



**BEDFORD**  
BOROUGH COUNCIL

# Together Bedford Borough ***Place-People-Communities***

**Bedford Borough Council** Corporate Plan 2022–2026



## Contents

|   |           |
|---|-----------|
| <b>Foreword from Mayor</b> .....          | <b>3</b>  |
| <b>Executive Summary</b> .....            | <b>4</b>  |
| <b>Local Profile</b> .....                | <b>6</b>  |
| <b>Introduction</b> .....                 | <b>7</b>  |
| <b>What We Will Do, including:</b> .....  | <b>8</b>  |
| Our Goals .....                           | 8         |
| Cross Cutting Themes .....                | 10        |
| Equality Objectives .....                 | 10        |
| Our Culture .....                         | 12        |
| Aligning Our Organisation .....           | 12        |
| Measuring Our Progress .....              | 14        |
| Conclusion .....                          | 15        |
| <b>Appendices</b> .....                   | <b>16</b> |
| A: Bedford Borough Council’s budget ..... | 16        |
| B: Performance framework .....            | 17        |

## Foreword from Mayor

Recent events, including the global pandemic, have challenged our communities and our own services in a way that many of us have never experienced before. We have seen in very stark relief through Covid-19 that there are deep inequalities within our society and that it has had an unequal impact in its effects on all our lives. It is not clear how the long the impact of the pandemic will be with us for.

At the same time, the local response to the pandemic has shown our communities' strength across the Borough as people worked hard to support others. Whether through the delivery of food parcels, a friendly voice on the phone to someone isolated from family and friends, through to the tremendous efforts of all in the public and private sectors to adapt and continue to deliver services to everyone.

Over the period of this, our new Corporate Plan (2022-2026), we want to see our local economy recovering and growing. We know that an improved economic situation, a better education and skills base and improved infrastructure will support our communities in many ways including tackling the wider impacts on residents' health and well-being and on our environment.

The Council has a central role in enabling this to happen, in providing crucial services ourselves as well as in partnership with an increased selection of public, private and community organisations, locally and across the wider region. We see our role as very much the 'place shaper' for the Borough.

Our vision for the period of this Plan is as follows:

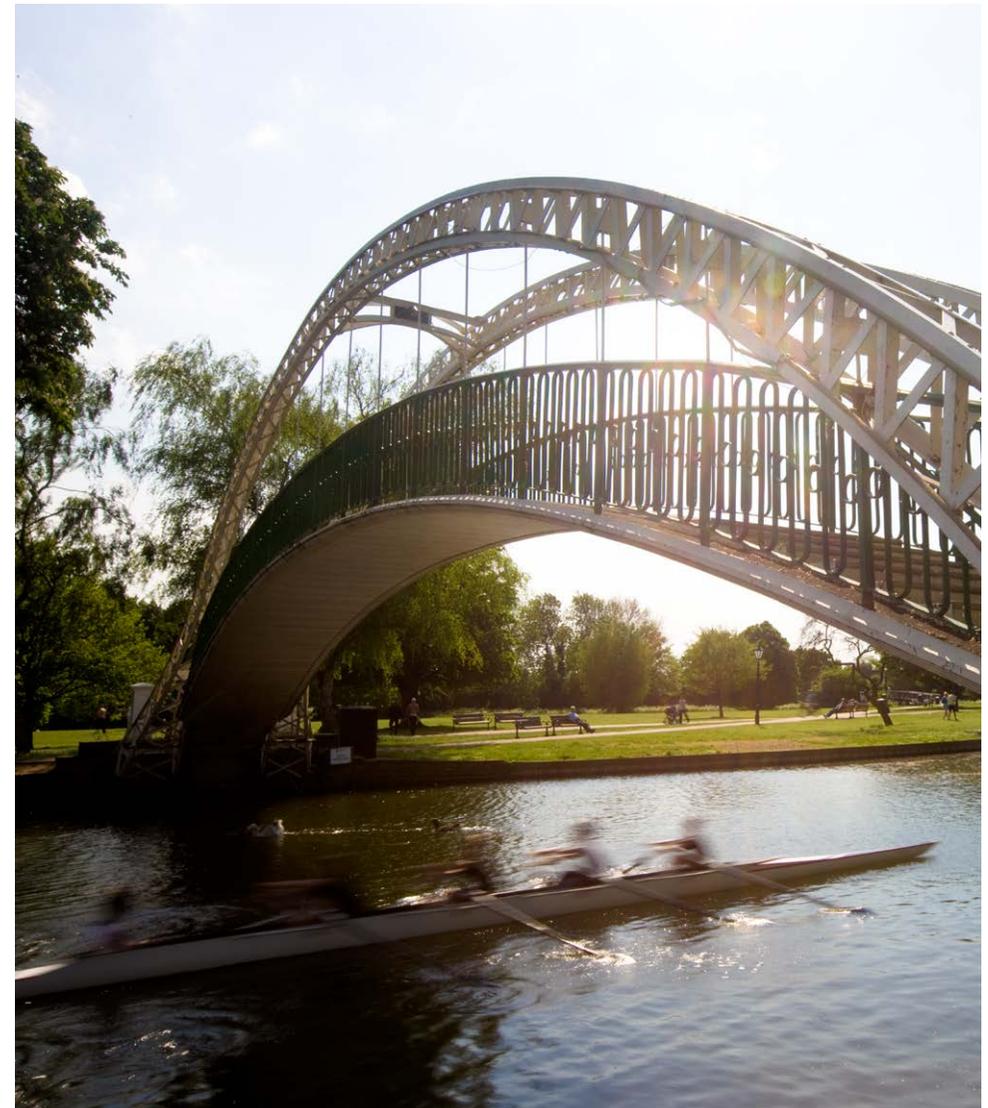
*“We want Bedford Borough to thrive as a place, that people are proud of, want to live in and move to. To do this we need a growing and strong local economy and an active response to climate change. From this foundation our residents will be able to thrive and realise their potential, supporting and celebrating our diverse and inclusive communities.”*

## Executive Summary

We have called this our latest Corporate Plan “Together Bedford Borough”. This builds on the excellent work of the Council and its partners over previous years and more recently reflects how our communities responded to the pandemic. It is our ambition for Bedford Borough and will guide our actions as a Council and focus our work on helping to realise the Borough’s potential.

Four goals guide our approach, each focussed on enhancing Bedford Borough as a place where people, communities and businesses can grow and realise their potential. We also have two cross-cutting themes that are integral to our delivery against these goals. Getting this right will require distinctive council services tailored to the needs of our Borough, its local people and businesses, while not losing sight of the things that every local council has to do.

We will focus on our priorities and shape the future of a thriving Bedford Borough. To do this, we will look at where others can deliver services more efficiently and effectively for us, or consider where some activities are no longer needed. This Corporate Plan sets out how we will do that. We recognise that, while we have a good record of delivering Council services while making significant savings, we cannot continue as we are. We have less resource and face growing demand and changing expectations. This will continue through to 2026 and beyond, and there will be an expectation that we will continue to deliver good public services and strong local leadership. If we are to meet those challenges, we must build a Council fit for purpose, both for today and tomorrow. That is why, alongside the Corporate Plan focussing on what we will do, we continue to implement our transformation programme.



We need to operate in a way that is much simpler and more standardised across all of our services and functions. Each function will need to be clear about the non-essential activities it will not do any more, as well as the things it needs to do to fulfil its responsibilities, and identify those areas where focused effort will add the most value to achieving our ambitions for Bedford Borough residents and businesses. If we do this, our leaders will be able to make clear choices about how to effectively direct resources and effort on those activities that will make the biggest difference for our residents and businesses. Likewise, our managers and staff will have a clear framework and focus for the work they do, with defined objectives and the mandate to change how we work.

This will mean we will need to be more flexible – not just doing things differently, but also doing different things and potentially new things instead of what we have done in the past. We need to make it easier to get things done. We will improve how we share information and support people to make the right choices. We will focus on realising the potential of individuals, communities and the Borough. We will track key measures in delivering our ambition for Bedford Borough.



By being clear on our strategic direction, we will grow our capability to deliver programmes in partnership with our communities and our partners, operating as one council and cutting across organisational boundaries.

We will regularly review our approach, shifting our focus to where we can make the biggest difference. We will address the root causes of our local challenges by focusing on prevention and early intervention, and by promoting self-care and independence. We will make the most of opportunities to improve the long-term wellbeing and prosperity of our people and our place. These changes will be underpinned by technology which will allow us to automate more of what we do, support new ways of working and measure how effective we are being. Data will provide not just information but intelligence and insight. Our understanding will be based on supporting residents and businesses to achieve positive outcomes, rather than the volume of services delivered, helping us understand what is needed and the impact of different services as a whole rather than as individual silos. This will help us become more responsive, with a structure and governance that supports agile decision-making.

We have recognised the need for change and we have identified the need for a clear framework for development of services and support in line with our overall strategy. We need to make change easier to agree and achieve. We have to provide the mandate to make wide-ranging changes if we are to achieve our goals. We can do that by harnessing the capacity of our committed staff and giving them the permission to see it through.

## Local Profile

Bedford Borough has 174,687 residents according to the Office of National Statistics 2020 estimate, with two-thirds living in urban areas and one-third in rural. Of the total population 41,173 (or 24%) is under the age of 18 and 31,422 (18%) is 65 and over.

The Borough has a rich diversity with 28.5% non-White-British (compared to 20.2% nationally) comprising at least up to 100 different ethnicities and our local schools report that there are 149 spoken languages.

Bedford Borough covers 47,641 hectares. The majority of our population live in the urban centres of Bedford and Kempston, but we also have a significant number of areas covered by parish councils. The Borough sits within the important innovation corridor between London, Oxford and Cambridge.

Male and female life expectancy in Bedford Borough is similar to the national figure. In terms of deprivation, the inequality in life expectancy in Bedford Borough at birth (gap) is 8.2 years for women and 10.3 years for men between our more and less affluent areas.

According to the Indices of Multiple Deprivation 2019, Bedford Borough is the sixth most deprived local authority in the East of England. Nationally, Bedford Borough is in the mid-range on overall deprivation with 13.6% of the 103 Lower Super Output Areas (LSOAs) being within the 20% most deprived in England. In 2020, 17% of children (under 16) were deemed to be growing up in relative poverty.

This is a high level snapshot of the information that is available about the Borough. More details are available online.



## Introduction

*Together Bedford Borough* is our plan for economic recovery and growth. It builds on our Corporate Plan 2017-2022 and reflects the global impact of the pandemic and a number of other factors which currently are unclear in their implications for our Borough, meaning we now face greater uncertainty than ever which requires an even sharper focus on how we use our finite resources.

Over the course of the next four years, councils will face growing demand for services and acute cost pressures, while at the same time needing to deliver good local services, increased value for money and strong leadership. At a national level, we also face uncertainty surrounding the longer-term impact of the UK's exit from the European Union and the dramatic impact of the pandemic, which has tested the role of the Council. Over the next four years, Bedford Borough Council must adopt a strategy to adapt to this new reality. This will require enabling clear choices about how we:

- Increasingly focus on strategic priorities related to our goals,
- Continue to deliver on our obligations and requirements as a local authority,
- Work with our partners to deliver the most appropriate services,
- Make best use of the resources available to the Council and the Borough,
- Embed our agreed operating model – a way of organising and working across the Council – that is fit for the future.

As a strategic document, this plan does not list everything we do. Nor is it full of detail on our achievements. We need this Corporate Plan to be a living document, establishing a delivery framework that retains flexibility to respond to different challenges and opportunities within an overall direction of travel. This Plan builds on the excellent progress we have made over the course of our previous Plan. All of this allows our Members to be able to choose how we deliver the ambitions this plan seeks to achieve over the next four years. As a living document, there is an expectation of regular updates on progress and development of detailed service proposals within the framework set here.



## What We Will Do

This section describes what we will focus on during the next four years in order to get the best for the people of Bedford Borough with the resources we have.

### Our Goals

To achieve the economic and social growth we want to see in Bedford Borough, we need to take coordinated actions across four connected goals. These goals are to:

- Develop Places,
- Enable Prosperity,
- Support People,
- Empower Communities.



### Develop Places

*We know that our environment is crucial to our well-being in many different ways. Parks and open spaces are vital to our physical and mental health, as well as to the health of the environment overall. The Borough is blessed with a variety of outdoor spaces, parks and the river. Our transport links should benefit the environment and the local economy to support more and better jobs for local residents. Our ambitions to tackle the climate emergency are central to all of our goals.*

Our three strategic priorities for this goal are to:

- Develop our urban and rural places,
- Develop a more sustainable transport and infrastructure network, and,
- Enrich our local environment.

### Enable Prosperity

*Good quality employment is important to health and wellbeing, so we want to make sure that we support people to access education and training, and support businesses in the Borough. An improved skills base will help attract new and emerging business sectors to our Borough. A component to our economic growth will be the continued sustainability of our town centres.*

Our three strategic priorities for this goal are to:

- Provide the right support for sustainable business growth,
- Sustain the vitality of our town centres, and,
- Support educational attainment and skills development for all ages.

## Support People

*People of all ages deserve to be treated with respect and dignity and to live a full life. Our role, working with our partners, is to reduce risks for vulnerable people, support those in crisis, safeguard where necessary and help to maintain independence wherever possible. Housing is a key enabler for a good quality of life, as well as health and wellbeing.*

Our three strategic priorities for this goal are to:

- Support our residents to access the right services, including by digital means, at the right time,
- Deliver tailored support which respects people's needs, and,
- Work with partners to provide the right housing mix.

## Empower Communities

*Bedford Borough has long celebrated its cultural diversity and this has enabled strong, cohesive and inclusive communities. We want to help communities to be the best they can be. The Council's role is to listen, support and empower our communities wherever possible. This may sometimes be in partnership with the Council, or with our other partners.*

Our three strategic priorities for this goal are to:

- Enable people to participate in their community and celebrate our vibrant culture,
- Support communities to help one another and to thrive, and,
- Support people to fulfil their potential.



## Cross Cutting Themes

Each of our goals is central to our ambition and are interlinked. It would not be a success if we were to create prosperity but fail to support people. To support the delivery of our goals we have two cross cutting themes which will run through all the work that we do:

- *Climate Change Emergency* – to deliver what we need to do across all our services to address climate change,
- *Well-being* – to support wherever possible measures to improve our residents' health and well-being including activities that help support physical and mental health.



## Equality Objectives

The Equality Act 2010 requires us to set at least one equality objective every four years that we will achieve to increase equality.

We recognise that we have a key role in addressing inequality, discrimination and disadvantage in our Borough. This is why our primary focus for the next four years is to develop as a local leader on equalities. To do this we know that we must work in partnership with our communities, businesses, partners and staff.

We have two equality objectives that will interconnect all aspects of our goals and strategic priorities.

### Our First Objective

*Achieve excellence in our equality performance, practice and outcomes as measured by the Equality Framework for Local Government by 2026*

The Equality Framework for Local Government (EFLG) is a nationally recognised framework. It is designed to help councils, in discussion with local communities and local partners, review and improve their performance and outcomes in relation to equality. It will assess our performance in relation to all 'protected characteristics' covered within the Equality Act.

- Understanding and working with your communities,
- Leadership and organisational commitment,
- Responsive services and customer care,
- Diverse and engaged workforce.

Under the framework, councils can be assessed as Developing, Achieving and Excellent. Our equality objective is to be assessed as Excellent. We will develop a strategy to provide the focus, direction and activities we need in order to achieve this by 2026.

Working towards this equality objective will help us to meet our statutory requirements of the Public Sector Equality Duties (PSED) under the Equality Act 2010 as both an employer and in our delivery of services.

## Our Second Objective

*We pledge to be an anti-racist council and develop an anti-racism strategy in partnership with others.*

Recent events have spotlighted the systemic challenge of racial inequality. As a leader on equalities we pledge to be an anti-racist council. We will use our resources and change what we do to actively dismantle racist structures and challenge racial inequality.

We cannot do this work alone and so we want to work with others to pledge to become a thriving anti-racist Borough. To do this, we will work in partnership with people, including council staff, residents, communities and partners to develop an anti-racism strategy that speaks to diverse perspectives that is shaped by the local lived experience.

Working towards this equality objective will help to celebrate the diversity and cohesion within our Borough.



## Our Culture

Our staff work hard, and tell us they are proud to work for the Council and are positive about the services they deliver for our residents and local businesses. We have a positive culture in the Council. Development of our staff is critical to maintain these positive aspects. We will build on this culture and the commitment of our staff developing mutual accountability for delivery. Our aim is to continue to build positive engagement with all our staff and ownership of the Council's priorities.



## Aligning Our Organisation

As we adapt through this period we are fundamentally changing how we operate. To support delivery of our priorities we have introduced ways of working – our operating model – that enables our staff to operate in more effective and efficient ways. Through the implementation of this operating model, we will improve how our residents interact with the Council improving how we work in our customer-facing and support services as well as our front line service teams.

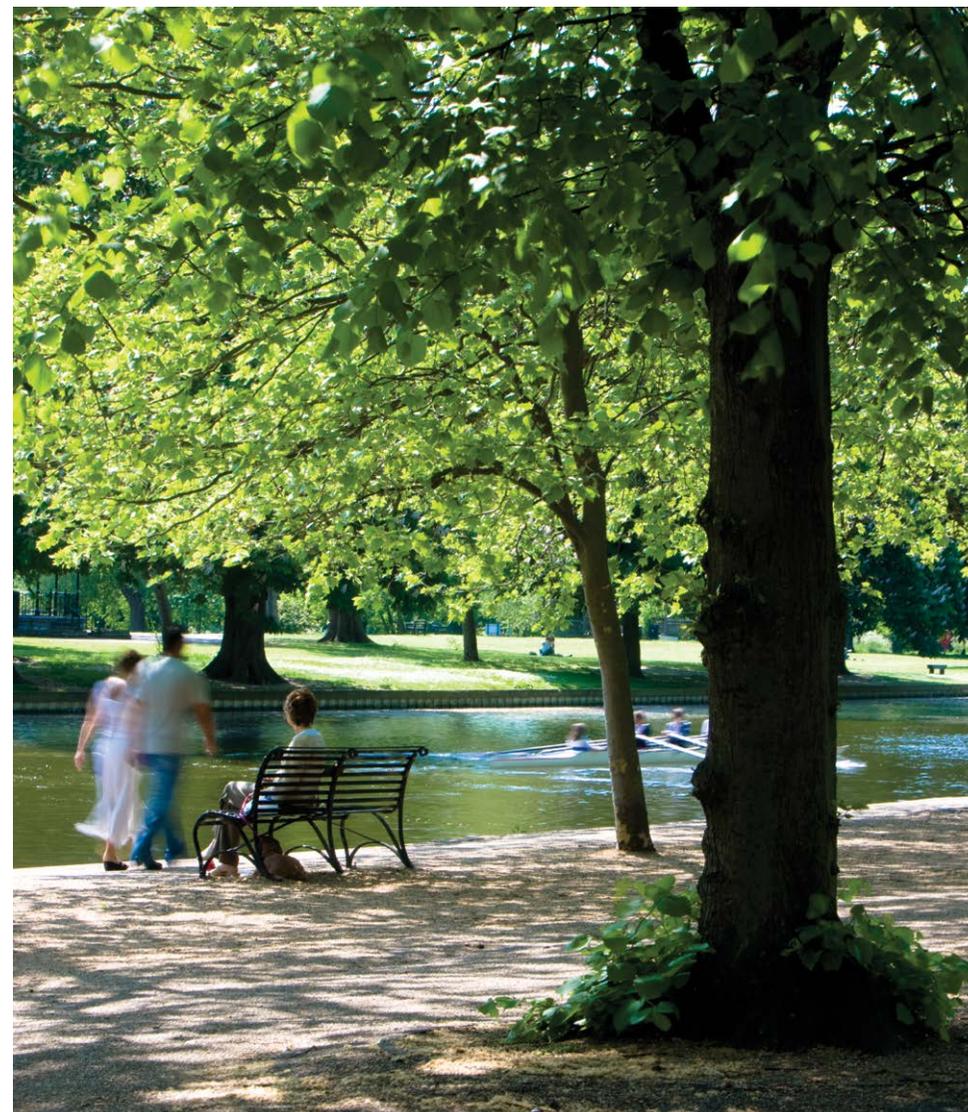
We will embed these ways of working across our operations. Where digital technology can make a difference, this will be introduced, with appropriate support for people who are not able to use digital means. While benchmarking our functions against other councils is helpful, we will focus on growing our own skills, experience and expertise to continue our strong service delivery.

In some areas of the Council, we will explore how we might access those capabilities for lower cost and better performance. This may result in internal provision, shared services or outsourcing provision to specialist organisations that can deliver services at lower cost than we could ourselves.

We have neither the resources nor the knowledge to be expert at everything. We will ensure that resources are directed to those capabilities which support our ambition. This will ensure that we have the right tools for the job, including insight into our residents' and businesses' needs, and the agility to support their wellbeing and prosperity. Through effective governance mechanisms we will track progress against these plans and the overall ambition.

We constantly review how we provide our services and in parallel we take the opportunity to ensure that our structures, processes, people and resources align to our priorities. The key focus for our ongoing operating model review will include:

- Consolidating customer access (all Council ‘front doors’ and access channels),
- Improving residents’ experience dealing with the Council and the supporting processes,
- Enabling technology,
- Structures and roles,
- Culture and ways of working, and,
- Using wider Community support where that is available.



## Measuring Our Progress

Like all local authorities, we deliver hundreds of services across a wide range of functions. In each of our service areas, we have a number of ways of measuring and tracking performance, including hundreds of indicators and data sets that are required by Government and other regulators.

We will continue to fulfil our duties and reporting responsibilities, and each service will continue to have operational measures. For the delivery of this plan, we will report key strategic measures that are unique to the agenda of Bedford Borough. These will provide an overview of how we are performing for our residents, businesses and staff.

We call these our 'key measures'. Each key measure will be presented in a strategic dashboard to enable active management of this plan.



Our measures will use the following principles:

- Clearly linked to the strategy enabling an assessment about whether it is likely to succeed,
- Clear definition and articulation of what is being measured and what is good performance,
- Clarity on why the measure matters in terms of progress toward a specific strategic objective,
- Recognition that perception is important as it tracks how people feel regardless of the underlying performance,
- Trends are as valuable as absolutes indicating the direction of travel as an indication of the progress being made and assessment of the forward look,
- Measures may evolve over time - as a living plan we should expect the key measures to change as we progress, and,
- Measures may be outside the control of the Council - for example relating to the performance of an overall system where we are dependent on working with others.

Based on these factors the key measures as at the start of the plan are included in Appendix B.

The delivery framework set out in this Plan requires engagement with our residents, local businesses and our staff. Our success in delivering the ambition will ultimately be judged by those who live, work or visit the Borough. By engaging communities in shaping how we deliver the ambition for Bedford Borough, and raising awareness and understanding of the choices we face we will be better placed to succeed together. Our future is dependent on an open and honest two-way conversation about what we are trying to achieve and why.



## Conclusion

Together Bedford Borough will be used to evaluate progress on our journey towards our Goals: Develop Places, Enable Prosperity, Support People and Empower Communities. Running through our work will be action on the Climate Change Emergency and improving Well-being. We will do this while delivering better services, increased value for money and strong local leadership.

This plan is a living document as a delivery framework that will influence everyday actions inside the Council. Every member of staff should be able to link their individual objectives to the positive impact we want to make. Team performance will be measured in how well services are focussing on this agenda. But it will also influence our communications and interactions with others. Partners will be able to anticipate where we want to focus collaboration. Residents should notice the impact in the services they receive, but crucially also understand why we have made these choices. If we can do all of this and embed this plan in our everyday activities this will enable Bedford Borough to continue to recover strongly from the pandemic and grow.

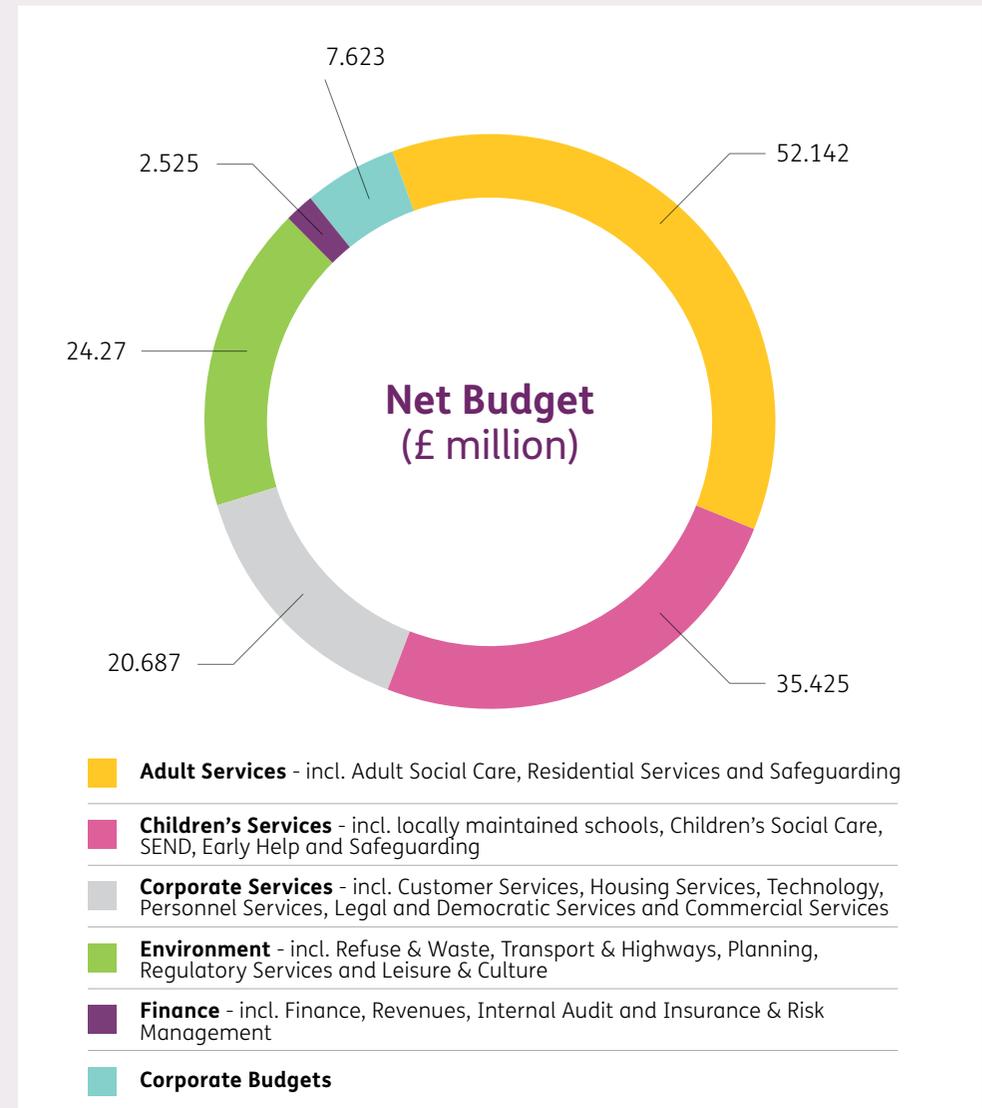
## Appendices

### A: Bedford Borough Council’s budget

The 2022/2023 budget has been set against a context of reduced government funding and increasing service and cost pressures, in particular in relation to Adult Social Care. This situation is likely to continue and as such, the Council will continue to face the challenge of providing key services within overall reduced resources.

The Council has had to make difficult decisions in order to set a balanced budget and keep Council Tax affordable whilst, as far as possible, protecting front line services. A total reduction of £2.7 million through savings and efficiencies has been included in the budget. Bedford Borough Council provides major services such as education, social care, highways, waste collection and disposal, housing benefits and economic development.

Our Gross Budget for 2022/2023 is £348.089 million, a large proportion of which is passed on to our local schools, our Net Budget is £142.672 million which is split across our services as follows:



## **B: Performance framework**

This Plan has 2 cross-cutting themes, 4 inter-connected goals, with 12 supporting priorities. For each of our priorities, we will have a number of performance measures that will provide an overview on our progress. The Performance Management Framework will monitor the delivery of the Corporate Plan. Essentially, this means that we will map a number, which will vary, of composite high-level and cross cutting performance measures for each of the strategic priorities, this will enable a picture to be established of how we are performing against our ambition. Some indicators contributing to the priorities are more important (e.g. safeguarding) and therefore we aim to place a higher emphasis on these by incorporating a weighting methodology.

Earlier we have described two cross cutting themes that are central to our ambition we will also report progress against these themes as part of this Performance Framework.

Shown in the pages that follow is our proposed Performance Framework, this will be subject to constant review and will evolve as we go through the period covered by this Corporate Plan.

We will continue measuring performance constantly including an annual report to the Council's Executive committee.

Corporate Plan Cross-Cutting Themes, Goals and Priorities - Summary

| <b>Climate Change Emergency</b>   |  |   |  |
|---|--|---|--|
| <b>Develop Places (DP)</b>  | <b>Enable Prosperity (EP)</b>  | <b>Support People (SP)</b>  | <b>Empower Communities (EC)</b>  |
| <p><b>DP1</b><br/>Develop our urban and rural places</p>                              | <p><b>EP1</b><br/>Provide the right support for sustainable business growth</p>          | <p><b>SP1</b><br/>Support our residents to access the right services, including by digital means, at the right time</p> | <p><b>EC1</b><br/>Enable people to participate in their community and celebrate our vibrant culture;</p> |
| <p><b>DP2</b><br/>Develop a more sustainable transport and infrastructure network</p> | <p><b>EP2</b><br/>Sustain the vitality of our town centres, and</p>                      | <p><b>SP2</b><br/>Deliver tailored support which respects people’s needs</p>  | <p><b>EC2</b><br/>Support communities to help one another and to thrive</p>                              |
| <p><b>DP3</b><br/>Enrich our local environment</p>                                    | <p><b>EP3</b><br/>Support educational attainment and skills development for all ages</p> | <p><b>SP3</b><br/>Work with partners to provide the right housing mix</p>   | <p><b>EC3</b><br/>Support people to fulfil their potential</p>   |
| <b>Well-being</b>   |  |   |  |

| <b>Cross-Cutting Theme</b>  | <b>What is being measured</b>  | <b>What are the components of the composite key measures</b>   | <b>Rationale / Caveats</b>   |
|---|--|--|--|
| <p><b>Climate Change Emergency</b></p> <p>To deliver what we need to do across all our services to address climate change</p>   | <p>An indication of whether we are on track to deliver against the steps we have put in place to tackle the climate emergency and in co-ordinating our local response.</p> | <ul style="list-style-type: none"> <li>• Carbon Reduction,</li> <li>• Air Quality,</li> <li>• Electric Hydrogen Vehicles,</li> <li>• Electric Vehicle Points,</li> <li>• Bus and Rail Journeys,</li> <li>• Cycling Infrastructure,</li> <li>• Kgs of residual waste, composting, reuse, recycling,</li> <li>• Glass Recycling,</li> <li>• Emissions from Council buildings,</li> <li>• Emissions from Homes,</li> <li>• Flood Management,</li> <li>• Broadband connectivity,</li> <li>• Bugs and Bees projects,</li> <li>• Fuel Poverty indicators,</li> <li>• Tree Planting,</li> <li>• Green Travel Plans.</li> </ul>  | <p>We are committed to tackling the climate emergency. We can do this by encouraging responsible behaviour in terms of how people travel, how people manage their refuse for example.</p> <p>Understanding volumes of carbon, waste and emissions and the developing infrastructure aimed at tackling climate change will enable us to track progress in meeting our aspirations for this theme.</p> |
| <p><b>Well-being</b></p> <p>To support wherever possible measures to improve our residents' health and well-being including activities that help support physical and mental health</p> | <p>An overall indication of residents' health and well-being and how interventions by the Council and our partners are making a difference.</p>                            | <ul style="list-style-type: none"> <li>• Responses to Adult Social Care User and Carers' Surveys,</li> <li>• Perception Based Indicators,</li> <li>• Satisfaction with Parks and Open Spaces,</li> <li>• Number of People Volunteering,</li> <li>• Food Premises that meet required standards,</li> <li>• Crime Prevention and Anti-Social Behaviour,</li> <li>• Overall Measures of Population Health and Life Expectancy,</li> <li>• Public Health Measures including: Weight Management, Alcohol Dependency, Smoking Cessation,</li> <li>• Health Assessment for Looked After Children,</li> <li>• Homelessness and Rough Sleeping Prevention,</li> <li>• Participation in Leisure and Cultural Events,</li> <li>• Early Help Interventions.</li> </ul> | <p>We want to ensure that the residents of Bedford Borough enjoy good healthy lifestyles.</p> <p>We can do this by supporting health choices and providing facilities for sports, leisure and cultural activities.</p> <p>Understanding measures of health, activity and well-being will allow us to understand progress in this theme.</p>  |

## Develop Places

| <b>Strategic Priority</b>  | <b>What is being measured</b>  | <b>What are the components of the composite key measures</b>   | <b>Rationale / Caveats</b>   |
|--|--|--|--|
| <p><b>DP1</b></p> <p>Develop our urban and rural places</p>                              | <p>Satisfaction with local neighbourhoods has an important influence on the overall quality of life; key contributors to this are the availability across urban and rural areas of cultural and leisure events for residents, including theatres, museums, libraries, galleries, footways, parks, paths, green spaces etc.</p> | <ul style="list-style-type: none"> <li>• Quality of life indicators,</li> <li>• Parks and open spaces,</li> <li>• Public health indicators,</li> <li>• Libraries, museums, galleries,</li> <li>• Participation in cultural and leisure events,</li> <li>• Perception / satisfaction indicators,</li> <li>• Inequalities and deprivation,</li> <li>• Rights of way,</li> <li>• Community safety.</li> </ul> | <p>Understanding the variation between neighbourhoods and increasing satisfaction with the Borough as a whole to inform service planning and delivery. By tracking the leisure and cultural events and offerings registered through the Council the aim is to encourage promotion and awareness of ‘what’s on’ utilising the Council infrastructure / digital platform as it develops.</p> |
| <p><b>DP2</b></p> <p>Develop a more sustainable transport and infrastructure network</p> | <p>The robustness of sustainable networks and its contribution to the ability to encourage and support opportunities for business investment, development and growth.</p>  | <ul style="list-style-type: none"> <li>• Proportion of buses meeting punctuality targets,</li> <li>• Condition of roads / carriageways,</li> <li>• Defects / potholes and highways indicators,</li> <li>• Road safety,</li> <li>• Cycle paths,</li> <li>• Electric charging points,</li> <li>• Impact of roadworks / closures,</li> <li>• Rail journeys.</li> </ul>  | <p>We want to ensure Bedford Borough is easy access and to get around for everyone, including public transport users. We want to encourage a shift in travel choices to encourage sustainable travel and local jobs.</p>   |
| <p><b>DP3</b></p> <p>Enrich our local environment</p>                                    | <p>An indication of whether the local environment is being well managed and maintained and that we are on track to deliver against the climate emergency and co-ordinating our local response to climate change</p>  | <ul style="list-style-type: none"> <li>• Carbon Reduction,</li> <li>• Biodiversity, air pollution, green travel,</li> <li>• Litter picks, fly tipping,</li> <li>• Kgs of residual waste, composting, reuse, recycling and glass collected,</li> <li>• Penalty notices for Envirocrime,</li> <li>• Quality of life,</li> <li>• Cycling and other modes of green transport.</li> </ul>                       | <p>We are committed to tackling the climate emergency. We can do this by encouraging responsible behaviour in terms of how people travel, how people travel and how people manage their refuse for example.</p>  |

## Enable Prosperity

| <b>Strategic Priority</b>   | <b>What is being measured</b>  | <b>What are the components of the composite key measures</b>  | <b>Rationale / Caveats</b>   |
|---|--|---|--|
| <p><b>EP1</b></p> <p>Provide the right support for sustainable business growth</p>          | <p>Facilitating business start-up, investment, and an increase in the number of registered businesses, supporting existing business (post pandemic) to recover, thrive and develop.</p>  | <ul style="list-style-type: none"> <li>• Businesses / companies attending Council organised or sponsored business events,</li> <li>• % with access to full fibre / superfast broadband,</li> <li>• Number of strategically important businesses visited for business development purposes,</li> <li>• Planning applications,</li> <li>• Invoices paid to timescale,</li> <li>• Local Land Charge Searches.</li> </ul>   | <p>Continuing to develop the digital economy and public services with skills that promote growth and investment and support local businesses to access opportunities for growth and competitiveness. Rural areas / hard to reach communities will be considered.</p> |
| <p><b>EP2</b></p> <p>Sustain the vitality of our town centres</p>                           | <p>Employment, business growth, development, investment.</p> <p>An accessible place where communities can thrive and where visitors and footfall is encouraged.</p>  | <ul style="list-style-type: none"> <li>• Average weekly Town Centre Footfall,</li> <li>• Vacant business / retail premises,</li> <li>• Charity shops / independents,</li> <li>• Town centre promotional events,</li> <li>• Hygiene (broadly complaint food / alcohol premises),</li> <li>• Anti-Social Behaviour / Crime, Parking Control,</li> <li>• Survival rate of new businesses, commercial planning applications,</li> <li>• Festivals and shows,</li> <li>• Multi Storey Car Park Customer Satisfaction,</li> <li>• Leisure use in town centres.</li> </ul> | <p>The support and development of a fit-for-purpose, compliant and modern economic infrastructure for the creation of a focal, vibrant and sustainable centre where productivity and economic performance is encouraged.</p>   |
| <p><b>EP3</b></p> <p>Support educational attainment and skills development for all ages</p> | <p>The skills profile needed for employment, enterprise, wealth, and prosperity.</p> <p>Employment can reduce the risk of high cost factors for the Council, such as issues around mental health, inequality and homelessness.</p> | <ul style="list-style-type: none"> <li>• Adults with learning / mental health disabilities in paid employment,</li> <li>• Early Years Foundation Stage (and gaps),</li> <li>• Key Stage 2 (and gaps),</li> <li>• A Levels (or equivalent),</li> <li>• Poverty,</li> <li>• Exclusions and absence,</li> <li>• Skills attainment,</li> <li>• Self-employed.</li> </ul>  | <p>Educational attainment and vocational skills are a key component to support employment and help Bedford Borough become a place where stability and growth is encouraged through the creation of wealth and prosperity.</p>  |

## Support People

| <b>Strategic Priority</b>  | <b>What is being measured</b>   | <b>What are the components of the composite key measures</b>   | <b>Rationale / Caveats</b>  |
|--|---|--|---|
| <p><b>SP1</b></p> <p>Support our residents to access the right services, including by digital means, at the right time</p> | <p>This is about the timely and appropriate response to meet the needs of the most vulnerable and at risk and taking decisions that provide an integrated and supportive infrastructure that enhances safeguarding, independence and self-help.</p> | <ul style="list-style-type: none"> <li>• Timeliness of social care packages,</li> <li>• % of carers / adults / children participating in reviews / assessed, visited, reviewed to timescale,</li> <li>• Speed of processing / reviewing Council Tax / Housing claims,</li> <li>• Self-directed support,</li> <li>• Public Health (drugs / opiates / addiction / smoking, immunisations, health checks and health inequalities etc.)</li> <li>• Achieving independence with people remaining at home 91 days after discharge,</li> <li>• Public Health measures.</li> </ul> | <p>This is a combination of vulnerable and at risk groups influenced by choices / services that are relevant and available to safeguard and promote independence and minimise those re-presenting.</p> <p>Perception will be a key component for measuring quality of support although methodology and cost factors will need thought. We also measure the general health and well-being of our population and how inequalities are being addressed</p> |
| <p><b>SP2</b></p> <p>Deliver tailored support which respects people's needs</p>  | <p>Pre-empting potential safeguarding issues and forecasting need.</p> <p>This includes early detection and prevention through early help and the provision of integrated support across the family unit.</p>                                       | <ul style="list-style-type: none"> <li>• Early-help assessments / Supporting Families,</li> <li>• Integrated front-door (contact to assessment),</li> <li>• Health assessments,</li> <li>• Placement stability,</li> <li>• Poverty measures,</li> <li>• Admissions to residential and nursing care homes,</li> <li>• Perception / satisfaction indicators (user/carer/resident surveys) and Strength and Difficulties Questionnaire,</li> <li>• Services that are accessible online,</li> <li>• Public Health measures including health inequalities.</li> </ul>           | <p>Responsiveness of assessment processes from point of first contact is key and business processes need to be able to capture the key requirements.</p> <p>Perception based measures indicate whether services are meeting residents' needs</p>  |
| <p><b>SP3</b></p> <p>Work with partners to provide the right housing mix</p>   | <p>Key indicators that would support the development of affordable units/stock in accordance with the anticipation of need. We are also measuring the quality of housing in the Borough</p>   | <ul style="list-style-type: none"> <li>• Adaptations,</li> <li>• Care leavers / Adults with learning disabilities / mental health in settled accommodation,</li> <li>• Planning (residential),</li> <li>• Homelessness relieved / prevented / rough sleeping,</li> <li>• Number of affordable homes,</li> <li>• Housing growth,</li> <li>• Condition of housing including fuel poverty.</li> </ul>   | <p>Effectiveness of interactions with the Council that address (first-time) signposting and resources to support independence and self-sufficiency. Providing not only housing units but also quality homes will support well-being</p>   |

## Empower Communities

| <b>Strategic Priority</b>  | <b>What is being measured</b>   | <b>What are the components of the composite key measures</b>   | <b>Rationale / Caveats</b>  |
|--|---|--|---|
| <p><b>EC1</b></p> <p>Enable people to participate in their community and celebrate our vibrant culture</p> | <p>This gives an indication of whether users feel that public services, irrespective of the organisation responsible, are meeting their needs.</p>  | <ul style="list-style-type: none"> <li>• Electoral canvass response rate,</li> <li>• Followers on social media platforms,</li> <li>• Citizen’s satisfaction surveys,</li> <li>• Volunteers registered and actively volunteering, voluntary and community groups supporting service delivery,</li> <li>• Community consultation,</li> <li>• Council tax/non domestic rates collection,</li> <li>• Parkrun participation.</li> </ul> | <p>To empower communities and increase their influence and involvement in decision making and service design. To ensure that communities are consulted on decisions that impact on them.</p>  |
| <p><b>EC2</b></p> <p>Support communities to help one another and to thrive</p>                             | <p>Resident perception to measure community collaboration and how communities can fulfil their potential and develop a community spirit (unique to Bedford Borough), this will build community resilience and willingness to make independent and self-sustained interventions.</p> | <ul style="list-style-type: none"> <li>• Perception / satisfaction indicators (user/carer/ resident surveys),</li> <li>• Number of complaints and information request we receive,</li> <li>• Survey: Engaging residents and businesses to influence our actions and policy direction,</li> <li>• Community groups and local councils taking part in Council-led and other regular events.</li> </ul>                               | <p>Effective customer relationship management is key to influencing decisions affecting their local area.</p> <p>A Bedford Borough Resident Survey utilising new technologies to complete a regular resident sample, although it would need to be of sufficient scale to be statistically robust.</p> |
| <p><b>EC3</b></p> <p>Support people to fulfil their potential</p>  | <p>Measures across the spectrum of engagement in lifelong learning and wider life skills</p>  | <ul style="list-style-type: none"> <li>• NVQ (Level 4), KS4 (English &amp; mathematics),</li> <li>• Attainment 8, Progress 8 (or equivalent),</li> <li>• Youth offending,</li> <li>• Care leavers and 16 and 17 year olds not in education, employment or training (NEET),</li> <li>• Number of apprenticeship places / starts,</li> <li>• Poverty measures.</li> </ul>  | <p>Educational opportunities and skills are fundamental to providing the opportunities for lifelong learning, skills and progression and are crucial requirements for entering the workforce and for prosperity.</p>  |

## Finding out more



### **Customer, Communities & Front Office**

Directorate of Corporate Services

Bedford Borough Council

Borough Hall

Cauldwell Street

Bedford

MK42 9AP



[www.bedford.gov.uk](http://www.bedford.gov.uk)