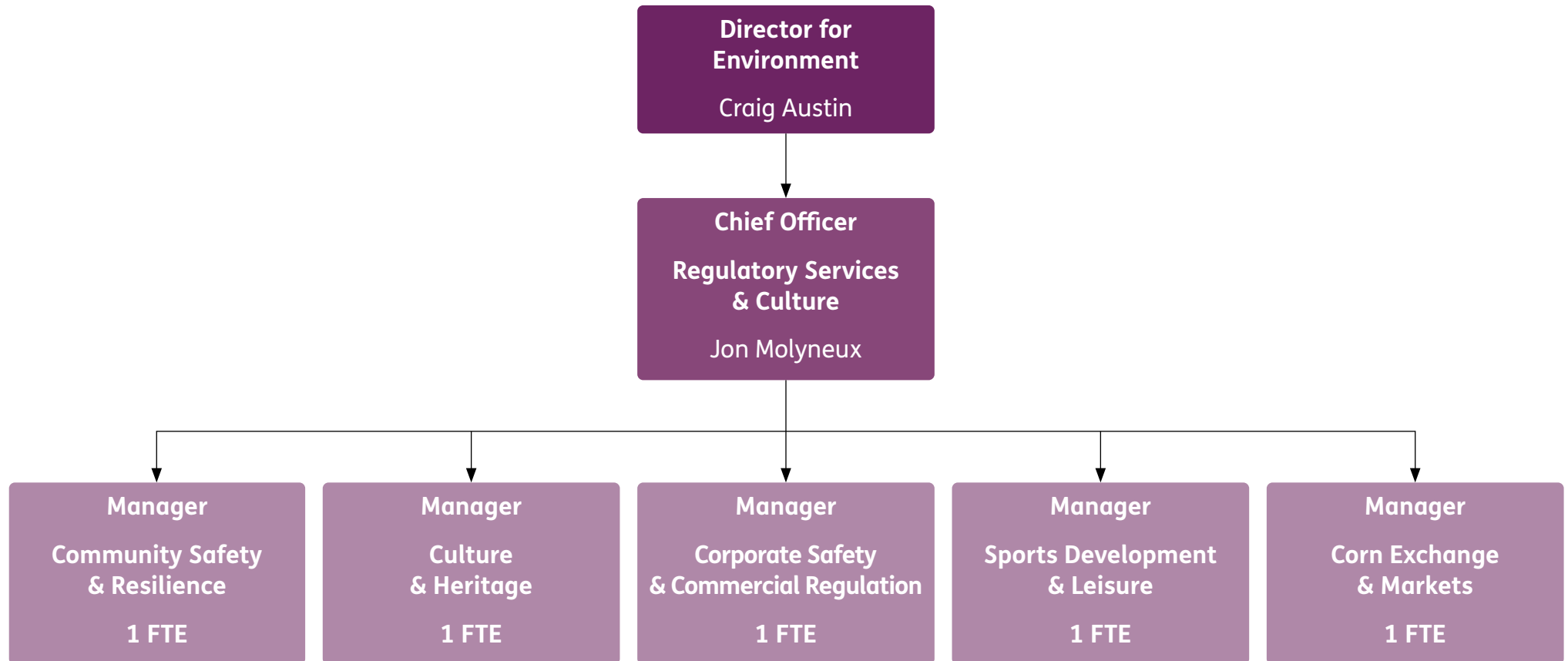
Appendix A: 2021 - 2022 Performance

Corporate Performance Indicators for Environment																
Indicator reference	Cum CP QM	Description	Excellent is...	Reporting frequency	2020/21 Actual	2021/22 Target	2021/22					Current RAG / DoT	Comparator Groups		Risk to Data Quality	Commentary
							Q1	Q2	Q3	Q4	YTD / Cumulative		National (most recent available)	Statistical Neighbours / Regional (most recent available)		
CORPORATE SAFETY AND COMMERCIAL REGULATION																
C25	EP2	Percentage of broadly compliant food premises (hygiene) assessed to date (broadly compliant refers to those food businesses that would score 3 or above within the Food Hygiene Rating Scheme and demonstrate satisfactory hygiene structure and food safety management) (Snapshot indicator)	High %	Quarterly	98.7% (1,389 / 1,408)	95%	98.8% (1,401 / 1,418)	98.9% (1,454 / 1,470)			98.9% (1,454 / 1,470)	🟢 G	UK 90.7% 2018/19	-	😊 G	The picture on broadly compliant is believed to be being impacted by changes from delivering the normal inspection plan to the Food Standards Agency recovery plan following the impact of the pandemic during 2020/21.
					2020/21 →	Context	96.7% (1,330 / 1,376)	97.8% (1,365 / 1,396)	98.2% (1,388 / 1,414)	98.7% (1,389 / 1,408)	98.7% (1,389 / 1,408)					
D54	EP2	Percentage of compliant premises regarding under age sales (UAS) activities with repeat test purchases (includes tobacco / alcohol / solvents)	High %	Quarterly	94.1% (32 / 34) 2019/20	Context	n/a	n/a			n/a	-	-	-	😊 G	During Q2 UAS remained on hold, however testing has resumed during Q3. It is anticipated that levels of compliance may be low as testing resumes and additional actions may be required to ensure business undertake suitable and robust verifications on age restricted sales.
					2020/21 →	Context	n/a	n/a	n/a	n/a	-					
BEREAVEMENT SERVICES																
C40		Achievement in meeting standards for the Charter for the Bereaved	Achieving and maintaining Gold Ranking	Annual	Gold	Gold	Gold				Gold	🟢 G	-	-	😊 G	
LIBRARIES & CULTURE																
VfM 10b(ii)	EP3	LibraryPlus usage	High	Quarterly	35,906 2019/20	Context	n/a	n/a			n/a	-	-	-	😊 G	LibraryPlus hours remained out of service during Q1 & Q2 as part of COVID-19 control measures
					2020/21 →	Context	n/a	n/a	n/a	n/a	-					
LC 3	EC1	Volunteer hours contributed (Libraries & Culture)	High	Quarterly	1,121	2,500	458	1,187			1,645	🟢 G	-	-	😊 G	
					2020/21 →	3,000	99	299	427	296	1,121					
LC 4	EP3	Digital media issues and renewals (online through Virtual Library)	High	Quarterly	Amended for 2021/22	Baseline	131,194	112,196			243,390	🟡	-	-	😊 G	
LC 5	EP3	Physical stock issues and renewals	High	Quarterly	Amended for 2021/22	Baseline	39,071	83,262			122,333	🟡	-	-	😊 G	
LC 6	EP3	Number of visits to Libraries & Culture sites	High	Quarterly	Amended for 2021/22	150,000	26,634	60,138			86,772	🟢 G	-	-	😊 G	

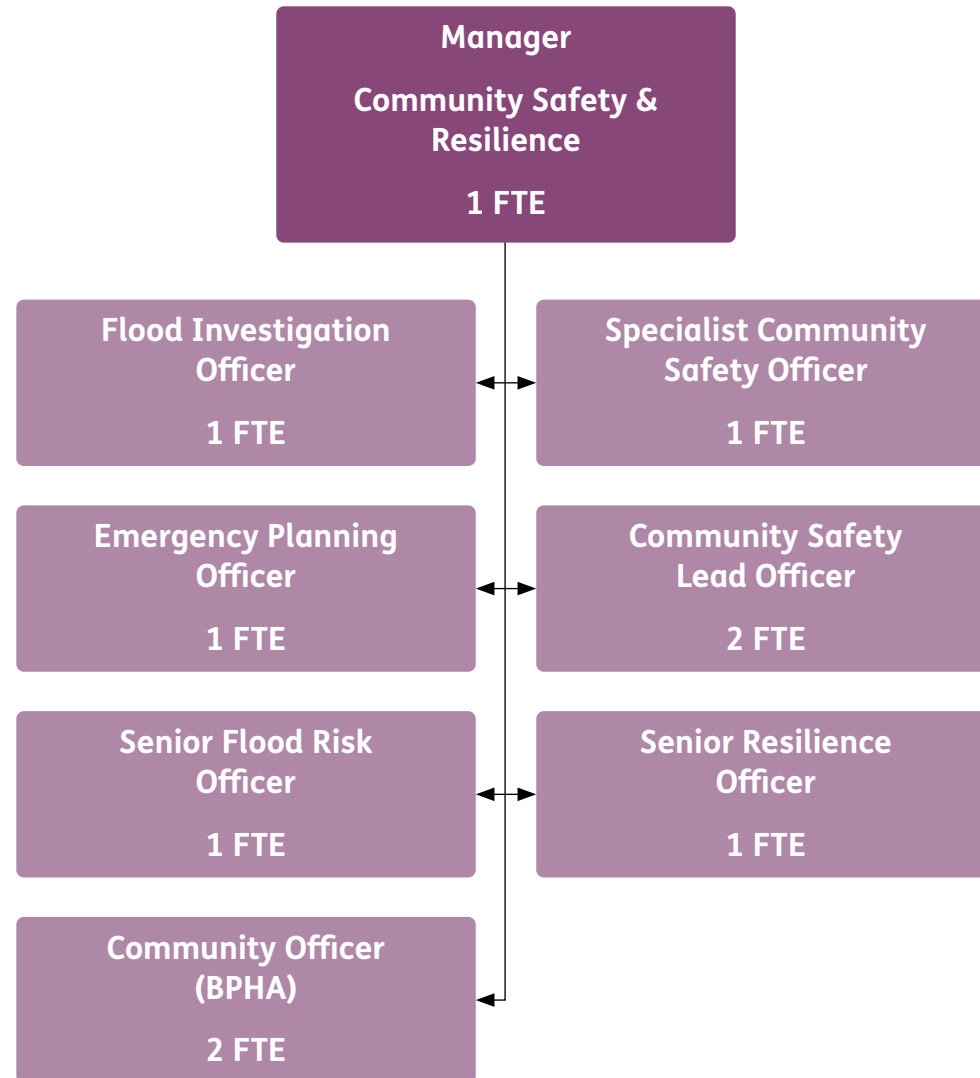
Corporate Performance Indicators for Environment																
Indicator reference	Cum CP QM	Description	Excellent is...	Reporting frequency	2020/21 Actual	2021/22 Target	2021/22					Current RAG / DoT	Comparator Groups		Risk to Data Quality	Commentary
							Q1	Q2	Q3	Q4	YTD / Cumulative		National (most recent available)	Statistical Neighbours / Regional (most recent available)		
LC 7	EC2	Virtual Library users	High	Quarterly	Amended for 2021/22	220,000	57,176	40,361			97,537	R	-	-	G	Q2 - wider reopening of library sites and onsite services has seen a reduction in some online uses in Q2. Trend will need monitoring at Q3-4.
LEISURE																
Leis 1 BCF	EP3	Active participation (attendance) at Leisure facilities.	High Numbers	Monthly	29,813	448,767	56,359	124,261	36,788 Oct 21		180,620 @Q2 - 184,894 @Oct 21	R	-	-	A	<p>In this quarter, figures show that almost 68k more participants attended Fusion facilities compared to Q1. Fusion report that facilities continue to remobilise post pandemic with economic standings proving to be highly challenging. All facilities continue to review their site specific programmes around Group Exercise, Gym and Swim to help enable overall participation to increase to pre pandemic level.</p> <p>It should be noted here that Fusion have made BBC aware of reporting anomalies in particular relation to the two outdoor Centre participation data resulting in group bookings being reported instead of individual participations for both sites. At this stage, these figures are having to be adjusted retrospectively.</p>
					2020/21 →	Context	2,826	10,273	15,662	1,052	29,813					
Leis 1a		Active participation (attendance) at Leisure facilities: Rate per 1,000 population (2019 MYE - 173,292)	High Rate	Quarterly	172 per 1,000 (average of 14 per month)	Context	323 per 1,000 (average of 108 per month)	711 per 1,000 (average of 237 per month)			1,034 (average of 86 per month)	-	-	-	G	In context only, this is informed by LEIS1.
					2020/21 →	Context	16 per 1,000 (average of 5 per month)	59 per 1,000 (average of 20 per month)	90 per 1,000 (average of 30 per month)	6 per 1,000 (average of 2 per month)	172 per 1,000 (average of 14 per month)					
Leis 2		Total memberships	High Numbers	Quarterly	4,020 Estimated 2019/20	3,580	2,146	2,785			2,466	G	-	-	G	<p>Data indicates 639 more membership gains over Q1 but, down by 1,343 compared to pre-pandemic level for the same period (Q2, 2019/20: 4,129). Fusion acknowledge impacts of the pandemic and continue to push all facilities to increase memberships in moving forward.</p> <p>NB As a result of the COVID-19 pandemic, there has been a considerable drop in the membership base. Fusion have set interim targets for each quarter to allow them to rebuild memberships with a view to reaching the annual target by Q4.</p>
					2020/21 →	Context	n/a	n/a	n/a	n/a	-					
Leis 3		Fusion Reward Cards issued (casual users)	High Numbers	Quarterly	4,640 Estimated 2019/20	2,000	n/a	n/a			-	-	-	-	G	Fusion claim that due to the current structure of the online portal, Fusion have not proceeded to allocate Rewards Cards at this stage. BBC to monitor and pursue progression of this reporting element with Fusion.
					2020/21 →	Context	n/a	n/a	n/a	n/a	-					

Corporate Performance Indicators for Environment																
Indicator reference	Cum CP QM	Description	Excellent is...	Reporting frequency	2020/21 Actual	2021/22 Target	2021/22					Current RAG / DoT	Comparator Groups		Risk to Data Quality	Commentary
							Q1	Q2	Q3	Q4	YTD / Cumulative		National (most recent available)	Statistical Neighbours / Regional (most recent available)		
Leis 3d		Number of leisure facilities concessions for services personnel residing in Bedford Borough (CONCORDAT)	High numbers	Monthly	413 Estimated 2019/20	413	9	22			31		-	-		Data shows that performance is down by 69 compared to the same quarter in 2019/20 (91). BBC continue to encourage Fusion to improve the performance of this key indicator via facility programmes, activities, and promotions post pandemic.
					2020/21 →	Context	n/a	n/a	n/a	n/a	-					
Leis LSOA	EP3	Number / % of visits from the 20% most deprived LSOAs based on membership visits & Reward card holders	High numbers / High %	Monthly	16,033 / 445,527 (3.6% of visits) Estimated 2019/20	11,250	n/a	n/a			-	-	-	-		Fusion claim that with migration onto the new G360 IT system, Fusion are unable to provide relevant data at this stage. BBC to monitor and pursue progression of this reporting element with Fusion.
					2020/21 →	Context	n/a	n/a	n/a	n/a	-					
Active Lives (Replacing NI B)		Sport and Physical Activity Levels amongst adults aged 16+: Inactive	Low %	Bi-annual	27.5%	Context		24.8%			24.8%		27.2%	26.1%		Active Lives survey is a Bi-annual publication by Sports England. The survey measures physical activity levels across a number of activities. The survey was undertaken using a national population sample of 172,970 for the period mid-May 2020 to mid-May 2021. The data was published on the 21st October and the next release is 28th April 2022.
		Sport and Physical Activity Levels amongst adults aged 16+: Fairly Active	High %		10.0%	Context		9.8%			9.8%		11.6%	11.3%		
		Sport and Physical Activity Levels amongst adults aged 16+: Active	High %		62.5%	Context		65.4%			65.4%		60.9%	62.6%		
Leis View 1		Overall satisfaction with Leisure Facilities (Net Promoter Scoring) - All Facilities	High	Monthly	Change of Methodology for 2021/22	20	16.3 (410 Forms)	n/a			16.3 (410 Forms)	-	-	-		New system in place to measure satisfaction at all sites, which is a corporate shift for Fusion. BBC continue to have dialogue with Fusion around interpretation as well as presentation of this data which meets the requirements of the Council. Data to be added retrospectively. Data to inform these discussions not yet provided by Fusion and Q2 data not provided at the time of reporting
Leis View 10		Rate of complaints against the total participation per 100,000 visits	Low Rate	Monthly	Change of Methodology for 2021/22	38	n/a	n/a			-	-	-	-		New system in place to measure rates of complaints received at all sites, which is a corporate shift for Fusion. BBC continue to have dialogue with Fusion around interpretation as well as presentation of this data which meets the requirements of the Council. Data to be added retrospectively. Data to inform methodology for this indicator has not yet been provided by Fusion.

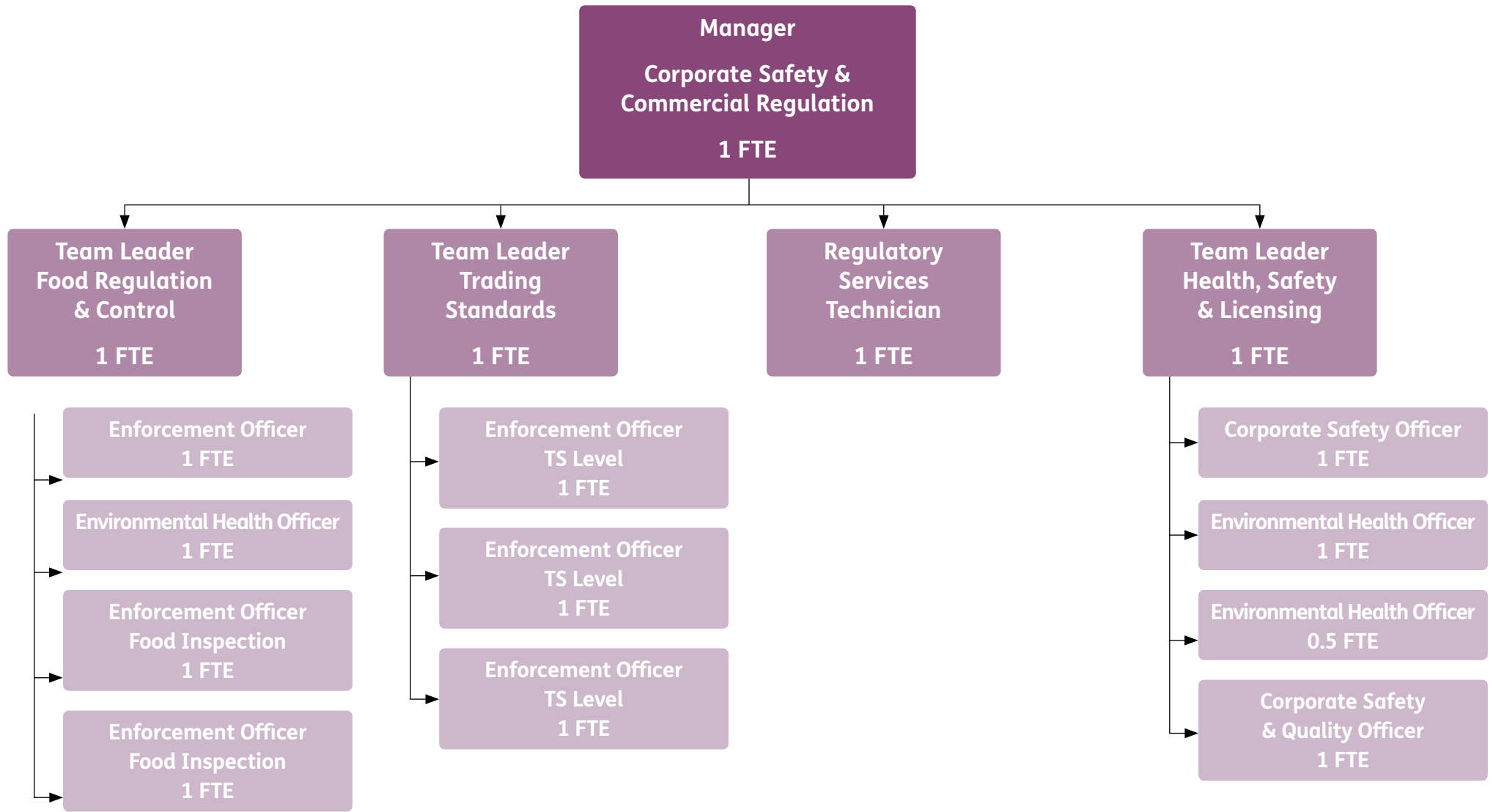
Appendix B: Structure Chart



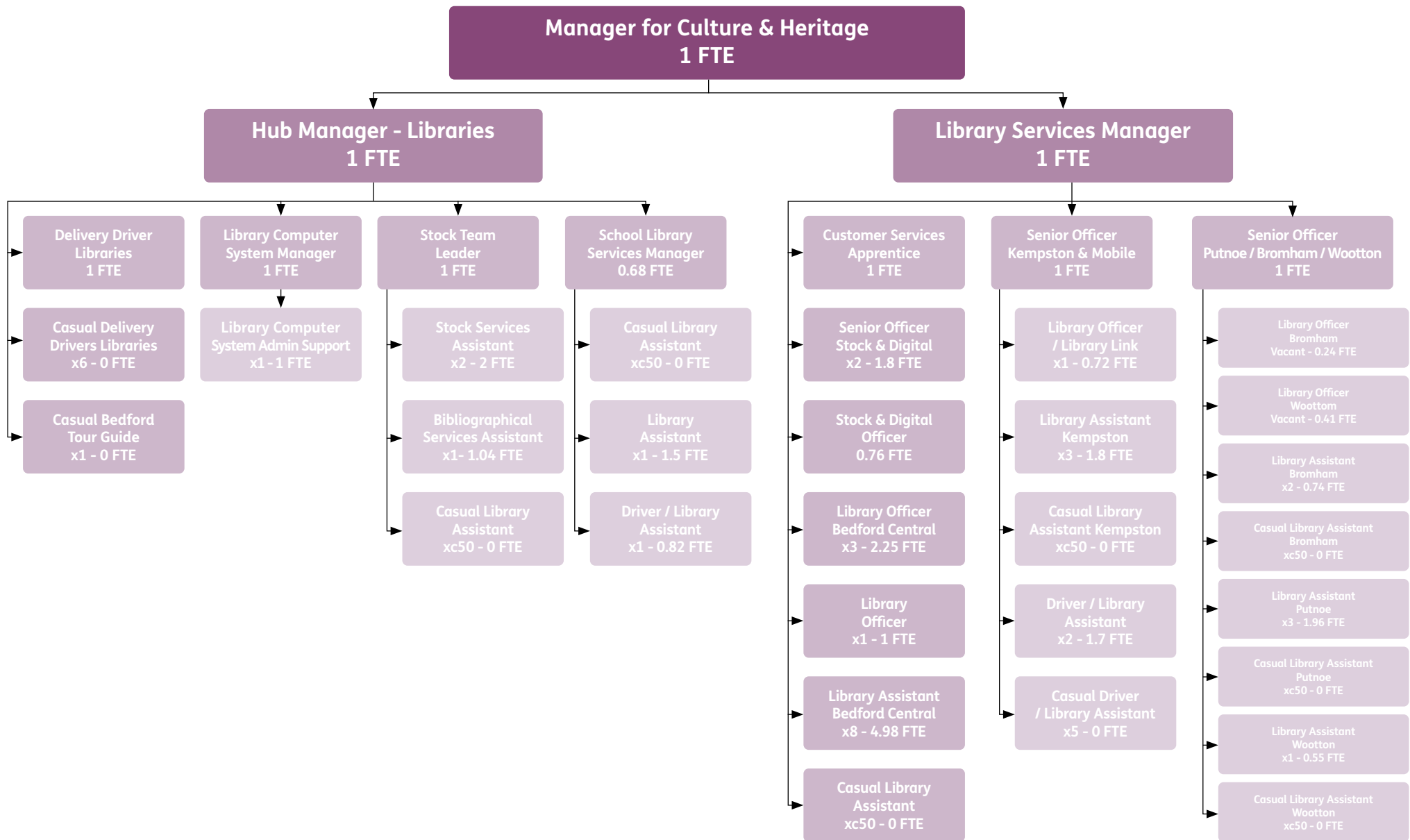
As of 1st April 2022

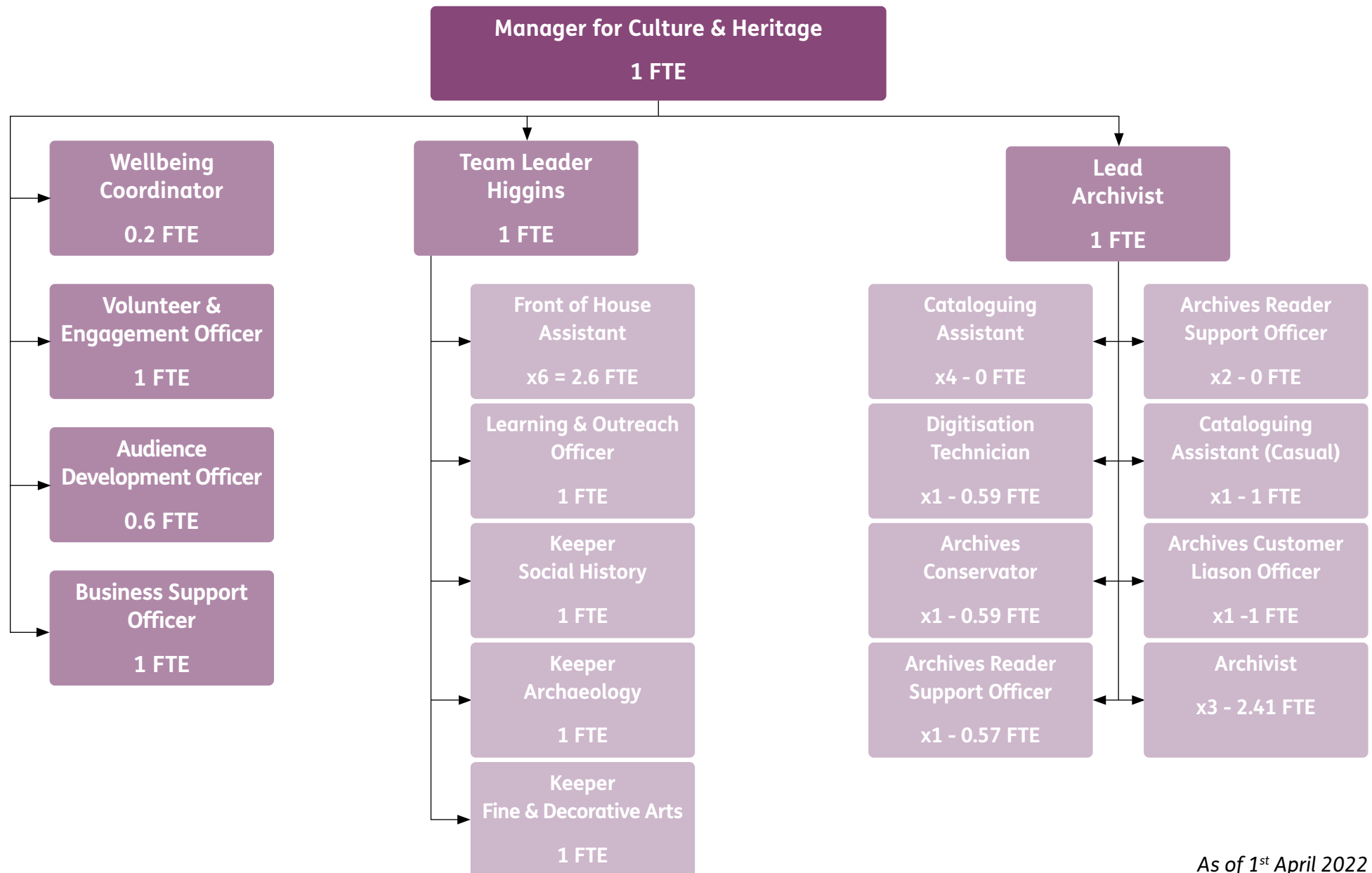


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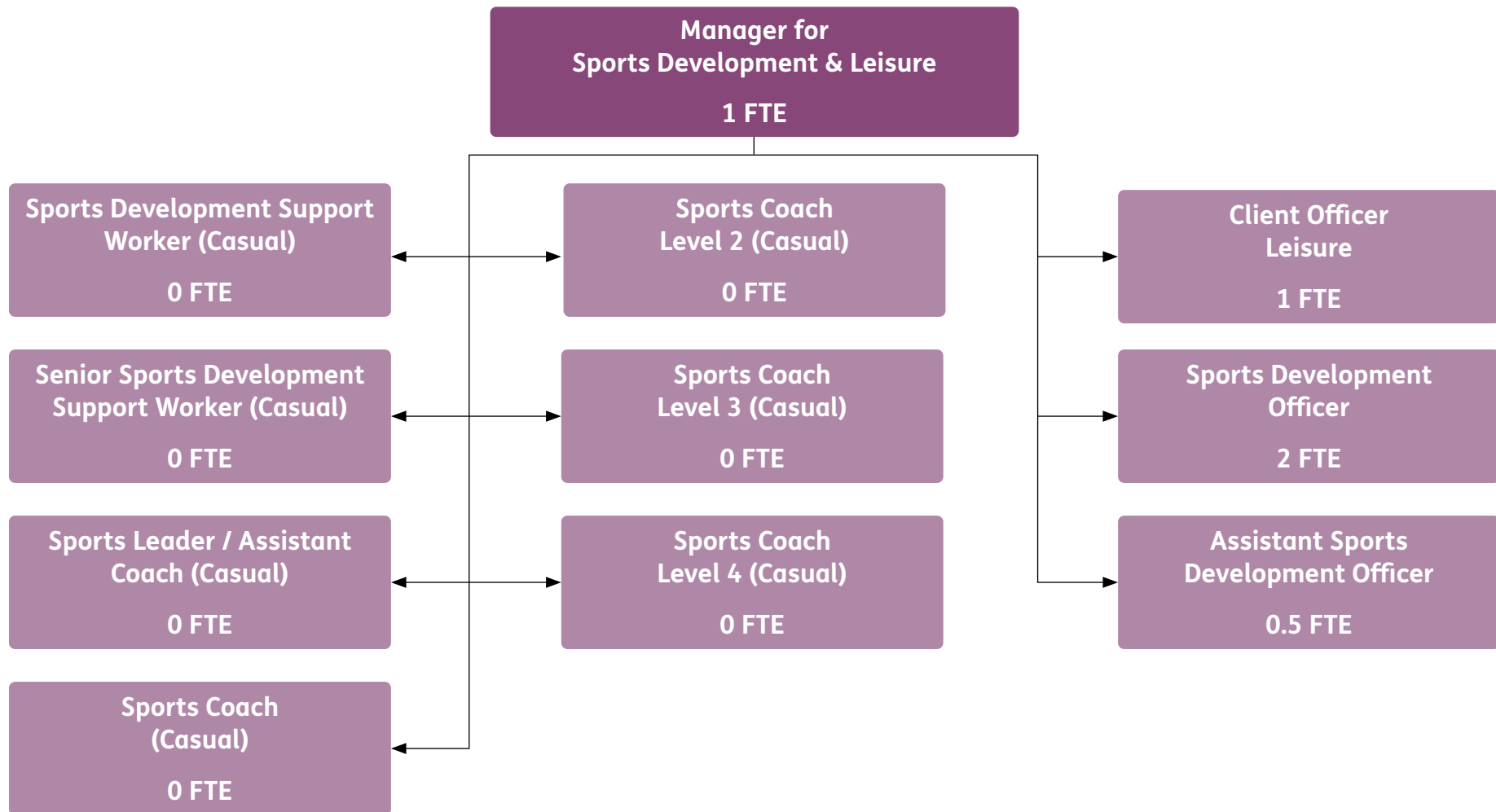


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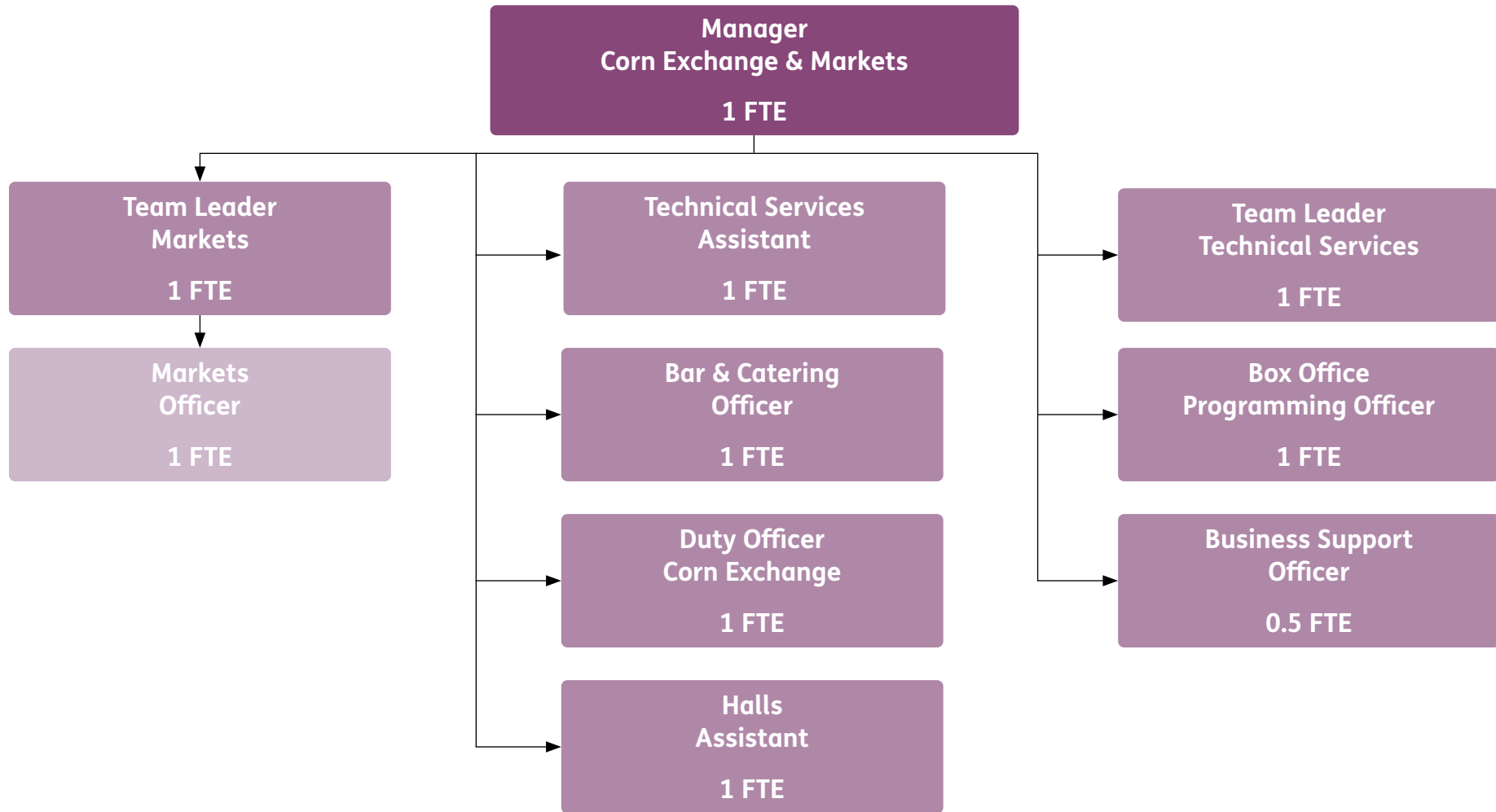




As of 1st April 2022



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Notes

Finding out more



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