

Report of the Chief Executive to the meeting of Corporate Overview and Scrutiny Committee to be held on 22nd July 2021

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Subject:

FULL-YEAR PERFORMANCE REPORT

Summary statement:

This report provides a summary of the high level achievements of the authority as well as performance in the last year.

The municipal year 2020-21 was far from usual with all Council activity dominated by the response to Coronavirus pandemic. A summary of some of our key achievements over the last year are included in this report.

We also agreed a new Council Plan at Full Council in December. This will cover the years from 2021-22 until 2024-25. Whilst the new council plan period only began in April this year it is useful to reflect on our performance against our key indicators. This report provides an overview of performance against the key Council Plan targets to form a baseline for our future performance.

EQUALITY & DIVERSITY

This report is for information only and does not have any specific equality implications.

That said, our performance overview outlines the impact of work over the last year, which has had an impact on everyone who lives or works in the District. In some cases, our focus has been greater on some communities where the impact of COVID has been greater and this is outlined in the relevant parts of this report.

Kersten England
Chief Executive
Report Contact: Phil Witcherley,
Head of Policy and Performance
Phone: (01274) 431241
E-mail: philip.witcherley@bradford.gov.uk
Report Contact: Laura Copley
Phone: (01274) 437381
E-mail: Laura.copley@bradford.gov.uk

Portfolio: Leader

Overview & Scrutiny Area: Corporate

1. SUMMARY

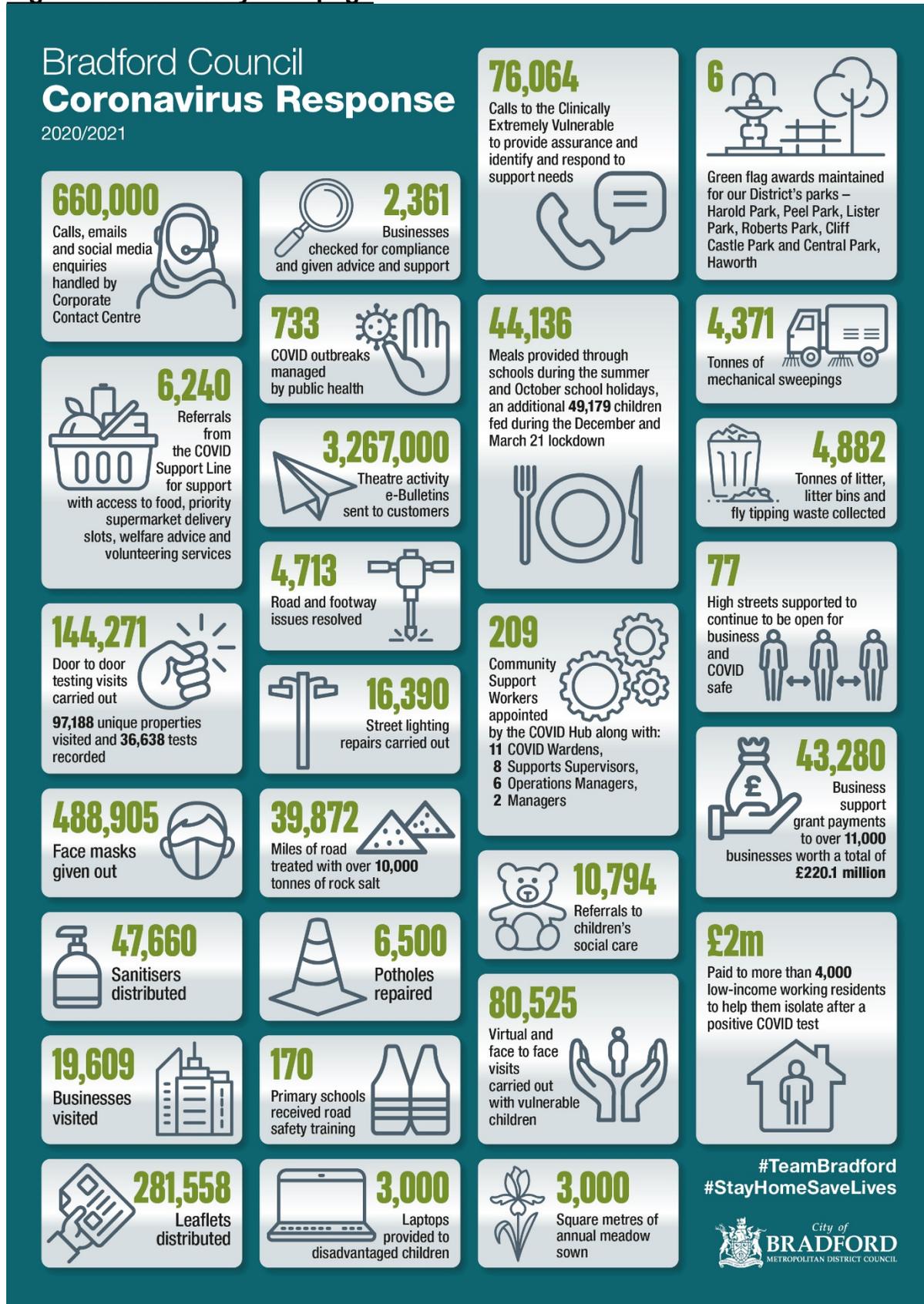
- 1.1. This report provides an overview of our performance in 2020/2021 and sets out the baseline for the first year of the new council plan (2021-2025).
- 1.2. This report is divided into a number of sections: -
 - Section 2 outlines the overall context in which we are operating
 - Section 3 provides highlights of our performance over the 2020-2021 municipal year
 - Section 4 provides reporting on the Key Performance Indicators

2. BACKGROUND

- 2.1. This performance report covers a period where Local Government has faced unprecedented challenges and changes. In particular, the impact of the COVID pandemic, which has had an unprecedented impact on all of the District's citizens and its businesses as well as on the way in which we work as an Authority.
- 2.2. Throughout the COVID pandemic, the Council has continued to work alongside its partners in public services and the Voluntary and Community Sector to prevent and minimise infections, maximise vaccinations, address the immediate economic and social impact of the COVID-19 pandemic. Tackling the virus, maintaining social, economic and environmental resilience and delivering essential services throughout its duration has been a collective and relentless effort for which the Executive extends its thanks and recognition to everyone who has been involved.
- 2.3. The quality of our collective response to COVID has been recognised at the national level. Chris Whitty, Chief Medical Officer said in October 2020 that Bradford had shown "superb leadership", praising the work of partners and saying that without this "Bradford would be in a significantly worse place than it is at the moment".
- 2.4. The pandemic also led to a rapid change in the way in which the Council and its partners have operated, with some services stopped temporarily (such as libraries and leisure centres), some services changing the way in which they operate and others such as community services and business support have experienced significant surges in demand.
- 2.5. Our performance should also be viewed alongside the long-term trend over the last ten years of reductions in overall spending to Local Government and recent uncertainty over the implications around exiting the European Union. Despite these pressures, we continue to deliver to our budgets and have not needed to make significant savings in this year's budget.

3. Key Achievements – Summary by Outcome Area

Figure 1: Our activity on a page



01 – Better Skills, More Good Jobs and a Growing Economy

3.1. There has been significant activity to support the local economy through the coronavirus crisis over the last year as well as to develop our approach to recovery.

Supporting the Local Economy Through COVID

- Since March last year Bradford Council has made over 43,280 business support grant payments to over 11,000 businesses worth a total of £220.1 million.
- We have also awarded over £50m in business rates relief to local business.
- Recent grant schemes include the Restart Grant, which is designed to support businesses re-open safely. This has included a £1,500 'Outdoor Trading' grant for eligible 'visitor economy' businesses to help them to cover the cost of providing things like outdoor seating, lighting and barriers, so that they can reopen as part of Step Two of the Government's Roadmap out of lockdown.
- We have also provided grants to eligible home-based and mobile self-employed businesses such as driving instructors and mobile hairdressers who have not been able to apply for the other Government grants.
- Bradford Council has also provided a one-off support grant for all the district's taxi drivers. The funding will allow all the District's licensed taxi drivers to claim £600 in support. Drivers will be able to apply for the grant from 15 March up until 29 March and the Council will pay out the grant from the week commencing 5 April.
- 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.
- The Council has 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.
- Our investment in SkillsHouse has also supported the COVID-19 response, meeting employer needs in critical sectors. Hundreds of paid work placements are being made available across Bradford through the UK Government's Kickstart scheme, which aims to get young people aged 16 – 24 on Universal Credit back into employment. So far, more than 130 employers across the city have signed up to provide placements through the SkillsHouse Partnership, and the roles are now starting to be filled. SkillsHouse is a gateway provider, helping businesses access funding, while also providing training and support during the placement.
- Over 1,000 six-month placements are being offered to young people in a wide range of roles including sales, bookkeeping, gardening, butchery, cooking and youth work. Among the businesses who have signed up are University of Bradford and Kala Sangam Arts Centre.

- In the past year 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 and tourism to look at a district wide funded cultural winter programme of events.

Shaping the recovery

- The Council has worked with partners to produce The Bradford District’s Economic Recovery Plan through the Bradford Economic Recovery Board chaired by Professor Zahir Irani. The plan seeks to respond to the economic fallout from the Covid-19 restrictions and addresses social inequalities made worse by the pandemic.
- The plan seeks to capitalize on Bradford’s unique location and strengths in the green economy with initiatives to retrofit individual homes and public buildings with the latest energy efficiency measures. It features a bid to develop a sustainable food supply system, developing a test fleet of hydrogen-powered light goods vehicles and establishing a circular economy business park to promote the growth of green jobs.

Developing our infrastructure

- We have continued to work with partners to produce Town Fund Investment Plans for Keighley and Shipley. This has led to a funding offer of £33.6m for Keighley and £25m for Shipley Town. This will invest in capital projects which will improve connectivity, improve land use in and around the towns, and make the best use of economic and cultural assets, as well as enhancing the skills and enterprise infrastructure in the towns.
- The Town Investment Plans were developed by the Town Deal Boards; a collaboration of private and public sector and community representation; ensuring community and business voices were involved in shaping the proposals. Detailed business cases will be co-designed with communities and submitted to Government before receipt of funding.
- Customers have flocked back to Bradford’s city centre markets after the Government eased lockdown restrictions on non-essential retail and close contact services earlier this month. The Oastler Centre, which has been partially open for essential goods has recorded its highest footfall since the first national lockdown in March 2020.
- The new £23m Darley Street Market development is expected to be completed in summer 2023. The project will create 400 new jobs including 157 in construction, 16 work experience placements and 136 weeks of apprenticeships. Investment in the new market is expected to deliver an economic benefit of £32 million over a 10-year period.
- Bradford Council is inviting residents and local businesses to have their say on how a new £1m scheme could improve Shipley town centre. Shipley Streets for People will focus on creating safe and healthy places in and around the market square and aims to increase footfall for the town’s shops and square. It seeks to improve links to the wider town centre, local amenities and the railway station.
- National urban regenerator, Muse Developments has exchanged a significant development agreement with Bradford Council to bring forward One City Park – a BREEAM (Building Research Establishment Environmental Assessment Method) ‘Excellent’ 56,403 sq. ft. office building in the heart of the city centre – and a community consultation exercise is due to begin imminently.

- The Council has also successfully secured £7.5m of funding from the government's Getting Building Fund through West Yorkshire Combined Authority, to accelerate the delivery of One City Park, which is part of the council's wider regeneration of the city. The scheme is expected to create 300 construction jobs and another 452 jobs when complete.
- The Council has, over the last 7 years, worked closely with its appointed developer, Bradford Live, to ensure the delivery of the redevelopment of the former Odeon Cinema into a new 4,000 capacity Live Event venue. This venue is scheduled to open by the end of 2022 and increase our visitor footfall by around 300,000 a year. Through our contracts, approximately 70% of the project spend will go towards local companies.

Developing our skills

- 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.
- 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.
- It includes initiatives to promote inclusive learning from schooling to higher education, expanding Bradford Council's Skills House to connect more employers with skilled workers and addressing the challenge of digital skills development and accessibility.

02 – Decent Homes

Support for homelessness during the pandemic

3.2. During the last year, the Housing Options service received 8,250 approaches for assistance with homelessness or the threat of homelessness. This represents an increase of 9% on 2019/20. Of those approaches, 4,107 required a full assessment of their needs or an increase of 13% on the previous year and the highest recorded since the introduction of the Homelessness Reduction Act came into force in 2018. Despite this higher demand, current figures also indicate that we are nearly 8% above the Yorkshire and Humber average for both successful prevention and relief outcomes. There are a number of other achievements to point to in addressing homelessness and supporting other vulnerable residents in the District:

- As of 31st March 2021; there have been 362 individual placements under 'Everyone In' aimed at supporting rough sleepers during the COVID pandemic. 212 individuals have been supported with securing settled accommodation with 74 remaining in emergency accommodation.
- Housing First, which has been recognised as national best practice, has supported 30 individuals to secure accommodation over the last year.
- We have repurposed Fairmount Lodge to support rough sleepers. This includes 18 self-contained units within the project with a real emphasis of bringing in specialist support such as mental health, substance misuse treatment to individuals in their home.

- The Council resettled 21 vulnerable refugees in the District on a fully-funded basis through a Home Office scheme during 2020-21.
- The Housing Options Service responded to Covid advice by introducing telephone-based assessments whereby customers are triaged by experienced officers and allocated an interview appointment. As a result, the service was able to prioritise customers based on their circumstances, offer a more targeted intervention and assist customers more effectively.
- In March 2020, the new online Housing Register was launched which for the first time allowed people to submit their own applications for social housing. Of the over 16,000 applications in the year 2020/21, over 12,300 were submitted online or nearly 80% which has freed up significant officer time & resource from the administrative burden of the previous system.
- The Private Sector Lettings Service (PSLS) continued to deliver full service whilst working remotely. Housing Operations 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 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.
- Over 150 tenancies were created despite the challenges, which is significantly positive and provides a valuable resource for Housing Options by sourcing properties for making placements in the private rental sector. In addition to its main scheme, the PSLS is sourcing private rented accommodation for the Housing First pilot, using a different incentive package.

Support with housing conditions

- During 2020/21 the Housing Operations service received 1,890 service requests relating to housing conditions in the private rented sector. This is the highest annual number of service requests ever received and a 5% increase since 2019/20.
- During the first lockdown period, Housing Operations could only provide an emergency response to high risk housing issues and managed other housing standards issues through now well established triage arrangements. During this period, landlords were given longer to rectify issues wherever possible in line with the Government's guidance on enforcement during the COVID pandemic. From July 2020 and throughout two further lockdowns, the service utilised robust risk assessment processes and PPE to safely undertake inspections of properties and to use its enforcement powers to ensure compliance with legislation and so continue to improve the living standards of vulnerable residents.
- Delivery of the Council's Disabled Facilities Grants (DFGs), home improvement loan/grant and Empty Homes programmes has been significantly restricted by the three lockdown periods. For instance, some of our clients, many of whom were shielding, were understandably cautious about allowing officers and contractors into their homes. Despite this the service successfully delivered over £3m of individual DFGs, £383K of loans and grants to improve housing conditions and an Empty Homes programme of £1.023m. Delays in the delivery of some schemes on site mean that the service is carrying an increased commitment as it starts 2021/22 including £8.9m for Disabled Facilities Grants.

03 – Good Start, Great Schools

3.3. Schools and childcare settings remained open during the lockdowns and played a vital role in ensuring key worker and vulnerable families could continue to work, and our services responded accordingly.

3.4. Over the period of the first lockdown, when education was not compulsory, we worked to ensure there were sufficient places in schools and the needs of the most vulnerable were met.

- In some instances, we were able to provide additional staff from the Specialist Teaching Service to support schools to manage the needs of children.
- Hanson School opened its doors across all year groups for vulnerable children in the area, also making PPE for local medical facilities
- Where vulnerable children moved into area with no school place, we ensured places were found in schools.
- Provided support to schools in terms of access to PPE, risk assessments and arranging for additional cleaning
- Schools prepared meals for pupils and ensured that families did not go hungry; we worked with schools to ensure they could cope with the demand.

3.5. In subsequent terms, as schools returned from June 2020 we appointed a dedicated Covid response adviser to provide capacity to deal with schools' cases notification, queries and liaise with Public Health. We allocated HAF (holiday activities and food) funds to schools and providers to feed pupils over the Christmas break.

Provision of Digital Devices under the DfE scheme and additional Council funds

3.6. Many of our children and families did not have the equipment for home schooling at the start of the pandemic. To support home learning, we have invested £1.2 million in 2020 - 2021 and issued over 3,000 digital devices to those who needed them. Each device was built by schools IT for a specified child to ensure correct safeguards were in place.

Supporting schools and catch up

3.7. To ensure that the district's pupils have been supported through key stages in their education journey, we have provided some tutoring and catch up support. For example, for year 11 mathematics, we have provided virtual tutoring sessions from October 2020 for students in the District.

Supporting Mental Health for Learning

3.8. From the autumn term we appointed Education Therapeutic Officers to support individual and groups of children. Additionally, we made available resources to support the mental well-being of pupils through regular communications.

Supporting for children missing education and those electively home educated children

- 3.9. Clearly, the COVID pandemic has presented increased challenges on attendance. To help ensure that our children were getting appropriate levels of education, our teams made proactive contact, including visits to homes, throughout the lockdown period.
- 3.10. The numbers of children missing education have now returned to baseline levels and this continues to be a focus of our work. These numbers would have been even higher had the work of the team not taken place to encourage families to fully consider and understand the implications of elective home education. As a result, many families chose to keep their children on a school roll and have been supported to increase attendance.

Supporting Childcare in the District

- 3.11. Our Childcare Sufficiency Team has supported parents/carers and all providers of childcare across the Private, Voluntary and Independent (PVI) Sector, throughout the lockdown in a number of ways:
- Working across services to identify vulnerable children under 5 who were in receipt of early education funding who were not attending a childcare setting.
 - Liaison with the Children's social workers and PVI providers when we had no evidence of child attendance.
 - Ensured that all vulnerable children who were new to the district during lockdown were provided with childcare places.
 - The team of Childcare Quality Officers offered support and continue to offer support to childcare providers on dealing with Covid related matters
 - Regular communication and virtual network meetings established with all providers across the district, including offering day and evening sessions to share best practice and provide regular guidance updates.
 - Worked with other Council services to develop a PPE childcare setting pack, for use when a child develops symptoms on site.
 - Worked with Finance and Business Rates to identify potential protections plans for the PVI sector. We paid protection payments through a protected funding package to 183 PVI providers (93 childminders and 90 Group based provisions) this correlates to support for in excess of 900 children, allowing their parents to continue working and play an important role in the districts economic recovery plan. In total since March 2020 there have only been 3 day nursery closures and 5 pre-school closures across the district. A number of these were already experiencing difficulties pre-covid. This is a very small percentage, as we have in excess of 600 childcare providers across Bradford and continue to have sufficient childcare places for all children.

04 – Better Health, Better Lives

Childrens

- The onset of covid-19 placed the Council on an emergency footing and required different ways of engaging with children and families and ensuring early help and statutory safeguarding arrangements have continued to be robustly delivered. The approach taken by the Council and partners has been to ensure we have continued to identify vulnerable children and deliver arrangements to ensure they receive appropriate support.
- Partners working with vulnerable children known to 0-19 services, CAMHS, and Schools applied a risk assessment in order to determine the level of oversight these children required. A dynamic risk register was developed and managed by our newly established Covid-19 outreach team with appropriate social work oversight. The covid-19 team works across the continuum of need and was available to visit children in households where there is a confirmed or suspected case of covid-19. This team is made up of social workers, health practitioners and education welfare officers and continues to remain in place.
- All of our homes have remained operational during the pandemic despite the challenges arising from colleagues shielding, self-isolating or absent due to illness. No placements have been disrupted as a result of the pandemic. Newholme Children's Home has seen its Ofsted rating increase from Requires Improvement to Good. This means that 9 of our 11 children's homes are now good or outstanding
- We have exceeded our target for foster carer recruitment in 2020/21 despite the challenges of the pandemic. We have set ambitious targets for the next year and are now working with a private sector marketing company to extend our presence in the marketplace. Our new fostering website was launched on 10th May.

Adults Social Care

- From the start of the lockdown, Adult Social Care Access Team working alongside other partners made a total of 76,064 outbound calls to people on the Governments Extremely Vulnerable List who were asked to shield, resulting in 28,933 people receiving information and advice, 1,007 people receiving food support and 590 people receiving social isolation related support.
- All local authority care homes developed Hot Suites to manage Covid cases to prevent hospital admissions and to provide a service for people who have had COVID-19 and are still infectious, discharged from hospital or are recovering from COVID-19.
- The department extended operating times on BACES (Bradford and Airedale Community Equipment Services) covering 6 and 7 days, which have helped us to meet additional demand and ensure speedier provision of equipment from BACES, and Occupational Therapy assessments, while ensuring that people remained safe and well at home.
- The support available to people with physical disabilities has been the same as older people, we provided short term home support or enhanced home support to support

people to remain at home and to support their carers. Carers have been offered respite from caring when they have been under significant pressure, in some cases this has meant that the cared for person has had a stay in 24-hour care.

- The department developed a Covid specific Care Home Support plan to help all independent sector care providers across the Bradford District. This included support across both statutory services and non-statutory services to over 500 providers we commission services from. Support provided ranged for dedicated support for testing residents and staff, access and use of PPE and financial support arrangements.
- The Local Authority and local NHS partners have worked together with providers to improve the quality of care and support. 82% of providers in Bradford rate as Good or Outstanding as of April 2021.
- The independence Advice Hub reduced the number of people being referred for assessments and increased the number of people signposted to community based services. 84% of contacts diverted to information and guidance by the Independence Advice Hub maintaining the good performance seen in the last 2 years, Up from the 2018 baseline of 55%.

Public Health

3.12. The Public Health Team have had an exceptional year, working alongside other teams and partners to help support the District's response to COVID. This has included leading on the development of Local Outbreak Management Plan for COVID-19 which aims to prevent and manage the spread of COVID-19 in Bradford district to mitigate mortality, morbidity and other harm. This has included:

- . Managed 733 outbreaks of COVID since the beginning of the pandemic.
- At the time of writing, 331,148 people have had their 1st dose (65.5% of the population) with 223,967 having had the second dose (44.3%). A total of 734,554 have had PCR tests, with 667,003 taking a rapid flow test - meaning 1,401,557 overall PCR and/or rapid flow tests
- Proactive approach to preventing the spread of COVID-19 through engagement with partners to ensure infection prevention and control measures are fully understood and adhered to.
- Testing is accessible to all residents in Bradford District, both with and without symptoms of COVID-19.
- Effective surveillance of the COVID-19 pandemic in Bradford District to enable early identification of patterns of transmission and outbreaks.
- Support the effective and equitable distribution of vaccines, encouraging take up amongst under-represented groups
- Development of an Inclusion Health programme, working with multiple providers across the District to support the COVID response for marginalised populations and those at risk of exclusion from mainstream services (including refugees and asylum seekers, Roma, Gypsy and Traveller populations, LGBTQ communities, people

experiencing homelessness and sex workers). This programme enabled the collation of insight to feed into the District's response and national policy, increasing equity of overall delivery and funded tailored COVID prevention and response initiatives through the providers and a specialist outreach service.

- In early 2020, in conjunction partners at the Bradford Institute of Health Research, Bradford Teaching Hospitals, Born in Bradford and ActEarly, Bradford Metropolitan District Council created a dedicated Covid Scientific Advisory Group (C-SAG) with the intention of using data and case studies to inform local decision making and communications with its citizens.
- C-SAG commissioned specific studies and initiatives targeted at understanding the effects on Bradford's families and children, tackling long-held health beliefs and mistrust, including resistance to vaccines, identifying how to bridge inequality gaps, support vulnerable groups and plan support for the long-term mental and physical impacts of Covid-19.
- Weekly & daily COVID bulletins and intelligence produced throughout the pandemic, with additional ad-hoc analysis as required in response to outbreaks, new variants etc. Collaborative working with C-SAG on additional more in-depth research and analysis into COVID vaccine uptake, hospital admissions and the impact of COVID on health, mental health and social circumstances.
- The District's public health team has been supporting places of worship remaining closed during lockdown and religious celebrations being observed in ways that comply with social distancing. As lockdown has eased, the public health team have supported places of worship to reopen safely.
- Community soft intelligence from C-SAG suggested many were unwilling to be vaccinated. Concerned with the rise in the spread of misinformation in specific communities, C-SAG launched a study to understand people's Covid-19 beliefs, interactions with misinformation and attitudes towards a vaccine. District Gold led a campaign to redress misinformation through social and mainstream media and community leaders. This included pioneering the opening of vaccine hubs in Mosques to increase access and trust; harnessing trusted voices and role models, such as Imams; developing neighbourhood approaches to build trust (via COVID Ambassadors) (<https://www.bbc.co.uk/news/health-55952189>).

3.13. Public Health lead the suicide prevention programme and the promotion of mental wellbeing across Bradford Districts. Over the past year, we have identified a number of key risk factors for mental ill health and have rapidly put services in place to target these, as well as supporting our partner organisations to understand and respond to mental health needs in the District.

05 Safe, Strong and Active Communities

- 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.
- 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.
- 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.
- 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.
- 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.
- A successful collaborative bid with Race Equality Network and Equality Together enabled us to launch the Covid-19 community champions scheme, to date there are 127 champions (and growing) trained to support with Covid-19 messaging and to support with vaccination take up by those who identify themselves as a minority group, with a learning difficulty and those with disabilities. 49 of our lead champions have taken a co-design and co-production role to develop appropriate and accessible communication materials whilst all champions work across our communities to encourage critical thinking to reduce myths and the spread of rumours.
- The integrated communities programme; *Bradford For Everyone*, has continued to adapt activities during Covid-19, for example we launched the Citizen Coin; the largest social currency in Europe, the app has over 300 volunteers registered and Community Conversations to respond to low level integration and social cohesion issues. Alongside the programme we have funded an additional 21 projects through our small grants scheme; the *Innovation Fund*. The programme now delivers activities in over 24 wards across 71 interventions. The programme also took to increased online campaigning with Smiles, It's Sunnah in partnership with the Our Street Gallery, active presence over Race Equality Week, LGBTQ+ History Month, International Women's Day and marking St George's Day.

- 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.
- Supporting people to 'stay local' our Street Cleansing and Parks teams were able to maintain excellent service levels during the pandemic despite many staff shielding, many self-isolating or ill due to Covid. In addition, many staff were also temporarily redeployed to waste services and bereavement services during this time to help keep essential services running.
- 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.
- The library service has 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 2020 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 2020 (a 60% increase).
- Council officers and volunteers from across the District carried out joint Reassurance & Engagement (R&E) walks to provide help, support and guidance to businesses and the public during the Covid pandemic lockdowns. Businesses were provided with posters, signs and guidance notes whilst the public were encouraged to follow Covid guidelines, provided information on the support services available to the public, offered face coverings and hand sanitisers.
- Six Bradford Parks; Harold Park; Peel Park; Lister Park; Roberts Park; Cliff Castle Park; and Central Park, Haworth raised their Green Flag Award with pride in a year when millions of people have appreciated the value of having great quality green spaces on their doorstep despite the many challenges we have faced this year.
- The Prevent and Hate Crime team have trained a range of Community Ambassadors in critical thinking skills, so that they are more aware and better able to counter the myths and fake news spreading through our communities during lockdown. Ambassadors now have the tools and skills to encourage people to check out what they have heard before sharing.
- The Young Covid Ambassador project was launched in 2020, young people have identified the need and importance of Covid recovery. The Covid Recovery project will recruit & train ambassadors to work with their peers and in their community to find creative ways to help integration back into society. The Covid Recovery Team will have the opportunity to engage in decision making, processes and shape their ideas into strategies. The Recovery Team will present the ideas & experiences of the community

to both statutory and voluntary organisations. The Covid Recovery Project is in the process of recruiting new Youth Services staff to assist.

- The last year has seen a significant improvement in the cohesive partnership response to domestic abuse and sexual violence in the district. Increased local and national investment due to the heightened risk and increased demand for service has resulted in innovative practice, creating an early intervention pathway and opening up new ways for victims to secure support. The partnership has created a strong vision for the next three years that when implemented will be impactful and improve the lives of all affected. Financial investment has been made in such a way as to create a legacy either through change in practice or with a view to bid for future funding. Latest police statistics show that Bradford's repeat victimisation rate has decreased more than our neighbouring local authorities.

06 – Sustainable District

3.14. There has been significant activity to continue progress on climate action, environmental management and enabling sustainable communities through the coronavirus crisis over the last year as well as to develop our strategic approach to sustainable development.

- The Sustainable Development Action Plan was approved by Executive on the first morning of lockdown in March 2020. This also reflected the Budget allocations for climate action for 2020-21 and capital investment plans for critical infrastructure like Electric Vehicle charging.
- The first phase of the Tree for Every Child initiative, launched in November 2020, saw significant progress despite restrictions during Planting Season 2020-21 with delivery being planned in partnership for 2021-22.
- The Council has worked to enhance active travel, safe walking, cycling and travel throughout the response to the Pandemic. Further plans are developing including Three Active Travel Neighbourhoods going to consultation and delivered this financial year
- The Council switched to 100% electricity from the first of April 2021 and has committed to low carbon fleet and EV fleet procurement.
- Ongoing programme of Climate Building Controls with £500k to be invested in council owned building's and energy efficiency
- Biodiversity protection and enhancement continues to support the stewardship of the network of protected sites and minimising impact of development and enhancing the district –wide habitat network.
- The updated procurement strategy and social value policy also supports the moves toward sustainable development, impact and environmental performance through our contracts, suppliers and resource/services choices.
- The portfolio of major regeneration schemes is progressing and analysis is taking place with WYCA on the carbon impacts so these can be effectively addressed through design, delivery and aftercare. The Homes and Neighbourhood Design Guide and

related work continues to support new developments and new build housing investment by developers.

- The Council's Food Catering Central Processing Unit at Mitre Court will be completed and operating from Autumn 2021 and will play a major role not just in reducing direct emissions as a facility but also in supporting wider sustainable food priorities.
- Work has progressed on parks, green spaces and investment including in Horton Park, the Council's own land holds and open space including Ilkley and Harden Moor on natural flood management. The upland investment sees both planting of sphagnum moss and drains and dams created to divert water away from flowing to land below, plus creation of peat bogs through this work which stores carbon.
- During the pandemic, the change in working practices has had a major impact on our building emissions and also the emissions from staff commuting. Work is now underway to prepare for the next and future phases. It is expected that many of the emissions gains will remain as staff develop the flexible working and new ways of working triggered by the Crisis response.
- We are still developing the detailed analysis to support this as building use has also seen some increases in energy use where we have opened buildings that require the ventilation to be maximised with no recirculation – a solution for this will have to be implemented if coronavirus or related health challenges remain in place for the medium term.
- Understandably, circumstances during 2020-21 has disrupted or delayed many individual measures and projects, though the resetting of ambition, planning especially alongside major regeneration and recovery investment and rapid learning and operational change has kept environmental and sustainability considerations paramount.

07 Enabling Council

3.15. During the last year, the whole Council has adapted to respond to COVID and shape our future beyond this period. This has been supported in a number of ways from central services.

3.16. Our Legal and Democratic Services have supported through the last year in the following ways:

- Delivering the decision making processes of the Council in a pandemic and post pandemic environment, including preparing for and running remote Council/Committee meetings.
- Legal support to Adult Social Care in relation to integrated service commissioning with Health (Covid 19 accelerating the need for much closer co-ordination), and the re-commissioning of adult care services under procurement reform proposals.
- Enabling the registration service to immediately adapt to the changes in the law to ensure continuing service provision, including timely death registration and the issuing of associated documents.

Revenues and Benefits

3.17. The last twelve months has been a very busy year for teams responsible for revenues, benefits and payroll services. Alongside business as usual work, the teams have had to administer reliefs across a number of areas to support households and businesses. This includes:

- Improving the prompt payment of housing benefits, despite an unprecedented increase in cases of over 10%. The 2020/21 average time to pay Housing Benefits was 12 days; by far the best performance Bradford has achieved
- Award of over £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. This helped Bradford achieve an increase in in-year collection, despite the pandemic.
- Test and Trace self-isolation payments (SIPs) started in October 2020 and since then the team have received over 7,000 applications for support and awarded 3,700 £500 SIPs. This is the highest number of awards in the country.
- The Government introduced the COVID Winter Grants Scheme in December, providing support for vulnerable families during the colder months. The Service led the programme and also contributed to one of the five strands of support made available. In all, over £3m was spent provide food/fuel to predominantly vulnerable families.
- As well as seeing an increase in casual and temporary staff, Payroll Services were responsible for the furlough scheme, ensuring payments were made and government returns completed correctly

Finance, IT and Procurement

- We have continued to support the response to the Covid pandemic through a range of activities including:
- **PPE:** The Procurement and FM teams have distributed 7.1 million items of PPE to Council staff and district partners in 2020/2021.
- **Investment in IT:** following years of under investment the entire IT infrastructure is being upgraded to support modern working and provide enablement for Covid home working, enabling 100% access to all employees and Members from Day 1; over 6,500 devices have been deployed; the Microsoft licence and estate has been upgraded including the provision of Exchange on-line and Microsoft Teams.
- **Covid Financial Monitoring:** Effective budget monitoring and reporting processes were introduced to account for the c£100m of additional Covid related Expenditure and Income losses in 2020-21, ensuring impacts were reported and understood internally and processes applied to maximise the amounts of Covid related grants in line with grant conditions.
- **Business Case Development:** we assisted business case development and approval processes for the numerous and wide ranging responses to Covid.
- **Direct support to Covid:** a number of employees have been seconded to provide direct support for Business Grants Distribution and Covid Outbreak Monitoring

Systems; the IT service have ensured application processes have been implemented enabling businesses to apply and secure the Government support offered; the Corporate Fraud and Internal Audit teams have worked alongside grant distribution teams to ensure funding is distributed appropriately to eligible businesses.

- **Social Value:** A number of procurement processes have used the LGA approved methodology of evaluating social value through procurement. From £33m worth of contracts subjected to the process, £6.7m worth of Social Value has been committed which is 20% of contract value.

Supporting our workforce

- We have continued to support staff and managers' health and wellbeing throughout the pandemic by adapting and delivering services remotely, and through the development of a number of resources and new initiatives such as a Staff Wellbeing Guide, WFH musculoskeletal assessments, the employee Wellbeing Check, and sustained wellbeing focus through a calendar of events and resources. Numbers of staff accessing the employee health and wellbeing service has increased almost 30% over the past 12 months demonstrating how important it is to have staff wellbeing as a priority.
- Asset Management and Built Environment colleagues have ensured that 120 Council occupied premises and Council construction sites have been capable of safe occupation under the government's Covid19 Secure guidelines.
- Due to the need to increase staffing numbers to assist in the Council's response in managing the Covid-19 pandemic, there was a need to recruit to a number of additional roles within both 'frontline' and 'back-office' Covid related roles. Through a number of successful recruitment campaigns in conjunction with Skills House, the Council was able to recruit approximately 60 Contact Tracers and 120 Covid Support Workers, to deliver varied and essential Covid support role to businesses, communities and residents.

4. Summary of performance against Council Plan outcomes

4.1. The Key Performance Indicators (KPI) in this report are a set that was agreed at Executive, December 2020, for the municipal year 2021/22. This is a baseline year and as such this report describes the direction of travel for each indicator in advance of the the Council Plan period.

4.2. Figure 1 shows, by Outcome, all of the KPIs in the Council Plan. The numbers in the chart relate to the number of KPIs that fall in to each status. The status has been determined by comparing the latest data available against its previous reporting period. Not all KPIs have had new data published in the 2020/21 municipal year, more detail is available on those that have in Appendix A.

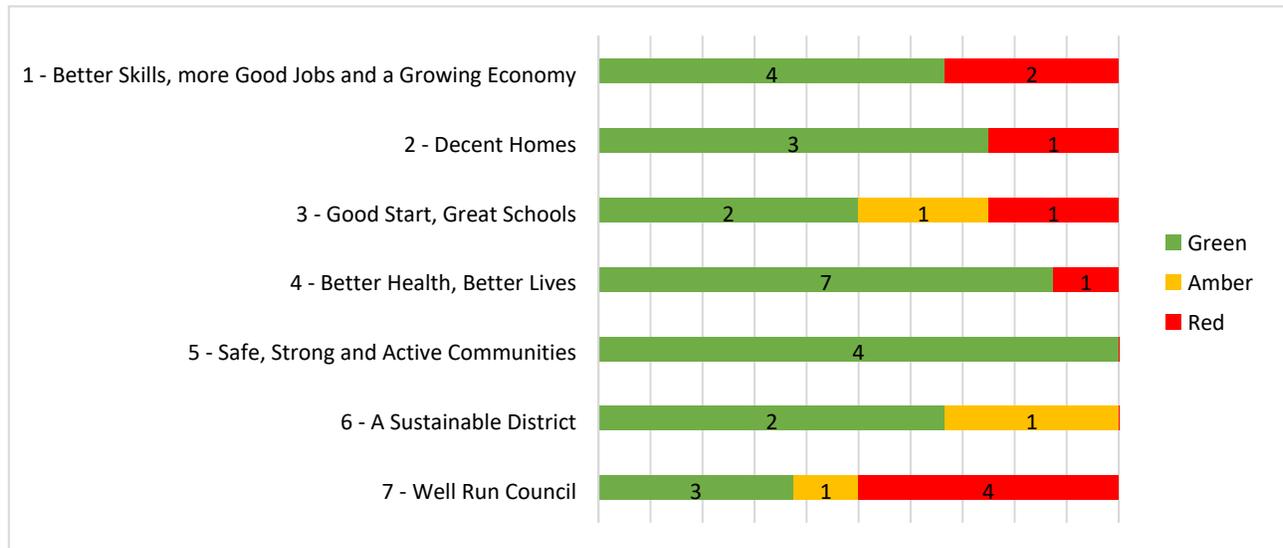
4.3. Those KPIs with a green status have an improving direction of travel. Those with an amber status are where the latest figure available is the same as the previous period, i.e. no change in direction. Those with a red status are where performance has worsened and has moved further away from the desired direction.

4.4. There is also one KPI which we have not been able to measure this year and as such is not represented in Figure 1, this is:

- Improved staff perception (Survey)

4.4.1. During 2021/22 a new Staff Survey for the Council will be developed and implemented to ensure the Council has a sustainable and systematic tool for gaining staff insight, analysing, benchmarking and measuring staff engagement levels across a range of indicators.

Figure 2: Key Performance Indicator direction of travel summary, by Council Plan Outcomes (All indicators)



4.5. Figure 2 is an in depth look at all the KPIs in the Council Plan. The table shows, for each indicator, the latest data that is available and their direction of travel compared to its previous reporting period.

4.6. As with Figure 1, those KPIs with a green status have an improving direction of travel. Those with an amber status are where the latest figure available is the same as the previous period, i.e. no change in direction. Those with a red status are where performance has worsened and has moved further away from the desired direction.

Figure 3: Performance indicators and their current Direction of Travel

Performance Indicator	Current Performance	Time Period	Direction of Travel
01 - Better Skills, More Good Jobs and a Growing Economy			
Healthy life expectancy at birth (Male)	60.1	2016/18	Red
Healthy life expectancy at birth (Female)	60.0	2016/18	Green
% of people aged 16-64 in the district with NVQ level 3 and above	52.9%	2020	Green
Percentage of total third party spend with suppliers operating from within the district - Rolling Values	38.5%	Q3 2020/21	Red
% of people in work (aged 16-64)	70.4%	2020/21	Green
Median earnings of employees in the area	£536.60	2019/20	Green
02 - Decent Homes			
Net number of additional homes provided	476	2020/21	Red
Number of new affordable housing units	308	2019/20	Green
Number of private sector homes improved	263	Q3 2020/21	Green
Successful homelessness preventions	74.98%	2020/21	Green

03 - Good Start, Great Schools			
Percentage of pupils achieving 9-4 pass in GCSE English and Maths	62.8%	Academic Year 2019/20	Green
Persistent absence rates	15.68%	December 2020	Red
Percentage of pupils reaching the expected standard in reading, writing & maths combined at Key Stage 2	63%	Academic Year 2018/19	Green
Percentage of Year 1 pupils achieving the Phonics Standard	81%	Academic Year 2018/19	Amber
04 - Better Health Better Lives			
Obesity in primary school age children in Year 6	40.8%	2020/21	Red
Percentage of physically active adults	62.4%	2019/20	Green
Percentage of referrals within 12 months of a previous referral to Children's Social Care starting	22.1%	2020/21 Provisional	Green
% of children in care with 3 or more placements during the previous year	9.2%	2020/21 Provisional	Green
Emotional and behavioural health of children & YP in care for at least a year and aged between 5-16 yrs old (average score from the total of SDQ scores)	12.9	2020/21 Provisional	Green
Proportion of adults with LD who live in their own home or with their family	88.2%	2019/20	Green
Proportion of adults with LD in paid employment	3.9%	2019/20	Green
Permanent Admissions to residential and nursing homes 65+ per 100,000 population	180	2019/20	Green
05 - Safe, Strong and Active Communities			
Percentage of people who agree that people from different backgrounds get on well together in your local area – <i>Survey on hold due to Covid</i>	52.99%	2019/20	Green
Local (VCSE) Voluntary, Community and Social Enterprise (sector)	£4.5m	Q3 2020/21	Green
Number of killed or seriously injured	162	2020	Green
Percentage of people who feel safe in their local area - <i>Survey on hold due to Covid</i>	77.43%	2019/20	Green
06 - A Sustainable District			
UK Air Quality legal limits	Yes	2020/21	Amber
Percentage of household waste sent for reuse, recycling and composting	40%	Q2 2020/21	Green
Greenhouse gas emissions from Council operations	37,662 Tonnes	2019/20	Green
07 - Well Run Council			
Percentage of Council Tax collected	94.19%	March 2021	Green
Percentage of Non-domestic Rates Collected	89.98%	2020/21	Red
Achievement of Council wide budget savings - Total (Quarterly)	£13m	2020/21	Red
Percentage of top 5% employees who are female	50%	2020/21	Green
Percentage of employees from LGBTQ+ backgrounds	0.6%	2020/21	Amber
Percentage of employees from BAME backgrounds	28.3%	2020/21	Green
Percentage of top 5% employees by income who are from BAME backgrounds	18.2%	2020/21	Red
Percentage of Employees with a Disability (excludes schools)	4.11%	2020/21	Red
Improved staff perception (Survey)	Not applicable – No survey conducted		

4.7. A detailed narrative of the KPIs that have had new data released in the 2020/21 municipal year can be found in Annex A. Figure 3 lists those KPIs which have had new data released in 2020/21 and are therefore represented in Appendix A.

Figure 4: List of Performance indicators that have had new data published in the 2020/21 municipal year and therefore appear in Annex A

Performance Indicator
01 - Better Skills, More Good Jobs and a Growing Economy
Healthy life expectancy at birth (Male)
Healthy life expectancy at birth (Female)
% of people aged 16-64 in the district with NVQ level 3 and above
% of people in work (aged 16-64)
Median earnings of employees in the area
02 - Decent Homes
Net number of additional homes provided
Successful homelessness preventions
04 - Better Health Better Lives
Obesity in primary school age children in Year 6
Percentage of physically active adults
Percentage of referrals within 12 months of a previous referral starting
% of children in care with 3 or more placements during the previous year
Emotional and behavioural health of children & YP in care for at least a year and aged between 5-16 yrs old (average score from the total of SDQ scores)
05 - Safe, Strong and Active Communities
Number of killed or seriously injured
06 - A Sustainable District
UK Air Quality legal limits
07 - Well Run Council
Percentage of Council Tax collected
Percentage of Non-domestic Rates Collected
Achievement of Council wide budget savings - Total (Quarterly)
Percentage of top 5% employees who are female
Percentage of employees from LGBTQ+ backgrounds
Percentage of employees from BAME backgrounds
Percentage of top 5% employees by income who are from BAME backgrounds
Percentage of Employees with a Disability (excludes schools)

5. OTHER CONSIDERATIONS

None

6. FINANCIAL & RESOURCE APPRAISAL

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

7. RISK MANAGEMENT AND GOVERNANCE ISSUES

This report is for information only.

8. LEGAL APPRAISAL

This report is for information only. There are no specific legal issues.

9. OTHER IMPLICATIONS

9.1. SUSTAINABILITY IMPLICATIONS

Report is for information only. No specific issues

9.2. GREENHOUSE GAS EMISSIONS IMPACTS

Report is for information only. No specific issues.

9.3. COMMUNITY SAFETY IMPLICATIONS

Report is for information only. There are no specific issues.

9.4. HUMAN RIGHTS ACT

Report is for information only. There are no specific issues.

9.5. TRADE UNION

Report is for information only. There are no specific issues.

9.6. WARD IMPLICATIONS

Report is for information only. There are no specific issues.

9.7. IMPLICATIONS FOR CORPORATE PARENTING

Report is for information only. There are no specific issues

9.8. ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no data protection issues.

10. NOT FOR PUBLICATION DOCUMENTS

Not applicable

11. OPTIONS

In considering how to progress this issue the Committee may wish to:

11.1. Consider the baseline of the key performance indicators in the 2021/25 Council Plan;

11.2. Forward their recommendations to the Executive, Council and / or other appropriate bodies

12. RECOMMENDATIONS

12.1. That the Corporate Overview and Scrutiny Committee notes the baseline of the key performance indicators in the 2021/25 Council Plan

13. APPENDICES

Appendix A – Detailed Performance Information and Reporting

APPENDIX A: DETAILED PERFORMANCE INFORMATION AND REPORTING

01 - Better Skills, More Good Jobs and a Growing Economy

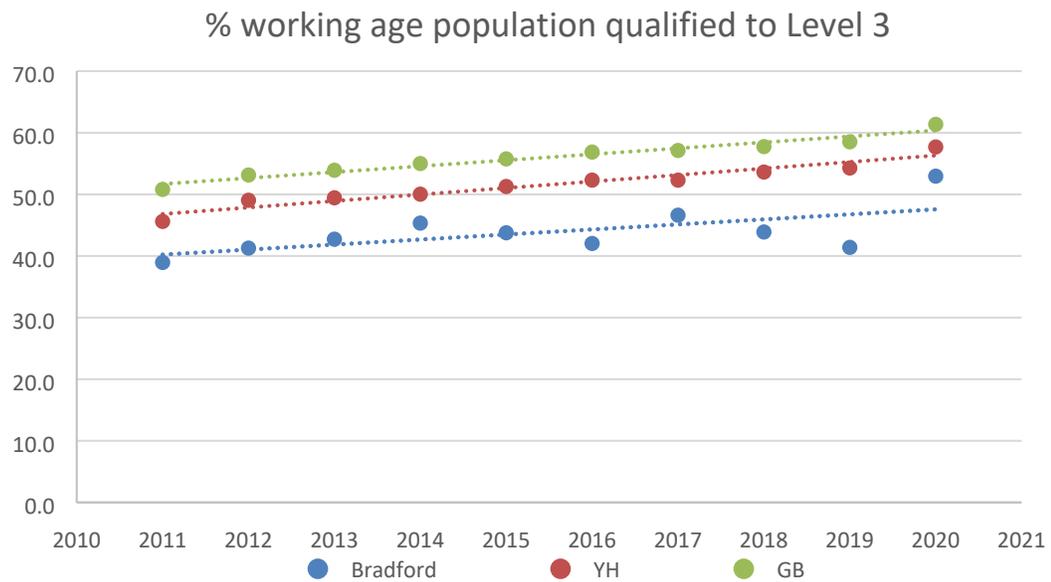
Indicator / Measure Detail:

% of people aged 16-64 in the district with NVQ level 3 and above

Target:

48,000 additional number of people in the district with NVQ level 3 and above by 2030

Recent Trends:



Latest Value:

52.9%

Period:

2020

What is going well?

As of December 2020, the ONS population survey estimates that 175,100 people equating to 53% of the working age population are qualified to Level 3 or above, compared to 57.7% across Yorkshire & Humber and 61.4% across the UK as a whole. In 2019, the equivalent Bradford position was 41.1% / 134,600 people.

It should be noted that the survey typically has a confidence interval of 3-4 percentage points and 2019-20 has shown the year to year biggest variance over the last decade. Considering the data over time as in the chart is therefore most robust approach.

The long term trend in Bradford remains for improvements in qualification levels over a ten-year period. However, the progress in Bradford essentially mirrors the rate of increase regionally and nationally. From the Economic Strategy September 2016 baseline this year's data suggests there are almost 40,000 more working age residents qualified to Level 3 and above.

There are many possible reasons to explain the year on year variation in the NVQ3 skills level, including changing migration patterns over time. The District has also seen significant upward movement at Level 2 (9 percentage points) and 4 (8 percentage points) this year (whilst still remaining below regional and national rates). It is plausible that people were available to respond to the survey this year whereas in the past those with Level 2 and above may have not have responded due to work commitments, time spent commuting, etc.

It is clear though despite the volatility between 2019 and 2020 data that there is a general picture of skills levels improving over time.

Changes in the profile of workplace jobs could also be a factor but analysis of sector employment does not suggest that this is the case as there has not been any significant occupational shift on a large enough scale to account for the level of change indicated by the data.

How can we make sure things get better?

We continue to work hard to build on the progress over time in order to close the gap to regional and national skills levels. In particular, we need to ensure that we maximise and uplift the resource available to the District. Funding the volume of qualifications required to eliminate the gap to the national average would require a significant and sustained elevation in the skills funding coming into the District, as is set out in the Economic Recovery Plan. One key strand of this is use of the Apprenticeship Levy; commitments made through the Health and Social Care Economic Partnership and West Yorkshire Combined Authority's Levy transfer scheme will ensure Levy is retained and spent in the area.

As opportunities to secure funding and to be at the forefront of new programmes arise we must act as a partnership to secure an appropriate share for Bradford, for example shaping and supporting the Chamber of Commerce's bid to be a trailblazer for the Local Skills Improvement Plans, or the Future Technology Centre proposal being developed through Bradford College. We hold the Young People, Education and Skills portfolio for the Key Cities group and continue to use this as both a vehicle to engage in the national policy debate and to understand good practice from other member cities to inform the development of local interventions.

Discussions are on-going between the Combined Authority and the Bradford Employment and Skills Board (chaired by the Portfolio Holder) about how best to utilise funding and balance the needs for greater progression through the Levels of qualification up to and including Level 3, whilst also supporting progression into work. The Review of the approach taken this year requested by WY Directors of Development will support this work and hopefully enable a move away from the transactional approach for 2020 to more strategic commissioning. However, we must also continue to lobby for greater devolution of adults' skills budget and policy to drive local skills solutions forward.

This Summer will see the first cohorts to complete A Levels at the two sixth form free schools in the City Centre. Promoting this will be a further opportunity to stimulate aspirations to complete a Level 3 qualification and progress into Higher Education and/or skilled employment amongst our young people. We also continue to work to realise improvements in A Level provision in Keighley and to support the development of a larger sixth form centre in the North of the District.

The Council's investment in the upscaling of the SkillsHouse partnership will tackle the underlying skills issues evident from this chart over time, and the challenges presented by the pandemic. SkillsHouse is at the heart of the "Inspire, Reskill, Upskill" priority set put in Economic Recovery Plan. The partnership serves both business needs in developing the workforce, as well as supporting individuals to improve their own skills levels and qualifications.

The emerging work on the Future Boost 16-25 year old offer will also promote pathways through FE provision progressing through qualification levels and maximising uptake of entitlements to fully funded provision enabling young people to leave Further Education with higher qualification levels. As T Levels continue to roll out we will continue to promote this option and as an employer we need to ensure we are offering up appropriate opportunities to support this new provision at Level 3.

01 - Better Skills, More Good Jobs and a Growing Economy

Indicator / Measure Detail:

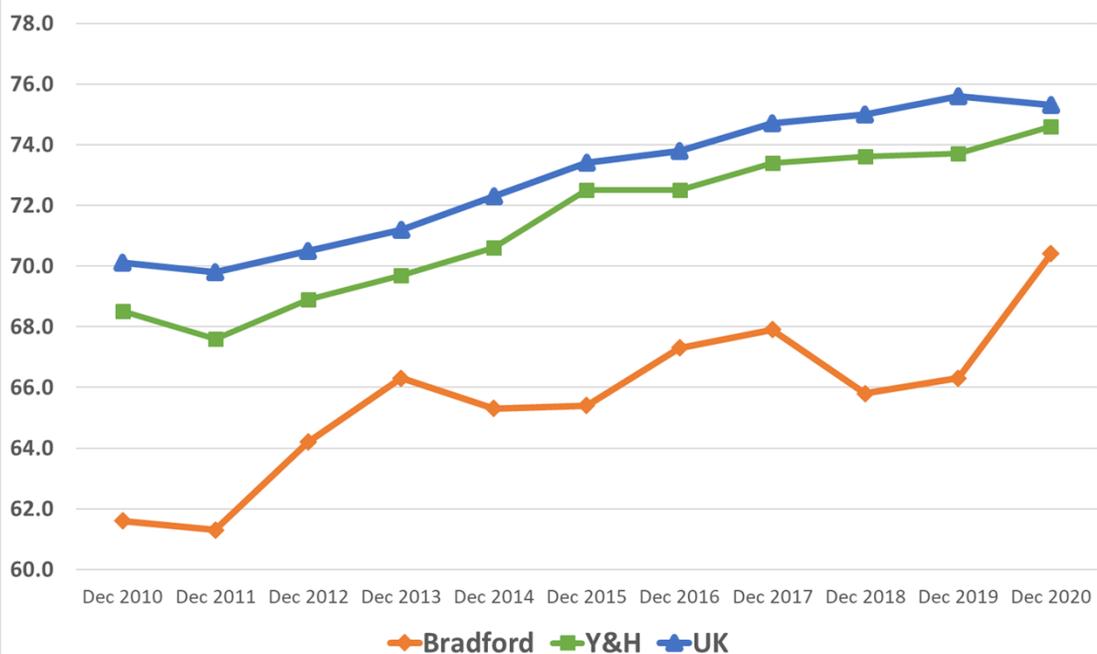
Percentage of people in work (aged 16-64)

Target:

20,000 more people into work in the district by 2030

Recent Trends :

Work Age Employment Rate 2010-2020



Latest Value:

70.4%

Period:

2020

What is going well?

The latest Annual Population Survey figures show that the number of work age people (16-64) in employment over the year to December 2020 rose by 16,600 to 233,100 compared to the same period in 2019.

This represents an increase of 7.7% which was significantly higher than the regional increase of 1.2% and a UK fall of 0.3% over the same period. From the Economic Strategy September 2017 baseline of 223,400, there are now 9,700 more working age residents in employment in the district, which has increased the employment rate to 70.4% in 2020 compared to 68.7% in September 2017.

Bradford's employment rate of 70.4% is still lower than the regional figure of 74.6% and the UK rate of 75.3%. Following two years where the Bradford employment rate gap in relation to regional and UK rates widened between 2017 and 2019, the gap has closed significantly over the year to December 2020.

Looking at the change in employment over the ten years to December 2020, an increase in employment of 10,800 for women aged 25-49 drove the increase in overall employment alongside an increase of 5,300 for men aged 25-49. Employment increased for all age groups for both women and men. Overall, women's work age employment increased by 18,000 over the ten years which saw the employment rate for women rise from 51.3% in 2010 to 63.9% in 2020. Male work age employment increased by 12,800 which saw the employment rate for men rise from 70.4% in 2010 to 76.9% in 2020.

The gap to the national rate over the last five and ten year periods has also narrowed which indicates, despite fluctuations in the rate year to year, the overall trend is a positive one and is likely to narrow further over the coming years.

Bradford has lower employment rates than regional and national averages. Bradford employment rates have lagged behind the UK rate over the past decade but, as highlighted in the section above, the gap has narrowed significantly over the last ten years.

Bradford's position within the Yorkshire and Humber region remains relatively poor and it has the second lowest employment rate after Barnsley. Employment has risen as the economy has recovered from the 2008 recession and is now higher than pre-recession levels. Employment has also increased despite the impact of Covid-19 which has seen claimant count unemployment almost double to over 30,000 people. It is worth noting that employment has fallen nationally over 2020 and it maybe that given the survey based nature of the employment rate indicator, future data may see Bradford's employment rate fall.

The availability of jobs in the economy is a key determinant of employment and unemployment rates. Job density (the number of jobs relative to the number of working age people) is low in Bradford. Bradford has 690 jobs per thousand work age population compared to 870 nationally. The strength of our business base means that per worker, our productivity is one of the highest in the Northern Powerhouse, but our low jobs density means we need to increase our business base to generate the jobs we need.

How can we make sure things get better?

Creating more and better jobs and addressing our longstanding skills deficits remain key to improving Bradford's employment rates. Skills gaps persist at the top and bottom of the labour market. Bradford has a high proportion of mid-skilled residents. Evidence suggests that jobs that requiring these mid-level skills will be most affected by globalisation, technological change and automation going forward whilst the majority of new jobs will require higher level skills.

Those with low level or no qualifications will increasingly be disadvantaged in the labour market. The lack of digital skills in particular will become an increasingly important determining factor as is estimated that up to 80% of new jobs that will be created in the next ten years will require some level of digital skills.

It is also important we address labour market disadvantage as employment rates for ethnic minorities are still lower than non-ethnic minority workers. Figures for Bradford show the employment rate for ethnic minorities over the year to December 2020 was 54.2% compared to the overall rate of 70.4% with the rate for white workers was 75.5%. The disparity is particularly wide for women with the employment rate for ethnic minority work age women standing at 39.6% in 2020 compared to a rate of 72.4% for white work age women.

It should also be noted that ethnic minority women's employment rose by 40% over the ten years to 2020 which was the biggest increase of any group by gender and ethnicity and was more than double the 15% increase for all working age people.

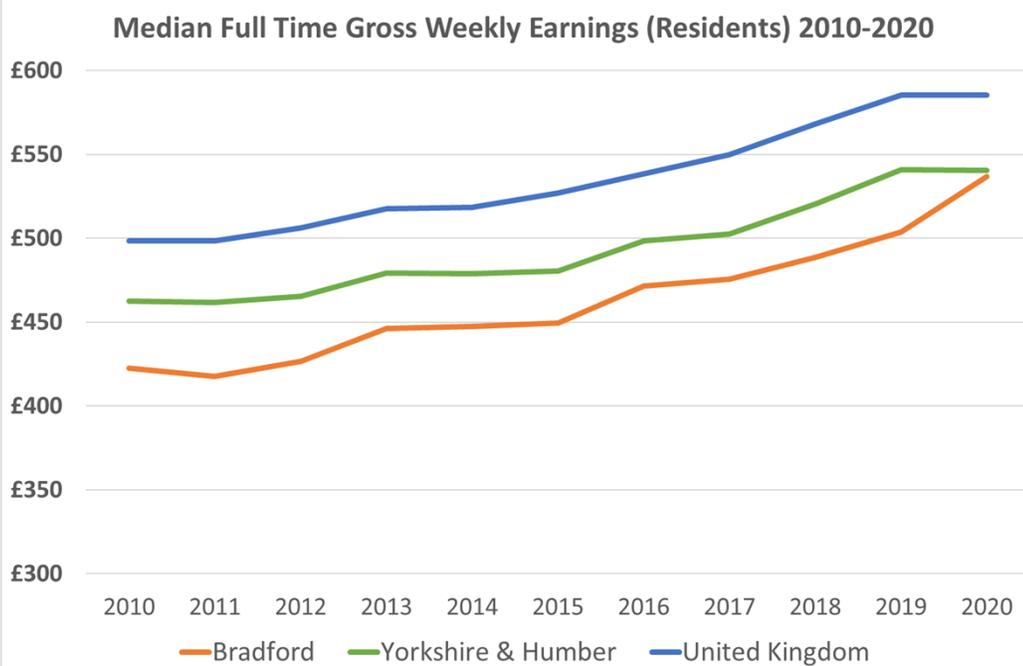
Indicator / Measure Detail:

Median earnings of employees resident in the area

Target:

Increase median earnings of employees resident in the area to £585.50 by 2030

Recent Trends:



Latest Value: £536.60 **Period:** 2020

What is going well?

Median gross weekly earning for Bradford residents stood at £536.60 per week in 2020, an increase of £32.90 or 6.5% compared to 2019. Full time average earnings have been rising steadily since 2011 and the gap to regional and UK earnings continues to close.

Over the ten years to 2020, resident earnings have increased by 27% compared a regional increase of 17% and a UK increase of 18%.

The improvement in earnings has been driven by two main factors - above average increases for women and for those in lower paid jobs. There is a clear link between these two factors given that women are still more likely to be employed in lower wage occupations such as retail, hospitality and social care.

Over the last ten years, women’s earnings in Bradford have risen by 38% compared to a 15% increase for men. This mirrors a national trend which saw women’s earnings in the UK rise by 24% and men’s by 15% over the same period. Women’s earnings in Bradford have risen faster than the national average and this underpins the overall improvements in average earnings in Bradford compared to the UK.

We have also seen earnings of the lowest paid rise faster than those of higher paid residents. Between 2010 and 2020 the average earnings of those in the 10% lowest pay band rose from £260 to £340, an increase of 31% compared to a 20% increase for those in top 20%. The introduction of the minimum wage has had a positive impact on improving the level of earnings for our lowest paid workers.

How can we make sure things get better?

National initiatives such as the minimum wage have had an impact in raising average earnings in Bradford along with a general move to higher skilled jobs in the economy overall. New jobs typically demand higher level skills and we have seen the disappearance of some lower skilled jobs in sectors such as manufacturing and distribution.

As with the improvement in employment rates, skills levels remain a key determinant of earnings and so improving skills levels overall will lead to further improvements in earnings. A higher skilled workforce in turn will help attract higher level jobs to the district as well as supporting the growth of local high wage businesses.

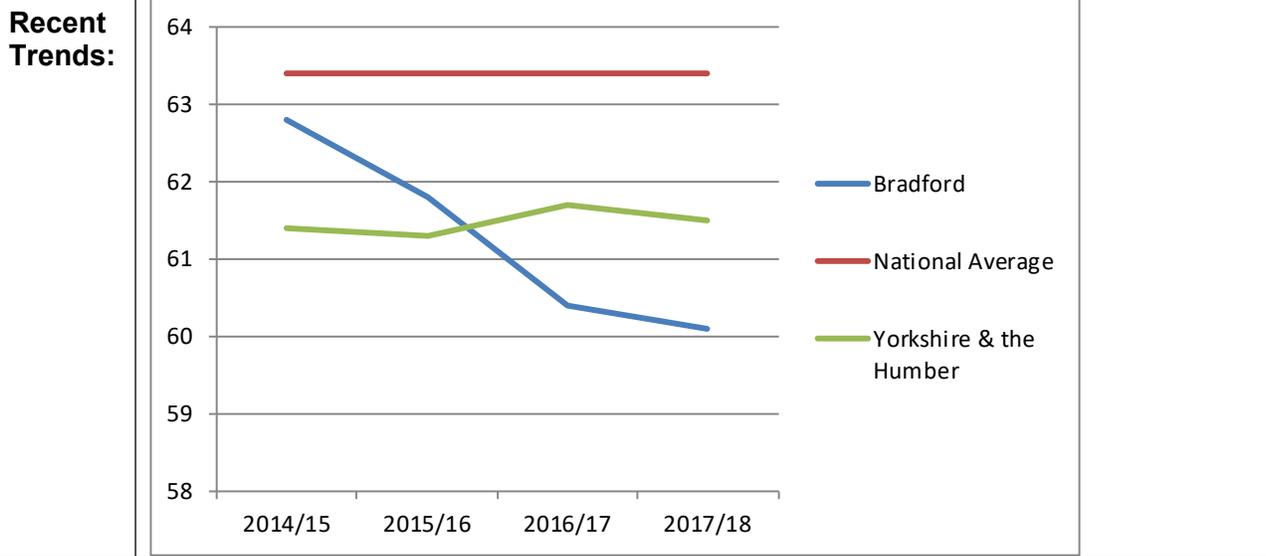
01 - Better Skills, More Good Jobs and a Growing Economy

Indicator / Measure Detail:

Healthy life expectancy at birth (Male)

Target:

Increase the years of healthy life expectancy (from birth) in males and close the gap with the national average (63.4)



Latest Value:	60.1	Period:	2017/18
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What is going well?

Latest available data on healthy life expectancy shows that healthy life expectancy has continued to fall for males but has risen for females. Long term trends show that there has been no statistically significant change in healthy life expectancy in the District since 2009-11. For women this follows the national trend, however, for males in England healthy life expectancy has shown a very small increase. Because healthy life expectancy has not improved and life expectancy has increased, this means that although people can expect to live longer, they are likely to spend more years in poor health.

How can we make sure things get better?

Healthy life expectancy is the average number of years a person would expect to live in good health. It is an important summary measure of the health and wellbeing of a population on its own, and also when combined with other information, for example on life expectancy. The measure of good health is derived from responses to a survey question on general health from the Annual Population Survey.

Improving healthy life expectancy is not only important from a social justice and population health perspective, but it is crucial for the sustainability of our health and care system. If we continue to support people to live longer, without keeping people well, demand for health care will only increase for all parts of the system (primary care, community care, including the VCS, and emergency and planned hospital care). Furthermore, as our population ages with an increasing number of health issues and frailty, demand for care services will also rise.

01 - Better Skills, More Good Jobs and a Growing Economy

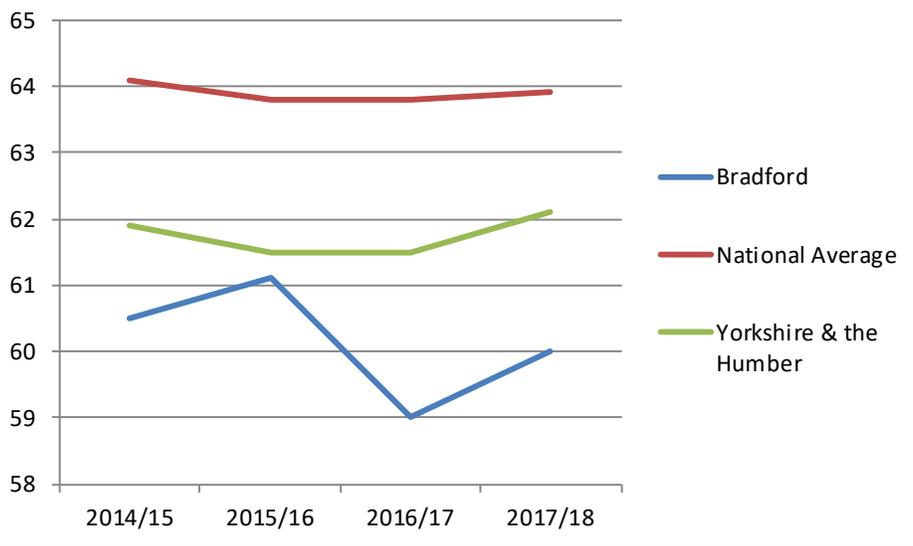
Indicator / Measure Detail:

Healthy life expectancy at birth (Female)

Increase the years of healthy life expectancy (from birth) in males and close the gap with the national average.

Increase the years of healthy life expectancy (from birth) in females and close the gap with the national average (63.9)

Recent Trends:



Latest Value:

60.0

Period:

2017/18

What is going well?

Latest available data on healthy life expectancy shows that healthy life expectancy has continued to fall for males but has risen for females. Long term trends show that there has been no statistically significant change in healthy life expectancy in the District since 2009-11. For women this follows the national trend, however, for males in England healthy life expectancy has shown a very small increase. Because healthy life expectancy has not improved and life expectancy has increased, this means that although people can expect to live longer, they are likely to spend more years in poor health.

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02 – Decent Homes

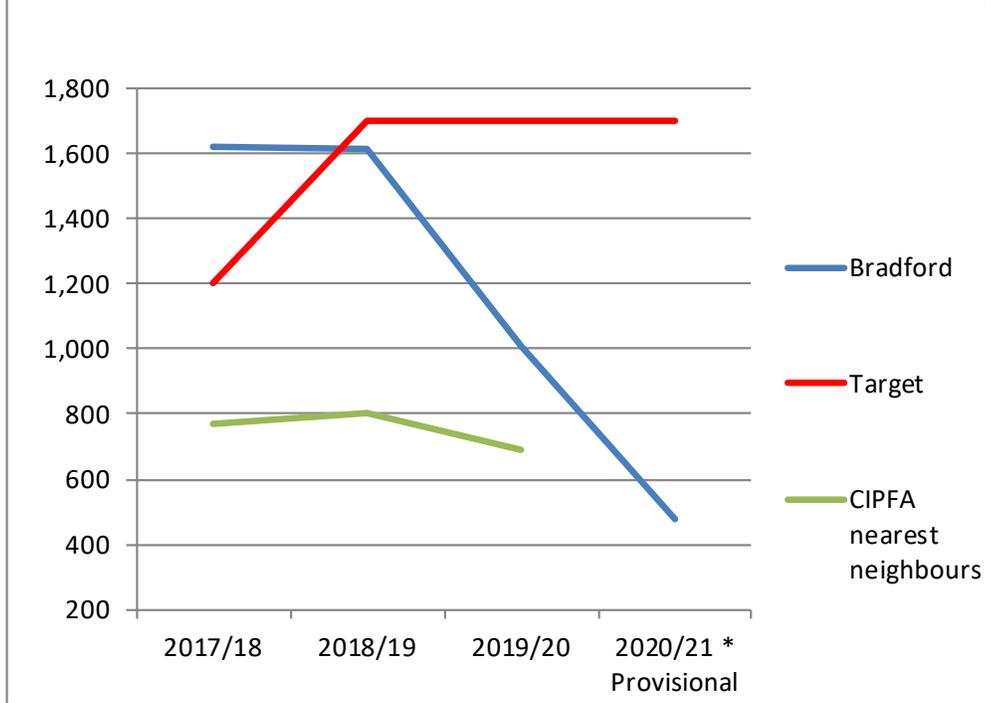
Indicator / Measure Detail:

Net number of additional homes provided

Target:

An additional 1,703 homes delivered per year

Recent Trends:



Latest Value:

476 (provisional)

Period:

2020/21

What is going well?

The pandemic has caused significant problems not only with housing delivery but also with mechanisms which identify housing delivery with a significant delay from completion to the date Council Tax is informed of new owners which detail the above figures. The collection of the data is reported to the Government in September and informs the Housing Delivery Test and is thus subject to further analysis to determine development type thus should be regarded as an early indication only. It is expected that when audited figures are available, the net figure will be higher. This will be offset against demolitions such as at Stuart Court and Belingbrook Court with a reduction of nearly 130 dwellings in April 2020.

How can we make sure things get better?

We envisage that the West Yorkshire Mayor’s overarching focus on regional house building will offer significant opportunities over the medium to long term.

The Draft Local Plan consultation in Feb/March represented a major step forward to put in place an up to date supply of land to meet the Districts needs with draft sites to meet the 1704 dwellings per annum (30,672 for the plan period) and support the housing market.

02 – Decent Homes

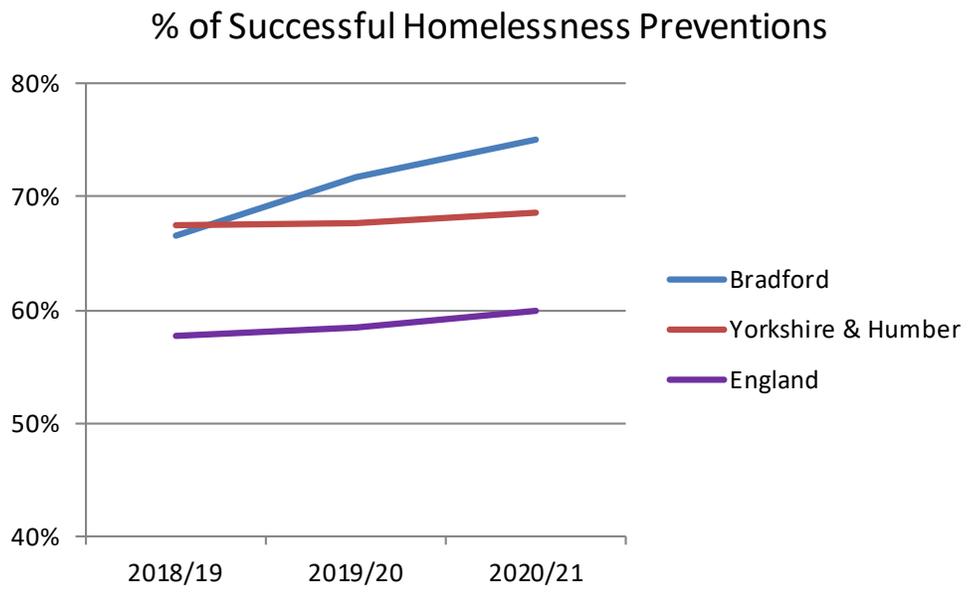
Indicator / Measure Detail:

Percentage of successful homelessness preventions

Target:

Ensure statutory homelessness remains below the England average per 1,000 households

Recent Trends:



Latest Value:

74.98% (provisional)

Period:

2020/21

What is going well?

The above shows all prevention cases in the past and since the introduction of the of the Homelessness Reduction Act (2018). Measures of success are to secure alternative accommodation for either 6 or 12 months depending on the lease of tenure or to secure their existing accommodation for either 6 or 12 months. Measures of failure are that 56 days expired with no further action, that contact with the client was lost, that the client became intentionally homeless, that the client refused to co-operate and refused suitable accommodation or that the client withdrew their application or died.

In 2020/21 there were 1,493 preventions with 1,033 successful which is an increase from 2019 there were 1,311 preventions of which 863 were successful meaning in 2020 over 75% were successful compared to 65% in the previous year.

How can we make sure things get better?

After the pandemic restrictions are lifted, the Housing Options Service intends to continue to develop more localised service provision throughout the borough. Further training and monitoring of prevention cases shall be undertaken and constant review shall embed Bradford's outstanding performance.

04 – Better Health Better Lives

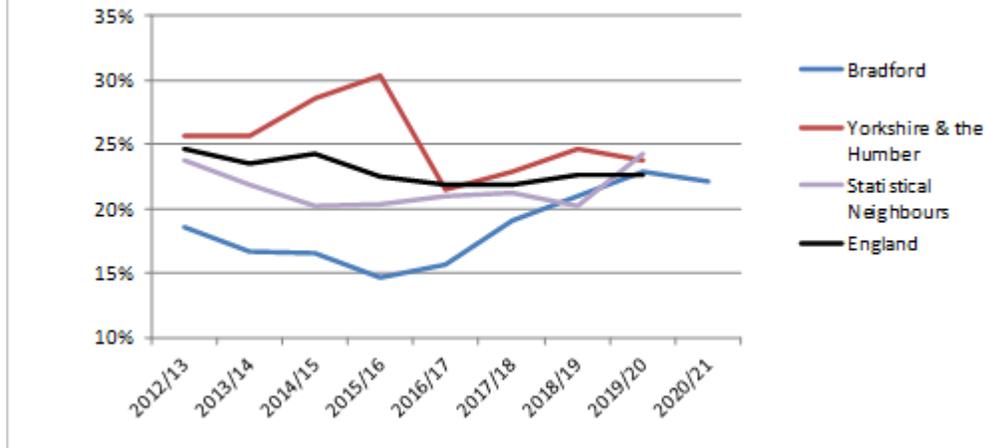
Indicator / Measure Detail:

Percentage of referrals within 12 months of a previous referral starting

Target:

Bring % of re-referral cases in children’s social care in line with our statistical neighbours.

Recent Trends:



Latest Value:

22.1% (provisional)

Period:

2020/21

What is going well?

The number of children in Bradford re-referred into the service within 12 months of a previous referral starting is 22.9%. In spite of this figure rising alongside demand, the rate continues to be lower than that of our statistical neighbours. Whilst the current re-referral rate provides some assurances about the effectiveness of interventions, leaders in Bradford continue to keep a close eye on this area. It is acknowledged that a continued increase in re-referrals would not be in children’s interests which is why an early, proactive position is being adopted by the authority.

How can we make sure things get better?

Bradford children’s social care department continue to review re-referrals to ensure children receive the right support at the right time. Bradford do apply a local measure to re-referrals which is a referral being received within 12 months of a previous referral *closing*. This helps us keep a tighter grip on re-referrals and supports us to better understand the quality of our work alongside whether we are closing or stepping cases down at the right time.

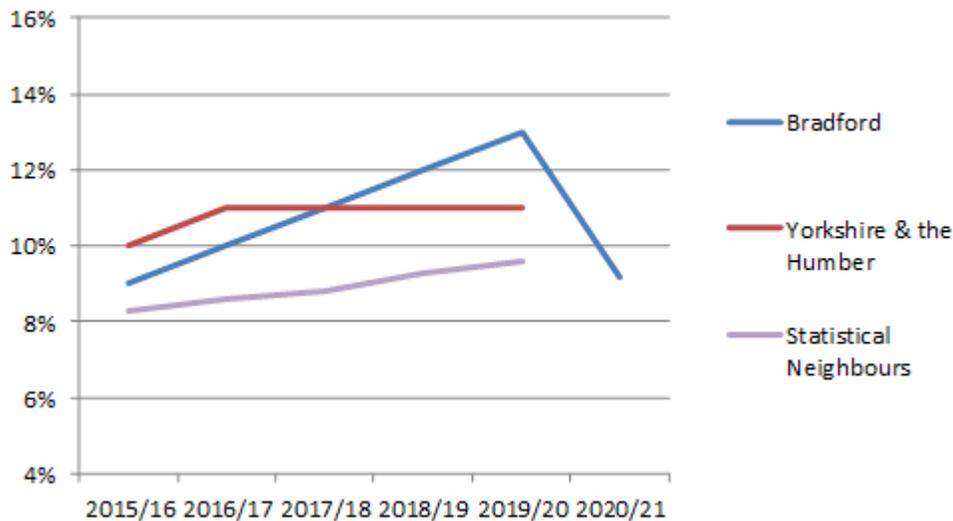
Indicator / Measure Detail:

Percentage of children in care with 3 or more placements during the previous year

Target:

Reduce % of children looked after with three or more placements during the previous year to be in line with our statistical neighbours.

Recent Trends:



Latest Value:

9.2% (provisional)

Period:

2020/21

What is going well?

Stability of placements has increased significantly since the start of 2020 and for the entire 2020/21 year was below our target figure of 9%

Although the global pandemic has impacted on all areas of life it does not appear to have adversely impact on the stability of care placements. For example, within our children’s homes no placements have been disrupted as a result of the pandemic.

Factors that are likely to have impacted positively on placement stability include:

- Improved supervision and support of foster carers
- Improved case planning and the introduction of case-planning meetings taking place between statutory reviews
- Implementation of new frameworks to identify and support fragile placements
- Improved oversight by Independent Reviewing Officers
- Improved relationships with the placement market and local providers via a newly configured and expanded Placement Coordination Team.

How can we make sure things get better?

We have now re-launched the Mockingbird programme and our first “constellation” went live in March. Mockingbird is a model of practice, within foster care, where highly experienced foster carers provide formal support to other foster carers in their geographical area. In effect a “constellation” of foster families is created around the main Hub foster carer. At present we have one Hub and Constellation however there is no limit to the number that we can have and we plan to have at least one more by the end of this year. Mockingbird has a significant impact on placement stability as well as retention of foster carers and evidence also suggests that it can also impact positively on recruitment of new foster carers due to the additional support that it

provides. We are planning to allow this hub to “bed in” and to launch a second constellation before the end of the year. There is no limit to the number of constellations we can have and no additional cost implications. Mockingbird has a proven impact on stability of foster placements as well as recruitment and retention of foster carers, which also has an impact on placement stability.

Our Fostering Service has continued to recruit new foster carers through the past year and is now working with a private sector marketing company with specialism in sufficiency and fostering. Our new website went live in May and this is the first visible output of this work. More foster carers promotes placement stability because greater choice of carers means that we are better able to “match” children to households and thus placements have an improved chance of longevity.

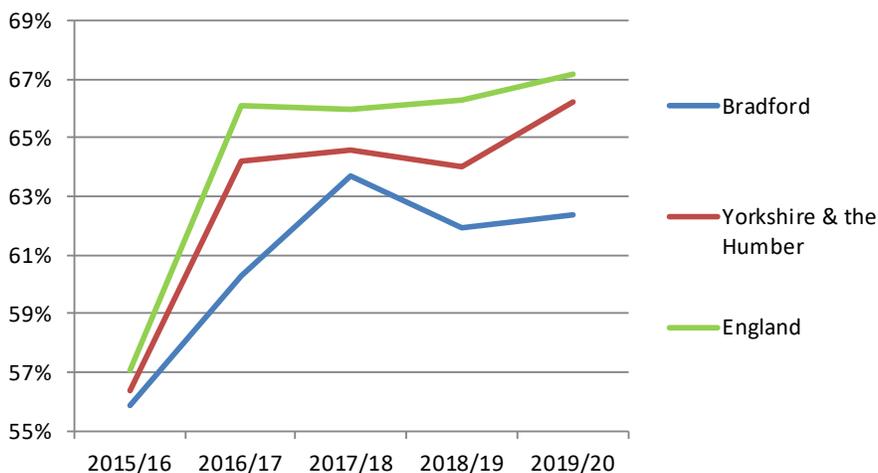
Indicator / Measure Detail:

Percentage of physically active adults

Target:

Increase the percentage of adults who are physically active to the regional average

Recent Trends:



Latest Value:

62.4%

Period:

2019/20

What is going well?

Like many areas with high levels of deprivation, physical inactivity is lower in Bradford district. Physical activity levels have improved slightly over the last few years however this remains an issue for Bradford, especially considering the wellbeing benefits of physical activity

How can we make sure things get better?

There are a number of plans and strategies that all help to promote physical activity in our District including Living Well. Living Well aims to tackle the behaviours leading to physical inactivity as one of the key causes of obesity and it cross cuts all of the initiatives within it including Living Well Schools, Businesses and this year Living Well has run a major physical activity campaign as part of its initiatives known as #20minmovement.

Living well is working closely with Active Bradford's JU:MP programme, undertaking a world leading applied research programme piloting a whole systems approach to increasing children's physical activity. Learning and good practice is being disseminated across the District.

There are wide range of other aligned initiatives including:

[JU:MP – the Sport England Local Delivery Pilot](#)

[Bradford District Cycle Strategy 2016-21](#): Keeping the wheels spinning;

[Bradford District Playing Pitch Strategy](#)

[Active Bradford: Physical Activity and Sport Framework](#).

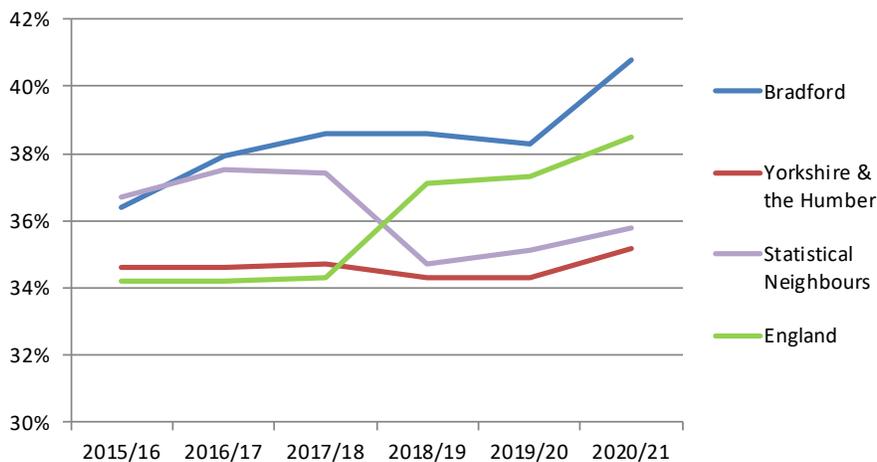
Indicator / Measure Detail:

Obesity in primary school age children in Year

Target:

Reduce childhood obesity rates at year 6 to statistical neighbour average

Recent Trends:



Latest Value:

40.8%

Period:

2020/21

What is going well?

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?

The Living Well Programme is a partnership programme delivering a whole systems approach to obesity.

Traditionally the problems currently impacting obesity levels were tackled through striving to achieve changes in individual's behaviour. Whilst individual behaviour change is extremely important, a comprehensive framework to address obesity also needs to consider economic, environmental and social factors. There is a wealth of evidence that many of the issues that help or hinder health outcomes have structural, social and behavioural determinants. This includes the environments in which we live, work, and play; how education, employment, income, and access to health care services are distributed; and our experiences and perceptions of the built and online environments, social behaviour, stigma, and discrimination. Living Well is aiming to tackle rising levels of obesity through addressing the social, cultural and behavioural aspects of health and its determinants by delivering and enabling interventions which aim to change behaviours at individual, community and population levels. These include working with schools, businesses, takeaways, communities as well as delivering behavioural change campaigns and training. More detailed information on different aspects of our work within Living Well can be found at www.mylivingwell.co.uk

04 – Better Health Better Lives

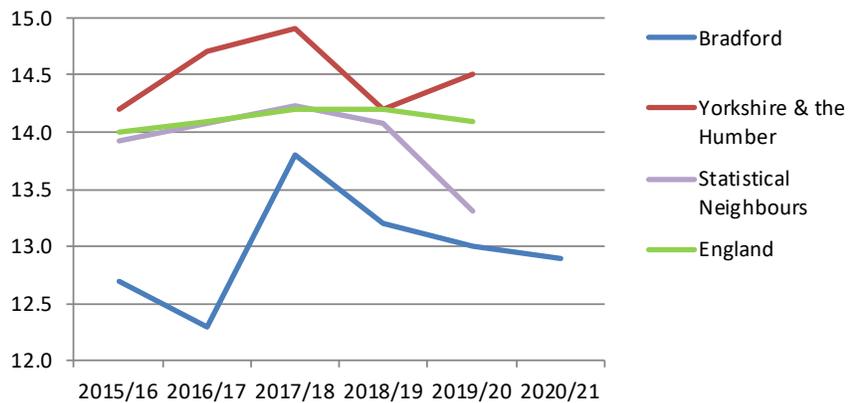
Indicator / Measure Detail:

Emotional and behavioural health of children & young people in care for at least a year and aged between 5-16 yrs old (average score from the total of Strengths and Difficulties Questionnaire (SDQ) scores)

Target:

Improve the emotional wellbeing of Children in Care

Recent Trends:



Latest Value:

12.9

Period:

2020/21

What is going well?

SDQs are an emotional and behavioural screening. SDQ scores have reduced and with SDQs a lower score is better. Therefore, despite the potential impact of the pandemic on emotional wellbeing, the evidence suggests that our children in care aged 5 and over have coped well, and been well supported by their foster carers and children’s home workers. The improvements in placement stability have no doubt had an impact on this as well.

Our performance in respect of the timely completion of SDQs has also improved in the past 12 months as a result of a greater grip on performance (aided by availability of data and a more stable management team) and new systems and improved communication between us and health colleagues.

How can we make sure things get better?

Although performance has improved this is not yet at 100% and this is an area for improvement.

In addition, the partnership work in relation to children’s emotional health and wellbeing, and also in respect of joint commissioning in this area of work, is likely to lead to improved access to services.

The new Crisis Pathway for children with higher levels of emotional need needs to be embedded in partnership practice. The Crisis Pathway is a mechanism by which children in care with acute and very complex emotional needs can receive coordinated multi-agency support in hospital pending fuller assessment and identification of a suitable placement.

05 – Safe, Strong and Active Communities

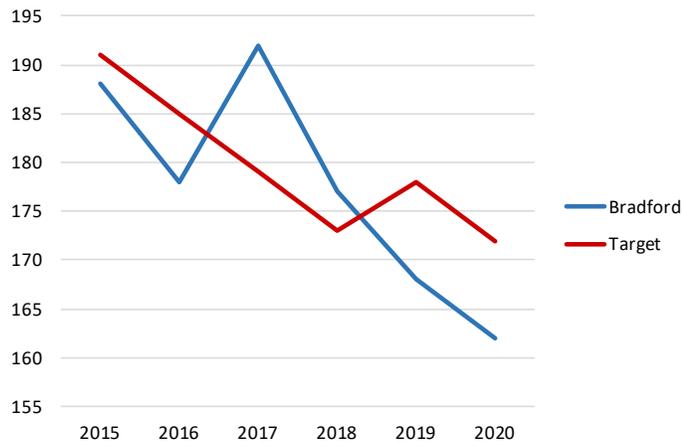
Indicator / Measure Detail:

Number of killed or seriously injured

Target:

Reduce the number of people killed or seriously injured in line with Operation Steerside Targets

Recent Trends:



Latest Value:

162

Period:

2020

What is going well?

162 KSIs in Bradford in 2020 (compared to 168 KSIs in 2019). The flat lining trend continues and this is representative at a national level. Traffic levels changed dramatically during the pandemic but there were increases in vulnerable road user casualties such as Cyclists in both KSIs and slight injuries. This needs to be set in context of increased exposure due to more cyclists on the network but it remains a point of concern for the West Yorkshire Safer Roads Executive (WYSRE). Child KSIs are marginally down on the previous year as are over 60yr olds. Car occupant KSIs are down from 133 in 2019 to 110 in 2020 which is still high given the number of reduced car trips during lockdown. This points towards higher mean speeds on the quieter roads, evidenced by the police by making record number of roads policing stops in 2020. The lockdown periods over 2020 has made any direct comparisons with previous years difficult but data sharing with the police will identify emerging issues and will be reported to the WYSRE.

How can we make sure things get better?

We are installing Active Travel Facilities for walking and cycling at a rapid rate. This will provide communities with a viable transport alternative to the car. There will be many new cyclists on the network or cyclists that are coming back from a long hiatus. The challenge we face is understanding the differing skill set when developing proposals.

We also have a challenge in how we maintain all this new infrastructure against a back drop of reduced maintenance budgets. Casualties could increase if infrastructure is not properly maintained which could then lead to lack of confidence (both politically and publicly) and could lead to scheme removal. This would be a backward step but this a definitely a possibility if not addressed.

06 – A sustainable District

Indicator / Measure Detail:

UK Air Quality legal limits

Target:

The Bradford Clean Air Plan will achieve compliance with UK limits by 2022 and maintain this performance in future years

Recent Trends:	Year	Air Quality Legal Limits Achieved
	2017/18	No
	2018/19	No
	2019/20	No
	2020/21	No

Latest Value:	No	Period:	2020/21
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What is going well?

Bradford met the UK air quality objectives for all pollutants with the exception of the annual mean objective for nitrogen dioxide (40ug/m³) at a number of locations next to busy roads. This is in common with other cities in the UK. Bradford is working under a ministerial direction served in February 2020 to implement a Clean Air Plan including a class C charging clean air zone which will achieve compliance by 2022.

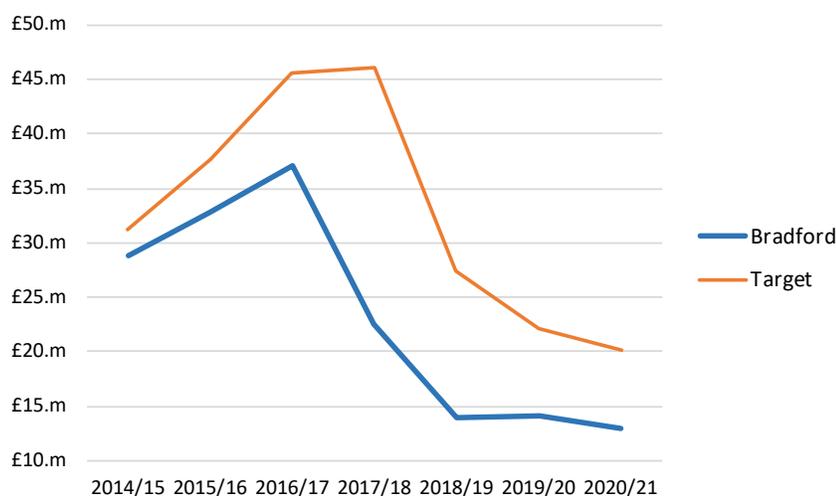
The decision to proceed with implementation of the Clean Air Zone in January 2022 was ratified by the Executive in March 2021. The Council received a funding settlement from government to implement the zone in April 2021.

How can we make sure things get better?

- Limits will be achieved in 2022 when the clean air zone is implemented.
- Challenging timelines for implementation and recruitment
 - Difficulties sourcing some capital items required to implement the zone, such as semi-conductors (due to the pandemic impacts)
 - Challenging timelines for funding dissemination and for fleet operators to upgrade in time for the go live for the zone in January 2022

Indicator / Measure Detail:

Achievement of Council wide budget savings

Target:**Ensure year on year savings agreed by Council are delivered.****Recent Trends:****Latest Value:**

£13.7m

Period:

2020/21

What is going well?

£13.7m of savings were delivered as planned, however there were a number of savings that were underachieved totalling £6.5m.

In the Department of Health & Wellbeing, £4.5m of the £11.5m savings were underachieved. This was caused largely by a £3.0m underachievement of Learning Disabilities Demand Management Savings as reviews couldn't be undertaken due to Covid (these reviews have now recommenced), and £1.2m underachievement on the £3m Substance Misuse saving in Public health due to the timing of contract changes.

In the Department of Place, £1.2m out of the £4.1m savings were underachieved due mainly to £0.3m in Waste Services, £0.6m of budgeted additional income in Sports & Cultural Services (Theatres, Events & Festivals, Sports Facilities), £0.3m of Customer Services, £0.2m Parking charge increases, all of which have been impacted by Covid.

In Corporate Resources, £0.7m out of the £1.2m of savings were underachieved due mainly to income from investing in commercial property not increasing as planned, as investments didn't progress.

How can we make sure things get better?

The Council has had a very good record of delivering savings in recent years.

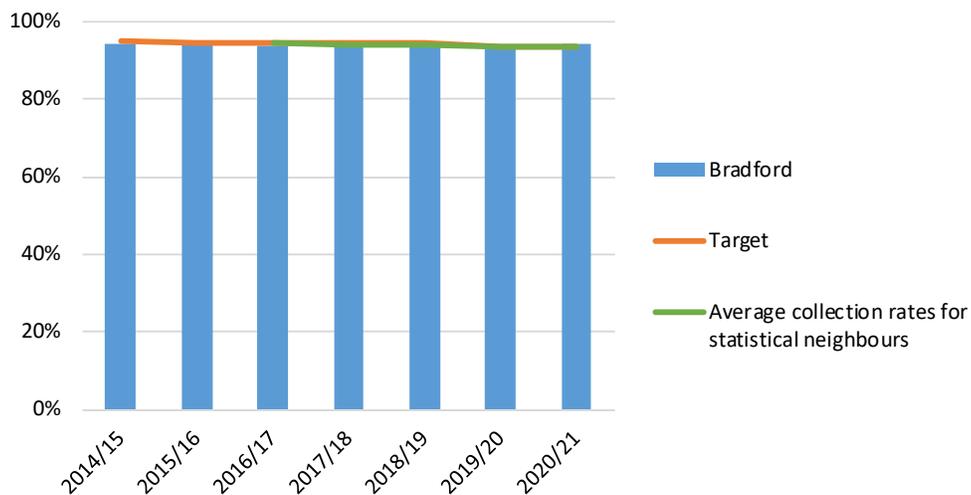
Underachieved savings in 2020-21 were largely either impacted by Covid, or timing of contracts that won't have an ongoing impact into 2021-22. In 2021-22, the scale of savings is lower than prior years, however the main risk in delivery will be Adult Social Care demand management savings where we may see a continued slippage in delivery as a result of delays caused by Covid.

Indicator / Measure Detail:

Percentage of Council Tax collected

Target:

Improve the collection 2019/20 rate of council tax of 93.94% to be in line with our statistical neighbours

Recent Trends:**Latest Value:**

94.19%

Period:

2020/21

What is going well?

We have understandably had a difficult year in terms of collection as many of our recovery practices were severely restricted, combined with the impact of Covid-19, on many tax payer's abilities to pay.

Practices were adapted in 2020/21 to offer more assistance to tax payers who were struggling and for those who qualified for Council Tax Reduction were given an additional amount of £150 due to Government funding.

Tax payers that would have been subject to more formal recovery due to non-payment were allowed more opportunities to make contact with us and payments were allowed over longer period if this was more appropriate.

We have increased our methods of contacting customers by phone and electronically by the use of new products such as Telsolutions.

Electronic billing of Council Tax has increased three fold due to some natural migration and a take up campaign that was launched.

Considering the difficulties of the year we were pleased with the outturn which was an improvement on the previous year's figure of 93.94%.

How can we make sure things get better?

Unfortunately, the lack of formal recovery action taken this year will make the usual post year end collection more difficult and we will face difficulties in collecting these arrears

We have done a full review of 2020/21. This has involved looking at the impacts of Covid-19 and the change in our working practices that were imposed on us.

We are continuing with many of the new practices that were introduced and being aware of the financial impacts of this such as the costs of collection.

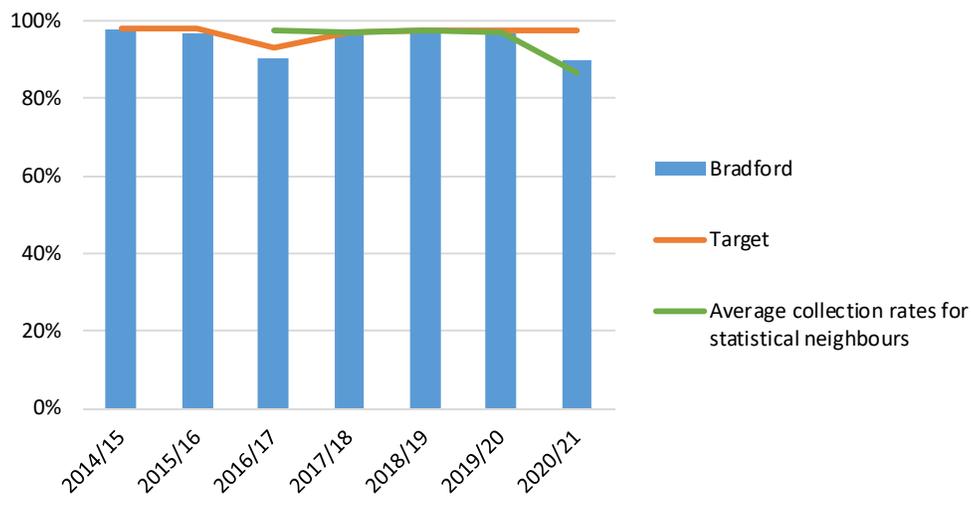
Indicator / Measure Detail:

Percentage of Non-domestic Rates Collected

Target:

Improve the collection 2019/20 rate of 97.6% to be in line with our statistical neighbours

Recent Trends :



Latest Value:

90.33%

Period:

2020/21

What is going well?

The level of Non -Domestic Rates (NDR) collection is at its lowest level ever. There are 2 reasons for this:

Firstly, the team has focussed on the delivery of Government Business Grant initiatives which was launched to help businesses in the district. We have been responsible for no fewer than 14 schemes

Secondly, the practicality of Non-Domestic Rate collection when businesses were faced with the pandemic, are challenging and this is exacerbated by limited capacity available at Court.

How can we make sure things get better?

As the economy opens up, a return to enforcement action, will see an improving position, although this cannot be assured.

An understanding of businesses and their struggles as they adjust to new market and economic conditions requiring a lengthier period and flexibility to settle their debts.

There may be significant challenges in the coming months if we see an increase in business failures/closures which will result in more empty properties and the difficulties associated with that.

We will look to update and cleanse out systems with the data that has been acquired from the Business Grant applications. This will enable us to contact and approach our businesses using new tools such as Telsolutions which has proved to be effective in the administration of Business Support Grants.

We will aim to maximise the use of data intelligence.

Indicator / Measure Detail:

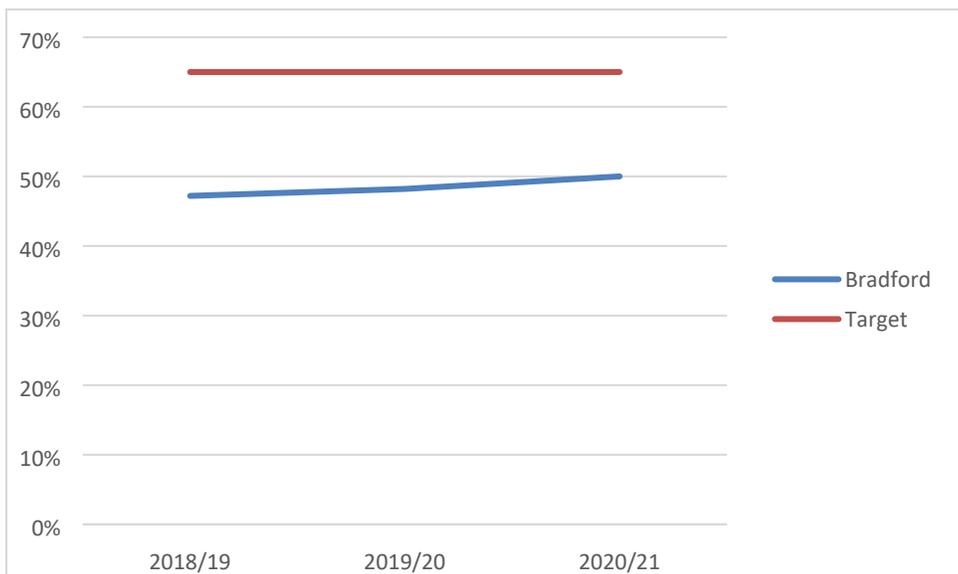
Percentage of top 5% employees who are female

Target:

Improve the % of top 5% employees who are female to 65%

Recent Trends

:

**Latest Value:**

50%

Period:

2020/21

What is going well?

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 celebration of National Inclusion week has included the launch of a new Women's Network.

To date there are 69 members of the network on Evolve. Achievements have been coming together to deliver the series of events for International Women's Day, giving women the space to talk about their challenges and offer support to each other. From this sub groups have been launched; one for working mums and one for menopause. Request for a further sub group focussing on women's health and work place related issues that are specific to females.

65% of our workforce are women, which has remained relatively consistent over the last 15 years. There are 469 people in middle management roles (PO2-PO6 with MSS), of these 44% are female and there has been an increased representation over the last 5 years of women into Chief Officer grades.

How can we make sure things get better?

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.

There are some challenges around promotion and marketing of the network so that all staff are aware of it. Training has been requested for all managers about menopause so that they know

how to best support their staff and teams.

Women in specific job roles have also mentioned issues that impact upon them, including the challenge of managing their time and how the organisation could better assist this, as well as better educating staff on the use of appropriate language and the role of management in implementing organisational policies.

There is a need to develop areas of our workplace culture to better support female members of staff, so that any perceived barriers to opportunity are removed.

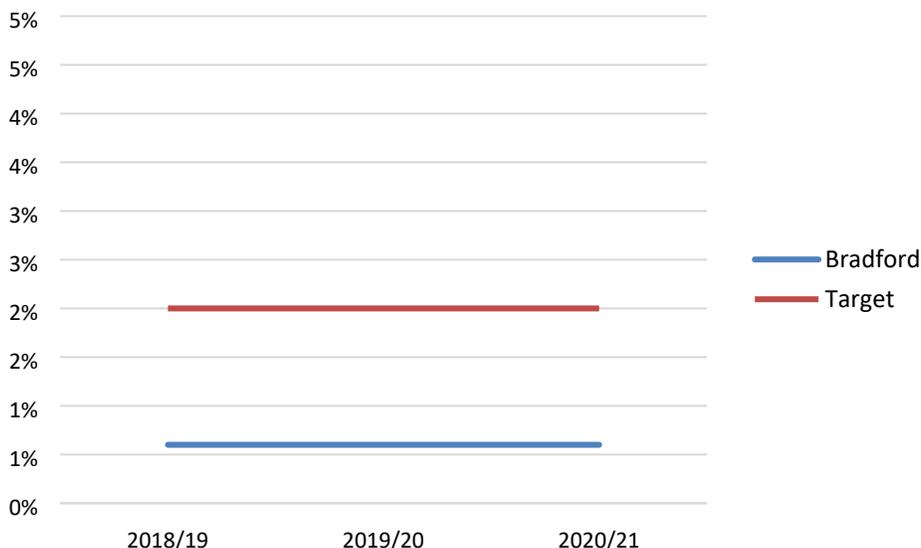
Indicator / Measure Detail:

Percentage of employees from LGBTQ+ backgrounds

Target:

Increase the % of employees from LGBTQ+ backgrounds to 2%

Recent Trends:



Latest Value:

0.6%

Period:

Q4 2020/21

What is going well?

Although the percentage of LGBTQ+ employees has not increased, a programme of engagement, dialogue and development ran 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 celebration of National Inclusion week has included the launch of a new invigorated LGBTQ+ staff network. The LGBTQ+ Staff Network had its first meeting and currently has 12 members but will be looking to expand through further communications. Membership is slowly increasing following a successful LGBTQ+ History Month and the group have been providing critical feedback in the development, alongside Bradford University, of a Staff Network app that will provide notes from meetings, advice and guidance and links to future events. The LGBTQ+ Staff Network is leading on this development, with the hope that the other staff networks will follow. We are preparing a submission to Stonewall Workplace Equality Index 2022 and have established a working group to gather the evidence which forms the submission. This work will continue to embed LGBTQ+ practices and further promote inclusion.

How can we make sure things get better?

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. Communications to all colleagues, particularly those hard to reach (i.e. those without access to a Council device) has been the most significant challenge in increasing network membership.

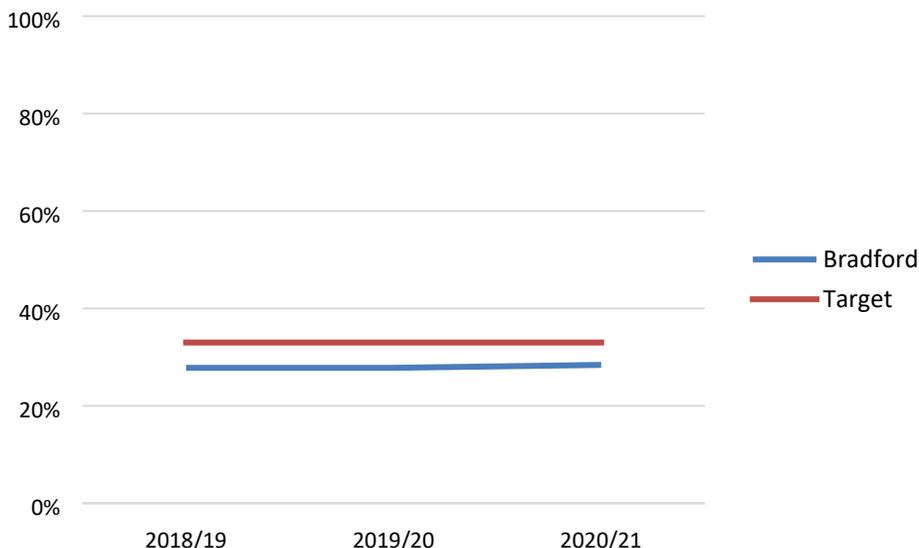
Indicator / Measure Detail:

Percentage of employees from BAME backgrounds

Target:

Increase the % of employees from BAME backgrounds to 33%

Recent Trends:



Latest Value:

28.4%

Period:

Q4 2020/21

What is going well?

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 black, Asian and minority ethnic colleagues to ascertain lived experiences and focus on workforce and organisational culture and the actions that will be required to achieve them. The celebration of National Inclusion week has included the launch of a new reinvigorated black, Asian and minority ethnic staff network. There are 155 staff who have joined this network with plans to promote further and increase membership. An interim steering group has formed to ratify the terms of reference and set out the aims and objectives of the network. Support from HR is being provided to the chair and vice chair in setting up a structure that is able to collate and communicate with the wider members on matters pertinent to the group.

There are now mandated diverse recruitment panels as well as expanded list of Recruitment Agencies that explicitly include those with positive track record in delivering inclusive and diverse candidate long and shortlists. We are regularly reporting to Executive on all protected characteristic data and have actions in place in our Equality Objectives, Council and Service Plans and performance appraisals on delivering inclusion and change and empowering staff to succeed. There is a real appetite from our staff networks to work with HR and other Council functions to co-develop policy.

How can we make sure things get better?

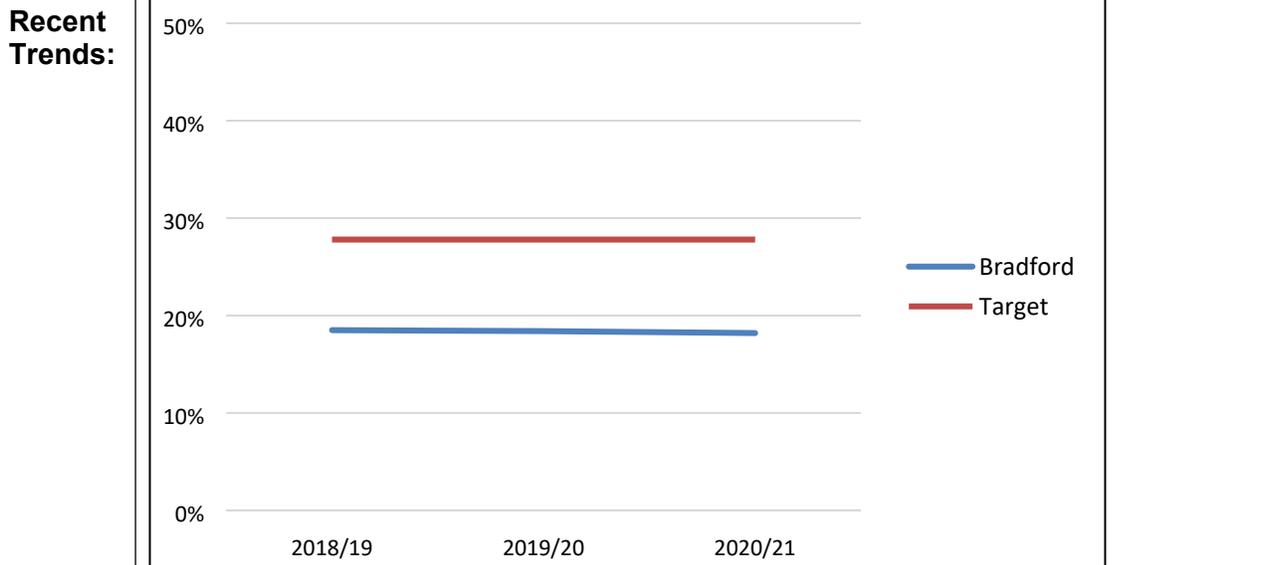
From the staff engagement sessions and the sharing of lived experiences of black, Asian and minority ethnic colleagues, there has been a number of learning points highlighted for further development, such as improving recruitment and progression pathways, communication and trust. It is also felt that at a senior management level, the diversity needs to be more representative of the District. There are also gaps highlighted in terms of black, Asian and Minority ethnic representation within particular professions within the organisation.

Indicator / Measure Detail:

Percentage of top 5% employees by income who are from BAME backgrounds

Target:

Increase the % of top 5% employees by income, who are from BAME backgrounds, to 27.8%



Latest Value:	18.2%	Period:	Q4 2020/21
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What is going well?

Evaluation of the Future Leaders programme (2016 – 2020) shows that 43.75% of participants have been black, Asian and minority ethnic colleagues. 37.5% of the black, Asian and minority ethnic Future Leaders in the cohort advanced via promotions / secondments versus 50% of non-black, Asian and minority ethnic Future Leaders. Of 28 people who were promoted 43% were black, Asian and minority ethnic.

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.

The (BAME) Fellowship High Potential 2 programme has attracted significant interest from black, Asian and minority ethnic colleagues. Successful candidates will have opportunity to undertake a placement across the system. For unsuccessful candidates there is a need to provide support with the areas they require development in readiness for the next round of applications.

Senior leaders are coaches and mentors for candidates undertaking the Fellowship Programme.

How can we make sure things get better?

Senior Management black, Asian and minority ethnic diversity (special grades/equivalent and above - currently 184 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).

The Future Leaders programme although it has resulted in advancement for some black, Asian and minority ethnic colleagues, this was typically into higher (Principal Officer) grades and into Special grades, but there has been no advancement into Chief Officer grades.

We are working across the Council, and with partners across the system to improve and provide a consistent and level employee experience for everyone, and increase diversity, especially at senior levels in our organisations.

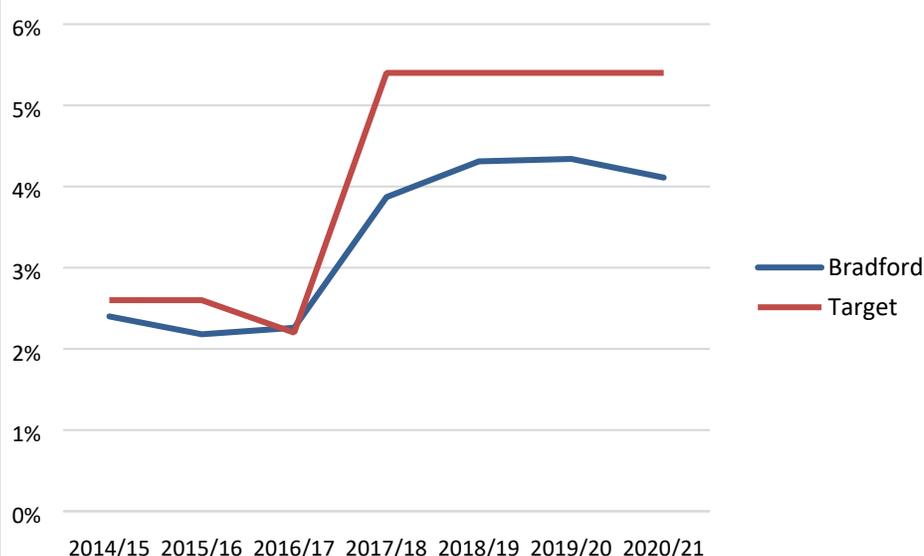
Indicator / Measure Detail:

Percentage of Employees with a Disability (excludes schools)

Target:

Increase the % of employees who identify as having a disability to 5.4%

Recent Trends:



Latest Value:

4.11%

Period:

Q4 2020/21

What is going well?

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 the Equality Objectives. The recent celebration of National Inclusion week has included the launch of a new reinvigorated Disability Staff Network.

For apprentices in the Council the target to employ apprentices with disabilities is 10%. Nationally 16% of apprentices have declared a learning disability (national apprenticeship data).

How can we make sure things get better?

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 access and 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.

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, and we need to encourage more people to self-declare their personal data in Council systems.

5. Full list of performance indicators

Skills, Jobs and Economy	
20,000 more people into work in the district by 2030	Median earnings of employees in the area
48,000 additional number of people in the district with NVQ level 3 and above by 2030	Healthy life expectancy at birth (Male)
Healthy life expectancy at birth (Female)	Percentage of total third party spend with suppliers operating from within the district - Rolling Values
Decent Homes	
An additional 1,703 homes delivered per year	Ensure statutory homelessness remains below the England average per 1,000 households
Increase the number of homes improved through council interventions	Number of new affordable housing units
Good Start, Great Schools	
By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average	Percentage of pupils achieving 9-4 pass in GCSE English and Maths
Persistent absence rates	Percentage of Year 1 pupils achieving the Phonics Standard
Better Health, Better Lives	
Maintain performance for the number of older people in new care home placements per 100,000 over 65s	Reduce % of children looked after with three or more placements during the previous year to be in line with our statistical neighbours.
Bring % of re-referral cases in children's social care in line with our statistical neighbours.	Reduce childhood obesity rates at year 6 to statistical neighbour average – excess weight
Increase the percentage of adults who are physically active to the regional average	Emotional and behavioural health of children & YP in care for at least a year and aged between 5-16 yrs old (average score from the total of SDQ scores)
Proportion of adults with LD who live in their own home or with their family	Proportion of adults with LD in paid employment
Safe, Strong and Active Communities	
Improve the percentage of people from different backgrounds who get on well together	Reduce the number of people killed or seriously injured in road accidents
Local (VCSE) Voluntary, Community and Social Enterprise (sector) spend	Percentage of people who feel safe in their local area
Sustainable District	
UK Air Quality legal limits	Percentage of household waste sent for reuse, recycling and composting
Greenhouse gas emissions from Council operations	
Well Run Council	
Percentage of Employees with a Disability (not including schools)	Ensure spending is within budget and year on year savings agreed by council are delivered
Percentage of Council Tax collected	Percentage of Non-domestic Rates Collected
Percentage of employees from LGBTQ+ backgrounds	Percentage of employees from BAME backgrounds
Percentage of top 5% employees by income who are from BAME backgrounds	Improved staff perception (Survey)
Percentage of top 5% employees who are female	

