

Report of the Chief Executive to the meeting of Executive to be held on 5th July 2022

Appendix A

Subject: Full-Year Performance Report

Summary statement:

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

Equality & Diversity

The Council plan is underpinned by cross cutting principles one of which is: Equalities must be at the heart of what we do – 'This means everyone can access services regardless of their background, that we embrace our different communities across the whole district and that we build an inclusive organisation.' This report sets out a range of activities by the Council and in collaboration with partners to address inequality and improve opportunities for communities across the district.

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1. SUMMARY

1.1. This report provides an overview of our performance within the last twelve 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 last six months of the 2021-2022 municipal year.
- Section 4 shows in infographic format some key statistics on the Council's key responsibilities for supporting our communities.
- Section 5 provides reporting on the Key Performance Indicators.
- Appendix A Contains the detailed KPI Review
- Appendix B Contains case studies of the underpinning principles in action.

2. BACKGROUND

2.1. This report covers the first full year of delivery under the Bradford Council Plan 2021 to 2025. This period has seen the Council change focus from the emergency nature of Covid response towards the issues and opportunities facing the district and its communities in the post Covid landscape.

2.2. The highlight within this period is the selection of Bradford District from a tough national field to become City of Culture for 2025. This is a game changing achievement, which saw Bradford deliver a successful cultural programme and bids at both shortlisting and the final stages. Going forward City of Culture places the Bradford district at the heart of the country's cultural conversation and will attract talent, resources and national attention. It will change perceptions of the District, help to build local confidence and civic pride and generate new skills and jobs with culture central to our plans for generating clean economic growth. This win has already started to change the landscape with businesses and cultural organisations seeking out Bradford as a place to do business and deliver events. An estimated 3,000 extra jobs and £700 million of investment into the district is anticipated as Bradford becomes City of Culture in 2025.

2.3. The second half of the year has also been a period where the Council has invested in Bradford District's profile as the Country's number one levelling up investment area. A key thread of endeavours has been invested in developing Bradford's economic future as an area that can attract private investment with the aim of making Bradford's economy more resilient. A strong presence at UK REIF, a leading investment and real estate conference, allowed delegates from Bradford to showcase the District's opportunities and ambitions to key influencers, funders and decision makers. Key successes in this period include the realisation of the plans to transform the city centre with both One City Park, a city centre offer up to 56,403 square feet of Grade A office space, and the Darley Street Market developments starting on site. Work has also

commenced on the development of Bradford Live adding a 4,000 seat venue in the former Odeon cinema opening in 2023 which will draw additional audiences and visitors to the district.

- 2.4. In June 2021, Shipley received an investment offer of £25m and Keighley received an investment offer of £33.6m from the Towns Fund. These are the two highest investment offers in West Yorkshire and at £33.6m, Keighley represents the fifth highest Town Deal investment offer nationally. Investments over £25m are limited to the most ambitious Town Investment Plans that promise to deliver transformational impacts for not only towns but also wider region and/or the country. In respect of Keighley, the Town demonstrated the regional significance of its manufacturing and engineering sector to achieve an investment offer that exceeds £25m.
- 2.5. The national context and the impact of external factors on residents in the district has become increasingly challenging. National and international pressures are creating a harsh economic position for both families and businesses. Residents are facing cost of living realities caused by rising energy and fuel costs, the impact of which will be felt deeply throughout our district. Rising levels of poverty and inequality, as well as the potentially damaging impact on the local economy, is a possible outcome of these changes. The Council has collaborated with partners across the district in order to deliver short term practical programmes to provide support as well as progressing long term strategic work to tackle poverty and set a new economic recovery plan.
- 2.6. The regional landscape is changing and offers additional opportunities through the election of the new West Yorkshire Mayor, the delivery of devolved powers and the biggest devolution deal to date of £1.8bn. There are opportunities to work towards our council and district priorities through both the new structures through the West Yorkshire Combined Authority and the Integrated Care System (ICS). These structures create joint funding opportunities and collaboration on some of the outcomes within the Council plan. Work is underway to ensure that we maximise the opportunities these structures bring. This includes senior officers in the Council undertaking key leadership roles as part of the ICS. A focus on maximising these opportunities will continue into the next financial year as a key enabler for delivery of Bradford's ambitions.
- 2.7. During this period challenges have remained within children's services, in particular in relation to achieving a stable, permanent workforce and consistency of social work practice. Bradford has agreed with the Department of Education to enter into a voluntary Children's Trust to enable progress to be accelerated. Work has started to put the necessary arrangements in place to mobilise this arrangement.
- 2.8. During this period the National Panel that oversees independent reviews of child safeguarding cases published their review of the deaths of Star Hobson and Arthur Labinjo-Hughes. The review highlighted the learning for both Bradford and Solihull and the challenging climate for children's social work nationally. The Safeguarding Partnership in Bradford are working to deliver the recommendations of the National

Panel Review, and to prepare to respond to the likely national changes to multi agency working. The MacAlister review of children's social work was published shortly afterwards and stated 'without a dramatic whole system reset, outcomes for children and families will remain stubbornly poor.'

2.9. Both the achievements and the challenges during this period have been significant. Within this context 24 of our 39 key performance indicators have seen an improved performance since the last reporting period. The clarity of the ambitions in the Council Plan have informed decision making, investment and the deployment of resources to make a difference to residents and businesses.

3. Key Achievements – Summary by Outcome Area



BETTER SKILLS, MORE GOOD JOBS AND A GROWING ECONOMY

Regeneration transforms the district to bring to economic, social, environmental and cultural benefit by giving residents the opportunity to flourish creating improvements in wellbeing. Examples of performance include:

Levelling Up Intention Heralded

Bradford has launched its levelling up prospectus with a clear statement of intent: 'Bradford District's growth potential makes it the UK's number one levelling up opportunity.' This approach ensures that the investment opportunities have been offered to investors and businesses in a way to ensure significant positive change for local communities.

Levelling Up Investment Secured

The District has secured £20 million capital funding through the Levelling Up fund to build the Squire Lane Health and Wellbeing Hub in Toller. This facility will be a combination of a leisure centre, health services and enterprise facilities.

Squire Lane. Stakeholder consultation has been proactive and sees the project progressing towards implementation. Work is in progress on four levelling up bids for the next funding opportunity available through the Government. Bids can each be up to £20 million with the opportunity of developing one bid to create a levelling up opportunity around Culture.

£7m Keighley and Shipley projects get the green light

£58m investment offer has been secured via the Shipley and Keighley Towns Fund. Business cases for projects worth over £7m in Keighley and Shipley have been

given the go ahead. Funding from the Towns Fund will support work in both towns to promote business growth, productivity and enterprise. Other projects will enhance skills, deliver events, and generate environmental improvements:

In Keighley:

- Keighley Creative Community Hub - creating a cultural destination in Keighley, joining up creative enterprises and working with schools, communities and businesses.
- Keighley Art and Film Festival - development of the annual festival and a year round programme of events.
- Women's Employment Project to establish a textile academy delivering a skills training for local women to improve access to skilled work.

In Shipley:

- Shipley Library Enterprise Hub and exhibition space to showcase local entrepreneurs, craftspeople, and small businesses.
- Wrose Quarry Wetlands regeneration.

Investment to Unlock Transformation

One City Park will be a BREEAM 'Excellent' 56,403 sq. ft office building in the heart of Bradford city centre. Bradford Council has successfully secured £7.5m of funding from the government's Getting Building Fund through West Yorkshire Combined Authority for the One City Park scheme. In March 2022 Muse Developments, in partnership with Bradford Council, appointed Caddick Construction to deliver the landmark One City Park office scheme, which will continue the transformation of the heart of Bradford city centre.

Project Pipeline Creating City Centre Transformation

The regeneration projects that have commenced across the district are moving towards the vision of making Bradford the place to live, work and visit. One City Park combined with the alteration of Darley Street Market, the renovation of the Odeon to create Bradford Live and the progression of plans for the City Centre Village are turning the vision into a reality for our district.

Supporting Youth Skill Development

427 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. This fulfils commitment to supporting our youth to develop skills and create pathways into employment.

Funding Secured Tackles Skills Inequality

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).

SkillsHouse Investment Creates Increased Reach

Council investment into SkillsHouse has enabled the partnership to locate our coaches in each of the job centres in the district, in each of our three FE colleges and the University. We also have community engagement workers based with 6 VCS organisations with a range of organisational specialisms, to support residents with multiple barriers to enter the labour market. We have also used Council investment to leverage resource into

SkillsHouse from local, regional, national and European funds meaning we can develop bespoke solutions for employers and individuals. The impact has been considerable. In Financial Year 21/22: 13,800 adults enrolled on education or training; 5,460 people have had careers support; and over 2,100 residents have been supported in or into work. We have also been successful in reaching groups that were disadvantaged in the Labour Market prior to the pandemic: 45% of participants have been women, 47% from an ethnic minority and 20% have declared a disability.

Business Innovation Accelerated

Northern Max Accelerator funding has been distributed to create an intensive support package for 20 businesses to develop products and access investment.



DECENT HOMES

Staff teams are securing excellent outcomes for residents who are homeless or need adaptations. Targeted funding supports new housing developments. Examples of performance include:

Significant Increase in Adaptations

Housing Operations have continued to deliver the Council's capital programmes for Disabled Facilities Grants (DFGs) aimed at supporting people to live independently and safely in their homes. In 2021/22 the service has seen a 40% increase in the number of adaptation schemes completed, with a total value of £4.754m. This has taken place while the service has also received the highest number of referrals for adaptations in the last 5 years.

Responsible Landlords

Over 500 local landlords and managing agents have been invited to sign up for some 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.

Keighley Housing Standards Improvement

The Housing Standards team have worked with 9 other Yorkshire authorities to secure grant funding from the Department of Business, Enterprise and Industrial Strategy (BEIS) to proactively target landlords letting properties with an Energy Performance Certificate (EPC) rating below "E" and as a result 79 properties mainly in the Keighley area, have now been brought up to at least the minimum standard.

New Statutory Safety Duty Implemented

Housing Operations have fully implemented the enforcement of a new statutory requirements on private relating to electrical safety inspections. In the last year, 94 local landlords have complied with their legal responsibilities around electrical safety inspections, after being served with a remedial action notice

Prevention of Homelessness Significantly Above Regional Average

During the last year, the Housing Options service received 9,279 approaches for assistance representing an increase of 12.7% on 2020/21. Despite this higher demand, current figures also indicate that we are nearly 17.5% above the Yorkshire and Humber average for successful preventions and 5.2% for successful relief outcomes.

Successful Everyone In Scheme

The Everyone In scheme which successfully supported over 400 rough sleepers during the pandemic ended on 19th October with 31 remaining rough sleepers moved on. 24 of these were EU nationals without settled status and they were transferred to our partner Hope Housing who will take over accommodation and support and will also liaise with the Home Office to secure settled status.

Rough Sleepers Drugs & Alcohol Treatment Scheme Starts

A £1.7m funding bid to support people misusing drugs and alcohol and rough sleeping was made through public health. This has resulted in the Rough Sleepers Drugs & Alcohol Treatment approach being instigated in the district and has also allowed universal services to be supported with additional funding. Both approaches targeted at reducing drug related offending and deaths in the district.

Increased Investment Opportunities for Partners

The current consortium Survive and Thrive that delivers the Domestic Abuse and Sexual Violence services in the district are now registered with the Regulator of Social Housing after support from commissioners to transform. Financially this assists the Council with Housing Benefit subsidy but mainly this allows the provider to draw down investment to improve and increase the district's refuge provision. This model can now be shared with other providers to steer improvements in provision but also to unlock investment potential for the district.



SAFE, CLEAN AND ACTIVE COMMUNITIES

Work to support our district and communities continues to be diverse and wide-ranging. Examples of performance include:

Strengthening locality working

In recognition that one size does not fit all and using learning from its Keighley Locality Pilot, the Neighbourhood Service has gone on to lead a Council-wide approach to 'Strengthening Locality Working' with its vision being to build safe, strong and active localities where citizens and local leaders are empowered to work alongside public agencies and partners to address local needs and issues.

Working collaboratively and creatively, local assets, resources and opportunities are utilised to enhance community capacity and tackle inequalities. The approach has a stronger focus on prevention and early help to promote better outcomes for local people and to help reduce the need for statutory interventions wherever possible. A key part of the 'Strengthening Locality Working' approach is the development of Locality Plans for each of the five constituencies. Each Locality Plan will set out 18 locality-wide priorities for approval by the Area Committee.

Resource agreed through the Council's budget has been used to increase support available to locality working through additional Ward Officers and Wardens.

All Age Multi Agency Panel

Pilot work in the Keighley area has included setting up an All Age Multi Agency Panel where complex or protracted cases that would benefit from a preventative, early help approach can be referred for consideration by representatives from organisations providing services to the community. In one case the Neighbourhood Policing Team referred a man who's home they had been called out to many times due to an on-going dispute with his neighbour. A multi-agency response helped the individual to access Keighley's drug and alcohol recovery agency 'Project 6' to support his recovery from substance misuse. In addition, practitioners helped to facilitate conversations between the neighbours. As a result, the Police have received no further calls for service from this resident.

Libraries broadening access to early help and prevention services

In line with the Council's new Vision and Model for the Library Service, libraries are working in partnership with other services to provide access to a broader range of early help and prevention services, bringing support closer to the heart of local communities. This includes hosting drop in services from social workers, living well advisors and skills advisors and making library spaces more flexible for community and partner use, such as by introducing 1:1 meeting pods and movable shelving, supported by £200k funding from Arts Council England.

Monuments and memorials review

In December 2020 Council Executive approved the review moving to Phase 2 which focusses on working with local communities to uncover the 'untold' stories of diverse people who helped shape the District. To support Phase 2 a working group was developed in 2021/2022, currently chaired by the Council's Equality Lead, called Diversity in the Realm.

Reopening of Ilkley Lido

Ilkley Lido reopened in April following a £1.15 million refurbishment programme. This has been the biggest project in the Lido's 80-year history. The entire pool has been concreted and refinished, and the pool has had new pipework and filtration systems. The Lido originally opened in May 1935 as part of the Silver Jubilee celebrations for King George. It has remained in operation since then from May to September each year. The Lido is a grade II listed building and attracts up to 150,000 customer visits per year.

Raising the flag for our parks

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.

Ambitious Domestic Abuse and Sexual Violence Strategy launched

The Bradford District Domestic Abuse and Sexual Violence Strategy was launched in June 2021. This ambitious strategy outlines what partners across our District will be doing over the next three years and how they will be taking action, changing attitudes and improving lives. The Domestic Abuse Act 2021 creates a new duty on the Council to house victims with support. £1.3million New burdens funding was allocated to Bradford Council and it has been distributed to commit funding to local specialist services who are using the funding to provide innovative projects that increasing available housing and support options in the district.

Fly tipping

The Council Invested in interventions to prevent fly-tipping through:

- Purchasing 15 mobile cameras to catch perpetrators, this is in addition to 55 fixed CCTV cameras across 40 sites and 13 wards and the use of 'VIPA' and 'Wildlife' cameras across the district - 80% of prosecutions are done based on camera evidence. Cameras allow us to capture the vehicle registration and trace the owner so that the appropriate enforcement action can be taken.
- Using bunding, fencing, and bouldering to defend sites which are regularly fly-tipped to prevent further incidents.
- Use of £150k funding to remove waste and carry out works to defend land from tipping
- Raising awareness and working with more private landowners and with communities to promote responsible waste management practices.

Cameras were placed during bonfire night 2021 in known tipping hotspots resulting in a significant number of incidents being recorded. All cases were under investigation with positive enforcement outcomes expected.

Neighbourhood Wardens also undertook door knocking and delivered 10,000 letters and duty of care postcards to many properties across the district where historically there have been bonfires on land within the neighbourhood.

A post-Covid 18-month Environmental Taskforce was set up in 2021 to proactively to educate, engage and enforce to ensure the environmental quality of Bradford's neighbourhoods is improved as well as providing resources to keep areas clean.

Multi-disciplinary teams including Ward Officers, Neighbourhood Wardens, Environmental Enforcement Officers, Recycling Teams, Clean Teams, mechanical sweepers, gully cleaning, graffiti removal and a refuse collection vehicle will work intensively in highly visible "days of action" and engage with residents to bring about lasting improvements and change behaviour. With resources to clear waste, protect land, educate and enforce irrespective of land ownership, responding to increased levels of litter and fly tipping that occurred through the pandemic adding to, complementing and supporting existing area-based teams.

Armed Forces Week June 2021

One way Bradford District proudly shows its support for its Armed Forces Community is by holding a yearly Armed Forces Day event in the City Centre. For the past two years this was not possible due to Covid restrictions. Not to be deterred, the Council and its partners filmed and posted the much reduced City Park flag raising event on line with a special

message from our Lord Mayor. This was followed by web, YouTube and social media content on the run up to Armed Forces Day, and with some events posted live on the day. Along with our partners in the Royal British Legion and the Ministry of Defence, Libraries and Museums also joined forces to provide content to support.



GOOD START, GREAT SCHOOLS

Within a challenging environment, significant improvements and innovations have been made across a range of areas that support children and young people, with two areas being shortlisted for national awards. Examples of performance include:

Holiday and Food Programme (HAF)

There was a range of activity over the summer of 2021 on the Holiday Activity and Food (HAF) Programme, including:

- Over 109 lead providers delivered Holiday Clubs across the six-week summer break with 34,964 children participating across the District.
- 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 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

The programme's success is a direct result of collaborating with the VCS, schools and council departments including Sport and Leisure; Public Health; Neighbourhoods; Youth Service; Children's Services.

The programme is shortlisted for the LGC's community involvement award 2022.

Act Early

The ActEarly City Collaboratory between Bradford and Tower Hamlets councils, working with research organisations, partners and universities, provides an innovative approach aimed at helping both councils to choose, use and generate research to support decision making and make the best use of limited resources.

In 2021 the ActEarly Collaboratory developed:

- Over 50 broad ranging interventions that are currently being evaluated, with successes including the [Glasses in Classes initiative](#) and a [groundbreaking project to identify autism in an early years settings](#); both have now been rolled out nationally.
- A whole-system test-bed that provides rigorous and efficient evaluations and evidence for public health commissioning.
- A co-production and citizen science approach that values, and builds on, community assets. [Videos](#) from this work premiered at COP26. Innovative citizen science initiatives

have featured on [BBC](#) and [Channel4](#) showing children measuring air pollution on their way to school.

- System-wide routine data tapestries with [pseudonymised data linkage](#) across health, education, social care, housing and the environment using the latest artificial intelligence techniques to visualise unique local datasets. This enabled us to develop an electronic vulnerability index (eVI) to identify the most vulnerable families.

Bradford and Tower Hamlets ActEarly Programme has been shortlisted for the LGC Public Health award 2022.

Area inspection for Special Education Needs and Disability

Twelve areas of strength, linking back to the service's work, were identified by the area inspection for Special Education Needs and Disability. Work is underway with health partners to develop an action plan to address those areas the inspection identified for improvement.

Education traded Services

Despite the pandemic services to schools continued to trade well, in particular Educational Psychology, Governor Services and Data & Intelligence. Turnover was £2.9m in the 2021/22, an increase from £1.6m in the previous year.

Corporate Parenting Panel

The Panel has been refreshed with new Terms of Reference under the guidance of a new Chair, and a clear direction of travel, which includes ensuring the involvement and voice of children and young People.

Response to risk

By establishing a Domestic Abuse Triage within their 'Integrated Front Door', Children's Services have improved the identification and responses to risk and the long-term impact of domestic abuse and neglect. As a result, no further action designations relating to domestic abuse reduced by over 50% meaning more people are receiving support.

Child and family weight management service

Obesity or being overweight carries significant risks to individuals' health and can impair quality of life. Public Health have secured £1m funding to develop a child and family weight management service to support families at different levels of need.

Mental health in schools

Post Covid there is growing recognition that mental health matters in schools, and Educational Psychology is a key player ideally placed to deliver this. The Education Psychology team are driving Mental Health Champions, Educational Emotional Wellbeing Practitioners, senior Mental Health lead training and Healthy Minds Charters within schools.

Breaking the Cycle

More than 800 young people have benefited from Breaking the Cycle Project team's intensive, intelligence led support. The team were also commended in the innovation category of the Local Government Chronicle (LGC) Awards. Over the two years since its inception, interventions have made a difference and have protected individual young people.

Pioneering pilot aims to reduce youth call on A&E departments

Working in A&E departments, and supported by the West Yorkshire Violence Reduction Unit, youth service practitioners aim to better support young people who are presenting at A&E. By identifying and tackling the 'push and pull' factors that drive vulnerable young people's current attendance, future attendance is expected to be reduced.

Support information and guidance to childcare providers

We have continued to provide support, information, advice and guidance to over 600 Private Voluntary and Independent Childcare providers across this sector along with annual support visits to the sector with key focusses on safeguarding, Early Years Foundation Stage (EYFS) reforms, Communication and Language needs.



BETTER HEALTH, BETTER LIVES

New ways of working developed during the Covid pandemic are now informing improvements in our mainstream provision. Examples of performance include:

Bradford Health and care System - Act as One Discharge from hospital operations 2021

Performing in the Country's top quartile, and as best in our region, for lengths of stay in hospital, weekly we prevent 20-30 people being admitted to hospital through our Act as One Discharge from hospital model. Working with our partners in the NHS, VCS and independent care sector, during the pandemic we reviewed and improved the pathway to supporting people's independence.

Drawing on data to underpin a review of the service meant we were able to build on the District's top quartile performance on lengths of stays in our two acute hospitals, ensuring the best possible outcomes for over 65s leaving hospital.

Focussing on 'home first' means people are enabled to leave hospital as soon as they no longer need acute healthcare and are supported to recover and regain independence in their own homes or care settings.

The LGC have recognised this outstanding work by shortlisting it for their Large Team of the Year Award 2022.

Pilot focusses on reducing impacts of mental health on families and young people

In late 2021 Bradford was successful in becoming one of 13 Department for Levelling Up, Housing and Communities Partnerships for People and Place pilots. Work has been ongoing with partners to enable implementation of the pilot from July this year.

Operating through mini-hubs in Manningham and Tong, the £248k Bradford pilot sitting within the £1.2m DHSC funded Winter Pressures Programme overseen by the VCS Alliance, will provide a single point of contact (SPOC) for people with mental health issues who also have one or more other disadvantage to access a range of support. Within this cohort, it will concentrate on those who are under 25 or are part of a family with young

children, are low income, those who have little or no English, are refugees or asylum seekers, those with disabilities or complex needs, and those who are the victims of domestic abuse.

The outcomes are to: improve mental and physical wellbeing, reduce pressure on blue light services and A&E and reduce costs to the public purse.

A national outcome for the pilot project is to develop better collaboration and co-operation between local areas and central government departments.

Preparing for Adulthood national award

The Preparing for Adulthood (PFA) Team won a silver award at the National Social Work Awards for Team of the Year highlighting their work on supporting young people with the most complex disabilities as national best practice. The approach to meeting preparation for adulthood outcomes was also identified as a strength in the SEND inspection, in particular our approach towards enabling young people's voice and influence and our partnership into employment with the School of Rock and Media.

Independence Advice Hub

The independence Advice Hub has supported people to access information, advice and guidance to maintain their independence at home, assist family carers and increase the number of people signposted to community based services. 84% of people who contacted were provided with information and did not need further referrals into adult social services. The baseline in 2018 was at 55%. The Independence Advice Hub also schedules a call-back to ensure the advice was useful.

Bradford's home support is BEST

Retaining its CQC's outstanding rating, Bradford Enablement Support Team (BEST) continues to provide excellent short term personal care and support to people at home when discharged from hospital or in response to their social care crisis. The service is highly regarded by those it supports with a 94% user satisfaction rate.

Forty-two percent of people discharged from BEST regain full independence without requiring ongoing adult social care support following enablement, with reduced care and support needs for a further 22%.

National award and a commendation for Bradford Social Workers

DoLS team manager Jack Skinner received the Team Leader of the Year Award for Adult's Services at the 2021 Social Worker of the Year Awards.

Elsewhere our Mental Health service manager for social work and social care Nadia Khan was commended by the LGC for her leadership and her call through her blog published on the DHSC website to colleagues from Black, Asian and Minority Ethnic backgrounds to become future leaders thus ensuring our organisations reflect the communities they serve.

Take up of vaccines programme

Bradford Council work with Bradford District Foundation Care Trust learning disability nurses to increase take up of vaccination programmes (including flu and Covid), dental checks and annual health checks continues. So far this has resulted in Wellbeing checks being undertaken with 1500 people. It is now embedded in team plans to promote ongoing

and improved uptake of health checks, vaccines and dental checks amongst those with learning disability.

Securing funding for improving mental health

A Public Health England grant for £500,000 has been secured for mental health improvements in the district including challenging stigma and raising awareness; Transitioning community champions to community mental health champions and extending work in schools.



SUSTAINABLE DISTRICT

Significant investment in time and resource to generate strategic approaches is already creating tangible difference to our residents. Examples of performance include:

Clean Growth Transformation

Bradford have invested significantly in developing the Clean Growth Strategic approach. The theory is underpinned by the vision of a circular economy where innovation and regeneration based on environmental and sustainable priorities bring jobs to the district that tackle inequalities and combats social exclusion. This critical approach has generated an evidence base and is in the process of an extensive stakeholder consultation to place Bradford at the centre of innovation for the year ahead.

Clean Air Zone

The culmination of engagement in 2021 and 2022 means the Council will be the fourth authority in the UK to launch a Clean Air Zone in the UK on the 26th September 2022. The core impetus of this work is to improve health inequalities within some of the most disadvantaged neighbourhoods. The CAZ is the largest digital engineering project that the Council has undertaken. The CAZ will help achieve compliance with legal limits for air quality in the District whilst reducing greenhouse gas emissions by 150,000 tonnes. The Clean Air Team has provided support to both businesses and residents to adapt to the CAZ through the timely provision of grants and exemptions. 317 buses are being upgraded to CAZ standard and 90% of the licenced taxi trade is now CAZ compliant.

Waste Service secure Caz Compliant Fleet

Waste Services have also worked to implement a CAZ-compliant fleet of Euro 6 powered vehicles. This represents a significant reduction in Co2 for the district, helps improve air quality and reduce health impacts on residents. They are also investigating use of electric powered collection vehicles as the next step.

Bradford Food Strategy

The Bradford District Food Strategy has been led by Public Health and co-developed with various District Partners. The Strategy is an opportunity to understand, connect and extend food-related work that is underway in the health and public sector, retail, agricultural, voluntary and community sectors. It sets out a vision for the kind of food system that the District will need for the future, and a high-level plan for how to achieve that vision. Various

feasibility studies have been undertaken to start working on the priorities including vertical farm within old mills and halal lamb farm-to-fork feasibility, District food economy mapping, providing a healthy vending offer, food savers and healthy and sustainable markets guidance. A Sustainable Food Partnership guided by an application to join the Sustainable Food Places network is being established to encourage District ownership of the Strategy.

Unique Recycling Approach at Eldwick

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.



ENABLING COUNCIL

Working to make every pound count through transformational change leading to better use of resources and cost reduction. Examples of performance include:

Reducing the cost of waste

The Waste Services budget was forecast to be overspent by over £1m in 2021/22, mainly as a result of Covid demand, reduction in income and additional staffing costs. The service carried out reviews of expenditure and made various changes to reduce costs. This led to a reduction in casual overtime of circa £700,000, a revision of collection rounds/use of vehicle to reduce costs and a restructure of processing at the Material Recycling Facility which produced over £300,000 savings. Continuous service reviews and market analysis is taking place to aid with budget stability moving forward in a demand driven area.

Pass porting grant funding to support services (content currently being checked)

During 2021-22, the Adult Social Care commissioning team pass ported £14m of National Grants and paid out £5.4m of Local Grants to support care services to enable their sustainability and viability, specifically in relation to challenges arising from Covid. In addition to this the team administrated payments from the local NHS, who funded an early uplift to the National Living Wage, making it available for social care staff in the district from 1 December 2021 to (£1,869,305). Since April 2022 the team has provided Home Support Fuel Grants to commissioned home support provider in response to the increase in petrol/diesel costs.

New voluntary and community sector grant.

We offered grants of up to £25,000 to help the District's voluntary and community sector organisations to adapt to conditions following the impact of Covid-19.

Small grants of up to £4000 were available for support including: professional consultancy for one-off bespoke business advice or enterprise advice, digital transformation - software licenses, IT equipment, connectivity contracts, staff training and development.

Larger grants between £5000 and £25,000 were available to: restart trading capacity, to support communities and the recovery, launch new or improved services for communities to support the recovery and inclusive economic growth.

Transformation team supporting services to make change

Whilst their main focus was on supporting the district's Covid response during 2021-2022, the Transformation team also supported services to make savings and improvement through a range of projects including, but not exhaustive, £1.2m of savings through the HFT Contract, improved care and enablement through the decommissioning of two units and the build of a new short term care centre at Saltaire, improving rate of social care providers getting good or outstanding CQC ratings from 74 percent to 85 percent, helping to expand Library Hubs to strengthen provision of prevention and early help activity and supporting the Keighley Community Led Support pilot aimed at improving the efficiency of social worker assessments that led to a 50 percent time saving and is being rolled out across the district with an estimated financial saving per year of £550k.

Cities of Learning

Bradford is the first city in Northern England to secure a place on the RSA [Cities of Learning](#) Leadership Programme, a new model for cities and regions to design and deliver lifelong learning which is tailored to the needs of local people and economies. Bradford will join a national network of specialists sharing knowledge and expertise. The programme is linked to leading global initiatives such as UNESCO Learning Cities.

Implementing our bereavement strategy

As part of implementation of our bereavement strategy we completed £2.5m refurbishment of Oakworth Crematorium.

Delivering our workforce strategy

The Workforce development strategy 2021-2024 is now in active delivery. Ten key areas of focus have been established and have resulted in the Launch of a new Manager workforce dashboard, and in-housed the HR Advisory Service.

Reviewing equality in action

Bradford Council has undertaken an Equalities Peer Review; mainstreamed equalities in performance management and developed a RESPECT campaign (that has recently been launched). Work is now underway to refresh the Council Equalities Objectives in particular to focus on the Council's enabling role within communities.

It also partnered with West Yorkshire and Harrogate Health and Care Partnership to promote the Root Out Racism Campaign in Bradford, holding a public event in Bradford City Park in Summer of 2021. The campaign aims to proactively challenge racism across all aspects of society, it is part of an ongoing commitment to tackling structural and

institutionalised racism, as well as addressing health and social inequalities across West Yorkshire and Harrogate.

During 2021, the five self-directed staff networks (Women’s Voice, LGBTQ+, Disability, Race Equality, and Working Carers) further established themselves through the development of their own action plans or work programmes. Notably with LGBTQ+ leading on the RESPECT Campaign. Women’s Voice established the ‘Not a Book Club’ WhatsApp group in March 2022 as a means to enable more women to participate in and instigate discussions about issues that affect them.

4. Infographics



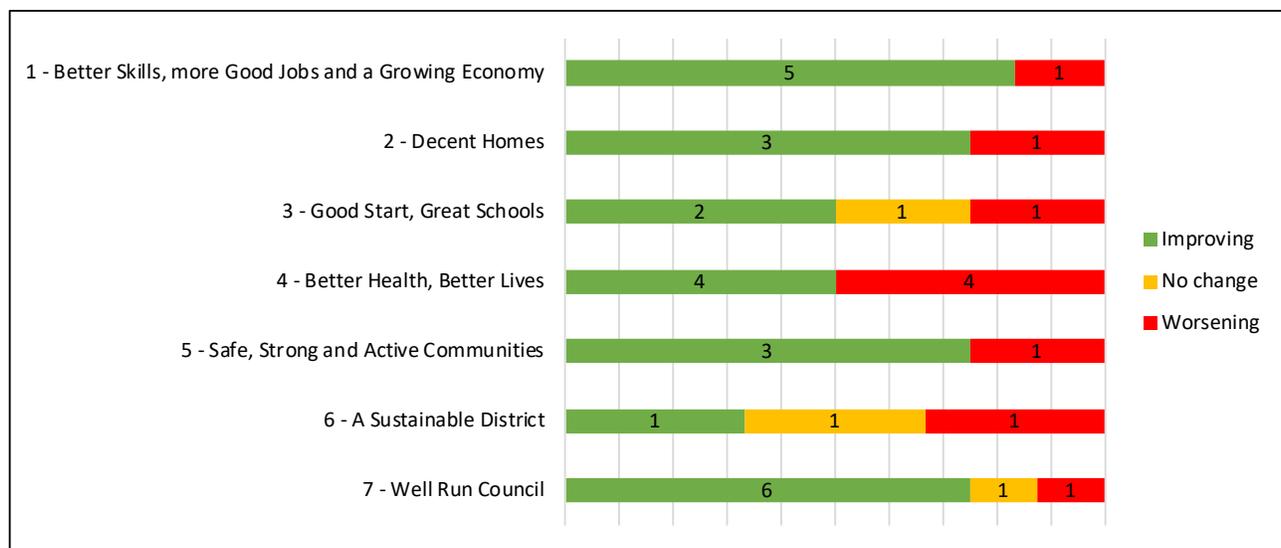
5. Summary of performance against Council Plan outcomes

5.1 The Key Performance Indicators (KPI) in this report are a set that was agreed at Executive, December 2020, for the municipal year 2021/22.

5.2 Figure 1 shows, by Outcome, all of the KPIs, and highlights where new data has been published in the last 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 last six months 2021/22 municipal year, more detail is available on those that have in Appendix A.

5.3 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



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

7 OTHER CONSIDERATIONS

None

8 FINANCIAL & RESOURCE APPRAISAL

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

9 RISK MANAGEMENT AND GOVERNANCE ISSUES

This report is for information only.

10 LEGAL APPRAISAL

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

11 OTHER IMPLICATIONS

11.1 SUSTAINABILITY IMPLICATIONS

Report is for information only. No specific issues.

11.2 GREENHOUSE GAS EMISSIONS IMPACTS

Report is for information only. No specific issues.

11.3 COMMUNITY SAFETY IMPLICATIONS

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

11.4 HUMAN RIGHTS ACT

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

11.5 TRADE UNION

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

11.6 WARD IMPLICATIONS

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

11.7 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

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

11.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

There are no data protection issues.

12 NOT FOR PUBLICATION DOCUMENTS

Not applicable

13 OPTIONS

14 **RECOMMENDATIONS**

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

15 **APPENDICES**

Appendix A – Detailed Performance Information and Reporting

Appendix B – Underpinning Principles Case studies

KPI	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
Median earnings of employees in the area	£545.10	2020/21	£536.60	2019/20	Improving	National	£613.30

KPI	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
Additional homes delivered per year	Provisional 1,325	2021/22	522	2020/21	Improving	An additional 1,703 homes delivered per year	
Successful homeless preventions	81%	Q3 2021/22	75.1%	2020/21	Improving	Regional	68.62%
						National	59.86%
Number of private sector homes improved through council interventions	880	2021/22	735	2020/21	Improving	1,000 per year	
Number of new affordable housing units	Provisional 110	2020/21	308	2019/20	Worsening	Achieve at least 411 affordable housing units per year.	

KPI	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
% pupils achieving 9-4 pass in English and maths	63.4%	2021	62.8%	2020	Improving	National	67.10
Persistent absence rates	18.5%	2021	15.7%	Autumn Term 2020	Worsening	National	12.1%
Key Stage 2 Reading, Writing and Maths at expected standard	63%	2019	61%	2018	Improving	National	65%
% of Year 1 pupils achieving the Phonics Standard	81%	2019	81%	2018	No change	National	82%

KPI	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
Year 6: Prevalence of overweight including obesity	35.19%	2020	38.35%	2019	Improving	DfE Statistical Neighbours	41.2%
% of adults who are physically active	60.9%	2020/21	61.9%	2019/20	Worsening	Regional	65.9%
% of referrals within 12 months of a previous referral starting	Provisional 28.5%	2022	22.1%	2021	Worsening	DfE Statistical Neighbours	22.17%
% of children looked after with 3 or more placements during the previous year	Provisional 7.3%	2022	9%	2021	Improving	DfE Statistical Neighbours	7.2%
Emotional and behavioural health of children & YP in care for at least a year and aged between 5-16 yrs old (average Value from the total of SDQ Values)	Provisional 13	2022	13.2	2021	Improving	National	13.7
						Regional	14.1
						DfE Statistical Neighbours	13.63

KPI	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
Proportion of adults with LD who live in their own home or with their family	89.7%	2020/21	88.2%	2019/20	Improving	Service Annual Target	90%
Proportion of adults with LD in paid employment	3.8%	2020/21	3.9%	2019/20	Worsening	Service Annual Target	4.5%
Number of older people in new care home placements per 100,000 over 65s	557	2020/21	555	2019/20	Worsening	Maintain performance for the number of older people in new care home placements per 100,000 over 65s	555

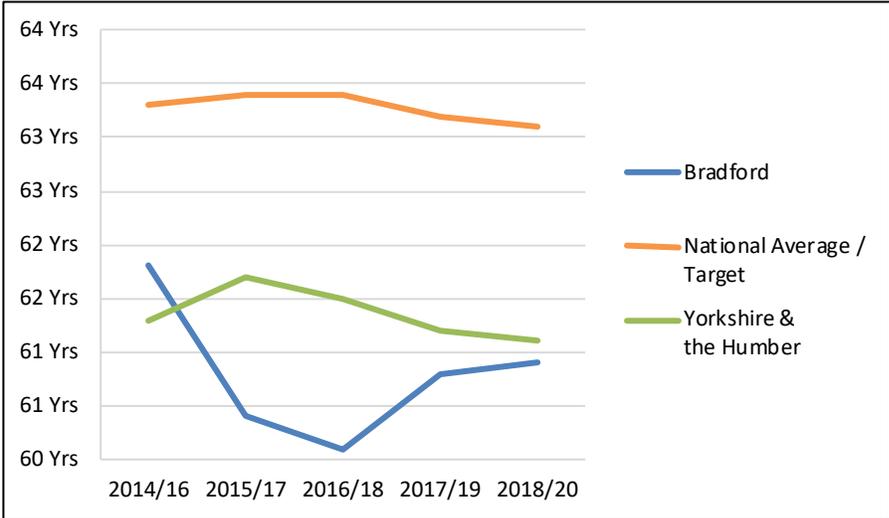
KPI	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
% of people who agree that people from different backgrounds get on well together in your local area	58.1	2020/21	55.7%	2019/20	Improving	West Yorkshire	56%
Killed and Seriously Injured on England's roads <i>(Crude rate per billion vehicle miles)</i>	134.6	2020	117.2	2019	Worsening	New Measure For Council Plan	
Local (VCSE) Voluntary, Community and Social Enterprise (sector) spend	£20.3 million	2021/22	£17.5 Million	2020/21	Improving	Increase the overall value of Council commissioning spend on charity and voluntary sector contracts. Target is an increase on current spend of £22.2m per year	
% of people who feel safe in their local area	78.4%	2020/21	77.4%	2019/20	Improving	West Yorkshire	76.3%

KPI	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	
Air Quality legal limits	NO	2021/22	NO	2020/21	No change	The Bradford Clean Air Plan will achieve compliance with UK limits by 2022 and maintain this performance in future years	
Percentage of household waste sent for recycling and composting	32.3%	Q3 2021/22	39.4%	2020/21	Worsening	Service target	40%
Greenhouse gas emissions from Council operations	21,573 Tonnes	2020/21	37,662 Tonnes	2019/20	Improving	Reduction in CO2 from Council buildings below the 2019 level	

KPI	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
Percentage of Council Tax collected	94.37%	2021/22	94.19%	2020/21	Improving	Statistical Neighbours	Service Annual Target 94.2%
Percentage of Non-domestic Rates Collected	95.62%	2021/22	89.98%	2020/21	Improving	Statistical Neighbours	Service Annual Target 90%
Ensure spending is within budget and year on year savings agreed by council are delivered	£3.3 Million savings delivered	2021/22	£13 Million savings delivered	2020/21	Worsening	Ensure year on year savings agreed by Council are delivered.	

KPI	Latest Value	Period	Previous Value	Period	Performance Trend	Target
Percentage of top 5% employees who are female	53.8%	Dec 2021	50%	Dec 2020	Improving	65%
Percentage of employees from LGBTQ+ backgrounds	0.6%	2021	0.6%	2020	No change	2%
Percentage of employees from BAME backgrounds	29.8%	2021/22	28.4%	2020/21	Improving	33%
Percentage of top 5% employees by income who are from BAME backgrounds	19.9%	Dec 2021	18.2%	Dec 2020	Improving	27.8%
Percentage of Employees with a Disability (not including schools)	4.14%	2021/22	4.11%	2020/21	Improving	5.4%
Improved staff perception (Survey)	Awaiting Staff Survey					

The content below provides performance against theme and priority measures, recent performance trends, targets and timescales to deliver. There is an explanation of the current performance and what needs to happen to improve performance.

Theme / Priority:	Better Skills, More Good Jobs and a Growing Economy																										
Indicator / Measure detail:	Male Healthy life expectancy at birth																										
Recent Trends:	 <table border="1" data-bbox="402 464 1291 982"> <caption>Male Healthy life expectancy at birth (Yrs)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>National Average / Target</th> <th>Yorkshire & the Humber</th> </tr> </thead> <tbody> <tr> <td>2014/16</td> <td>61.6</td> <td>63.5</td> <td>61.5</td> </tr> <tr> <td>2015/17</td> <td>60.8</td> <td>63.8</td> <td>62.2</td> </tr> <tr> <td>2016/18</td> <td>60.4</td> <td>63.7</td> <td>62.0</td> </tr> <tr> <td>2017/19</td> <td>60.7</td> <td>63.4</td> <td>61.5</td> </tr> <tr> <td>2018/20</td> <td>60.9</td> <td>63.2</td> <td>61.2</td> </tr> </tbody> </table>			Year	Bradford	National Average / Target	Yorkshire & the Humber	2014/16	61.6	63.5	61.5	2015/17	60.8	63.8	62.2	2016/18	60.4	63.7	62.0	2017/19	60.7	63.4	61.5	2018/20	60.9	63.2	61.2
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Target and timescale:	63.1 Yrs, 2018/20	Actual and timescale:	60.9 Yrs, 2018/20																								
Why is performance at the current level?																											
<p>Healthy life expectancy is the average number of years a person would expect to live in good health. It is an important summary measure of the health and wellbeing of a population on its own, and also when combined with other information, for example on life expectancy. The measure of good health is derived from responses to a survey question on general health from the Annual Population Survey. Healthy life expectancy is closely related to deprivation across the country.</p> <p>Latest available data on healthy life expectancy shows that for the last 2 years of reported data healthy life expectancy in both males and females has increased, with the gap between the District and national average narrowing for both males and females. Greater improvement has been seen in females, with Healthy Life Expectancy now above the regional average for the first time this data has been recorded.</p> <p>It should be noted that the latest data is the first data set to include data taken over the first year of the Covid-19 pandemic and should be treated with an element of caution.</p>																											
How can we make sure things get better?																											
<p>According to the latest data, a boy born between 2018 and 2020 in Bradford can expect to live on average to 60.9 years in good health. As people are living and working longer, improving the number of years people spend in good health is not only important from a social justice and population health perspective, but it is crucial for the sustainability of our health and care system. If we continue to support people to live longer, without keeping people well, demand for health care will only increase for all parts of the system (primary care, community care, including the VCS, emergency and planned hospital care, and social care). Furthermore, as our population ages with an increasing number of health issues, the risk of people being pushed into poverty increases.</p>																											

Healthy life expectancy is influenced by a number of factors, including behaviours (such as smoking, diet, and physical activity), and deprivation, which is linked to education and employment, and limits access to resources and services necessary for maintaining health. Improving healthy life expectancy is therefore something which requires a multi-pronged approach. Services to help people to improve their health behaviours are important. For example, smoking cessation services, and weight management services are vital in helping people change behaviours and overcome addictions.

Crucially, in order to prevent ill-health and improve people’s ability to adopt healthy behaviours, all our services and policies must work together towards creating the right environments and giving people the resources they need in order to live healthy lives. The new Good Food strategy, and the currently-in-development Anti-Poverty strategy will both contribute to our whole-systems work towards improving access to healthful food and reducing poverty in the District.

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How can we make sure things get better?

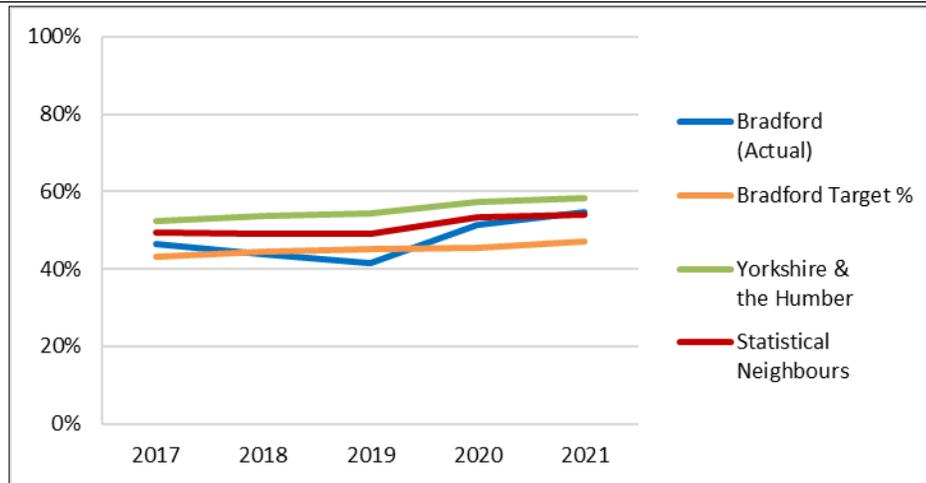
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Theme / Priority:	Better Skills, More Good Jobs and a Growing Economy
Indicator / Measure detail:	Percentage of total third part spend with suppliers operating from within the district - Rolling Values
Recent Trends:	

	<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1, 2020/21</td> <td>39</td> <td>48</td> </tr> <tr> <td>Q2, 2020/21</td> <td>39</td> <td>48</td> </tr> <tr> <td>Q3, 2020/21</td> <td>38</td> <td>48</td> </tr> <tr> <td>Q4, 2020/21</td> <td>37</td> <td>48</td> </tr> <tr> <td>Q1, 2021/22</td> <td>37.7</td> <td>48</td> </tr> </tbody> </table>			Quarter	Value (%)	Target (%)	Q1, 2020/21	39	48	Q2, 2020/21	39	48	Q3, 2020/21	38	48	Q4, 2020/21	37	48	Q1, 2021/22	37.7	48	
Quarter	Value (%)	Target (%)																				
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Q2, 2020/21	39	48																				
Q3, 2020/21	38	48																				
Q4, 2020/21	37	48																				
Q1, 2021/22	37.7	48																				
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 and this continued into 21/22. The % of spend with District based suppliers rose at the end of 21/22 mainly due to the end of all restrictions around Covid being lifted and how the Council's spend patterns changed in response. The Council's third party spend increased by 25% in 21/22.</p> <p>The Council spent £226.5m with suppliers operating within the District in 21/22 compared to the previous year 20/21 where the Council spent £172.2m. The Council spent £215.1 with local SME's and the local VCSE sector in 21/22.</p> <p>Over the course of 21/22 the % has partially recovered but has some way to go to get to pre-pandemic levels with individual quarter spend of 40.6% of in Q2 21/22 with District based suppliers.</p>																						
How can we make sure things get better?																						
<p>The launch of the Go4Growth programme in June 2021 has provided 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 LinkedIn.</p>																						
Theme / Priority:	Better Skills, More Good Jobs and a Growing Economy																					
Indicator / Measure detail:	Percentage of people aged 16-64 in the district with NVQ level 3 and above																					
Recent Trends:																						



Target and timescale:

153,343 (47.04%) for 2021

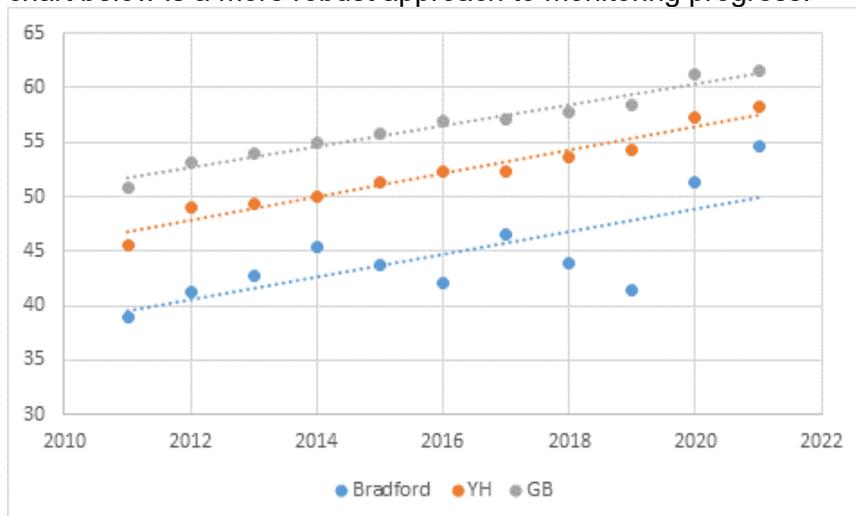
Actual and timescale:

178,500 (54.7%) for 2021

Why is performance at the current level?

As of December 2021, the ONS population survey estimates that 178,500 people in Bradford, equating to 54.7% of the working age population, are qualified to Level 3 or above. This compares to 58.2% across Yorkshire & Humber and 61.5% across the UK as a whole. In 2020, the equivalent Bradford position was 51.3% / 169,400 people.

It should be noted that the data is sample based so not wholly accurate and is not a robust like for like comparison when looking at annual variances. The data has been particularly volatile in the past three years (the difference from 2019-21 is +13pp). Considering the data over time as in the chart below is a more robust approach to monitoring progress:



There is clearly a sustained improvement in Bradford's data, that over time is at a similar pace to national and regional increases, however the last two years are promising in terms of closing the gap. From the Economic Strategy baseline this year's data suggests there are slightly more than 40,000 more working age residents qualified to Level 3 and above.

There are many possible reasons to explain the year on year variation in the NVQ3 skills level, including changing migration patterns over time. The District has also seen significant upward movement over the last two years at Levels 2 (+11 percentage points) and 4 (+10 percentage points), whilst still remaining below regional and national rates.

One possible explanation could be people working from home were available to respond to the survey these last two years, however the regional and national data has been fairly static in 2021 following increases in 2020 which may not support this assumption.

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

How can we make sure things get better?

We continue to work hard to close the gap to regional and national skills levels, building on our long-term progress.

In particular, we need to ensure that we maximise and uplift the resource available to the District. As opportunities to secure funding and to be at the forefront of new programmes arise, our skills partnership must act to secure an appropriate share for Bradford. We are working with local and regional partners to create a strategic pipeline for skills to prioritise investment for UKSPF/Multiply, Gainshare and other future funding. Bradford College's recent overall Good rating by Ofsted also creates greater opportunities for the partnership to access developmental funding, and potentially at a greater scale within the District.

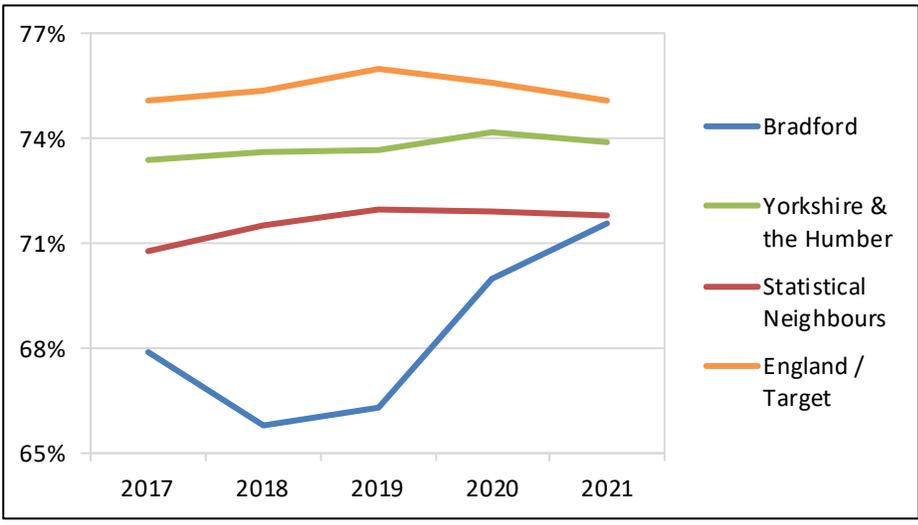
We also hold the Young People, Education and Skills portfolio for the Key Cities group (through Cllr Khan). The successful national conference we led in May 2022, "Future Skills for Cities", will inform the national policy debate via the Group's APPG, and positions Bradford as a test bed for new skills initiatives. Through the portfolio we run a national officer network enabling us to draw from leading practice in other member cities to inform our local interventions.

Last Summer the first cohorts completed A Levels at the two sixth form free schools in the City Centre. Anecdotally (no formal college level data was published for 2021) the two institutions reported strong results, with high rates of progression to Higher Education. Promoting their success is a key tool to stimulate aspirations to complete a Level 3 qualification and progress to University and/or skilled employment. We also continue to work to realise improvements in A Level provision in Keighley and to support the development of a larger sixth form centre in the North of the District.

Through the District's Careers and Technical Education (including the ICE and Bradford Pathways programmes) and the three FE Colleges' Future Technology Hubs programme we are working to create the pathways, develop the curriculum and secure the capital investment needed to enable residents of all ages to work through qualification levels and access work. Clean growth presents a significant opportunity to stimulate skills development and capacity funding has been secured from Gainshare to develop discrete plans for increasing digital skills and skills for sustainable growth and careers.

The Council's investment in the upscaling of the SkillsHouse partnership will also continue to tackle the underlying skills issues evident from this data, and the amplified challenges presented by the pandemic. The partnership serves both business needs in developing the workforce, as well as supporting individuals to improve their own skills levels and qualifications. Through SkillsHouse's Future Boost programme, we are creating and promoting pathways through FE provision for our most vulnerable groups, that will boost qualification levels and striving to maximise the uptake of entitlements to fully funded provision enabling young people to leave Further Education with higher qualification levels.

As T Levels continue to roll out we will continue to promote this option and as an employer we need to ensure we are offering up appropriate opportunities to support this provision at Level 3.

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" data-bbox="402 315 1320 840"> <caption>Percentage of people in work (aged 16-64)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England / Target</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>68.7%</td> <td>73.6%</td> <td>70.8%</td> <td>75.1%</td> </tr> <tr> <td>2018</td> <td>66.1%</td> <td>73.8%</td> <td>71.1%</td> <td>75.3%</td> </tr> <tr> <td>2019</td> <td>66.5%</td> <td>73.9%</td> <td>71.3%</td> <td>75.8%</td> </tr> <tr> <td>2020</td> <td>70.0%</td> <td>74.2%</td> <td>71.3%</td> <td>75.3%</td> </tr> <tr> <td>2021</td> <td>71.6%</td> <td>74.0%</td> <td>71.3%</td> <td>74.8%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England / Target	2017	68.7%	73.6%	70.8%	75.1%	2018	66.1%	73.8%	71.1%	75.3%	2019	66.5%	73.9%	71.3%	75.8%	2020	70.0%	74.2%	71.3%	75.3%	2021	71.6%	74.0%	71.3%	74.8%
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England / Target																													
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2021	71.6%	74.0%	71.3%	74.8%																													
Target and timescale:	75.1%, 2020/21	Actual and timescale:	71.6%, 2020/21																														
Why is performance at the current level?																																	
<p>The latest Annual Population Survey figures show that the number of work age people (16-64) in employment over the year to December 2021 rose by 1,900 to 233,400.</p> <p>This represents an increase of 0.8% which contrasts to regional decrease of 0.8% and a UK fall of 0.9% over the same period. From the Economic Strategy September 2017 baseline of 223,400, there are now 10,000 more working age residents in employment in the district, which has increased the employment rate to 71.6% in 2021 compared to 68.7% in September 2017.</p> <p>Bradford's employment rate of 71.6% is still lower than the regional figure of 73.9% and the UK rate of 74.7%. Since 2018, Bradford's employment rate gap in relation to regional and UK rates the gap has closed significantly year on year to December 2021.</p> <p>The longer term picture is even more encouraging. Over the last 10 years the number of work age people in employment has increased by 31,200, an increase of 15.4% which was higher than the regional increase of 8.6% and a UK increase of 8.9%. Bradford's employment rates improved from 61.3% in 2011 to 71.6% in 2021. This represents an increase of 10.3 percentage points which was more than double the UK increase of 4.9 percentage points.</p> <p>Looking at the change in employment over the ten years to December 2020, an increase in employment of 10,800 for women aged 25-49 drove the increase in overall employment alongside an increase of 5,300 for men aged 25-49. Employment increased for all age groups for both women and men. Overall, women's work age employment increased by 18,000 over the ten years which saw the employment rate for women rise from 51.3% in 2010 to 63.9% in 2020. Male work age employment increased by 12,800 which saw the employment rate for men rise from 70.4% in 2010 to 76.9% in 2020.</p> <p>Looking at Bradford's gap to the national rate, despite fluctuations in the rate year to year, the overall trend is very positive one and the current rate of improvement suggests the gap is likely to close further over the coming years.</p>																																	

Bradford's position within the Yorkshire and Humber region remains relatively poor and it has the fourth lowest employment rate after Doncaster, Barnsley and Hull. In 2011 Bradford had the lowest employment rate in the region so our current position is an improvement and Bradford has had the second largest percentage increase in employment since 2011 after Sheffield.

Employment has increased despite the impact of Covid-19 which saw claimant count unemployment almost double to over 30,000 people at the height of the first national lockdown.

How can we make sure things get better?

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

Those with low level or no qualifications will increasingly be disadvantaged in the labour market. The lack of digital skills in particular will become an increasingly important determining factor as is estimated that up to 80% of new jobs that will be created in the next ten years will require some level of digital skills. There will also be increasing levels of businesses and employment in the Clean Growth sectors as we transition to net zero and realising Bradford's ambition to the UK's leading Clean Growth economy is set to generate significant numbers of jobs across the District over the coming decade.

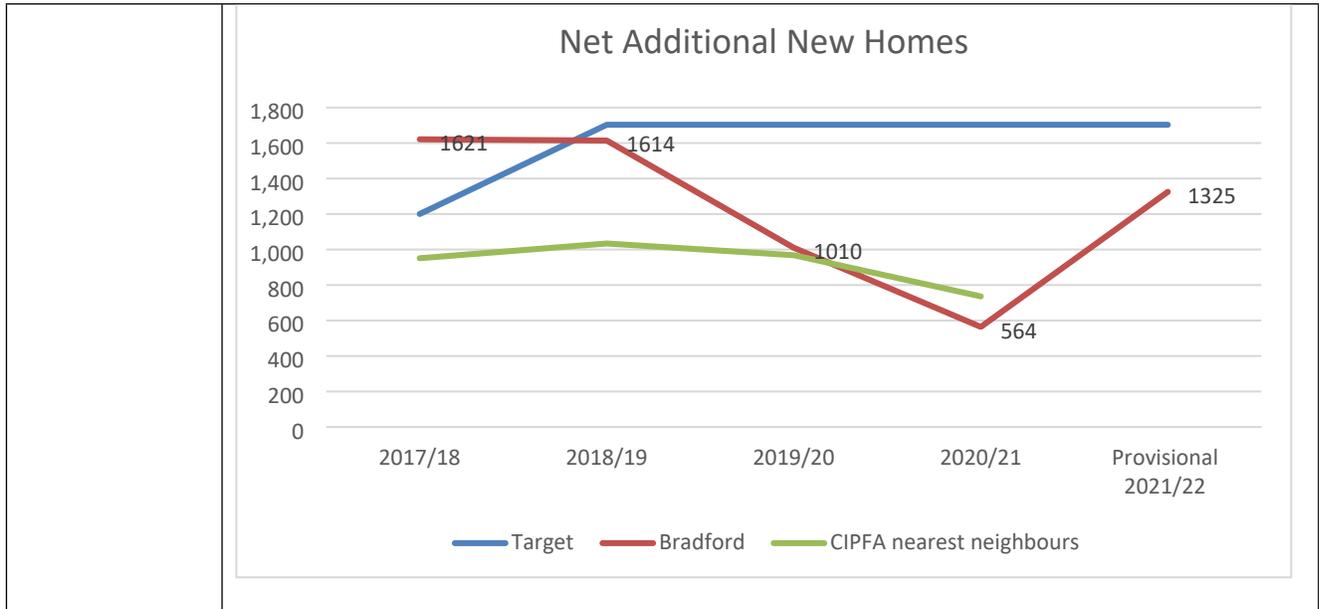
It is also important we address labour market disadvantage as employment rates for ethnic minorities are still lower than non-ethnic minority workers. Figures for Bradford show the employment rate for ethnic minorities over the year to December 2021 was 53.8% compared to the overall rate of 71.6% whilst the rate for white workers was 77.7%. The disparity is particularly wide for women with the employment rate for ethnic minority work age women standing at 38.1% in 2021 compared to a rate of 76.9% for white work age women.

It should also be noted that ethnic minority women's employment rose by 35% over the ten years to 2021 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:	Median earnings of employees in the area																														
Recent Trends:	<table border="1"> <caption>Median earnings of employees in the area (Estimated values from chart)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours</th> <th>England / Target</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>£480.00</td> <td>£500.00</td> <td>£500.00</td> <td>£560.00</td> </tr> <tr> <td>2017/18</td> <td>£495.00</td> <td>£520.00</td> <td>£520.00</td> <td>£580.00</td> </tr> <tr> <td>2018/19</td> <td>£505.00</td> <td>£540.00</td> <td>£530.00</td> <td>£595.00</td> </tr> <tr> <td>2019/20</td> <td>£530.00</td> <td>£540.00</td> <td>£535.00</td> <td>£590.00</td> </tr> <tr> <td>2020/21</td> <td>£545.00</td> <td>£570.00</td> <td>£560.00</td> <td>£615.00</td> </tr> </tbody> </table>	Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England / Target	2016/17	£480.00	£500.00	£500.00	£560.00	2017/18	£495.00	£520.00	£520.00	£580.00	2018/19	£505.00	£540.00	£530.00	£595.00	2019/20	£530.00	£540.00	£535.00	£590.00	2020/21	£545.00	£570.00	£560.00	£615.00
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2020/21	£545.00	£570.00	£560.00	£615.00																											

Target and timescale:	£631.30, 2020/21	Actual and timescale:	£545.10, 2020/21
Why is performance at the current level?			
<p>Median gross weekly earning for Bradford residents stood at £545.10 per week in 2021, an increase of £8.50 or 1.6% compared to 2020. Full time average earnings have been rising steadily since 2011 and the gap to regional and UK earnings has closed.</p> <p>Over the ten years to 2021, resident earnings have increased by 31% compared a regional increase of 23% and a UK increase of 23%.</p> <p>The improvement in earnings has been driven by two main factors - above average increases for women and for those in lower paid jobs. There is a clear link between these two factors given that women are still more likely to employed in lower wage occupations such as retail, hospitality and social care.</p> <p>Over the last ten years, women's earnings in Bradford have risen by 37% compared to a 27% increase for men. Women's earnings in Bradford have risen faster than the national average and this underpins the overall improvement in average earnings in Bradford compared to the UK average.</p> <p>We have also seen earnings of the lowest paid rise faster than those of higher paid residents. Between 2011 and 2021 the average earnings of those in the 10% lowest pay band rose from £250 to £355, an increase of 42% compared to a 18% increase for those in top 20% pay band. One of the key factors has been the introduction of the minimum wage which has had a positive impact on improving earnings for our lowest paid workers.</p>			
How can we make sure things get better?			
<p>National initiatives such as the minimum wage have had an impact in raising average earnings in Bradford along with a general move to higher skilled jobs in the economy overall. New jobs typically demand higher level skills and we have seen the disappearance of some lower skilled jobs in sectors such as manufacturing and distribution.</p> <p>As with the improvement in employment rates, skills levels remain a key determinant of earnings and so improving skills levels overall will lead to further improvements in earnings. A higher skilled workforce in turn will help attract higher level jobs to the district as well as supporting the growth of local high productivity, high wage businesses.</p>			

Theme / Priority:	Decent Homes
Indicator / Measure detail:	Net number of additional homes provided
Recent Trends:	



Target and timescale:	1,703, 2021/22	Actual and timescale:	Provisional 1325, 2021/22
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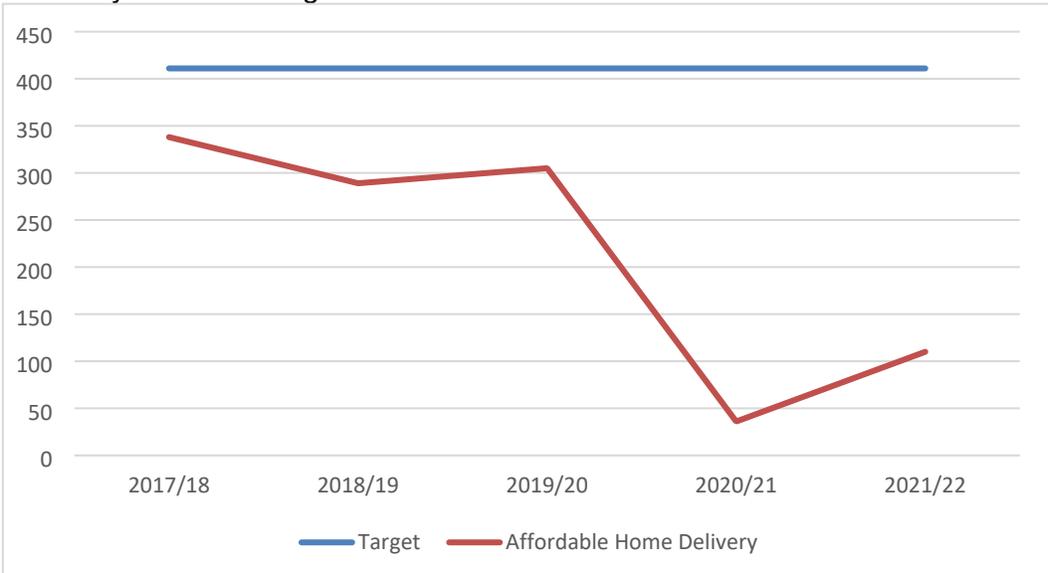
Why is performance at the current level?

Net additional dwellings for 2021/22 stands at 1,325 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. However, this stands as a significant improvement from Qtr2's figures which were 308 and last year's figures at 564. This is still lower than the District's revised Housing Target of 1,703 dwellings per annum based upon the published Standard Methodology

This metric is subject to change with the Department for Levelling Up considering dropping delivery targets so we are monitoring the legislative agenda.

How can we make sure things get better?

Net additional home delivery and affordable home delivery has been significantly affected by Covid as can be seen by the above figures. The installation of a regional Mayor has brought this metric to the regional level with alternate funding and co-ordination streams being explored and 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. When delivery falls below the Housing Target, the Council has published a Housing Delivery Test Action Plan, setting out delivery challenges. A key challenge is bringing forward housing developments in challenging housing markets / areas where developers have been less active historically. The Council is looking at ways to support delivery on its own land including, specialist housing such as self-build, affordable housing and older persons housing.

Theme / Priority:	Decent Homes																				
Indicator / Measure detail:	Number of new affordable housing units																				
Recent Trends:																					
Target and timescale:	411, 2020/21	Actual and timescale:	Provisional 110, 2021/22																		
Why is performance at the current level?																					
<p>Affordable housing delivery has also reduced significantly in 2021/22 to just 110 but this is a provisional figure as there is a significant time lag for developers to submit their figures to the relevant public bodies but this low figure does represent an increase from 2020/21 at 36. This falls some way short of the figure in the adopted core strategy</p>  <table border="1"> <caption>Data for Affordable Home Delivery vs Target</caption> <thead> <tr> <th>Year</th> <th>Target</th> <th>Affordable Home Delivery</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>411</td> <td>342</td> </tr> <tr> <td>2018/19</td> <td>411</td> <td>292</td> </tr> <tr> <td>2019/20</td> <td>411</td> <td>310</td> </tr> <tr> <td>2020/21</td> <td>411</td> <td>36</td> </tr> <tr> <td>2021/22</td> <td>411</td> <td>110</td> </tr> </tbody> </table>				Year	Target	Affordable Home Delivery	2017/18	411	342	2018/19	411	292	2019/20	411	310	2020/21	411	36	2021/22	411	110
Year	Target	Affordable Home Delivery																			
2017/18	411	342																			
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2020/21	411	36																			
2021/22	411	110																			
<p>(587) and the figure based on the review of the core strategy (411). The Council has been a major contributor to affordable housing delivery over recent years but put a hold on its delivery programme to explore the merits and viability of opening a Housing Revenue Account.</p>																					
How can we make sure things get better?																					
<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. As net additional homes, this metric and programme has now been devolved to the West Yorkshire level and mandated as a specific commitment by the West Yorkshire Mayor with the pledge to build 5,000 sustainable homes, including council homes and affordable homes by 2025. The Council is exploring opening a Housing Revenue Account and how this can, over time, facilitate and increase the delivery of quality and affordable housing in the District. A Housing Enabling Strategy will be developed to support this activity; focussing on strategic use of land and assets and collaborative engagement with the sector to enable delivery.</p>																					

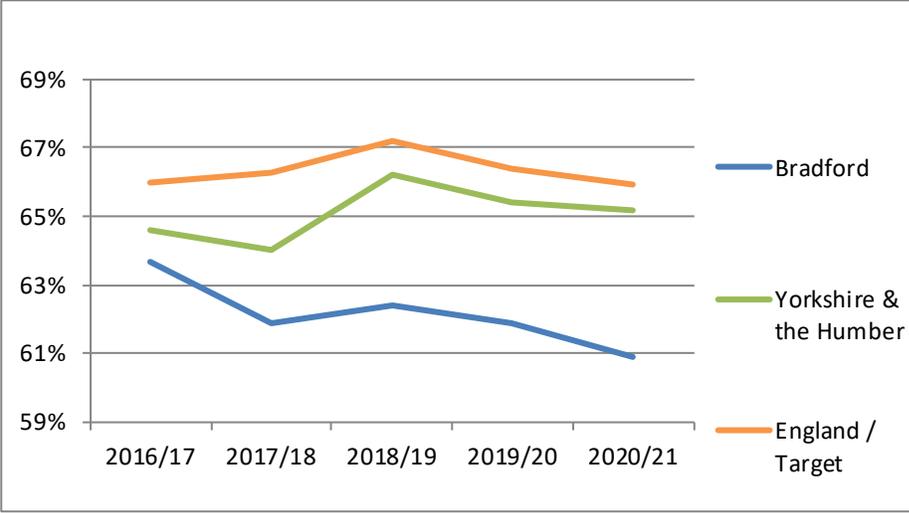
Theme / Priority:	Decent Homes																				
Indicator / Measure detail:	Number of private sector homes improved																				
Recent Trends:	<table border="1"> <caption>Data for Recent Trends Graph</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>1,000</td> <td>950</td> </tr> <tr> <td>2018/19</td> <td>1,230</td> <td>1,000</td> </tr> <tr> <td>2019/20</td> <td>1,050</td> <td>1,000</td> </tr> <tr> <td>2020/21</td> <td>730</td> <td>750</td> </tr> <tr> <td>2021/22</td> <td>880</td> <td>1,000</td> </tr> </tbody> </table>			Year	Bradford	Target	2017/18	1,000	950	2018/19	1,230	1,000	2019/20	1,050	1,000	2020/21	730	750	2021/22	880	1,000
Year	Bradford	Target																			
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2021/22	880	1,000																			
Target and timescale:	1,000, 2021/22	Actual and timescale:	880, 2021/22																		
Why is performance at the current level?																					
<p>There are a number of reasons why performance is at the current level:</p> <ul style="list-style-type: none"> • In 2018/19, in response to increasing levels of demand, the Housing Standard team introduced a triage system to prioritise dealing with higher risk housing defects and release resources for more targeted proactive work. This has, however, reduced the number of lower risk housing hazards that we can report as part of this indicator. • While the impact of Covid and associated restrictions was mainly felt in 2020/21, continuing restrictions into 2021/22 continued to slow down the flow of work. This has particularly impacted the delivery of schemes involving improvements linked to building works, including adaptations. There is still a backlog of work from the initial lockdowns due to a lot of our service users shielding or being reluctant for works to proceed and the Service is also experiencing difficulties with contractor availability and capacity and the availability and cost of building materials. • Housing Operations have experienced significant difficulties with the recruitment and retention of suitable qualified officers and have therefore been carrying an unusually high number of vacancies over the last 3/4 years which impacts on the volume of work that can be dealt with. • New legal requirements in the private rented sector relating to electrical inspections and minimum energy efficiency standards have come into effect in the last two years with the Council's Housing standards team being responsible for enforcing these. This has diverted some officer time to these areas of activity which are not currently captured by this indicator. This will be addressed in 2022/23. 																					
How can we make sure things get better?																					
<ul style="list-style-type: none"> • Housing Operations is continuing to tackle the backlog of work that arose from the initial Covid restrictions. While a near normal service resumed from September 2020, this is hampered by continuing increases in new work coming in. The service has also been unable to fill vacancies and has used agency staff to help deal with the backlog. • Housing Operations have been able to fill some vacancies in the last year which should increase the numbers for this indicator. Recruitment is however challenging, as is the retention of well qualified staff. 																					

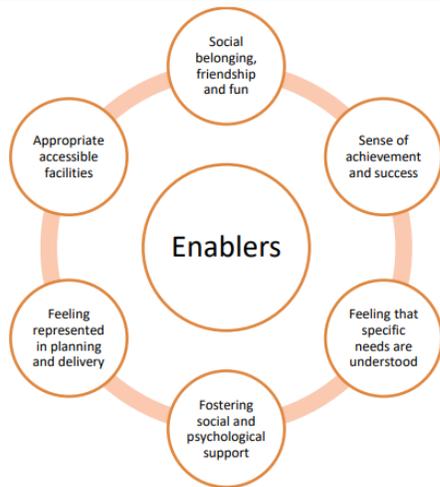
It is proposed that the scope of this indicator is changed to include additional areas of work which all contribute to improving housing conditions in the private sector. The revised measure would give an annual figure for 2021/22 of around 1,250. This figure would show a 35% increase compared to last year, but would be about 10% lower compared to 2019/20.

Theme / Priority:	Decent Homes																						
Indicator / Measure detail:	Percentage of Successful Homeless Preventions																						
Recent Trends:	<table border="1"> <caption>Percentage of Successful Homeless Preventions</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & Humber</th> <th>England / Target</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>~67%</td> <td>~67%</td> <td>~58%</td> </tr> <tr> <td>2019/20</td> <td>~72%</td> <td>~67%</td> <td>~59%</td> </tr> <tr> <td>2020/21</td> <td>~75%</td> <td>~68%</td> <td>~60%</td> </tr> <tr> <td>Q3, 2021/22</td> <td>81%</td> <td>~63%</td> <td>~56%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	England / Target	2018/19	~67%	~67%	~58%	2019/20	~72%	~67%	~59%	2020/21	~75%	~68%	~60%	Q3, 2021/22	81%	~63%	~56%
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Q3, 2021/22	81%	~63%	~56%																				
Target and timescale:	Above National and Y&H average	Actual and timescale:	81% Q3, 2021/22																				
Why is performance at the current level?																							
<ul style="list-style-type: none"> Over the last 12 months and with the backdrop of COVID-19, the service has provided support and assistance to nearly 9,300 residents with an 81% success rate (unaudited) at preventing households from becoming homeless. The success of Bradford’s interventions is above both the national and the regional average for Yorkshire & Humber, reflecting the hard work and dedication of the team to achieve long term sustainable accommodation for as many of our residents as possible. 2021/22 has been one of housing options busiest years and has still been affected by the pandemic eliminating face to face service and remaining a telephone based service which required the teams working from home as a means of continuing to provide the service throughout. Remote assessing significantly benefited early intervention and prevention work by removing barriers to accessing centralised office locations. As a result, the service is able to engage with customers sooner and resolve their housing situation before becoming critical. Due to Covid, there has been a significant delay in cases going to court with some delayed until 2023 which has led to a reduction in evictions. It is difficult to quantify how this will impact on Housing Options when the courts are fully functioning. 																							
How can we make sure things get better?																							
The challenge will be to maintain this high level of success at a time when the cost of living is rising including the gap between LHA and market rents widening. This challenge can be met by improving capacity both within the in house teams and commissioned projects.																							

Theme / Priority:	Better Health, Better Lives																										
Indicator / Measure detail:	Obesity in primary school age children in Year 6																										
Recent Trends:	<table border="1"> <caption>Obesity in primary school age children in Year 6 (2016-2020)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>Statistical Neighbours / Target</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>36.5%</td> <td>34.5%</td> <td>34.2%</td> </tr> <tr> <td>2017</td> <td>38.2%</td> <td>34.5%</td> <td>34.5%</td> </tr> <tr> <td>2018</td> <td>38.8%</td> <td>34.8%</td> <td>34.5%</td> </tr> <tr> <td>2019</td> <td>38.5%</td> <td>35.0%</td> <td>34.5%</td> </tr> <tr> <td>2020</td> <td>41.2%</td> <td>35.8%</td> <td>35.19%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours / Target	2016	36.5%	34.5%	34.2%	2017	38.2%	34.5%	34.5%	2018	38.8%	34.8%	34.5%	2019	38.5%	35.0%	34.5%	2020	41.2%	35.8%	35.19%
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Target and timescale:	41.2%, 2020	Actual and timescale:	35.19%, 2020																								
Why is performance at the current level?																											
<p>High levels of deprivation across the district have contributed to higher levels of obesity in Year 6. However, it is clear there is no single or selection of defined causes of obesity and it is created by complex mix of environmental, social, economic and individual factors coming together. All of these complex factors are intertwined and their impact is then exacerbated by deprivation.</p>																											
How can we make sure things get better?																											
<p>The Living Well Programme is a partnership programme delivering a whole systems approach to obesity.</p> <p>An important component of this is individual behaviour change. Breastfeeding peer support is offered to all mothers in the Bradford District, and the HENRY programme is available to parents of children under 5 years. An additional new child and family weight management service will also contribute to reducing obesity through targeted work with children and families. This service will involve brief advice for children identified by the National Child Measurement programme, and more in depth interventions for those needing more support.</p> <p>Whilst individual behaviour change is extremely important, a comprehensive framework to address obesity also needs to consider economic, environmental and social factors. There is a wealth of evidence that many of the issues that help or hinder health outcomes have structural, social and behavioural determinants. This includes the environments in which we live, work, and play; how education, employment, income, and access to health care services are distributed; and our experiences and perceptions of the built and online environments, social behaviour, stigma, and discrimination. Living Well is aiming to tackle rising levels of obesity through addressing the social, cultural and behavioural aspects of health and its determinants by delivering and enabling interventions which aim to change behaviours at individual, community and population levels. These include working with schools, businesses, takeaways, communities as well as delivering behavioural change campaigns and training. More detailed information on different aspects of our work within Living Well can be found at www.mylivingwell.co.uk</p> <p>In addition to the Living Well programme, the new Good Food strategy and the anti-poverty strategy, which is currently in development, will both take a whole-systems strategic view to</p>																											

improve access to high quality, health promoting food and to reduce the risk and impact of poverty in the District.

Theme / Priority:	Better Health, Better Lives																										
Indicator / Measure detail:	Percentage of physically active adults																										
Recent Trends:	 <table border="1" data-bbox="404 501 1313 1014"> <caption>Percentage of physically active adults (2016/17 to 2020/21)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & the Humber</th> <th>England / Target</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>63.5%</td> <td>64.5%</td> <td>66.0%</td> </tr> <tr> <td>2017/18</td> <td>61.8%</td> <td>64.0%</td> <td>66.5%</td> </tr> <tr> <td>2018/19</td> <td>62.2%</td> <td>66.5%</td> <td>67.2%</td> </tr> <tr> <td>2019/20</td> <td>61.8%</td> <td>65.5%</td> <td>66.5%</td> </tr> <tr> <td>2020/21</td> <td>60.9%</td> <td>65.2%</td> <td>66.0%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	England / Target	2016/17	63.5%	64.5%	66.0%	2017/18	61.8%	64.0%	66.5%	2018/19	62.2%	66.5%	67.2%	2019/20	61.8%	65.5%	66.5%	2020/21	60.9%	65.2%	66.0%
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Target and timescale:	65.9%, 2020/21	Actual and timescale:	60.9%, 2020/21																								
Why is performance at the current level?																											
<p>Nationally, the proportion of adults who are physically active has been falling since 2018/19, which may be in large part attributed to the pandemic. In the Active Lives Adults Survey by Sport England, 60.9% of adults in Bradford were described as physically active (defined as doing at least 150 moderate intensity equivalent (MIE) minutes physical activity per week in bouts of 10 minutes or more in the previous 28 days).</p> <p>Like many areas with high levels of deprivation, physical inactivity is lower in Bradford district than the rest of the country. Low levels of physical activity remain an issue, especially considering the wellbeing benefits of physical activity.</p>																											
How can we make sure things get better?																											
<p>People with a physically active lifestyle have a lower risk of physical health conditions such as heart attack, stroke, diabetes, and certain cancers. Physical activity can also improve mental health.</p> <p>However, inequalities in access and participation in physical activity exist. For example, barriers to participation include poverty, disability, and lack of visible community representation in sport. Conversely, a number of enablers are known:</p>																											



[Understanding and addressing inequalities in physical activity \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

Services and strategies to improve physical activity are both therefore, crucial. Services to engage adults in physical activity must be mindful of removing barriers to participation in order to reduce inequalities and enable all to benefit.

While specific services are hugely important, it is also vital to ensure that planning, policy and strategy is created with physical activity in mind – for example, ensuring that infrastructure is conducive to active travel, and that streets are safe for walking and cycling. This may be through planning and design, or via specific projects to improve the environment and encourage active travel: for example, the School Streets project in suitable schools.

Physical inactivity is a part within the Living Well programme and a new whole systems approach to increasing physical activity is currently being developed in a partnership between Active Bradford and Bradford Council for 2022. Living Well aims to tackle the behaviours leading to physical inactivity as one of the key causes of obesity and it cross cuts all of the initiatives within it including Living Well Schools, Businesses and this year Living Well has run a major physical activity campaign as part of its initiatives known as #20minmovement.

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

There are wide range of other aligned initiatives including:

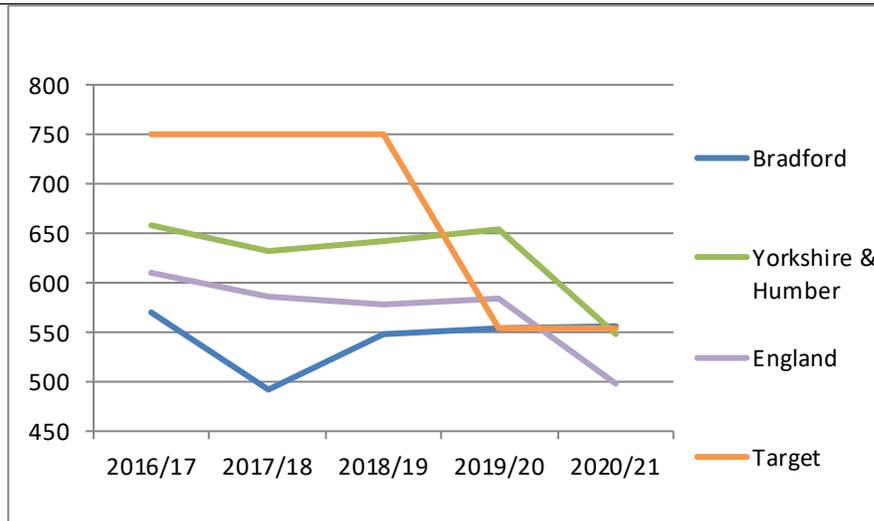
[JU:MP – the Sport England Local Delivery Pilot](#)

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

[Bradford District Playing Pitch Strategy](#)

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

Theme / Priority:	Better Health, Better Lives
Indicator / Measure detail:	Permanent Admissions to residential and nursing homes 65+ per 100,00 population
Recent Trends:	



Target and timescale:	555, 2020/21	Actual and timescale:	557, 2020/21
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Why is performance at the current level?

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.

Bradford’s performance is in line with regional peers and is better than average when compared to statistical nearest neighbours with Bradford ranking 6th best of 16 in the nearest neighbour comparator group. Performance fell slightly in 2020/21.

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.

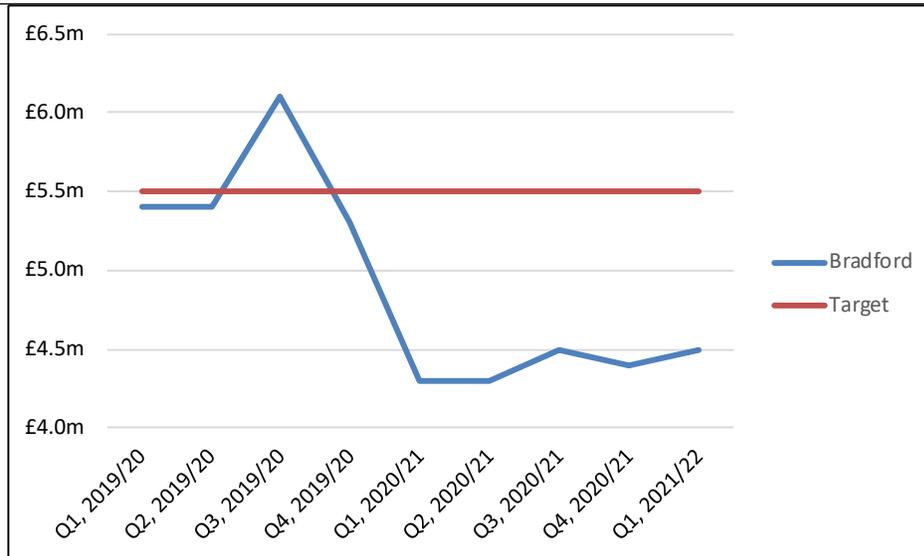
People are placed in in care home settings only when community based options have been explored.

How can we make sure things get better?

The focus on community led support will continue and the number of people being placed into care home settings will remain low.

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 are 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.

Theme / Priority:	Safe, Strong and Active Communities
Indicator / Measure detail:	Spend with Local (VCSE) Voluntary, Community and Social Enterprise (sector)
Recent Trends:	



Target and timescale:	£5.5m, Q1 2021/22	Actual and timescale:	£4.5m. Q1 2021/22
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Why is performance at the current level?

The pandemic has had an impact on third party expenditure with the local Voluntary, Community and Social Enterprise sector within the District over 21/22. The total amount spent with District based VCSEs in 21/22 has grown to £20.3 million after the fall to £17.5 million in 20/21. The Council's spend patterns had changed dramatically in response to COVID, but have yet to recover to pre pandemic levels.

Whilst still a significant amount it is difficult to pinpoint an exact factor for this increase. There has been an increase in the number of VCSE organisations supplying the Council. All Covid restrictions ended on the 24th February which has meant restrictions on community activity has helped produce a high in volume of organisations with relatively high value.

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.

How can we make sure things get better?

The launch of the Go4Growth programme in June 2021 has provided 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. A training programme including clinics, surgeries and masterclass sessions all linked to different stages of the procurement process is in development.

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.

Theme / Priority:	A Sustainable District														
Indicator / Measure detail:	Air Quality Legal Limits														
Recent Trends:	<table border="1"> <thead> <tr> <th>Year</th> <th>Air Quality Legal Limits Achieved</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>No</td> </tr> <tr> <td>2018/19</td> <td>No</td> </tr> <tr> <td>2019/20</td> <td>No</td> </tr> <tr> <td>2020/21</td> <td>No</td> </tr> <tr> <td>2021/22</td> <td>No</td> </tr> </tbody> </table>			Year	Air Quality Legal Limits Achieved	2017/18	No	2018/19	No	2019/20	No	2020/21	No	2021/22	No
Year	Air Quality Legal Limits Achieved														
2017/18	No														
2018/19	No														
2019/20	No														
2020/21	No														
2021/22	No														
Target and timescale:	To achieve legal limits, 2021/22	Actual and timescale:	Not achieved, 2021/22												
Why is performance at the current level?															
<p>In common with other UK cities Bradford has busy roads and areas where the annual mean legal limit for nitrogen dioxide (40ug/m³) is exceeded. This has led to a ministerial direction from Government to implement a Class C+ Clean Air Zone in the shortest time possible with a target to reach compliance with the annual mean legal limit for nitrogen dioxide by 2022. The project plan for the implementation of the CAZ has identified that the scheme will launch in 2022. As the scheme does not launch until 2022 the 2021/22 target to achieve legal compliance has not yet been reached.</p>															
How can we make sure things get better?															
<p>Successful defrayment of the Clean Air Fund grants has meant that in 2021/22 large numbers of vehicles have already been upgraded; 90% of local taxis to hybrid and electric standard, all commercial buses, 20% of HGVs and over 3,000 vans and minibuses to CAZ standard. The launch of the Clean Air Zone in 2022 will further reduce the number of older, dirtier commercial vehicles on Bradford's roads. This will reduce concentrations of nitrogen dioxide (NO₂) by up to 35% at key locations in the District and achieve compliance with legal limits in the shortest possible timeframe with additional reductions of 147,000 tonnes of CO₂e reductions over the life of the CAZ.</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 Data</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Target</th> <th>Average collection rates for statistical neighbours</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>94.1%</td> <td>94.5%</td> <td>94.2%</td> </tr> <tr> <td>2018/19</td> <td>93.8%</td> <td>94.5%</td> <td>94.0%</td> </tr> <tr> <td>2019/20</td> <td>93.9%</td> <td>93.8%</td> <td>93.8%</td> </tr> <tr> <td>2020/21</td> <td>94.2%</td> <td>93.8%</td> <td>93.6%</td> </tr> <tr> <td>2021/22</td> <td>94.4%</td> <td>94.2%</td> <td>94.2%</td> </tr> </tbody> </table>			Year	Bradford	Target	Average collection rates for statistical neighbours	2017/18	94.1%	94.5%	94.2%	2018/19	93.8%	94.5%	94.0%	2019/20	93.9%	93.8%	93.8%	2020/21	94.2%	93.8%	93.6%	2021/22	94.4%	94.2%	94.2%
Year	Bradford	Target	Average collection rates for statistical neighbours																								
2017/18	94.1%	94.5%	94.2%																								
2018/19	93.8%	94.5%	94.0%																								
2019/20	93.9%	93.8%	93.8%																								
2020/21	94.2%	93.8%	93.6%																								
2021/22	94.4%	94.2%	94.2%																								
Target and timescale:	94.2%, 2021/22	Actual and timescale:	94.37%, 2021/22																								
Why is performance at the current level?																											
<p>Collection has again been assisted by the extra hardship funding that was allocated to low income households that were in receipt of council tax reduction. Accounts were reduced by £100 for the year.</p> <p>Recovery restrictions meant less costs added to accounts and therefore money collected going to liability – not costs collected.</p>																											
How can we make sure things get better?																											
<p>The challenge for this year will be managing collection against the cost of living crisis. Some taxpayers will struggle to pay council tax bills alongside high cost energy and food bills. Our strategy is to engage with taxpayers as soon as they start to fall behind with payments – unfortunately this strategy has been impacted this year as from April 2022 we have had to implement the governments energy rebate scheme – which has been a massive undertaking and has used much of the resource normally dedicated to collection activity. A delay in collection activity will undoubtedly have an impact in the final collection rate this year – as once taxpayers fall behind with payments it is difficult for them to clear the bill in the year.</p>																											

Theme / Priority:	Well Run Council																										
Indicator / Measure detail:	Percentage of Non-domestic Rates Collected																										
Recent Trends:	<table border="1"> <caption>Percentage of Non-domestic Rates Collected</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Target</th> <th>Average collection rates for statistical neighbours</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>98%</td> <td>98%</td> <td>97.5%</td> </tr> <tr> <td>2018/19</td> <td>98%</td> <td>98%</td> <td>98%</td> </tr> <tr> <td>2019/20</td> <td>97.5%</td> <td>98%</td> <td>97.5%</td> </tr> <tr> <td>2020/21</td> <td>90.5%</td> <td>98%</td> <td>87.5%</td> </tr> <tr> <td>2021/22</td> <td>96%</td> <td>90.5%</td> <td>95.62%</td> </tr> </tbody> </table>			Year	Bradford	Target	Average collection rates for statistical neighbours	2017/18	98%	98%	97.5%	2018/19	98%	98%	98%	2019/20	97.5%	98%	97.5%	2020/21	90.5%	98%	87.5%	2021/22	96%	90.5%	95.62%
Year	Bradford	Target	Average collection rates for statistical neighbours																								
2017/18	98%	98%	97.5%																								
2018/19	98%	98%	98%																								
2019/20	97.5%	98%	97.5%																								
2020/21	90.5%	98%	87.5%																								
2021/22	96%	90.5%	95.62%																								
Target and timescale:	90%, 2021/22	Actual and timescale:	95.62%, 2021/22																								
Why is performance at the current level?																											
<p>The collection rate “improved” during the year due in part to the level of reliefs awarded to businesses and at the same time the opening up of businesses as restrictions were relaxed and then eventually lifted.</p>																											
How can we make sure things get better?																											
<p>The challenge will be to ensure that businesses continue to trade and overcome the challenges of the last two years. We could see the need for flexibility when entering into arrangements that exceed the norm of having in year rates being paid by 31 March</p>																											

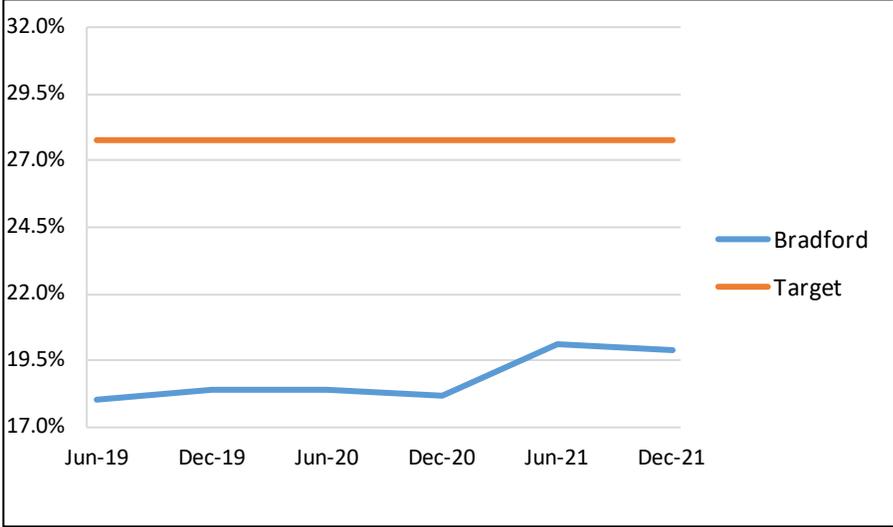
Theme / Priority:	Well Run Council																				
Indicator / Measure detail:	Percentage of top 5% employees who are female																				
Recent Trends:	<table border="1"> <caption>Percentage of top 5% employees who are female</caption> <thead> <tr> <th>Time Period</th> <th>Bradford (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Dec-19</td> <td>48</td> <td>65</td> </tr> <tr> <td>Jun-20</td> <td>48</td> <td>65</td> </tr> <tr> <td>Dec-20</td> <td>51</td> <td>65</td> </tr> <tr> <td>Jun-21</td> <td>56</td> <td>65</td> </tr> <tr> <td>Dec-21</td> <td>53.8</td> <td>65</td> </tr> </tbody> </table>			Time Period	Bradford (%)	Target (%)	Dec-19	48	65	Jun-20	48	65	Dec-20	51	65	Jun-21	56	65	Dec-21	53.8	65
Time Period	Bradford (%)	Target (%)																			
Dec-19	48	65																			
Jun-20	48	65																			
Dec-20	51	65																			
Jun-21	56	65																			
Dec-21	53.8	65																			
Target and timescale:	65%, Dec 2021	Actual and timescale:	53.8%, Dec 2021																		
Why is performance at the current level?																					
<p>A programme of engagement, dialogue and development was run over summer to help inform thinking around the priority issues that the Equality Objectives should address. This work has included staff engagement with colleagues who are women to ascertain lived experiences and focus on workforce and organisational culture and the actions that will be required to achieve them. The celebration of National Inclusion week has included the launch of a new Women’s Network.</p> <p>To date there are 69 members of the network on Evolve. Achievements have been coming together to deliver the series of events for International Women’s Day, giving women the space to talk about their challenges and offer support to each other. From this sub groups have been launched; one for working mums and one for menopause. Request for a further sub group focussing on women’s health and work place related issues that are specific to females.</p> <p>65% of our workforce are women, which has remained relatively consistent over the last 15 years. There are 469 people in middle management roles (PO2-PO6 with MSS), of these 44% are female and there has been an increased representation over the last 5 years of women into Chief Officer grades.</p>																					
How can we make sure things get better?																					
<p>From the staff engagement sessions and the sharing of lived experiences from women within the organisation, a number of areas of development were identified. This included highlighting better support that can be put in place to support women within the organisation.</p> <p>There are some challenges around promotion and marketing of the network so that all staff are aware of it. Training has been requested for all managers about menopause so that they know how to best support their staff and teams.</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 could better assist this, as well as better educating staff on the use of appropriate language and the role of management in implementing organisational policies.

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

Theme / Priority:	Well Run Council														
Indicator / Measure detail:	Percentage of employees from LGBTQ+ backgrounds														
Recent Trends:	<table border="1"> <caption>Data for Recent Trends Chart</caption> <thead> <tr> <th>Year</th> <th>Bradford (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>0.6</td> <td>2.0</td> </tr> <tr> <td>2020</td> <td>0.6</td> <td>2.0</td> </tr> <tr> <td>2021</td> <td>0.6</td> <td>2.0</td> </tr> </tbody> </table>			Year	Bradford (%)	Target (%)	2019	0.6	2.0	2020	0.6	2.0	2021	0.6	2.0
Year	Bradford (%)	Target (%)													
2019	0.6	2.0													
2020	0.6	2.0													
2021	0.6	2.0													
Target and timescale:	2%, 2021	Actual and timescale:	0.6%, 2021												
Why is performance at the current level?															
<p>Although the percentage of LGBTQ+ employees has not increased, a programme of engagement, dialogue and development ran over summer 2020 to help inform the organisations thinking around the priority issues that the Equality Objectives should address. This work has included staff engagement with LGBTQ+ colleagues to ascertain lived experiences and focus on workforce and organisational culture and the actions that will be required to achieve them. The celebration of National Inclusion week has included the launch of a new invigorated LGBTQ+ staff network. The LGBTQ+ Staff Network had its first meeting and currently has 12 members but will be looking to expand through further communications. Membership is slowly increasing following a successful LGBTQ+ History Month and the group have been providing critical feedback in the development, alongside Bradford University, of a Staff Network app that will provide notes from meetings, advice and guidance and links to future events. The LGBTQ+ Staff Network is leading on this development, with the hope that the other staff networks will follow. We are preparing a submission to Stonewall Workplace Equality Index 2022 and have established a working group to gather the evidence which forms the submission. This work will continue to embed LGBTQ+ practices and further promote inclusion.</p>															
How can we make sure things get better?															
<p>From the staff engagement sessions and the sharing of lived experiences from LGBTQ+ colleagues, this has highlighted certain areas for development, including training and the awareness around the labels attached to the LGBTQ+ community, as well as a better understanding of the some of the issues impacting on the LGBTQ+ community. It is felt that there is a need for more appropriate equality training for all staff and while e-learning has its uses there are questions about its overall effectiveness. Other options need to be looked at.</p> <p>It is worth noting, that many people don't/won't declare their sexuality, so there is a need to understand why this is the case.</p> <p>Communications to all colleagues, particularly those hard to reach (i.e. those without access to a Council device) has been the most significant challenge in increasing network membership.</p>															

Theme / Priority:	Well Run Council														
Indicator / Measure detail:	Percentage of employees from BAME backgrounds														
Recent Trends:	<table border="1"> <caption>Percentage of employees from BAME backgrounds</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>28.2%</td> <td>33.0%</td> </tr> <tr> <td>2020/21</td> <td>28.5%</td> <td>33.0%</td> </tr> <tr> <td>2021/22</td> <td>29.8%</td> <td>33.0%</td> </tr> </tbody> </table>			Year	Bradford	Target	2019/20	28.2%	33.0%	2020/21	28.5%	33.0%	2021/22	29.8%	33.0%
Year	Bradford	Target													
2019/20	28.2%	33.0%													
2020/21	28.5%	33.0%													
2021/22	29.8%	33.0%													
Target and timescale:	33%, 2021/22	Actual and timescale:	29.8%, 2021/22												
Why is performance at the current level?															
<p>A programme of engagement, dialogue and development was run over summer 2020 to help inform the organisation's thinking around the priority issues that the Equality Objectives should address. This work has included staff engagement with black, Asian and minority ethnic colleagues to ascertain lived experiences and focus on workforce and organisational culture and the actions that will be required to achieve them. The celebration of National Inclusion week has included the launch of a new reinvigorated black, Asian and minority ethnic staff network. There are 155 staff who have joined this network with plans to promote further and increase membership. An interim steering group has formed to ratify the terms of reference and set out the aims and objectives of the network. Support from HR is being provided to the chair and vice chair in setting up a structure that is able to collate and communicate with the wider members on matters pertinent to the group.</p> <p>There are now mandated diverse recruitment panels as well as expanded list of Recruitment Agencies that explicitly include those with positive track record in delivering inclusive and diverse candidate long and shortlists. We are regularly reporting to Executive on all protected characteristic data and have actions in place in our Equality Objectives, Council and Service Plans and performance appraisals on delivering inclusion and change and empowering staff to succeed. There is a real appetite from our staff networks to work with HR and other Council functions to co-develop policy.</p>															
How can we make sure things get better?															
<p>From the staff engagement sessions and the sharing of lived experiences of black, Asian and minority ethnic colleagues, there has been a number of learning points highlighted for further development, such as improving recruitment and progression pathways, communication and trust. It is also felt that at a senior management level, the diversity needs to be more representative of the District. There are also gaps highlighted in terms of black, Asian and Minority ethnic representation within particular professions within the organisation.</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" data-bbox="402 321 1295 848"> <thead> <tr> <th>Date</th> <th>Bradford (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Jun-19</td> <td>18.0</td> <td>27.8</td> </tr> <tr> <td>Dec-19</td> <td>18.5</td> <td>27.8</td> </tr> <tr> <td>Jun-20</td> <td>18.5</td> <td>27.8</td> </tr> <tr> <td>Dec-20</td> <td>18.0</td> <td>27.8</td> </tr> <tr> <td>Jun-21</td> <td>19.5</td> <td>27.8</td> </tr> <tr> <td>Dec-21</td> <td>19.5</td> <td>27.8</td> </tr> </tbody> </table>			Date	Bradford (%)	Target (%)	Jun-19	18.0	27.8	Dec-19	18.5	27.8	Jun-20	18.5	27.8	Dec-20	18.0	27.8	Jun-21	19.5	27.8	Dec-21	19.5	27.8
Date	Bradford (%)	Target (%)																						
Jun-19	18.0	27.8																						
Dec-19	18.5	27.8																						
Jun-20	18.5	27.8																						
Dec-20	18.0	27.8																						
Jun-21	19.5	27.8																						
Dec-21	19.5	27.8																						
Target and timescale:	27.8%, Dec 2021	Actual and timescale:	19.9%, Dec 2021																					
Why is performance at the current level?																								
<p>Evaluation of the Future Leaders programme (2016 – 2020) shows that 43.75% of participants have been black, Asian and minority ethnic colleagues. 37.5% of the black, Asian and minority ethnic Future Leaders in the cohort advanced via promotions / secondments versus 50% of non-black, Asian and minority ethnic Future Leaders. Of 28 people who were promoted 43% were black, Asian and minority ethnic. This will be the last future leader’s cohort and there are plans to develop a new immersive learning leadership programme aimed at supporting progression.</p> <p>The (BAME) Fellowship High Potential 2 programme has attracted significant interest from black, Asian and minority ethnic colleagues. Successful candidates will have opportunity to undertake a placement across the system. For unsuccessful candidates there is a need to provide support with the areas they require development in readiness for the next round of applications.</p> <p>Senior leaders are coaches and mentors for candidates undertaking the Fellowship Programme.</p>																								
How can we make sure things get better?																								
<p>Senior Management black, Asian and minority ethnic diversity (special grades/equivalent and above - currently 184 head count, not all manage staff directly) has increased from 14% to 23% since 2015. This is not yet representative of the workforce at 28% or the district at 33% (census 2011).</p> <p>The Future Leaders programme although it has resulted in advancement for some black, Asian and minority ethnic colleagues, this was typically into higher (Principal Officer) grades and into Special grades, but there has been no advancement into Chief Officer grades.</p> <p>We are working across the Council, and with partners across the system to improve and provide a consistent and level employee experience for everyone, and increase diversity, especially at senior levels in our organisations.</p>																								

Theme / Priority:	Well Run Council																				
Indicator / Measure detail:	Percentage of Employees with a Disability (excludes Schools)																				
Recent Trends:	<p>The graph displays Bradford's performance against a target of 5.4% over five financial years. The y-axis ranges from 3.5% to 5.5% in 0.5% increments. The x-axis shows years from 2017/18 to 2021/22. Bradford's data is shown as a blue line, and the target is a horizontal orange line at 5.4%.</p> <table border="1"> <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>2021/22</td> <td>4.14</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	2021/22	4.14	5.4
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																			
2021/22	4.14	5.4																			
Target and timescale:	5.4%, 2021/22	Actual and timescale:	4.14%, 2021/22																		
Why is performance at the current level?																					
<p>A programme of engagement, dialogue and development was run over summer 2020 to help inform thinking around the priority issues that the Equality Objectives should address. This work has included staff engagement with colleagues with a disability to ascertain lived experiences and focus on workforce and organisational culture and the actions that will be required to achieve the Equality Objectives. The recent celebration of National Inclusion week has included the launch of a new reinvigorated Disability Staff Network.</p> <p>For apprentices in the Council the target to employ apprentices with disabilities is 10%. Nationally 16% of apprentices have declared a learning disability (national apprenticeship data).</p>																					
How can we make sure things get better?																					
<p>From the staff engagement sessions and the sharing of lived experiences from colleagues with a disability, the feedback highlighted a number of areas for future development, particularly around access and policy implementation, the Council's strategic goals and how the sickness absence procedure is implemented, including some aspects of corporate correspondence within the sickness absence procedure.</p> <p>Policy needs to be understood, enacted and properly monitored. Training for managers is needed to improve their confidence in addressing the needs of staff, so they are supported in the best possible way, and we need to encourage more people to self-declare their personal data in Council systems.</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	

Appendix B THE COUNCIL PLAN – UNDERPINNING PRINCIPLES CASE STUDIES

The Bradford Council Plan sets out six underpinning principles. These principles are the golden thread found in the Council's delivery of services, strategies, programs and development. The following case studies are examples of the everyday working within Bradford Council that evidences the good practice in applying these principles.

Equalities at the heart of all we do

Everyone can access services and opportunities regardless of their background. We embrace our different communities across the whole district and build an inclusive organisation.

Bradford for Everyone Programme

Many activities provided through Bradford for Everyone Programme will be sustained through the creation of a permanent team funded by the Council.

Championing equality, diversity and inclusion (EDI) through innovation and sustainable change, it has engaged over 36,000 residents, delivering 85 projects with a range of partners.

It saw a 10 percent increase in the number of people who get on well together from different backgrounds ([Beyond Them and Us report](#))

There were improved outcomes for employment, through people: gaining hard and soft skills, connecting, feeling pride and belonging and developing trust between different groups. For example:

Our [Ambassador programme](#) involved over 184 local people and ensured every voice was heard and contributed to improved services.

The model was scaled up in the pandemic through the Covid Community Champions to increase the take up of vaccinations by disabled people and minority communities. With 49 organisations, over 260 volunteers and a reach of over 5,500 residents, the LGC highly commended it for Community Involvement in 2021

The [Grandmentors project](#) engaged 60 people, with NEET young people matched with older mentors who provided positive role models.

In 2021, the first multi-agency Roma Strategy launched, co-created with over 100 Roma residents and complemented by our **EU Settlement Scheme**. Our Roma network, of more than 40 organisations, is a sustainable legacy.

Through the English Language Advice Hub an innovative digital ESOL programme was trialled aimed at stopping regression. It supported over 600 learners at pre-entry and entry level 1 during Covid.

The [People Library](#), is a collection of 'human' books, celebrating and highlighting what we have in common through the storytelling. The campaigns on

#IAMBradford to tackle Islamophobia, LGBTQ+ and migrants have gained over 6,538 views.

EDI training ranged from Unconscious Bias to [Critical Thinking training](#). Over 527 employees have been trained to work effectively and sensitively with our diverse communities.

[Shared Values](#) – A people-led campaign, co-designed with over 1400 residents and organisations aimed at building on a fair, inclusive and happy future for everyone, reached 4032 people to RESPECT. CARE. SHARE. PROTECT. The [Make Sure It Adds Up](#) Campaign aimed to reduce rumours and prejudice by increasing critical thinking across the District.

[Citizen Coin](#) brought residents together to increase volunteering and participation in social, civic, training and environmental activities. It was actively promoted to: those on a low income, people who were disengaged, isolated and or part of newly arrived communities. To date, 1062 people have joined.

The programme reached about 86,000 people. Final evaluation reports available in July 2022 [here](#).

Working together

Partnership and collaboration will be central to the success of our Council Plan.

Multiple disadvantage System Change Strategic Group

Bridge, one of our Voluntary and Community Services partners, have applauded our new Public Health Systems Change Strategic Group that aims to remove barriers to people getting effective support and care, and to develop new protocols for provision.

Support needed by people with multiple needs, such as substance misuse, domestic violence, offending, homelessness, is commissioned and located in different organisations across the District often making it difficult for people who have low resilience to navigate and access. This means those in greatest need don't always get the support they need.

The Strategic Group, comprised of key system leaders and representatives from the Service User Group, looks to make it easier for people to access the support they need. To do this, it has developed a high level action plan, is using lived experience case studies to consider system barriers and is establishing new protocols in key service areas.

Our Bridge partner said 'Bringing about systems change to safeguard vulnerable adults with multiple needs and ensure they have equitable access to services is challenging and will take time and commitment from all those involved to bring this about.'

Early help and prevention

Supporting people early and in their communities to prevent their needs from increasing and to improve their outcomes.

Bradford Adversity, Trauma and Resilience

Bradford Adversity, Trauma and Resilience Programme (ATR) works in partnership with people with lived experience and cross-sector colleagues and organisations to develop a system approach to tackling multiple disadvantage and ensuring Bradford systems and services are both trauma informed and responsive. The aim is to both buffer the impact of Adverse Childhood Experiences through early intervention and reduce their incidence.

Over the last year the Programme has:

- Been a conduit between the district and the regional movement on becoming trauma aware, informed and responsive
- Supported West Yorkshire Adversity Trauma and Resilience Programme (WY ATR), with Kersten England acting as the named CEO chairing the WY ATR Leadership Board.
- Created an active participatory steering group with representation from a wide range of partners to lead the strategy and action plan and commission work that supports the strategy's ambitions
- Developed a network of working groups to lead the expertise needed to create sustainable change using the best evidence

Every pound counts

Using financial resources wisely and ensuring value-for-money approaches to service delivery. Increasing the proportion of Council resources spent locally to help grow the Bradford District economy.

Transformation & Change Team

Reducing car exhaust fumes, over £250k in mileage claims and staff and elected member time spent travelling by rolling out Microsoft Teams as part of the Councils' new post-Covid hybrid-working offer has proved a win-win for all.

Transformation and Change team pulled together a cross-departmental team comprising HR, IT, Asset Management and representatives of services to develop the framework for hybrid working.

The resulting model has not only delivered direct cash savings, through reduced mileage claims and electricity bills, but has also increased productivity and environmental sustainability. It is under constant review to see if more improvements and savings can be made.

Nearly a third of staff who were asked said their physical and mental health had improved through their new working arrangements. A colleague said:

“Hybrid working enables me to be more productive during the day, whilst still using technology to keep in touch with team/managers etc. and while also giving me more time at home with my family as I no longer have 1 1/2 - two hours a day commuting. Better home/life balance has a great impact on my wellbeing.”

Our network of Hybrid Working Champions share and promote 'hybrid' learning and best practice across the Council.

Living Well

We will work to make it easier for people in the district to adopt healthier lifestyles.

Public Health - Living Well Employers

Making sure our working environments support our health is really important as much of our time is spent in them.

In 2021 our consultation with local employers about how best Living Well could support them resulted in over 140 responses, these being the top suggestions:

1. Employer suggestions guide to improve staff health and wellbeing
2. Mental health training for staff
3. Pledge to undertake a list of actions to improve workplace health
4. Training and guidance for workplaces to support staff members that come forward to report domestic abuse

Those replying were enthusiastic about the health and wellbeing of their staff and keen to explore additional ways of supporting them, with a high response rate from small employers.

In response to this consultation feedback, we are currently developing a Living Well Workplace Health Promise. Workplaces, after discussion with employees, will be able to sign a promise that suits their needs. We are also developing a sub-website that will provide information and guides for employers.

Living Well's also sponsored a new award with the Telegraph and Argus's Retail, Leisure and Hospitality Business Awards in 2021. The inaugural Healthy Workplace Award went to Kirkgate Shopping Centre for their support to staff throughout the COVID-19 pandemic.

Safeguarding

We will work with partners and communities to do everything we can to ensure that children and adults at risk are kept safe. This is not just a role for professionals in social care, but will be part of everyone's role in the authority.

Youth Service

Over the last 12 months, the Youth Service has responded to 1,628 direct referrals from professionals to support vulnerable young people who are: struggling with their mental health and well-being, at risk of exploitation, victims of domestic abuse and/or disengaging from education and civic life.

To promote positive participation and co-produce our offer, we have ensured a wide range of safe spaces are available for young people to have informal conversations with trusted professionals, such as through Youth Voice. Area based Youth Voice projects, weekly consultations led by the Young Ambassadors and one-to-one discussions with vulnerable young people.

We have found participation is enhanced if provision is designed and delivered to meet individual needs, and if bespoke offers are created.

Responding to what we have heard we have; reopened Open Access Provision, run weekly outreach and detached sessions across the district, developed bespoke small group sessions, increased our presence in schools and undertaken targeted one-to-one work.

The range of provision on offer, including new small bespoke sessions, creates safe spaces that safeguard young people, giving them a breadth of opportunities and experiences to enhance their development and overcome the issues and barriers affecting them.

Youth Workers pride in the young people in their care who they continue to support to feel less isolated and more connected to their communities, results in young people continuing to develop greater support networks that enable them to be: safeguarded, more independent and less in need of intensive support. This success is a result of the community-based approach used by the service. Young people have also undertaken numerous social action projects that have benefitted the District.

Case Study

I am 14 years old.

I find my life hard.

I get into trouble a lot.

I loose my temper and I feel out of control.

I kick and I hit and I scream, I pull out my hair, I head butt walls, I punch windows and kick doors.

I sometimes cut my arms and my legs.

I hear voices in my head.

I shout and I scream and I swear.

When I am calm I can't remember what I have said or what I have done.

My friends don't like me anymore.

My family are scared of me.

My school want to kick me out.

I worry about my past.

*I worry about my future.
But most of all I worry I'm not normal.*

*I was referred to the Youth Service ...
I started to go to Tic Tac in school and met my youth worker
I slowly started to feel comfortable and started to talk about my past.
I started to really enjoy drawing.
I started to open up about how I feel.
I spoke about the voices in my head.
I spoke about how scared and frightened I was.
I started to go to the Youth Club.
I started to make new friends.
I started to talk to other workers.
I joined the local gym.
I started to help out at community events.
I am now a volunteer at the junior youth club.
Other people started to believe in me.
I started to believe in myself.*

Things aren't always good, I know I've got to keep working on it, but I feel I have people around who listen to me and help me to say the things I want to say.