

# **Report of the Chief Executive to the meeting of the Corporate Overview and Scrutiny Committee meeting to be held on Wednesday 10 July 2019**

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## **Subject:**

**Full-Year Performance Report**

## **Summary statement:**

This report provides a summary of the council's performance against its key performance indicators. This report also proposes a set of measures and targets for the 2019/2020 municipal year.

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**Overview & Scrutiny Area: Corporate**

## **1. SUMMARY**

- 1.1. This report provides a summary of progress against the Council's key performance indicators for the municipal year 2018-2019. This report also recommends targets for the 2019-20 municipal year to be agreed by the Executive.
- 1.2. As outlined in the July 2018 Executive report, many of our KPIs were revised last year to include areas where we are working with partners, such as the outcomes in the economic strategy and our joint work to address crime and anti-social behaviour in the district. This report provides a summary of these.

## **2. BACKGROUND**

- 2.1. The national climate for Local Government continues to be a challenging one. We continue to see the ongoing trend of reductions in the overall spending available to Local Government which commenced nearly ten years ago. We are also facing additional demographic pressures leading to increased demand for services. Alongside this, the current national uncertainty around Brexit and the future financial settlement for Local Government presents uncertainty when we plan for our future.
- 2.2. Despite these circumstances, there are a number of achievements that we can point to in recent years. Given that two of our key priorities are to grow our local economy and enabling people to lead independent lives, it is encouraging that there have been improvements in our performance in both of these areas in the last year. Earnings of local residents have improved to a level above our target alongside a reduction in the local gender pay gap. We have also seen a sharp increase in the numbers of those with learning disabilities being enabled to live independently from a care home setting. These are encouraging achievements that we are aiming to build on and continue.
- 2.3. This annual report is focused on performance against our agreed Council Plan. Our Council Plan includes a number of priority areas including:
  - Better Skills, More Good Jobs and a Growing Economy.
  - Decent Homes that people can afford to live in.
  - Great Start, Good Schools.
  - Better Health, Better Lives
  - Safe, Clean and Active Communities.
  - Well Run Council.
- 2.4. There are a number of successes to point to in each of our key outcome areas and these are summarised in the boxes below.



## **BETTER SKILLS, MORE GOOD JOBS AND A GROWING ECONOMY**

A number of new, high-profile businesses have relocated to Bradford or the wider Leeds City Region, including PWC and Channel 4.

We are now "on the map" as a key potential location for a Northern Powerhouse rail station in Bradford city centre.

Visitor numbers are up at key events. For example - Bradford Literature festival up to 70,000 (from 50,000 in 2017) with over half of all festival goers from BAME populations and a 1/3 from households with an income below £20,000.

NEC, a well-known exhibition and conference operator in the UK, have now entered into a lease agreement with Bradford Live. Venue expected to attract 270,000 visitors a year when complete.

A plan to develop city centre markets has been approved.

Ilkley and Bradford Business Improvement Districts voted for, unlocking investment to improve the quality of the Ilkley town's and Bradford's city centre offer. This means we now have three Business Improvement Districts in our area, alongside the one already established in Keighley.

Manufacturing Week, where students from over half the district's schools took part in over 3,000 work experience opportunities in the manufacturing sector.



## **DECENT HOMES THAT PEOPLE CAN AFFORD TO LIVE IN**

Bradford Council has been awarded Empty Homes Practitioner of the year.

The number of new homes delivered in the district is now at the highest level for the last ten years. There are currently 3 new build housing schemes on site delivering 121 new council homes.

We are working with partners to begin the process to develop revised housing and homelessness strategies.

The Council has delivered just short of 300 new council homes for affordable rent since 2011.

The mandatory licensing scheme for high risk houses in multiple occupation (HMOs) was extended to include additional properties from October 2018.

Homelessness Reduction Act 2017 came into effect on April 2018 and whilst the Act posed a major implementation challenge, the council managed to work with partners as well as train up its staff, reviewed protocols and pathways, established monitoring procedures (HClic), and set up the IT system and other support to enable staff to cope with the expanded work load.



## GREAT START, GOOD SCHOOLS

Glasses for Classes funding approved and delivery to commence in September 2019. Young people in 50 schools will receive 2 pairs of glasses: one for school and another for home. Impact on attainment will be evaluated against a further 50 schools within the trial, where young people continue to receive the current optometrical offer. Born in Bradford are recruiting schools to be part of this trial.

In October, we launched Parents and Partners in learning in three areas (Keighley, Ecclehill/Idle and Tong/Bowling). This aims to improve parents' skills and confidence to support their children's literacy by using community based providers to engage parents and support the link with primary schools.

GCSE results continue to improve with Attainment 8 narrowing the gap on the national average as the gap has reduced each of the last 4 years. Progress 8 has been showing positive progress for the last 2 years and Bradford was ranked joint second with Sheffield in our family group of local authorities.

Some of our schools and academy chains are performing at an exceptionally high level nationally. Star Academies previously known as Tauheedhal is ranked first for Progress 8 and is the highest performing nationally. Dixon has performed particularly well at Progress 8 with Dixons Academies Trust ranked second for Progress 8 and Dixons Trinity Academy ranked the third best nationally with a Progress 8 score of 1.55. This should bode well for local schools they sponsor

There is also improvement at A-level and more young people continue to participate in the Industrial Centres of Excellence (ICE) and Bradford Pathways. The sixth ICE is now on track to work with young people interested in a career in the Creative and Digital Arts sector. Funding has also been received to develop the 'Beyond Bronte' programme to promote diversity in the Screen Industry sector.



## BETTER HEALTH, BETTER LIVES

The Council has been named by the NHS as the 5<sup>th</sup> best in the country for the health and social care interface. This is based on a series of measures, including the delayed transfer of care.

The Care Quality Commission published a report in 2018 praising Bradford Council and the local NHS for their partnership working around health and social care.

The Care Quality Commission ratings have shown a positive improvement in our residential and domiciliary care provision with two care home in the district being recently rated as outstanding.

We have secured funding through our partners and the Leeds City Region Business Rates Pool to develop skills and talent in Bradford District's health and social care workforce.



## **SAFE, CLEAN AND ACTIVE COMMUNITIES**

An 'Integrated Communities Partnership' with an independent chair has been created to develop Bradford's local response to the Government's pilot integrated communities strategy (of which, Bradford is one of five pilot areas, receiving £2.75 million over two years).

A range of interventions have been commissioned which address factors affecting economic participation and language skills and promote greater interaction, dialogue and understanding between people from different backgrounds. This includes ensuring people fully understand their rights, freedoms and responsibilities; generating and connecting people to opportunities to participate in community and civic life; strengthening leadership; and tackling hate crime.

£1.4 million was received from the Controlling Migration Fund and has enabled a variety of projects and programmes to develop to help address the impact of migration in key areas, including work on the outlying estates and early intervention work with Eastern European families, helping to reduce absenteeism and increase attainment in schools.

We have implemented successful new initiatives to tackle waste crime (such as 'fly tipping' in the district. This includes placing our environmental enforcement team with our neighbourhoods service to work closely alongside partners such as the police and our communities on this implications of fly tipping. To deter activity, we have also invested in new surveillance cameras in fly tipping hotspots. Over the last three years, this investment has led to around 90 convictions for waste related offences. We continue to work with the press and social media to raise awareness of our enforcement activity.

Our recycling tonnage has increased. In the most recent statistics, this is now double what it was three years ago. In September, there was a host of activity across the district for National Recycling Week. This included roadshows, activity on social media and a newsletter being delivered to over 22,000 residents with information about how to improve recycling rates and reduce contamination.

Six Bradford Parks have now been named as Green Flag parks, making these amongst the best parks in the country. This includes Peel Park, Undercliffe; Harold Park, Low Moor; Lister Park, Manningham; Roberts Park, Saltaire; Central Park, Haworth and Cliffe Castle, Keighley.

2.5. These overall achievements have been underpinned by the Well-Run Council objective. There are a number of further achievements from the corporate departments of the authority over the last twelve months, including:

- Our HR department achieving the Best Management and Leadership Development award at the PMPP awards.
- Being selected alongside Bristol as a Keep it Local pilot in order to ensure that smaller local charity and voluntary sector organisations have the potential to bid to provide Council contracts.
- We have had successes in partnership arrangements through the Leeds City Region business rates pool, including unlocking additional investment in Community Led Local Development in Manningham and Keighley, improving our approach to the long term future of the Health and Social Care workforce and regional creative skills to make the most of the relocation of Channel 4 to Leeds City Region.
- The award-winning redevelopment of St George's Hall is now complete.

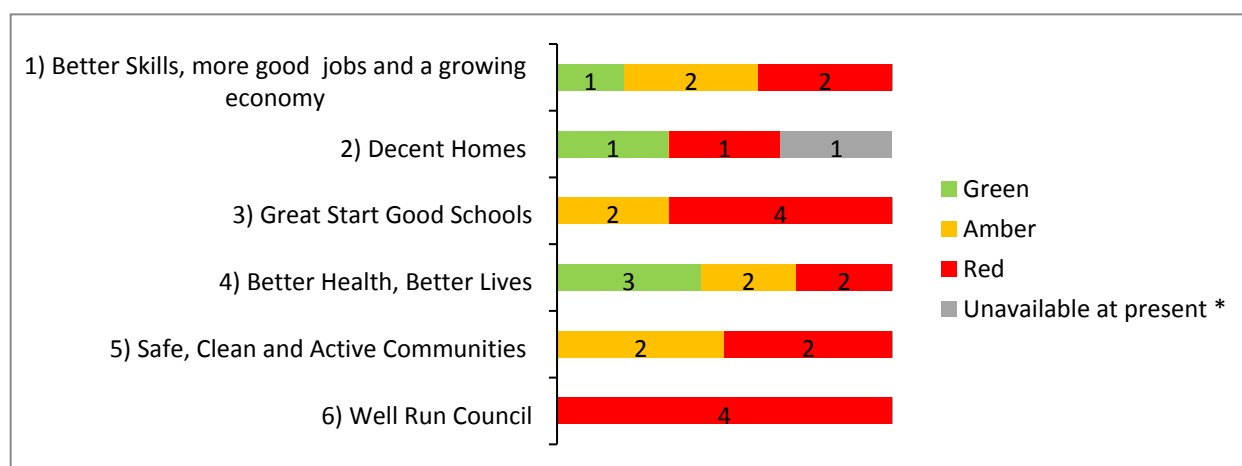
## **Performance Summary**

2.6. For each of the Council Plan outcome areas, we have selected a number of corporate key performance indicators. A full list of all of these measures can be found in Annex A of this report.

2.7. Figure one outlines overall performance across all of these measures. **For measures that have changed since the last reporting period**, a red/amber/green assessment of current performance is included<sup>1</sup>.

2.8. The key measures where the indicators have moved to red or amber are included in figure 2. This includes both the overall performance rating of the target and also the direction of travel. A green direction of travel indicates that the measure has improved since the last reporting period; a red direction of travel indicates that the measure has got worse since the last reporting period.

**Figure 1: Performance indicator RAG status by Council Plan Outcomes (All indicators)**



\* Proxy measures have been included at the end of Appendix A

**Figure 2: Performance indicators**

The following indicators are performing well			
Council Outcome	Description	Current Status	Direction of Travel
01) Better skills, more good jobs and a growing economy	Median earnings of employees in the area		
02) Decent Homes	Increase the number of homes improved		
04) Better health, Better lives	Mortality due to air quality		
	Reduce number of 16-64 year olds in new care home placements per 100,000 over 18-64s		
	Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+		
The following indicators are amber rated (within variance)			

<sup>1</sup> Measures are rated amber when there is a 5% variance from the performance target.

Council Outcome	Description	Current Status	Direction of Travel
01) Better skills, more good jobs and a growing economy	The value of the local economy measured by Gross Value Added		
	The total number of visits to council cultural attractions (markets, museums & libraries)		
03) Great Start Good Schools	Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours		
	By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average		
04) Better health, Better lives	Excess weight in primary school age children in Year 6		
	Physically active adults		
05) Safe, Clean and Active Communities	Number of people killed or seriously injured casualties on Bradford's roads		
	Improve the percentage of people from different backgrounds who get on well together		

The following indicators are underperforming			
Council Outcome	Description	Status	Direction of Travel
01) Better skills, more good jobs and a growing economy	People in work by 2030		
	Number of people in the district with NVQ level 3 and above		
2) Decent homes that people can afford to live in	An additional 2,476 homes delivered per year		
03) Great Start Good Schools	Every school to be judged good or better by September 2021		
	All SEND settings (PRUs and Special Schools) rated good or better		
	Percentage of unauthorised absences across all phases		
	Key Stage 4 - Progress 8		
04) Better health, Better lives	Number people aged 65+ in new care home placements per 100k population		
	Rate of Looked after Children per 10,000 under 18s		
05) Safe, Clean and Active	Reduce Crime Rate per 1,000 people in line with West Yorkshire Average		



Communities	Improve the % of household waste sent for reuse, recycling composting or anaerobic digestion		
06) Well Run Council	Percentage of staff who have received a performance review and have a performance plan in place		
	Ensure spending is within budget and year on year savings agreed by council are delivered		
	Percentage of Employees with a Disability		
	Average number of sick days lost per employee		

2.9. A detailed narrative on performance against each of these targets can be found in Annex A.

### 3. TARGET SETTING FOR 2019/2020

3.1. For the next year, there are some targets we intend to retain from the last municipal year, some we wish to remove and others we wish to introduce (for example, to better reflect the improvements we need to make for children's services following the recent OFSTED review).

3.2. It is proposed that we retain the following performance measures that were agreed at Executive in July 2018 for the next twelve months. This is because these cover the period of the Council Plan 2016-2020 and are linked to the overall ambitions set in this plan and other related strategies such as the District Economic Strategy. Where an in-year value is required, this has been included in bold in the table below

#### Proposed targets to retain in 2019/20 (in year targets in bold)

Skills, Jobs and Economy	
Increase Bradford District GVA by £4 billion by 2030 to bring in line with national average <b>GVA increased to £10.7bn in 2019/20</b>	Median earnings of residents to increase. <b>District median earnings in 2019/20 to be £495.</b>
20,000 more people into work in the district by 2030 <b>2,000 more in work in 2019/20</b>	The total number of visits to council cultural attractions (theatres, museums & libraries). <b>Visits to be maintained at 2018/19 levels.</b>
48,000 additional number of people in the district with NVQ level 3 and above by 2030. <b>Number of people with NVQ 3 or above in the district to increase by 2% in 2019/20.</b>	



Decent Homes	
An additional 2,476 homes delivered per year	Reduce the levels of statutory homelessness <sup>2</sup>
Increase the number of homes improved through council interventions. <b>Improve 1,200 homes within year.</b>	
Good Start, Great Schools	
Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours with a long term aim of being in line or above the national average.	By September 2020 Key Stage 2 Reading, Writing and Maths combined at expected standard to be in line or above the national average
Continue to improve KS4 Progress 8 scores	Reduce percentage of persistent absences across all phases
Better Health, Better Lives	
Reduce childhood obesity rates at year 6 to statistical neighbour average (as measured by excess weight)	Maintain 16-64 year olds in new care home placements per 100,000 over 18-64s
Increase the percentage of adults who are physically active to the regional average	Maintain performance for the number of older people in new care home placements per 100,000 over 65s
Improve fraction of mortality due to air quality to the regional average	Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+
Safe, Clean and Active Communities	
Reduce Crime Rate per 1,000 people in line with West Yorkshire Average	Reduce the number of people killed or seriously injured in road accidents
Improve the percentage of people from different backgrounds who get on well together.	Improve the % of household waste sent for reuse, recycling composting or anaerobic digestion
Well Run Council	
Ensure spending is within budget and year on year savings agreed by council are delivered	<b>Over 90% of staff to have completed performance reviews by May 2020.</b>
Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.	Increase percentage of Employees with a Disability

<sup>2</sup> In the light of changes in reporting by government on homelessness following the introduction of the Homelessness Reduction Act, the measures being used currently are termed Experimental by the ONS. At some point government will provide final measures which the Council will report on. In the meantime, the Bradford Housing team continue to monitor other measures of performance such as households in temporary accommodation and average lengths of stay in bed and breakfasts

It is proposed that we remove the following targets. The reason for removal of these targets is included in the table below.

<b>Outcome Area</b>	<b>Target</b>	<b>Reason for removal</b>
<b>Good Start, Great Schools</b>	All SEND settings (PRUs and Special Schools) rated good or better	Given the low number of SEND setting schools in the district, it is more statistically viable to look at all schools together.
<b>Good Start, Great Schools</b>	Every school to be judged good or better by September 2021	New targets are outlined below, based on primary and secondary settings.
<b>Better Health, Better Lives</b>	Number of Looked After Children	The experience of the OFSTED inspection has shown that this is not a great indicator of whether we are performing well or not. Whilst bodies such as the improvement board will continue to track the levels of Looked After Children. This measure will be replaced by a series of performance indicators from the children's services improvement plan.

It is proposed that we begin to monitor the following new KPIs. The rationale for inclusion for these new targets is included in the below table.

<b>Outcome Area</b>	<b>Target</b>	<b>Rationale for inclusion</b>
<b>Good Start, Great Schools</b>	% of primary schools judged good or outstanding to be in line with national average for 2019/20	This will move our target to be in line with the national measure. It also will reflect (a) that not all schools will be inspected in year and (b) will be a like for like comparison based on the OFSTED inspection schedule. 75.6% (June 2019) of primary schools in the District are judged good or better compared to 87% nationally.
<b>Good Start, Great Schools</b>	% of secondary schools judged to be good or outstanding to be in line with national average for 2019/20.	This will move our target to be in line with the national measure. It also will reflect (a) that not all schools will be inspected in year and (b) will be a like for like comparison based on the OFSTED inspection schedule. 58.6% (June 2019) of secondary schools are judged good or better compared to 75% nationally.

<b>Good Start, Great Schools</b>	% of Education Health and Care assessments completed within 20 weeks closes the gap with the national average in 2019/20.	This is a critical measure of the health of the system and of strategic and senior oversight; it is an area where we need to demonstrate improvement over the next year. Compliance rates (2018) are 28.1%
<b>Better Health, Better Lives</b>	Reduce the percentage of cases on Child Protection Plans for two years in 2019/20 compared with 2018/19.	Longer Child Protection Plans can be suboptimal for children as they remain in a period of uncertainty. The Children's improvement plan has a focus on monitoring and addressing those on Child Protection Plans for longer than a year and two years. Bradford's rate of child protection plans lasting 2 or more years was 3.6% (March 2019 provisional) compared with 1.12% for our statistical neighbours (March 2018).
<b>Better Health, Better Lives</b>	Bring % of re-referral cases in children's social care in line with our statistical neighbours.	Stronger performance on re-referrals means we should be exactly at the same rate as our statistical neighbours. Too low a rate of re-referrals would indicate a system that is not picking up freshly emerging safeguarding risk effectively. Bradford's re-referral rate was 21% (March 2019 provisional) compared to 21.86% for our statistical neighbours (March 2018).
<b>Better Health, Better Lives</b>	Reduce % of children looked after with three or more placements during the previous year to be in line with our statistical neighbours.	Continuing high-quality relationships are important for children in care because they help children build security; support their ability to form relationships in the future as adults; help them develop a strong sense of belonging and identity. Bradford's short term placement stability rate was 12.5% (March 2019 provisional) compared to 8.5% for our statistical neighbours (March 2018).

#### 4. OTHER CONSIDERATIONS

4.1. None

#### 5. FINANCIAL & RESOURCE APPRAISAL

There are no specific financial issues or resource implications arising from this report.

## **6. RISK MANAGEMENT AND GOVERNANCE ISSUES**

There are no specific issues.

## **7. LEGAL APPRAISAL**

There are no specific legal issues.

## **8. OTHER IMPLICATIONS**

### **8.1. EQUALITY & DIVERSITY**

No specific issues.

### **8.2. SUSTAINABILITY IMPLICATIONS**

No specific issues.

### **8.3. GREENHOUSE GAS EMISSIONS IMPACTS**

No specific issues.

### **8.4. COMMUNITY SAFETY IMPLICATIONS**

There are no specific issues.

### **8.5. HUMAN RIGHTS ACT**

There are no specific issues.

### **8.6. TRADE UNION**

There are no specific issues.

### **8.7. WARD IMPLICATIONS**

There are no specific issues.

## **8.8. IMPLICATIONS FOR CORPORATE PARENTING**

There are no specific issues

## **8.9. ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

There are no data protection issues.

## **9. NOT FOR PUBLICATION DOCUMENTS**

Not applicable

## **10. RECOMMENDATIONS**

- 10.1. That the progress against performance metrics outlined in the report be considered.

## **11. APPENDICES**

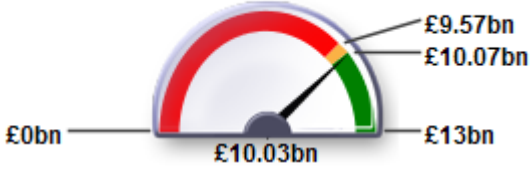
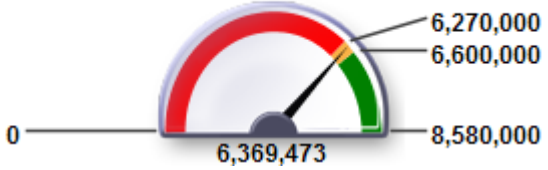
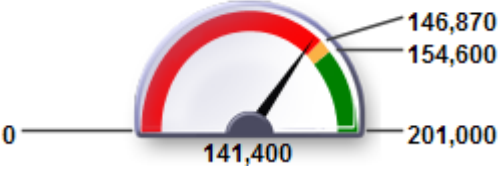

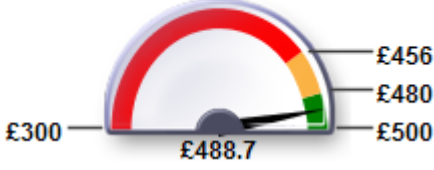

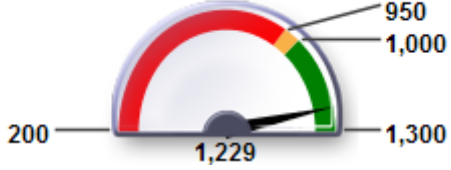
- 11.1. Appendix A – Detailed Performance Information and Reporting

## **12. BACKGROUND DOCUMENTS**

- 12.1. <https://www.bradford.gov.uk/your-council/about-bradford-council/council-plan/>

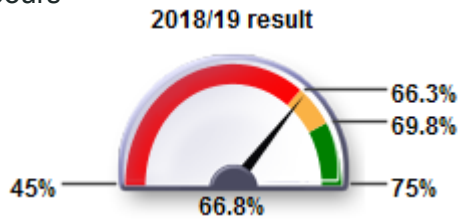
## A: DETAILED PERFORMANCE INFORMATION AND REPORTING

### 1. Key Performance Indicators

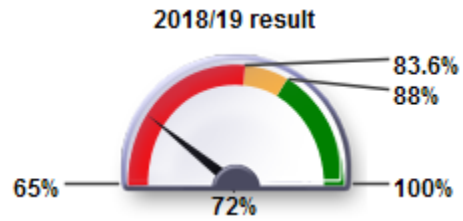
<b>Better Skills, More Good Jobs and a Growing Economy</b>																									
<p>The value of the local economy measured by Gross Value Added</p> <p>2018/19 result</p>  <table border="1"> <caption>GVA Performance Data</caption> <thead> <tr> <th>Value</th> <th>Unit</th> </tr> </thead> <tbody> <tr> <td>£0bn</td> <td>Start of scale</td> </tr> <tr> <td>£9.57bn</td> <td>Target</td> </tr> <tr> <td>£10.03bn</td> <td>2018/19 result</td> </tr> <tr> <td>£10.07bn</td> <td>Target</td> </tr> <tr> <td>£13bn</td> <td>End of scale</td> </tr> </tbody> </table>	Value	Unit	£0bn	Start of scale	£9.57bn	Target	£10.03bn	2018/19 result	£10.07bn	Target	£13bn	End of scale	<p>The total number of visits to council cultural attractions (markets, museums &amp; libraries)</p> <p>2018/19 result</p>  <table border="1"> <caption>Cultural Visits Performance Data</caption> <thead> <tr> <th>Value</th> <th>Unit</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>Start of scale</td> </tr> <tr> <td>6,270,000</td> <td>Target</td> </tr> <tr> <td>6,369,473</td> <td>2018/19 result</td> </tr> <tr> <td>6,600,000</td> <td>Target</td> </tr> <tr> <td>8,580,000</td> <td>End of scale</td> </tr> </tbody> </table>	Value	Unit	0	Start of scale	6,270,000	Target	6,369,473	2018/19 result	6,600,000	Target	8,580,000	End of scale
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<p>Number of people in the district with NVQ level 3 and above</p> <p>2018/19 result</p>  <table border="1"> <caption>NVQ Level 3+ Performance Data</caption> <thead> <tr> <th>Value</th> <th>Unit</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>Start of scale</td> </tr> <tr> <td>141,400</td> <td>2018/19 result</td> </tr> <tr> <td>146,870</td> <td>Target</td> </tr> <tr> <td>154,600</td> <td>Target</td> </tr> <tr> <td>201,000</td> <td>End of scale</td> </tr> </tbody> </table>	Value	Unit	0	Start of scale	141,400	2018/19 result	146,870	Target	154,600	Target	201,000	End of scale	<p>20,000 more people into work in the district by 2030</p> <p>December 2018 result</p>  <table border="1"> <caption>Employment Performance Data</caption> <thead> <tr> <th>Value</th> <th>Unit</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>Start of scale</td> </tr> <tr> <td>212,200</td> <td>December 2018 result</td> </tr> <tr> <td>213,437</td> <td>Target</td> </tr> <tr> <td>224,670</td> <td>Target</td> </tr> <tr> <td>292,100</td> <td>End of scale</td> </tr> </tbody> </table>	Value	Unit	0	Start of scale	212,200	December 2018 result	213,437	Target	224,670	Target	292,100	End of scale
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<p>An additional 2,476 homes delivered per year</p> <p>2018/19 result</p>  <table border="1"> <caption>Homes Delivered Performance Data</caption> <thead> <tr> <th>Value</th> <th>Unit</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>Start of scale</td> </tr> <tr> <td>1,732</td> <td>2018/19 result</td> </tr> <tr> <td>2,352</td> <td>Target</td> </tr> <tr> <td>2,476</td> <td>Target</td> </tr> <tr> <td>3,000</td> <td>End of scale</td> </tr> </tbody> </table>	Value	Unit	0	Start of scale	1,732	2018/19 result	2,352	Target	2,476	Target	3,000	End of scale	<p>Increase the number of homes improved</p> <p>Cumulative result for 2018/19 as of Q4 2018/19</p>  <table border="1"> <caption>Cumulative Homes Improved Performance Data</caption> <thead> <tr> <th>Value</th> <th>Unit</th> </tr> </thead> <tbody> <tr> <td>200</td> <td>Start of scale</td> </tr> <tr> <td>950</td> <td>Target</td> </tr> <tr> <td>1,000</td> <td>Target</td> </tr> <tr> <td>1,229</td> <td>Cumulative result for 2018/19 as of Q4 2018/19</td> </tr> <tr> <td>1,300</td> <td>End of scale</td> </tr> </tbody> </table>	Value	Unit	200	Start of scale	950	Target	1,000	Target	1,229	Cumulative result for 2018/19 as of Q4 2018/19	1,300	End of scale
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1,000	Target																								
1,229	Cumulative result for 2018/19 as of Q4 2018/19																								
1,300	End of scale																								

## Great Start, Good Schools

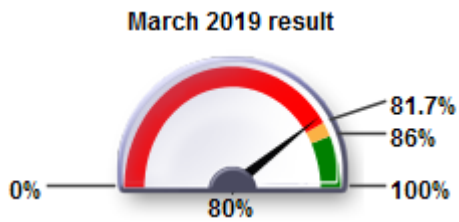
Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours



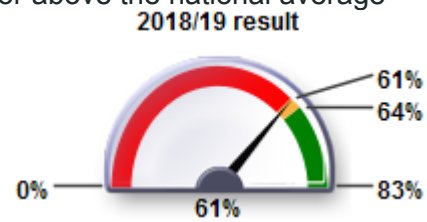
Every school to be judged good or better by September 2021



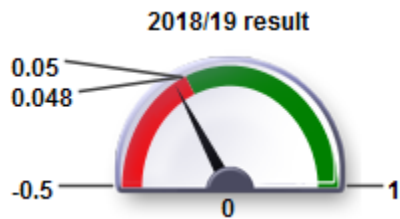
All SEND settings (PRUs and Special Schools) rated good or better



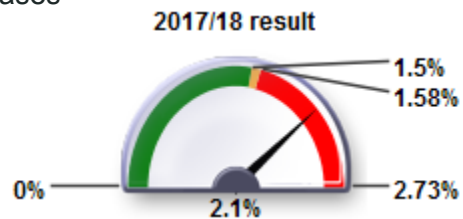
By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average



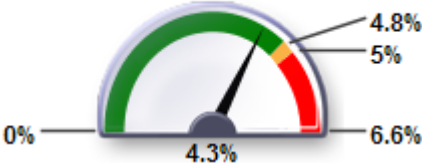

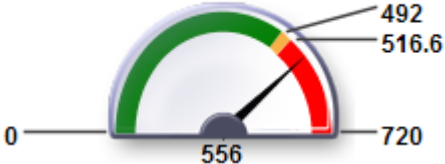

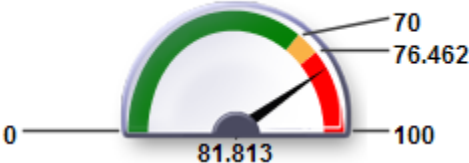
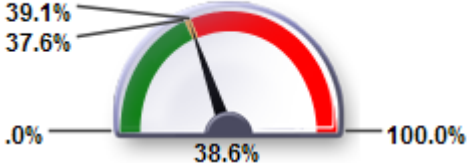
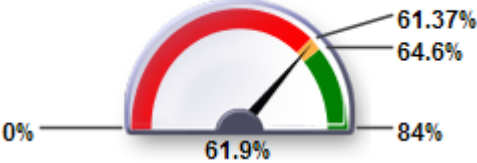
Key Stage 4 - Progress 8



Percentage of unauthorised absences across all phases





Better Health, Better Lives																	
<p>Mortality due to air quality</p> <p>2018/19 result</p>  <table border="1"> <thead> <tr> <th>Value</th> <th>Color</th> </tr> </thead> <tbody> <tr> <td>4.8%</td> <td>Green</td> </tr> <tr> <td>5%</td> <td>Yellow</td> </tr> <tr> <td>6.6%</td> <td>Red</td> </tr> </tbody> </table>	Value	Color	4.8%	Green	5%	Yellow	6.6%	Red	<p>Reduce number of 16-64 year olds in new care home placements per 100,000 over 18-64s</p> <p>2018/19 result</p>  <table border="1"> <thead> <tr> <th>Value</th> <th>Color</th> </tr> </thead> <tbody> <tr> <td>14.8</td> <td>Green</td> </tr> <tr> <td>15.54</td> <td>Yellow</td> </tr> <tr> <td>20</td> <td>Red</td> </tr> </tbody> </table>	Value	Color	14.8	Green	15.54	Yellow	20	Red
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<p>Maintain performance for the number of older people in new care home placements per 100,000 over 65s</p> <p>2018/19 result</p>  <table border="1"> <thead> <tr> <th>Value</th> <th>Color</th> </tr> </thead> <tbody> <tr> <td>492</td> <td>Green</td> </tr> <tr> <td>516.6</td> <td>Yellow</td> </tr> <tr> <td>720</td> <td>Red</td> </tr> </tbody> </table>	Value	Color	492	Green	516.6	Yellow	720	Red	<p>Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+</p> <p>2018/19 result</p>  <table border="1"> <thead> <tr> <th>Value</th> <th>Color</th> </tr> </thead> <tbody> <tr> <td>315 days</td> <td>Green</td> </tr> <tr> <td>331 days</td> <td>Yellow</td> </tr> <tr> <td>430 days</td> <td>Red</td> </tr> </tbody> </table>	Value	Color	315 days	Green	331 days	Yellow	430 days	Red
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<p>Rate of Looked after Children per 10,000 under 18s</p> <p>2018/19 result</p>  <table border="1"> <thead> <tr> <th>Value</th> <th>Color</th> </tr> </thead> <tbody> <tr> <td>70</td> <td>Green</td> </tr> <tr> <td>76.462</td> <td>Yellow</td> </tr> <tr> <td>100</td> <td>Red</td> </tr> </tbody> </table>	Value	Color	70	Green	76.462	Yellow	100	Red	<p>Excess weight in primary school age children in Year 6</p> <p>2018/19 result</p>  <table border="1"> <thead> <tr> <th>Value</th> <th>Color</th> </tr> </thead> <tbody> <tr> <td>39.1%</td> <td>Green</td> </tr> <tr> <td>37.6%</td> <td>Yellow</td> </tr> <tr> <td>100.0%</td> <td>Red</td> </tr> </tbody> </table>	Value	Color	39.1%	Green	37.6%	Yellow	100.0%	Red
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<p>Physically active adults</p> <p>2018/19 result</p>  <table border="1"> <thead> <tr> <th>Value</th> <th>Color</th> </tr> </thead> <tbody> <tr> <td>61.37%</td> <td>Green</td> </tr> <tr> <td>64.6%</td> <td>Yellow</td> </tr> <tr> <td>84%</td> <td>Red</td> </tr> </tbody> </table>	Value	Color	61.37%	Green	64.6%	Yellow	84%	Red									
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## Safe, Clean Active Communities

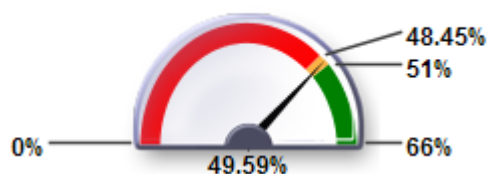
Reduce Crime Rate per 1,000 people in line with West Yorkshire Average

Latest result for 2018/19 as of March 2019



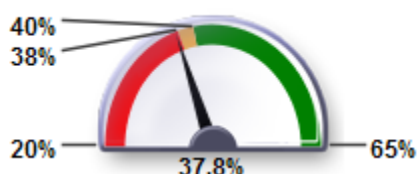
Improve the percentage of people from different backgrounds who get on well together

March 2019 result



Improve the % of household waste sent for reuse, recycling composting or anaerobic digestion

2018/19 result



Reduce the number of people killed or seriously injured in road accidents

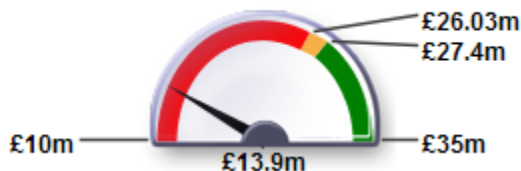
2018 result



## Well Run Council

Ensure spending is within budget and year on year savings agreed by council are delivered

Latest result for 2018/19 as of Q4 2018/19



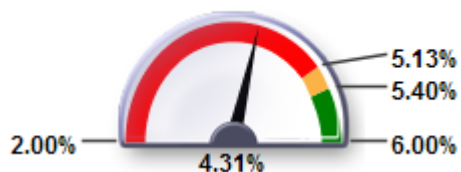
Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.

Latest result for 2018/19 as of Q4 2018/19



Percentage of Employees with a Disability

Latest result for 2018/19 as of Q4 2018/19

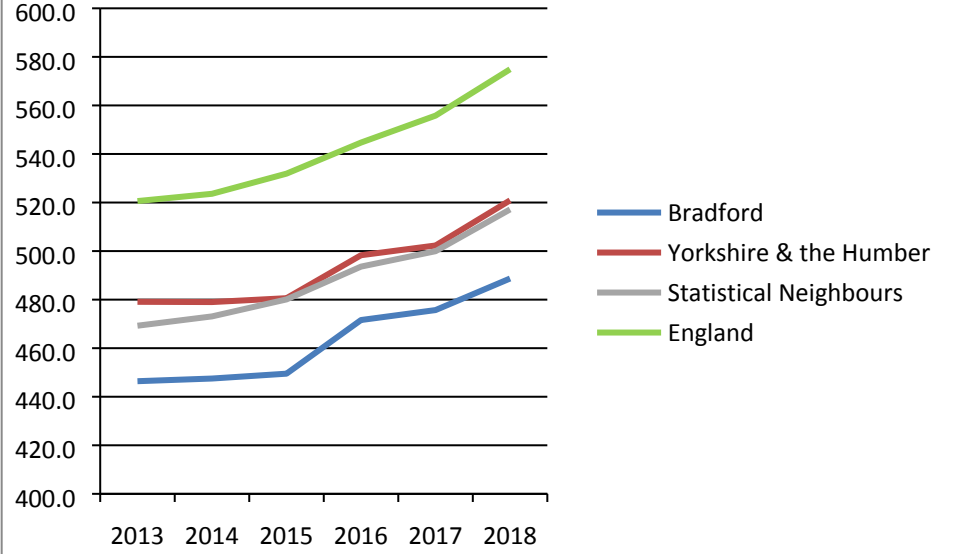


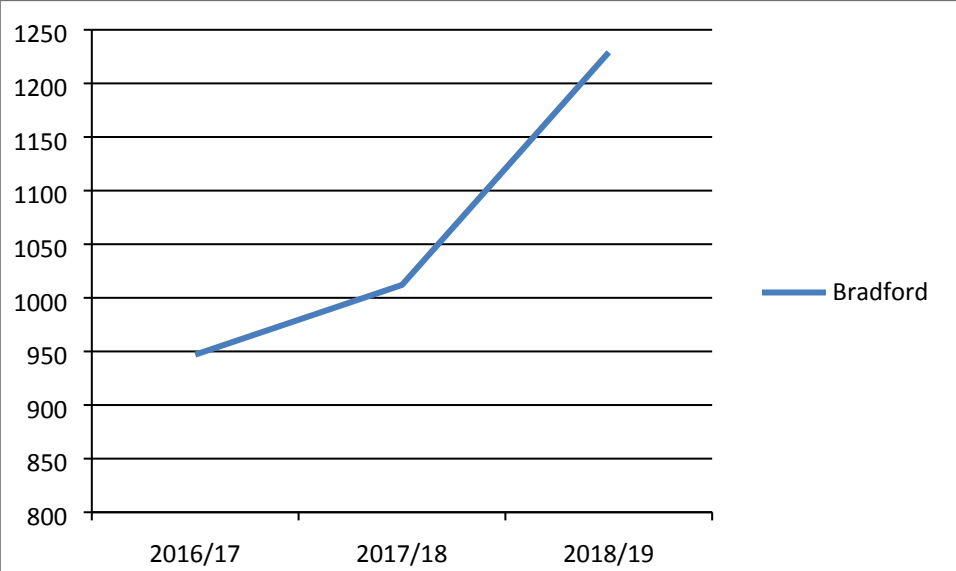
Percentage of staff who have received a performance review and have a performance plan in place

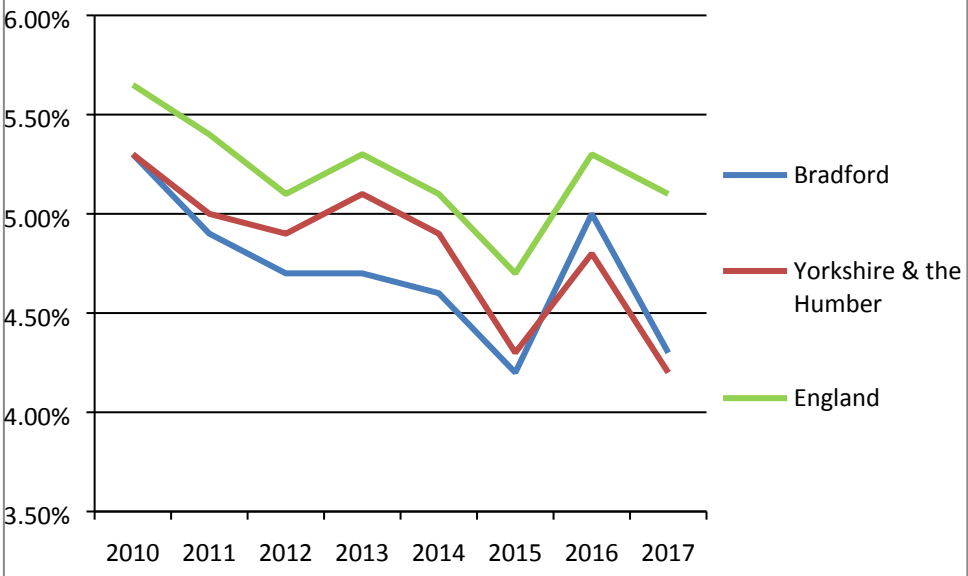
2018/19 result

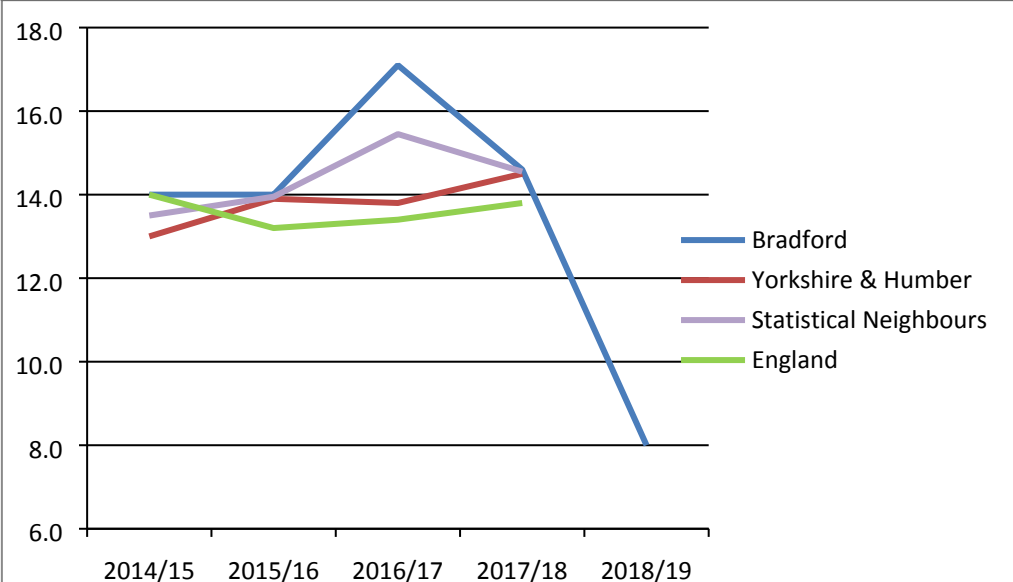


## 2. Detailed Reporting for Performance Measures which are Exceeding the Target.

Theme / Priority:	Skills, Jobs and Economy																																					
Indicator / Measure detail:	Median earnings of employees in the area																																					
Recent Trends	<div><table><caption>Estimated Median Earnings Data (2013-2018)</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; the Humber</th><th>Statistical Neighbours</th><th>England</th></tr></thead><tbody><tr><td>2013</td><td>450.0</td><td>480.0</td><td>475.0</td><td>525.0</td></tr><tr><td>2014</td><td>452.0</td><td>480.0</td><td>478.0</td><td>530.0</td></tr><tr><td>2015</td><td>455.0</td><td>482.0</td><td>480.0</td><td>535.0</td></tr><tr><td>2016</td><td>475.0</td><td>500.0</td><td>495.0</td><td>545.0</td></tr><tr><td>2017</td><td>478.0</td><td>505.0</td><td>500.0</td><td>555.0</td></tr><tr><td>2018</td><td>490.0</td><td>522.0</td><td>518.0</td><td>575.0</td></tr></tbody></table></div>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	450.0	480.0	475.0	525.0	2014	452.0	480.0	478.0	530.0	2015	455.0	482.0	480.0	535.0	2016	475.0	500.0	495.0	545.0	2017	478.0	505.0	500.0	555.0	2018	490.0	522.0	518.0	575.0
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																		
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2018	490.0	522.0	518.0	575.0																																		
Target and timescale:	£480	Actual and timescale:	£488.7 2017/18																																			
Why is performance at the current level?																																						
<p>In Bradford, most income groups saw an increase in wages greater than the regional or national averages. This meant that the gap in income levels between Bradford and other places narrowed in the most recent data.</p> <p>There has also been a decline in the gender pay gap in Bradford. Especially for part-time females, who are now earning more than their part-time male counterparts</p>																																						

Theme / Priority:	Decent Homes										
Indicator / Measure detail:	Number of private sector homes improved										
Recent Trends	<div><table><caption>Data for Recent Trends Graph</caption><thead><tr><th>Financial Year</th><th>Number of private sector homes improved (Bradford)</th></tr></thead><tbody><tr><td>2016/17</td><td>~950</td></tr><tr><td>2017/18</td><td>~1020</td></tr><tr><td>2018/19</td><td>1,229</td></tr></tbody></table></div>			Financial Year	Number of private sector homes improved (Bradford)	2016/17	~950	2017/18	~1020	2018/19	1,229
Financial Year	Number of private sector homes improved (Bradford)										
2016/17	~950										
2017/18	~1020										
2018/19	1,229										
Target and timescale:	1,000	Actual and timescale:	1,229, 2018/19								
Why is performance at the current level?											
<p>Performance on this indicator has significantly exceeded target and is 21% higher than at the end of 2017/18. This can largely be attributed to our response to demand increases, especially in relation to repair issues in private sector accommodation.</p> <p>In the last year, Housing Operations recorded over 2,100 service requests relating to housing enforcement which is a 15% increase compared to 2017/18 and a 41% increase compared with 3 years ago (2015/16). The number of enquiries received relating to financial assistance for vulnerable homeowners has dropped slightly compared to 2017/18 but has still increased by 52% compared with three years ago.</p> <p>In the last year, we have taken steps to manage demand more effectively through a triage system, which also provides capacity to proactively target landlords and agents who are known to be letting substandard accommodation and have delivered a targeted marketing campaign for housing assistance for vulnerable homeowners, both of which have resulted in an increased number of homes improved.</p>											

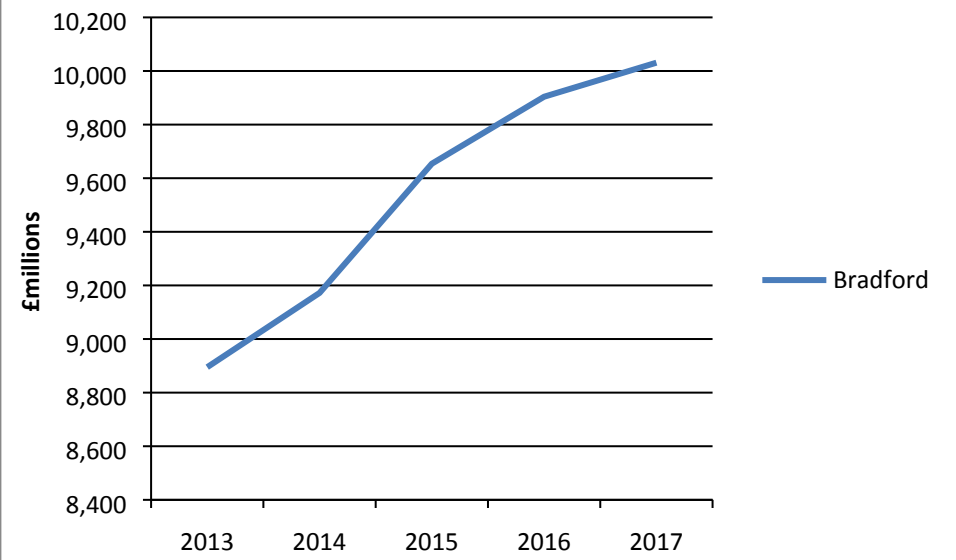
<b>Theme / Priority:</b>	<b>Better Health, Better Lives</b>																																						
<b>Indicator / Measure detail:</b>	<b>Mortality due to air quality to be the same as the regional average</b>																																						
<b>Recent Trends</b>	 <table border="1"> <caption>Mortality due to air quality (%)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>England</th> </tr> </thead> <tbody> <tr><td>2010</td><td>5.3</td><td>5.3</td><td>5.7</td></tr> <tr><td>2011</td><td>4.9</td><td>5.0</td><td>5.4</td></tr> <tr><td>2012</td><td>4.7</td><td>4.9</td><td>5.1</td></tr> <tr><td>2013</td><td>4.7</td><td>5.1</td><td>5.3</td></tr> <tr><td>2014</td><td>4.6</td><td>4.9</td><td>5.1</td></tr> <tr><td>2015</td><td>4.2</td><td>4.3</td><td>4.7</td></tr> <tr><td>2016</td><td>5.0</td><td>4.8</td><td>5.3</td></tr> <tr><td>2017</td><td>4.3</td><td>4.2</td><td>5.1</td></tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	England	2010	5.3	5.3	5.7	2011	4.9	5.0	5.4	2012	4.7	4.9	5.1	2013	4.7	5.1	5.3	2014	4.6	4.9	5.1	2015	4.2	4.3	4.7	2016	5.0	4.8	5.3	2017	4.3	4.2	5.1
Year	Bradford	Yorkshire & the Humber	England																																				
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<b>Target and timescale:</b>	4.8%	<b>Actual and timescale:</b>	4.3% 2017/18																																				
<b>Why is performance at the current level?</b>																																							
<p>This indicator has been generally decreasing year on year and after an increase in 2016 and is now only 0.1 percentage points above the regional average.</p> <p>We propose to continue the target of being in line with the regional average to ensure we are incentivised to keep pace with the wider regional and national trends.</p>																																							

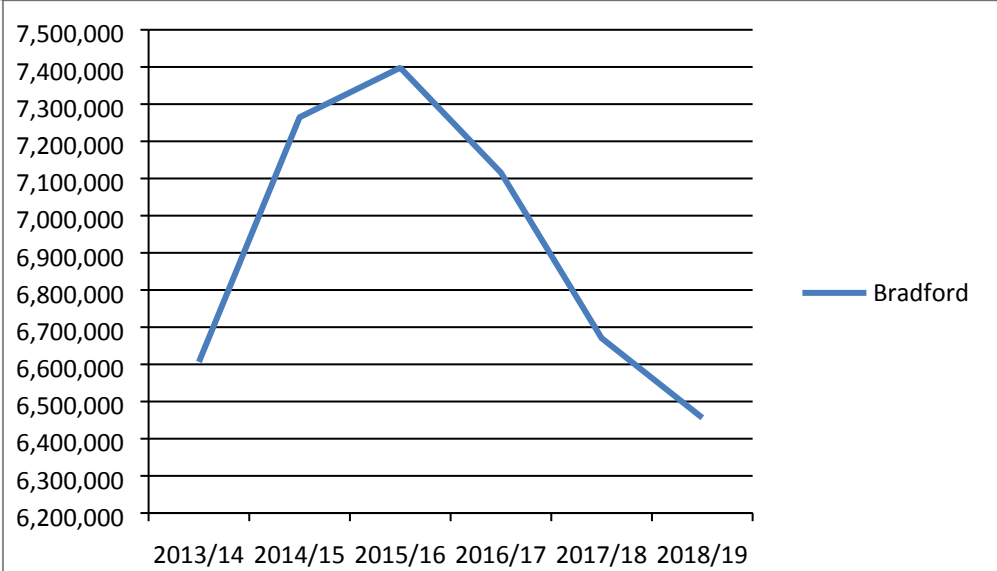
Theme / Priority:	Better Health Better Lives																																
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Target and timescale:	14.8	Actual and timescale:	8 2018/19 (provisional figure to be validated July 2019)																														
Why is performance at the current level?																																	
Data is currently provisional and will be validated in July 2019.																																	
The focus within adult social care is to enable people to be happy and healthy in their own home and ensure independence can be maintained and increased where possible. Care home placements will only be considered where people have a complex needs which cannot be met in their community.																																	
Challenging targets have been set in this area over the next 3 years to ensure Adult Social Care can meet its savings targets. A transformation programme has been put in place to support this. As a result, the number of people aged 18-64 in care home settings is falling.																																	
There have been significant improvements in 2018/19 in how data is reported allowing Adult Social Care to have more confidence in its reported level of performance. 2017/18 reported performance was in line with regional and national averages. Based on this provisional data we expect Bradford to be a “good performer” when national data is published later in the year.																																	

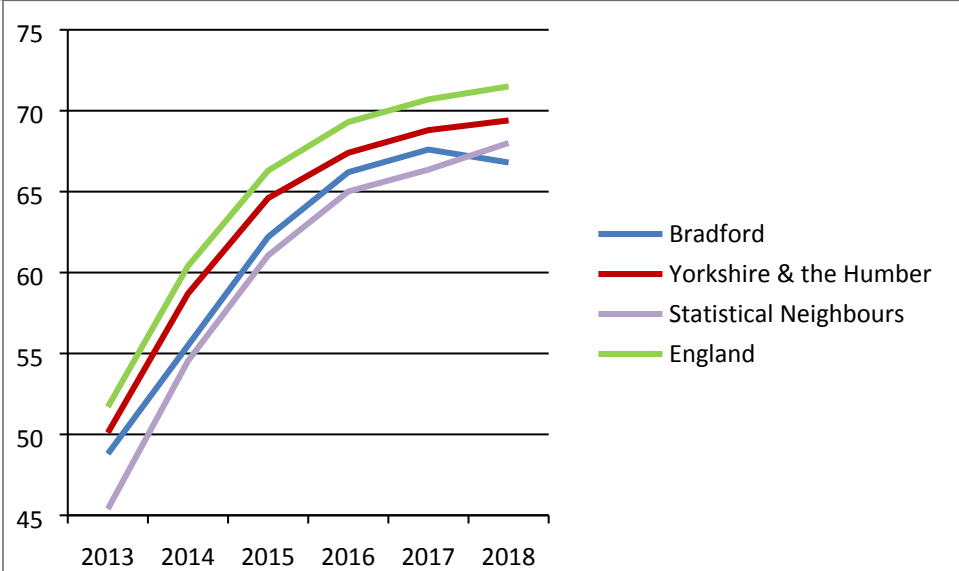
Theme / Priority:	Better Health Better Lives																											
Indicator / Measure detail:	Number of delayed transfers of care (days) from hospital population aged 65+																											
Recent Trends	<div><p>Delayed transfer of care per 100,000 population</p><table><caption>Estimated data for Delayed transfer of care per 100,000 population</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; Humber</th><th>Statistical Neighbours</th><th>England</th></tr></thead><tbody><tr><td>2014/15</td><td>0.6</td><td>2.9</td><td>-</td><td>3.8</td></tr><tr><td>2015/16</td><td>0.2</td><td>3.2</td><td>-</td><td>4.8</td></tr><tr><td>2016/17</td><td>1.3</td><td>3.1</td><td>0.0</td><td>5.0</td></tr><tr><td>2017/18</td><td>0.8</td><td>3.5</td><td>3.3</td><td>3.8</td></tr></tbody></table></div>			Year	Bradford	Yorkshire & Humber	Statistical Neighbours	England	2014/15	0.6	2.9	-	3.8	2015/16	0.2	3.2	-	4.8	2016/17	1.3	3.1	0.0	5.0	2017/18	0.8	3.5	3.3	3.8
Year	Bradford	Yorkshire & Humber	Statistical Neighbours	England																								
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2016/17	1.3	3.1	0.0	5.0																								
2017/18	0.8	3.5	3.3	3.8																								
Target and timescale :	315 days	Actual and timescale:	245 days 2018/19																									
<b>Why is performance at the current level?</b>																												
<p>Delayed transfers of care is a measure of the proportion and time people are kept in hospital waiting to be transferred to a care setting. A good authority will have low levels of delayed transfers of care.</p> <p>Bradford is a good performer on delayed transfers of care and have been constantly, performing better than our peers. The positive CQC review of the Health and Social Care system in February 2018 and Bradford’s ranking as the 5<sup>th</sup> best performing Health and Social Care system in the county, as per the NHS Social Care Interface dashboard published in August 2018, is further evidence of good performance.</p> <p>NHS performance expectations were implemented in 2017. Bradford has consistently achieved the set target.</p> <p>There continues to be tight controls around Delayed Transfers of Care, continued good relationships have been developed between stakeholders. There has been significant improvement in performance and NHS expectation levels are consistently met. Focus will be on maintaining this high level of performance.</p>																												

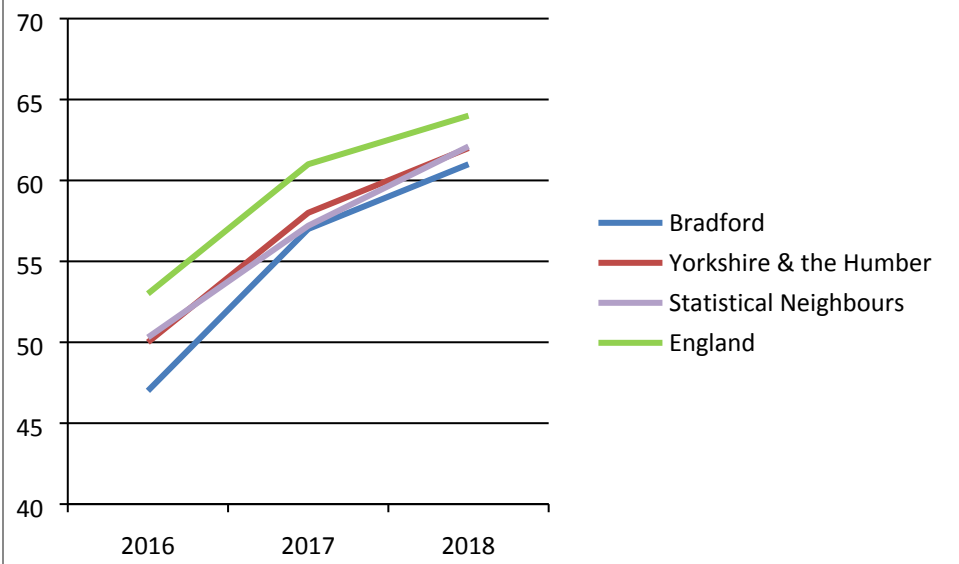


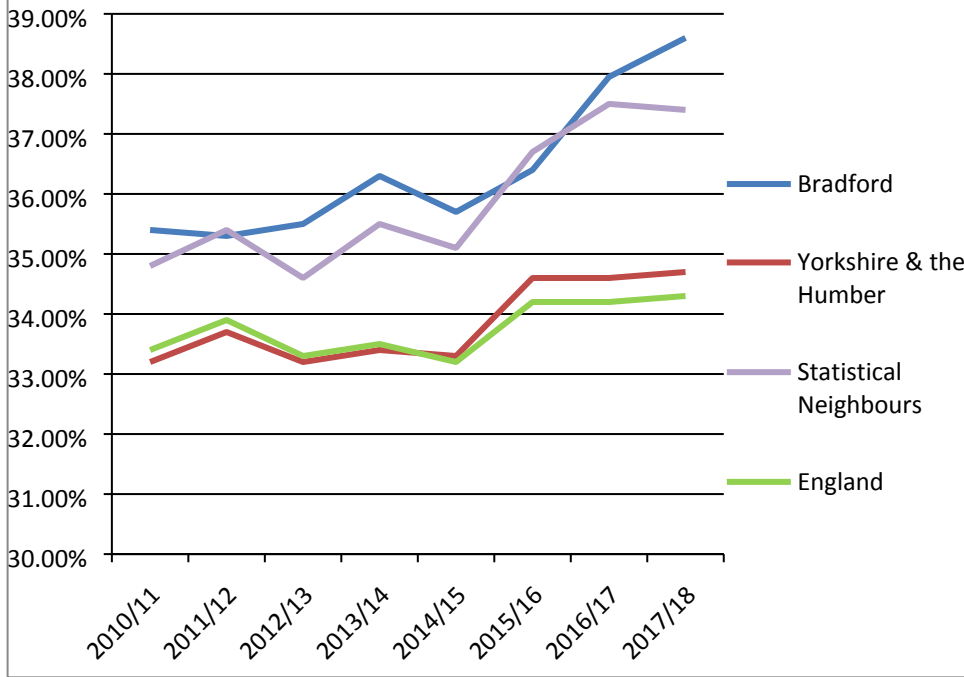
### 3. Detailed Reporting - Performance measures for amber rated targets

Theme / Priority:	Skills, Jobs and Economy														
Indicator / Measure detail:	The value of the local economy measured by Gross Value Added														
Recent Trend	 <table><caption>Bradford GVA (millions) 2013-2017</caption><tr><th>Year</th><th>GVA (millions)</th></tr><tr><td>2013</td><td>8,900</td></tr><tr><td>2014</td><td>9,200</td></tr><tr><td>2015</td><td>9,650</td></tr><tr><td>2016</td><td>9,900</td></tr><tr><td>2017</td><td>10,050</td></tr></table>			Year	GVA (millions)	2013	8,900	2014	9,200	2015	9,650	2016	9,900	2017	10,050
Year	GVA (millions)														
2013	8,900														
2014	9,200														
2015	9,650														
2016	9,900														
2017	10,050														
Target and timescale:	£10.07bn	Actual and timescale:	£10.03bn 2017												
Why is performance at the current level?															
<p>At just over £10bn GVA for 2017/ 2018 (the latest data reported), Bradford has slightly missed the overall target. This covers the period before the economic strategy was set.</p> <p>Whilst the last year data is available saw slower growth (in most of the UK, not just Bradford), the five year picture is more encouraging, GVA in Bradford grew by 16.5% between 2012 and 2017 and this is higher than the Yorkshire and Humber average of 16%.</p> <p>Our estimate of GVA per hour worked is £30.79. This is higher than other northern cities, including Leeds (£29.77), Manchester (£29.69), Sheffield (£28.58), Tyneside (£30.25) and Liverpool (£29.82).</p> <p>Our manufacturing sector performed strongly over the one and five year timescales. Professional, scientific and technical was the fastest growing sector over the last five year.</p>															
How can we make sure performance gets better?															
<p>We will continue to work on the economic strategy objectives in partnership with our business community. This will include building on the successes of last year, including promoting innovation and attracting high value businesses to the district such as PWC and supporting our own business community to thrive. We are also looking at unlocking some of the barriers to productivity growth in the district, including skills and transport connectivity.</p>															

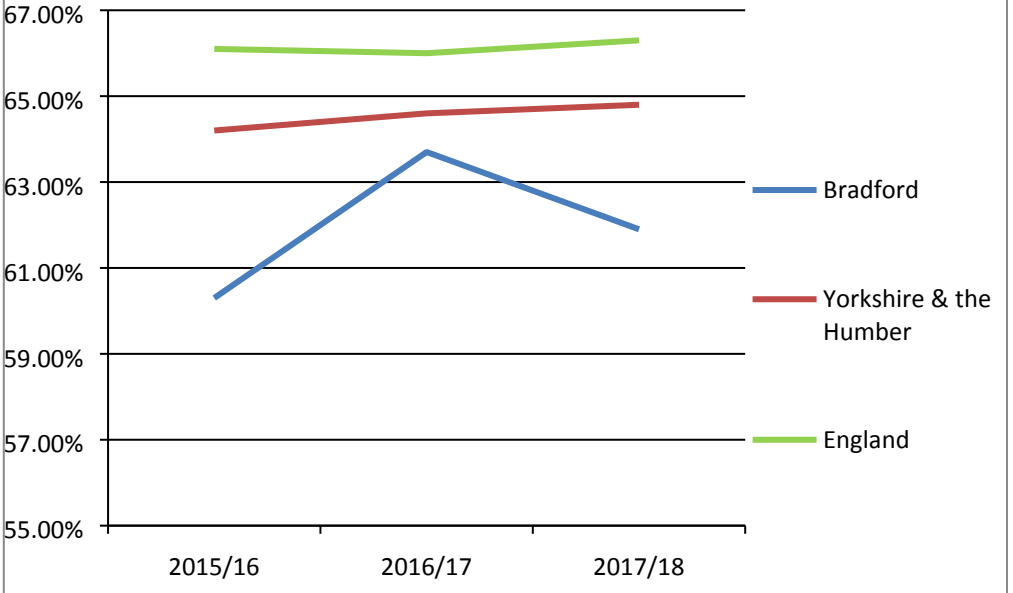
Theme / Priority:	Skills, Jobs and Economy																
Indicator / Measure detail:	The total number of visits to council cultural attractions																
Time Series	<div><table><caption>Estimated data for Bradford visits</caption><thead><tr><th>Financial Year</th><th>Visits (Estimated)</th></tr></thead><tbody><tr><td>2013/14</td><td>6,620,000</td></tr><tr><td>2014/15</td><td>7,280,000</td></tr><tr><td>2015/16</td><td>7,400,000</td></tr><tr><td>2016/17</td><td>7,150,000</td></tr><tr><td>2017/18</td><td>6,680,000</td></tr><tr><td>2018/19</td><td>6,470,000</td></tr></tbody></table></div>			Financial Year	Visits (Estimated)	2013/14	6,620,000	2014/15	7,280,000	2015/16	7,400,000	2016/17	7,150,000	2017/18	6,680,000	2018/19	6,470,000
Financial Year	Visits (Estimated)																
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2015/16	7,400,000																
2016/17	7,150,000																
2017/18	6,680,000																
2018/19	6,470,000																
Target and timescale:	6,600,000 by year end	Actual and timescale:	6,369,473 2018/19														
Why is performance at the current level?																	
<p>There has been a decline in visits over the last twelve months to council attractions.</p> <p>A significant portion of the trend is due to a significant reduction in visitor numbers to city centre markets, particularly Oastler Market. However, 2018/19 saw a 19% increase in visits to Museums (from around 228k in 2017/18 to 274k in 2018/19)</p>																	
How can we make sure things get better?																	
<p>We are working to improve the attractiveness of our markets as part of the markets strategy work that was approved by Executive in 2018. This will lead to new markets and public realm improvements in the city centre.</p>																	

Theme / Priority:	Great Start Good Schools																																					
Indicator / Measure detail:	Percentage of children achieving a good level of development in Early Years Foundation Stage																																					
Recent trends	 <table><caption>Approximate data from the line graph</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; the Humber</th><th>Statistical Neighbours</th><th>England</th></tr></thead><tbody><tr><td>2013</td><td>49</td><td>50</td><td>46</td><td>52</td></tr><tr><td>2014</td><td>55</td><td>58</td><td>55</td><td>60</td></tr><tr><td>2015</td><td>62</td><td>65</td><td>61</td><td>66</td></tr><tr><td>2016</td><td>66</td><td>68</td><td>65</td><td>70</td></tr><tr><td>2017</td><td>68</td><td>69</td><td>67</td><td>71</td></tr><tr><td>2018</td><td>67</td><td>70</td><td>68</td><td>72</td></tr></tbody></table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	49	50	46	52	2014	55	58	55	60	2015	62	65	61	66	2016	66	68	65	70	2017	68	69	67	71	2018	67	70	68	72
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																		
2013	49	50	46	52																																		
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2015	62	65	61	66																																		
2016	66	68	65	70																																		
2017	68	69	67	71																																		
2018	67	70	68	72																																		
Target and timescale:	69.8%	Actual and timescale:	66.8% 2017/18 academic year																																			
<b>Why is performance at the current level?</b>																																						
<p>Some schools have been very cautious and have not awarded the expected level to some of their children in order to access funding for children not achieving a Good Level of Development (GLD).</p> <p>Mobility of families with younger children increased during the Spring term of 2018 and the available school places were replaced by new immigrant families very late in the year whose children, new to English and England and often with no prior educational experiences, were unable to achieve a GLD.</p>																																						
<b>How can we make sure things get better?</b>																																						
<p>All schools were invited to, and have participated in, the Early Years' moderation process this year. This has enabled the Local Authority (LA) to collect GLD predictions and use them to challenge schools with low scores and provide advice and guidance to Early Years practitioners on how to improve their teaching in order to impact positively on children's progress from their starting points.</p> <p>The School Improvement Early Years Officers have monitored and visited 26 schools with declining Early Years Foundation Stage Profile (EYFSP) outcomes. They have also visited schools with the most improved results in literacy and maths and have shared the best practice observed with early years practitioners at training events.</p> <p>The School Improvement Early Years Officers have also worked very closely with the EYFSP moderators and offered extra support and tools to schools with low predictions.</p>																																						

Theme / Priority:	Great Start Good Schools																						
Indicator / Measure detail:	Percentage of pupils reaching the expected standard in reading, writing & maths combined at Key Stage 2																						
Recent Trends	 <table><caption>Percentage of pupils reaching the expected standard in reading, writing &amp; maths combined at Key Stage 2</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; the Humber</th><th>Statistical Neighbours</th><th>England</th></tr></thead><tbody><tr><td>2016</td><td>47%</td><td>50%</td><td>50%</td><td>53%</td></tr><tr><td>2017</td><td>57%</td><td>58%</td><td>58%</td><td>61%</td></tr><tr><td>2018</td><td>61%</td><td>62%</td><td>62%</td><td>64%</td></tr></tbody></table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2016	47%	50%	50%	53%	2017	57%	58%	58%	61%	2018	61%	62%	62%	64%
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																			
2016	47%	50%	50%	53%																			
2017	57%	58%	58%	61%																			
2018	61%	62%	62%	64%																			
Target and timescale:	64%	Actual and timescale:	61% 2017/18 academic year																				
<b>Why is performance at the current level?</b>																							
The gap with the national remains unchanged at 3%. Whilst this is below our target, this is an improving picture because it reflects a three year upward trend																							
The aim is to close or further narrow the gap with the national																							
<b>How can we make sure things get better?</b>																							
The effective use of Fischer Family Trust (FFT) predictions to challenge schools which have set low targets.																							
Deployment of National Leaders of Education and school improvement professionals in schools facing challenging circumstances.																							
Participation of targeted schools in TSA SIFF projects such as Dialogic talk; power of reading; improving writing.																							
Sharing of best practice at Headteacher forums and other platforms																							
Introduction of Local Authority school improvement scrutiny committee in high risk primary schools.																							

Theme / Priority:	Better Health Better Lives																																															
Indicator / Measure detail:	Excess weight in primary school age children in Year 6																																															
Recent Trends	<div><table><caption>Excess weight in primary school age children in Year 6 (2010/11 to 2017/18)</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; the Humber</th><th>Statistical Neighbours</th><th>England</th></tr></thead><tbody><tr><td>2010/11</td><td>35.5%</td><td>33.2%</td><td>34.8%</td><td>33.5%</td></tr><tr><td>2011/12</td><td>35.5%</td><td>33.8%</td><td>35.5%</td><td>34.0%</td></tr><tr><td>2012/13</td><td>35.8%</td><td>33.2%</td><td>34.8%</td><td>33.2%</td></tr><tr><td>2013/14</td><td>36.5%</td><td>33.5%</td><td>35.5%</td><td>33.5%</td></tr><tr><td>2014/15</td><td>35.8%</td><td>33.2%</td><td>35.2%</td><td>33.2%</td></tr><tr><td>2015/16</td><td>36.5%</td><td>34.5%</td><td>36.8%</td><td>34.2%</td></tr><tr><td>2016/17</td><td>38.0%</td><td>34.5%</td><td>37.5%</td><td>34.2%</td></tr><tr><td>2017/18</td><td>38.6%</td><td>34.8%</td><td>37.5%</td><td>34.5%</td></tr></tbody></table></div>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2010/11	35.5%	33.2%	34.8%	33.5%	2011/12	35.5%	33.8%	35.5%	34.0%	2012/13	35.8%	33.2%	34.8%	33.2%	2013/14	36.5%	33.5%	35.5%	33.5%	2014/15	35.8%	33.2%	35.2%	33.2%	2015/16	36.5%	34.5%	36.8%	34.2%	2016/17	38.0%	34.5%	37.5%	34.2%	2017/18	38.6%	34.8%	37.5%	34.5%
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																												
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2017/18	38.6%	34.8%	37.5%	34.5%																																												
Target and timescale:	37.2%	Actual and timescale:	38.6% 2017/18																																													
Why is performance at the current level?																																																
High levels of deprivation across the district have contributed to higher levels of obesity in Year 6 however it is clear there is no single or selection of defined causes of obesity and it is created by complex mix of environmental, social, economic and individual factors coming together. All of these complex factors are intertwined and their impact is then exacerbated by deprivation.																																																
How can we make sure things get better?																																																
There are a number of local strategies, research, commissioning activities and services aimed at reducing the prevalence of obesity. These include Every Baby Matters, Better Start Bradford, Active Bradford Strategy, and the Bradford Breastfeeding Strategy. However, the Healthy Bradford Plan is the District's overarching plan for reducing obesity. This Plan was developed in 2017 to establish a clear strategic approach to obesity and improving lifestyle behaviours in Bradford District.																																																
The Living Well Programme launched in 2019 as part of the delivery of the Healthy Bradford Plan. Initiating the whole systems process included bringing together partners from across the system to map the root causes of inactivity and unbalanced diets, and establishing an action plan to tackle these. This action plan was designed by system partners and grouped into strategic delivery vehicles these include taking actions through improving the places in which people live work and place, using social marketing and community capacity building to change societal norms and also working directly with people to help them make the necessary changes and have the motivation to adopt healthier lifestyles.																																																

Bradford Council, Born in Bradford and the Bradford Council for Mosques have formed a unique partnership to explore the opportunities for working with Islamic Religious Settings, in particular Madrassas to tackle childhood obesity by supporting healthier behaviours and influencing positive social and structural change for better health in the local environment. This targeted action seeks to address the higher rates of excess weight in South Asian children in Bradford, of which a large majority identify as Muslim. Around 85% of South Asian Muslim children attend the madrassa after school for around 2, mostly sedentary, hours per day from the age of 4 to 15. This innovative project will work with Islamic religious settings to co-produce evidence-based madrassa curriculum materials and training for Islamic leaders aligned to Islamic Narrative. Action groups will be established within participating faith settings to explore how to mobilise and connect existing community assets to promote joined up local approaches to promote health and identify enablers for systems change with wider partners. The project will co- create a dynamic model of best practice and guidance to support and facilitate change that can be tailored to a range of Islamic settings both within the district and further afield.

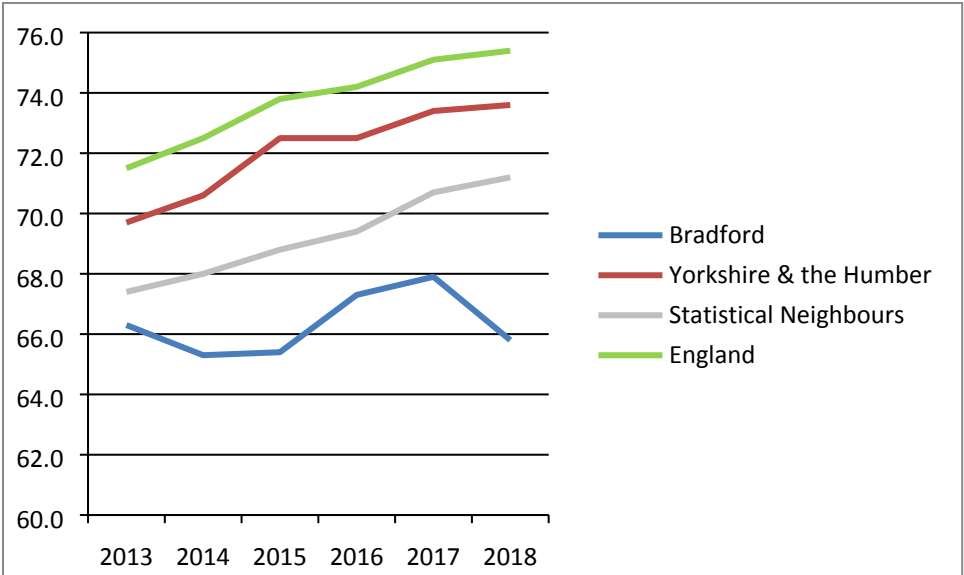
<b>Theme / Priority:</b>	<b>Better Health Better Lives</b>																		
Indicator / Measure detail:	Percentage of physically active adults																		
<b>Recent Trends</b>	 <table border="1"> <caption>Percentage of physically active adults</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>60.5%</td> <td>64.5%</td> <td>66.5%</td> </tr> <tr> <td>2016/17</td> <td>64.0%</td> <td>65.0%</td> <td>66.0%</td> </tr> <tr> <td>2017/18</td> <td>62.0%</td> <td>65.5%</td> <td>66.5%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	England	2015/16	60.5%	64.5%	66.5%	2016/17	64.0%	65.0%	66.0%	2017/18	62.0%	65.5%	66.5%
Year	Bradford	Yorkshire & the Humber	England																
2015/16	60.5%	64.5%	66.5%																
2016/17	64.0%	65.0%	66.0%																
2017/18	62.0%	65.5%	66.5%																
<b>Target and timescale:</b>	64.6%	<b>Actual and timescale:</b>	61.9% 2017/18																
<b>Why is performance at the current level?</b>																			
<p>Like many areas with high levels of deprivation, physical inactivity is lower in Bradford district. Physical activity levels have not improved significantly over the last few years so this remains an issue for Bradford.</p> <p>However, the most recent Sport England Active Lives research published relating to November 2018 suggests Bradford has lower levels of inactivity (undertaking less than 30 minutes of moderate activity per week) than most other districts across West Yorkshire and South Yorkshire and is below the national average. The data shows that Bradford is one of only a handful of local authority areas across the country that has had a significant reduction in inactivity levels. This is good news although we should exercise some caution in interpreting the specific results due to the sample size. We will get a clearer understanding of the pattern of activity over the next few years.</p> <p>When the data is broken down into subsets, such as age groups, at a District level it loses some accuracy, however, it again can be surmised that men are more active than women, those on higher incomes are more active than those on lower incomes and the older a person is the less likely they are to be active.</p>																			
<b>How can we make sure things get better?</b>																			
<p>There are a number of plans and strategies that all help to promote physical activity in our District: Bradford District Cycle Strategy 2016-21: Keeping the wheels spinning; Bradford District Playing Pitch Strategy; and Active Bradford: Physical Activity and Sport Framework.</p>																			



Theme / Priority:	Safe, Clean and Active Communities																																										
Indicator / Measure detail:	Number of people killed or seriously injured casualties on Bradford's roads																																										
Recent Trends	<table><caption>Road Casualty Data (Estimated from Graph)</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; Humber</th><th>CIPFA nearest neighbours</th><th>England</th></tr></thead><tbody><tr><td>2010-12</td><td>41.0</td><td>45.5</td><td>32.0</td><td>40.5</td></tr><tr><td>2011-13</td><td>40.0</td><td>45.5</td><td>31.5</td><td>40.0</td></tr><tr><td>2012-14</td><td>39.5</td><td>45.5</td><td>31.5</td><td>39.5</td></tr><tr><td>2013-15</td><td>37.0</td><td>44.0</td><td>31.5</td><td>39.0</td></tr><tr><td>2014-16</td><td>36.0</td><td>44.5</td><td>32.5</td><td>40.0</td></tr><tr><td>2015-17</td><td>35.0</td><td>46.0</td><td>32.0</td><td>41.0</td></tr><tr><td>2016-18</td><td>34.5</td><td>-</td><td>32.0</td><td>-</td></tr></tbody></table>			Year	Bradford	Yorkshire & Humber	CIPFA nearest neighbours	England	2010-12	41.0	45.5	32.0	40.5	2011-13	40.0	45.5	31.5	40.0	2012-14	39.5	45.5	31.5	39.5	2013-15	37.0	44.0	31.5	39.0	2014-16	36.0	44.5	32.5	40.0	2015-17	35.0	46.0	32.0	41.0	2016-18	34.5	-	32.0	-
Year	Bradford	Yorkshire & Humber	CIPFA nearest neighbours	England																																							
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2016-18	34.5	-	32.0	-																																							
Target and timescale:	173 2018	Actual and timescale:	177 2018																																								
Why is performance at the current level?																																											
<p>Bradford has continually demonstrated a reduction in KSIs for the last 10 years against a back drop of increasing traffic levels and the graph demonstrates our favourable performance against the rates for both the Yorkshire and Humber regions and nationally.</p> <p>We do however, recognise that Bradford has its own issues around non seat belt use (Highest rate of offending in the UK) and we saw an increase in car occupant injuries in 2018. This was also reflected nationally and picked up in the new report by the Parliamentary Advisory Council for Transport Safety: <a href="http://www.pacts.org.uk/2019/04/pacts-launches-new-report-seat-belts-the-forgotten-road-safety-priority/">http://www.pacts.org.uk/2019/04/pacts-launches-new-report-seat-belts-the-forgotten-road-safety-priority/</a></p>																																											
How can we make sure things get better?																																											
<p>Bradford has established Operation Steerside with our partners in the Emergency Services, the Highways Department and Safer Communities. This partnership recognises that a multi-agency approach is required to reducing anti-social driving (which will in turn reduce casualty rates).</p> <p>Money from West Yorkshire Combined Authority has been used to establish a fund to deal with larger scale Safer Roads issues that are beyond the financial capability of the Area Committees. Programmes such as the City Centre and Town Centre 20mph Zones will be funded from this. Other works such as the School 20mph programme will also be funded from this pot.</p> <p>The Casualty Reduction capital programmes through the Area Committees continue an evidence led approach and the Road Safety Team have extended their education, training and publicity programme in Bradford with financial support from a strategic West Yorkshire source.</p>																																											

Theme / Priority:	Safe, Clean and Active Communities																										
Indicator / Measure detail:	Percentage of people from different backgrounds who get on well together																										
Recent Trends	<div><table><thead><tr><th>Month</th><th>Bradford (%)</th><th>West Yorkshire (%)</th></tr></thead><tbody><tr><td>Sep-18</td><td>49.45</td><td>53.65</td></tr><tr><td>Oct-18</td><td>49.50</td><td>53.55</td></tr><tr><td>Nov-18</td><td>49.00</td><td>53.65</td></tr><tr><td>Dec-18</td><td>49.30</td><td>53.55</td></tr><tr><td>Jan-19</td><td>49.30</td><td>53.55</td></tr><tr><td>Feb-19</td><td>49.65</td><td>53.55</td></tr><tr><td>Mar-19</td><td>49.60</td><td>53.35</td></tr></tbody></table></div>			Month	Bradford (%)	West Yorkshire (%)	Sep-18	49.45	53.65	Oct-18	49.50	53.55	Nov-18	49.00	53.65	Dec-18	49.30	53.55	Jan-19	49.30	53.55	Feb-19	49.65	53.55	Mar-19	49.60	53.35
Month	Bradford (%)	West Yorkshire (%)																									
Sep-18	49.45	53.65																									
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Dec-18	49.30	53.55																									
Jan-19	49.30	53.55																									
Feb-19	49.65	53.55																									
Mar-19	49.60	53.35																									
Target and timescale:	51% March 2019	Actual and timescale:	49.59% March 2019																								
Why is performance at the current level?																											
This data is survey data of residents across West Yorkshire. Over the last year, there has been no significant change in this indicator and therefore, our performance is amber in this area.																											
How can we make sure things get better?																											
Over the next year, the Council will work to: -Address the issues of barriers to both integration and to all groups of people having the same life chances. This includes initiatives such as working with Grant Thornton on workplace policies, the Beyond Brontes work on diversity in the Screen Industries and making the most of PWC’s new office in Bradford. -Encourage and facilitate opportunities for integration as a general ethos across our work in the district. -Work with Ministry of Housing, Communities and Local Government as one of five Integrated Communities Pilot Areas and focus will be on delivering and evaluating interventions that respond to the challenges in the Stronger Communities Together Strategy and sharing ‘good practice’. A ‘People Can’ Coordinator has been appointed in April 2019 to support the campaign to encourage neighbourliness, volunteering, community action and support with finding resources																											

**4. Detailed Reporting – Performance indicators where target is not currently being met (red rating)**

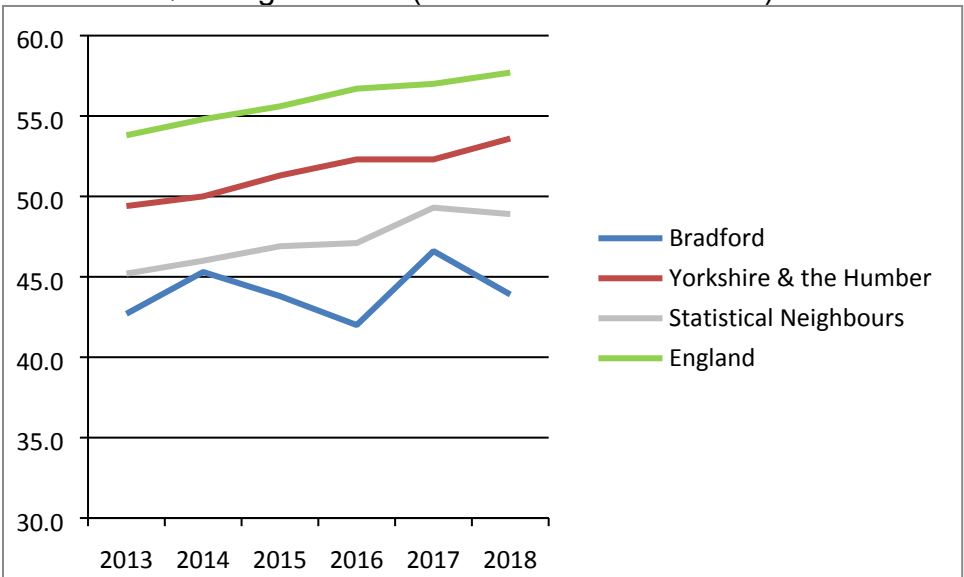
Theme / Priority:	Skills, Jobs and Economy																																					
Indicator / Measure detail:	People in work by 2030																																					
Recent Trends	<div>Employment rate - aged 16-64 (12 months to December)</div> <div><table><caption>Employment rate - aged 16-64 (12 months to December)</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; the Humber</th><th>Statistical Neighbours</th><th>England</th></tr></thead><tbody><tr><td>2013</td><td>66.5</td><td>70.0</td><td>67.5</td><td>71.5</td></tr><tr><td>2014</td><td>65.5</td><td>70.5</td><td>68.0</td><td>72.5</td></tr><tr><td>2015</td><td>65.5</td><td>72.5</td><td>69.0</td><td>74.0</td></tr><tr><td>2016</td><td>67.5</td><td>72.5</td><td>69.5</td><td>74.0</td></tr><tr><td>2017</td><td>68.0</td><td>73.5</td><td>71.0</td><td>75.5</td></tr><tr><td>2018</td><td>66.0</td><td>73.5</td><td>71.5</td><td>76.0</td></tr></tbody></table></div>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	66.5	70.0	67.5	71.5	2014	65.5	70.5	68.0	72.5	2015	65.5	72.5	69.0	74.0	2016	67.5	72.5	69.5	74.0	2017	68.0	73.5	71.0	75.5	2018	66.0	73.5	71.5	76.0
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2018	66.0	73.5	71.5	76.0																																		
Target and timescale:	224,670	Actual and timescale:	212,200 12 months to December 2018																																			
Why is performance at the current level?																																						
<p>The fall in the number of people in employment is largely attributable to fall in the number of older people who are in work. The latest Annual Population Survey figures show that the number of people age 50-64 in employment fell by 10,600 over the year to December 2018 – a fall of 16.2% that contrasted with a 11.2% increase nationally. This affected both men and women in that age group with the number of men aged 50-64 in employment falling by 5,400 (-15.7%) and women aged 50-64 falling by 5,300 (-17.1%). After significant improvements in employment rates for both groups since 2011, which saw the employment rate for older men increase from 61.0% in 2010 to 72.5% in 2017 and the rate for older women rise from 56.6% in 2011 to 66.4% in 2017, rates have now fallen back to 63.6% for men and 60.9% for women.</p> <p>It is worth noting that the Annual Population Survey is a sample based measure and as such is subject to significant statistical margins of error that mean that any single data point may not be truly representative of the real situation. ONS advise against making too much of a single data point but to look at the long term trend as that will give a truer reflection of employment rates. In this respect the long term trajectory in Bradford across all ages and gender groups is still upwards although the most recent figures suggest the gap to national rates has begun to widen following the improvements seen between 2011 and 2017.</p>																																						

**How can we make sure things get better?**

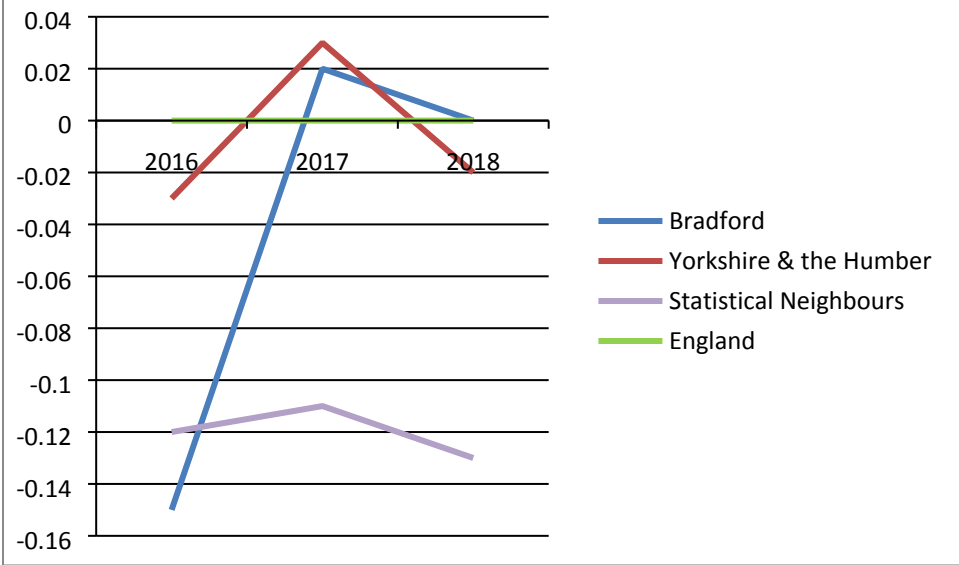
We will continue to monitor the employment figures closely to establish whether the latest figures are a statistical 'blip' or indicator of a real change in the number of people in work.

We will continue to work with business and partners such as the DWP Jobcentres to ensure local people are equipped with the skills and confidence to access the employment opportunities that are being created in our economy and the wider city region. Bradford experienced an increase of 6,500 private sector jobs in 2017 and the recent location by PwC into the city shows that the ambition of the economic strategy to create 20,000 jobs is being delivered.

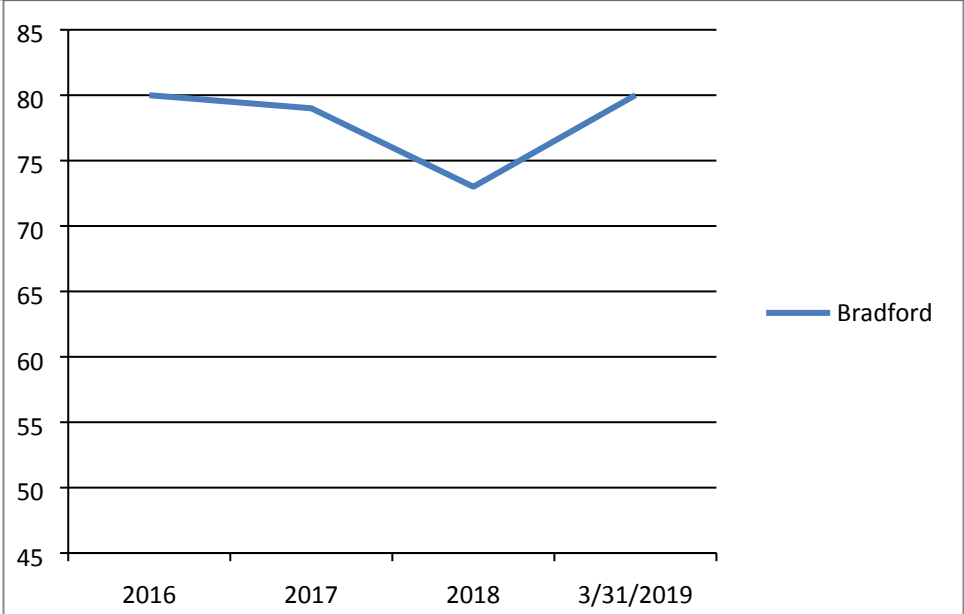
However it is clear that we need to maintain our focus on ensuring all people can access these opportunities. Key actions to deliver this include Skillshouse, Community Led Local Development in Bradford and Keighley, Industrial Centres of Excellence, the Opportunity Area programme, the One Workforce initiative, the Screen Industries Diversity Fund and work the Council is doing to promote more inclusive employment alongside the focus on inclusive growth across Leeds City Region and building on actions being delivered the Integrated Communities Strategy programme.

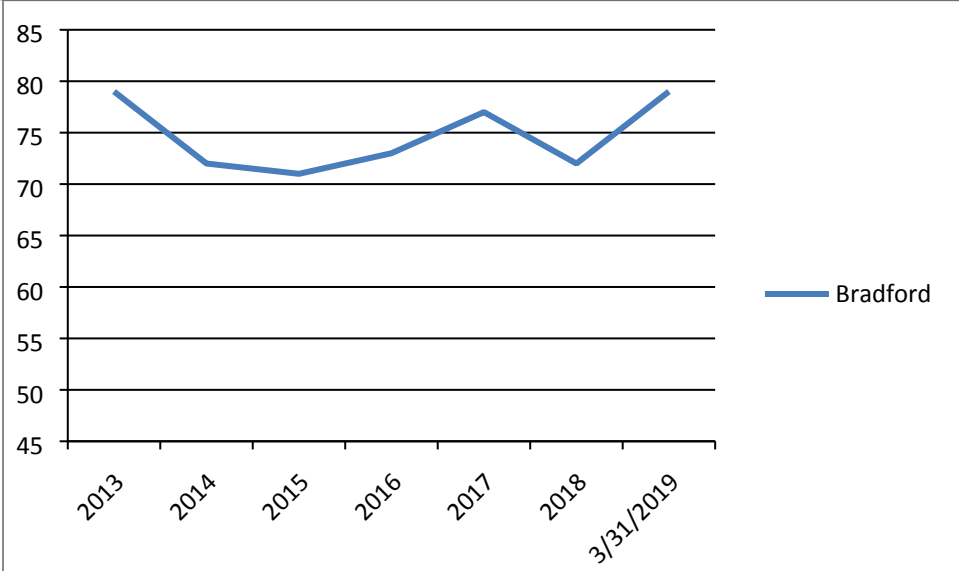
Theme / Priority:	Skills, Jobs and Economy																																					
Indicator / Measure detail:	Number of people in the district with NVQ level 3 and above																																					
Time Series	<div>% with NVQ3+ - aged 16-64 (12 months to December)</div> <div><table><caption>Estimated data for % with NVQ3+ - aged 16-64 (12 months to December)</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; the Humber</th><th>Statistical Neighbours</th><th>England</th></tr></thead><tbody><tr><td>2013</td><td>43.0</td><td>50.0</td><td>46.0</td><td>54.0</td></tr><tr><td>2014</td><td>45.5</td><td>50.5</td><td>46.5</td><td>55.0</td></tr><tr><td>2015</td><td>44.0</td><td>51.5</td><td>47.0</td><td>56.0</td></tr><tr><td>2016</td><td>42.5</td><td>52.5</td><td>47.5</td><td>57.0</td></tr><tr><td>2017</td><td>47.0</td><td>52.5</td><td>49.5</td><td>57.5</td></tr><tr><td>2018</td><td>44.5</td><td>54.0</td><td>49.0</td><td>58.0</td></tr></tbody></table></div>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	43.0	50.0	46.0	54.0	2014	45.5	50.5	46.5	55.0	2015	44.0	51.5	47.0	56.0	2016	42.5	52.5	47.5	57.0	2017	47.0	52.5	49.5	57.5	2018	44.5	54.0	49.0	58.0
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																		
2013	43.0	50.0	46.0	54.0																																		
2014	45.5	50.5	46.5	55.0																																		
2015	44.0	51.5	47.0	56.0																																		
2016	42.5	52.5	47.5	57.0																																		
2017	47.0	52.5	49.5	57.5																																		
2018	44.5	54.0	49.0	58.0																																		
Target and timescale:	154,600	Actual and timescale:	141,400 12 months to December 2018																																			
Why is performance at the current level?																																						
<p>The qualifications data is estimated from the Annual Population survey, which is a sample survey. The estimates are 95% confidence interval of +/- 3.2% for those qualified to level 3 or above at the level of Bradford. Looking at the last few years data still shows a long term growth in NVQ 3 levels, albeit at a slower rate than the statistical neighbour and regional averages.</p>																																						
How can we make sure things get better?																																						
<p>We are working hard to address this, we are currently developing our skills plan that will:</p> <p>Collaboratively develop a more strategic approach to understanding the market so the skills system can operate more effectively to meet changing business needs. This will consider how we secure improve outcomes at Level 3 and higher skills that are better aligned with local economic need.</p>																																						

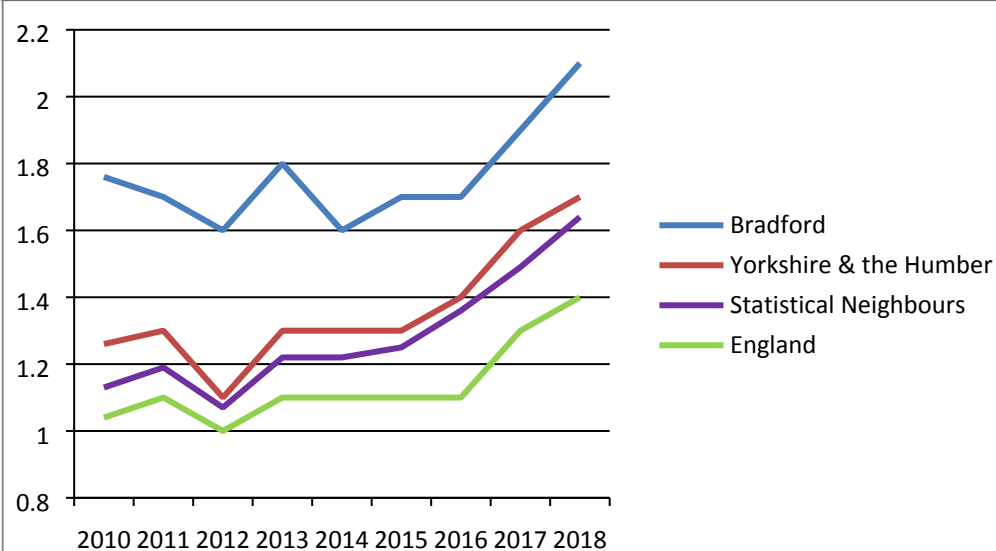
Theme / Priority:	Decent Homes																							
Indicator / Measure detail:	An additional 2,476 homes delivered per year																							
Recent Trends	<div><p>Net additional dwellings</p><table><caption>Net additional dwellings data (approximate values)</caption><thead><tr><th>Financial Year</th><th>Bradford</th><th>CIPFA nearest neighbours</th></tr></thead><tbody><tr><td>2013-14</td><td>880</td><td>720</td></tr><tr><td>2014-15</td><td>1150</td><td>550</td></tr><tr><td>2015-16</td><td>950</td><td>950</td></tr><tr><td>2016-17</td><td>1500</td><td>800</td></tr><tr><td>2017-18</td><td>1650</td><td>800</td></tr><tr><td>2018-19*</td><td>1732</td><td>800</td></tr></tbody></table><p>*2018-19 - Bradford data - provisional only</p></div>			Financial Year	Bradford	CIPFA nearest neighbours	2013-14	880	720	2014-15	1150	550	2015-16	950	950	2016-17	1500	800	2017-18	1650	800	2018-19*	1732	800
Financial Year	Bradford	CIPFA nearest neighbours																						
2013-14	880	720																						
2014-15	1150	550																						
2015-16	950	950																						
2016-17	1500	800																						
2017-18	1650	800																						
2018-19*	1732	800																						
Target and timescale:	2,476 by year end	Actual and timescale:	1,732 (April 2018 to March 2019 provisional)																					
Why is performance at the current level?																								
<p>This target reflects the ambition in the District Plan to deliver 8,000 new homes by 2020 which equates to an annual figure of 2,476. In 2018-19, 1,732 new homes were provided although this is a provisional figure which will be verified and confirmed later in the financial year. While the number of new homes provided continues to increase – for instance the number of homes provided in 2018/19 is 7% higher than a year ago (2017/18) – this figure is still some way short of the target amount. Delivering housing growth within Bradford District to meet the target of 8,000 continues to be a challenge as it is reliant on market forces.</p>																								
How can we make sure things get better?																								
<p>The council and wider partnership are engaging in wide consultation with local stakeholders and government agencies as part of the renewed Housing Strategy 2020 – 2025 and which will endeavour to identify as yet un-yielded opportunities for regeneration and further development. The Council is also contributing directly to this indicator through working in partnership with Registered Social Landlords on a new build programme delivering much needed affordable homes.</p>																								

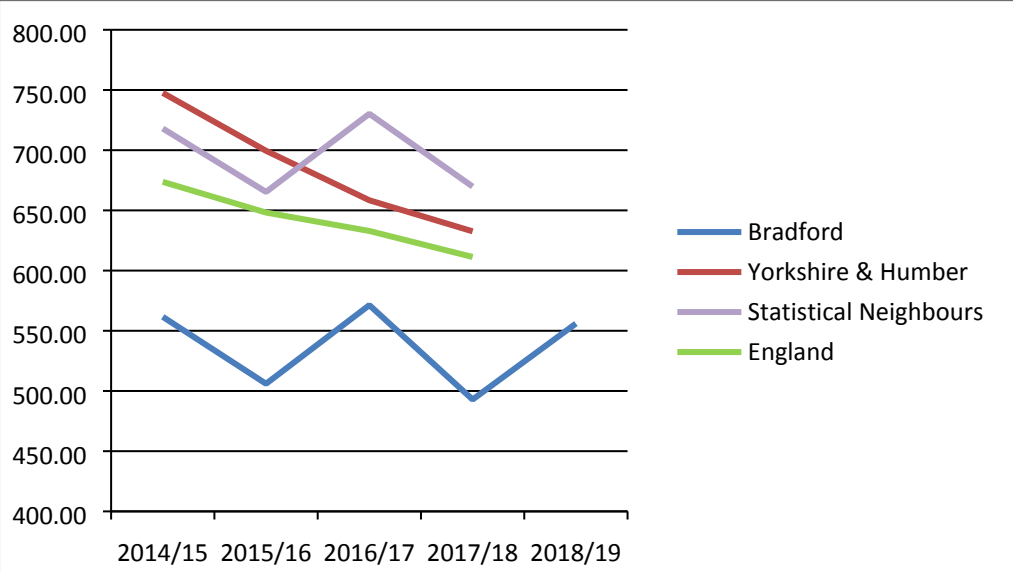
Theme / Priority:	Great Start Good Schools																						
Indicator / Measure detail:	Key Stage 4 - Progress 8																						
Time Series	<div><table><caption>Progress 8 Scores (Estimated from Graph)</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; the Humber</th><th>Statistical Neighbours</th><th>England</th></tr></thead><tbody><tr><td>2016</td><td>-0.15</td><td>-0.03</td><td>-0.12</td><td>0.00</td></tr><tr><td>2017</td><td>0.02</td><td>0.03</td><td>-0.11</td><td>0.00</td></tr><tr><td>2018</td><td>0.01</td><td>-0.01</td><td>-0.13</td><td>0.00</td></tr></tbody></table></div>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2016	-0.15	-0.03	-0.12	0.00	2017	0.02	0.03	-0.11	0.00	2018	0.01	-0.01	-0.13	0.00
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																			
2016	-0.15	-0.03	-0.12	0.00																			
2017	0.02	0.03	-0.11	0.00																			
2018	0.01	-0.01	-0.13	0.00																			
Target and timescale:	0.05	Actual and timescale:	0 2018/19																				
Why is performance at the current level?																							
<p>Progress 8 was introduced in 2016 (and 2015 for schools that chose to opt in early). It aims to capture the progress a pupil makes from the end of primary school to the end of secondary school.</p> <p>Whilst there has been a slight decline in performance since last year, our progress 8 numbers is in line with target levels.</p>																							
How can we make sure things get better?																							
<p>The Opportunity Area has invested in a 'Raising Aspirations' project targeting borderline grade 3 / 4 students. 5 secondary schools have been identified to take part in this project. They are offering additional revision classes as well as mentoring and focused tuition.</p> <p>Low performing secondary schools are receiving school to school support from NLEs through the Opportunity Area funding.</p> <p>All schools are continuing to use a range of strategies to raise standards, not only at the end of KS4 but also in KS3 in order to ensure the gap with national is narrowed or closed.</p>																							

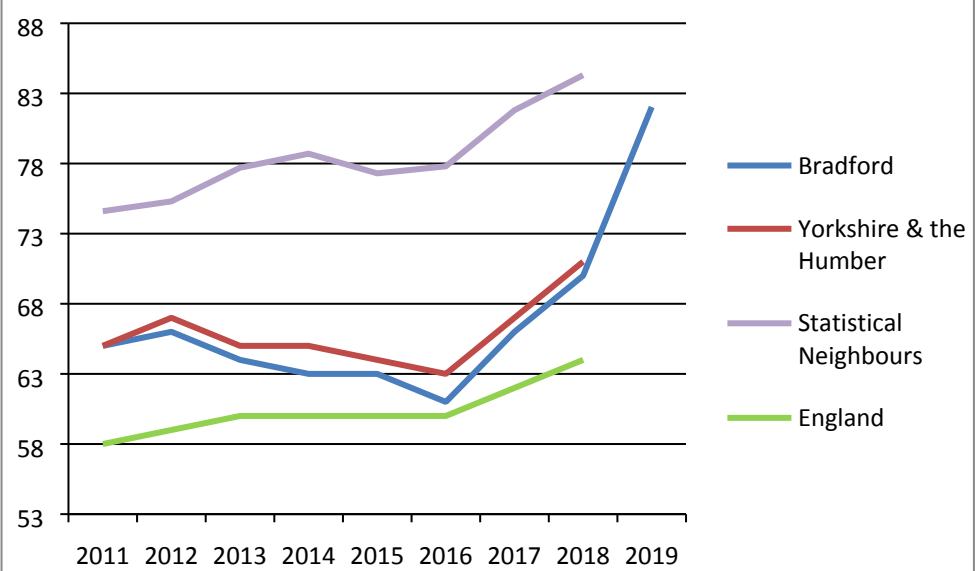


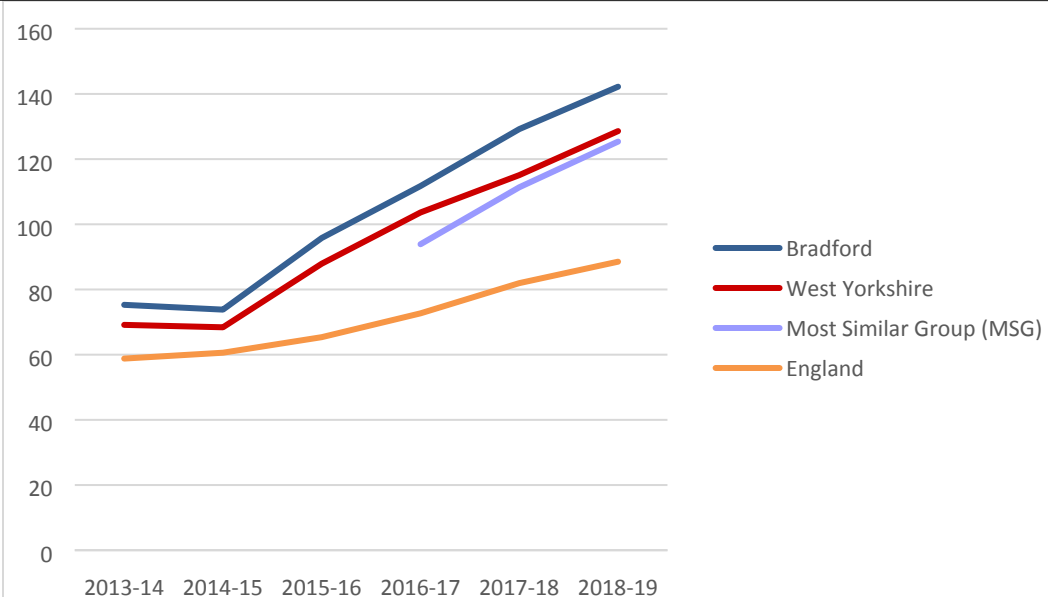
Theme / Priority:	Great Start Good Schools												
Indicator / Measure detail:	All SEND settings (PRUs and Special Schools) rated good or better												
Recent Trends	<div><table><caption>Performance Data for Bradford</caption><thead><tr><th>Year</th><th>Performance (%)</th></tr></thead><tbody><tr><td>2016</td><td>80</td></tr><tr><td>2017</td><td>79</td></tr><tr><td>2018</td><td>73</td></tr><tr><td>3/31/2019</td><td>80</td></tr></tbody></table></div>			Year	Performance (%)	2016	80	2017	79	2018	73	3/31/2019	80
Year	Performance (%)												
2016	80												
2017	79												
2018	73												
3/31/2019	80												
Target and timescale:	86%	Actual and timescale:	73% (2017/18 academic year) 80% (31 <sup>st</sup> March 2019)										
Why is performance at the current level?													
This is an improvement from 73% in September 2018.													
This is due to one of our schools securing a good outcome following a period in special measures.													
How can we make sure things get better?													
We are supporting focused interventions in pupil referral units (PRU) judged required improvement or inadequate.													
Introduction of LA school improvement scrutiny committee in challenging PRUs													

Theme / Priority:	Great Start Good Schools																		
Indicator / Measure detail:	Percentage of schools where leadership is judged to be good or better																		
Recent Trends	<div><table><caption>Leadership Performance Data (Bradford)</caption><thead><tr><th>Year</th><th>Percentage of schools where leadership is judged to be good or better</th></tr></thead><tbody><tr><td>2013</td><td>79%</td></tr><tr><td>2014</td><td>72%</td></tr><tr><td>2015</td><td>71%</td></tr><tr><td>2016</td><td>74%</td></tr><tr><td>2017</td><td>77%</td></tr><tr><td>2018</td><td>72%</td></tr><tr><td>3/31/2019</td><td>79%</td></tr></tbody></table></div>			Year	Percentage of schools where leadership is judged to be good or better	2013	79%	2014	72%	2015	71%	2016	74%	2017	77%	2018	72%	3/31/2019	79%
Year	Percentage of schools where leadership is judged to be good or better																		
2013	79%																		
2014	72%																		
2015	71%																		
2016	74%																		
2017	77%																		
2018	72%																		
3/31/2019	79%																		
Target and timescale:	88%	Actual and timescale:	72% (2017/18 academic year) 79% (31 <sup>st</sup> March 2019)																
Why is performance at the current level?																			
<p>This is an improvement from September 2018 when the figure was 72%.</p> <p>The improvement is due to no schools being placed in Special Measures since September 2018 and schools inspected have managed to secure a good outcome for leadership even though the overall effectiveness was Requires Improvement.</p>																			
How can we make sure things get better?																			
<p>Every LA maintained school received a Keeping in Touch (KIT) visit this year with the Council. The new Deputy Director is now meeting with every CEO to share concerns and learn from their best practice.</p> <p>Schools achieving below the national averages or floor standards have received targeted intervention from both the LA and the Opportunity Area through the school to school initiative</p>																			

Theme / Priority:	Great Start Good Schools																																																				
Indicator / Measure detail:	Percentage of unauthorised absences across all phases																																																				
Recent Trends	 <table><caption>Percentage of unauthorised absences (2010-2018)</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; the Humber</th><th>Statistical Neighbours</th><th>England</th></tr></thead><tbody><tr><td>2010</td><td>1.78</td><td>1.28</td><td>1.15</td><td>1.05</td></tr><tr><td>2011</td><td>1.72</td><td>1.32</td><td>1.20</td><td>1.12</td></tr><tr><td>2012</td><td>1.62</td><td>1.10</td><td>1.08</td><td>1.00</td></tr><tr><td>2013</td><td>1.80</td><td>1.32</td><td>1.22</td><td>1.12</td></tr><tr><td>2014</td><td>1.62</td><td>1.32</td><td>1.22</td><td>1.12</td></tr><tr><td>2015</td><td>1.72</td><td>1.32</td><td>1.25</td><td>1.12</td></tr><tr><td>2016</td><td>1.72</td><td>1.40</td><td>1.35</td><td>1.12</td></tr><tr><td>2017</td><td>1.85</td><td>1.60</td><td>1.50</td><td>1.32</td></tr><tr><td>2018</td><td>2.10</td><td>1.70</td><td>1.65</td><td>1.40</td></tr></tbody></table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2010	1.78	1.28	1.15	1.05	2011	1.72	1.32	1.20	1.12	2012	1.62	1.10	1.08	1.00	2013	1.80	1.32	1.22	1.12	2014	1.62	1.32	1.22	1.12	2015	1.72	1.32	1.25	1.12	2016	1.72	1.40	1.35	1.12	2017	1.85	1.60	1.50	1.32	2018	2.10	1.70	1.65	1.40
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																																	
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2016	1.72	1.40	1.35	1.12																																																	
2017	1.85	1.60	1.50	1.32																																																	
2018	2.10	1.70	1.65	1.40																																																	
Target and timescale:	1.5%	Actual and timescale:	2.1% 2017/18 academic year																																																		
Why is performance at the current level?																																																					
<p>Bradford has large number academies, the majority of whom manage their own absence and attendance procedures.</p> <p>The Attendance service within Education Safeguarding is fully traded and 26 schools buy into this service leaving the LA very few opportunities to positively impact. Bradford has a historic demographic of families who take unauthorised leave within term time to avoid high flight costs. Families anecdotally sight that they would rather accept a fine as this is still more financially viable for them.</p>																																																					
How can we make sure things get better?																																																					
<p>Schools to engage communities in respect of improving school attendance and reducing unauthorised absence.</p> <p>The Access Team, who support families who are new to Bradford, continue to resource and support families in understanding the expectations of school attendance within the UK.</p> <p>Improved services and provision for SEN pupils in identifying appropriate provision to reduce the numbers of pupils who are placed within settings who cannot meet their needs.</p> <p>Education Safeguarding is linking to Prevention and Early Help area teams to support frontline staff in addressing school attendance concerns.</p> <p>The Education Safeguarding Team has initiated a termly attendance network meeting which launches in June 2019 to support schools in understanding their responsibilities for attendance and coding</p>																																																					

Theme / Priority:	Better Health Better Lives																																
Indicator / Measure detail:	Number of older people in new care home placements aged 65+ per 100,000																																
Recent Trend	 <table><caption>Approximate data from the line graph</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; Humber</th><th>Statistical Neighbours</th><th>England</th></tr></thead><tbody><tr><td>2014/15</td><td>565</td><td>750</td><td>720</td><td>680</td></tr><tr><td>2015/16</td><td>510</td><td>700</td><td>670</td><td>650</td></tr><tr><td>2016/17</td><td>575</td><td>650</td><td>735</td><td>635</td></tr><tr><td>2017/18</td><td>500</td><td>635</td><td>675</td><td>615</td></tr><tr><td>2018/19</td><td>560</td><td>635</td><td>675</td><td>615</td></tr></tbody></table>			Year	Bradford	Yorkshire & Humber	Statistical Neighbours	England	2014/15	565	750	720	680	2015/16	510	700	670	650	2016/17	575	650	735	635	2017/18	500	635	675	615	2018/19	560	635	675	615
Year	Bradford	Yorkshire & Humber	Statistical Neighbours	England																													
2014/15	565	750	720	680																													
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2016/17	575	650	735	635																													
2017/18	500	635	675	615																													
2018/19	560	635	675	615																													
Target and timescale:	492	Actual and timescale:	556 2018/19																														
<b>Why is performance at the current level?</b>																																	
<p>Data is currently provisional and will not be finalised until later in the year after data has been submitted to the Department of Health and they then confirm the finalised rates. The focus within adult social care is to enable people to be happy and healthy in their own home and ensure independence can be maintained and increased where possible. Care home placements will only be considered where people have particularly complex needs which cannot be met in their community.</p> <p>There have been significant improvements in 2018/19 in how data is reported allowing Adult Social Care to have more confidence in its reported level of performance, on this measure we are now seeing a more accurate level of reported performance than in the previous few years.</p>																																	
<b>How can we make sure things get better?</b>																																	
<p>There is a long term downward trend in the overall number of older people who are living in care home setting funded by the council and the number is currently lower than the challenging targets that have been set. The number of people placed in March 2019 was the lowest for 17 months. A revised target for the number of new placements will be set when statutory reporting has been completed. A revised performance framework has been developed increasing transparency and scrutiny of performance to ensure that performance levels meet the targets set by the department. Information on placement numbers is now discussed at performance focused senior management team meetings and directorate leadership meetings, these meetings will agree relevant corrective actions if performance levels do not meet the agreed targets.</p> <p>2017/18 reported performance was better regional and national averages. Based on this provisional data we expect Bradford to be a good performer when national data is published later in the year.</p>																																	

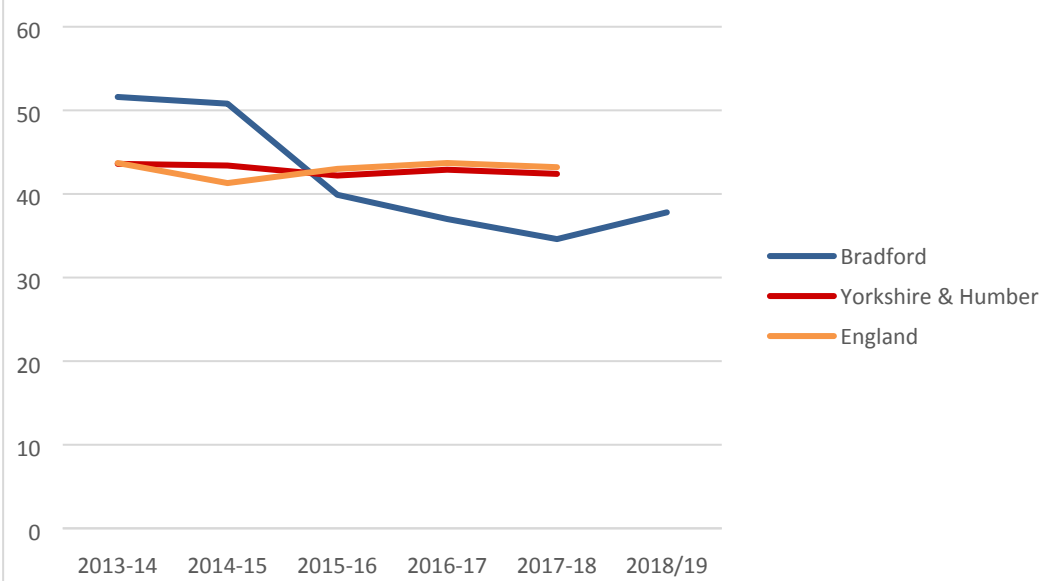
Theme / Priority:	Better Health Better Lives																																																				
Indicator / Measure detail:	Rate of Looked after Children per 10,000 of the CYP population																																																				
Recent Trends	 <table><caption>Estimated data for Looked after Children per 10,000 of the CYP population</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire &amp; the Humber</th><th>Statistical Neighbours</th><th>England</th></tr></thead><tbody><tr><td>2011</td><td>65</td><td>65</td><td>74</td><td>58</td></tr><tr><td>2012</td><td>67</td><td>68</td><td>75</td><td>59</td></tr><tr><td>2013</td><td>64</td><td>66</td><td>78</td><td>60</td></tr><tr><td>2014</td><td>63</td><td>66</td><td>79</td><td>60</td></tr><tr><td>2015</td><td>63</td><td>65</td><td>78</td><td>60</td></tr><tr><td>2016</td><td>60</td><td>63</td><td>79</td><td>60</td></tr><tr><td>2017</td><td>68</td><td>68</td><td>82</td><td>62</td></tr><tr><td>2018</td><td>72</td><td>72</td><td>84</td><td>63</td></tr><tr><td>2019</td><td>82</td><td>-</td><td>-</td><td>-</td></tr></tbody></table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2011	65	65	74	58	2012	67	68	75	59	2013	64	66	78	60	2014	63	66	79	60	2015	63	65	78	60	2016	60	63	79	60	2017	68	68	82	62	2018	72	72	84	63	2019	82	-	-	-
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																																	
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2017	68	68	82	62																																																	
2018	72	72	84	63																																																	
2019	82	-	-	-																																																	
Target and timescale:	70	Actual and timescale:	81.83 March 2019																																																		
Why is performance at the current level?																																																					
<p>Bradford is not exceptional in recording an increase in the looked after child population. Many other local authorities have recorded increases in the looked after child population over the last decade.</p> <p>The looked after child population has risen from a relatively low base and is now close to what might be expected for a local authority of Bradford’s size and characteristics. Some of the recent increase is due to changes in practice following the Inadequate OFSTED inspection received by Bradford Council in Autumn 2018.</p>																																																					
How can we make sure things get better?																																																					
<p>There are a series of measures being put in place to improve children’s social care services as a result of our recent OFSTED inspection. This report recommends a number of new indicators that are also being monitored by the Children’s Social Care Improvement Board, to ensure we are focusing on the right measures corporately for this area. We will continue to monitor Looked After Children numbers as part of our reporting but will shift our focus in the KPIs to measures that tack the effectiveness of the service itself.</p>																																																					

Theme / Priority:	Safe, Clean and Active Communities																																					
Indicator / Measure detail:	Crime rate per 1,000 population (excluding fraud offences)																																					
Recent Trends	 <table><caption>Estimated Crime Rates per 1,000 Population</caption><thead><tr><th>Year</th><th>Bradford</th><th>West Yorkshire</th><th>Most Similar Group (MSG)</th><th>England</th></tr></thead><tbody><tr><td>2013-14</td><td>75</td><td>70</td><td>-</td><td>60</td></tr><tr><td>2014-15</td><td>72</td><td>70</td><td>-</td><td>62</td></tr><tr><td>2015-16</td><td>95</td><td>85</td><td>-</td><td>65</td></tr><tr><td>2016-17</td><td>115</td><td>105</td><td>95</td><td>75</td></tr><tr><td>2017-18</td><td>135</td><td>120</td><td>115</td><td>85</td></tr><tr><td>2018-19</td><td>145</td><td>130</td><td>125</td><td>90</td></tr></tbody></table>			Year	Bradford	West Yorkshire	Most Similar Group (MSG)	England	2013-14	75	70	-	60	2014-15	72	70	-	62	2015-16	95	85	-	65	2016-17	115	105	95	75	2017-18	135	120	115	85	2018-19	145	130	125	90
Year	Bradford	West Yorkshire	Most Similar Group (MSG)	England																																		
2013-14	75	70	-	60																																		
2014-15	72	70	-	62																																		
2015-16	95	85	-	65																																		
2016-17	115	105	95	75																																		
2017-18	135	120	115	85																																		
2018-19	145	130	125	90																																		
Target and timescale :	128.6	Actual and timescale:	142.22 March 2019																																			
Why is performance at the current level?																																						
<p>There were 76,060 crimes recorded in Bradford for the 12 months to Mar 19 – a crime rate of 142.22. The number of recorded crimes has increased by 10% over the last year (against a 12% increase for West Yorkshire). The gap between Bradford and West Yorkshire has been closing slightly over the last 6 months however there is a way to go to reach the West Yorkshire average.</p> <p>The rise in crime is mainly within low level violence against the person offences and improved recording has almost certainly driven this increase. Vehicle crime, theft offences and shoplifting have all fallen. Recent figures for burglary show a reduction of 14% on the previous year.</p> <p>Bradford has the highest crime rate within West Yorkshire and the second highest amongst statistical neighbours.</p>																																						
How can we make sure things get better?																																						
<p>The Community Safety Partnership (CSP) Plan on a Page 2018-20 sets out how we will make Bradford District a safer place to live. The plan has been developed in response to crime, anti-social behaviour, substance misuse and re-offending statistics, and the concerns of local people. The plan will be implemented by the CSP sub-groups through</p>																																						

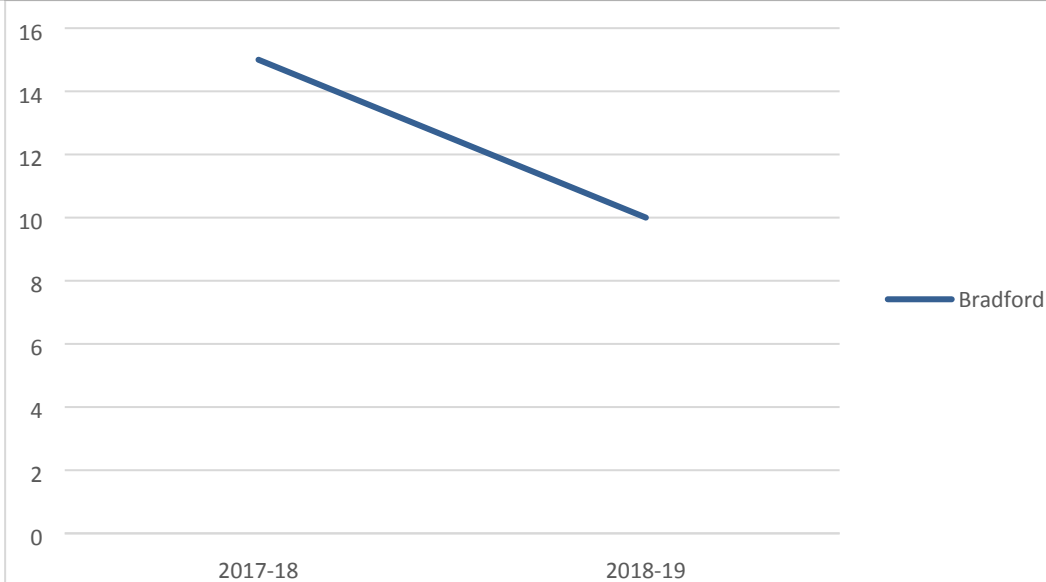
their annual delivery plans. These sub-groups bring together all of the partnership's key delivery agencies including: council, police, fire service, health, probation, Incommunities, housing providers, voluntary and community groups.

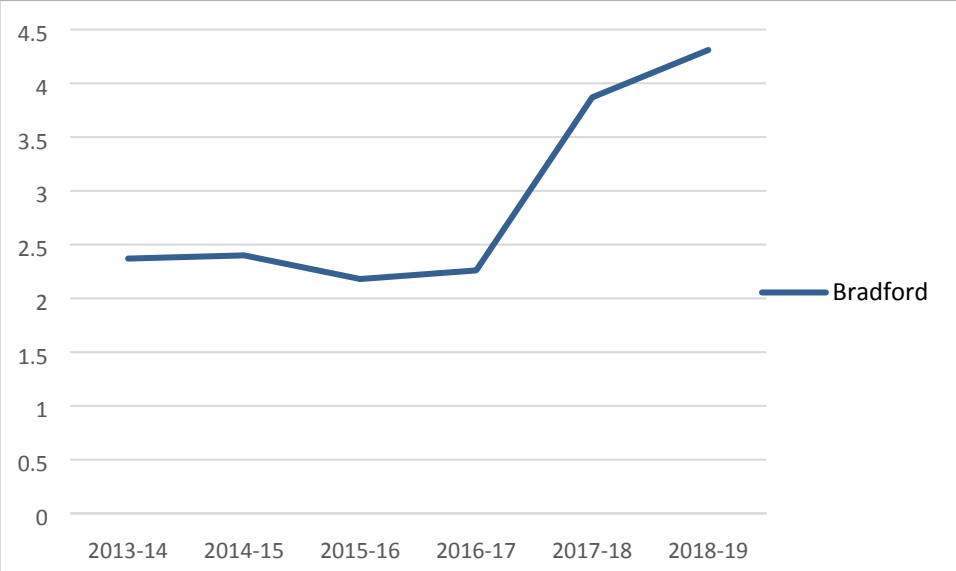
For the coming year our community safety work will focus on;

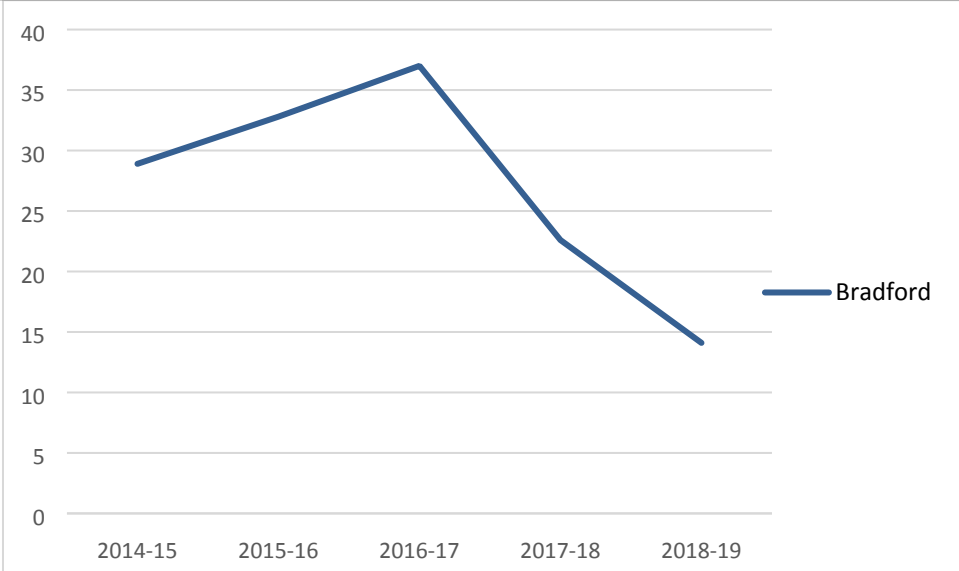
- Improving Public Confidence in Bradford Community Safety Partnership
- Tackling Domestic Abuse and Sexual Violence
- Tackling Crime and Reoffending including dismantling serious organised crime groups and disrupting individuals involved in serious criminality.
- Tackling Anti-Social Behaviour

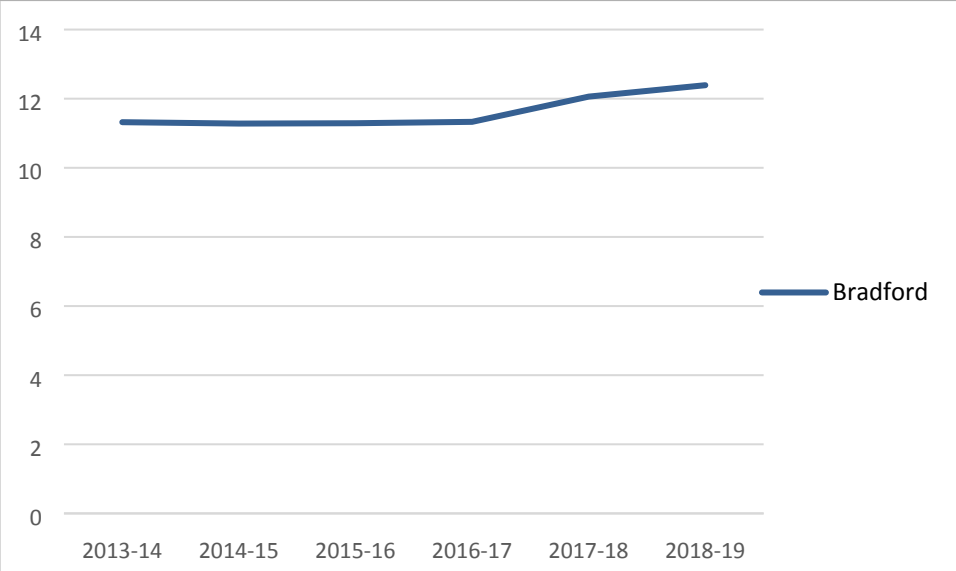
<b>Theme / Priority:</b>	<b>Safe, Clean and Active Communities</b>																														
<b>Indicator / Measure detail:</b>	Improve the % of household waste sent for reuse, recycling, composting or anaerobic digestion																														
<b>Recent Trends</b>	 <table border="1"> <caption>Recent Trends Data (Estimated %)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; Humber</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013-14</td> <td>52</td> <td>44</td> <td>44</td> </tr> <tr> <td>2014-15</td> <td>51</td> <td>43</td> <td>42</td> </tr> <tr> <td>2015-16</td> <td>40</td> <td>43</td> <td>43</td> </tr> <tr> <td>2016-17</td> <td>38</td> <td>43</td> <td>44</td> </tr> <tr> <td>2017-18</td> <td>35</td> <td>43</td> <td>43</td> </tr> <tr> <td>2018/19</td> <td>38</td> <td>43</td> <td>43</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	England	2013-14	52	44	44	2014-15	51	43	42	2015-16	40	43	43	2016-17	38	43	44	2017-18	35	43	43	2018/19	38	43	43
Year	Bradford	Yorkshire & Humber	England																												
2013-14	52	44	44																												
2014-15	51	43	42																												
2015-16	40	43	43																												
2016-17	38	43	44																												
2017-18	35	43	43																												
2018/19	38	43	43																												
<b>Target and timescale :</b>	38%	<b>Actual and timescale:</b>	37.8% 2018/19																												
<b>Why is performance at the current level?</b>																															
<p>April 2019 has seen a marked fall in commodity process for our recyclates. In order to maximise income from the sale of our recyclates we need to continually review our operations at the MRF and the contracts we let for the sales of recyclates. Continued work with residents to improve and increase recycling, and to reduce food waste in to the residual waste stream will be a high priority for the Service over the next 12 months.</p>																															
<b>How can we make sure things get better?</b>																															
<p>Reducing residual tonnages and improving recycling is our main focus and will continue to be so over the next 12 months in order to maximise income from recyclates and reduce disposal expenditure.</p> <p>We will work with residents to make sure the correct materials are being placed in the recycling bin. Recently our recycling Advisors have been working in specific areas, such as Fagley, Ravenscliffe and Sutton which as a direct result of the work has seen contamination levels fall from 40% to 24%, overall recycling rates in Ravenscliffe improved by 9%. Specific clean up days in the Great Horton area saw joined up working between Waste Collections, Wardens, Enforcement and Clean Teams to address certain known 'hot spots' to clean the area, issue Enforcement notices and speak to residents to see how we can help them keep their areas free of waste and fly tipping.</p>																															



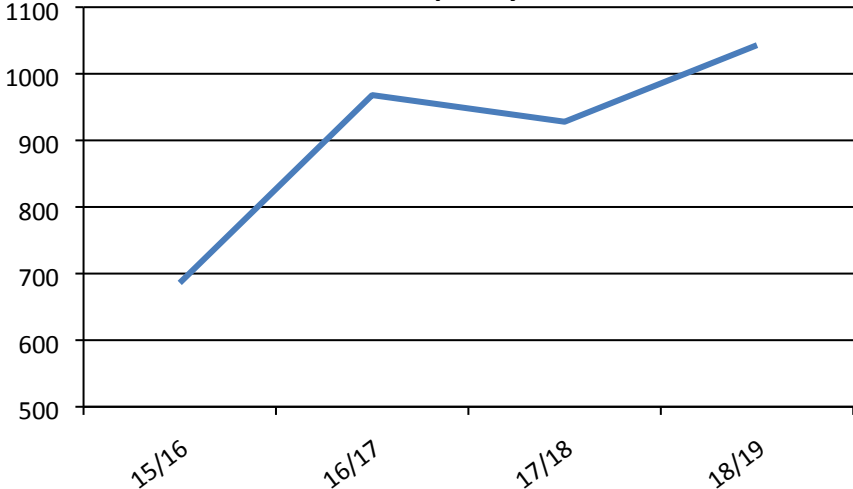
Theme / Priority:	Well Run Council								
Indicator / Measure detail:	Percentage of staff who have received a performance review and have a performance plan in place								
Recent Trends	 <table><caption>Recent Trends Data</caption><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2017-18</td><td>15</td></tr><tr><td>2018-19</td><td>10.2</td></tr></tbody></table>			Year	Percentage	2017-18	15	2018-19	10.2
Year	Percentage								
2017-18	15								
2018-19	10.2								
Target and timescale:	90%	Actual and timescale:	10% 2018/19						
<b>Why is performance at the current level?</b>									
Over the last year, the performance has not improved in this area. However, this is partly due to the roll out the new system and some mixed messages around system use. As a consequence, a performance management task and finish group was established in December to understand the barriers and options to drive increased performance.									
<b>How can we make sure things get better?</b>									
Over the last year, there has been significant activity to roll the new 'evolve' recording system of performance management out across the authority.  From 1 April 2019 we are moving to a consistent annual cycle for performance management to correspond with service plans, which run from April to March, and with the budget cycle. Accordingly managers have been asked to complete their performance management objective setting meetings with their staff, and record them on evolve by the end of June 2019 (as at the end of April 2019 performance has increased to 19.9%).  We are taking performance management seriously - because it makes a difference. It helps the Council perform better, helps managers meet service objectives, and gives staff useful feedback to help them develop and shine.  During January and February 2019 we ran a performance survey, 1,673 staff gave feedback. The great news is that 90% of the managers who answered have a regular discussion about work objectives with their teams. Therefore, we know the primary focus needs to be on translating this into the evolve system. Our focus is on sustained communications, simplification and accessibility of the system and its supporting guidance tools.									

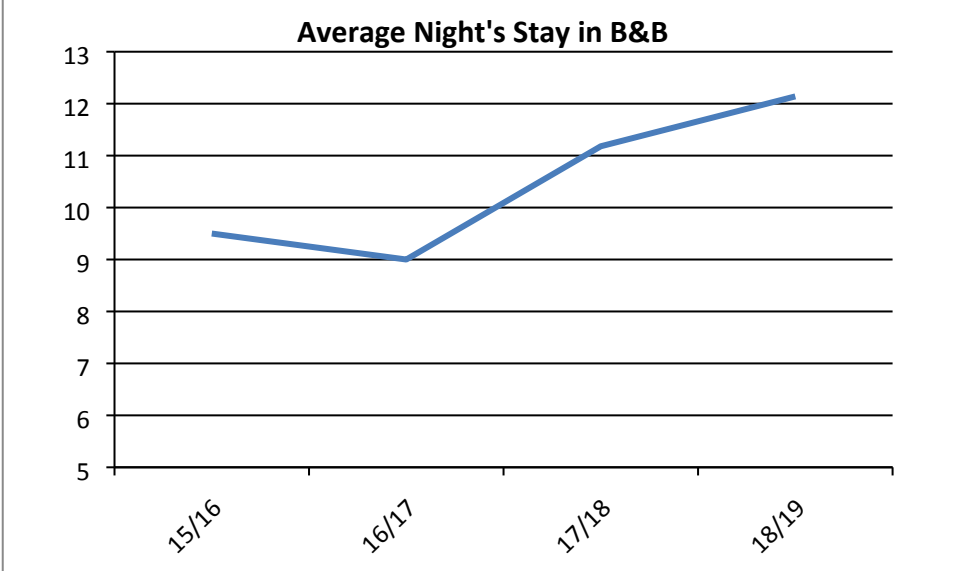
Theme / Priority:	Well Run Council																
Indicator / Measure detail:	Percentage of Employees with a Disability (excludes schools)																
Recent Trends	<div><table><caption>Data for Percentage of Employees with a Disability (Bradford)</caption><thead><tr><th>Financial Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2013-14</td><td>2.4</td></tr><tr><td>2014-15</td><td>2.45</td></tr><tr><td>2015-16</td><td>2.2</td></tr><tr><td>2016-17</td><td>2.3</td></tr><tr><td>2017-18</td><td>3.9</td></tr><tr><td>2018-19</td><td>4.3</td></tr></tbody></table></div>			Financial Year	Percentage	2013-14	2.4	2014-15	2.45	2015-16	2.2	2016-17	2.3	2017-18	3.9	2018-19	4.3
Financial Year	Percentage																
2013-14	2.4																
2014-15	2.45																
2015-16	2.2																
2016-17	2.3																
2017-18	3.9																
2018-19	4.3																
Target and timescale:	5.4%	Actual and timescale:	4.31% Q4 2018/19														
Why is performance at the current level?																	
Whilst this has not improved to the level of the target, there has been an increase of 0.44 percentage points in the last twelve months moving us closer to our target level.																	
How can we make sure things get better?																	
We are working as part of our equalities and employment approach to ensure that all potential employees are able to access our jobs and made welcome at the Council, regardless of their background. Our plans for 2019/20 include developing and enhanced inclusive recruitment and selection approach providing an excellent candidate and service experience and onboarding.																	

Theme / Priority:	Well Run Council														
Indicator / Measure detail:	Achievement of Council wide budget savings - Total (Quarterly)														
Recent Trends	 <table><caption>Bradford Budget Savings Achievement (Estimated)</caption><thead><tr><th>Financial Year</th><th>Savings (£m)</th></tr></thead><tbody><tr><td>2014-15</td><td>29</td></tr><tr><td>2015-16</td><td>33</td></tr><tr><td>2016-17</td><td>37</td></tr><tr><td>2017-18</td><td>23</td></tr><tr><td>2018-19</td><td>14</td></tr></tbody></table>			Financial Year	Savings (£m)	2014-15	29	2015-16	33	2016-17	37	2017-18	23	2018-19	14
Financial Year	Savings (£m)														
2014-15	29														
2015-16	33														
2016-17	37														
2017-18	23														
2018-19	14														
Target and timescale:	£27.4m	Actual and timescale:	£13.9m Q4 2018/19												
<b>Why is performance at the current level?</b>															
<p>In tracking progress made against each individual saving proposal, £13.9m (51%) of the £27.4m was delivered, leaving £13.5m undelivered.</p> <p>Of the underachieved savings, £6.6m was in Health &amp; Wellbeing, and £1.7m was in the Dept of Place. The budget for 2019-20 has addressed the key structural overspends that were expected to recur in 2019-20. (£6m Health and Wellbeing, £4.6m in children’s services, £1.9 waste services and £1m street lighting.)</p> <p>The other main underachieved saving related to Travel Assistance (£4.8m). This was offset by corporate contingencies in 2018-19 whilst a review of deliverability was undertaken. The review has recently completed, and found that £2.5m is deliverable by 2021-22. Corporate contingencies will continue to offset underachievement in 2019-20, and the remaining outstanding saving will be addressed as part of the 2020-21 budget planning process.</p>															
<b>How can we make sure things get better?</b>															
<p>We are working on a cross council approach to identify a range of new savings in order to ensure that the Council budget is on a robust footing in future years and will use the Medium Term Financial Strategy as a basis for the budget planning process.</p>															

Theme / Priority:	Well Run Council																
Indicator / Measure detail:	Average number of sick days lost per employee																
Recent Trends	 <table><caption>Sick days lost per employee (Bradford)</caption><tr><th>Financial Year</th><th>Average Sick Days Lost</th></tr><tr><td>2013-14</td><td>11.5</td></tr><tr><td>2014-15</td><td>11.5</td></tr><tr><td>2015-16</td><td>11.5</td></tr><tr><td>2016-17</td><td>11.5</td></tr><tr><td>2017-18</td><td>12.2</td></tr><tr><td>2018-19</td><td>12.5</td></tr></table>			Financial Year	Average Sick Days Lost	2013-14	11.5	2014-15	11.5	2015-16	11.5	2016-17	11.5	2017-18	12.2	2018-19	12.5
Financial Year	Average Sick Days Lost																
2013-14	11.5																
2014-15	11.5																
2015-16	11.5																
2016-17	11.5																
2017-18	12.2																
2018-19	12.5																
Target and timescale:	9.76	Actual and timescale:	12.39 2018/19														
Why is performance at the current level?																	
Despite some interventions, sickness levels remain broadly unchanged over the last 12 months.																	
How can we make sure things get better?																	
A focus on management and leadership grip – ensuring that our managers have the skills and support to manage absence. We are taking steps to further promote wellbeing, expand our employee health and wellbeing offer and encourage a work focussed approach to manage sick absence.																	
We have launched the Council ‘Coaching Academy’, have 5 ‘Best Solutions’ training workshops scheduled between May and October 2019 to equip managers with the skills they need to manage their staff. We are scoping and designing the requirements for our HR Advisory arrangements from March 2020.																	

## 5. Detailed Reporting – Proxy Performance Indicators where data is unavailable

<b>Theme / Priority:</b>	Decent homes that people can afford to live in												
<b>Indicator / Measure detail:</b>	The number of households in temporary accommodation per annum.												
<b>Proxy Measure for:</b>	Reduce the levels of statutory homelessness												
<b>Recent Trends</b>	<div><p><b>No of Households in Temporary Accommodation</b></p><table><thead><tr><th>Financial Year</th><th>No of Households in Temporary Accommodation</th></tr></thead><tbody><tr><td>15/16</td><td>700</td></tr><tr><td>16/17</td><td>980</td></tr><tr><td>17/18</td><td>940</td></tr><tr><td>18/19</td><td>1050</td></tr></tbody></table></div>			Financial Year	No of Households in Temporary Accommodation	15/16	700	16/17	980	17/18	940	18/19	1050
Financial Year	No of Households in Temporary Accommodation												
15/16	700												
16/17	980												
17/18	940												
18/19	1050												
<b>Actual and timescale:</b>	1,043	2018/19											
<b>Why is performance at the current level?</b>	<p>Whilst factors such as Universal Credit and Welfare Reform were at play, the Homelessness Reduction Act also played a major role in increasing the use of Temporary Accommodation. This has been the experience of LA's nationally. Bradford also has some issues with clients who are difficult to place in more permanent accommodation due to rent arrears or anti-social behaviour but in late 18/19 funding was received from the MHCLG to focus specifically on such clients in the hope of securing long(er) term private rented accommodation.</p>												

Theme / Priority:	Decent homes that people can afford to live in												
Indicator / Measure detail:	The average night's stay in Bed & Breakfast accommodation.												
Proxy Measure for:	Reduce the levels of statutory homelessness												
Recent Trends	<div><p>Average Night's Stay in B&amp;B</p><table><thead><tr><th>Year</th><th>Average Night's Stay</th></tr></thead><tbody><tr><td>15/16</td><td>9.6</td></tr><tr><td>16/17</td><td>9.1</td></tr><tr><td>17/18</td><td>11.2</td></tr><tr><td>18/19</td><td>12.2</td></tr></tbody></table></div>			Year	Average Night's Stay	15/16	9.6	16/17	9.1	17/18	11.2	18/19	12.2
Year	Average Night's Stay												
15/16	9.6												
16/17	9.1												
17/18	11.2												
18/19	12.2												
Actual and timescale:	12.14	2018/19											
Why is performance at the current level?													
During 2018/19 there were 9,403 nights of Bed & Breakfast used – a significant increase from 2017/18 (6,710 nights). Whilst factors such as Universal Credit and Welfare Reform were at play, the Homelessness Reduction Act also played a major role in increasing the use of Temporary Accommodation. This has been the experience of LA's nationally. Average stay in B&B also went up from 11 nights in 17/18 to just over 12 nights but operational changes during the year means it is now on a downward trend with the month of March 2019 showing just under 6 nights.													