

Together Bedford Borough

Place-People-Communities

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Foreword from Mayor and CEX

Recent events, including the global pandemic, has 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 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 who is 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.

The Council has a central role in enabling this to happen, in providing crucial services ourselves as well as in partnership with a wider 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 of the period of this Plan is as follows:

"We want Bedford Borough to thrive as a place, a location 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 three 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, but we must not lose 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 focussed 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 149 spoken languages (as reported by schools).

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 is in the middle of the Oxford Cambridge Arc, where significant housing and economic development is expected to take place over the forthcoming period.

Male and female life expectancy in Bedford Borough is similar 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 to reflect 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 requiring 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 EU Exit 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;
- Stop doing things if others can do them just as well without the need for Council funding;
- 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:

- **Enhance Places**
- **Enable Prosperity**
- **Support People**
- **Empower Communities**

Enhance 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:

- Support and enhance the diversity of our urban and rural places;
- Shape the 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 business growth;
- Improve 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 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 other public sector 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 inter-linked. 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 three cross cutting themes which will run through all the work that we do:

- *Climate Change Emergency* – to consider what we need to do across all our services to address the challenge of climate change
- *Efficiency* – whilst addressing the challenges on Council finances, ensure that people get the right services at the right time, using digital where appropriate, and to be efficient in our own working practices.
- *Equalities* – to make sure we are addressing inequality and increasing opportunities for inclusion across all our services and in our work practices

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 equality in four key areas:

- 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 Front, Middle and Back offices 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 supporting capabilities 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 the '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 so what is being measured and what is good performance is easily understandable;
- 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 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.

As a foundation for this relationship, we have developed a 'Resident Promise' that sets out what our residents and communities can expect when interacting with the Council and what we expect in return as we work together for a better Bedford Borough (see Appendix C). In addition and in response to the Equality Act 2010, we have adopted two equality objectives.

Conclusion

Together Bedford Borough will be used to evaluate progress on our journey to self-sufficiency while delivering better services, increased value for money and strong local leadership. There will be growing pains as we adapt to this new reality. It is recognised this will be challenging for everyone.

This plan is a living document as a delivery framework that will influence everyday actions inside the organisation. Every member of staff should be able to link 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 then we will have come a long way on our journey to self-sufficiency and established a clear identity for the Council in making Bedford Borough, the place to grow.

Appendices

A: Bedford Borough Council's budget

[NB This section presents the Council's budget for the current financial year (2021/22) and will be updated after the consultation period to present the latest position for 2022/23]

The 2020/2021 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.

A summary of the approved revenue budget is shown below:

	Gross Budget (£ million)	Income Budget (£ million)	Net Budget (£ million)
Adults Services	83.5	-29.6	53.9
Children's Services* * Including the cost of Local Authority Maintained Schools	127.8	-97.8	30.0
Business Transformation & Organisational Development	54.7	-39.2	15.5
Environment	51.5	-24.5	27.0

	Gross Budget (£ million)	Income Budget (£ million)	Net Budget (£ million)
Enabling and Chief Executive	32.9	-24.8	8.1
Sub Total	350.4	-215.9	134.4
Corporate Budgets	14.8	-17.2	-2.4
Total for 2020/2021	365.1	-233.1	132.0
Total for 2019/2020	367.8	-239.2	128.6

B: Performance framework

This Plan has four 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 progress. The Performance Management Framework will monitor the delivery of the Corporate Plan. Essentially, this means that we will map a composite number, which will vary, of 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 the four connected and mutually reinforcing goals. 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 three cross cutting themes that are central to our ambition we will also report progress against these themes.

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

Corporate Plan Goals and Priorities - Summary

Enhance Places (EP)	Enable Prosperity (EY)	Support People (SP)	Empower Communities (EC)
EP1 Develop our environment, support and enhance the diversity of our urban and rural places	EY1 Provide the right support for business growth	SP1 Support our residents to access the right services at the right time	EC1 Enable people to participate in their community and celebrate our vibrant culture;
EP2 Shape the transport and infrastructure network	EY2 Improve our town centres, and	SP2 Deliver tailored support which respects people's needs	EC2 Support communities to help one another and to thrive
EP3 Enrich our local environment	EY3 Support educational attainment and skills development for all ages	SP3 Work with partners to provide the right housing mix	EC3 Support people to fulfil their potential

ENHANCE PLACES

Strategic Priority	What is being measured	What are the components of the composite key measures	Rationale / Caveats
<p>EP1 Support and enhance the diversity of 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, galleries, footways, parks, paths, green spaces etc.</p>	<ul style="list-style-type: none"> ○ Quality of life indicators, ○ Parks and open spaces, etc. ○ Public health indicators, ○ Libraries, museums, galleries, ○ Participation in cultural and leisure events, ○ Perception / satisfaction indicators, ○ Inequalities and deprivation, ○ Rights of way, ○ Community safety. 	<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 offering 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>EP2 Shape the 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"> ○ Proportion of buses meeting punctuality targets, ○ Condition of roads / carriageways ○ Defects / potholes and highways indicators, ○ Road safety, ○ Cycle paths, ○ Electric charging points, ○ Impact of roadworks / closures, ○ Rail journeys 	<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>EP3 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"> ○ Carbon Reduction ○ Biodiversity, air pollution, green travel, ○ Litter picks, fly tipping, ○ Kgs of residual waste, composting, reuse, recycling and glass collected, ○ Penalty notices for Envirocrime, ○ Quality of life, ○ Cycling and other modes of green transport. 	<p>We are committed to tackling the climate emergency. We can do this by encourage responsible behaviour in terms of how people travel, how people manage their refuse</p>

ENABLE PROSPERITY

Strategic Priority	What is being measured	What are the components of the composite key measures	Rationale / Caveats
<p>EY1 Provide the right support for 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"> ○ Businesses / companies attending Council organised or sponsored business events, ○ % with access to full fibre / superfast broadband, ○ Number of strategically important businesses visited for business development purposes, ○ Housing growth, ○ Planning applications , ○ Invoices paid to timescale, ○ Local Land Charge Searches. 	<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 referenced in EP1 will be considered.</p>
<p>EY2 Improve 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"> ○ Average weekly Town Centre Footfall, ○ Vacant business / retail premises, ○ Charity shops / independents, ○ Town centre promotional events, ○ Hygiene (broadly complaint food / alcohol premises), ○ Anti-Social Behaviour / Crime, Parking Control, ○ Survival rate of new businesses, commercial planning applications, ○ Festivals and shows, ○ Multi Storey Car Park Customer Satisfaction. ○ Leisure use in town centres 	<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>EY3 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"> ○ Adults with learning / mental health disabilities in paid employment, ○ Early Years Foundation Stage (and gaps) ○ Key Stage 2 (and gaps) ○ A Levels (or equivalent), ○ Poverty, ○ Exclusions and absence, ○ Skills attainment, ○ Self-employed. 	<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 and the reduction.</p>

SUPPORT PEOPLE

Strategic Priority	What is being measured	What are the components of the composite key measures	Rationale / Caveats
SP1 Support our residents to access the right services at the right time	This is about the timely and appropriate response to meet the needs of the most vulnerable and at risk and taking decisions and provides an integrated and supportive infrastructure that enhances safeguarding, independence and self-help.	<ul style="list-style-type: none"> ○ Timeliness of social care packages, ○ % of carers / adults / children participating in reviews, / assessed, visited, reviewed to timescale, ○ Speed of processing / reviewing Council Tax / Housing claims, ○ Self-directed support, ○ Public Health (drugs / opiates / addiction / smoking, immunisations, health checks and health inequalities etc.) ○ Achieving independence with people remaining at home 91 days after discharge, 	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. Perception will be a key component for measuring quality of support although methodology and cost factors will need thought.
SP2 Deliver tailored support which respects people's needs	Pre-empting potential safeguarding issues and forecasting need. This includes early detection and prevention through early help and the provision of integrated support across the family unit.	<ul style="list-style-type: none"> ○ Early-help assessments / Supporting Families, ○ Integrated front-door (contact to assessment), ○ Health assessments, ○ Placement stability, ○ Admissions to residential and nursing care homes, ○ Perception / satisfaction indicators (user/carer/resident surveys) and Strength and Difficulties Questionnaire 	Responsiveness of assessment processes from point of first contact is key and business processes need to be able to capture the key requirements.
SP3 Work with partners to provide the right housing mix	Key indicators that would support the development of affordable units/stock in accordance with the anticipation of need.	<ul style="list-style-type: none"> ○ Adaptations, ○ Care leavers / Adults with learning disabilities / mental health in settled accommodation, ○ Planning (residential), ○ Homelessness relieved / prevented / rough sleeping, ○ Number of affordable homes, ○ Housing growth. 	Effectiveness of interactions with the Council that address (first-time) signposting and resources to support independence and self-sufficiency.

EMPOWER COMMUNITIES

Strategic Priority	What is being measured	What are the components of the composite key measures	Rationale / Caveats
EC1 Enable people to participate in their community and celebrate our vibrant culture	This gives an indication of whether users feel that public services, irrespective of the organisation responsible, are meeting their needs.	<ul style="list-style-type: none"> ○ Electoral canvass response rate, ○ Followers on social media platforms ○ Citizen's satisfaction surveys, ○ Volunteers registered and actively volunteering, voluntary and community groups supporting service delivery, ○ Community consultation, ○ Council tax/non domestic rates collection, ○ Parkrun participation. 	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.
EC2 Support communities to help one another and to thrive	Resident perception to measuring 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.	<ul style="list-style-type: none"> ○ % of investigations relating to complaints received, ○ % of Freedom of Information and Subject Access Requests, ○ Channel shift (customer services' and / journeys accessible via digital platforms or that are e-enabled, ○ Residents registered for an online account, ○ Webpage views and analytics, ○ Customer contact. ○ Survey: Engaging residents and businesses to influence our actions and policy direction. ○ Community groups taking part in Council-led and other regular events 	Effective customer relationship management is key to influencing decisions affecting their local area. A Bedford Borough Resident Survey would require additional resource but could utilise new technologies to complete a more regular resident sample, although it would need to be of sufficient scale to be statistically robust.
EC3 Support people to fulfil their potential	Measures across the spectrum of engagement in lifelong learning and wider life skills	<ul style="list-style-type: none"> ○ NVQ (Level 4), KS4 (English & mathematics), ○ Attainment 8, Progress 8 (or equivalent), ○ youth offending, ○ care leavers and 16 and 17 year olds not in education, employment or training (NEET), ○ Number of apprenticeship places / starts. 	Educational opportunities and skills are fundamental to providing the opportunities for lifelong learning, skills and progression are crucial requirements for entering the workforce and for prosperity.

