

Report of the Chief Executive to the meeting of the Executive to be held on 9th November 2020.

CK

Subject:

Mid-Year Performance Report

Summary statement:

This report provides Executive Members with a summary of the Council's overall achievements in the first six months of the 2020/21 municipal year. Alongside this an overview of performance against the Council's KPIs for the first 6 months of 2020/2021. This overview focused on measures where there has been new, comparable data since the update provided at July's Executive Committee.

This report was originally tabled as part of the Q2 finance performance report and has not been included on the published forward plan. Given the length of detail of activity as a result of the response to COVID-19, we have decided to include this as a separate report. As it is impractical to defer the decision until it has been included in the published Forward Plan the report is submitted in accordance with paragraph 10 of the Executive Procedure Rules set out in the Council's Constitution.

Kersten England
Chief Executive

Phil Witcherley
Head of Policy and Performance

Laura Copley
Senior Intelligence Officer

Portfolio:

Leader of the Council and Corporate

**Overview & Scrutiny Area:
Corporate**

1. Summary

- 1.1. The first six months of this municipal year have been unprecedented. In response to the challenges presented by COVID-19, the Council has had to rapidly reassess its priorities and refocus its resources.
- 1.2. We have worked with partners to help limit the spread of COVID-19 and support individuals and businesses who are dealing with the direct and indirect impact of the pandemic. This has included working with our communities, our business community, our schools, the voluntary sector and the public sector.
- 1.3. Councillors and Council employees have worked extremely hard through both the period of the lockdown and through subsequent further restrictions on the District introduced in the summer.
- 1.4. Our efforts have been singled out by England's Chief Medical Officer Professor Chris Whitty who said that Bradford has shown "superb leadership" and if they had not done so, "we would be in a substantially worse place".

2. Achievements in the first half of the municipal year

- 2.1. A summary of our key successes against our Council Plan priority areas are included below. An update of performance against KPIs is summarised in Appendix A.

Good Skills, Better Jobs and a Growing Economy

- 2.2. We have supported 11,055 different businesses across the district to obtain over £126 million in support through the Small Business Grant fund. We have also supported 628 businesses to have access to the discretionary grant.
- 2.3. Our highways teams have been supporting high streets across the District to continue to be open for business whilst complying with social distancing regulations. This work has taken place in 77 separate locations across the district, in Bradford City and suburban centres, Keighley, Ilkley, Bingley, Shipley and other towns and villages across the district. This has included footpath widening, parking restrictions and social distancing measures for queueing outside retail establishments.
- 2.4. We have continued to work with partners to create and promote the Towns Fund in Keighley and Shipley, including matching the Government's initial investment in each location.
- 2.5. Bradford Council have recognised the importance of skills as a key driver for economic recovery and has committed investment of over £3 million to support this over the next 3 years. SkillsHouse is being further developed as the partnership model and platform to deliver an improved skills offer to residents and employers. Key partners include the University,

InCommunities, all FE colleges, a range of VCS organisations and business partners. These partners are working closely together to provide an integrated local partnership offer. This offer will include access to training, advice and support to access jobs, and for business a one stop shop for recruitment and skills development.

- 2.6. SkillsHouse has also supported the COVID-19 response meeting employer needs in critical sectors. This supported 130 people to undertake sector specific and/or secure employment in the Care sector. It also led the engagement and recruitment for Track and Trace – with over 40 people securing jobs as Contact Tracers, and supported over 500 newly engaged residents with general employability skills, information, advice and guidance.
- 2.7. This approach will maximise the ability to attract external funding into the district. Already SkillsHouse has coordinated a district bid to central government to coordinate Kickstart placements on behalf of SMEs and the other partners. Over 150 businesses have signed up who will between them provide hundreds of placements for young people. SkillsHouse will also link other large businesses who will have Kickstart placements in their own right to unemployed young people and offer them a comprehensive training support.
- 2.8. In addition, we have also been supporting skills in the culture sector. Filmmakers for 25 is a creative mentoring network for the Yorkshire screen sector, comprising 25 mentees from the Bradford area - all with screen sector experience. These 25 highly skilled industry mentors are predominantly Yorkshire based but can be working anywhere.
- 2.9. Over the last six months, the Council has created and delivered a new grants programme for Culture “#Response” that provided over £45,000 in funds for 55 cultural organisations. We have also created the Cultural Recovery Board made up of cultural sector, business, hospitality & tourism to look at a district wide funded cultural winter programme of events.
- 2.10. The Council supported local businesses and charities who supply goods and services to the authority through our procurement terms. This includes payments to contracted suppliers to ensure continuity during the COVID-19 outbreak. It also ensured that all suppliers were set to immediate payment terms and average invoice processing time over the last six months was 8 days from receipt of a valid invoice.
- 2.11. Given these efforts, the Council won a Locality Award and finalist for a Go Procurement Award in the Social Value category based on the use of Light Touch, flexible procurement and market engagement to ensure accessibility of process to (local) suppliers of all sizes.
- 2.12. In October, Tech Week was launched to bring the idea of tech as a career to the minds of school and college students across the district and challenge them to think about how tech impacts on almost every business type, even those you don't think of as requiring tech skills in this developing and diverse sector, from simple data inputting, through to development of the latest Artificial Intelligence and everything in between.

- 2.13. The Council has worked with partners to launch a new COVID-19 economic recovery board, chaired by Zahir Irani from the University of Bradford which brings together senior leaders from a range of sectors to support the recovery.
- 2.14. This work will focus on the following areas (1) Skilled employees and employment in new and growing sectors: Ensuring opportunity for all through a unified employment and skills offer, meeting employer needs. (2) A Green Economy: Enable the transition to a sustainable, resilient and connected economy for a zero-carbon future through infrastructure investment and behaviour change. (3) Business Start-ups & Entrepreneurship: Support the growth of innovative and high performing businesses, creating good jobs and building on our business and sector strengths. (4) Culture & Place: Use our diverse cultural assets and places to drive growth by attracting visitors, businesses and skilled workers.

Decent Homes

- 2.15. We have successfully accommodated 207 rough sleepers during the pandemic in temporary accommodation through the Government's "Everyone In" scheme. 98 of these were successfully moved on to settled accommodation despite the constraints of the lockdown measures. The corporate travel contract has been utilised during lockdown, using our procurement contract to support people fleeing domestic violence and those who are homeless.
- 2.16. During the lockdown period, Housing Operations provided an emergency response to high risk housing issues and managed other housing standards issues through the now well established triage arrangements. Whilst still responding to emergency situations, landlords were given longer to rectify issues wherever possible. This approach is in line with the Government's guidance on enforcement during the COVID pandemic.
- 2.17. The service also introduced innovative digital approaches such as carrying out virtual inspections using smart phones to enable us to inspect properties that landlords were offering to the Private Sector Letting Service (PSLS) during lockdown. This has been very successful and has meant that much needed properties continued to become available for the Housing Options team during this difficult period.

Good Start, Great Schools

- 2.18. During lockdown, the Council supported our schools to continue to operate and support vulnerable and key worker children (including continuing to provide school meals). After the national lockdown, we supported and continue to support all of our schools to remain open.
- 2.19. In April 2020, all children who applied by the national deadline were offered a primary or secondary school place on National Offer Day.
- 2.20. The current overall Bradford School Attendance position for 2020/21 across the Primary, Secondary and Special school sector is 92.4%.

2.21. Special educational needs and disability (SEND) compliance rates refer to the statutory Education Health and Care Plan (EHCP). Since March 2020 our compliance rates have been increasing (year to date) and as of October 2020, we are at 46.8% compliant. In January 2020 we were 17.8% compliant. The national average for 2019 was 60.4% - we have a way to go but this is now becoming more achievable in the next period. This is a significant improvement, particularly during the current COVID-19 pandemic.

Better Health Better Lives

2.22. The focus of our work in this area has been on promoting the public health of the District by responding to COVID. This has included:

- Developing our approach to testing. We had a drive through testing site at the University of Bradford. The Council also set up a testing site at Marley Field in Keighley to ensure key workers can access testing. We have since secured a walk in testing site for Centenary Square, a winter inside testing site in Keighley and 1,500 home testing kits per week which are delivered in areas of highest incidence of COVID 19 infections.
- We have produced information for the public – household plan, information for people living in multiple generational households and houses of multiple occupations and a suite of information for families. We have also produced briefings for Council staff and partners to understand the pandemic – the infection, its course, who is being impacted most, the impact on inequalities and impact on BAME communities as well as infection prevention and control measures.
- We have supported care homes, social care, schools, the university and local businesses to understand how they can reduce the risk of transmission. We have also supported partners when they have experienced cases, clusters and outbreaks.

Adult Social Care

2.23. From the start of the lockdown, the Adult Care Services Access Team have made a total of 48,104 outbound calls to people on the Government's Extremely Vulnerable List who were asked to Shield.

2.24. Our social work teams have made contact with all people (their families, carers and/ or advocates) who are receiving Social Care Support, to provide them with COVID-19 safety guidance and ensure their support needs were being met during the lockdown and the dialogue has continued since then. The discussions have centred around their wellbeing including understanding the impact of the trauma of the pandemic.

2.25. New processes and procedures were put in place to support all independent sector care providers across the Bradford District, to ensure they had access to support and guidance to deal with COVID-19. This included support across both statutory services and non-statutory services to over 500 providers we commission services from.

2.26. To help support the continued operation of services, our corporate agency was used to bring in 218 care staff when our own staff were self-isolating. This meant that our residential homes were not understaffed as we were able to source people with the relevant skills and experience.

2.27. The local authority care homes have, and are continuing to provide this service for people who have had COVID-19 and are still infectious, discharged from hospital or are recovering from COVID-19. The service has developed HOT suites (suites to treat COVID infected patients) within all the care homes, including the specialist dementia service units – these suites have made a significant impact on our efforts on preventing hospital admissions.

2.28. The department has also extended operating times on services and assessment for community equipment and occupational therapy which has helped to meet additional demand while ensuring that people remain safe and well at home.

Children's social care

2.29. Despite the COVID-19 pandemic, which has put the Council on an emergency footing, we have continued to work through our children's improvement plan to address the issues that Ofsted has highlighted. A huge amount has been done by both our Council teams and our partners to implement new and more flexible ways of working to ensure vulnerable children are kept safe during the coronavirus lockdown.

2.30. In response to the reduction in the number of referrals to children's social care in the early months of lockdown, a partnership approach has been developed. This identifies children with additional vulnerabilities and ensures that risk is being appropriately managed by the lead agency or that they receive appropriate early help support or are stepped up to statutory social work services. To help ensure children remain safe, we have also created a COVID--19 Team to visit children and families in their homes where an infection is known or suspected to have occurred.

Safe, Clean and Active Communities

2.31. We have worked across the District to support our communities through the lockdown and the pandemic more broadly. For example, Police and Council partnership engagement teams have supported faith communities to meet requirements under the COVID-19 legislation during religious celebrations such as Easter, Vaisakhi and Ramadan/Eid-ul-Fitr. Our religious communities have responded well. The District's public health has been supported through this cooperation including places of worship remaining closed during lockdown and religious celebrations being observed in ways that comply with social distancing.

2.32. Council officers have supported the Council for Mosques to manage funerals at Scholemoor cemetery since Mosques have been no longer able to conduct services. This has led to positive partnership work involving police colleagues to help manage numbers at funerals and sensitively deal with resulting issues.

- 2.33. We have also worked to support communities by delivering an innovative approach where possible. For example, we have written to all households in the district about creating a household plan to manage the impact of the COVID restrictions. We have also invested in i-vans to help communicate to communities about the risks around COVID-19.
- 2.34. A food distribution centre was established at the request of Government to meet the immediate needs of the shielding cohort. The food offer has provided 14,000 food parcels, 9,763 days of food support from food banks and 1,417 shopping events to residents in need. The provision of this support was developed as a partnership between business, InCommunities, voluntary sector and volunteers working with Council officers from a range of departments and services.
- 2.35. If the food days provided are totalled between the food banks and the food hub this equates to approximately 179,000 days of food provided for Bradford residents over the 10-week period of the initial lockdown. This is in addition to the responses in neighbourhoods and communities.
- 2.36. The Council's waste teams continued to ensure that the services continued to run despite a large increase in the volume of household waste that was experienced through the lockdown.
- 2.37. Sport and Culture services provided an enhanced digital offer including, visitor information. Digital versions of exhibitions were hosted on Visit Bradford's website and the team contributed stories and images to South Asian Heritage Month. The learning team posted a weekly children's family activity called inspire me too and provided dance and fitness on line classes for hundreds of customers. The Council also produced guides for over 50,000 households and developed a website with playful activities that has received 7,242 page views with 82% returning visitors.
- 2.38. The library service have responded to the lockdown by developing and delivering an enhanced digital offer including weekly online rhyme times and story times for families, author readings, craft activities etc. The Summer Reading Challenge was delivered in both digital and hard copy formats, and book gifting programmes also continued in settings wherever possible. There was a significant increase in the take up of e-resources for reading and study, rising from 27,727 pre-lockdown to 73,202 at its peak in June (a 60% increase).

Well Run Council

- 2.39. Since the beginning of the COVID-19 pandemic, we have worked to ensure that the Council has continued to support the local community, residents and businesses.
- 2.40. The Council has rolled out new IT and other equipment to ensure that colleagues can work from home if they can. This has entailed deployment of hundreds of new devices, replacing thin client devices and rolling out of smart phones. In addition, virtual meeting technology has been rolled out and innovative solutions needed to be found to address some of the legacy IT

issues. These changes have been vital not only in enabling operational activity but allowed staff to collaborate with colleagues and support each other. We have also used our corporate contract for furniture to enable staff to receive specialist chairs and desks aiding anyone who is usually office based to work from home comfortably.

- 2.41. We have worked with Bradford Institute for Health Research to create a COVID Scientific Advisory Group. This was a unique approach and helped ensure that our local response to COVID-19 was informed by the best available local evidence.
- 2.42. The Council's Procurement Services sourced PPE for a large group of councils in Yorkshire and for the local NHS, child care providers, adult social care providers and undertakers; the quantities involved meant shortages of PPE items in the district were minimised.
- 2.43. In the first few weeks of the pandemic we were able to place orders with a Bradford company who because of our need had repurposed their manufacturing unit from making waste bags to aprons. We publicised this to other businesses in the district and further afield who were having great difficulties in sourcing waste bags and aprons.
- 2.44. We have also continued to work to meet our social value targets for procurement from local organisations. For example, a larger multi trade construction framework agreement was procured in May this year with 69 contractors awarded a place on the framework. Of these 29 were Bradford based organisations and a further 23 came from the Leeds City Region. The framework will enable the Council to efficiently organise works packages needed for the on-going maintenance and repair of its corporate estate, and the construction of new buildings.
- 2.45. We have awarded a new £29M contract to upgrade the District's Street Lighting which will result in significant savings for the Council over 50 years. The contract also includes £4M of social value under the recognised terminology. This includes a commitment that 30% of the workforce will be local people
- 2.46. The last six months have been very active for teams responsible for council tax revenues and benefits. Alongside business as usual work, the teams have had to administer reliefs across a number of areas to support households and businesses. This includes:
- The payment of £126m to over 11,000 local business to help them through the first few months of the pandemic. In addition, the award of over £50m in business rates relief to local business.
 - Maintaining the prompt payment of housing benefits, despite an unprecedented increase in cases of over 10%.
 - Award of nearly £5m in Council Tax relief to those on a low income, which meant that no one on a low income had to pay any Council Tax for the first 3 months of this year.
- 2.47. The Bradford District Credit Union (BDCU) COVID Loan and Save Account has been launched, which is aimed at reducing the risk of those residents experiencing 'financial shock' from going into debt or turning to loan

sharks to plug the gap COVID-19 has had on their finances.

- 2.48. With £30k initial funding from Bradford Council, those securing an account receive a £50 grant along with a £450 interest-free loan. The £50 grant kicks off the 'savings' side of the account. The loan only becomes repayable, via manageable monthly instalments, once the account holder is either back in work or receiving welfare benefits. Part of the monthly instalment goes into the savings. Featured on Radio 4's You and Yours, one account holder expressed how getting the loan had also supported her mental health whilst reducing the financial hardship her family had been experiencing due to COVID-19.
- 2.49. Since the start of the COVID-19 pandemic we have registered 3,184 deaths in comparison to 2,494 in the same period last year; all of these have been handled in a sensitive way over the telephone, which had greatly reduced the pressure on families at this difficult time. In addition, since 24th June following 3 months of lockdown the registrars have registered over 2,800 births.
- 2.50. Marriage ceremonies and civil partnership formations recommenced on 10th July and to date we have done 113 ceremonies and 11 formations. We have also taken 505 notices of marriage/civil partnerships for future ceremonies/formations. We have also held virtual or individual ceremonies for 120 new citizens since the beginning of September.
- 2.51. Legal Services have provided rapid advice and guidance on the Government regulations introduced as a consequence of the COVID-19 pandemic. The Regulations are often published with no notice, requiring instant analysis and advice. The team has worked closely with Environmental Health and Public Health on enforcement of COVID 19 restrictions, providing practical advice often on an urgent basis.
- 2.52. We have reviewed aspects of the bereavement process in collaboration with the Council's partners to ensure bereaved families continued to receive the compassionate timely service they deserve. This involved having to adapt services to ensure they complied with new social distancing and other restrictions brought in by Government to try and reduce the spread of infection, whilst maintaining sufficient capacity in the system. Work included:
- the daily monitoring of infection and deaths in the District,
 - the setting up of a temporary body storage facility at the former Richard Dunn Sports Centre, which thankfully has not been needed,
 - and adapting the procedures in the Register Office to allow deaths to be registered by telephone and streamlining processes with partners to alleviate unnecessary delays.
- 2.53. Since the beginning of the COVID-19 restrictions, 57 meetings have been delivered remotely. This number does not include briefing sessions for Members, presentations and training events which would add considerably to the number.

3. Key Performance Indicators

3.1. We are currently consulting on our new Council Plan and the key performance indicators that we will use to track our performance.

3.2. As agreed at Executive in September, we will continue to track our performance against the previous plan's performance indicators. Performance on those where we have new data since July (and where relevant, comparable data with other places) is outlined in Table One below.

Table One: Performance on KPIs

Indicator	Current Performance	Time Period	Direction of Travel since July Executive Report
01) Better skills, more good jobs and a growing economy			
The total number of visits to museums & libraries	9,429	April – August 2020	Red
The total number of physical visits to markets	285,449	April – August 2020	Red
The number of people in work in Bradford District	223,400	12 mths to Mar 20	Green
2) Decent homes that people can afford to live in			
The number of homes improved through council interventions	99	20/21 Q1	Red
03) Great Start Good Schools			
% of primary schools judged good or outstanding	82%	Mar-20	Green
% of secondary schools judged to be good or outstanding	63%	Mar-20	Green
04) Better health, Better lives			
% of cases on Child Protection Plans for two years	2 %	Sep-20	Green
05) Safe, Clean and Active Communities			
Crime Rate per 1,000 people	129.5	19/20	Green
06) Well Run Council			
Percentage of Employees with a Disability (excluding schools)	4.38%	Q1 20/21	Green
Average number of sick days lost per employee (excluding schools)	2.39	Q1 20/21	Green Compared to Q1, 2019/20
% of top 5% employees who are female	48.2%	H1 2020/21	Green
% of employees from LGBTQ backgrounds	0.6%	H2 2020/21	No change
% of employees from BAME backgrounds	27.8% Provisional	Q2 2020/21	Green

Indicator	Current Performance	Time Period	Direction of Travel since July Executive Report
% of top 5% employees by income who are from BAME backgrounds	18.4%	H1 2020/21	Red

3.3. A full update of our progress against all indicators, including what has gone well and where there are challenges is included in appendix A.

4.0 RISK MANAGEMENT

4.1 This report is an update on the Council's Performance. As such, it does not identify any new risks.

5.0 LEGAL APPRAISAL

5.1 This report is an update on the Council's Performance. There are no legal issues raised in this report.

6.0 EQUALITY & DIVERSITY

6.1 This report is an update on the Council's Performance. There are no equality and diversity impacts. However, the report does provide an outline of our performance on a number of indicators relating to diversity.

7.0 SUSTAINABILITY IMPLICATIONS

None

8.0 GREENHOUSE GAS EMISSIONS IMPACTS

None

9.0 COMMUNITY SAFETY IMPLICATIONS

None

10.0 HUMAN RIGHTS ACT

None

11.0 TRADE UNION

None

12.0 WARD IMPLICATIONS

None

13.0 IMPLICATIONS FOR CORPORATE PARENTING

None

14.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

15.0 NOT FOR PUBLICATION DOCUMENTS

None

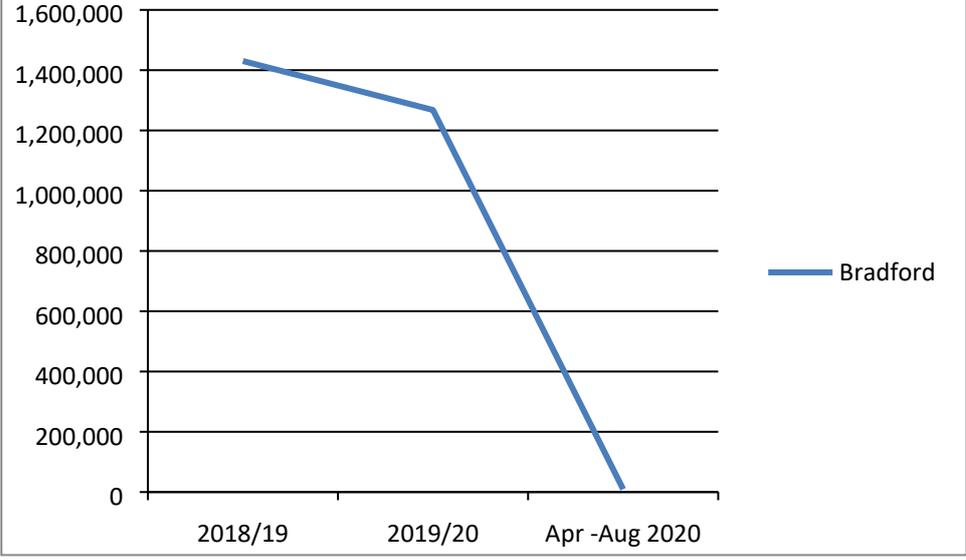
16.0 RECOMMENDATIONS

That the Executive note the contents of this report.

17.0 APPENDICES

Appendix 1 Detailed Performance Indicator Reporting

APPENDIX 1: DETAILED PERFORMANCE INFORMATION AND REPORTING

Theme / Priority:	Better skills, more good jobs and a growing economy										
Indicator / Measure detail:	The total number of visits to museums & libraries										
Recent Trends:	 <table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Period</th> <th>Visits (Bradford)</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>~1,450,000</td> </tr> <tr> <td>2019/20</td> <td>~1,280,000</td> </tr> <tr> <td>Apr-Aug 2020</td> <td>9,429</td> </tr> </tbody> </table>			Period	Visits (Bradford)	2018/19	~1,450,000	2019/20	~1,280,000	Apr-Aug 2020	9,429
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Latest value:	9,429	Period:	April – August 2020								
What is going well?											
We have reopened libraries where it is safe to do so and are supporting alternative models of delivery as outlined in section 2 of this report.											
What are the challenges?											
In common with other services across the country, library visitor and loan figures are significantly reduced, at between 10%-20% of pre-pandemic levels, although gradually increasing. This reflects the more limited opening hours and services currently on offer, as well as customer caution. Some Community Libraries are struggling to reopen services due to limited volunteer capacity and / or delays in host buildings opening.											

Theme / Priority:	Better skills, more good jobs and a growing economy																				
Indicator / Measure detail:	The total number of physical visits to markets																				
Recent Trends:	<table border="1"> <caption>Data for Recent Trends Graph</caption> <thead> <tr> <th>Year</th> <th>Visits</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>6,800,000</td> </tr> <tr> <td>2014/15</td> <td>5,800,000</td> </tr> <tr> <td>2015/16</td> <td>5,800,000</td> </tr> <tr> <td>2016/17</td> <td>5,500,000</td> </tr> <tr> <td>2017/18</td> <td>5,200,000</td> </tr> <tr> <td>2018/19</td> <td>5,100,000</td> </tr> <tr> <td>2019/20</td> <td>4,300,000</td> </tr> <tr> <td>Apr-Aug 2020</td> <td>285,449</td> </tr> </tbody> </table>			Year	Visits	2013/14	6,800,000	2014/15	5,800,000	2015/16	5,800,000	2016/17	5,500,000	2017/18	5,200,000	2018/19	5,100,000	2019/20	4,300,000	Apr-Aug 2020	285,449
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What is going well?																					
<p>Prior to the government 'lock-down' decision on 24th March 2020, the Council decided to close its retail markets to all but non-essential business from Monday 23rd March on the grounds of health and safety to both the general public and stallholders. Rents and service charge payments were cancelled from this date and to encourage traders in the Oastler and Keighley Market to remain open for essential fresh food sales it was agreed to suspend their rent payments.</p> <p>The UK's first online training course for market traders is being developed in conjunction with Bradford College and will be launched in the new year. Both training and development opportunities will provide existing and new traders with the necessary skills for market businesses to be more sustainable going forward and to ensure they meet the trading criteria should they wish to apply to trade in the new Darley Street Market.</p>																					
What are the challenges?																					
<p>Market traders were provided with additional financial support during the re-opening phase as markets, as well as the rest of the retail sector, were seeing a slow recovery and footfall across most markets were typically down by up to 40% as customers were and are reluctant to return to 'brick and mortar' shopping with more customers choosing to make online purchases.</p>																					

Theme / Priority:	Better skills, more good jobs and a growing economy																																										
Indicator / Measure detail:	The number of people in work in Bradford District																																										
Recent Trends:	Employment rate - aged 16-64 (12 months to March 2020) <table border="1"> <caption>Employment rate - aged 16-64 (12 months to March 2020)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>66.0</td> <td>70.0</td> <td>68.0</td> <td>72.0</td> </tr> <tr> <td>2015</td> <td>64.5</td> <td>71.5</td> <td>69.0</td> <td>73.5</td> </tr> <tr> <td>2016</td> <td>66.5</td> <td>72.5</td> <td>70.0</td> <td>74.5</td> </tr> <tr> <td>2017</td> <td>67.5</td> <td>73.5</td> <td>71.0</td> <td>75.5</td> </tr> <tr> <td>2018</td> <td>68.5</td> <td>74.0</td> <td>71.5</td> <td>76.0</td> </tr> <tr> <td>2019</td> <td>66.5</td> <td>74.0</td> <td>72.0</td> <td>76.5</td> </tr> <tr> <td>2020</td> <td>66.5</td> <td>74.0</td> <td>72.0</td> <td>76.5</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2014	66.0	70.0	68.0	72.0	2015	64.5	71.5	69.0	73.5	2016	66.5	72.5	70.0	74.5	2017	67.5	73.5	71.0	75.5	2018	68.5	74.0	71.5	76.0	2019	66.5	74.0	72.0	76.5	2020	66.5	74.0	72.0	76.5
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Our revised approach to skills is covered in section 2 of this report.																																											
What are the challenges?																																											
<p>As a result of the pandemic, unemployment has risen sharply. Compared to the pre-lockdown figures of March 2020, the August claimant count figure for the district increased from 17,090 to 31,335 people - a rise of 83%.</p> <p>Youth unemployment has doubled in the last two months and the pattern of previous recessions shows that unemployment has a greater negative impact for young people, particularly in BAME communities. Urgent action is required to prevent a generation of young people disengaging from employment, education and training.</p> <p>At the height of the national lockdown, a third of the district workforce - 67,000 people according to July figures – were furloughed. Retail, manufacturing and hospitality have been most affected and are most at risk from redundancies going forward with around 30,000 employments currently furloughed.</p> <p>The recent local restrictions have impacted on the hospitality sector undermining the bounce back that occurred as the original lockdown was lifted and initiatives such as the Eat Out to Help Out scheme boosted the sector. A quick survey of city centre businesses has revealed turnover is around 25% of normal levels and businesses are saying that if restrictions persist to Christmas they will be forced to close, making potentially thousands of workers redundant across the whole district.</p>																																											

Theme / Priority:	Decent Homes that people can afford to live in														
Indicator / Measure detail:	The number of private sector homes improved through council interventions														
Recent Trends:	<table border="1"> <caption>Data for Recent Trends Graph</caption> <thead> <tr> <th>Year</th> <th>Number of homes improved</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>950</td> </tr> <tr> <td>2017/18</td> <td>1050</td> </tr> <tr> <td>2018/19</td> <td>1250</td> </tr> <tr> <td>2019/20</td> <td>1050</td> </tr> <tr> <td>2020/21</td> <td>100</td> </tr> </tbody> </table>			Year	Number of homes improved	2016/17	950	2017/18	1050	2018/19	1250	2019/20	1050	2020/21	100
Year	Number of homes improved														
2016/17	950														
2017/18	1050														
2018/19	1250														
2019/20	1050														
2020/21	100														
Latest value:	99	Period:	2020/21 Q1												
What is going well?	<p>This indicator reflects the work of Housing Operations who carry out visits and inspections of private sector properties throughout the District. This work continues to be significantly affected by the COVID-19 pandemic because of the need to undertake inspections in peoples' homes, but over the last two quarters the service has successfully introduced new systems to enable the service to function within the confines of the ongoing restrictions.</p> <p>The COVID-19 pandemic has highlighted the importance of good quality housing to maintaining health. Early in the lockdown the service worked with Public Health to produce and distribute posters to all private sector blocks of flats and Houses in Multiple Occupation (HMOs), to provide COVID-19 advice because the risk of infection is greater in this type of shared accommodation. These have since been shared and adopted by other authorities in the region.</p> <p>From mid-June, we reinstated visits and inspections, subject to individual risk assessments and using specified PPE recommended by Infection Control colleagues in Public Health, and from the beginning of July we were able to offer a normal telephone response dealing with queries and service requests. We continue to triage all service requests and in addition have prioritised for visits those where potential Category 1 hazards were identified through triage during lockdown and those where notices have expired during lockdown.</p> <p>Visits can now only be undertaken following a case specific risk assessment and using recommended PPE. They are taking significantly longer due to the need to maintain social distancing and protect the health and safety of clients and officers. For this reason, we are not currently undertaking many proactive visits as we are generally unable to identify the occupants at these properties so cannot undertake a risk assessment for Covid. This is in line with government guidance but we are continually reviewing our approach and we are currently looking to work with landlords of houses in multiple occupation (HMOs), where occupants are largely unknown, to agree a safe approach to inspecting.</p> <p>Having consulted with our neighbouring authorities, we have resumed inspections and a near normal service far quicker in Bradford than in other areas.</p> <p>While inevitably there was a significant impact on this measure in the first quarter, it is probable</p>														

that there will be a near doubling of outcomes in terms of homes improved in the period from July to September. This was only made possible through the support of the corporate IT team who helped us set up staff who have not previously been able to work from home, to do so.

What are the challenges?

The lockdown has unfortunately impacted on planned activity over the last 6 months including the delivery of proactive inspection programmes and, in particular, a programme of training for private landlords. We are however, now exploring ways to deliver this training remotely in conjunction with colleagues in other Yorkshire authorities. We are now delivering previously postponed training virtually to our staff, which is funded by innovation grant funding from the Government.

Theme / Priority:	Great Start, Good Schools																																												
Indicator / Measure detail:	% of primary schools judged good or outstanding																																												
Recent Trends:	<table border="1"> <caption>Approximate data from the line chart</caption> <thead> <tr> <th>Date</th> <th>Bradford (%)</th> <th>England (%)</th> </tr> </thead> <tbody> <tr><td>3/31/2017</td><td>80</td><td>90</td></tr> <tr><td>6/30/2017</td><td>79</td><td>90</td></tr> <tr><td>9/30/2017</td><td>79</td><td>91</td></tr> <tr><td>12/31/2017</td><td>77</td><td>90</td></tr> <tr><td>3/31/2018</td><td>77</td><td>90</td></tr> <tr><td>6/30/2018</td><td>79</td><td>88</td></tr> <tr><td>9/30/2018</td><td>75</td><td>88</td></tr> <tr><td>12/31/2018</td><td>74</td><td>88</td></tr> <tr><td>3/31/2019</td><td>75</td><td>88</td></tr> <tr><td>6/30/2019</td><td>75</td><td>88</td></tr> <tr><td>9/30/2019</td><td>78</td><td>88</td></tr> <tr><td>12/31/2019</td><td>81</td><td>88</td></tr> <tr><td>3/31/2020</td><td>82</td><td>88</td></tr> </tbody> </table>			Date	Bradford (%)	England (%)	3/31/2017	80	90	6/30/2017	79	90	9/30/2017	79	91	12/31/2017	77	90	3/31/2018	77	90	6/30/2018	79	88	9/30/2018	75	88	12/31/2018	74	88	3/31/2019	75	88	6/30/2019	75	88	9/30/2019	78	88	12/31/2019	81	88	3/31/2020	82	88
Date	Bradford (%)	England (%)																																											
3/31/2017	80	90																																											
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3/31/2019	75	88																																											
6/30/2019	75	88																																											
9/30/2019	78	88																																											
12/31/2019	81	88																																											
3/31/2020	82	88																																											
Latest value:	82%	Period:	March 2020																																										
What is going well?																																													
<p>As at 31/3/2020, 88% of primary state funded schools in England were rated good or outstanding. (17% Outstanding). This compares with 82% in Bradford.</p> <p>Regular inspections of schools by Ofsted stopped in March 2020 as a result of the pandemic and will not recommence until January 2021.</p>																																													

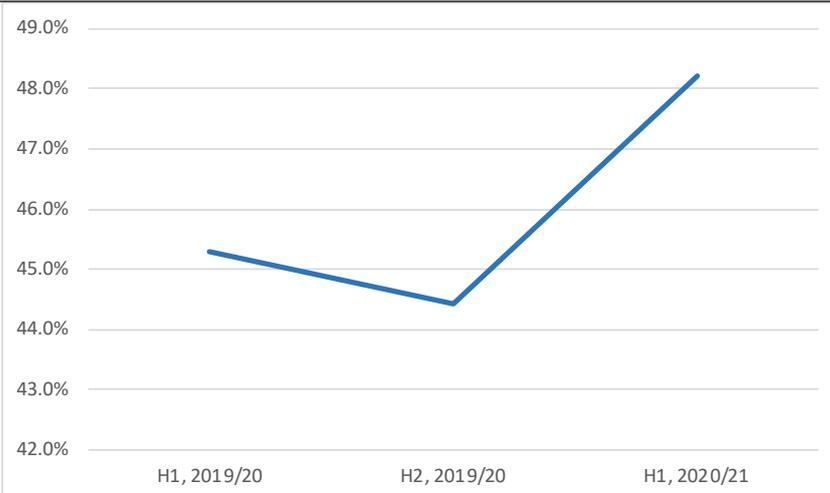
Theme / Priority:	Great Start, Good Schools																																																														
Indicator / Measure detail:	% of secondary schools judged to be good or outstanding																																																														
Recent Trends:	<table border="1"> <caption>Approximate data from the line chart</caption> <thead> <tr> <th>Date</th> <th>Bradford (%)</th> <th>England (%)</th> </tr> </thead> <tbody> <tr><td>3/1/2017</td><td>55</td><td>80</td></tr> <tr><td>5/1/2017</td><td>55</td><td>80</td></tr> <tr><td>7/1/2017</td><td>58</td><td>80</td></tr> <tr><td>9/1/2017</td><td>62</td><td>80</td></tr> <tr><td>11/1/2017</td><td>63</td><td>80</td></tr> <tr><td>1/1/2018</td><td>63</td><td>80</td></tr> <tr><td>3/1/2018</td><td>62</td><td>80</td></tr> <tr><td>5/1/2018</td><td>70</td><td>80</td></tr> <tr><td>7/1/2018</td><td>55</td><td>77</td></tr> <tr><td>9/1/2018</td><td>55</td><td>77</td></tr> <tr><td>11/1/2018</td><td>55</td><td>77</td></tr> <tr><td>1/1/2019</td><td>55</td><td>77</td></tr> <tr><td>3/1/2019</td><td>58</td><td>77</td></tr> <tr><td>5/1/2019</td><td>58</td><td>77</td></tr> <tr><td>7/1/2019</td><td>58</td><td>77</td></tr> <tr><td>9/1/2019</td><td>60</td><td>77</td></tr> <tr><td>11/1/2019</td><td>63</td><td>77</td></tr> <tr><td>1/1/2020</td><td>63</td><td>77</td></tr> <tr><td>3/1/2020</td><td>63</td><td>77</td></tr> </tbody> </table>			Date	Bradford (%)	England (%)	3/1/2017	55	80	5/1/2017	55	80	7/1/2017	58	80	9/1/2017	62	80	11/1/2017	63	80	1/1/2018	63	80	3/1/2018	62	80	5/1/2018	70	80	7/1/2018	55	77	9/1/2018	55	77	11/1/2018	55	77	1/1/2019	55	77	3/1/2019	58	77	5/1/2019	58	77	7/1/2019	58	77	9/1/2019	60	77	11/1/2019	63	77	1/1/2020	63	77	3/1/2020	63	77
Date	Bradford (%)	England (%)																																																													
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1/1/2020	63	77																																																													
3/1/2020	63	77																																																													
Latest value:	63%	Period:	March 2020																																																												
What is going well?																																																															
As at 31/3/2020, 77% of secondary schools in England were rated as good or outstanding. This compares with 63% of Bradford secondary schools. Regular inspections of schools by Ofsted stopped in March 2020 as a result of the pandemic and will not recommence until January 2021.																																																															

Theme / Priority:	Better Health, Better Lives																
Indicator / Measure detail:	% of cases on Child Protection Plans for two years																
Recent Trends:	<table border="1"> <caption>Data for Recent Trends Graph</caption> <thead> <tr> <th>Date</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>31-Mar-15</td> <td>4.7%</td> </tr> <tr> <td>31-Mar-16</td> <td>3.3%</td> </tr> <tr> <td>31-Mar-17</td> <td>3.4%</td> </tr> <tr> <td>31-Mar-18</td> <td>2.5%</td> </tr> <tr> <td>31-Mar-19</td> <td>3.6%</td> </tr> <tr> <td>31-Mar-20</td> <td>2.3%</td> </tr> </tbody> </table>			Date	Percentage	31-Mar-15	4.7%	31-Mar-16	3.3%	31-Mar-17	3.4%	31-Mar-18	2.5%	31-Mar-19	3.6%	31-Mar-20	2.3%
Date	Percentage																
31-Mar-15	4.7%																
31-Mar-16	3.3%																
31-Mar-17	3.4%																
31-Mar-18	2.5%																
31-Mar-19	3.6%																
31-Mar-20	2.3%																
Latest value:	2%	Period:	September 2020														
What is going well?																	
<p>There has been clear focus on reducing the number of children subject to plans over 2 years; this is evidenced in the numbers reducing over the last 12 months. As of the 8th October, we only have 7 children who have been subject to plans for over 2 years; this is the lowest it has ever been.</p> <p>This has been driven by the following actions –</p> <ul style="list-style-type: none"> • Appointment of Head of Service for Safeguarding and Reviewing – new post. • The appointment of a CP manager who manages the team and has focused on driving performance and practice improvement. • Improved challenge and resolution process which has been used to improve social work practice and address identified drift and delay. • A new 13 months' process has been implemented which requires the CP and locality service to review the case to ensure that the appropriate arrangements are in place to step up or step down cases. • Multi agency auditing to understand thresholds to inform practice. 																	

Theme / Priority:	Safe, Clean and Active Communities																																										
Indicator / Measure detail:	Crimes per 1,000 population																																										
Recent Trends:	<table border="1"> <caption>Crimes per 1,000 population (Estimated from Graph)</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>2014-15</td> <td>75</td> <td>70</td> <td>75</td> <td>60</td> </tr> <tr> <td>2015-16</td> <td>95</td> <td>85</td> <td>80</td> <td>65</td> </tr> <tr> <td>2016-17</td> <td>110</td> <td>100</td> <td>95</td> <td>70</td> </tr> <tr> <td>2017-18</td> <td>130</td> <td>115</td> <td>110</td> <td>80</td> </tr> <tr> <td>2018-19</td> <td>142</td> <td>128</td> <td>128</td> <td>88</td> </tr> <tr> <td>2019-20</td> <td>130</td> <td>120</td> <td>115</td> <td>88</td> </tr> <tr> <td>Jul-20</td> <td>130</td> <td>115</td> <td>110</td> <td>85</td> </tr> </tbody> </table>			Year	Bradford	West Yorkshire	Most Similar Group (MSG)	England	2014-15	75	70	75	60	2015-16	95	85	80	65	2016-17	110	100	95	70	2017-18	130	115	110	80	2018-19	142	128	128	88	2019-20	130	120	115	88	Jul-20	130	115	110	85
Year	Bradford	West Yorkshire	Most Similar Group (MSG)	England																																							
2014-15	75	70	75	60																																							
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2017-18	130	115	110	80																																							
2018-19	142	128	128	88																																							
2019-20	130	120	115	88																																							
Jul-20	130	115	110	85																																							
Latest value:	129.48	Period:	July 2020																																								
What is going well?																																											
<p>We have been continuing our work with West Yorkshire Police through the ‘Safer Bradford’ partnership and following a period of improved crime recording the crime rate has now levelled out and is starting to fall. There has been an 18% reduction in recorded residential burglary and despite Bradford having the highest rate in West Yorkshire the gap with the West Yorkshire average has narrowed slightly. There has been an improvement in the proportion of ‘Your Views’ survey respondents who say they feel safe in their local area (77.4% - an increase of 6.5% compared to the previous year). The Safer Bradford website and branding was launched earlier in the year https://saferbradford.co.uk/ and has received positive feedback.</p> <p>During the hot weather our parks, open spaces and outdoor visitor attractions received larger numbers of visitors with associated issues of safe social distancing. A ‘Warm Weather Plan’ was produced to provide guidance to Neighbourhood Offices and Policing Teams in response to any emerging ‘hot spots’ where groups of people are inclined to gather in larger numbers than the Government recommendations (at that time). This led to an increased staff footprint in some areas and extra measures such as parking restrictions at the River Wharfe in Ilkley.</p>																																											
What are the challenges?																																											
<p>Outreach work by the Council’s Youth Service found that a number of young people found lockdown very difficult with a proportion facing extra pressures such as difficult family circumstances and overcrowded households.</p> <p>Lockdown and restrictions in some service provision have caused extra pressures, for example with more people spending time at home we have seen an increase in noise complaints but services were unable to install noise detection equipment for a period and as such we have a number of escalating disputes. Sometimes this involves people with mental health issues, where again, support hasn’t been as accessible as previously. This can also have knock-on effects for other services, for example a number of people used the ‘Community Trigger’ where over three complaints of anti-social behaviour in a period can initiate an investigation.</p>																																											

Theme / Priority:	Well Run Council																				
Indicator / Measure detail:	Percentage of Employees with a Disability (excludes schools)																				
Recent Trends:	<table border="1"> <caption>Percentage of Employees with a Disability (excludes schools)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2013-14</td> <td>2.4%</td> </tr> <tr> <td>2014-15</td> <td>2.4%</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> <tr> <td>2019-20</td> <td>4.4%</td> </tr> <tr> <td>Q1, 2020/21</td> <td>4.38%</td> </tr> </tbody> </table>			Year	Percentage	2013-14	2.4%	2014-15	2.4%	2015-16	2.2%	2016-17	2.3%	2017-18	3.9%	2018-19	4.3%	2019-20	4.4%	Q1, 2020/21	4.38%
Year	Percentage																				
2013-14	2.4%																				
2014-15	2.4%																				
2015-16	2.2%																				
2016-17	2.3%																				
2017-18	3.9%																				
2018-19	4.3%																				
2019-20	4.4%																				
Q1, 2020/21	4.38%																				
Latest value:	4.38%	Period:	Q1, 2020/21																		
What is going well?																					
<p>A programme of engagement, dialogue and development was run over summer 2020 to help inform thinking around the priority issues that the Equality Objectives should address. This work has included staff engagement with colleagues with a disability to ascertain lived experiences and focus on workforce and organisational culture and the actions that will be required to achieve them. The recent celebration of National Inclusion week has included the launch of a new reinvigorated Disability Staff Network.</p> <p>For apprentices in the Council the target to employ apprentices with disabilities is 10% and we have 16% of our apprentices who have declared a disability.</p>																					
What are the challenges?																					
<p>From the staff engagement sessions and the sharing of lived experiences from colleagues with a disability, the feedback highlighted a number of areas for future development, particularly around policy implementation, the Council's strategic goals and how the sickness absence procedure is implemented, including some aspects of corporate correspondence within the sickness absence procedure.</p> <p>Policy needs to be understood, enacted and properly monitored. Training for managers is needed to improve their confidence in addressing the needs of staff, so they are supported in the best possible way.</p>																					

Theme / Priority:	Well Run Council														
Indicator / Measure detail:	The Average Number of Working Days Lost per Employee due to Sickness Absence in Bradford Council (Excluding Schools)														
Recent Trends:	<table border="1"> <thead> <tr> <th>Period</th> <th>Average Number of Working Days Lost</th> </tr> </thead> <tbody> <tr> <td>Q1, 2016/17</td> <td>2.9</td> </tr> <tr> <td>Q1, 2017/18</td> <td>2.8</td> </tr> <tr> <td>Q1, 2018/19</td> <td>3.0</td> </tr> <tr> <td>Q1, 2019/20</td> <td>2.7</td> </tr> <tr> <td>Q1, 2020/21</td> <td>2.4</td> </tr> </tbody> </table>			Period	Average Number of Working Days Lost	Q1, 2016/17	2.9	Q1, 2017/18	2.8	Q1, 2018/19	3.0	Q1, 2019/20	2.7	Q1, 2020/21	2.4
Period	Average Number of Working Days Lost														
Q1, 2016/17	2.9														
Q1, 2017/18	2.8														
Q1, 2018/19	3.0														
Q1, 2019/20	2.7														
Q1, 2020/21	2.4														
Latest value:	2.39	Period:	Q1, 2020/21												
What is going well?															
<p>We have seen a reduction in sickness absence since lockdown in March. We know there is a link between home working and reduced sickness absence so this is not surprising with increased numbers working from home during the pandemic.</p> <p>Further progress has been made against the case management targets when a corporate review point has been met currently at 73.6% (combined long and short term absence) against a target of 85%.</p>															
What are the challenges?															
<p>The number of cases opened for long term absence is greater than the number for short term absence.</p> <p>HR to undertake a more detailed review of the management of short term sickness absence cases.</p>															

Theme / Priority:	Well Run Council										
Indicator / Measure detail:	Percentage of top 5% employees who are female										
Recent Trends:	 <table border="1"> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>H1, 2019/20</td> <td>45.2%</td> </tr> <tr> <td>H2, 2019/20</td> <td>44.5%</td> </tr> <tr> <td>H1, 2020/21</td> <td>48.2%</td> </tr> </tbody> </table>			Period	Percentage	H1, 2019/20	45.2%	H2, 2019/20	44.5%	H1, 2020/21	48.2%
Period	Percentage										
H1, 2019/20	45.2%										
H2, 2019/20	44.5%										
H1, 2020/21	48.2%										
Latest value:	48.2%	Period:	H1, 2020/21								
What is going well?											
<p>A programme of engagement, dialogue and development was run over summer to help inform thinking around the priority issues that the Equality Objectives should address. This work has included staff engagement with colleagues who are women to ascertain lived experiences and focus on workforce and organisational culture and the actions that will be required to achieve them. The recent celebration of National Inclusion week has included the launch of a new Women's Network.</p> <p>65% of our workforce are women, which has remained relatively consistent over the last 15 years. There are 668 people in middle management roles, of these 57% are female and there has been an increased representation of women into Chief Officer grades.</p>											
What are the challenges?											
<p>From the staff engagement sessions and the sharing of lived experiences from women within the organisation, a number of areas of development were identified. This included highlighting better support that can be put in place to support women within the organisation.</p> <p>Women in specific job roles have also mentioned issues that impact upon them, including the challenge of managing their time and how the organisation's policy could better assist this, as well as better educating staff on the use of appropriate language in relation to female members of staff and the role of management in implementing organisational policies.</p> <p>There is a need to development areas of our workplace culture to better support female members of staff, so that any perceived barriers to opportunity are removed.</p>											

Theme / Priority:	Well Run Council								
Indicator / Measure detail:	Percentage of employees from LGBTQ+ backgrounds								
Recent Trends:	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>H1, 2020/21</td> <td>0.6%</td> </tr> <tr> <td>H2, 2020/21</td> <td>0.6%</td> </tr> </tbody> </table>			Period	Percentage	H1, 2020/21	0.6%	H2, 2020/21	0.6%
Period	Percentage								
H1, 2020/21	0.6%								
H2, 2020/21	0.6%								
Latest value:	0.6%	Period:	H2, 2020/21						
What is going well?									
<p>Although the percentage of LGBTQ+ employees has not increased, a programme of engagement, dialogue and development was run over summer 2020 to help inform the organisations thinking around the priority issues that the Equality Objectives should address. This work has included staff engagement with LGBTQ+ colleagues to ascertain lived experiences and focus on workforce and organisational culture and the actions that will be required to achieve them. The recent celebration of National Inclusion week has included the launch of a new invigorated LGBTQ+ staff network.</p>									
What are the challenges?									
<p>From the staff engagement sessions and the sharing of lived experiences from LGBTQ+ colleagues, this has highlighted certain areas for development, including training and the awareness around the labels attached to the LGBTQ+ community, as well as a better understanding of the some of the issues impacting on the LGBTQ+ community. It is felt that there is a need for more appropriate equality training for all staff and while e-learning has its uses there are questions about its overall effectiveness. Other options need to be looked at. It is worth noting, that many people don't/won't declare their sexuality, so there is a need to understand why this is the case.</p>									

Theme / Priority:	Well Run Council																
Indicator / Measure detail:	Percentage of employees from BAME backgrounds																
Recent Trends:	<table border="1"> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1, 2019/20</td> <td>27.34%</td> </tr> <tr> <td>Q2, 2019/20</td> <td>27.40%</td> </tr> <tr> <td>Q3, 2019/20</td> <td>27.56%</td> </tr> <tr> <td>Q3, 2019/20</td> <td>27.55%</td> </tr> <tr> <td>Q1, 2020/21</td> <td>27.50%</td> </tr> <tr> <td>Q2, 2020/21</td> <td>27.80%</td> </tr> </tbody> </table>			Period	Percentage	Q1, 2019/20	27.34%	Q2, 2019/20	27.40%	Q3, 2019/20	27.56%	Q3, 2019/20	27.55%	Q1, 2020/21	27.50%	Q2, 2020/21	27.80%
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Latest value:	27.8% (provisional)	Period:	Q2, 2020/21														
What is going well?																	
<p>A programme of engagement, dialogue and development was run over summer 2020 to help inform the organisation's thinking around the priority issues that the Equality Objectives should address. This work has included staff engagement with BAME colleagues to ascertain lived experiences and focus on workforce and organisational culture and the actions that will be required to achieve them. The recent celebration of National Inclusion week has included the launch of a new reinvigorated BAME staff network.</p>																	
What are the challenges?																	
<p>From the staff engagement sessions and the sharing of lived experiences from BAME colleagues, there has been a number of learning points highlighted for further development, such as improving communication, trust and development plans for progression.</p> <p>It is felt that at a senior management level, this needs to be more representative of the District. There are also gaps highlighted in terms of BAME representation within particular professions within the organisation.</p>																	

Theme / Priority:	Well Run Council										
Indicator / Measure detail:	Percentage of top 5% employees by income who are from BAME backgrounds										
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What is going well?											
<p>In 2015 there were no BAME Chief Officers, in last three years we have seen a 13% increase in BAME representation in Chief Officer Grades to 15% BAME representation.</p> <p>Evaluation of the Future Leaders programme (2016 – 2020) shows that 43.75% of participants have been BAME colleagues. 37.5% of the BAME Future Leaders in the cohort advanced via promotions / secondments versus 50% of non-BAME Future Leaders. Of 28 people who were promoted 43% were BAME.</p> <p>This will be the last future leader’s cohort and there are plans to develop a new immersive learning leadership programme aimed at supporting progression.</p>											
What are the challenges?											
<p>Senior Management BAME diversity (special grades/equivalent and above - currently 174 head count, not all manage staff directly) has increased from 14% to 23% since 2015. This is not yet representative of the workforce at 28% or the district at 33% (census 2011).</p> <p>The Future Leaders programme although it has resulted in advancement for some BAME colleagues, this was typically into higher (Principal Officer) grades and into Special grades, but there has been no advancement into Chief Officer grades.</p>											