

Report of the Chief Executive to the meeting of Executive to be held on 7th December 2021

AJ

Subject: Mid-Year Performance Report

Summary statement:

This report provides Executive Members with a summary of the Council's overall achievements in the first six months of the 2021/22 municipal year. Alongside this is an overview of performance against the Council's Key Performance Indicators (KPIs) for the first six months of 2021/2022. This overview focuses on measures where there has been new, comparable data since the update provided at July's Executive Committee.

Equality impact

Equalities and diversity are key priorities for the council and these are now embedded in our council plan, along with specific key performance indicators. This report contains information on progress around a number of equalities Key Performance Indicators.

Report Contact: Phil Witcherley, Head of Policy and Performance
Phone: (01274) 431241
E-mail: philip.witcherley@bradford.gov.uk

Portfolio: Leader

Report Contact: Laura Copley
Phone: (01274) 437381
E-mail: Laura.copley@bradford.gov.uk

Overview & Scrutiny Area: Corporate

1. SUMMARY

1.1. This report provides an overview of our performance within the first six months of 2021/2022 and 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 first six months of the 2021-2022 municipal year
- Section 4 provides reporting on the Key Performance Indicators

2. CONTEXT

2.1. This report covers a period where Local Government has continued to face unprecedented challenges and changes. The impact of the COVID pandemic has had an 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. The first half of the year has also been a period where the Council has been successful in securing a number of additional funding sources through national competitions such as the Levelling Up Fund, the Community Renewal Fund, the Dasta Accelerator Fund and the Partnerships for People and Places Fund. Details of these are outlined below.

2.3. The Council has been recognised nationally for its work in a range of areas. We have won awards at both the MJ and the LGC awards and had two further pieces of work from the District have been highly commended. These are also outlined below.

2.4. Throughout the COVID pandemic, the Council has continued to work alongside its partners in public services, the Voluntary and Community Sector and the private sector to prevent and minimise infections, maximise vaccinations and 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 continues to extend its thanks and recognition to everyone who has been involved.

3. Key Achievements – Summary by Outcome Area



BETTER SKILLS, MORE GOOD JOBS AND A GROWING ECONOMY

The District has secured £33.6 million for the Keighley Towns Fund, £25 million for the Shipley Towns Fund and £20 million capital funding through the Levelling Up fund to build the Squire Lane Health and Wellbeing Hub in Toller. These investment will help support regeneration in these areas of the District.

The District has successfully progressed its 2025 City of Culture bid to the final eight from an initial list of twenty cities. This is in addition to a number of cultural achievements across the District including bringing 20,000 additional people to the City Centre over two evenings in the Bradford is Lit event and investment into the Keighley Film Festival.

We have continued to progress our City Centre investment projects including the Odeon, Darley Street and One City Park.

The A650 Hard Ings route through Keighley won a national award for a large transport infrastructure transport project which has seen improved safety and efficiency in what was previously a bottlenecked and congested area.

To help address youth unemployment in the District we launched our Future Boost programme in June. Since then, more than 2,000 interventions have supported over 1,100 young people. Alongside this more than 500 young people have started on Kickstart placements coordinated by SkillsHouse, of which 254 have been within the Council and 250 across the employer partnership.

More broadly, to the end of September 2021, more than 13,800 have entered a positive employment or education destination or had in-work support through Skills House interventions. This includes over half of residents from BAME communities and 20% of participants from residents with a disability.

The successful “Building Our Future” bid to the Community Renewal Fund will bring an additional £535,000 funding to focus on addressing inequalities of employment and engagement in education across a range of key groups (young people with disabilities, BAME, women graduates, Care Leavers, long-term NEET).



DECENT HOMES

We have been part of a consortium bid for the Government funding to raise awareness and enforce rules for landlords renting homes with the worst performing energy ratings. We will be employing an officer to proactively target privately rented properties with an EPC rating of below an E, initially in an area of Keighley.

Over 500 local landlords and managing agents have been invited to sign up for online training to provide them with a better understanding of the management skills required to be a landlord and their rights and responsibilities. These have been delivered online in the pandemic and are free to local landlords.

Over the last 6 months we have successfully closed the Everyone In scheme. A phased approach was taken to ensure that clients who were supported by the scheme did not return to rough sleeping. Since 23/03/20 and up to 19/07/21, 441 individuals have been supported off the street, with 368 supported with securing suitable move on options.

Since April 2021 to date, we have resettled 6 Afghan families (24 individuals) and 26 refugee families (94 individuals) under the UK Resettlement Scheme with our partner Horton Housing Association. This is supporting the Government's pledge to accommodate 5000 Afghans this year and 20,000 Afghan refugees over the next 5 years.

Housing Options service has dealt with 5,765 approaches for assistance since April 2021, this is highest number of approaches the service has dealt with at the mid-year point. In comparison the previous highest was in 2018/19 when we received 4,739 approaches at the same point.



GOOD START, GREAT SCHOOLS

There was a range of activity over the summer on the Holiday Activity and Food (HAF) Programme, including:

- Over 106 lead providers delivered Holiday Clubs across the 6 week summer break. A total of 34,964 children participated across the District
- A total of 20,912 children attended Holiday Clubs. 14,166 Free School Meal Children and 6,746 non Free School Meal Children
- HAF Sports and Leisure Parks sessions were held across the district. The 42 sessions had a total of 14,052 children participate. 8,431 Free School Meal Children and 5,621 non Free School Meal Children
- All children received a meal at holiday clubs and the park sessions

Construction works at Bingley Grammar School have now been approved to create suitable space for 24 place Specialist

Resourced Provision for children and young people with SEND. We will also enlarge the school's existing mainstream facilities to accommodate the current pupils in permanent accommodation and enable additional pupils to be admitted as required in the future, increasing the overall mainstream capacity of the school by up to an additional 150 places.

Despite the challenges that Covid presented us with, in terms of schools priorities changing, workforce, construction material shortages, huge increases in material costs, we have still successfully delivered an additional 145 specialist places across the district for children and young people with SEND.

We have continued to focus resources on providing; support, information, advice and guidance to over 600 Private Voluntary and Independent Childcare providers across this sector. We have continued to provide annual support visits to the sector with a key focus on safeguarding, Early Years Foundation Stage (EYFS) reforms, Communication and Language needs and ongoing themes relating to COVID.



**BETTER HEALTH,
BETTER LIVES**

Despite challenges arising from Covid, the service has continued to reduce demand of people going into long term care. This has been achieved through robust strength based discussions with individuals and their carers and being creative in developing support solutions that meet the needs and outcomes.

A team from Bradford Enablement Support Team (BEST) & Residential Services were moved into Airedale General Hospital in summer 2021 with the aim to work closely with hospital teams and social workers to enhance our enablement support offer to people. The impact the team has made over the summer has been recognised by our partners and this was reflected in nominations put forward to the Pride of Airedale Integrated awards for both Enablement and Trusted Assessors – BEST and Residential.

Bradford District Council has been successful in securing £1m funding for the Data Accelerator fund. The funding is a joint programme with Leeds City Council and will be used to implement a needs based system to support people with autism by enabling early identification of risks, by streamlining and strengthening connectivity and interactions between practitioners across different service. This will help enhance our prevention and early intervention support while also contributing to reducing demand.

A Council project that tackles the exploitation of children and young people has been highly commended by judges of a prestigious national award. The Breaking the Cycle project earned a highly commended honour in the innovation category of the Local Government Chronicle (LGC) Awards. Over the past two years since the project's inception, the team has worked with more than 800 young people providing intensive, intelligence-led interventions that make a difference and protect the individual young people.

Our approach to working with data and intelligence across our health partners and Born in Bradford led to the Council receiving a national Municipal Journal MJ Award for building innovation in diversity. Awarding the partnership, the judges said: ***“The Council demonstrated a systematic and integrated data driven approach to understanding the needs of diverse communities in Bradford (both established and new migrant communities), using local knowledge, partners and ambassadors to engage local people. The judges took particular note of the success at recruiting ethnically diverse participants to COVID-19 trials, which is of critical importance and sadly not replicated in many other research trials. “***



SAFE, CLEAN AND ACTIVE COMMUNITIES

We have marked Refugee Week. We delivered Inclusion Week where over 15 webinars were delivered with over 2,000 participants, Black History Month, 'Smile, It's Sunnah' part of Our Street Gallery during Islamophobia Awareness Month and Srebrenica. We increased our messaging on Anti-Rumour and Critical Thinking by delivering training into schools and communities. We launched our Innovation Fund Round Four, where an additional 21 hyper-local activities have been funded in partnership with the Area Neighbourhood teams; 50 projects have now been supported through this fund.

10,000 activity packs including 10,000 face masks were funded and disseminated to homes across the district to promote digital inclusion, tackle fake news and cyber security.

We launched the Citizen Coin app, a new rewarding tool that brings together organisations, volunteers and businesses, the app has over 600 people registered with over 75 retailers.

The Stronger Communities Team working with colleagues across Council depts. and with VCS organisations have supported 40,960 (6,230 increase from March to June) EU citizens across the District, from initial estimate of a 25,600 population according to ONS stats, with their EU Settlement applications from 28th August 2018 to 30th June 2021. This has been in part delivered through funded community advice

	<p>and support hubs across the district. This includes the six community hubs: the Karmand Centre, Girlington Advice and Community Centre, West Bowling Centre, UK Butterflies Ltd, The Good Shepherd Centre and Citizen’s Advice Bureau.</p> <p>In the first six months of 2021 we brought to conclusion a two-year co-design and co-production consultation process with the Voluntary Community Social Enterprise sector in the district to launch the new VCSE Infrastructure Support contract. The funding total is £767,000 per annum for a three-years</p> <p>The Council was selected, alongside 12 other councils, to be a pilot area for Partnerships for People and Places Fund. The Bradford pilot will operate in an area of Keighley and Manningham and target people with high needs to (i) improve mental health, (ii) improve outcomes for individuals e.g. reduced unemployment, and (iii) reduce demand on public services. We will work with a number of government departments, such as DLUHC, DWP, DHSC, Home Office, DfE, and DCMS, and local partners to deliver the pilot. We have received £50,000 in initial funding to progress a plan for this work before a further potential funding award from the government.</p>
 <p>SUSTAINABLE DISTRICT</p>	<p>Bradford Council is the first local authority in the region to lay a road surface that contains recycled tyres. A section of Otley Road in Eldwick, between Warren Lane and Spring Lane, is the first in the region to have been resurfaced using the innovative product. Around 700 tonnes of the greener rubber asphalt was laid at the site by Bradford Council’s Highway Maintenance North team. Seven tonnes of recycled rubber were used, keeping 1,000 tyres out of landfill or incineration.</p> <p>Six parks across the District have now received Green Flag status. These awards are managed by Keep Britain Tidy to recognise well-managed parks and public spaces. The Green Flag parks are Lister Park, Central Park in Haworth, Cliffe Castle Park, Harold Park, Peel Park and Roberts Park. Natural Flood Management works on Backstone Beck, Ilkley Moor has been completed funded by Environment Agency – peatland restoration, sphagnum moss plating, re-wetting and blanket bog improvement. This is of regional significance. The Drainage and Woodlands Teams continues to work with White Rose Forest and landowners on land management and tree planting opportunities within the overall development of the transpennine Northern Forest.</p> <p>Bradford Council won a national LGC award against strong competition for the District’s Climate Response work focussing</p>

	<p>on the development of Clean Air Plans to improve health, slash emissions and tackle inequality.</p> <p>The Community Climate Action Fund has provided resources for over 50 projects across the District. This runs alongside the Tree for Every Child planting programme now working with over 30 schools and the 2021-22 planting season of activities. The Waste Service has delivered through the Covid Pandemic and the recycling team is now preparing for wider community engagement and outreach work including addressing problem plastics and plastics waste, the recycling Christmas campaign and supporting residents in better managing food and garden waste.</p> <p>The Council partnered with West Yorkshire Combined Authority and the WY Mayor to produce, approve and now progress to jointly implement the shared WY Climate and Environment Plan. This takes forward energy infrastructure, transport decarbonisation, green skills and green jobs and more for the next three years and unlocks the powers and resources from Devolution.</p>
 <p>ENABLING COUNCIL</p>	<p>We have been working to improve our spend with local suppliers and the local voluntary and charity sector. £110 million of council money was spent with suppliers in the District and £10 million was spent with the local voluntary and charity sector.</p> <p>We have implemented a major IT investment to help improve the Council's effectiveness and efficiency. This includes migration to Windows 10, piloting of hybrid working/meeting environments and a new 5 GB Internet Pipe installed to increase Council Capacity.</p> <p>81% of staff have accessed learning and development through our Learning Management System in the last 12 months, with 27,375 course completions.</p> <p>93% of staff in Senior Grades and above have an equalities objective as part of the 2021/22 performance appraisal cycle, 58% of staff have performance objectives recorded in our online appraisal system, this is the highest outturn to date, though there is acknowledgement that there is more work to do.</p> <p>Our workforce development investment from 1 April 2021 has progressed, priorities have been assessed, and ten key priority development areas have been identified. These are fully costed, and in various stages of design and delivery.</p>

Our workforce development investment from 1 April 2021 has progressed, priorities have been assessed, and ten key priority development areas have been identified. These are fully costed, and in various stages of design and delivery.

We are increasing our diversity across the Council and have seen a 1.23% increase in Black, Asian and Minority Ethnic Staff in the 12 months to June 2021, in senior grades (Special A and above) an increase from 18.4% to 20.1% in the top 5% of earners and for women this figure has increased from 48.2% to 51.7%.

Our LGBTQ+ representation has remained static at 0.6%. 23% of employees disclose their sexual orientation. We have updated our recording system so that employees to let us know of their 'preferred gender', this in addition to the data we collect about sexual orientation, and are working with our staff networks to increase reporting and representation in conjunction with our Allyship programme, which is part of the overarching RESPECT campaign.

Disabled representation has decreased from 4.3% to 4.1% in the 12 months to June 2021. We are working with our Disability Staff Network to progress our Disability Confident Level 1 accreditation to Level 2 and then Level 3. This will help us build on our offer for disabled employees.

As at end of September 2021, 221 Kickstart placements have started across the Authority. The largest take up is in Business Admin support and continues to be a popular choice for young people.

The first cohort of our newly established Leaving Care Employability Programme, a 12 month extended Kickstart programme for 15 care leavers commenced over the Summer. Working closely with the LEAP (Learning, Employment, Advice and Preparation) Team, care leavers are identified and encouraged to take up this opportunity. Placements are sourced based on their chosen area of interest and care leavers are given priority. So far, eight care leavers started in placements, and one has now gone on to a full time apprenticeship.

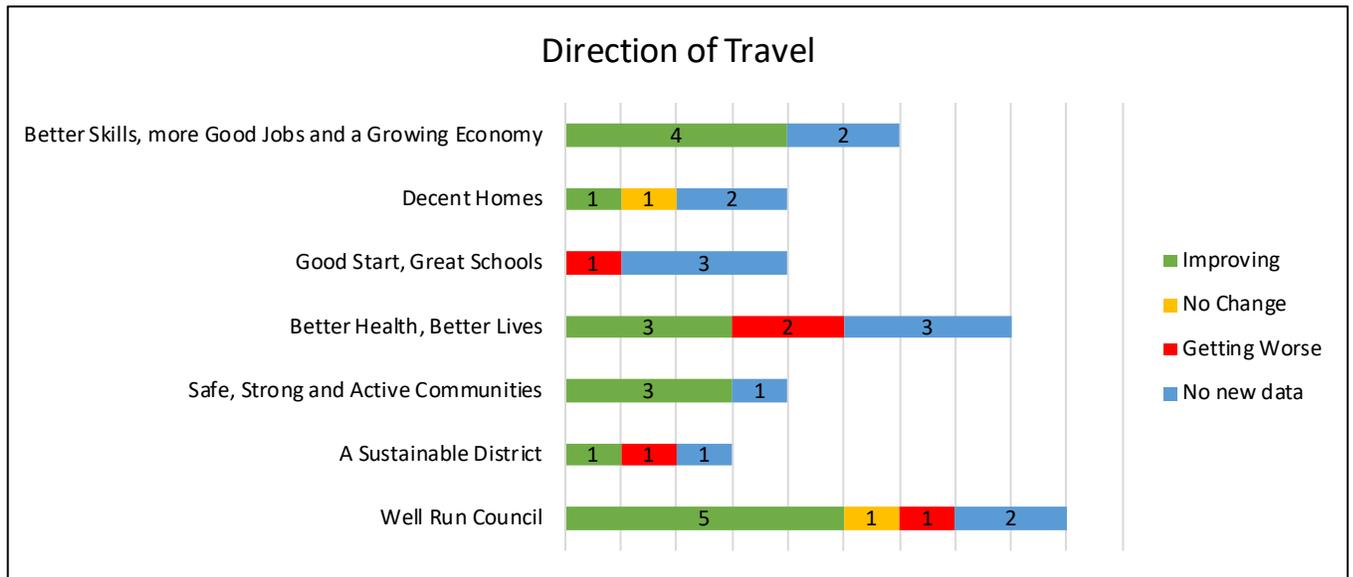
4. Summary of performance against Council Plan outcomes

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.

¹ LGBTQ+ employee stats are currently reporting on annually and we will provide an update at the Annual Performance Report in July 2022.

- 4.2. Figure 1 shows, by Outcome, all of the KPIs, and highlights where new data has been published in the first six months of the 2021/22 municipal year, in the Council Plan. The numbers in the chart relate to the number of KPIs that fall in to each status. Not all KPIs have had new data published in the first six months 2021/22 municipal year, more detail is available on those that have in Appendix A.
- 4.3. The status in Figure 1 has been determined by comparing the latest data available against its previous reporting period. 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 1: Key Performance Indicator direction of travel summary, by Council Plan Outcomes (Indicators with data published in the first six months of 2021/22 municipal year)



4.4. A detailed narrative of the KPIs can be found in Annex A.

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. EQUALITY & DIVERSITY

Report is for information only. No specific issues.

9.2. SUSTAINABILITY IMPLICATIONS

Report is for information only. No specific issues.

9.3. GREENHOUSE GAS EMISSIONS IMPACTS

Report is for information only. No specific issues.

9.4. COMMUNITY SAFETY IMPLICATIONS

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

9.5. HUMAN RIGHTS ACT

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

9.6. TRADE UNION

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

9.7. WARD IMPLICATIONS

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

9.8. IMPLICATIONS FOR CORPORATE PARENTING

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

9.9. ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no data protection issues.

10. NOT FOR PUBLICATION DOCUMENTS

Not applicable

11. RECOMMENDATIONS

11.1. That the baseline of the key performance indicators in the 2021/25 Council Plan be noted.

12. APPENDICES

Appendix A – Detailed Performance Information and Reporting

APPENDIX A: DETAILED PERFORMANCE INFORMATION AND REPORTING

Figure 2 is an in depth look at all the KPIs in the Council Plan where new data was published in the first six months of the 2021/22 municipal year. The table shows, for each indicator, the latest data that is available and their direction of travel compared to its previous reporting period.

Figure 2: Performance indicators and their current Direction of Travel

2021/2022 Mid-Year Performance Report - KPI Overview			
Council Outcome	Performance Indicator	Current Performance	Direction of Travel
Better Skills, More Good Jobs and a Growing Economy	Healthy life expectancy at birth (Male)	60.8	Improving
	Healthy life expectancy at birth (Female)	61.1	Improving
	Percentage of total third party spend with suppliers operating from within the district - Rolling Values	37.70%	Improving
	Percentage of people in work (aged 16-64)	71.8%	Improving
Decent Homes	Number of new affordable housing units	308	No Change
	Number of private sector homes improved	215	Improving
Good Start, Great Schools	Persistent absence rates	15.70%	Getting Worse
Better Health, Better Lives	Percentage of referrals within 12 months of a previous referral starting	22.1%	Improving
	Percentage of children in care with 3 or more placements during the previous year	8.90%	Improving
	Proportion of adults with LD who live in their own home or with their family	89.70%	Improving
	Proportion of adults with LD in paid employment	3.80%	Getting Worse
	Permanent Admissions to residential and nursing homes 65+ per 100,000 population	564	Getting Worse
Safe, Strong and Active Communities	Percentage of people who agree that people from different backgrounds get on well together in your local area	58.10%	Improving
	Local (VCSE) Voluntary, Community and Social Enterprise (sector)	£4.5m	Improving
	Percentage of people who feel safe in their local area	78.40%	Improving
A Sustainable District	Percentage of household waste sent for reuse, recycling and composting	39.40%	Getting Worse
	Greenhouse gas emissions from Council operations (excluding schools)	21,573 Tonnes	Improving

2021/2022 Mid-Year Performance Report - KPI Overview

Council Outcome	Performance Indicator	Current Performance	Direction of Travel
Well Run Council	Percentage of Council Tax collected	50.80%	Improving
	Percentage of Non-domestic Rates Collected	53.27%	Improving
	Council wide budgeted savings – Current forecast	£3.3m	No Change
	Percentage of top 5% employees who are female	51.70%	Improving
	Percentage of employees from BAME backgrounds	28.70%	Improving
	Percentage of top 5% employees by income who are from BAME backgrounds	20.10%	Improving
	Percentage of Employees with a Disability (excludes schools)	3.97%	Getting Worse

Theme / Priority:	Better Skills, More Good Jobs and a Growing Economy																				
Indicator / Measure detail:	Percentage of total third part spend with suppliers operating from with the district (rolling value)																				
Recent Trends:	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1, 2020/21</td> <td>39.0</td> <td>46.0</td> </tr> <tr> <td>Q2, 2020/21</td> <td>39.4</td> <td>46.0</td> </tr> <tr> <td>Q3, 2020/21</td> <td>38.5</td> <td>46.0</td> </tr> <tr> <td>Q4, 2020/21</td> <td>36.7</td> <td>46.0</td> </tr> <tr> <td>Q1, 2021/22</td> <td>37.7</td> <td>48.0</td> </tr> </tbody> </table>			Quarter	Value (%)	Target (%)	Q1, 2020/21	39.0	46.0	Q2, 2020/21	39.4	46.0	Q3, 2020/21	38.5	46.0	Q4, 2020/21	36.7	46.0	Q1, 2021/22	37.7	48.0
Quarter	Value (%)	Target (%)																			
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Q3, 2020/21	38.5	46.0																			
Q4, 2020/21	36.7	46.0																			
Q1, 2021/22	37.7	48.0																			
Target and timescale:	48%, Q1 2021/22	Actual and timescale:	37.7%, Q1 2021/22																		
Why is performance at the current level?																					
<p>The pandemic has had an impact on third party expenditure with suppliers operating within the District over 20/21. The % of spend with District based suppliers fell to a low at the end of 20/21 mainly due to the first lockdown and how the Council's spend patterns changed dramatically in response. Examples of this adverse impact include; significant PPE orders for the District, placed with an out of area SME, the slowdown of revenue and capital works projects initially and a reduction in travel which are predominantly local suppliers as well as some refinement of the data from previous calculations. The Council's third party spend was also 2% less than 19/20.</p> <p>Some of this was offset by awards to local organisations for District support services relating to the pandemic but still had a significant overall adverse impact. The Council spent £172.2m with suppliers operating within the District in 20/21 (down £23.6m from 19/20). Of the £172.2m, £155.3 was spent with local SME's and the local VCSE sector.</p> <p>Over the course of 2020/21 the % recovered to almost pre-pandemic levels with individual quarter spend of 39.40% of in Q4 20/21 with District based suppliers. This has continued into Q1 21/22 as expenditure patterns return to 'normal' and the impact of a number of significant recent contract awards to local suppliers comes in to effect.</p>																					
How can we make sure things get better?																					
<p>The launch of the Go4Growth programme in June 2021 will provide the District's suppliers with an opportunity to become better equipped to be 'tender-ready' and be successful in bidding for public sector contracts. There will be significant training programme including clinics, surgeries and masterclass sessions all linked to different stages of the procurement process.</p> <p>Procurement opportunities are going to be advertised much more widely using the Council's social media platforms; particularly on LinkedIn.</p>																					

Theme / Priority:	Better Skills, More Good Jobs and a Growing Economy																																										
Indicator / Measure detail:	Percentage of people in work (aged 16-64)																																										
Recent Trends:	<table border="1"> <caption>Percentage of people in work (aged 16-64) by region/year</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>66%</td> <td>70%</td> <td>68%</td> <td>72%</td> </tr> <tr> <td>2015/16</td> <td>64%</td> <td>70%</td> <td>68%</td> <td>73%</td> </tr> <tr> <td>2016/17</td> <td>66%</td> <td>72%</td> <td>69%</td> <td>74%</td> </tr> <tr> <td>2017/18</td> <td>67%</td> <td>73%</td> <td>70%</td> <td>74.5%</td> </tr> <tr> <td>2018/19</td> <td>68%</td> <td>74%</td> <td>71%</td> <td>75%</td> </tr> <tr> <td>2019/20</td> <td>66%</td> <td>74%</td> <td>71.5%</td> <td>75.5%</td> </tr> <tr> <td>2020/21</td> <td>70%</td> <td>74%</td> <td>72%</td> <td>75%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2014/15	66%	70%	68%	72%	2015/16	64%	70%	68%	73%	2016/17	66%	72%	69%	74%	2017/18	67%	73%	70%	74.5%	2018/19	68%	74%	71%	75%	2019/20	66%	74%	71.5%	75.5%	2020/21	70%	74%	72%	75%
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																							
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Target and timescale:	75.1%, 2020/21	Actual and timescale:	71.8%, 2020/21																																								
Why is performance at the current level?																																											
<p>The latest Annual Population Survey figures show that the number of working age people (16-64) in employment over the year to June 2021 rose by 19,300 to 235,800 compared to the same period in 2020. This is an increase of 8.9%, significantly higher than the UK fall of -2.2% and a regional fall of -1.1%. From the Economic Strategy September 2016 baseline of 223,400, there are now 12,400 more working age residents in employment in the district.</p> <p>The employment rate in Bradford District has increased to 71.8% in June 2021 compared to 65.7% in June 2020. This improvement contrasted with a fall in the UK employment rate to 74.3% in June 2021 compared to a rate of 75.8% in 2020. Bradford also improved in relation to the Yorkshire and Humber regional employment rate which stood at 73.5% in June 2021 compared to 74.1% in 2020. Bradford has the second lowest employment rate of the five West Yorkshire Combined Authority Districts with only Kirklees at 70.1% having a lower employment. Wakefield has the highest rate at 77.3% followed by Leeds at 76.9% and Calderdale at 75.0%.</p> <p>Bradford's employment rate is still lower than national and regional rates, but the big increase over the last year, compared to falls nationally and regionally, means the gap has closed significantly.</p> <p>The big increase in this years performance has to be balanced against the big fall in the employment rate in the previous year. However, the latest figures confirm that the long term upward trend is continuing and give confidence that Bradford can close the employment gap compared to national and regional rates over the next decade if we see the the continuation of this positive trend.</p>																																											

The big improvement in the District employment rates over the past year is all the more striking given the backdrop of the Covid-19 pandemic which has seen Claimant Count unemployment also double since March 2020 and the furloughing of 68,000 employees at the height of the Covid-19 restrictions in the Summer of 2020. Bradford's improvement contrasts with falling employment rates nationally and regionally.

Crucially when we look the occupational profile of those in employment, the big increases have been in the higher level occupations. Over the year to June 2021, the number of people in Managerial and Professional occupations increased by 15,800 to 73,700 whilst the number of people in Associate Professional and Technical occupations increased by 3,500 to 40,300. In contrast, the number of people employed in Sales and Customer Service occupations fell by 5,400 to 14,900. The proportion of Bradford residents employed managerial and professional occupations was 30.6% of all those in employment in 2021 compared to 26.0% in 2020. Bradford's figure is much closer to the national figure of 34.1%.

This is positive news suggesting the Bradford residents are increasingly accessing higher level and better paid jobs. This analysis is supported by ONS annual Earnings data that shows Median gross weekly earning for Bradford residents increased by 6.5% in 2020. The improvement in earnings has been driven by two main factors - above average increases for women and an increase in the number of people in better paid jobs. It is these same factors that have help to underpin the improvement in the employment rate.

Over year to June 2021, the number of women in employment increased by 10,400 to 108,800. This was an annual increase of 10.6% compared to a national fall of -1.6%. The number of men in employment also increased by 8,800 to 126,900. This was an increase of 7.5% compared a UK fall of -2.7%.

The employment rate for women at 66.0% remains below the UK rate of 71.1%. Again this gap has closed significantly over the past decade and is likely to continue going forward. It will play a large part in closing our overall employment rate gap.

Improving skills levels are also a key factor in our improving employment rates, particularly for younger workers entering the labour market. The district has seen a long term trend of improvements in qualification levels over the ten years.

How can we make sure things get better?

Whilst acknowledging the big improvement over the past year and the longer term positive trend in our employment rate, we must also recognise that Bradford rates continue to lag behind the UK rate. Bradford's position within the Yorkshire and the Humber region remains relatively poor and we have the seventh lowest employment rate of the 21 local authority districts in Yorkshire and the Humber region.

Another key feature of our employment rate is the disparity within the district as evidenced by the differing employment rates by Parliamentary Constituency. (Note that this is lowest level geography for which the Annual Population Survey can provide robust employment rate figures).

Shipley constituency has the highest employment rate at 81.6%, whilst Bradford East has the lowest rate at 60.6%. Keighley has the second highest rate at 75.7%, followed by Bradford South at 75.6% and Bradford West at 65.5%. It is also the case that the biggest increases in employment over the past year have been in the Keighley and Shipley constituencies with an increase of 12,600 in Keighley and 10,200 in Shipley. Bradford East saw an increase of 4,300. Employment in Bradford South fell by 1,500 whilst Bradford saw employment fall by 6,400.

Increase and decreases in employment are partly explained by increases and decreases in the work age population. Keighley and Shipley saw their work age population increase by 9,700 and 10,200 respectively whilst Bradford South saw a fall of -6,500 and Bradford East saw a fall of -700. The biggest decrease was in Bradford West which saw a fall of -14,500. This in part may reflect the loss of students from the University

during Lockdown but is probably a function of the sample based nature of the Annual Population Survey. However, it may also be that internal migration may also be playing a part in improvements in Shipley and Keighley which have increasingly become desirable commuter locations for workers employed in Bradford and also Leeds. The increase in higher level occupations could be due to increasing numbers of people working in Leeds moving to homes in the Aire and Wharfedale valleys. Anecdotal information suggests this playing a part with locations such as Saltaire, Bingley, Silsden and Steeton becoming attractive to higher occupation workers. The release of Census 2021 data will enable an analysis to see if that is playing a part in Bradford's improving employment rate.

The next Business Register and Employment Survey data release will also show whether the improving employment rate is due to increased numbers of jobs in the District. Job density (the number of jobs relative to the number of working age people) is low in Bradford. Current data shows Bradford has 690 jobs per thousand work age population compared to 870 nationally.

It is also important we address labour market disadvantage as employment rates for ethnic minorities are still lower than non-ethnic minority workers. The disparity is particularly wide for women with the employment rate for ethnic minority work age women. However, 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.

Theme / Priority:	Better Skills, More Good Jobs and a Growing Economy																																										
Indicator / Measure detail:	Healthy life expectancy at birth (Male). Data source: (1) https://fingertips.phe.org.uk/profile/healthy-ageing/data																																										
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Cross system working to reduce the wider determinants of premature morbidity within the district continue to be strengthened. Working closely with NHS partners with renewed vigour since Covid has further highlighted the impact social and economic inequalities have on our health. Efforts to mitigate the impact of poverty and deprivation in particular are key to improving our Healthy Life Expectancy in Bradford from creating good jobs and a growing economy through to implementation of our [Economic Strategy](#) to ensuring everyone in the district has decent homes to live in through delivering our [housing strategy](#).

In the shorter term, greater impacts on preventable mortality and modifiable long term health conditions can be achieved through maximising the impact all parts of our system can have on improving healthy lifestyle behaviours. In order to achieve this, the Living Well initiative is focused on efforts to make it easier for everyone to adopt healthier lifestyles behaviours. This work in particular focuses on three tiers of intervention-

- 1) Support to individuals and families to adopt healthier lifestyle behaviours.
- 2) Upskilling and providing the tools to schools, businesses, food outlets and other community venues to help make it easier for these places to promote healthy behaviours.
- 3) Making changes to the physical environment that make it easier to be healthy, for example cycling instead of driving, or reducing the number of hot food takeaways.

Through these cross cutting work areas to improve the physical, social and economic environment as well as supporting the individuals, families and communities of Bradford District we can help improve and enable healthier behaviours and increase our healthy life expectancy.

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Theme / Priority:	Decent Homes that people can afford to live in																							
Indicator / Measure detail:	Housing supply: net additional dwellings by local authority district.																							
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2021/22	308*	-																						
Latest value:	308* (616 Annualised)	Period:	Qtr 2 2021/22																					
What is going well?																								
<p>Net additional dwellings for Qtr 2 in year 2021/22 stands at 308 but this is an unaudited figure and subject to significant time lags before Council Tax are informed and has not yet been reconciled with Planning data to achieve an accurate total. The final audited figure for 2020/21 stands at 522. This is significantly lower than the District's revised Housing Target of 1,703 dwellings per annum based upon the published Standard Methodology.</p> <p>The council completed 36 affordable housing units. Housing and Planning are working with social housing providers to calculate the total affordable housing delivery across the District for 2021-22. This figure is published formally later this year. This falls somewhat short of the figure in the adopted core strategy (587) and the figure based on the review of the core strategy (411).</p>																								
What is going not so well?																								
<p>Net additional home delivery and affordable home delivery has been significantly affected by Covid as can be seen by the above figures. What is of note is that with the installation of a new West Yorkshire Mayor, responsibility for delivery of these metrics has been devolved to the regional level with the pledge to build 5,000 sustainable homes, including council homes and affordable homes by 2025. Alongside this, funding is available to support the delivery of the Brownfield Housing Fund Programme that aims to develop a minimum of 4,500 new homes for West Yorkshire by March 2025.</p> <p>Proposed changes to planning legislation (if implemented) risk reducing the numbers of affordable homes delivered and the proposal to extend Permission in Principle to major developments could have a negative impact in terms of quality – of design, space and place-making.</p>																								

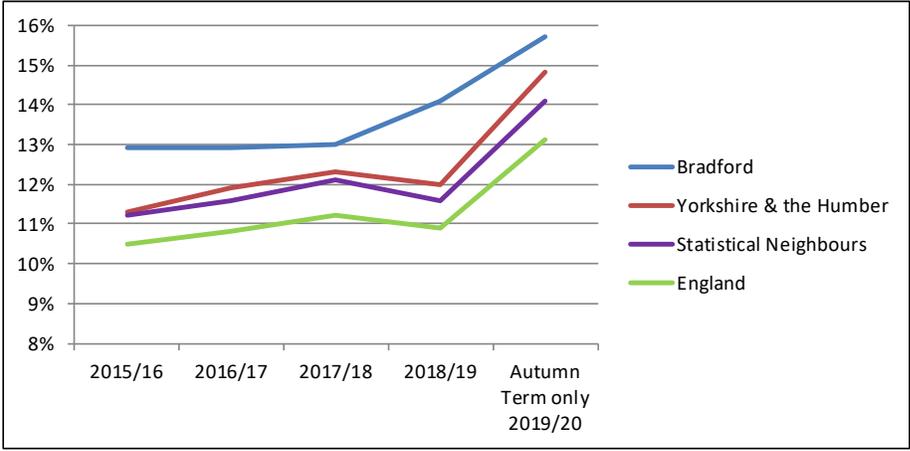
Theme / Priority:	Decent Homes that people can afford to live in																
Indicator / Measure detail:	Increase the number of private sector homes with improved housing conditions as a result of our interventions.																
Recent Trends:	<p>Private sector homes with improved following Intervention</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Homes</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>950</td> </tr> <tr> <td>2017/18</td> <td>1000</td> </tr> <tr> <td>2018/19</td> <td>1250</td> </tr> <tr> <td>2019/20</td> <td>1050</td> </tr> <tr> <td>2020/21</td> <td>750</td> </tr> <tr> <td>2021/22*</td> <td>780</td> </tr> </tbody> </table>			Year	Number of Homes	2016/17	950	2017/18	1000	2018/19	1250	2019/20	1050	2020/21	750	2021/22*	780
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Latest value:	215* (Annualised 860)	Period:	Qtr 1 2021/22														
What is going well?	<p>This indicator reflects the work of Housing Operations who carry out visits and inspections of private sector properties throughout the District either to ensure that rented properties meet statutory standards for health and safety or to support owner occupiers in carrying out essential repairs and improvements.</p> <p>While the quarterly figure of 215 homes improved through the intervention of the service is slightly lower than normal, it still represents a return to near normal levels of outputs despite the continued impact of the pandemic. The main impacts are that officers continue to carry out risk assessments before any visits and inspections to protect both themselves and the occupants, which adds some delay to processes; fewer proactive inspections of properties are being carried out, because the risk of infection is higher where a case specific risk assessment cannot be undertaken; and building works and repairs are taking longer to complete, due to continuing on-site restrictions, problems with availability of materials and capacity of the supply chain.</p> <p>Around three years ago Housing Operations introduced a triage system for dealing with lower risk housing standards issues due to significant increases in service demand. During the pandemic this system has further shown its value by allowing officers to focus their activity on high risk (Category 1) housing hazards. It should be noted, however, that only some outcomes from the triage process are captured by this indicator, which is where improvements have been confirmed following an officer inspection which is not necessary every time. This may account for some of the reduction in the numbers of properties improved captured by this indicator.</p> <p>Housing Operations is actively responding to new statutory requirements for the private rented sector which the Council has become responsible for enforcing during the pandemic. In April 2021 new electrical safety standards around regular inspection and testing of electrical installations have applied to all tenancies and minimum energy efficiency standards have applied to all tenancies since April 2020. These new work areas are placing significant additional demands in the service, although again it should be noted that they are not currently fully reflected in this indicator. The service has also recently undertaken an extensive review of our fire safety principles which set out the Council's expectations of how fire risks are assessed and what precautions are acceptable.</p>																

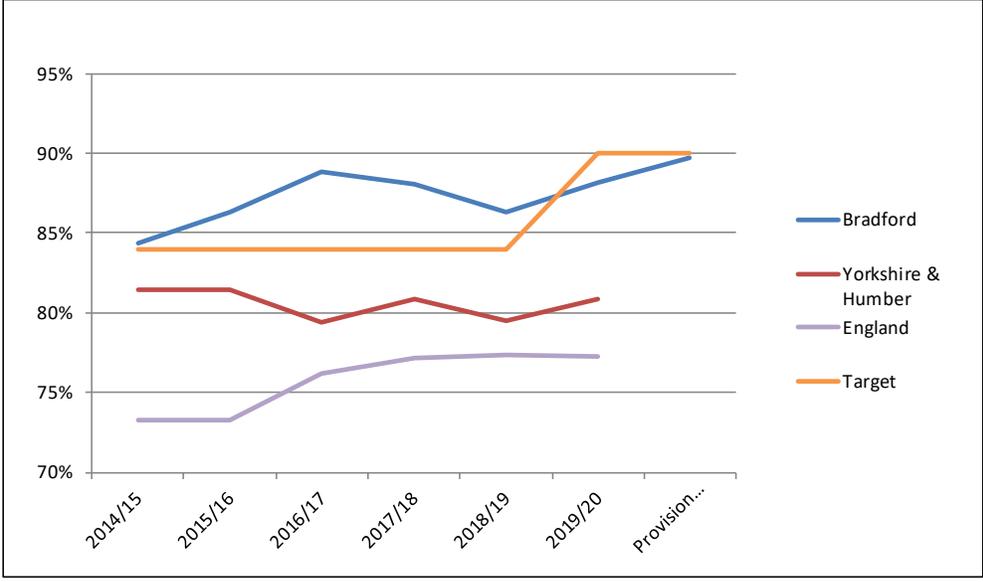
At the start of the pandemic, the Service had to cancel a series of face to face training sessions that had been arranged for landlords which were funded by innovation grant funding from the government. We have now relaunched this training programme, but this time as an e-learning package; which has been developed with some other Yorkshire authorities and which is being provided by DASH, who are part of Derby City Council.

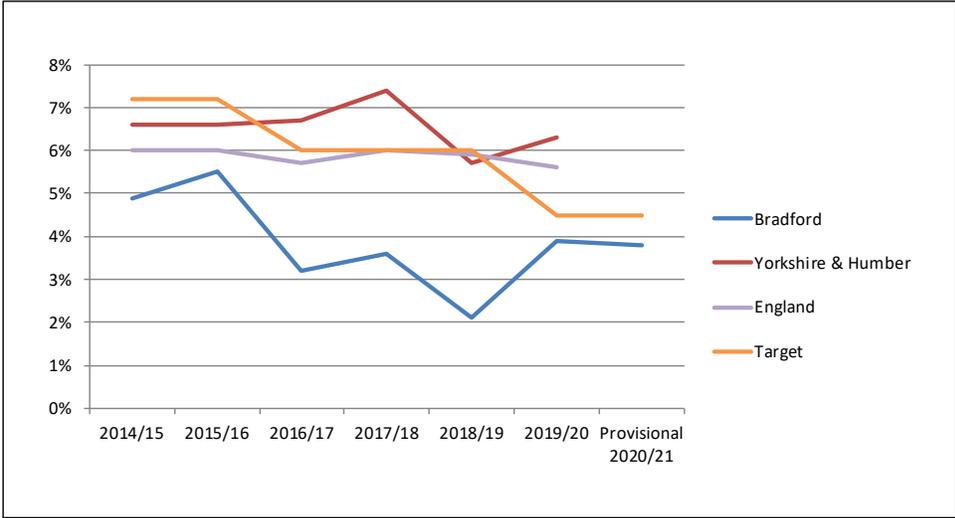
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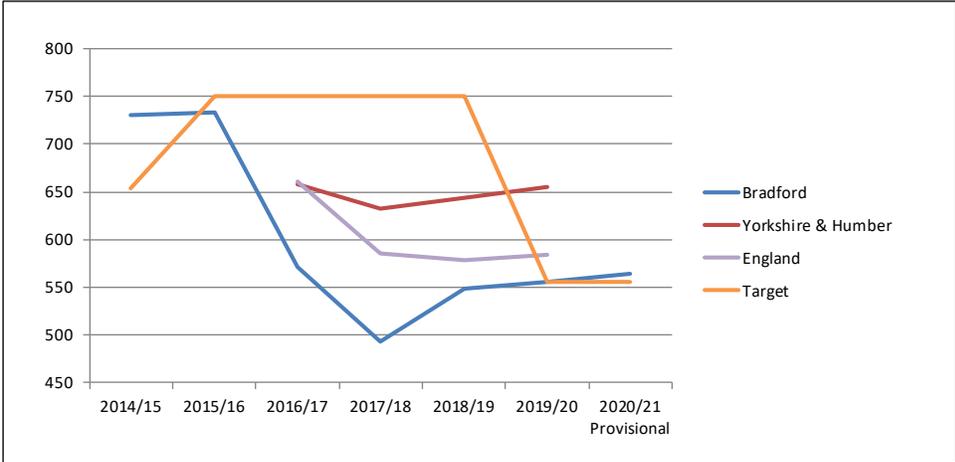
The level of service demand, reflected by the number of service requests received, continues to increase, despite some fluctuation during the pandemic (initially at least). Given the continuing impacts of the pandemic on our normal operations this is increasing pressure on the service.

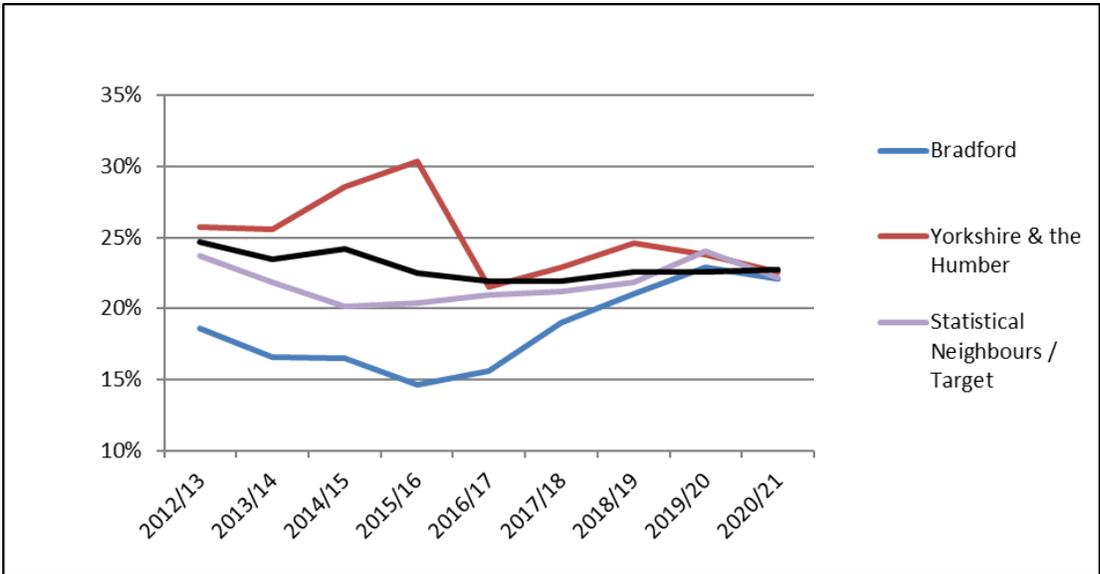
The introduction of a number of new statutory responsibilities without an increase in resources is also placing a significant burden on the service.

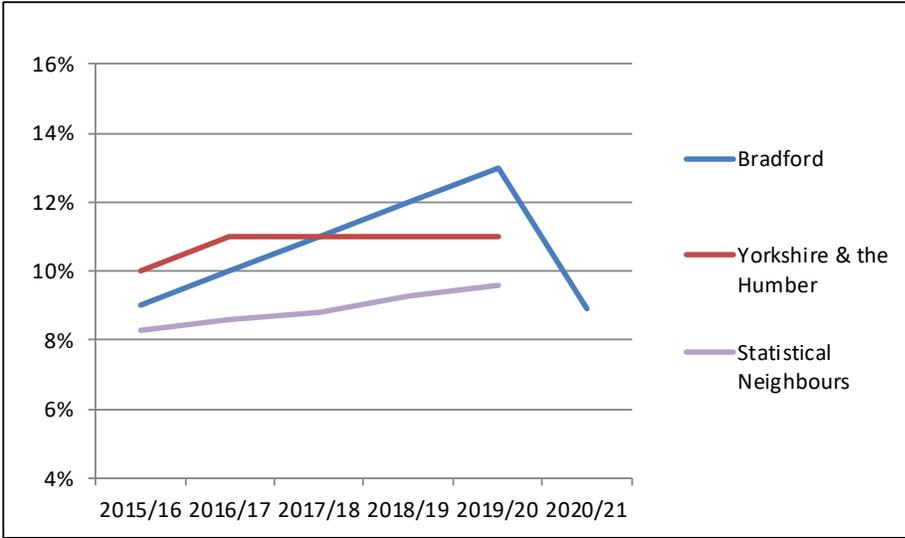
Theme / Priority:	Good Start, Great Schools																																
Indicator / Measure detail:	Persistent absence rates																																
Recent Trends:	 <table border="1" data-bbox="402 296 1312 747"> <caption>Persistent absence rates (%)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>13.0</td> <td>11.2</td> <td>11.2</td> <td>10.5</td> </tr> <tr> <td>2016/17</td> <td>13.0</td> <td>12.0</td> <td>11.8</td> <td>11.0</td> </tr> <tr> <td>2017/18</td> <td>13.0</td> <td>12.5</td> <td>12.2</td> <td>11.2</td> </tr> <tr> <td>2018/19</td> <td>14.0</td> <td>12.0</td> <td>11.5</td> <td>10.8</td> </tr> <tr> <td>Autumn Term only 2019/20</td> <td>15.7</td> <td>14.8</td> <td>14.1</td> <td>13.1</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2015/16	13.0	11.2	11.2	10.5	2016/17	13.0	12.0	11.8	11.0	2017/18	13.0	12.5	12.2	11.2	2018/19	14.0	12.0	11.5	10.8	Autumn Term only 2019/20	15.7	14.8	14.1	13.1
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Why is performance at the current level?																																	
<p>There is no recent comparable data to be able to understand persistent absence rates. During the 2019/2020 academic year, attendance was not compulsory from March. During the academic year 2020/2021 there were again periods of time where attendance was not compulsory, so rates of persistent absence are not measurable.</p> <p>School attendance is currently a school issue and with the mixed economy of schools, is not something that the LA can address. The LA currently has a traded attendance team which works with a relatively small number of schools. Resource has been allocated through the Raising Attainment strategy to support with persistent absence going forward.</p>																																	
How can we make sure things get better?																																	
<p>The Local Authority has increased resources for a specialist Attendance Improvement Team which will look to address rates of absence for pupils with specific vulnerabilities across the next academic year. This investment should continue for the longer term.</p>																																	

Theme / Priority:	Better Health Better Lives																																										
Indicator / Measure detail:	Proportion of adults with LD who live in their own home or with their family																																										
Recent Trends:	 <table border="1" data-bbox="402 369 1385 951"> <caption>Proportion of adults with LD living in their own home or with their family (%)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & Humber</th> <th>England</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>84.5</td> <td>81.5</td> <td>73.5</td> <td>84.0</td> </tr> <tr> <td>2015/16</td> <td>86.5</td> <td>81.5</td> <td>73.5</td> <td>84.0</td> </tr> <tr> <td>2016/17</td> <td>89.0</td> <td>79.5</td> <td>76.5</td> <td>84.0</td> </tr> <tr> <td>2017/18</td> <td>88.5</td> <td>81.0</td> <td>77.5</td> <td>84.0</td> </tr> <tr> <td>2018/19</td> <td>86.5</td> <td>79.5</td> <td>77.5</td> <td>84.0</td> </tr> <tr> <td>2019/20</td> <td>88.5</td> <td>81.0</td> <td>77.5</td> <td>90.0</td> </tr> <tr> <td>Provisional 2020/21</td> <td>89.7</td> <td>81.0</td> <td>77.3</td> <td>90.0</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	England	Target	2014/15	84.5	81.5	73.5	84.0	2015/16	86.5	81.5	73.5	84.0	2016/17	89.0	79.5	76.5	84.0	2017/18	88.5	81.0	77.5	84.0	2018/19	86.5	79.5	77.5	84.0	2019/20	88.5	81.0	77.5	90.0	Provisional 2020/21	89.7	81.0	77.3	90.0
Year	Bradford	Yorkshire & Humber	England	Target																																							
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2019/20	88.5	81.0	77.5	90.0																																							
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Target and timescale:	90%, 2020/21	Actual and timescale:	89.7%, 2020/21 Provisional																																								
Why is performance at the current level?																																											
<p>Performance on this measure is good, with Bradford performing better than peers both nationally and regionally. Performance has improved for the 3rd year in a row, though the position for 2020/21 will not be finalised by NHS digital until later in October. The provisional data for Bradford is 89.7%, the England average is 77.3% and the Yorkshire and the Humber Regional Average is 80.9%. On this measure, a higher score is better.</p> <p>The Learning Disabilities team have a continued focus on supporting the needs of people within the community when people have a need for support. There is less reliance on residential and nursing care settings. People are now placed in learning disability care home settings only when community based options have been explored.</p>																																											
How can we make sure things get better?																																											
<p>The focus on community led support will continue and the number of people being placed into care home settings will remain low. In addition, work continues with service users who are currently resident in a care home to identify opportunities for their needs to be met in more appropriate community based settings, such as supported living.</p> <p>As a result of this focus, we expect performance on this measure to continue to improve.</p>																																											

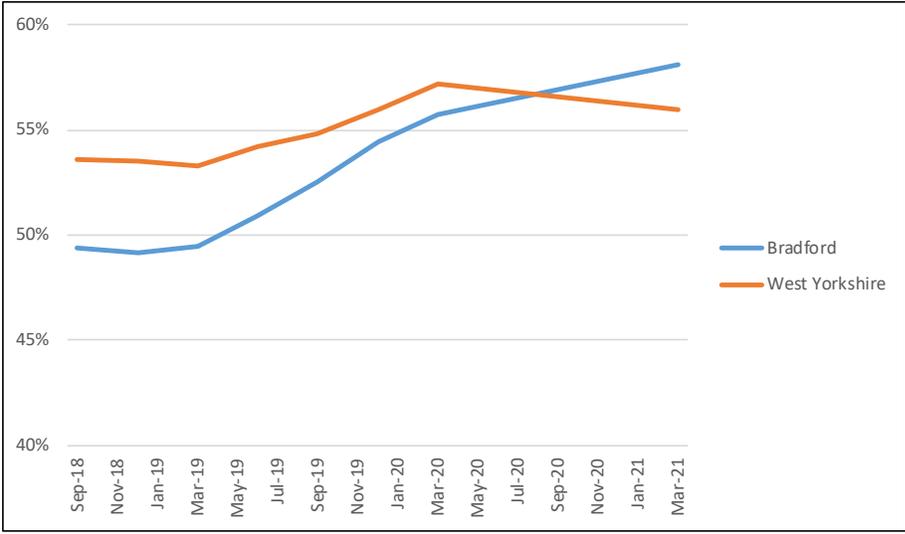
Theme / Priority:	Better Health Better Lives																																										
Indicator / Measure detail:	Proportion of adults with LD in paid employment																																										
Recent Trends:	 <table border="1" data-bbox="402 296 1357 814"> <caption>Data for Proportion of adults with LD in paid employment</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & Humber</th> <th>England</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>4.8%</td> <td>6.5%</td> <td>6.0%</td> <td>7.2%</td> </tr> <tr> <td>2015/16</td> <td>5.5%</td> <td>6.6%</td> <td>6.0%</td> <td>7.2%</td> </tr> <tr> <td>2016/17</td> <td>3.2%</td> <td>6.7%</td> <td>5.8%</td> <td>6.0%</td> </tr> <tr> <td>2017/18</td> <td>3.5%</td> <td>7.4%</td> <td>6.0%</td> <td>6.0%</td> </tr> <tr> <td>2018/19</td> <td>2.1%</td> <td>5.8%</td> <td>6.0%</td> <td>6.0%</td> </tr> <tr> <td>2019/20</td> <td>3.8%</td> <td>6.3%</td> <td>5.6%</td> <td>4.5%</td> </tr> <tr> <td>Provisional 2020/21</td> <td>3.8%</td> <td>-</td> <td>-</td> <td>4.5%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	England	Target	2014/15	4.8%	6.5%	6.0%	7.2%	2015/16	5.5%	6.6%	6.0%	7.2%	2016/17	3.2%	6.7%	5.8%	6.0%	2017/18	3.5%	7.4%	6.0%	6.0%	2018/19	2.1%	5.8%	6.0%	6.0%	2019/20	3.8%	6.3%	5.6%	4.5%	Provisional 2020/21	3.8%	-	-	4.5%
Year	Bradford	Yorkshire & Humber	England	Target																																							
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Provisional 2020/21	3.8%	-	-	4.5%																																							
Target and timescale:	4.5%, 2020/21	Actual and timescale:	3.8%, 2020/21 Provisional																																								
Why is performance at the current level?																																											
<p>There is a focus on improving performance on this measure, improvements had been seen in the 2019/20 financial year, but the pandemic restricted opportunities to increase the numbers of people with a learning disability who are in paid employment in 2020/21.</p> <p>Bradford's performance is lower than peers both nationally and regionally. Performance fell slightly in 2020/21, though the position for 2020/21 will not be finalised by NHS digital until later in October. The provisional data for Bradford is 3.8%, the England average is 5.6% and the Yorkshire and the Humber Regional Average is 6.3%. On this measure, a higher score is better.</p>																																											
How can we make sure things get better?																																											
<p>There is a drive to improve employment opportunities for working age adults with a learning disability. Action is being taken to increase access to new skills and experiences for working age adults with a learning disability as part of the day opportunities service. Alongside this we are working with employers to encourage and enable them to offer more employment opportunities for people who have a learning disability.</p> <p>This measure is included as part of the departments 3-year plan, alongside the embedded Finance, Quality and Performance Framework, this will ensure there is managerial oversight to identify if any improvements to practice is required. The 3-year plan, ending in 23/24 has identified a set of key measures, the aspiration is that Bradford will be a high level performer in each of these measures.</p>																																											

Theme / Priority:	Better Health Better Lives																																										
Indicator / Measure detail:	Permanent Admissions to residential and nursing homes 65+ per 100,00 population																																										
Recent Trends:	 <table border="1" data-bbox="402 296 1357 758"> <caption>Permanent Admissions to residential and nursing homes 65+ per 100,00 population</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & Humber</th> <th>England</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>730</td> <td>655</td> <td>655</td> <td>655</td> </tr> <tr> <td>2015/16</td> <td>730</td> <td>750</td> <td>750</td> <td>750</td> </tr> <tr> <td>2016/17</td> <td>570</td> <td>660</td> <td>660</td> <td>750</td> </tr> <tr> <td>2017/18</td> <td>490</td> <td>630</td> <td>580</td> <td>750</td> </tr> <tr> <td>2018/19</td> <td>550</td> <td>640</td> <td>580</td> <td>750</td> </tr> <tr> <td>2019/20</td> <td>550</td> <td>650</td> <td>580</td> <td>555</td> </tr> <tr> <td>2020/21 (Provisional)</td> <td>564</td> <td>655</td> <td>584</td> <td>555</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	England	Target	2014/15	730	655	655	655	2015/16	730	750	750	750	2016/17	570	660	660	750	2017/18	490	630	580	750	2018/19	550	640	580	750	2019/20	550	650	580	555	2020/21 (Provisional)	564	655	584	555
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2020/21 (Provisional)	564	655	584	555																																							
Target and timescale:	555, 2020/21	Actual and timescale:	564, 2020/21 Provisional																																								
Why is performance at the current level?																																											
<p>Bradford remain a good performer on this measure, there had been significant improvements over a number of years, with levels of performance now relatively stable.</p> <p>Bradford’s performance is better than peers both nationally and regionally. Performance fell slightly in 2020/21, though the position for 2020/21 will not be finalised by NHS digital until later in October. The provisional data for Bradford is 564, the England average is 584 and the Yorkshire and Humber Regional Average is 655. On this measure, a lower score is better.</p> <p>The Older People’s team have a continued focus on supporting the needs of people who require services, within the community, with less reliance on residential and nursing care settings. The team use a strengths based approach, placing people at the centre of a conversation about their strengths, needs and desired outcomes to improve their quality of life.</p> <p>People are placed in in care home settings only when community based options have been explored.</p>																																											
How can we make sure things get better?																																											
<p>The focus on community led support will continue and the number of people being placed into care home settings will remain low.</p> <p>The council has worked closely with the NHS and the care sector to ensure people in Bradford & District are supported to stay in their homes and, when they need hospital care, can leave with the right level of support at the right time. The District has performed well compared to neighbouring councils and has minimal delayed discharges. We have also supported care homes to maximise mandatory staff Covid vaccinations, NHS services for care home residents and use the council’s short-stay care homes to give people a place to be rehabilitated and get home safely.</p>																																											

Theme / Priority:	Better Health, Better Lives																																										
Indicator / Measure detail:	Percentage of referrals within 12 months of a previous referral starting																																										
Recent Trends:	 <table border="1" data-bbox="358 352 1458 926"> <caption>Data for Recent Trends Chart</caption> <thead> <tr> <th>Year</th> <th>Bradford (%)</th> <th>Yorkshire & the Humber (%)</th> <th>Statistical Neighbours / Target (%)</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>18.5</td> <td>26.0</td> <td>24.0</td> </tr> <tr> <td>2013/14</td> <td>16.5</td> <td>25.5</td> <td>22.5</td> </tr> <tr> <td>2014/15</td> <td>16.5</td> <td>28.5</td> <td>20.0</td> </tr> <tr> <td>2015/16</td> <td>14.5</td> <td>30.0</td> <td>20.0</td> </tr> <tr> <td>2016/17</td> <td>15.5</td> <td>21.5</td> <td>21.0</td> </tr> <tr> <td>2017/18</td> <td>19.0</td> <td>23.0</td> <td>21.5</td> </tr> <tr> <td>2018/19</td> <td>21.0</td> <td>24.5</td> <td>22.5</td> </tr> <tr> <td>2019/20</td> <td>22.5</td> <td>22.5</td> <td>24.0</td> </tr> <tr> <td>2020/21</td> <td>22.1</td> <td>22.5</td> <td>22.5</td> </tr> </tbody> </table>			Year	Bradford (%)	Yorkshire & the Humber (%)	Statistical Neighbours / Target (%)	2012/13	18.5	26.0	24.0	2013/14	16.5	25.5	22.5	2014/15	16.5	28.5	20.0	2015/16	14.5	30.0	20.0	2016/17	15.5	21.5	21.0	2017/18	19.0	23.0	21.5	2018/19	21.0	24.5	22.5	2019/20	22.5	22.5	24.0	2020/21	22.1	22.5	22.5
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2019/20	22.5	22.5	24.0																																								
2020/21	22.1	22.5	22.5																																								
Target and timescale:	24.06%, 2019/20	Actual and timescale:	22.1%, 2020/21																																								
Why is performance at the current level?																																											
<p>Performance improved between 2019/20 and 2020/21, the % of referrals back in to Children's Social Care reduced.</p> <p>Performance for Bradford District remains below/better than our Statistical Neighbours, the region and the England average.</p>																																											
How can we make sure things get better?																																											
<p>Audit activity across the department helps us understand if we could have done anything differently to prevent a child from being re-referred into the service.</p> <p>The locality Heads of Service review re-referrals within their management meetings to identify any learning or themes arising. Locality Service Managers ensure learning is promoted across teams.</p>																																											

Theme / Priority:	Better Health, Better Lives																														
Indicator / Measure detail:	Percentage of children in care with 3 or more placements during the previous year																														
Recent Trends:	 <p>The line graph displays the percentage of children in care with 3 or more placements over a six-year period. The y-axis represents the percentage, ranging from 4% to 16% in 2% increments. The x-axis shows financial years from 2015/16 to 2020/21. Three data series are plotted: Bradford (blue line), Yorkshire & the Humber (red line), and Statistical Neighbours (purple line). Bradford's percentage starts at approximately 9% in 2015/16, rises to 11% in 2016/17, peaks at 13% in 2019/20, and then drops to 9% in 2020/21. Yorkshire & the Humber starts at 10% in 2015/16, rises to 11% in 2016/17, and remains at 11% through 2019/20. Statistical Neighbours starts at 8% in 2015/16 and shows a steady increase to 9.6% in 2019/20.</p> <table border="1" data-bbox="402 352 1307 890"> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>9%</td> <td>10%</td> <td>8%</td> </tr> <tr> <td>2016/17</td> <td>10%</td> <td>11%</td> <td>8.5%</td> </tr> <tr> <td>2017/18</td> <td>11%</td> <td>11%</td> <td>8.8%</td> </tr> <tr> <td>2018/19</td> <td>12%</td> <td>11%</td> <td>9.2%</td> </tr> <tr> <td>2019/20</td> <td>13%</td> <td>11%</td> <td>9.6%</td> </tr> <tr> <td>2020/21</td> <td>9%</td> <td>-</td> <td>8.9%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	2015/16	9%	10%	8%	2016/17	10%	11%	8.5%	2017/18	11%	11%	8.8%	2018/19	12%	11%	9.2%	2019/20	13%	11%	9.6%	2020/21	9%	-	8.9%
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2020/21	9%	-	8.9%																												
Target and timescale:	9.6%, 2019/20	Actual and timescale:	8.9%, 2020/21 Provisional data																												
Why is performance at the current level?																															
<p>Over the period 2020/21 the % of children in care with 3 or more placements in a 12-month period fell.</p> <p>This improvement is in despite of a considerable increase in the number of children coming in to care.</p> <p>We do not have comparator data for 2020/21 as yet.</p>																															
How can we make sure things get better?																															
<p>A new sufficiency strategy is being written, the strategy will be based on the analysis of the children, and their needs, who have come in to care over the last six months. We envisage that the implementation of the new strategy will enable us to place children in the right placement for them from the time that they come in to our care.</p>																															

Theme / Priority:	Safe, Strong and Active Communities																																
Indicator / Measure detail:	Spend with Local (VCSE) Voluntary, Community and Social Enterprise (sector)																																
Recent Trends:	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Quarter</th> <th>Bradford Spend (£m)</th> <th>Target (£m)</th> </tr> </thead> <tbody> <tr> <td>Q1, 2019/20</td> <td>5.4</td> <td>5.5</td> </tr> <tr> <td>Q2, 2019/20</td> <td>5.4</td> <td>5.5</td> </tr> <tr> <td>Q3, 2019/20</td> <td>6.1</td> <td>5.5</td> </tr> <tr> <td>Q4, 2019/20</td> <td>5.4</td> <td>5.5</td> </tr> <tr> <td>Q1, 2020/21</td> <td>4.3</td> <td>5.5</td> </tr> <tr> <td>Q2, 2020/21</td> <td>4.3</td> <td>5.5</td> </tr> <tr> <td>Q3, 2020/21</td> <td>4.5</td> <td>5.5</td> </tr> <tr> <td>Q4, 2020/21</td> <td>4.4</td> <td>5.5</td> </tr> <tr> <td>Q1, 2021/22</td> <td>4.5</td> <td>5.5</td> </tr> </tbody> </table>			Quarter	Bradford Spend (£m)	Target (£m)	Q1, 2019/20	5.4	5.5	Q2, 2019/20	5.4	5.5	Q3, 2019/20	6.1	5.5	Q4, 2019/20	5.4	5.5	Q1, 2020/21	4.3	5.5	Q2, 2020/21	4.3	5.5	Q3, 2020/21	4.5	5.5	Q4, 2020/21	4.4	5.5	Q1, 2021/22	4.5	5.5
Quarter	Bradford Spend (£m)	Target (£m)																															
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Q3, 2020/21	4.5	5.5																															
Q4, 2020/21	4.4	5.5																															
Q1, 2021/22	4.5	5.5																															
Target and timescale:	£5.5m, Q1 2021/22	Actual and timescale:	£4.5m. Q1 2021/22																														
Why is performance at the current level?																																	
<p>The pandemic has had an impact on third party expenditure with the local Voluntary, Community and Social Enterprise sector within the District over 20/21. The total amount spent with District based VCSEs in 20/21 fell to £17.5 million (from £22.2m in 19/20) as the Council's spend patterns changed dramatically in response to COVID. Although there are signs of recovery into 21/22.</p> <p>Whilst still a significant amount it is difficult to pinpoint an exact factor for this decrease. There was a decrease in the number of VCSE organisations that received a payment (contract or grant) from the Council in 20/21; 151 down from 419 in 19/20. Much of this is because the pandemic meant restrictions on community activity which had previously been grant funded, but although high in volume these are relatively low in value.</p> <p>Some contracted organisations received less payment due a reduced service but some organisations delivering COVID support services received more funding through contracts or grants.</p> <p>At the start of the pandemic the Council agreed to extend all ongoing VCSE contracts. This has evolved in to the VCSE Organisation 'Sustainability Support' programme where organisations can request a review of their contractual or grant agreement with a view to extending or accelerating payment terms to aid sustainability. Despite being widely publicised by the sector, take up has been low.</p>																																	
How can we make sure things get better?																																	
<p>The launch of the Go4Growth programme in June 2021 will provide the District's VCSE community with an opportunity to become better equipped to be 'tender-ready' and be successful in bidding for public sector contracts. There will be significant training programme including clinics, surgeries and masterclass sessions all linked to different stages of the procurement process.</p> <p>There are a number of upcoming contracts that will be attractive to the VCSE which are currently in either the pre-market engagement or tender period.</p>																																	

Theme / Priority:	Safe, Strong and Active Communities																																																					
Indicator / Measure detail:	Percentage of people who agree that people from different backgrounds get on well together in your local area																																																					
Recent Trends:	 <table border="1" data-bbox="402 331 1307 865"> <caption>Line Chart Data: Percentage of people who agree that people from different backgrounds get on well together in your local area</caption> <thead> <tr> <th>Month</th> <th>Bradford (%)</th> <th>West Yorkshire (%)</th> </tr> </thead> <tbody> <tr><td>Sep-18</td><td>49.5</td><td>53.5</td></tr> <tr><td>Nov-18</td><td>49.0</td><td>53.5</td></tr> <tr><td>Jan-19</td><td>49.0</td><td>53.5</td></tr> <tr><td>Mar-19</td><td>49.5</td><td>53.5</td></tr> <tr><td>May-19</td><td>50.5</td><td>54.5</td></tr> <tr><td>Jul-19</td><td>51.5</td><td>54.5</td></tr> <tr><td>Sep-19</td><td>52.5</td><td>55.0</td></tr> <tr><td>Nov-19</td><td>54.0</td><td>55.5</td></tr> <tr><td>Jan-20</td><td>55.0</td><td>56.5</td></tr> <tr><td>Mar-20</td><td>55.5</td><td>57.5</td></tr> <tr><td>May-20</td><td>56.0</td><td>57.0</td></tr> <tr><td>Jul-20</td><td>56.5</td><td>56.5</td></tr> <tr><td>Sep-20</td><td>57.0</td><td>56.5</td></tr> <tr><td>Nov-20</td><td>57.5</td><td>56.5</td></tr> <tr><td>Jan-21</td><td>58.0</td><td>56.0</td></tr> <tr><td>Mar-21</td><td>58.1</td><td>56.0</td></tr> </tbody> </table>			Month	Bradford (%)	West Yorkshire (%)	Sep-18	49.5	53.5	Nov-18	49.0	53.5	Jan-19	49.0	53.5	Mar-19	49.5	53.5	May-19	50.5	54.5	Jul-19	51.5	54.5	Sep-19	52.5	55.0	Nov-19	54.0	55.5	Jan-20	55.0	56.5	Mar-20	55.5	57.5	May-20	56.0	57.0	Jul-20	56.5	56.5	Sep-20	57.0	56.5	Nov-20	57.5	56.5	Jan-21	58.0	56.0	Mar-21	58.1	56.0
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May-19	50.5	54.5																																																				
Jul-19	51.5	54.5																																																				
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Jan-21	58.0	56.0																																																				
Mar-21	58.1	56.0																																																				
Target and timescale:	56%, March 2021	Actual and timescale:	58.1%, March 2021																																																			
Why is performance at the current level?																																																						
<p>Over the last 12 months our work has focussed on adapting our services such as Linking Network running home-schooling and support online, delivery of ESOL classes digitally and launch of the Learning English website; a free platform for providers and learners to find ESOL classes near them. We have marked Refugee Week with a comprehensive programme, Inclusion Week where over 15 webinars were delivered, Black History Month, ‘Smile, It’s Sunnah’ part of Our Street Gallery during Islamophobia Awareness Month and Srebrenica. We increased our messaging on Anti-Rumour and Critical Thinking by delivering training into schools and communities and; launched our Innovation Fund Round Four, where an additional 21 hyper-local activities have been funded in partnership with the Area Neighbourhood teams; 50 projects have now been supported through this fund.</p> <p>Many new activities have been funded such as Future Ways, a leadership programme for young people aged 18- 24 years, a Grandmentors scheme to support NEET’s into employment or education and we’ve extended some of our activities with additional funding from MHCLG to March 2022; our People Library has continued to expand and grow with new human ‘books’, and our Inclusive Employers Toolkit was launched to support organisations on their equality, diversity and inclusion journey. 10,000 activity packs including 10,000 face masks were funded and disseminated to homes across the district to promote digital inclusion, tackle fake news and cyber security, and we launched the Citizen Coin app, a new rewarding tool that brings together organisations, volunteers and businesses.</p> <p>We scaled up the Ambassador’s programme funded through the ‘Bradford for Everyone’ from 32 to 247 community champions to focus on Covid-19 messaging, tackling misinformation and to increase take up of vaccinations among ethnic minority groups and those with disabilities. The champions have engaged with over 5,500 residents and were able to translate information into 13 languages. Additional funding from PHE will enable us to focus on social isolation, mental and physical health and wellbeing. We continue working with the <i>Befriending Platform</i> deployed during the early stages of Covid-19 to tackle social isolation and we have expanded the intergenerational linking project to include day centres as well as care homes.</p>																																																						

In June 2020 we joined the national research on social cohesion, in partnership with the University of Kent, the Integration and Cohesion Network “*Belong*” to understand the social and psychological process responses to the pandemic and the impact it has had on social cohesion. Key findings show that *Bradford For Everyone* has made significant impact in social cohesion in the last three years and cities with social cohesion investment are coping better during COVID-19 than those without. Report here; https://bradfordforeveryone.co.uk/wp-content/uploads/2020/10/The-Social-Cohesion-Investment-specific-results-Bradford-23_10_2020.pdf

We have supported communities with local services delivered through several grants including Community Building Grant, Transformation Fund and VCS Infrastructure Support. This has ensured that during the difficult period of uncertainty and funding for the VCS sector, through austerity and then the pandemic, the *Stronger Communities Team* has been there with guidance and financial support to keep vital community based services going.

In addition to this approx. £500,000 of Home Office funds have been successfully applied for and granted to VCS organisations to support over 40,000 applications from the most vulnerable EU communities to settle in the UK.

How can we make sure things get better?

The next 12 months will be critical in ensuring that the momentum built so far from the MHCLG funding, and new ways of working through the programme continues through the new structure of the Stronger Communities team.

The *Bradford for Everyone* programme has provided a test and learn platform from which many projects will be evaluated to bring opportunity and learning to inform a knowledge and data based range activity to support improved service delivery. Over 70 projects varying in size and scope delivered across the district will provide rich data for future work programmes.

The new contract delivery of VCSE Infrastructure Support services combines for the first time commissions from Stronger Communities Dept. of Place, Childrens Services, Health and Wellbeing and the CCG. The total fund of £767,000 per year for a rolling 5-year contract will provide support to the sector across the themes of:

1. Capacity building and resourcing
2. Information and insight
3. Citizen engagement
4. Voice and influence
5. Sustainability and business development
6. Promoting Volunteering

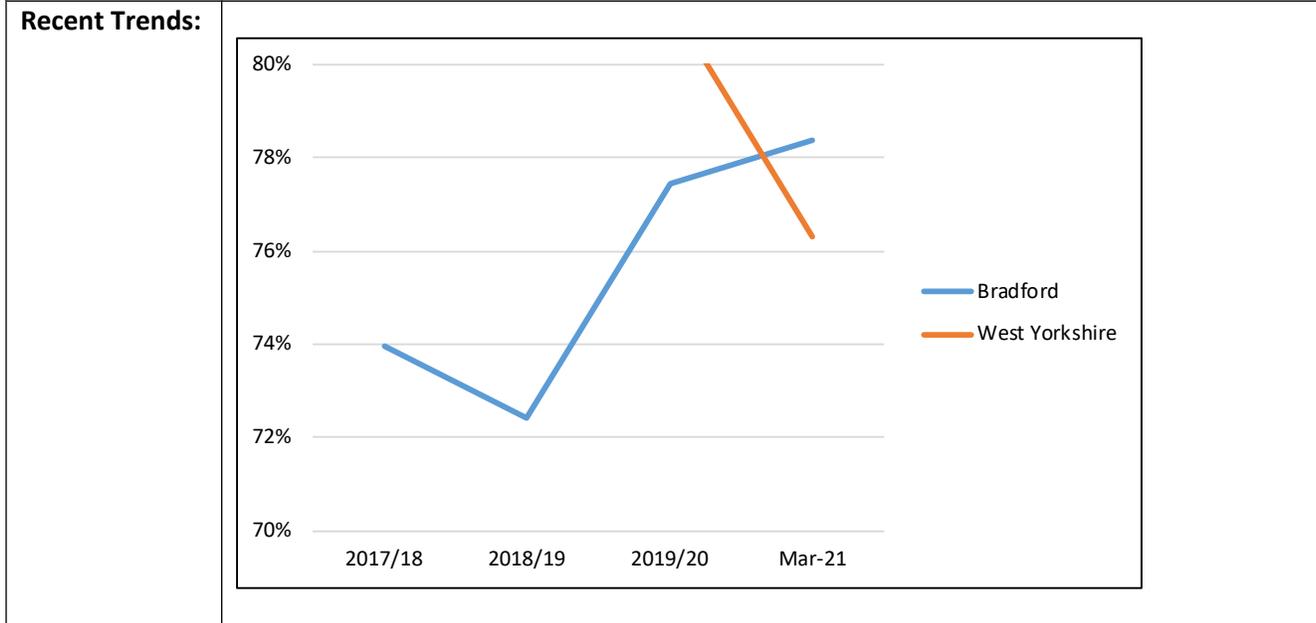
This contract will begin from 1st April 2022 and will reduce duplication, provide opportunities for collaboration with linkages to multi agency public service provision and provide a more equitable service across the Bradford district. Marginalised and communities of interest will be supported with their action plans and developing their organisations and networks.

Our service has supported and developed much improved VCSE sector collaboration in the Covid response, with the high achieving Community Champions initiative and the support given to EU communities with the settlement scheme through the district wide Hub model, again one that has been recognised as an outstanding response from a local authority. From 2018 to June 2021, 40,960 have been supported with their settlement applications – this achievement is a great testament to the Stronger Communities team working in partnership with VCS advice services.

The future ways of working from the VCSE contract and the learning of the Covid responses and the EUSS support provide learning and development of services to help things better.

Theme / Priority: Safe, Strong and Active Communities

Indicator / Measure detail: Percentage of people who feel safe in their local area



Target and timescale: 76.3%, March 2021 **Actual and timescale:** 78.4%, March 2021

Why is performance at the current level?

In 2020/21 this survey moved from being a postal survey to an on-line one. This has had the effect of engaging a more diverse and younger cohort. It is pleasing to see this perception measure increasing over recent years and especially that we are currently above the West Yorkshire average. The Covid period has seen crime dropping overall – especially in particular crime types such as burglary and vehicle theft. However, there have been some increases in drug offences, public order, certain types of anti-social behaviour. All of these have been influenced by changing patterns of behaviour during the Covid period such as people spending more time in their homes.

How can we make sure things get better?

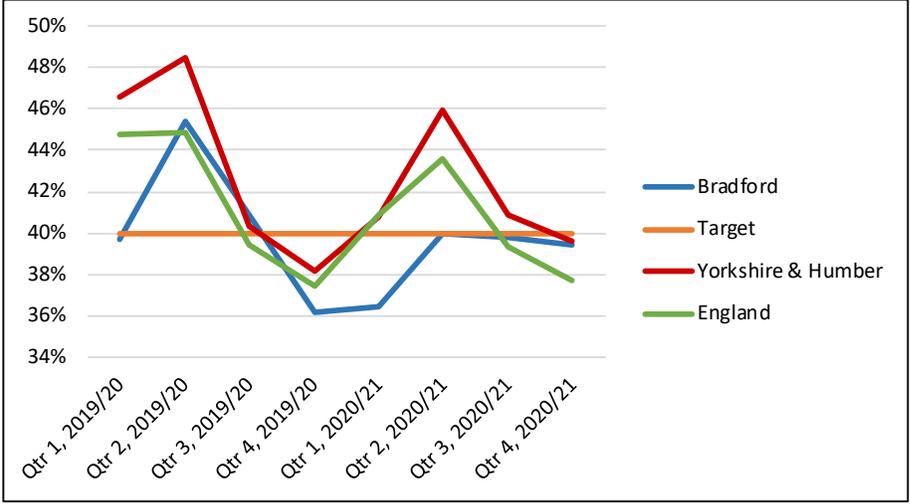
Dangerous driving, drug use and dealing along with anti-social behaviour are all highlighted by residents as their key concerns. The Community Safety Partnership focuses significant energy in these areas through the Steerside and Anti-Social Behaviour Partnership.

In addition, much work is being undertaken to undermine the corrosive effect on our communities of serious and organised crime (SOC) - the majority of which relates to the illegal drugs trade. Partnership efforts to tackle and disrupt Organised Crime Groups and violent Urban Street Gangs are an essential part of the process along with current plans to produce a strategy to tackle serious violence.

Improved data via the WY Violence Reduction Unit is enabling targeting of resources effectively and better early intervention such as trauma informed work will help stem the flow of those who are vulnerable to serious violence (including domestic abuse) and organised crime.



Theme / Priority:	A Sustainable District																							
Indicator / Measure detail:	Greenhouse gas emissions from Council operations (excluding schools)																							
Recent Trends:	<table border="1"> <caption>Greenhouse gas emissions from Council operations (excluding schools)</caption> <thead> <tr> <th>Year</th> <th>Bradford (Tonnes)</th> <th>Target (Tonnes)</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>75,000</td> <td>68,000</td> </tr> <tr> <td>2016/17</td> <td>68,000</td> <td>65,000</td> </tr> <tr> <td>2017/18</td> <td>48,000</td> <td>62,000</td> </tr> <tr> <td>2018/19</td> <td>48,000</td> <td>58,000</td> </tr> <tr> <td>2019/20</td> <td>40,000</td> <td>55,000</td> </tr> <tr> <td>2020/21</td> <td>21,573</td> <td>40,000</td> </tr> </tbody> </table>			Year	Bradford (Tonnes)	Target (Tonnes)	2015/16	75,000	68,000	2016/17	68,000	65,000	2017/18	48,000	62,000	2018/19	48,000	58,000	2019/20	40,000	55,000	2020/21	21,573	40,000
Year	Bradford (Tonnes)	Target (Tonnes)																						
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2020/21	21,573	40,000																						
Target and timescale:	23,119 Tonnes, 2020/2021	Actual and timescale:	21,573 Tonnes, 2020/2021																					
Why is performance at the current level?																								
<p>The reasons are that we continue to improve the energy performance of our buildings every year by focusing on the control of our heating systems to make sure we don't waste gas, installing more efficient equipment such as LED lights and regenerative lift control motors and we work hard to identify where energy is lost and fix those issues through a comprehensive programme of small works across the entire estate as well as providing uplift to efficiency as buildings undergo refurbishment.</p> <p>In addition, we must recognise that the carbon intensity of grid electricity continues to fall, this is why we are starting to find opportunities to switch to electrical heating systems where the running costs are broadly aligned with gas heat. Pump systems are not compatible with all our buildings however so we are taking these steps slowly to take full advantage of advances in technology. We do buy 100% renewable electricity but in line with carbon accounting guidance use a standard grid conversion factor for our carbon emission from electricity use.</p> <p>It is also important to understand the impact of Coronavirus and one reason we have exceeded our target by so much is that some of our buildings have not been in use and we were able to reduce the energy demand in these sites significantly. Officers are concerned that with the increased number of buildings open and a requirement to ventilate at much higher levels then it may be difficult to maintain the efficiency of some buildings over the coming winter, especially if the winter is severe.</p>																								
How can we make sure things get better?																								
<p>We need to continue our programme of BMS and estate improvement work, this is funded for a number of years with a capital allowance in the current reserve, we also need to continue with the climate emergency priorities that are being developed and as the fleet vehicles become converted from internal combustion to electric we will see further significant drops from areas of emissions that have previously been outside our ability to significantly reduce. The final element is the strategic property review that is underway which will allow further strategic targeting of buildings for energy improvement interventions.</p>																								

Theme / Priority:	A Sustainable District		
Indicator / Measure detail:	Percentage of household waste sent for reuse, recycling and composting		
Recent Trends:			
Target and timescale:	40%, Q4 2020/21	Actual and timescale:	39.4%, Q4 2020/21
Why is performance at the current level?			
<p>Performance is mainly dictated by compliance with kerbside presentation of Dry Mixed Recycling (DMR) and with the Bin Policy. The service supports residents with targeted campaigns to increase uptake and compliance.</p> <p>Residential visits to our eight Household Waste Recycling Centres (HWRC) to deposit waste and recyclable materials are also a key component of the above figures.</p> <p>Contamination levels vary from 9% to 45% across the district within kerbside recycling bins. Thorough sortation methods are needed to reduce this level but due to the vast amount of organics, liquids, oils etc. found in the DMR, we continue to struggle with producing a clean product.</p> <p>The quality demands from recycling processors that buy the DMR, have increased in recent years and most processors require below 10% contamination.</p>			
How can we make sure things get better?			
<p>The Council will aim to further reduce contamination levels within the kerbside DMR by further investment within the Material Recycling Facility (MRF) at Bowling Back Lane.</p> <p>We will also be looking at changes to the way we collect and process DMR based on upcoming announcements from DEFRA on “Consistent Collections” whereby extra bins may be required at each household to better separate commodities.</p> <p>There are also changes expected such as the Deposit Return Scheme (DRS) and Extended Producer Responsibility (EPR) which the government will be introducing in order to reduce waste and place more onus on the producers of materials to use more recycled plastic in products/packaging. This in theory will reduce the amount of DMR that is collected from residents, especially with the DRS meaning residents can return bottles to the producer.</p>			

Further education work will continue with residents to enforce the policies. We are also investing in a mobile exhibition vehicle for our Recycling Team to travel around the district promoting the Bin Policy.

Theme / Priority:	Well Run Council																	
Indicator / Measure detail:	Council wide budgeted savings – Current forecast																	
Recent Trends:	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Quarter</th> <th>Bradford</th> <th>Combined Budget Savings / Target</th> </tr> </thead> <tbody> <tr> <td>Q1, 2021/22</td> <td>£3.3m</td> <td>£14.3m</td> </tr> <tr> <td>Q2, 2021/22</td> <td>£3.3m</td> <td>£14.3m</td> </tr> <tr> <td>Q3, 2021/22</td> <td>£3.3m</td> <td>£14.3m</td> </tr> <tr> <td>Q4, 2021/22</td> <td>£3.3m</td> <td>£14.3m</td> </tr> </tbody> </table>			Quarter	Bradford	Combined Budget Savings / Target	Q1, 2021/22	£3.3m	£14.3m	Q2, 2021/22	£3.3m	£14.3m	Q3, 2021/22	£3.3m	£14.3m	Q4, 2021/22	£3.3m	£14.3m
Quarter	Bradford	Combined Budget Savings / Target																
Q1, 2021/22	£3.3m	£14.3m																
Q2, 2021/22	£3.3m	£14.3m																
Q3, 2021/22	£3.3m	£14.3m																
Q4, 2021/22	£3.3m	£14.3m																
Target and timescale:	£14.3m, 2021/22	Actual and timescale:	£3.3m, Q2 2021/22															
Why is performance at the current level?																		
<p>Of the £14.3m of budgeted savings, it is currently forecast that £3.3m of these will be delivered as planned by 2021-22-year end, leaving c£10.9m of savings undelivered.</p> <p>The main forecast underachieved savings are;</p> <p>£9.4m of underachieved Learning Disability Demand Management savings in Health & Wellbeing resulting largely from the inability to review service users during the Covid lockdown period. Consequently, £6.2m of Covid related grants are being used to partly mitigate the impact in 2021-22. The ongoing impact of the underachievement when Covid grants run out, is however a significant concern looking forward.</p> <p>There are also approximately £1.9m of mainly income related savings that are also forecast to be underachieved as a result of Covid in 2021-22. These include £1.3m of underachievement in Sports & Culture, most notably Libraries (£0.4m), Museums (£0.5m) and Theatres (£0.2m), and £0.2m in Neighbourhoods & Customer services as the income budget increased for parking charges in 2020-21. Again these are mostly being mitigated by additional Government support in 2021-22, but will cause a financial issue in 2022-23 unless addressed.</p> <p>Although savings have not been delivered officers have mitigated the impact and the Q2 Finance Monitoring report forecasts an overspend of £5.5m</p>																		
How can we make sure things get better?																		
<p>Reviews of Learning Disability clients have now commenced again, and other services have now reopened following the easing of Covid related restrictions. The extent and speed to which reopened services return to pre pandemic levels is being closely monitored.</p> <p>The Qtr 2 Finance Position Statement reported at the November Executive meeting provides additional details, and outlines how non-delivered savings have been mitigated by Covid Grant and other actions leading to an overall forecast overspend of £5.5m.</p>																		

Theme / Priority:	Well Run Council																							
Indicator / Measure detail:	Percentage of Council Tax collected																							
Recent Trends:	<table border="1"> <caption>Percentage of Council Tax Collected</caption> <thead> <tr> <th>Month</th> <th>Bradford (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Apr-21</td> <td>~10.0</td> <td>~10.0</td> </tr> <tr> <td>May-21</td> <td>~18.0</td> <td>~18.0</td> </tr> <tr> <td>Jun-21</td> <td>~26.0</td> <td>~26.0</td> </tr> <tr> <td>Jul-21</td> <td>~34.0</td> <td>~34.0</td> </tr> <tr> <td>Aug-21</td> <td>~42.0</td> <td>~42.0</td> </tr> <tr> <td>Sep-21</td> <td>50.8</td> <td>49.9</td> </tr> </tbody> </table>			Month	Bradford (%)	Target (%)	Apr-21	~10.0	~10.0	May-21	~18.0	~18.0	Jun-21	~26.0	~26.0	Jul-21	~34.0	~34.0	Aug-21	~42.0	~42.0	Sep-21	50.8	49.9
Month	Bradford (%)	Target (%)																						
Apr-21	~10.0	~10.0																						
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Sep-21	50.8	49.9																						
Target and timescale:	49.9%, Sept 2021	Actual and timescale:	50.8%, Sept 2021																					
Why is performance at the current level?																								
<p>Ongoing collection rates have remained stable in-line with previous year's performance for Council Tax. That said, comparisons with previous years are of little value, due to the additional support provided to low income households. Last financial year and this, households on Council Tax Reduction (CTR) have been awarded an additional £150 and £100 per year respectively. This has reduced significantly the amount due from these households, which has undoubtedly assisted the collection rate so far. The challenge here will be in future years when this additional support will no longer be provided and households contribution to their Council Tax will increase significantly.</p>																								
How can we make sure things get better?																								
<p>In relation to the Budget we have already made reasonable provision for impairment to mitigate any long terms risks. Commencement of recovery actions from the start of this year ensures every effort is being made to prevent people falling into arrears. That said the court are still restricting the numbers that we can process, which could result in more arrears being accrued over the remainder of the year, making it increasingly difficult for them to pay further down the line.</p>																								

Theme / Priority:	Well Run Council																							
Indicator / Measure detail:	Percentage of Non-domestic Rates Collected																							
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Month	Bradford (%)	Target (%)																						
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Sep-21	51.3	53.27																						
Target and timescale:	51.3%, Sept 21	Actual and timescale:	53.27%, Sept 21																					
Why is performance at the current level?																								
<p>The challenges of the pandemic are still being felt by the business sectors despite the expanded retail relief awarded at 100% from 1 April to 30 June and then at 66% to the end of the year.</p> <p>We have in August issued our first reminders and summonses since January 2020.</p>																								
How can we make sure things get better?																								
<p>The collection rate is holding up at the present time and is better than many other local authorities who we bench mark with. However, what we do not know is how businesses will react to on-going issues relating to the pandemic or the economic climate i.e. with furlough ending.</p> <p>There is legislation going through the Lords to support those businesses not in the retail; hospitality sectors. When it receives royal ascent next month that we have resources & processes in place including IT to be able to deliver the rate relief to those businesses ASAP back dated to 1 April 2020.</p> <p>There will most likely be changes in the budget that could well impact on what we can do. Having just done our first summons run we need to now ensure that while supporting businesses to spread their payments we are able to ensure that regular payments are made, and if not to take firm action whilst being mindful of the economic and employment impacts locally.</p>																								

Theme / Priority:	Well Run Council																	
Indicator / Measure detail:	Percentage of top 5% employees who are female																	
Recent Trends:	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Bradford (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>~47</td> <td>65</td> </tr> <tr> <td>2019/20</td> <td>~48</td> <td>65</td> </tr> <tr> <td>2020/21</td> <td>~50</td> <td>65</td> </tr> <tr> <td>Q1, 2021</td> <td>51.7</td> <td>65</td> </tr> </tbody> </table>			Year	Bradford (%)	Target (%)	2018/19	~47	65	2019/20	~48	65	2020/21	~50	65	Q1, 2021	51.7	65
Year	Bradford (%)	Target (%)																
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Q1, 2021	51.7	65																
Target and timescale:	65%, Q1, 2021/22	Actual and timescale:	51.7%, Q1, 2021/22															
Why is performance at the current level?																		
<p>Performance is consistently improving since mid-2020/2021. 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 58% are female and there has been an increased representation over the last 5 years of women into Chief Officer grades.</p> <p>Our ambition is to represent our workforce and communities at every level of the organisation and it is envisaged through the strategies and on-going development work identified below, that gap will continue to get smaller.</p>																		
How can we make sure things get better?																		
<p>A programme of engagement, dialogue and development has continued since Summer 2020 to inform our work around delivering sustainable change and meet our Equality Objectives. This work has included staff engagement with colleagues, and our Women’s Voice staff network which launched during 2020 National Inclusion Week and are driving this agenda. Lived experiences and focus on workforce and organisational culture and development are key to success.</p> <p>Women in specific job roles have also mentioned issues that impact upon them, including the challenge of managing their time and how the organisation’s policy could better assist this, as well as better educating staff on the use of appropriate language in relation to female members of staff and the role of management in implementing organisational policies.</p> <p>There is a need to development areas of our workplace culture to better support female members of staff, so that any perceived barriers to opportunity are removed. Any identified barriers will be assessed and workstreams put in place to ensure that these barriers are overcome as quickly and efficiently as possible.</p>																		

The Women's Voice staff network has a chair, and a steering group, while members of CMT act as sponsors for the network groups. Terms of reference for the group have been agreed.

The staff network is an important element of our approach to improving equality, diversity and inclusion. It helps to build community and support for colleagues, which leads to ensuring equal access to opportunities and resources for all employees. This is about supporting all our staff to achieve our full potential, without being subject to bias, prejudice or discrimination. It is also about positively celebrating our differences and the value they have, while recognising where we are the same and drawing on the power of our collective strength.

Theme / Priority:	Well Run Council																	
Indicator / Measure detail:	Percentage of employees from BAME backgrounds																	
Recent Trends:	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Bradford (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>28.0</td> <td>33.0</td> </tr> <tr> <td>2019/20</td> <td>27.5</td> <td>33.0</td> </tr> <tr> <td>2020/21</td> <td>28.0</td> <td>33.0</td> </tr> <tr> <td>Q1, 2021</td> <td>28.7</td> <td>33.0</td> </tr> </tbody> </table>			Year	Bradford (%)	Target (%)	2018/19	28.0	33.0	2019/20	27.5	33.0	2020/21	28.0	33.0	Q1, 2021	28.7	33.0
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Q1, 2021	28.7	33.0																
Target and timescale:	33%, Q1, 2021/21	Actual and timescale:	28.7%, Q1, 2021/22															
Why is performance at the current level?																		
Performance continues to improve although remains slightly below our aspiration to reflect the communities we serve. Further measures are being undertaken to accelerate performance in this area.																		
How can we make sure things get better?																		
<p>There are a number of considerations we are taking into account when we look at improving the opportunity for our under represented communities. What opportunities are available to join the Council, what development opportunities are available, how do we identify and mentor talent etc.</p> <p>We are currently working to identify how we will best identify:</p> <ul style="list-style-type: none"> • Learning and development needs across our workforce • Develop career development pathways for staff • Identify talent pools and succession plans so that we can provide stretch opportunities for people to have the best chance when applying for more senior role • We have implemented more diverse recruitment panels and we are also going to be implementing a new Recruitment approach to attract diverse talent <p>We are part of District-wide Equalities Groups and networks and are contributing to a District wide 5-year commitment to increase diversity in senior leadership across Public Sector Organisations.</p> <p>Work is also progressing to co-develop an allyship programme with all out staff networks.</p>																		

Theme / Priority:	Well Run Council																	
Indicator / Measure detail:	Percentage of top 5% employees by income who are from BAME backgrounds																	
Recent Trends:	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Period</th> <th>Bradford (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>18</td> <td>27.8</td> </tr> <tr> <td>2019/20</td> <td>17</td> <td>27.8</td> </tr> <tr> <td>2020/21</td> <td>17</td> <td>27.8</td> </tr> <tr> <td>Q1, 2021</td> <td>20</td> <td>27.8</td> </tr> </tbody> </table>			Period	Bradford (%)	Target (%)	2018/19	18	27.8	2019/20	17	27.8	2020/21	17	27.8	Q1, 2021	20	27.8
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Q1, 2021	20	27.8																
Target and timescale:	27.8%, Q1, 2021/22	Actual and timescale:	20.1%, Q1, 2021/2022															
Why is performance at the current level?																		
<p>Performance is improving. In 2015 there were no BAME Chief Officers, in the last three years we have seen a 13% increase in BAME representation in Chief Officer Grades to 15% BAME representation.</p> <p>Evaluation of the Future Leaders programme (2016 – 2020) shows that 43.75% of participants were BAME colleagues. 37.5% of the BAME Future Leaders in the cohort advanced via promotions / secondments versus 50% of non-BAME Future Leaders. Of 28 people who were promoted 43% were BAME.</p>																		
How can we make sure things get better?																		
<p>Senior Management BAME 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).</p> <p>The Future Leaders programme resulted in advancement for some BAME colleagues, yet this was typically into higher (Principal Officer) grades and into Special grades, there has been no advancement into Chief Officer grades. The last future leader’s cohort has concluded and a new immersive learning leadership programme aimed at supporting progression has been developed.</p> <p>We are also part of wider initiatives such as the West Yorkshire and Harrogate Fellowship and Shadow Board Foundation Programmes which supports BAME talent development.</p> <p>It is now a requirement that there is BAME representation on all recruitment panels which should help to ensure fairness and equity within the recruitment process, and we will also be implementing a new recruitment approach to attract diverse talent.</p>																		

Theme / Priority:	Well Run Council																				
Indicator / Measure detail:	Percentage of Employees with a Disability (excludes schools)																				
Recent Trends:	<table border="1"> <caption>Percentage of Employees with a Disability (excludes schools)</caption> <thead> <tr> <th>Year</th> <th>Bradford (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>3.8</td> <td>5.4</td> </tr> <tr> <td>2018/19</td> <td>4.3</td> <td>5.4</td> </tr> <tr> <td>2019/20</td> <td>4.3</td> <td>5.4</td> </tr> <tr> <td>2020/21</td> <td>4.1</td> <td>5.4</td> </tr> <tr> <td>Q1, 2021</td> <td>4.0</td> <td>5.4</td> </tr> </tbody> </table>			Year	Bradford (%)	Target (%)	2017/18	3.8	5.4	2018/19	4.3	5.4	2019/20	4.3	5.4	2020/21	4.1	5.4	Q1, 2021	4.0	5.4
Year	Bradford (%)	Target (%)																			
2017/18	3.8	5.4																			
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2019/20	4.3	5.4																			
2020/21	4.1	5.4																			
Q1, 2021	4.0	5.4																			
Target and timescale:	5.4%, Q1, 2021/22	Actual and timescale:	3.97%, Q1, 2021/22																		
Why is performance at the current level?																					
<p>There have been slightly more disabled leavers than starters in recent months which has led to a dip in performance. For apprentices in the Council the target to employ apprentices with disabilities is 10% and this has been exceeded with 16% of our apprentices having a declared a disability.</p>																					
How can we make sure things get better?																					
<p>We are working with colleagues from our Disability Staff Network to identify opportunities to improve understanding of policies, procedures and knowledge of disability and inclusive practices in general across our workforce.</p> <p>Our Disability Staff Network and HR colleagues are progressing work to achieve Disability Confident Level 3 accreditation.</p> <p>We will also be implementing a new recruitment approach to attract diverse talent.</p>																					

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	