

Report of the Chief Executive to the meeting of Executive to be held on 7 March 2023

BE

Subject:

Council Plan - Mid-Year Performance Report 2022-23

Summary statement:

This report provides a summary of the Council's overall achievements in the first six-months of the municipal year 2022-2023. Alongside this is an overview of performance against the Council's Key Performance Indicators (KPIs) for the first six-months of 2022-23. This overview focuses on measures where there has been new, comparable data since the full-year report provided at the July 2022 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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Overview & Scrutiny Area: Corporate

1. SUMMARY

- 1.1 This report provides an overview of our performance within the first six months of 2022-23 and is presented as follows: -

2. Background - outlines the overall context in which we are operating

3. Key Achievements – Summary by Outcome Area – highlights our performance over the first six months of the 2022-23 municipal year

4. Summary of performance against Council Plan outcomes

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 six months of the second year (2022-23) of delivery of the Bradford Council Plan 2021-25. During this time, the Council and its partners' focus has been on protecting people and service delivery from the impact of inflation through fuel price increases, interest rate increases and the increase in costs and supply of goods and services caused in part by the war in Ukraine and supply issues following the pandemic.
- 2.2 In addition, the two resignations and consequent leadership contests within government led to further uncertainty that saw interest rates and inflation increase further. National Government shifts in fiscal and monetary policy over a short period of time led to more uncertainty and anxiety as universal measures to support people facing huge increases in their energy bills were halved.
- 2.3 To support our residents through the cost of living crisis we have worked in partnership to provide up to date, and updated in real time, information, advice and sign posting to support via a website and app, managed by our partners CABAD. We have also provided 45k hard copies of the information, with a second print-run underway. Hard copies are distributed through services, by voluntary and community organisations, in community settings, and through our libraries. We have also helped to establish over 200 warm spaces to ensure our residents can access heat and a warm drink during the cold winter months.
- 2.4 This period has also seen Bradford win City of Culture 2025. City of Culture places Bradford 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. The bidding process alone has delivered almost £1.5m worth of positive media coverage and secured a return of £5.2m on an initial investment of £1.4m. More is set to come – 2025 will see Bradford District host over 1,000 new performances and events including major arts festivals and national and international collaborations. City of Culture status could see the District bring in an extra £700m, create 3,000 jobs and attract over a million visitors as well as building new skills and capturing the social and well-being benefits of culture and cultural participation.

- 2.5 The Council published a Prospectus setting out why Bradford must be a national priority for levelling up. The document demonstrates how investing in the District's economy so that its performance at least matches national averages could be worth an additional £2.6bn to the local economy, an extra £3k a year to local workers' incomes and up to £1.6bn in the value of improved skills.
- 2.6 During this period, we continued to support the smooth transfer of services to the Bradford District Children's Trust, whilst also continuing to support improvements in children's social care. Transfer is expected to be complete for the start of the new municipal year.
- 2.7 Our Kickstart programme saw over 800 young people supported on their journey into work and culminated in a celebratory event in November 2022. One of the biggest programmes delivered across the country, we have also undertaken projects to support young people with learning disabilities into work.
- 2.8 A highlight during the period was the award of £4.7m for the Health Determinants Research Collaboration which will see Bradford undertaking innovative research that will trail blaze evidence based decision-making and practice, ensuring the district's public services and their partners make best use of scarce resources for the benefit of our residents. This builds on initiatives, partnerships and research collaborations already working across the District such as Born in Bradford, ActEarly, Better Start Bradford and extensive work to bring all partners together to contribute to formalise and build the Collaboration further.
- 2.9 We also undertook a review of our Equality Objectives and Plan following the LGA Equality Peer Review in November 2021. Our Equality, Diversity and Inclusion Plan 2022-25 was approved by Council Executive in November 2022 and reflects the LGA review's recommendations and feedback received through consultation with stakeholders. The reviewed plan has planned out to include actions to support progress in across more of the protected characteristics – such as disability and LGBTQ+. The LGA returned in November 2022 to complete their review and were pleased with our progress since their last visit.
- 2.10 Our challenges during this period have been significant, and are increasing. Of the 36 key performance indicators reported against in this mid-year report, we have seen an improved performance against 18 since our last full-year report.
- 3. KEY ACHIEVEMENTS** - Summary by Outcome Area – highlighting our performance over the first six months of the 2022-23 municipal year.



BETTER SKILLS, MORE GOOD JOBS AND A GROWING ECONOMY

Regeneration transforms the district to bring economic, social, environmental and cultural benefit by giving residents the opportunity to

flourish creating improvements in wellbeing. Highlights include:

One City Park

The first new office building to be developed in Bradford for 25 years. The council is developing it in partnership with Muse to attract serious corporate investment, stimulate business growth, create high quality jobs and attract further regeneration investment into the city centre.

The building will provide 56,403 sq ft (5,240 sq m) of Grade A office workspace across five floors. The building will be complemented by new public realm and feature a range of green design elements including high-performance glazing, photovoltaic panels, air source heat pumps, electric car chargers and secure well-designed cycle storage. Practical completion is programmed for late summer 2023.

Bradford Live

A major £22m redevelopment of the former Odeon cinema creating the biggest 'mid-size' venue in the country outside London with a capacity of 4,000. NEC have entered into an agreement to lease with Bradford Live to operate the venue. The project has secured a £959,500 grant from the National Lottery Heritage Fund and £4 million from the Government's Northern Cultural Regeneration Fund. Due to open in early 2024.

Darley Street Market – A £23m scheme to convert the former Marks and Spencer store and adjacent properties into a new City Market is well underway and is expected to open in autumn 2023. Bradford's transformative new markets scheme has been designed to spearhead the city's green recovery by creating a modern new ecological retail space for the city's market traders.

City of Culture 2025

Bradford will be City of Culture 2025. The bidding process engaged thousands of people, organisations and businesses and generated a groundswell of local pride and creativity that will form the platform for delivery of City of Culture.

The bidding process delivered almost £1.5m worth of positive media coverage and secured a return of £5.2m on an initial investment of £1.4m. 2025 will see Bradford District host over 1,000 new performances and events including major arts festivals and national and international collaborations. City of Culture status could see the District bring in an extra £700m, create 3,000 jobs and attract over a million visitors as well as building new skills and capturing the social and well-being benefits of culture and cultural participation.

Youth, diversity and our rich cultural heritage formed the core of the Bradford bid and will continue to be at the heart of our year of culture. Bradford Council's Executive will consider how the District can maximise the opportunity, continue the commitment to culture and creative industries and build a better place to invest, promote and live when it meets on 7 June.

Northern Powerhouse Rail. We have continued to campaign and lobby for a new high speed rail city centre station. A city centre station will bring over £167bn of annual economic output within a 35-minute journey of the city, create 27,000 new

jobs, unlock a regeneration site three times the size of Canary Wharf and open up access to a labour market of 6.7 million people.

UK Shared Prosperity Fund (UKSPF)

Bradford will receive £7.5m via West Yorkshire Combined Authority to support: culture, ongoing regeneration, and local communities to meet their needs. The three key themes for the Bradford District are:

- Culture is our plan
- Building on the regeneration that is currently ongoing in Bradford to create opportunities
- Supporting communities to meet local needs.

The funding will be used to: support local groups and communities to address poverty and tackle inequalities, invest in the Voluntary, Community, Social Enterprise Sector (VCSE) and to build on the success of securing the City of Culture 2025 title and supporting our towns to thrive. We will also work with our communities to improve green spaces and areas of cultural importance. The primary goal of the funding through UKSPF is to build pride in place and increase life chances across the UK.

The Council has already provided £50k of grants to local cultural and creative projects, part of a total of £100K, with the second grant phase currently under way. Through UKSPF, we have also secured funding to provide local small businesses in Keighley with grants to accelerate business growth and stimulate new jobs.

Supporting Youth Skill Development

Our Kickstart programme was one of the biggest in the country with 813 participants, placed either through our own employer gateway or with the Council as an employer. Presently around 60 percent of our Kickstart participants have entered sustained employment. SkillsHouse hosted a celebratory event in November 2022 to mark the success of all those taking part, over 850 people were invited and 11 young people received awards for their outstanding contribution. Two local employers also received special recognition for their contribution to the scheme.

Supporting job seekers with learning disabilities

Bradford is one of 24 local authorities to secure £350k of new funding from the Department for Work and Pensions (DWP) as part of a new government initiative to provide extra support to job seekers with learning disabilities and autism. Up to 100 adults with learning disabilities, autism or both will be supported by the LSE initiative to move into competitive employment and provide the help they need to maintain that employment. The LSE will run in Bradford from November 2022 until March 2025

Community Renewal Fund Retrofit Hub

The project, focussed on the Manningham and Toller wards of Bradford, has had a delivery extension approval to 31 October 2022. As part of the extension the number of whole house retrofit plans was increased to 150. To date, 122 whole house surveys have been completed, and 75 decarbonisation plans posted to the householders.

Bradford Manufacturing Weeks and Tech Week

Delivered through partnership, have continued to be significant successes. Last year, the Manufacturing Weeks engaged 4,551 students and Tech Week reached 10,439 pupils.

Building Our Future

Bradford secured £535,000 from the Community Renewal Fund (CRF) to deliver a set of interventions that target some forms of inequality in either the workforce or NEET rates for young people that builds on our existing strong partnerships across employment and skills, and culture.

Summer and Winter Unlocked programme

Developed to support the freelance cultural sector, provides engaging activity in neighbourhoods and encourages footfall back into our city centre and towns. The programmes supported 55 new commissions, 100 days of delivery, reached 25 wards and engaged over 50,000 people across the district.

Pipeline of cultural capital projects

The Cultural Place Partnership has developed a pipeline of 14 feasible cultural capital projects with a total value of c£28m which includes: a new art hotel at the historic Wool Exchange building, securing the long term future of a heritage asset, a major redevelopment of Kala Sangam - the centre for interdisciplinary arts, and two new performance spaces.

Bradford Council launches new Digital Strategy for the District

Bradford Council launched its new Digital Strategy for the district which will help to drive forward the social and economic future of the district. The five-year plan sets out how we will develop the digital infrastructure, skills and businesses needed to continue to build a thriving and connected district.

Council awarded £250k to boost volunteering for UK City of Culture 2025

London 2012 legacy funder, Spirit of 2012 awarded £250k to Bradford Council to develop volunteering in the area, delivering plans set out in its City of Culture 2025 bid. Bradford Cultural Volunteering Programme will lay the groundwork for the programme, recruiting 1,750 volunteers on the run up to City of Culture 2025 and creating pathways into cultural volunteering. The project will be managed by Bradford Council in collaboration with Community Action Bradford & District and Bradford Culture Company - the organisation that will deliver the district's UK City of Culture 2025 programme.

New enterprise offers opportunities for growth and jobs

A preferred bidder has been selected for the soon to be completely restored brownfield site, Parry Lane Enterprise Zone, that offers a single site or smaller plots well located for the M606. Significant site improvements have been carried out that will boost investment and increase jobs in the area. The project is also the first in the district to deliver off site environmental improvements



DECENT HOMES

Staff teams are securing resources to support excellent outcomes for residents who are

homeless or need adaptations. Targeted funding supports new housing developments. Highlights include:

Refugee Integration Service (RIS)

Bradford Council is one of the partners working with Migration Yorkshire, a partnership of Local authorities in Yorkshire & Humber that was recently awarded grant funding (AMIF) for a new Refugee Integration Service (RIS) programme. The programme is aimed at improving the integration of refugees through: a whole-region' approach, co-ordinating strategic and operational interventions, and refugee participation. Bradford Council aims to contribute to the outcomes by linking up services and co-ordinated approach.

Prevention of Homelessness continue to be above regional and national levels.

During the first six months of 2022-23, Housing options service received 4,626 approaches for assistance representing similar levels to our peak year of 2021-22. The service continues to perform excellently compared to regional and national statistics.

Helping our residents stay warm

Following a success in Keighley, the Housing Standards team have also targeted 111 landlords and agents who are letting properties with an Energy Performance Certificate below 'E', in BD3, 4 and 5. Of the 111 properties, 77 EPC certificates have been received showing improvements in energy efficiency in those properties. This exercise follows the government setting new minimum energy efficiency standards for most private rented properties.

Increased Investment Opportunities for Partners

Bridge, one of our Voluntary and Community Services partners, received non-recurring grant funding to set up the Lotus Recovery Housing Project – an extension to the Lotus Project that engages individuals involved in commercial sex work. Lotus service users are predominantly women, with a small number being men or transgender. Since the Project commenced they have secured 11 properties, and provided exempt accommodation for 13 individuals, all with single tenancies and in the 12 months that the scheme has been running, all individuals have managed to maintain their tenancy through the support of this grant. An additional four people have been housed in the first six-months of 2021-22.



SAFE, CLEAN AND ACTIVE COMMUNITIES

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

Green flag park awards

Bradford District's outstanding array of parks and open spaces are among the many things that make it such an awesome place to live, work in and to visit. Six of our parks have once again secured the Green Flag Award. The awards, managed by environmental charity Keep Britain Tidy, under licence from the Department for Levelling up, Housing and Communities (DLUHC), recognise well-managed parks and green spaces, and set the benchmark standard for management of green spaces across the United Kingdom and around the world. Lister Park, Peel Park, Roberts Park, Harold Park, Cliffe Castle and Haworth Central Park all have a Green Flag Award.

Strengthening locality working

Locality working, that recognises one size does not fit all, is now becoming embedded across all of our five Area Committee areas. The vision, to build safe, strong and active localities where citizens and local leaders are empowered to work alongside public agencies and partners, is to address local needs and issues and improve citizens health and wellbeing.

Organisations within the localities are now working towards providing dedicated resources in each locality by joining up thinking, collaboration, and service design and delivering to tackle local issues.

Partners have also deployed the following additional resources to support the initiative: Ten additional police officers working in localities, four Public Health Community Health Development Workers, five Act as One Locality Development Roles working into community partnerships, five Community Implementers through the Reducing Inequalities Alliance.

Warm Spaces Initiative

The Council made a fund of £22k available for smaller community and faith organisations to apply for up to £500 or £1,000 to enable them to provide local people with access to a warm spaces and hot drinks. The funding can be used by small organisations to expand their current provision or set up a warm space. To date 143 warm spaces are registered (with a further 57 yet to register) across the district with: 37 in Shipley, 33 in Keighley, 7 in Bradford East, 25 in Bradford West, and 21 in Bradford South. The spaces open from October 2022 to 31 March 2023. Locations of the registered warm spaces are available via the District's help with the cost of living website here <https://costoflivingbradford.co.uk/warm-spaces-directory/>

Cost of Living Public Information Campaign

In partnership with CABAD, a cost of living guide booklet was published in October 2022 alongside a mobile website and app, that are updated with the latest details of local groups and assistance. The website has seen nearly 63K page views with engagement of content currently at over 178k clicks. The booklet has been downloaded 2,541 times from the website and is on its second 45k print run of the hard copy version. The Council is working with public, private and voluntary sector partners to develop a shared district wide approach to the information, advice and guidance we give out to ensure access to support is made as easy and straightforward as possible and that all information is in real time.

Bradford Citizen Coin

Aimed at bringing local residents from different backgrounds together to engage in local activities, Bradford Citizen Coin enables people to earn digital coins for undertaking social value activities such as volunteering. The earned coins can then be used to get discounts against goods and services or can be donated to other people and organisations.

One local organisation that has joined the scheme, Free2b-Me said:

“We are Free2b-me and we support LGBT people with their various needs such as mental health and wellbeing, physical activities, people seeking asylum, 24-hour WhatsApp support, social hubs, we support people with phone data, food, raising voices and challenging procedures especially for marginalised groups We joined Citizen Coin because it helps with people seeking asylum, coins give them a little something where they can get food and stuff. We like Citizen Coin because it supports everyone, the people get the benefit, organisations benefit, businesses benefit. It’s a win-win all round.”

To December 2022, the site had attracted over 2k registered users, with 111 rewarding organisations and 170 participating retailers. The last year (from December 2021-December 2022), saw over 6,400 coins exchanged, representing over a 200 per cent increase in usage over the previous year.

Promote the vote

Bradford Council’s adult services, School of Rock and Bradford Talking Media supported 17 young people with learning disabilities and 13 social work students to go to Westminster to share and discuss Bradford’s ‘Promote the Vote’ campaign. The campaign offers support to young people with learning disabilities around voting. In 2021 the Promote the Vote campaign led to an increase in people wanting to and being supported to vote, up from 4% of residents spoken to in 2019 to 14% in 2021 and a similar level in 2022.

The Domestic Abuse Act

The Domestic Abuse Act became law in April 2021. It introduced new criminal offences and made children victims of domestic abuse in their own right. Various work has been undertaken to ensure the Council meets its duties, such as:

- Task and finish group established to oversee the implementation of the duty to house victims with support.
- Government’s New Burdens Funding for the 2nd year allocated via procurement.
- District trialling different locality approaches to tackle domestic abuse.
- First stage of the bespoke Bradford DASV website and the #NoNo (Not ok. Never ok) campaign launched in September 2022. Several survivor voice films produced are being used by the Police, safeguarding teams, and health to support training.
- Multi-agency training developed, and two acting-on-the-act partnership events took place during the 16 Days of Action.
- Two forums have been held for domestic abuse and sexual violence survivors, and the co-produced 'Hear Our Voice' event took place during safeguarding week.

Children's service's integrated front door has received an average of 400

notifications of domestic violence each month over the last year, a 30 percent reduction from 2021.

Hate Crime

Following hate crime levels stabilising in 2021 the rate of hate crimes reported to the Police has reduced by 2% in the twelve months to July 2022. The impact on rates may be attributed to the changes in crime recording practice which came into force in 2015, with figures only now beginning to stabilise.

Hate Crime Week 2022 - 9-16 October, saw partners coming together to provide, participate at, and promote hate crime awareness events for the Eastern European and African Communities, 'Hate Crime Question Time' and events at Bradford City Football Club.

Public space protection order (PSPO)

The 'Safer Bradford' team continue to enforce the **Public Space Protection Order (PSPO) for antisocial use of vehicles** in partnership with the Police. The PSPO has been operational from Feb 2020 and since then, 97 Fixed Penalty Notices have been issued. Three have been successfully prosecuted for non-payment each receiving a fine nearing £1000.

PSPO for anti-social use of alcohol in our urban centres – amended and extended

Covering Bradford City Centre, and Keighley, Shipley and Bingley town centres, Bradford Council has successfully obtained an extension to this order for a further three years, and following public consultation, amended it to also cover: shouting, swearing, intimidation/harassment of others and urinating in a public space.

Stamping down on the harassment of women and girls

The Police and the Council have also been working in partnership to address of harassment of women and girls from vehicles. A total of 19 Fixed Penalty fines have been issued for harassment of women and girls this year.

Bradford Council's Waste Collection Service have had the first eCollect electric refuse vehicle delivered in September 2022. This is a significant step forward in the council's plan to replace all of its HGVs with electric, gas or hydrogen variants. This initiative is a key part of Bradford Council's ambition to improve health and air quality in the District. It also complements Bradford's commitment to net zero carbon emissions by 2038

Remembrance Day Services

Bradford Council recognises and remembers the sacrifice and suffering of its Armed Forces community through its Remembrance Day Services and through its Elected Member and Senior Officer participation at Remembrance Day Services throughout the district.



GOOD START, GREAT SCHOOLS

The cost of living crisis and the continuing impact of Covid pose significant challenges. Despite this, improvements and innovations are being made, with two areas being shortlisted for national awards. Highlights include:

Holiday and Food Programme (HAF)

Our HAF programme, a finalist in the Local Government Chronicle's community involvement award 2022, will run until 2024. It provides support for over 35k of our most vulnerable children and families. Over summer 2022:

- 18,935 children benefited from summer activities, of which 16k were in receipt of free school meals
- Over 4.6k holiday activities were provided
- There were over 66,411 attendance days by primary school children; 17,600 by secondary school children; 2,900 families joining in sessions every week; and 1,763 families signposted to support services

The programme's success is a direct result of collaborating with the VCS, schools and a range of council departments.

Raising Attainment

Over this year we have run a range of projects to raise educational attainment:

- Focus on Phonics, Literacy & Numeracy, targeting groups of children at risk of underachieving in Primary Schools (KS1& KS2)
- Reducing Persistent Absence, including providing specialist support for children & young people with SEND
- Investing in Therapeutic Approaches to engaging with Learning
- Capital funding in Digital Inclusion for Disadvantaged Children & Young People, providing access to devices and the internet

Children and Young People's Plan

The district's new Children and Young People's Plan is being finalised. Focussing on what children and young people, their advocates and other stakeholders told us were important - education, physical and mental health, safe homes and communities and skills development - the action plan will be developed in early 2023 in a child-friendly, partnership-led and co-produced manner to meet the needs of the district's children, aged 0 to 25, and their families.

Child Friendly District

Our ambition to become a more child friendly district gathered momentum this year with training provided to Council staff as part of the Child Friendly Cities foundational year and the recruitment, in October 2022, of our new programme lead.

A discovery day, attended by children and young people of primary age up, their advocates and providers, took place in November. Feedback from the event is

helping to inform our focus. A key focus will remain the voice and influence of children, young people and their families using restorative practice to empower them and work with them as key stakeholders.

We want all our children and young people to understand their rights and have a voice and influence over the services they access. We are working, with children and young people, towards creating a district where they can feel: that their voices are heard and respected, safe and cared for, they can live a healthy life, they are empowered to learn and have fun.

Anti-Poverty Strategy and Child Poverty Inquiry

The Council and partners developed a new district-wide Anti-Poverty Strategy aimed at: supporting those in poverty and at risk of falling in to poverty, providing pathways out of poverty and ensuring no one is excluded from participating in the full social, political, cultural and economic life of their communities. In addition, Children's Overview and Scrutiny Committee has initiated an inquiry into Child Poverty across the District aimed at: uncovering ways to improve support for children and families living in poverty, and poverty proofing all our strategies, policies and services to protect our most vulnerable children and families.

Uniform savers

In partnership with Bradford District Credit Union, Public Health funded a pilot saving scheme to enable parents, guardians and carers to save for their children's uniforms. Open to 85 low income families, those who had saved £100 at start of September, received a further £100 to boost their uniform buying power.

Act Early

Bradford and Tower Hamlets ActEarly Programme, a research collaboratory between the councils and research organisations, has during the first six-months of 2021-22:

- Secured: The Health Determinants Research Collaboration (HDRC) funding for both councils, and external funding to support research projects aligned to the Council's priorities
- Contributed to policy to help tackle non- communicable diseases, such as: the extension of our Glasses for Classes programme to a further four local authorities and co-design of the school curriculum as part of our Digital Makers Programme

Living well schools

The living well schools' platform continues to provide schools with support in using evidence based programmes and resources to improve whole school health and wellbeing. As schools recover from the impact of the pandemic, strengthened relationships continue with partners that have enhanced the work done together to improve the lives of school communities (please see case study at the end of the report)

Children and the Adversity, Trauma and Resilience (ATR) Strategy

Continuing to progress in year two of its delivery, it now incorporates a number of funded work streams including: a workforce development programme, a poverty proofing the school day pilot, and expansion of the innovative Ready to Relate programme.

Breaking the Cycle

More than 1390 young people have now benefited from the team's intensive, intelligence led support. A number of young people supported through the project have gone on to secure placements and employment. The team have a worker seconded into the District PRU and are working alongside the district Exploitation Hub as an integrated partner working as part of a team around the child.

Relationships Matter Project (funded through DWP as the reducing parental conflict programme)

Aimed at increasing awareness of the impact of parental conflict on children in communities and across the children and families' multi-agency workforce, the project provides support and training for practitioners to improve child outcomes and also ensures appropriate support for parents.



BETTER HEALTH, BETTER LIVES

Supporting physical activity, and providing information and advice aimed at supporting our residents to take control of their lives once more following the pandemic for a healthier future. Highlights include:

Launch of new weight management support for adults and children

Obesity or being overweight carries significant risks to individuals' health and mental health and can impair quality of life. After securing £1m of funding last year, Public Health have now launched innovative child and family, and adult weight management services that offer highly personalised and compassionate support to those families and adults struggling to maintain healthy weight. We are amongst the first English local authorities with such an offer for all residents.

New Physical Activity Strategy to launch

Our new co-produced district Physical Activity Strategy aims to: support people to use physical and recreational activity to promote their health and mental health, strengthen community ties, increase productivity in the workplace and reduce the amount of traffic and congestion. It also aims to maximise the use of green spaces and the public realm. The strategy and action plan is due to be signed off and launched in early 2023.

School aged health – physical and mental health offers

The newly developed school nursing offer for priority 1 schools consists of: health assessments; assemblies on Public Health topics; one to one work; and staff training on long term health conditions - all with a view to longer term roll out across the district. There are also a variety of offers for social and emotional mental health support. The Mental Health Support Teams are in around 40 schools, and the Educational Psychology Team can support and train schools in whole school approaches to mental health.

Every Baby Matters (EBM)

Work aimed at reducing infant mortality in our district continues to be supported by the EBM programme. Now an integral part of the wider Act as One “Better Births” programme, it is supporting a wide remit of work considering the evidence of what works in decreasing infant mortality. Specifically, over the last year this has included investment and innovation in: genetics support; perinatal and infant mental health support; smoking in pregnancy; safe sleep practices; supporting women with substance misuse and increasing the prevalence of breast feeding in the district. Working with partners in health, maternity, education and the VCS and wider across West Yorkshire has increased the reach of the programme.

Adult Services: Direct Payments and personal health budgets – choice, control, co-production and engagement

To ensure our approach is person centred, we have undertaken a review of the way we support people on the use of their Direct Payments (DP). We are also implementing a range of new initiatives to ensure our approach is structured around what people are telling us they need. This includes: improving our understanding of user experience and needs, improving training and guidance for social workers, streamlining and simplifying the process to recruit personal assistance and manage the DP process, and building awareness of how funding could be used. This has enabled us to undertake work to build the confidence of people using DPs and Personal Health Budgets, so that they can self-direct their care and increase the take-up of both.

Adult Services: Act as One Hospital Discharge

Continuing to perform at a very high level in the top quartile performance in the country in lengths of stay in hospital, estimated to weekly prevent 20-30 people being admitted to hospital and support, on average, 40 people a week out of hospital or short-term home support.

Adult Services: BEST Home support:

The Bradford Enablement Support Team (BEST) continues to take 60 to 93 referrals a week from hospitals and the community. Over 80 percent of people accessing short term support have reported satisfaction and positive outcomes.

Adult Services: Into Employment Programme

The preparation for adulthood team worked in partnership with the School of Rock and Media (SORM) encouraging local businesses to support young disabled adults to gain skills and experience in the world of work. The programme started in September 2022, with a full paid bursary and two-day of placements each week, term time only). SORM offers qualifications and support for the other three days and will support employers. Of the first cohort of eight, two have secured permanent jobs with the Council with another expected to secure Council paid employment, five have gone on to higher vocational Further Education courses in college including a film/TV production arts course and an engineering access degree course. For the second cohort, so far three placements have been offered in the VCS and four in the statutory sector.

Website updated to support Adult Social Care Recruitment

The Bradford Cares website, which provides an opportunity to hear from those already working in Adult Social Care across the department as well as advertising vacancies, has now been updated through a partnership approach with the Bradford Care Association and Act as One (Health and Care Partnership) to include both

opportunities and vacancies for the Council and the independent sector. The site is augmented through a series of on the ground careers fairs in educational and community settings – with support offered in completing application forms.

Social Care Training. Bradford will pioneer work to improve training and standards among social workers as part of a project run by the University of Bradford and Bradford Council's Adult Social Care Services. The project will develop a pipeline of future talent for the District through upskilling dozens of frontline social workers and giving students valuable first-hand experience of social work. It will be run as part of the [Bradford Social Work Teaching Partnership](#) and if successful it could act as a template for use in other parts of the country.



SUSTAINABLE DISTRICT

Our investment in initiatives launched to improve air quality, improve our environment, and reduce waste are paying off. Highlights include:

First electric waste collection vehicle joins Council's 27 electric fleet vehicles

Bradford Council's Waste Collection Service had its first eCollect electric refuse vehicle delivered in September 2022. This is a significant step forward in the council's plan to replace all of its HGVs with electric, gas or hydrogen variants. This initiative is a key part of Bradford Council's ambition to improve health and air quality in the District. It also complements Bradford's commitment to net zero carbon emissions by 2038.

In addition, so far in 2022, nine additional charge points (15 sockets) have been installed at council depots and offices to support the conversion of our fleet to EV. In total there are currently 16 charge points a 27 sockets available to support the council fleet, and more are planned.

Electric vehicle charging network expanded

In addition to the 82 public charging points and spaces for 159 vehicles, the council has received £330.85k from the Government On-Street Residential Charge Point Scheme to expand its network further. The grant covers 75 percent of the funding the other 25 percent being funded via Community Infrastructure Levy. The project will enable 38 neighbourhood charge points to be installed across 14 council car park locations allowing up to 75 vehicles to be plugged in. These new charge points will be in residential areas where there is limited off-street parking, such as areas with terraced houses, cottages and flats, where there are no driveways to install private charge points. The locations are on council-owned land used for parking – either car parks or laybys – which are accessible 24 hours per day. The neighbourhood charge points have recently been installed but are yet to be commissioned. The aim is for them to be operational before the end of this year however, this is reliant on Npower and Northern Power Grid.

Reducing greenhouse gas emissions

Committed to reducing our overall emissions, the Council is participating in the UK Carbon Reduction Commitment Scheme (CRC). The yearly target is a 10 percent reduction on a 2019/20 baseline for corporate carbon emissions. This year the emissions have gone up by 2.61 percent due to services coming out of lockdown restrictions. Figures are listed under 3 scopes:

Scope 1 includes emissions released directly through fossil fuel combustion such as motor vehicles or boilers

Scope 2 includes Indirect emissions released by generating electricity

Scope 3 includes emissions outside our control but associated with our activities

New data now includes: Greenhouse Gas (GHG) emissions from the Council's water consumption and GHG linked to Hotel rooms used by the Council. The Energy Team will be working on new GHG emission reports to cover 2022-23.

Between 2014-15 and 2021-22, total emissions have nearly halved from 42k tonnes of CO₂e to 22k tonnes. Representing a steady year on year steady downward trend, with a slight increase in 2021-22 due to coming out of lockdown, the overall trend is a reduction in emissions since 2019-20 of just under 14 percent.

Bradford Clean Air Zone

Live from September, with a daily charge to drive into the zone for the worst polluting commercial vehicles not meeting the required emission standards, it aims to improve air quality and thus improve health across the district. It is estimated that poor air quality is associated with 33 percent of childhood asthma cases in Bradford, and research shows that disadvantaged communities in Bradford bear the greatest health burden from pollution, whilst being the least likely to own a vehicle.

The biggest improvements in air quality from the clean air zone will be at Bradford schools, in the health of children, their families and school staff.

The support of local businesses who have already upgraded their vehicles, with the support of the Council and over £30m of Government funding, means that the chargeable non-compliant vehicles are predicted to be 4 percent of all traffic. The CAZ is expected to reduce nitrogen dioxide (NO₂) by 35 percent and CO₂ by 147k tonnes.

Reducing the energy used for street lighting

The Council is delivering a programme to transition the 60,000 street lights in the District to LED by 2024, providing energy and cost savings. The project commenced construction in April 2021 with completion likely to be late 2024. To date the Council has transitioned 19,756 street lights to energy efficient LED units controlled by a Central Management System providing complete control of the lighting via a web portal. We are working towards providing savings data on a monthly basis by the end of this municipal year.

Greengates Junction development

The Greengates Junction upgrade works, costing £13.7m, have improved traffic flows, air quality, road safety and reduced congestion and journey times at a key point in

Bradford's roads network. Since opening in May 2022, traffic has been flowing well with a few issues caused by the nearby Apperley Bridge Flood Alleviation works. Whilst the major works were completed in June 2022, some additional minor works are planned to take place in 2023.

Works included widening entry roads, upgrading signals and adding a P-loop to allow both a left and right turn from Harrogate Road onto New Line. New cycle lanes, pedestrian islands, and more controlled crossings ensure that cyclists and pedestrians also benefit. Additional landscaping and bench seating will be installed and the Council will optimise the traffic lights by monitoring and evaluating traffic flows.

Bradford District Good Food Strategy

The Bradford Sustainable Food Partnership was established in September to oversee implementation of this soon to be approved co-produced strategy. Under the strategy work is being developed: on the Healthy Sustainable Markets Charter, with fast-food outlets, and an urban farming concept is being explored. School food is also being explored with FixOurFood, a Yorkshire research programme, with the aim of identifying change so that schools can become role models for sustainable food systems.

A Tree for Every child

Over 70 schools have now been involved in this pioneering council project which is bringing extra green cover, fruit growing and practical action on climate change to thousands of our school children.



AN ENABLING COUNCIL

Working to achieve positive social integration, where services and sectors are developed to produce district wide collaboration and improvement. Highlights include:

New District Anti-Poverty Strategy

Co-produced with partners, the new strategy was approved by Council Executive in November 2022. Moving away from the JRF plan to tackle poverty, the new strategy focusses on four pillars: protecting people, preventing poverty, providing pathways out of poverty, and ensuring community engagement by those in poverty. It also adopts a socio-economic duty in tackling inequalities. The Partnership overseeing implementation, the Anti-Poverty Co-ordination Group, has also led on developing the Help with the Cost of Living website and app.

Health Determinant Research Collaboration (HDRC)

Bradford has secured £4.7m of funding from the National Institute for Health and Care Research (NIHR) over the next five years to set up a Health Determinants Research Collaboration (HDRC). The Collaboration will bring together expertise from health partners across the district and region, including Bradford Council, Bradford Institute for Health Research, The Universities of Bradford and York to conduct in-depth research into the causes and consequences of health inequality. In addition, the approach will assess the impact of the work done to address inequality. The findings from this research will help shape local, national and regional policy in order to tackle the issue.

The NIHR funding will be used to employ a number of dedicated researchers, policy makers and support staff for the next five years, as well as establishing an online presence and annual conference so that their findings and best practice can be shared nationally. The focus of Bradford District HDRC currently is to: recruit core staff, provide training across to staff in participating organisations, develop a community of researchers to support HDRC, develop governance for the initiative and a communication plan.

Refresh of the Equality Plan

Bradford Council's new Equality, Diversity and Inclusion Plan was approved by Council Executive in November 2022. Built on recommendations from the LGA Equality Peer Review in November 2021, and extensive consultation during the summer with staff and a wide range of stakeholders, the plan focusses on addressing discrimination and inequality: in the Council's workplace, in its delivery of services, in the local economy and across its communities. Staff training and development sessions are underway across the Council to ensure the Workforce Development Strategy delivers on equal opportunities and equalities as an intrinsic attribute to Bradford Council's work. The Council has also become a key partner in the District's newly established Reducing Inequalities Alliance.

Elections

Of the District's 371.8k electors registered to vote, over 128k turned out at the May 2022 local elections to vote, representing an overall turnout of 34 percent.

Postal votes represented nearly half of the overall total turnout, accounting for 47 (60.5K) percent of the votes cast. Twenty-four percent (90.7k) of the electorate are registered as postal voters

The Elections Act 2022 will see a number of changes to the conduct of elections in future such as the requirement for voters to provide photo ID in polling stations during the May 2023 Local Elections

4. SUMMARY OF PERFORMANCE AGAINST COUNCIL PLAN OUTCOMES

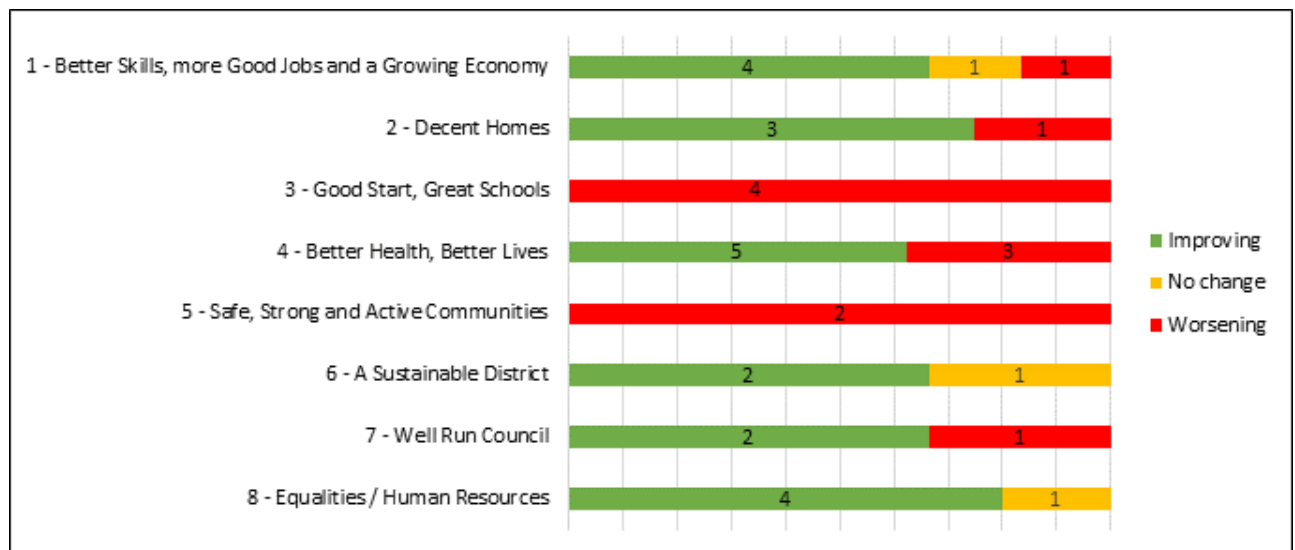
The Key Performance Indicators (KPI) in this report are a set that was agreed at Executive, December 2020, for the municipal year 2021/22.

Figure 1 shows, by Outcome, all of the KPIs, and highlights where new data has been published in the first six months of the 2022-23 municipal year, in the Council Plan. The numbers in the chart relate to the number of KPIs that fall in to each status. Not all

KPIs have had new data published in the first six months of the 2022- 23 municipal year, more detail is available on those that have in Appendix A.

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



A detailed narrative of the KPIs can be found in Appendix A.

5. OTHER CONSIDERATIONS

None

6. FINANCIAL & RESOURCE APPRAISAL

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

7. RISK MANAGEMENT AND GOVERNANCE ISSUES

This report is for information only.

8. LEGAL APPRAISAL

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

9. OTHER IMPLICATIONS

9.1. SUSTAINABILITY IMPLICATIONS

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

9.2. GREENHOUSE GAS EMISSIONS IMPACTS

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

9.3. COMMUNITY SAFETY IMPLICATIONS

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

9.4. HUMAN RIGHTS ACT

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

9.5. TRADE UNION

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

9.6. WARD IMPLICATIONS

This report is for information only. There are no implications arising out of it for specific wards. However, service managers may need to consider performance of their services at a ward level, and address any issues identified.

9.7. AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

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

9.8. IMPLICATIONS FOR CORPORATE PARENTING

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

9.9. ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

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

10. NOT FOR PUBLICATION DOCUMENTS

None

11. RECOMMENDATIONS

- 11.1. That the performance against the key performance indicators in the 2021/25 Council Plan be noted.
- 11.2. That members comment on the Council's performance over the last six-months

12. APPENDICES

Appendix A – Detailed Performance Information and Reporting

Appendix B – Underpinning Principles Case studies

13. BACKGROUND DOCUMENTS

Council Plan

[Full Year Performance report 2020-2021 to Council Executive 6 July 2021](#)

[Mid Year Performance report 2021-22 to Council Executive 7 Dec 2021](#)

[Full Year Performance Report 2021-22 to Council Executive 5 July 2022](#)

APPENDIX A: DETAILED PERFORMANCE INFORMATION AND REPORTING

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

This is followed by a series of tables showing measures against themes/priorities, recent performance trends, targets and timescales. There is also an explanation of the current performance and what needs to happen to improve performance. These tables are provided for KPIs where new data has been received against the KPIs since the performance report was last presented (the last report was the End of Year Report 2021/22)

Figure 2: Performance indicators, their current direction of travel against their target and performance against target

Latest Value Key:

Green = Performance on track or over performing against the target
 Amber = Performance below target by <5% of the target
 Red = Performance below target by 5% or >5% of the target

KPI	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
Skills, Jobs and Economy								
Healthy life expectancy at birth (Male)	High	60.9 Yrs	2018/20	60.8 Yrs	2017/19	Improving	National	63.1 Yrs
Healthy life expectancy at birth (Female)	High	63.4 Yrs	2018/20	61.1 Yrs	2017/19	Improving	National	63.9 Yrs

KPI	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
% of people aged 16-64 in the district qualified to NVQ level 3 or above	High	54.7%	2021	51.3%	2020	Improving	National	47.04%
% of total third party spend with suppliers operating from within the district - Rolling Values	High	35.96%	Q2 2022/23	36.46%	Q1 2022/23	Worsening	Increase the amount of Council spending on resources locally to 50% of total by 2024.	
% of people aged in work aged 16-64	High	71.8%	2022	71.8%	2021	No change	National	75.7%
Median earnings of employees in the area	High	£545.10	2020/21	£536.60	2019/20	Improving	National	£613.30

KPI	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
Decent Homes								
Additional homes delivered per year	High	Provisional 1,325	2021/22	522	2020/21	Improving	An additional 1,703 homes delivered per year	
Successful homeless preventions	High	81%	Q3 2021/22	75.1%	2020/21	Improving	Regional National	68.62% 59.86%
Number of private sector homes improved through council interventions	High	368	Q2 2022/23	366	Q1 2022/23	Improving	1,000 per year	
Number of new affordable housing units	High	Provisional 110	2020/21	308	2019/20	Worsening	Achieve at least 411 affordable housing units per year.	

KPI	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
Good Start, Great Schools								
% pupils achieving 9-4 pass in English and maths	High	59.7% Provisional	2022	63.4%	2021	Worsening	National	68.8%
Persistent absence rates	Low	26.4% Provisional	2022	18.5%	2021	Worsening	National	22.3%
Key Stage 2 Reading, Writing and Maths at expected standard	High	55% Provisional	2020	63%	2019	Worsening	National	59%
% of Year 1 pupils achieving the Phonics Standard	High	72% Provisional	2021	81%	2019	Worsening	National	75%

KPI	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
Better Health, Better Lives								
Year 6: Prevalence of overweight including obesity	Low	41.2%	2020	38.35%	2019	Worsening	DfE Statistical Neighbours	39.26%
% of adults who are physically active	High	60.9%	2020/21	61.9%	2019/20	Worsening	Regional	65.9%
% of referrals to Children's Social Care within 12 months of a previous referral starting	Low	28.5% Provisional	2022	22.1%	2021	Worsening	DfE Statistical Neighbours	22.17%
% of children looked after with 3 or more placements during the previous year	Low	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)	Low	Provisional 13	2022	13.2	2021	Improving	National	13.7
							Regional	14.1
							DfE Statistical Neighbours	13.63

KPI	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
Better Health, Better Lives								
Proportion of adults with LD who live in their own home or with their family	High	88.1%	2021/22	89.7%	2020/21	Worsening	Service Annual Target	90%
Proportion of adults with LD in paid employment	High	3.7%	2021/22	3.8%	2020/21	Worsening	Service Annual Target	4.5%
Number of older people in new care home placements per 100,000 over 65s	Low	512.1	2021/22	557	2020/21	Improving	Maintain performance for the number of older people in new care home placements per 100,000 over 65s	555

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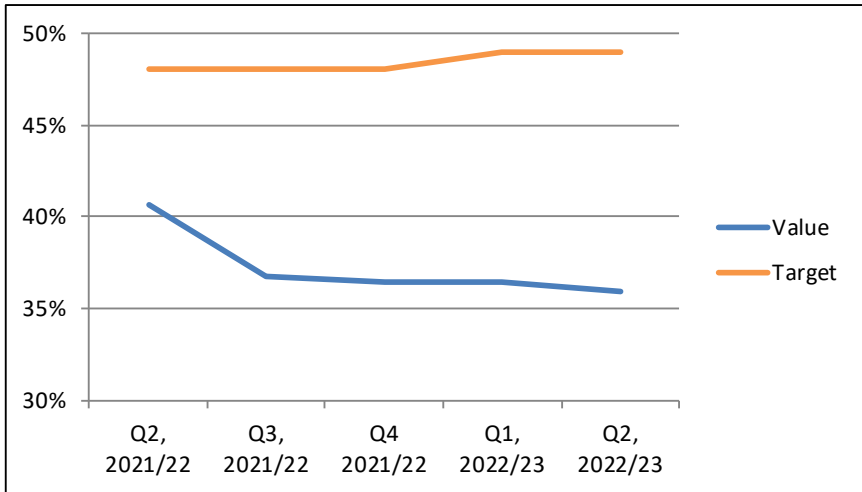
KPI	What does good performance equal	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	
Sustainable District								
Air Quality legal limits	YES	NO	2021/22	NO	2020/21	No change	The Bradford Clean Air Plan will achieve compliance with UK limits by 2022 and maintain this performance in future years	
Percentage of household waste sent for recycling and composting	High	40.56%	Q1 2022/23	35.3%	2021/22	Improving	Service target	40%
Greenhouse gas emissions from Council operations	Low	21,573 Tonnes	2020/21	37,662 Tonnes	2019/20	Improving	Reduction in CO2 from Council buildings below the 2019 level	

KPI	What does good performance equal	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
Well Run Council								
Percentage of Council Tax collected	High	50.66%	Sept 2022	42.44%	Aug 2022	Improving	Statistical Neighbours	Service Annual Target 94.2%
Percentage of Non-Domestic Rates Collected	High	60.56%	Sept 2022	50.7%	Aug 2022	Improving	Statistical Neighbours	Service Annual Target 90%
Ensure spending is within budget and year on year savings agreed by council are delivered (Awaiting data from Corporate Services)	High	£3.3 million	2021/22	£13 Million	2020/21	Worsening	Ensure year on year savings agreed by Council are delivered.	

KPI	What does good performance equal	Latest Value	Period	Previous Value	Period	Performance Trend	Target
Equalities / Human Resources							
Percentage of top 5% employees who are female	High	54.6%	June 2022	53.8%	Dec 2021	Improving	65%
Percentage of employees from LGBTQ+ backgrounds	High	0.6%	2021	0.6%	2020	No change	2%
Percentage of employees from BAME backgrounds	High	30%	Q2 2022	29.9%	Q1 2022	Improving	33%
Percentage of top 5% employees by income who are from BAME backgrounds	High	20%	June 2022	19.9%	Dec 2021	Improving	28%
Percentage of Employees with a Disability (not including schools)	High	4.36%	Q2 2022	4.25%	Q1 2022	Improving	5.4%

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.

01 - Skills, Jobs and Economy Performance Templates

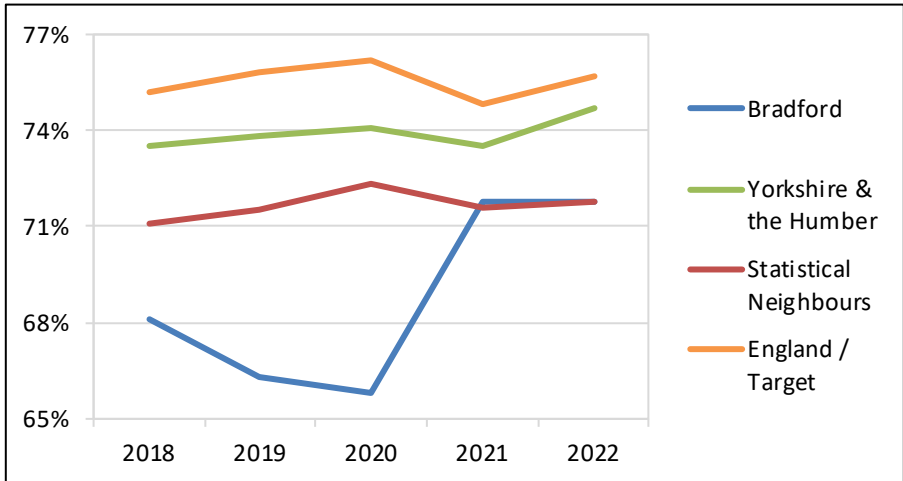
Council Plan Priority:	Skills, Jobs and Economy																				
Performance Measure:	Percentage of total third part spend with suppliers operating from within the district (Rolling Values)																				
Recent Trends:	<div><table><caption>Recent Trends Data</caption><thead><tr><th>Quarter</th><th>Value (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q2, 2021/22</td><td>40.5</td><td>48.5</td></tr><tr><td>Q3, 2021/22</td><td>36.5</td><td>48.5</td></tr><tr><td>Q4, 2021/22</td><td>36.2</td><td>48.5</td></tr><tr><td>Q1, 2022/23</td><td>36.2</td><td>48.5</td></tr><tr><td>Q2, 2022/23</td><td>35.96</td><td>48.5</td></tr></tbody></table></div>			Quarter	Value (%)	Target (%)	Q2, 2021/22	40.5	48.5	Q3, 2021/22	36.5	48.5	Q4, 2021/22	36.2	48.5	Q1, 2022/23	36.2	48.5	Q2, 2022/23	35.96	48.5
Quarter	Value (%)	Target (%)																			
Q2, 2021/22	40.5	48.5																			
Q3, 2021/22	36.5	48.5																			
Q4, 2021/22	36.2	48.5																			
Q1, 2022/23	36.2	48.5																			
Q2, 2022/23	35.96	48.5																			
Actual and timescale:	35.96% Q2, 2022/23	Target and timescale:	49% Q2, 2022/23																		
Why is performance at the current level?																					
<p>The rolling value in Q1, was 36.46%, for Q2 this figure was 35.96%.</p> <p>The Council's third party spend increased from £166m in Q4 of 21/22 to £171m in Q1 and £183m in Q2 of 22/23. The third party spend has increased by 7.09% from Q1 to Q2 due to the increase in businesses within the Leeds City Region and SME's. Businesses awarded contracts within the Leeds City Region increased by 5.4% and SME's by 9.3% from Q1 to Q2 which increased the total spend.</p> <p>The level of spend locally is impacted by a number of factors such as the type of spend and not the availability of local suppliers and their success in bidding for contracts. For example</p> <ul style="list-style-type: none">Recent and current large construction schemes (+£10m) won by out of area contractors, Silsden (Galliford Try), Darley St (Kier), Heaton Crematorium (Robertson Group), TCF programme (Balfour Beatty). Bradford does not have a national level contractor in its boundary and the Council programme includes some large multi-million pound schemes.Rising energy costs are disproportionate to previous years, again Bradford doesn't have an in-district energy supplier																					

How can we improve / maintain performance?

In the short term, continue utilising the Go For Growth project and begin holding 'Meet the Buyer' events.

In the medium term a refresh of the Social Value and Inclusive Growth policy is currently in action with several pilot procurements testing a social value model which we are working collaboratively with Leeds and Barnsley councils. The ambition is that the council has a social value model which sets what the priorities are and which informs companies of these requirements, feeding them back into the tender process. Setting priorities centrally, and then be more strategic and intentional about procuring from suppliers.

A longer term aim of the Procurement Service is to use progressive procurement to redirect spending back into the local economy. The Procurement Service is seeking to work in partnership with the Department of Place to understand how Procurement can play a greater part in creating the conditions for growth to take place; for that growth to be inclusive; and for people to develop the capabilities to be able to contribute to, and benefit, from the growth of the local economy.

Council Plan Priority:	Skills, Jobs and Economy																																
Performance Measure:	Percentage of people in work (aged 16-64)																																
Recent Trends:	<div><table><caption>Employment Trends Data (2018-2022)</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>2018</td><td>68%</td><td>73.5%</td><td>71%</td><td>75%</td></tr><tr><td>2019</td><td>66.5%</td><td>74%</td><td>71.5%</td><td>75.5%</td></tr><tr><td>2020</td><td>66%</td><td>74.5%</td><td>72%</td><td>76%</td></tr><tr><td>2021</td><td>71.8%</td><td>74%</td><td>71.8%</td><td>75%</td></tr><tr><td>2022</td><td>71.8%</td><td>74.7%</td><td>71.8%</td><td>75.7%</td></tr></tbody></table></div>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England / Target	2018	68%	73.5%	71%	75%	2019	66.5%	74%	71.5%	75.5%	2020	66%	74.5%	72%	76%	2021	71.8%	74%	71.8%	75%	2022	71.8%	74.7%	71.8%	75.7%
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England / Target																													
2018	68%	73.5%	71%	75%																													
2019	66.5%	74%	71.5%	75.5%																													
2020	66%	74.5%	72%	76%																													
2021	71.8%	74%	71.8%	75%																													
2022	71.8%	74.7%	71.8%	75.7%																													
Actual and timescale:	71.8% 2022	Target and timescale:	75.7% 2022																														
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 June 2022 fell by 2,400 to 234,100. This represents a fall of 1.0% which contrasted to regional increase of 1.6% and a UK increase of 1.5% over the same period.</p> <p>Bradford’s employment rate of 71.8% is still lower than the regional figure of 74.7% and the UK rate of 75.7%. Bradford’s position within the Yorkshire and Humber region remains relatively weak and it has the fourth lowest employment rate after Doncaster, Hull and Barnsley. In 2012 Bradford had the second lowest employment rate in the region after Hull so our current position is an improvement.</p> <p>The longer term picture is more encouraging. Over the last 10 years the number of work age people in employment has increased by 24,000, an increase of 11.4% which was higher than the regional increase of 10.1% and the England increase of 10.7%. Bradford’s employment rates improved from 63.4% in 2012 to 71.8% in 2021. This represents an increase of 8.4 percentage points which was significantly higher than the England increase of 5.5 percentage points.</p> <p>Looking at the change in employment over the ten years to December 2020, there was an increase in employment of 13,600 for women alongside an increase of 10,300 for men. Employment increased for all age groups for both women and men. The employment rate for women increased from 58.0% in 2012 to 66.5% in 2022. The male employment rate rose from 68.5% in 2012 to 77.3% in 2022.</p> <p>Looking at Bradford’s gap to the national rate, despite fluctuations in the rate year to year, the overall trend is still a very positive one and the current long term trend suggests the gap is likely to close further over the coming years.</p>																																	

A key council supported intervention is the SkillsHouse Partnership which since September 2020 has provided careers support to 8,200 people and supported 3,280 residents in or into work. This included one of the largest Kickstart programmes in the country with 813 participants either through our own employer gateway or with the Council as an employer.

How can we improve / maintain performance?

Creating more and better jobs and addressing our longstanding skills deficits remain key to improving Bradford's employment rates. Those with low level or no qualifications will increasingly be disadvantaged in the labour market as the majority of new jobs being created will require higher level skills.

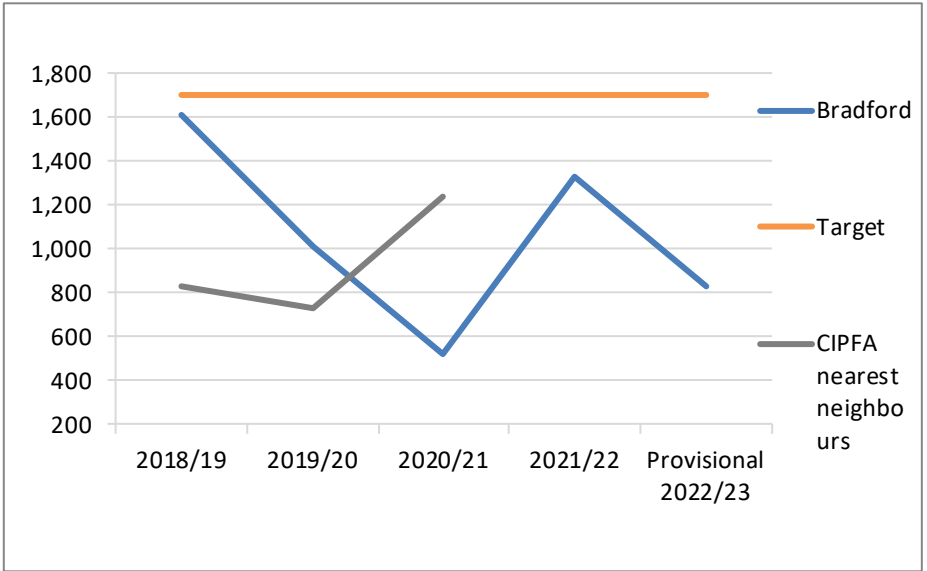
Encouragingly, the district has seen a big improvement in workforce skills with an increase of 41,900 working age people qualified to NVQ Level 3 since the 2017 economic strategy baseline set against the target of a 48,000 increase by 2030.

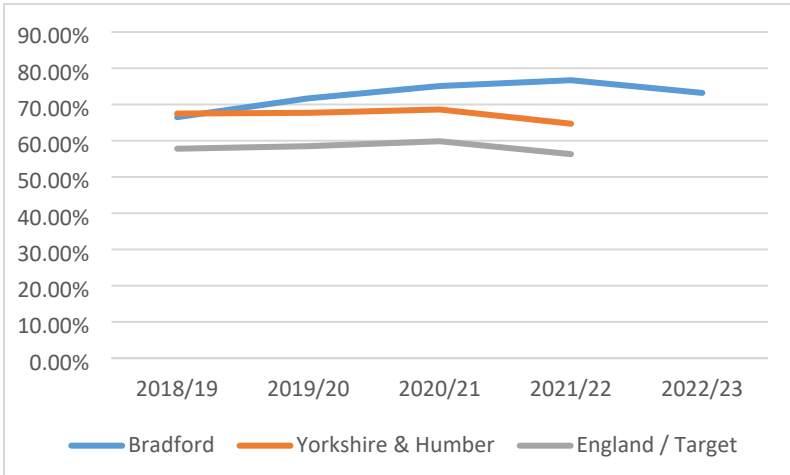
Digital skills will become increasingly important as is estimated that up to 80% of new jobs that will be created in the next ten years will require some level of digital skills. There will also be increasing levels of businesses and employment in the Clean Growth sectors as we transition to net zero 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 June 2022 was 60.3% compared to the overall rate of 71.8%.

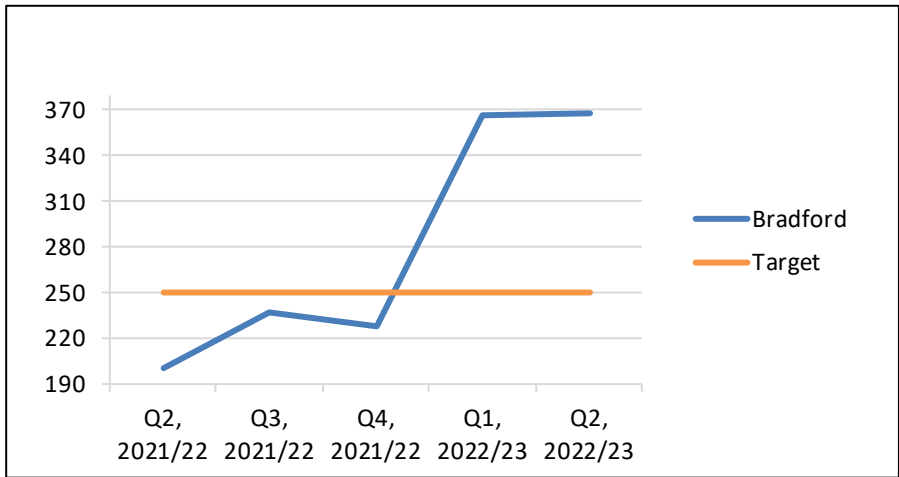
Whilst the ethnic minority employment rate is still much lower than the overall rate, it should be noted that ethnic minority employment rose by 16,600 over the ten years to 2022 which was an increase of 40.5% which was more than three times the 11.4% increase for all working age people.

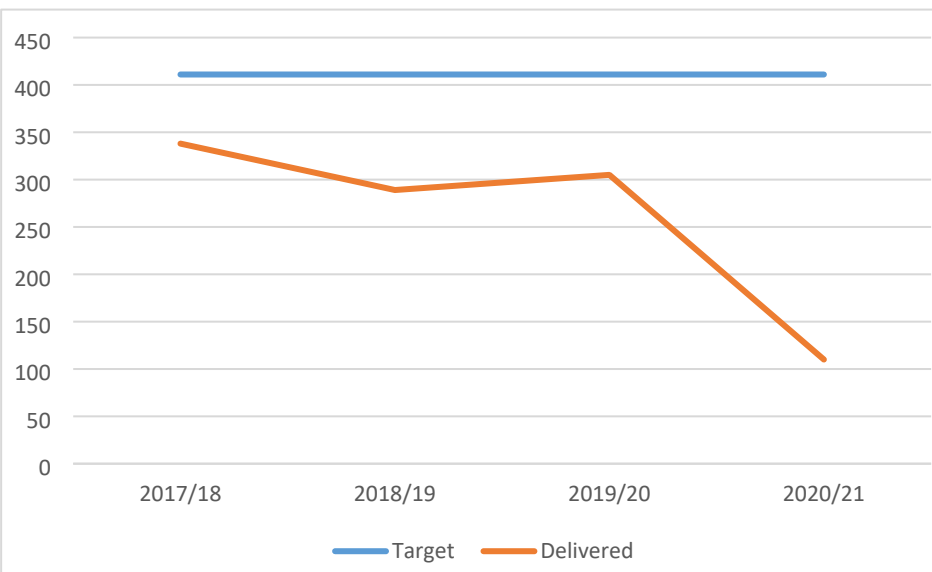
02 - Decent Homes Performance Templates

Council Plan Priority:	Decent Homes																										
Performance Measure:	Net number of additional homes provided																										
Recent Trends:	 <table border="1"> <caption>Net number of additional homes provided</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>CIPFA nearest neighbours</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>~1,600</td> <td>~850</td> <td>1,704</td> </tr> <tr> <td>2019/20</td> <td>~1,000</td> <td>~750</td> <td>1,704</td> </tr> <tr> <td>2020/21</td> <td>~500</td> <td>~1,250</td> <td>1,704</td> </tr> <tr> <td>2021/22</td> <td>~1,300</td> <td>-</td> <td>1,704</td> </tr> <tr> <td>Provisional 2022/23</td> <td>826</td> <td>-</td> <td>1,704</td> </tr> </tbody> </table>			Year	Bradford	CIPFA nearest neighbours	Target	2018/19	~1,600	~850	1,704	2019/20	~1,000	~750	1,704	2020/21	~500	~1,250	1,704	2021/22	~1,300	-	1,704	Provisional 2022/23	826	-	1,704
Year	Bradford	CIPFA nearest neighbours	Target																								
2018/19	~1,600	~850	1,704																								
2019/20	~1,000	~750	1,704																								
2020/21	~500	~1,250	1,704																								
2021/22	~1,300	-	1,704																								
Provisional 2022/23	826	-	1,704																								
Actual and timescale:	826, 2022/23 Provisional	Target and timescale:	1,704 2022/23																								
Why is performance at the current level?																											
<p>The current stat of 826 is very heartening especially in this cost of living crisis. Incommunities is also going through a period of renovation so last year's figures were highly affected by significant demolitions. Bradford does suffer somewhat in that house prices are lower than some of its immediate neighbours so profit yields for developers are also likely lower but at the moment, this seems to have been allayed to allow us to potentially achieve our target although it is not known if further large scale demolition work is planned in the 2nd half of the year. The gaps in the Cipfa data are due to the time lag from submission to DHLUC publishing data with 21/22 not released yet.</p>																											
How can we improve / maintain performance?																											
<p>In negotiation with Homes England and the newly installed West Yorkshire mayor, we're hoping to take a more strategic regional view and it is hoped that Homes England changes their funding methodology to be able to support less commercially viable projects which would be really helpful for Bradford. The 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.</p>																											

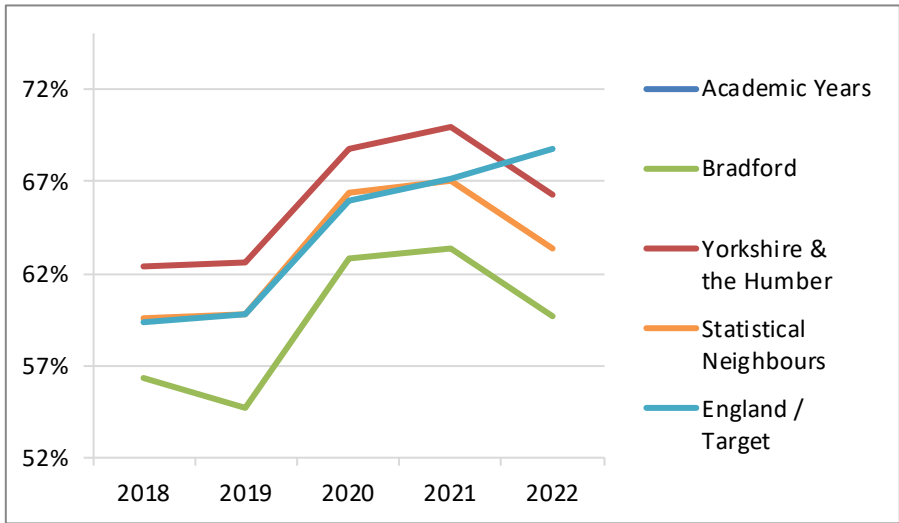
Council Plan Priority:	Decent Homes																										
Performance Measure:	Percentage of Successful Homeless Preventions																										
Recent Trends:	 <table border="1"> <caption>Percentage of Successful Homeless Preventions Data</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire & Humber</th> <th>England / Target</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>68.00%</td> <td>68.00%</td> <td>58.00%</td> </tr> <tr> <td>2019/20</td> <td>72.00%</td> <td>68.00%</td> <td>60.00%</td> </tr> <tr> <td>2020/21</td> <td>75.00%</td> <td>70.00%</td> <td>62.00%</td> </tr> <tr> <td>2021/22</td> <td>78.00%</td> <td>65.00%</td> <td>58.00%</td> </tr> <tr> <td>2022/23</td> <td>75.00%</td> <td>-</td> <td>-</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	England / Target	2018/19	68.00%	68.00%	58.00%	2019/20	72.00%	68.00%	60.00%	2020/21	75.00%	70.00%	62.00%	2021/22	78.00%	65.00%	58.00%	2022/23	75.00%	-	-
Year	Bradford	Yorkshire & Humber	England / Target																								
2018/19	68.00%	68.00%	58.00%																								
2019/20	72.00%	68.00%	60.00%																								
2020/21	75.00%	70.00%	62.00%																								
2021/22	78.00%	65.00%	58.00%																								
2022/23	75.00%	-	-																								
Actual and timescale:	73.2% Qtr2 2022.23	Target and timescale:	Above Reg & Nat 2021/22																								
Why is performance at the current level?																											
<p>We continue to perform excellently compared to regional and national statistics and have perhaps exceeded all expectations operating through the Covid period. The Housing Options Team have coped well with WFH but our main success comes from the tailored and bespoke services offered to clients through committed, professional customer care and assessment. We are facing significant pressures with finding suitable accommodation for clients and expect that this will only become more problematic in future years. We are highly sensitive to the cost of living crisis and have seen an upsurge in our need for Temporary Accommodation. The figure for Qtr2 is an internal figure and has not been audited by DHLUC.</p> <p>During the last 12 months, the team have introduced new initiatives in response to the pandemic as well as other pressures within the district, including:</p> <ul style="list-style-type: none"> A prison pathway to reduce the number of offenders being released to no fixed abode. A pathway for households served eviction notices to receive quicker interventions in order to prevent evictions. A pathway for refugees granted a positive decision and required to leave Home Office funded accommodation. 																											
How can we improve / maintain performance?																											
<p>The challenge will be to maintain this high level of success especially with inflation and the cost of living becoming ever more problematic. Also, there is a fear that the Private Rented Sector may diminish as landlords may decide to sell off properties if their mortgage rates can't be offset by rent. There will continue to be problems associated with social housing and the reduction in sourcing suitable accommodation as in 2020/21 there were 1,906 tenancies started with 1,700 in social housing whereas for the first 6 months of 2022/23, we're currently on course for 1,000 with 900 in social housing. There is also a</p>																											

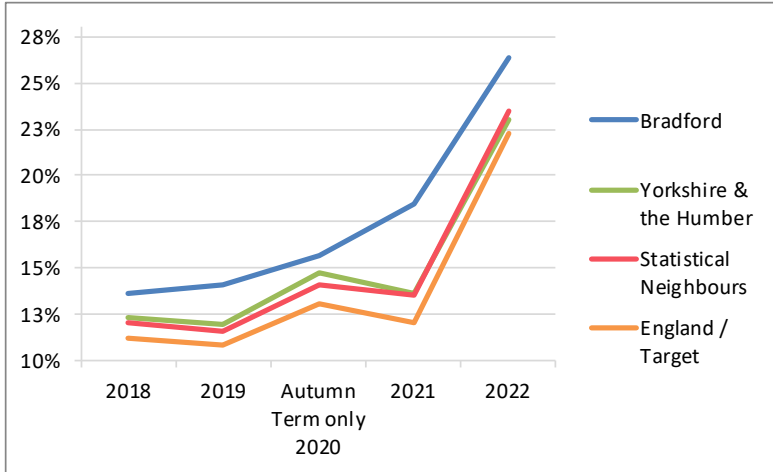
concern about fuel poverty and whether government intervention to alleviate and assist will not be effective and have an impact on approaches to Housing Options. These are very hard times and our housing options are very limited at time when demands stay the same but complexity is increasing.

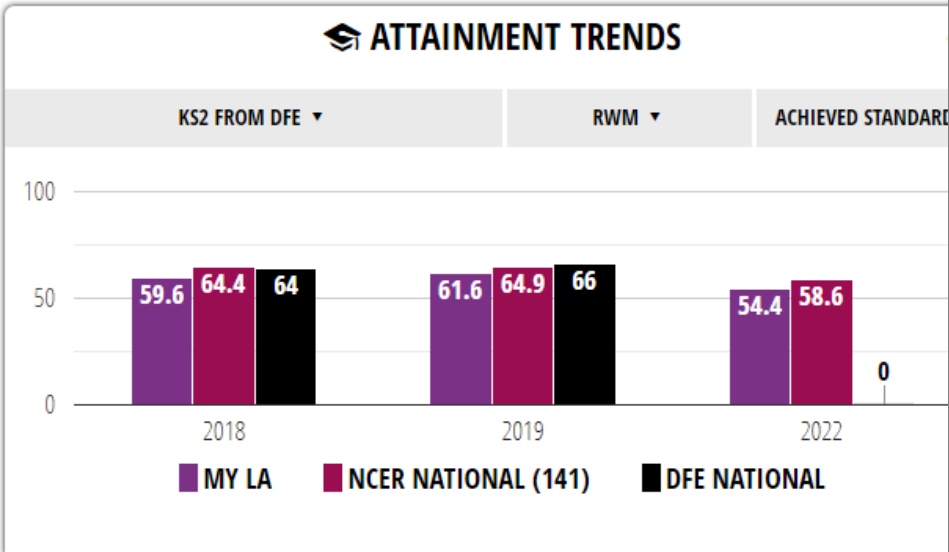
Council Plan Priority:	Decent Homes																				
Performance Measure:	Number of private sector homes improved																				
Recent Trends:	<div><table><caption>Data for Recent Trends Graph</caption><thead><tr><th>Quarter</th><th>Bradford</th><th>Target</th></tr></thead><tbody><tr><td>Q2, 2021/22</td><td>200</td><td>250</td></tr><tr><td>Q3, 2021/22</td><td>240</td><td>250</td></tr><tr><td>Q4, 2021/22</td><td>230</td><td>250</td></tr><tr><td>Q1, 2022/23</td><td>368</td><td>250</td></tr><tr><td>Q2, 2022/23</td><td>368</td><td>250</td></tr></tbody></table></div>			Quarter	Bradford	Target	Q2, 2021/22	200	250	Q3, 2021/22	240	250	Q4, 2021/22	230	250	Q1, 2022/23	368	250	Q2, 2022/23	368	250
Quarter	Bradford	Target																			
Q2, 2021/22	200	250																			
Q3, 2021/22	240	250																			
Q4, 2021/22	230	250																			
Q1, 2022/23	368	250																			
Q2, 2022/23	368	250																			
Actual and timescale:	368 Q2, 2022/23	Target and timescale:	250 Q2, 2022/23																		
Why is performance at the current level?																					
<p>We have changed the way that this indicator is calculated from 1st April 2022. The new calculation has added some new activities that contribute to improved housing conditions which have not previously been captured – for instance steps to improve the energy efficiency of properties and ensuring that electrical installations are safe. This has resulted in a significant increase between the last quarter of 2021/22 and the first two quarters this year. It is highly likely that we will exceed the target that has been previously applied for this indicator, but propose that the target should only be revised from next year once there is a complete year of data for the revised calculation.</p> <p>If this indicator continued to be calculated on the same basis as before, it would probably show a continued increase in the number of properties improved – for instance the results for the first two quarters this year would be around 15% higher than the same quarters last year. This increase reflects a continued upwards trend in service requests and the ongoing recovery from the impacts of Covid, which has had significant and lasting impacts on some of our activities, such as the delivery of adaptations and home improvements.</p>																					
How can we improve / maintain performance?																					
<p>Maintained performance on this indicator is primarily dependent on having sufficient resources (especially staffing) to respond to increasing levels of service demand. This is challenging, though, because in common with many other councils we are experiencing some difficulty in filling critical vacancies.</p> <p>Another challenge for us in maintaining performance, is that councils are being given more enforcement powers in relation to housing standards. While this should help to improve standards and safety in the private rented sector, this means that resources need to be diverted from existing activities in order to respond to these new areas of work. The change in the way that this indicator is calculated has mainly been to capture some of the recent additional enforcement responsibilities.</p>																					

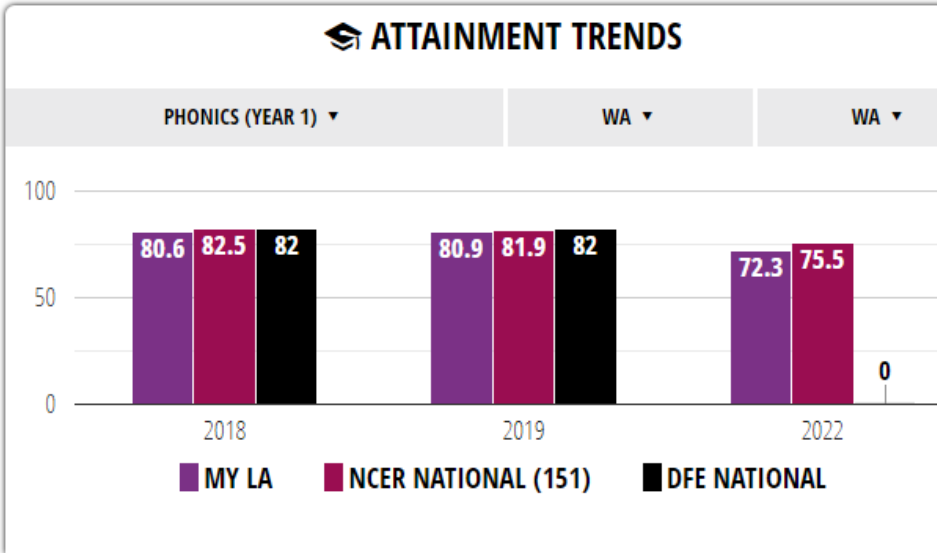
Council Plan Priority:	Decent Homes													
Performance Measure:	Number of new affordable housing units													
Recent Trends:														
	<table><tr><td>2017/18</td><td>2018/19</td><td>2019/20</td><td>2020/21</td></tr><tr><td>411</td><td>411</td><td>411</td><td>411</td></tr><tr><td>340</td><td>295</td><td>310</td><td>110</td></tr></table>			2017/18	2018/19	2019/20	2020/21	411	411	411	411	340	295	310
2017/18	2018/19	2019/20	2020/21											
411	411	411	411											
340	295	310	110											
Actual and timescale:	110 2020/21	Target and timescale:	411 2020/21											
Why is performance at the current level?														
<p>This is obviously a disappointing figure but our main Registered Provider, Incommunities, has been going through a process of radical change and are demolishing a lot of their antiquated stock with plans to build more modern, lower rise and eco-friendly homes. Bradford Council itself is not responsible for collating or auditing the figures so these are taken from DHLUC published stats hence the time-lag. This falls somewhat short of the figure in the adopted core strategy (587) and the figure based on the review of the core strategy (411). 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 improve / maintain performance?														
<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.</p> <p>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>														

03 – Good Start, Great Schools Performance Template

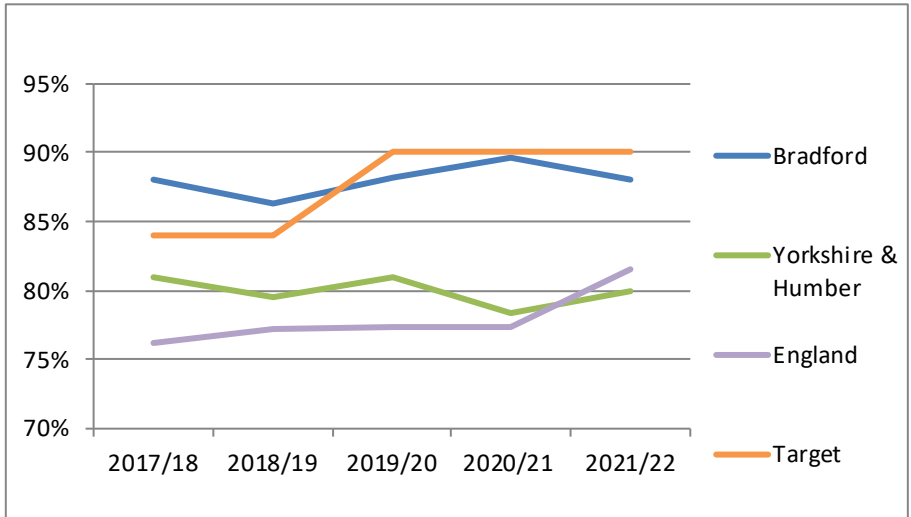
Council Plan Priority:	Good Start, Great Schools																																						
Performance Measure:	Percentage of pupils achieving 9-4 pass in GCSE English and Maths																																						
Recent Trends:	 <table><caption>GCSE English and Maths Performance Trends (2018-2022)</caption><thead><tr><th>Year</th><th>Academic Years</th><th>Bradford</th><th>Yorkshire & the Humber</th><th>Statistical Neighbours</th><th>England / Target</th></tr></thead><tbody><tr><td>2018</td><td>60%</td><td>57%</td><td>62%</td><td>60%</td><td>60%</td></tr><tr><td>2019</td><td>61%</td><td>56%</td><td>62%</td><td>61%</td><td>61%</td></tr><tr><td>2020</td><td>66%</td><td>62%</td><td>69%</td><td>67%</td><td>66%</td></tr><tr><td>2021</td><td>67%</td><td>63%</td><td>70%</td><td>68%</td><td>67%</td></tr><tr><td>2022</td><td>68.8%</td><td>59.7%</td><td>66.8%</td><td>63%</td><td>68.8%</td></tr></tbody></table>			Year	Academic Years	Bradford	Yorkshire & the Humber	Statistical Neighbours	England / Target	2018	60%	57%	62%	60%	60%	2019	61%	56%	62%	61%	61%	2020	66%	62%	69%	67%	66%	2021	67%	63%	70%	68%	67%	2022	68.8%	59.7%	66.8%	63%	68.8%
Year	Academic Years	Bradford	Yorkshire & the Humber	Statistical Neighbours	England / Target																																		
2018	60%	57%	62%	60%	60%																																		
2019	61%	56%	62%	61%	61%																																		
2020	66%	62%	69%	67%	66%																																		
2021	67%	63%	70%	68%	67%																																		
2022	68.8%	59.7%	66.8%	63%	68.8%																																		
Actual and timescale:	59.7%, 2022 Provisional	Target and timescale:	68.8%, 2022 Provisional																																				
Why is performance at the current level?																																							
Bradford has been consistently below national,, local and statistical neighbours for some time. Almost all secondary schools in Bradford are academies and so the leverage and influence on those schools is limited. Undoubtedly the Covid pandemic has impacted on outcomes and this year. Opportunity Area has worked on a range of projects across the district over the past 5 years but the impact of that work is not yet apparent. The attendance continues to be a concern for secondary schools and this obviously has an impact on outcomes.																																							
How can we improve / maintain performance?																																							
All schools are offered a Keeping in Touch visit from an education adviser to discuss outcomes and approaches to improvement. The AD for schools meets with Secondary Headteachers half termly to encourage partnership working.																																							

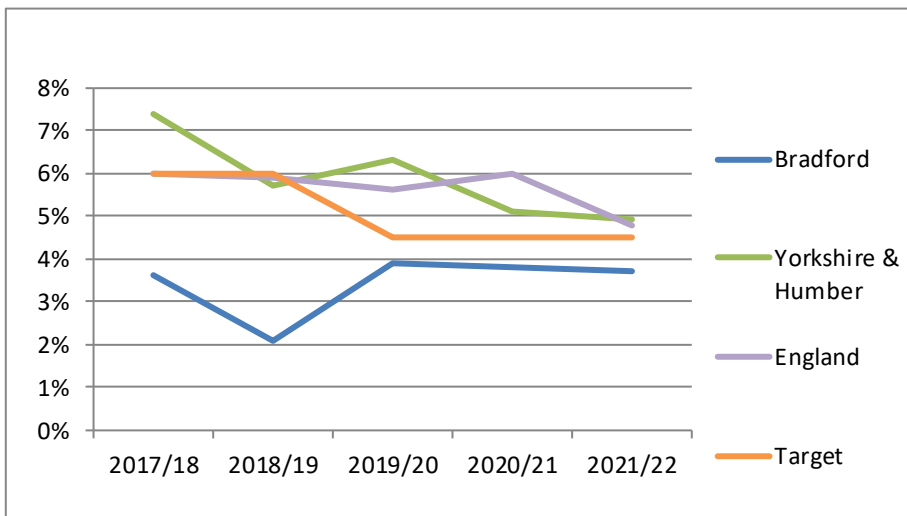
Council Plan Priority:	Good Start, Great Schools																																
Performance Measure:	Persistent absence rates																																
Recent Trends:	<div><table><caption>Persistent Absence Rates (%)</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire & the Humber</th><th>Statistical Neighbours</th><th>England / Target</th></tr></thead><tbody><tr><td>2018</td><td>14.0</td><td>12.5</td><td>12.0</td><td>11.5</td></tr><tr><td>2019</td><td>14.5</td><td>12.0</td><td>11.5</td><td>11.0</td></tr><tr><td>Autumn Term only 2020</td><td>16.0</td><td>14.5</td><td>14.0</td><td>13.5</td></tr><tr><td>2021</td><td>18.5</td><td>14.0</td><td>13.5</td><td>13.0</td></tr><tr><td>2022</td><td>26.4</td><td>23.0</td><td>22.5</td><td>22.3</td></tr></tbody></table></div>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England / Target	2018	14.0	12.5	12.0	11.5	2019	14.5	12.0	11.5	11.0	Autumn Term only 2020	16.0	14.5	14.0	13.5	2021	18.5	14.0	13.5	13.0	2022	26.4	23.0	22.5	22.3
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England / Target																													
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2019	14.5	12.0	11.5	11.0																													
Autumn Term only 2020	16.0	14.5	14.0	13.5																													
2021	18.5	14.0	13.5	13.0																													
2022	26.4	23.0	22.5	22.3																													
Actual and timescale:	26.4%, 2022 Provisional	Target and timescale:	22.3%, 2022 Provisional																														
Why is performance at the current level?																																	
<p>School attendance is a huge issue in Bradford. Bradford is consistently at or near the highest rates of absence and persistent absence in the country. From spring 2021 to spring 2022, rates of absence increased across the entire country. However, absence in Bradford hasn’t increased at the same rate, bringing the rates closer to the average. Much of the slowing is at primary age, where the gap to national average narrowed from 0.86% to 0.4% across that year. This is also true of our rates of persistent absence (attending less than 90% of the time) where the gap has narrowed (from 4.87% to 4.13%), mostly due to primary levels of persistent absence not increasing at the same rate as national.</p> <p>The LA has a small traded service, and has recently had extra, temporary resource from the Raising Attainment funding, which has increased capacity to deliver improvements – both strategic and operational. New guidance from the DfE which will be statutory from September 2023 indicates that all LAs will be required to have an Attendance Support Team. This will cause a challenge as there is no funding allocated.</p>																																	
How can we improve / maintain performance?																																	
<p>Resource added in from the ‘Raising Attainment’ funding has temporarily allowed several strategic improvements in line with the DfE new guidance. The impact on strategic attendance support has included piloting termly attendance support meetings, a planned multi-agency conference, a district wide publicity campaign #EveryDayAtSchool, attendance training, network meetings and communications. Systems and procedures have been rewritten and our approach has been entirely overhauled including use of a staged intervention approach and excellent use of data analysis. A small Persistent Absence team works with cohorts of children and modelling good practice for schools, overcoming barriers to attendance and has had some excellent results in the short time of working so far.</p> <p>It is strongly recommended that this funding should continue otherwise the LA will not have capacity to support or improve attendance across the district.</p>																																	

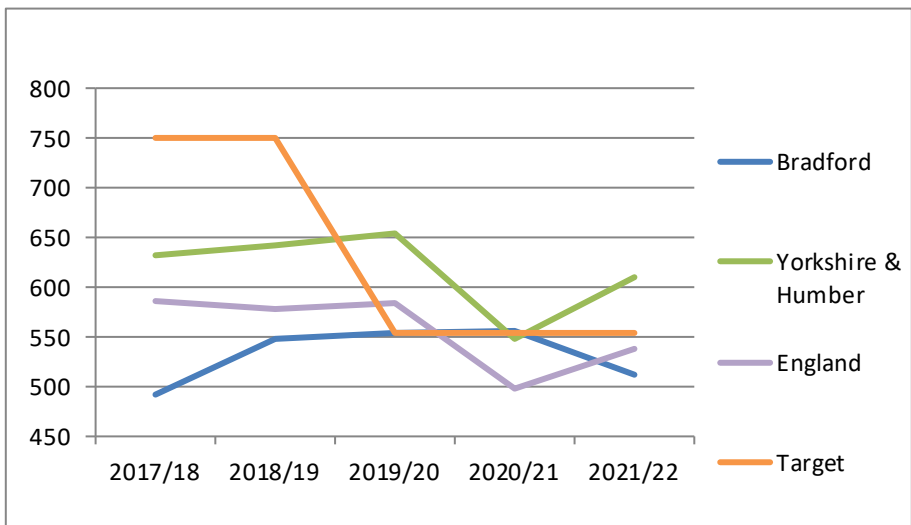
Council Plan Priority:	Good Start, Great Schools																		
Performance Measure:	Percentage of pupils reaching the expected standard in reading, writing & Maths combined at Key Stage 2																		
Recent Trends:	 <p>ATTAINMENT TRENDS</p> <p>KS2 FROM DFE ▾ RWM ▾ ACHIEVED STANDARD</p> <table border="1"> <thead> <tr> <th>Year</th> <th>MY LA</th> <th>NCER NATIONAL (141)</th> <th>DFE NATIONAL</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>59.6</td> <td>64.4</td> <td>64</td> </tr> <tr> <td>2019</td> <td>61.6</td> <td>64.9</td> <td>66</td> </tr> <tr> <td>2022</td> <td>54.4</td> <td>58.6</td> <td>0</td> </tr> </tbody> </table>			Year	MY LA	NCER NATIONAL (141)	DFE NATIONAL	2018	59.6	64.4	64	2019	61.6	64.9	66	2022	54.4	58.6	0
Year	MY LA	NCER NATIONAL (141)	DFE NATIONAL																
2018	59.6	64.4	64																
2019	61.6	64.9	66																
2022	54.4	58.6	0																
Actual and timescale:	55% 2022	Target and timescale:	59% 2024																
Why is performance at the current level?																			
<p>These statistics cover the attainment of year 6 pupils who took assessments in summer 2022. These pupils experienced disruption to their learning during the pandemic, particularly at the end of year 4 and in year 5.</p> <p>Attainment in all of reading, writing and maths has decreased - compared to 2019 59% of pupils met the expected standard in all of reading, writing and maths, down from 65% in 2019.</p> <p>In individual subjects, attainment increased slightly in reading and fell in all other subjects compared to 2019.</p>																			
How can we improve / maintain performance?																			
<p>Currently the council is funding a Raising Attainment Strategy which is focused on schools with a trend of low attainment. We have commissioned the Literacy and Numeracy Hubs to deliver intensive extended programmes in schools to lead to changes in curriculum and teaching which will lead to sustained improvements. We have a deputy Headteacher seconded from a primary school who is the programme manager. To date the programme has worked with 19 primary schools and more schools will join the programme before the funding ceases in July 2023.</p> <p>It is hoped that the Education Improvement Area will take up aspects of this programme after July 23 but their funding in total for the year is £200K which is significantly less than the Raising Attainment Strategy has cost so if they do continue the project it will target fewer schools.</p> <p>The impact of the work will be more apparent in the next set of data.</p>																			

Council Plan Priority:	Good Start, Great Schools																		
Performance Measure:	Percentage of Year 1 pupils achieving the Phonics Standard																		
Recent Trends:	 <p>ATTAINMENT TRENDS</p> <p>PHONICS (YEAR 1) ▾ WA ▾ WA ▾</p> <table border="1"> <thead> <tr> <th>Year</th> <th>MY LA</th> <th>NCER NATIONAL (151)</th> <th>DFE NATIONAL</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>80.6</td> <td>82.5</td> <td>82</td> </tr> <tr> <td>2019</td> <td>80.9</td> <td>81.9</td> <td>82</td> </tr> <tr> <td>2022</td> <td>72.3</td> <td>75.5</td> <td>0</td> </tr> </tbody> </table> <p>Legend: MY LA (Purple), NCER NATIONAL (151) (Pink), DFE NATIONAL (Black)</p>			Year	MY LA	NCER NATIONAL (151)	DFE NATIONAL	2018	80.6	82.5	82	2019	80.9	81.9	82	2022	72.3	75.5	0
Year	MY LA	NCER NATIONAL (151)	DFE NATIONAL																
2018	80.6	82.5	82																
2019	80.9	81.9	82																
2022	72.3	75.5	0																
Actual and timescale:	72% 2022	Target and timescale:	76% 2024																
Why is performance at the current level?																			
<p>There have been no national assessments in phonics since the pandemic. There has also been a decline in outcomes locally and nationally since 2019 when there were last results. Children have been impacted by time out of school because of the pandemic.</p>																			
How can we improve / maintain performance?																			
<p>Schools must choose from a DfE approved and validated approach to the teaching of phonics, Support in implementing effective approaches to the teaching of phonics using a validated scheme is available to schools from the English Hub. This provides for support in the implementation and professional development for staff in approaches to synthetic phonics.</p>																			

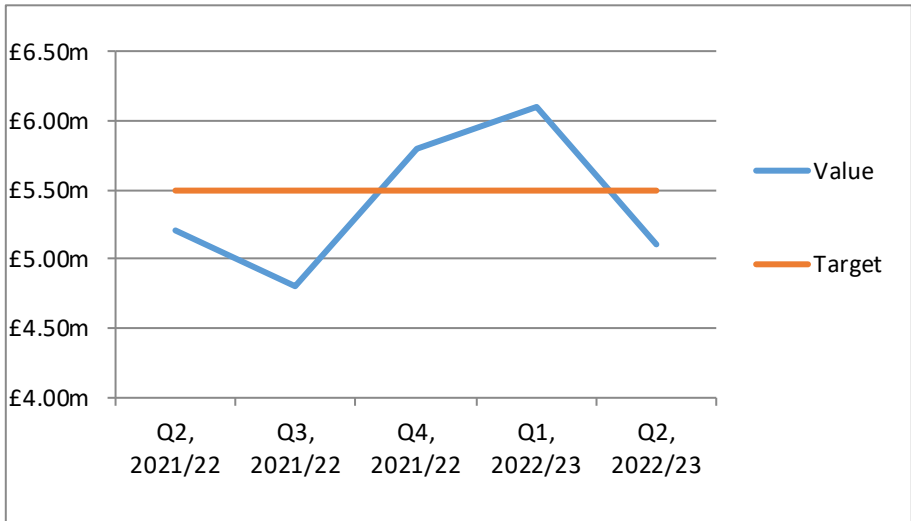
04 – Better Health, Better Lives Performance Templates

Council Plan Priority:	Better Health, Better Lives																																
Performance Measure:	Proportion of adults with LD who live in their own home or with their family																																
Recent Trends:	 <table><caption>Recent Trends Data (Estimated %)</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire & Humber</th><th>England</th><th>Target</th></tr></thead><tbody><tr><td>2017/18</td><td>88.0</td><td>81.0</td><td>76.0</td><td>-</td></tr><tr><td>2018/19</td><td>86.0</td><td>79.0</td><td>77.0</td><td>-</td></tr><tr><td>2019/20</td><td>88.0</td><td>81.0</td><td>77.0</td><td>90.0</td></tr><tr><td>2020/21</td><td>89.0</td><td>78.0</td><td>77.0</td><td>90.0</td></tr><tr><td>2021/22</td><td>88.1</td><td>79.9</td><td>81.5</td><td>90.0</td></tr></tbody></table>			Year	Bradford	Yorkshire & Humber	England	Target	2017/18	88.0	81.0	76.0	-	2018/19	86.0	79.0	77.0	-	2019/20	88.0	81.0	77.0	90.0	2020/21	89.0	78.0	77.0	90.0	2021/22	88.1	79.9	81.5	90.0
Year	Bradford	Yorkshire & Humber	England	Target																													
2017/18	88.0	81.0	76.0	-																													
2018/19	86.0	79.0	77.0	-																													
2019/20	88.0	81.0	77.0	90.0																													
2020/21	89.0	78.0	77.0	90.0																													
2021/22	88.1	79.9	81.5	90.0																													
Actual and timescale:	88.1%, 2021/22	Target and timescale:	90%, 2021/22																														
Why is performance at the current level?																																	
<p>Performance on this measure is good, with Bradford performing better than peers both nationally and regionally. In 2021/22 Bradford scored 88.1%, compared to 78.8% across England and 79.9% in the Yorkshire and Humber region.</p> <p>The Learning Disabilities service continues to focus on supporting people within the community focusing on their strengths. People are only placed in a residential or nursing setting when all community based options have been explored. Bradford is part of the National Development Team for Inclusion National Small Supports Programme which shares best practice between 8 Local Authorities at a national level.</p>																																	
How can we improve / maintain performance?																																	
<p>The focus on community led, small support will continue and the number of people being placed into a care home setting will remain low. Additionally, work continues to take place to identify opportunities where people are resident in care home to meet their needs in a more appropriate community based setting such as supported living. This performance indicator is also impacted on by the commissioner led budget saving proposal – Block Contract Transformation – which will further impact on the traditional residential care home capacity and the commissioner led transformation programme to recommission Home Based Support which will support people to remain in their own home living independent lives.</p>																																	

Council Plan Priority:	Better Health, Better Lives																																
Performance Measure:	Proportion of adults with LD in paid employment																																
Recent Trends:	 <table><caption>Proportion of adults with LD in paid employment (%)</caption><thead><tr><th>Year</th><th>Bradford</th><th>Yorkshire & Humber</th><th>England</th><th>Target</th></tr></thead><tbody><tr><td>2017/18</td><td>3.7</td><td>7.5</td><td>6.0</td><td>4.5</td></tr><tr><td>2018/19</td><td>2.0</td><td>5.8</td><td>5.5</td><td>4.5</td></tr><tr><td>2019/20</td><td>4.0</td><td>6.5</td><td>5.5</td><td>4.5</td></tr><tr><td>2020/21</td><td>4.0</td><td>5.0</td><td>6.0</td><td>4.5</td></tr><tr><td>2021/22</td><td>3.7</td><td>5.0</td><td>5.0</td><td>4.5</td></tr></tbody></table>			Year	Bradford	Yorkshire & Humber	England	Target	2017/18	3.7	7.5	6.0	4.5	2018/19	2.0	5.8	5.5	4.5	2019/20	4.0	6.5	5.5	4.5	2020/21	4.0	5.0	6.0	4.5	2021/22	3.7	5.0	5.0	4.5
Year	Bradford	Yorkshire & Humber	England	Target																													
2017/18	3.7	7.5	6.0	4.5																													
2018/19	2.0	5.8	5.5	4.5																													
2019/20	4.0	6.5	5.5	4.5																													
2020/21	4.0	5.0	6.0	4.5																													
2021/22	3.7	5.0	5.0	4.5																													
Actual and timescale:	3.7%, 2021/22	Target and timescale:	4.5%, 2021/22																														
Why is performance at the current level?																																	
<p>There is a focus on increasing employment opportunities for people with learning disabilities. In 2021/22, 3.7% of people with a learning disability were in paid in employment, performance has been relatively stable for the last few years. Whist performance has been stable the average score for Councils in England and regional neighbours have fallen throughout the Covid pandemic, though are slightly above the performance in Bradford. Bradford does have the 6th Best score of 16 councils in the statistical neighbour group. Successfully maintaining performance in this area is against the national and comparator group trends.</p>																																	
How can we improve / maintain performance?																																	
<p>There is a drive to improve employment opportunities for working age adults with a learning disability. Action is being taken to increase access to new skills and experiences for working age adults as part of the day opportunities service. During the pandemic the service piloted and has now mainstreamed an Into Employment Programme with SEND and the School of Rock and Media which supports up to 12 young people with the most complex disabilities each year into employment including roles with the Council. HR have supported this role and are grading Expert by Experience role profiles and developing new protocols to support interns into permanent paid employment. The Council has also been successful in drawing down Department for Work and Pensions funding to develop a Supported Employment Programmes. A new steering group has been established to support this work drawing together partners from across Children’s SEND Team, voluntary sector, Skills House and employers. The programme is supported well by DWP who are convening regional and national best practice sharing forums. ADASS Region have now established a regional employment best practice sharing group which the service is also part of.</p>																																	

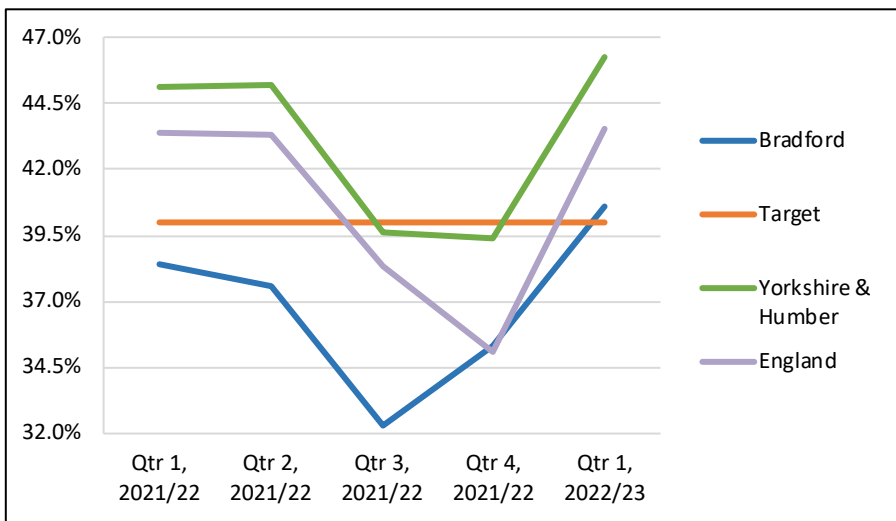
Council Plan Priority:	Better Health, Better Lives																																
Performance Measure:	Permanent Admissions to residential and nursing homes 65+ per 100,00 population																																
Recent Trends:	 <table><caption>Permanent Admissions to residential and nursing homes 65+ per 100,00 population</caption><thead><tr><th>Financial Year</th><th>Bradford</th><th>Yorkshire & Humber</th><th>England</th><th>Target</th></tr></thead><tbody><tr><td>2017/18</td><td>490</td><td>630</td><td>585</td><td>750</td></tr><tr><td>2018/19</td><td>550</td><td>640</td><td>575</td><td>750</td></tr><tr><td>2019/20</td><td>550</td><td>650</td><td>585</td><td>555</td></tr><tr><td>2020/21</td><td>550</td><td>550</td><td>500</td><td>555</td></tr><tr><td>2021/22</td><td>512.1</td><td>611</td><td>539</td><td>555</td></tr></tbody></table>			Financial Year	Bradford	Yorkshire & Humber	England	Target	2017/18	490	630	585	750	2018/19	550	640	575	750	2019/20	550	650	585	555	2020/21	550	550	500	555	2021/22	512.1	611	539	555
Financial Year	Bradford	Yorkshire & Humber	England	Target																													
2017/18	490	630	585	750																													
2018/19	550	640	575	750																													
2019/20	550	650	585	555																													
2020/21	550	550	500	555																													
2021/22	512.1	611	539	555																													
Actual and timescale:	512.1, 2021/22	Target and timescale:	555, 2021/22																														
Why is performance at the current level?																																	
<p>Bradford remain a good performer on this measure, a lower score shows better performance for this measure. Performance improved in 2021/22 with an outturn of 512, this compared to 539 nationally and 611 regionally. Bradford is ranked 7th best out of 16 against statistical neighbours.</p> <p>The department has a continued focus on supporting the needs of people who require services within the community, with less reliance on residential and nursing care settings. A strengths based approach is taken, placing people at the centre of a good conversation about their strengths, needs and desired outcomes to improve their quality of life. People are placed in a care home setting only when community based options have been explored.</p>																																	
How can we improve / maintain performance?																																	
<p>The focus on community on community led support will continue and the number of people being placed into a care home will remain relatively low.</p> <p>The council has worked closely with the care sector and NHS to ensure people in the district are supported to stay at happy healthy and at home. If they need hospital care they can leave hospital with the right level of support at the right time. The council performance has low levels of delayed discharges from hospital. It is expected that this level of performance is maintained.</p>																																	

05 – Safe, Strong and Active Communities Performance Templates

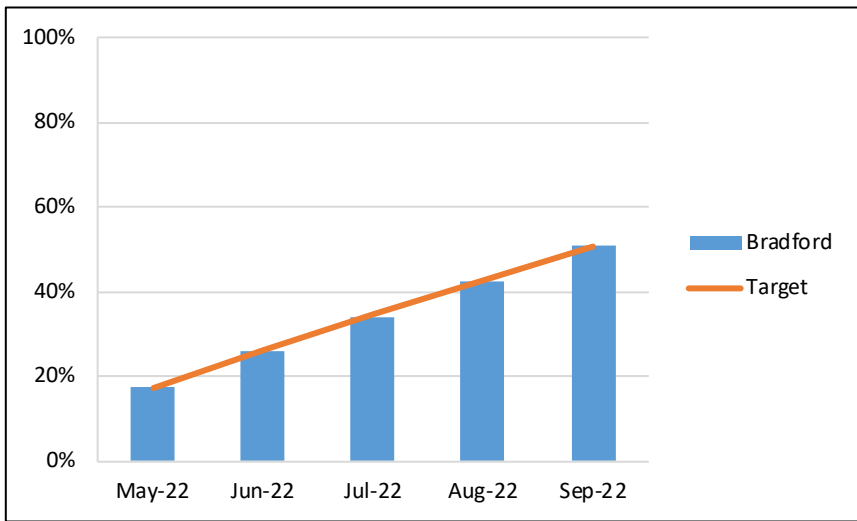
Council Plan Priority:	Safe, Strong and Active Communities																				
Performance Measure:	Local (VCSE) Voluntary, Community and Social Enterprise (sector)																				
Recent Trends:	 <table><caption>Recent Trends Data</caption><thead><tr><th>Quarter</th><th>Value (£m)</th><th>Target (£m)</th></tr></thead><tbody><tr><td>Q2, 2021/22</td><td>5.25</td><td>5.50</td></tr><tr><td>Q3, 2021/22</td><td>4.80</td><td>5.50</td></tr><tr><td>Q4, 2021/22</td><td>5.80</td><td>5.50</td></tr><tr><td>Q1, 2022/23</td><td>6.10</td><td>5.50</td></tr><tr><td>Q2, 2022/23</td><td>5.10</td><td>5.50</td></tr></tbody></table>			Quarter	Value (£m)	Target (£m)	Q2, 2021/22	5.25	5.50	Q3, 2021/22	4.80	5.50	Q4, 2021/22	5.80	5.50	Q1, 2022/23	6.10	5.50	Q2, 2022/23	5.10	5.50
Quarter	Value (£m)	Target (£m)																			
Q2, 2021/22	5.25	5.50																			
Q3, 2021/22	4.80	5.50																			
Q4, 2021/22	5.80	5.50																			
Q1, 2022/23	6.10	5.50																			
Q2, 2022/23	5.10	5.50																			
Actual and timescale:	£5.1 million Q2, 2022/23	Target and timescale:	£5.5 million Q2, 2022/23																		
Why is performance at the current level?																					
<p>There are numerous factors which account for the actual expenditure and target expenditure with VCSE's reported having a variance of -7.3%</p> <p>The number of tenders awarded in Q1, was 67 and in Q2, there has been a decrease in awarded tenders to 50. The figures show that the Council has awarded seventeen fewer contracts to the VCSE in Q2, a reduction of 25.4% on Q1</p> <p>In Q3 21/22 we recorded the lowest value of contracts awarded and to the fewest suppliers, nine only, but this has been increasing. From Q3, 21/22 the value of contracts let has been rising, reaching a peak of £6m in the first quarter of this year</p>																					
How can we improve / maintain performance?																					
<p>The Procurement Service is working in partnership with, and promoting, the Go for Growth initiative which may possibly help improvement in tender responses from VSCE's and small businesses.</p> <p>The GoForGrowth initiative is free to use for VSCE's and small businesses, providing gap analysis to help identify the skills, tools and documentation required to enable those organisations to respond to tenders with the Council and other public sector bodies</p> <p>The requirement to publish our procurement pipeline will enable 'Meet the Buyer' events to be held which could be targeted at VSCEs. The 'Meet the Buyer' events would provide</p>																					

the opportunity for organisations to ask questions and get a feel for what the Council is tendering.

06 – Sustainable District Performance Template

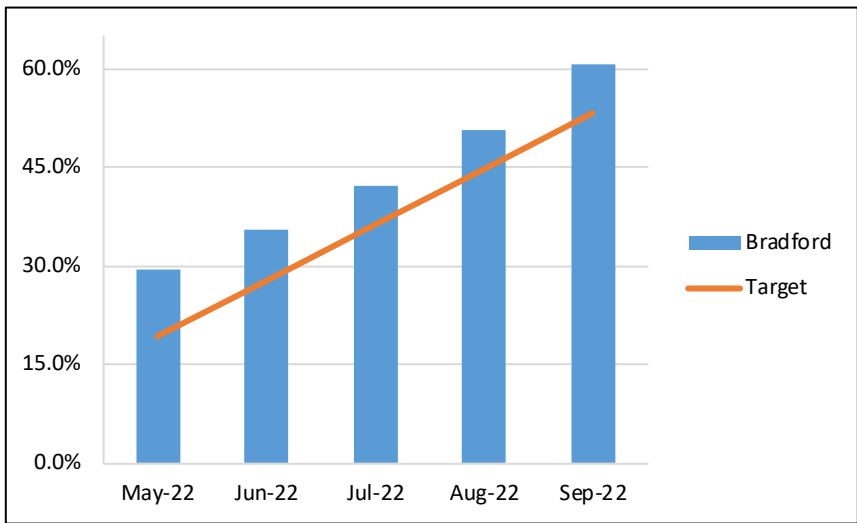
Council Plan Priority:	Sustainable District																																
Performance Measure:	Percentage of household waste sent for reuse, recycling and composting																																
Recent Trends:	 <table><caption>Recycling Trends Data (Estimated %)</caption><thead><tr><th>Quarter</th><th>Bradford</th><th>Target</th><th>Yorkshire & Humber</th><th>England</th></tr></thead><tbody><tr><td>Qtr 1, 2021/22</td><td>38.5</td><td>39.5</td><td>44.5</td><td>43.0</td></tr><tr><td>Qtr 2, 2021/22</td><td>37.5</td><td>39.5</td><td>44.5</td><td>43.0</td></tr><tr><td>Qtr 3, 2021/22</td><td>32.5</td><td>39.5</td><td>39.5</td><td>37.5</td></tr><tr><td>Qtr 4, 2021/22</td><td>35.0</td><td>39.5</td><td>39.5</td><td>35.0</td></tr><tr><td>Qtr 1, 2022/23</td><td>40.56</td><td>39.5</td><td>46.5</td><td>43.5</td></tr></tbody></table>			Quarter	Bradford	Target	Yorkshire & Humber	England	Qtr 1, 2021/22	38.5	39.5	44.5	43.0	Qtr 2, 2021/22	37.5	39.5	44.5	43.0	Qtr 3, 2021/22	32.5	39.5	39.5	37.5	Qtr 4, 2021/22	35.0	39.5	39.5	35.0	Qtr 1, 2022/23	40.56	39.5	46.5	43.5
	Quarter	Bradford	Target	Yorkshire & Humber	England																												
Qtr 1, 2021/22	38.5	39.5	44.5	43.0																													
Qtr 2, 2021/22	37.5	39.5	44.5	43.0																													
Qtr 3, 2021/22	32.5	39.5	39.5	37.5																													
Qtr 4, 2021/22	35.0	39.5	39.5	35.0																													
Qtr 1, 2022/23	40.56	39.5	46.5	43.5																													
Actual and timescale:	40.56% Q1, 2022/23	Target and timescale:	40% Q1, 2022/23																														
Why is performance at the current level?																																	
Our recycling level is currently following the national and local trend. We are continually working with residents, contractors and processing methods to get the highest rates of recycling possible.																																	
How can we improve / maintain performance?																																	
By continuing to work with contractors, processing methods and encouraging members of the public to continue to, and improve recycling at the kerbside.																																	

07 – Well Run Council Performance Templates

Council Plan Priority:	Well Run Council																				
Performance Measure:	Percentage of Council Tax Collected																				
Recent Trends:	 <table><thead><tr><th>Month</th><th>Bradford (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>May-22</td><td>18</td><td>18</td></tr><tr><td>Jun-22</td><td>25</td><td>25</td></tr><tr><td>Jul-22</td><td>35</td><td>35</td></tr><tr><td>Aug-22</td><td>42</td><td>42</td></tr><tr><td>Sep-22</td><td>50.66</td><td>50.50</td></tr></tbody></table>			Month	Bradford (%)	Target (%)	May-22	18	18	Jun-22	25	25	Jul-22	35	35	Aug-22	42	42	Sep-22	50.66	50.50
	Month	Bradford (%)	Target (%)																		
May-22	18	18																			
Jun-22	25	25																			
Jul-22	35	35																			
Aug-22	42	42																			
Sep-22	50.66	50.50																			
Actual and timescale:	50.66%, Sept 2022	Target and timescale:	50.50%, Sept 2022																		
Why is performance at the current level?																					
<p>Performance has been negatively impacted by lower levels of recovery action in the early part of the year, this was due to restrictions of magistrates courts and that resources were being used to deliver the energy rebate scheme. These issues are no longer impacting the team.</p> <p>Some positive impacts to the collection rate is the additional £50 hardship payment to those in receipt of council tax reduction and also the posting of some energy rebate payments to council tax accounts (circa £2.2m)</p>																					
How can we improve / maintain performance?																					
<p>We will aim to maintain performance over the remaining months of this financial year. We have a recovery timetable in place for the remaining months of the year, but due to the late start on recovery action (as explained above) this will have an impact on some people’s ability to clear their bills in full before the end of the year.</p>																					

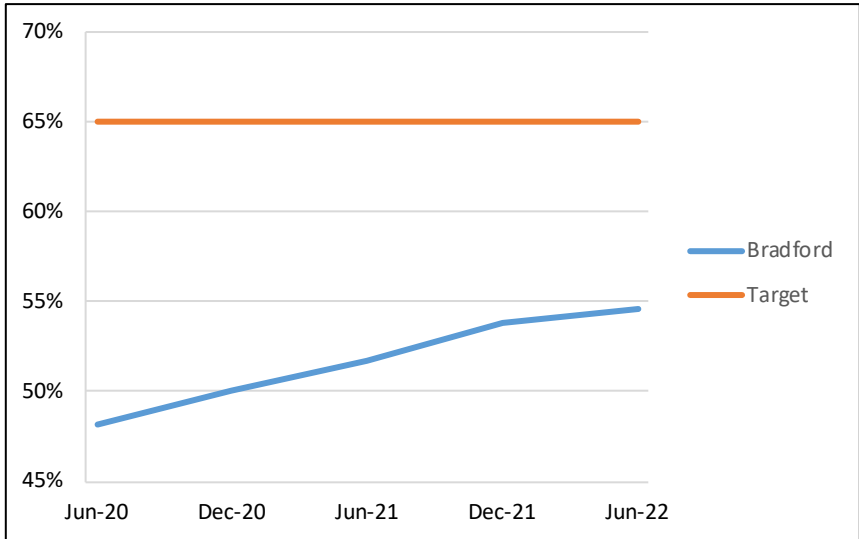
The cost of living crisis will undoubtedly have an impact especially over the colder winter months, as people prioritise fuel payments.

We are closely monitoring collection and our collection strategies have been aligned even more to encouragement of early engagement and payment. We make use of digital technology to ensure that taxpayers have chances to make contact with us before we move into more serious and costly recovery action.

Council Plan Priority:	Well Run Council																				
Performance Measure:	Percentage of Non-domestic Rates Collected																				
Recent Trends:	 <table><caption>Recent Trends Data</caption><thead><tr><th>Month</th><th>Bradford (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>May-22</td><td>29.56</td><td>20.00</td></tr><tr><td>Jun-22</td><td>35.00</td><td>27.50</td></tr><tr><td>Jul-22</td><td>42.00</td><td>35.00</td></tr><tr><td>Aug-22</td><td>48.00</td><td>42.50</td></tr><tr><td>Sep-22</td><td>60.56</td><td>50.00</td></tr></tbody></table>			Month	Bradford (%)	Target (%)	May-22	29.56	20.00	Jun-22	35.00	27.50	Jul-22	42.00	35.00	Aug-22	48.00	42.50	Sep-22	60.56	50.00
Month	Bradford (%)	Target (%)																			
May-22	29.56	20.00																			
Jun-22	35.00	27.50																			
Jul-22	42.00	35.00																			
Aug-22	48.00	42.50																			
Sep-22	60.56	50.00																			
Actual and timescale:	60.56%, Sept 2022	Target and timescale:	53.32%, Sept 2022																		
Why is performance at the current level?																					
<p>The collection rate is higher than projected in part due to the allocation of the CARF in this year for the previous financial year and the fact that we informed businesses that if they had paid their 2021/22 account the “credit” would be used to adjust their 2022/23 rates bill. It also reflects that we have been able to progress enforcement action this year in May unlike the previous year when it did not start until August 2021.</p> <p>Whilst collection is currently looking healthy we are mindful of the current economic climate and are starting to see a drop in actual payments coming through</p>																					
How can we improve / maintain performance?																					
<p>We are continuing to monitor our performance in the current economic climate and at the same time prioritise work that impacts directly upon collection levels whilst we are having to manage with reduced resources on the Team. Both will impact of the on our ability to maintain current performance levels.</p>																					

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08 – Equalities / Human Resources Performance Templates

Council Plan Priority:	Equalities / Human Resources																				
Performance Measure:	Percentage of top 5% employees who are female																				
Recent Trends:	 <table><caption>Recent Trends Data</caption><thead><tr><th>Date</th><th>Bradford (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Jun-20</td><td>48.00</td><td>65.00</td></tr><tr><td>Dec-20</td><td>50.00</td><td>65.00</td></tr><tr><td>Jun-21</td><td>52.00</td><td>65.00</td></tr><tr><td>Dec-21</td><td>54.00</td><td>65.00</td></tr><tr><td>Jun-22</td><td>54.60</td><td>65.00</td></tr></tbody></table>			Date	Bradford (%)	Target (%)	Jun-20	48.00	65.00	Dec-20	50.00	65.00	Jun-21	52.00	65.00	Dec-21	54.00	65.00	Jun-22	54.60	65.00
Date	Bradford (%)	Target (%)																			
Jun-20	48.00	65.00																			
Dec-20	50.00	65.00																			
Jun-21	52.00	65.00																			
Dec-21	54.00	65.00																			
Jun-22	54.60	65.00																			
Actual and timescale:	54.60%, June 2022	Target and timescale:	65%, June 2022																		
Why is performance at the current level?																					
<p>Performance measure has continued to increase over the last two years as there is a lot of supporting WFD initiatives for female employees that are actively promoted. Although the initiatives are not specifically targeted to female employees they are offered and actively engaged by female employees. During 2022 and around June 2022, a number of WFD initiatives were launched.</p> <ul style="list-style-type: none">- Actively promote Manager Toolkits, covering topics, goals setting, performance process, Council Plan and Bradford Behaviour Framework, as part of on-going employee management development- Actively promote eLearning that is available, e.g. optimising Team Performance Bitesized learning,- Launched 2022: Coaching Culture, 49 thirty-minute Learning packages, totalling 24.5 hours of learning- Refreshed training programme focused on inclusion, building inclusive cultures and building management capacity to lead diverse teams, e.g. Cultural Intelligence, RESPECT programme- A commitment to all staff having a minimum of 5 learning development days per year- Development of an Ally programme to support underrepresented groups																					

- Launched in 2022, 4th **Tier Management** Network
- Launched **staff networks**, which includes BME Women's network, Women's voice
- **Employee Wellbeing Champions** network (20-30 members)
- **Cultural Intelligence** accelerator Elearning and virtual workshops
- Launched in 2022 **Bitesized Sessions**, which are live interactive sessions delivered by (Common Purpose and topics include, e.g. Mental Health, Sexual Orientation, Gender Equality, Disability, Race
- Continually refresh **talent management** programmes e.g. apprenticeships, graduates
- Continually review **Evolve Learning Management System**
- **Equality and Diversity Mandatory E-learning** – 60-minute overview and guided legislation on the 9 protected characteristics. The training is assigned to all staff, including managers. The course is distributed / available in PDF format for non-ICT enabled employees.
- Further learning developed around more detailed protected characteristics, e.g. LGBT Awareness elearning
- **New Starter Learning**, for all staff with PC Access and non-ICT enabled staff; dispersed groups
- Any training programmes and support policies around pregnancy and child birth, Adoption.
- Launch of Women into Leadership Programme

How can we improve / maintain performance?

Current WFD initiatives will continue to be delivered and actively promoted throughout 2023 to the full workforce, including female employees.

- Ensure targets can be measured, evidenced and aligned to workforce development programmes
- Increase sign up of Bitesized Sessions (Common Purpose) e.g. covering topics around protected characteristics, e.g. MH, Sexual Orientation, Gender Equality, Disability, race.
- Increase performance management appraisal completion rates including review of the appraisal document to ensure it is inclusive, current and more streamlined
- Continue with outstanding actions from current Workforce Development Strategy
- Continue to promote 4th tier networks.

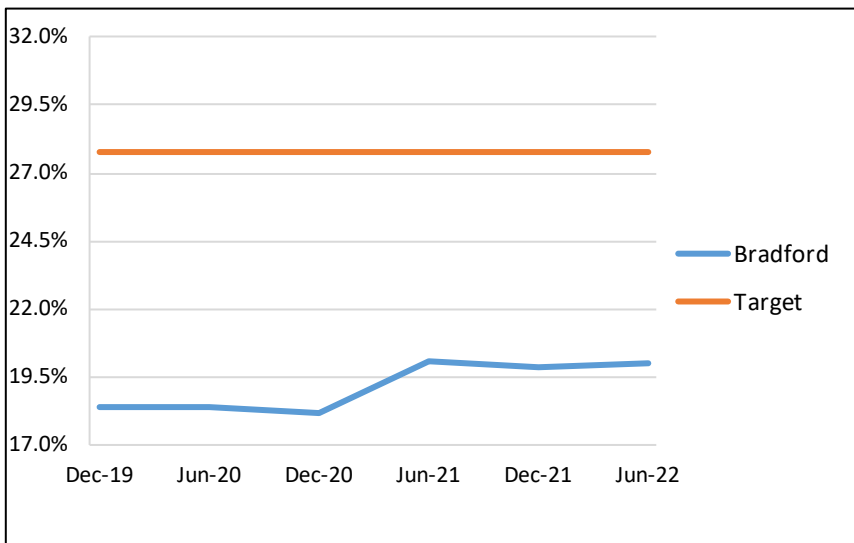
- Continue with talent development programmes, NGDP scheme, apprenticeships
- Support & enable employees to take responsibility for their own growth and development e.g. continue to promote eLearning programmes; Manager Toolkits; learning days
- Continue with the Allyship Programme, which has included female specific and intersectional sessions e.g. Misogyny.
- Continue to develop coaching style of management, and encourage take up of Coaching Culture learning packages,
- Continue to promote the target of 5 learning development days per year

New WFD initiatives planned from July 2022 onwards include:

- Launch (November 2022) an Executive and Senior Leadership Development programme- ‘Strengthening Leadership Culture into the Future’ (Real World)
- (2023) Roll-out Staff Survey and analyse cross sectionally as well as by Directorate /Service /team. Encourage take up of Staff Survey and increase completion rates
- Develop a communication and engagement strategy for dispersed groups including non-ICT enabled staff
- Programme in development by the women staff network that will address intersectional issues.
- 2023 Increase Leadership and Management capability
- Launch a 4th tier development programme (aspire to 3rd tier)

Additionally, the WFD will commence further work on:

- Creating an environment where all females staff feel they can progress and develop to the best of their ability (Zero Tolerance policy to discrimination and actively challenge misogyny).
- Monitor L&D datasets, including L&D attendance and evaluation data, to ensure all female employees are participating and benefiting from the programme
- Increase promotion of workforce learning and development initiative to all female employees.
- Improve engagement of workforce learning and development initiatives with female employees (where applicable), including all staff networks and BME Women’s Staff Network

Council Plan Priority:	Equalities / Human Resources																							
Performance Measure:	Percentage of employees from BAME backgrounds																							
Recent Trends:	<div><table><caption>Recent Trends Data</caption><thead><tr><th>Date</th><th>Bradford (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Dec-19</td><td>18.5</td><td>27.5</td></tr><tr><td>Jun-20</td><td>18.5</td><td>27.5</td></tr><tr><td>Dec-20</td><td>18.2</td><td>27.5</td></tr><tr><td>Jun-21</td><td>20.0</td><td>27.5</td></tr><tr><td>Dec-21</td><td>19.8</td><td>27.5</td></tr><tr><td>Jun-22</td><td>20.0</td><td>27.5</td></tr></tbody></table></div>			Date	Bradford (%)	Target (%)	Dec-19	18.5	27.5	Jun-20	18.5	27.5	Dec-20	18.2	27.5	Jun-21	20.0	27.5	Dec-21	19.8	27.5	Jun-22	20.0	27.5
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Jun-21	20.0	27.5																						
Dec-21	19.8	27.5																						
Jun-22	20.0	27.5																						
Actual and timescale:	30%, Q2, 2022	Target and timescale:	33%, Q2, 2022																					
Why is performance at the current level?																								
<p>Performance measure has continued to increase over the last two years as there are a lot of supporting WFD initiatives for employees from BAME backgrounds, that are actively promoted and accessed by this cohort.</p> <p>Although not all initiatives are specifically targeted to employees from BAME background.</p> <p>During 2022, a number of WFD initiatives were launched.</p> <ul style="list-style-type: none">- Actively promote Manager Toolkits, covering topics, goals setting, performance process, Council Plan and Bradford Behaviour Framework, as part of on-going employee management development- Actively promote eLearning that is available, e.g. optimising Team Performance Bitesized learning,- Launched 2022: Coaching Culture, 49 thirty-minute Learning packages, totalling 24.5 hours of learning- Refreshed training programme focused on inclusion, building inclusive cultures and building management capacity to lead diverse teams, e.g. Cultural Intelligence, RESPECT programme- A commitment to all staff having a minimum of 5 learning development days per year																								

- Development of an **Ally programme** to support underrepresented groups
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- Launched **staff networks**, which includes Race Equality network, BME Women's Staff Network
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- Any training programmes and support policies around pregnancy and child birth, Adoption.
- Launch of Women into Leadership Programme
- Launch of Equalities goal for all employees at scale Special A and above

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How can we improve / maintain performance?

Current WFD initiatives will continue to be delivered and actively promoted to the full workforce, including female employees.

- Ensure targets can be measured, evidenced and aligned to workforce development programmes
- Increase sign up of Bitesize Sessions (Common Purpose) e.g. covering topics around protected characteristics, e.g. MH, Sexual Orientation, Gender Equality, Disability, race.
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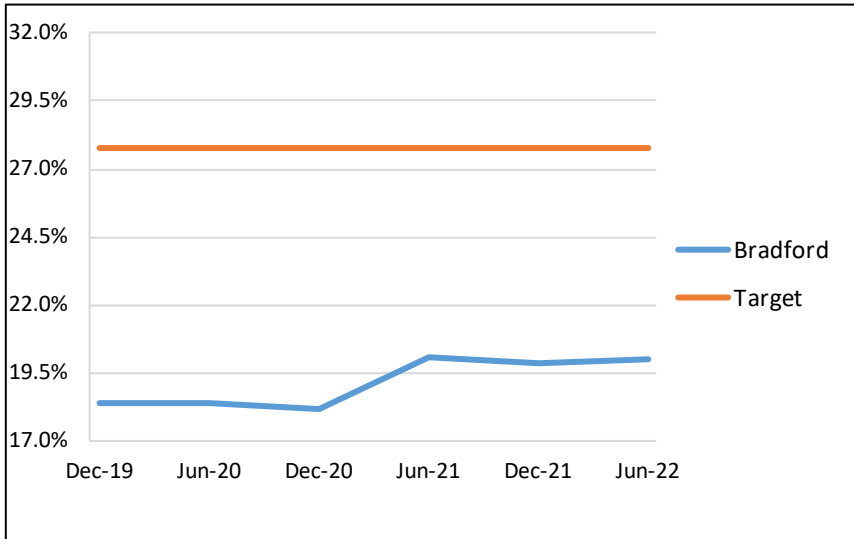
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Creating an environment where all employees from BAME background feel they can progress and develop to the best of their ability (Zero Tolerance policy to discrimination

To monitor L&D datasets, including L&D attendance and evaluation data, to ensure BAME employees are participating and benefiting from the programme

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Improve engagement of workforce learning and development initiatives with BAME employees (where applicable), including all staff networks and Race Equality network, BME Women's Staff Network

Council Plan Priority:	Equalities / Human Resources																							
Performance Measure:	Percentage of top 5% employees by income who are from BAME backgrounds																							
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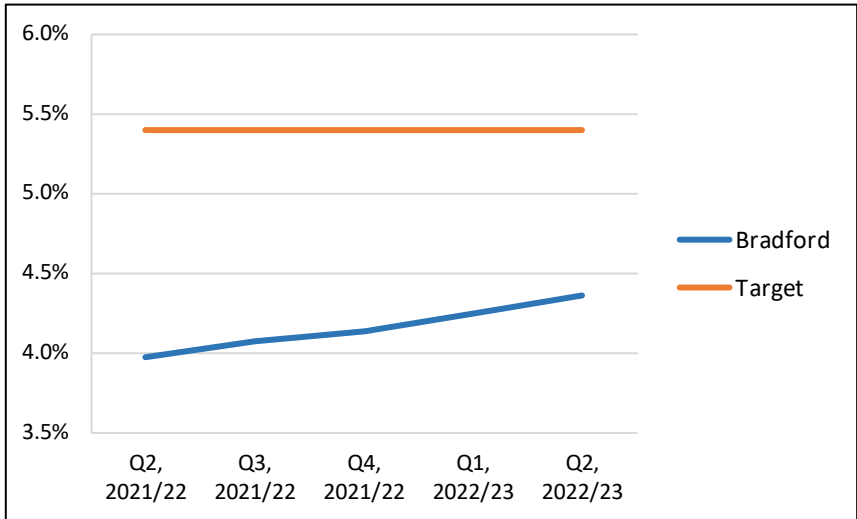
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Performance Measure:	Percentage of Employees with a Disability (excludes Schools)																				
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Additionally, the WFD will commence further work on:

Creating an environment where all disabled employees can progress and develop to the best of their ability

Increase promotion of workforce learning and development initiative to disabled employees.

Improve engagement of workforce learning and development initiatives with disabled, employees (where applicable), including the Disability Network Group

To monitor L&D datasets, including L&D attendance, evaluation data, feedback to ensure disabled employees are participating and benefiting from the programme

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	Percentage of top 5% employees who are female

Appendix B - Underpinning Principles Case studies

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.

RESPECT Campaign and Programme

The RESPECT campaign was created by individuals in our Staff Directed Networks who wanted to create an inclusive and equitable culture for everyone. RESPECT means:

Rights – Everyone has a right to feel safe and included and free from discrimination

Equality – At the heart of what we do and the people we support

Speak up – If you witness a colleague is behaving inappropriately, say something

Person-centred – Treat others as they wish to be treated

Education – Learn more about different aspects of equality and inclusion

Champion – Lead by example to promote equality in your behaviours and those of colleagues

Think first – How would your comments or actions make someone else feel?

RESPECT provides staff with a platform to champion equality, diversity, and inclusion. The programme aims to eliminate discrimination and allow allies to express themselves. Encouraging staff to share their experiences within equality, diversity and inclusion topic-based sessions, allies of the RESPECT campaign support one another by discussing and deconstructing discriminatory behaviours, experiences and microaggressions, and gravitate towards self-declaration and positive self-awareness. As a support network, RESPECT is a catalyst for positive change across the staff body, by providing a safe place of shared value and common understanding. In its recent progress, the RESPECT Allyship programme won an award for *Diversity & Inclusion* at the Council's annual Service Excellence Awards 2022.

The RESPECT Campaign has three strands:

- Allyship Programme
- Awareness e-learning
- Information Hub

Alleyship Programme

Being an Ally means being able to flourish regardless of one's background, race, gender, sexuality, disability, age, circumstances, or any other features of one's true self.

The RESPECT programme embraces '*Equalities at the heart of all we do*'. Formally launched in May 2022, this programme embraces inclusivity and integration within the workforce by demystifying barriers to involvement through experiences of marginalisation and exclusion based on protected characteristics. Clearing these barriers, RESPECT pushes conversations regarding EDI topics chosen by Allies themselves and by members of the seven staff networks:

The programme has fast developed to 509 Allies, meaning six percent of the Council's staff body are engaged and delighted with RESPECT – this is proven by a wealth of positive feedback and support. The principles which govern RESPECT's priorities and outcomes consider topics such as Transgender and Non-Binary Awareness, Misogyny in the Workplace, Race & Language, Disabilities Awareness & Allyship, Mental Health, and Understanding Intersectionality. As a true learning opportunity, the RESPECT sessions give Allies an opportunity to respond to lived experience videos, share stories, and discuss what it means to be an equal and diverse workforce.

Awareness e-learning

Further, e-learning and training opportunities are available to staff members, in which 95.7 percent of participants *strongly agree* that they can apply this training in real-life practice in the workplace. The RESPECT information hub is a further outlet in which RESPECT and EDI progress and work are found. Including pieces on EDI policies, a calendar for significant dates, direct links for training, and information about EDI in practice through the programme, this share point provides a discussion point section.

Within its philosophy to create a community which listens and supports one another regardless of background characteristics, the RESPECT campaign has set out to growth further, with some of its future objectives listed below:

- *RESPECT Advocates Initiative* – Allies volunteer to support and provide guidance to staff who are experiencing alleged discriminatory behaviour or actions
- *'Banish the Banter' Campaign* – A campaign aimed to eliminated 'banter' about protected characteristics, which is in fact discriminating and isolating individuals
- *Listening Circles (Safe Spaces)* – Staff can voice their concerns and experiences to a member of senior leadership, in which the Council Management Team can provide guidance and support
- *System-wide rollout discussion* – The RESPECT Campaign plans to expand to Bradford Council partners, such as the NHS, the West Yorkshire Police, the voluntary and community sector, and commissioned services.

Information Hub

In this long-term plan, this programme commits to its allies by providing an integrative support hub which challenges experiences of marginalisation. As a winner of the SEA 2022, RESPECT sets out to grow and produce these open conversations on a greater scale. The programme incorporates equalities as an intrinsic factor reflecting on Bradford District's vibrancy in ethnic groups and demographic diversity. By providing Allies with skills and knowledge, as a sustainable performance vision, RESPECT maintains an environment for growth and inclusion, in which its strategies build a more representative and socially coherent version of Bradford Council, and soon to wider groups in the community.

Working together

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

Fairmount Housing Project

The Fairmount housing Project was funded by the Department for Levelling Up, Housing and Communities' (DLUHC) Rough Sleeping Accommodation Programme and Homes England. The project provides 18 units of accommodation and support for people in Bradford who have experience of rough sleeping.

The Fairmount approach is:

- Engagement - set by the client, not the service. Engagement can simply be the client saying hello to staff
- Support sessions are not set out at specific times but to suit the clients. Staff will carry out support when the client is ready and motivated
- Small achievements are seen as massive achievements. Baby steps matter – these are the formation of a client's journey.
- Strength based approach – focusing on what the client is good at and not negative behaviour. As a scheme it is understood that these people are adults with capacity to make their own decisions. However, support from external agencies such as substance services, health care professionals, mental health services, criminal justice services are involved to ensure that harm reduction is discussed, advice, and treatment is provided on site.
- Identifying the root cause of homelessness – such as addiction, mental health - then working with the client to provide the tools to try and deal with their issues from the beginning. It may be that some of the trauma these clients have encountered is so deep rooted that the client may never be able to move on, however they are in a home which is safe and support is available to work through at their own pace
- Peer Mentor support – to engage with clients in activities that they enjoy doing, focusing on 'normal'. Going to Costa Coffee for a drink, days out to different places, utilising existing services, Fairmount has an allotment which is frequently used by existing and former clients, cooking meals, being shown how to cook but also the preparation, budgeting and delivery, going for walks. The list is endless and is driven by the clients

There are 17 self-contained flats at Fairmount and six dispersed units within the community. Thirty-eight people have been supported by the project.

The project offers flexibility and thinking outside of the box when dealing with issues and incidents, identifying that clients behave in a certain way for a reason and trying to establish that reason so they can move forward. The project provides intensive and aspirational person-centred support through building a trusting relationship with the client.

'Fairmount is reliable, positive, it shows a deep respect for people with multiple and complex needs. It is understanding, staff are passionate about what they do while having all these attributes it remains true to its self while maintaining professional boundaries and it gives people hope as before Fairmount they had none. Fairmount is a Queen in the game of chess in this multiple needs game. It makes a big difference to peoples' life while remaining positive'

Early help and prevention

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

Cost of Living Crisis Campaign

Through the district Anti-Poverty Co-ordination Group, Bradford Council worked with Community Action Bradford and District (CABAD) and Bradford District and Craven Health and Care Partnership, to coproduce and launch a website to help people access support with the cost of living crisis - costoflivingbradford.co.uk.

A booklet full of advice and guidance was also produced; '[Cost of living: Support in the Bradford District](#)' with copies available at libraries, community centres, GP practices, food banks and information centres. Another print run was required, meaning that 90k booklets have been distributed across the district.

The council also made available a £5.7m support package to help the most vulnerable this winter using the Household Support Fund. The majority of the money, around £3.55m, is to make direct payments to low income households. Every household in receipt of council tax reduction will get a £65 payment towards increased fuel costs with an additional £20 one-off payment per child in the household for food. People didn't need to apply for the payment. Anyone who qualified was to automatically be sent a voucher, by post, in December.

Around £1.1m was provided to voluntary and community groups across the district to provide healthy food hampers to families in need.

Extra funds were also given to foodbanks and money was allocated to help set up a network of warm spaces across the district. These are places anyone can go for free to be warm and save on heating costs at home. The warm spaces are advertised through the cost of living website.

The Council also worked with Carers' Resource to help unpaid carers, with Bradford Baby Bank to help children who need beds and with Bradford District Credit Union to help single parents with the cost of school uniforms. Money was also allocated to the [Warm Homes Healthy People](#) service which helps people who are vulnerable to illness as a result of cold, damp housing conditions with fuel costs and heating repairs.

Support has also been made available for care leavers and schemes to provide those in urgent need with fuel top-ups on pre-payment meters and to help people buy essential household items such as a cooker or fridge at a low cost.

The leader of Bradford Council, Cllr Susan Hinchcliffe, said: "The Anti-Poverty Strategy is clear that by working together, we want to make sure that Bradford District is a place where everyone, regardless of background, can realise their potential and lead fulfilling lives free from the scarring effects of poverty and inequality.

"We know that these are terribly difficult times for a lot of people across the district. The cost of living crisis is having a devastating impact on communities and this is on top of the impact from the pandemic. We are using the limited funding available to us to help support people in most need and will do everything we can to continue to support residents."

Every pound counts

Making services effective and innovative for prudence in use of the Council's financial resources. Ensuring a value-for-money approach to service delivery and increasing the proportion of Council resources spent locally to help grow the Bradford District economy.

Data Transformation

The way the Council serves residents and other community stakeholders is significantly improving as a result of its ongoing data and digital transformation processes. Using Power BI, part of the Microsoft Suite already used in the Council, it has delivered significant cost savings, and enhanced efficiency and effectiveness. The Data Transformation project implemented in Adult Social Care Department provides a case study of the gains of this work.

Case Study: Data Transformation in Adult Social Care

What needed transforming

The Adult Social Care Department collects a lot of information when delivering services to their customers. Such information covers the customer's whole journey – from contact to assessment, to services, and to outcomes. This information is complex as different services of care, often for the same customer, start and finish at different times depending on their care needs. The complexity of the information made rendition of management and regulatory returns extremely difficult, resulting in teams of not less than three staff members spending several months to produce just one Short- and Long-Term (SALT) return, which is a critical annual return of the service.

What was done

Using Power BI, we undertook a Data Transformation project in Adult Social Care department to design and implement business intelligence dashboards with capabilities for data extraction, cleansing, analysis and visualisation, and a process automation, and smart interactive user-interface.

What challenges were overcome

The data collected by Adult Social Care was not clean – having a very high volume of inaccurate entries and missing values. But by building Power BI models to identify gaps and doing automatic notifications to teams, inaccuracies and missing values were eliminated from the datasets. This paved the way for creation of a warehouse of clean data for the department.

What has happened

Adult Social Care Department now enjoys a higher quality standard of reporting. The Short- and Long-Term (SALT) return is now completed by an individual in a few hours. Other returns to other stakeholders, like the Adult Social Care Framework (ASCF), have all significantly improved.

How has the Data Transformation benefitted Adult Social Care Department

This has freed up staff time to for other service uses. It has freed up analysts to go to frontline partners to assist them to understand and appreciate the value of accuracy in recording and reporting. This further improves the quality of the data the department collects. Further, insights from the data are available for members of staff of other units and departments who need the analysis, and who can make inputs from examining the

analysis to help the Adult Social Care Department improve service delivery or operations.

In what other ways has the Data Transformation benefitted the Council

It has turned the complex data the service already had into information and intelligent business insights that management can now use to make informed, evidence-led decisions. Cutting down significantly on the time and number of personnel required to conduct analysis has resulted in significant cost savings to the Council. Further, the Council derives more value from staff as they have been freed up to engage in other operations and services of the Council.

Living Well

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

Living Well Schools

The Living Well Schools platform continues to provide schools with support in using evidence based programmes and resources to improve whole school health and wellbeing.

The Poverty Proofing the School Day project is now returning to schools that participated, to measure its impact. It will do this through speaking with all staff, parents and running focus groups with the pupils, as well as governors.

From this, Public Health plan to create a poverty proofing network with the schools who took part, then disseminate this out to include schools across the district to:

- share best practice and ideas for supporting pupils
- remove barriers to education
- train all staff in Poverty Proofing,
- create a direct link with Public Health.

Living Well Schools is putting on an event for school leaders in February 2023 to showcase adversity, trauma and resilience work happening in the district with schools and to act as a knowledge exchange. This will be the first of a number of events.

Living Well Schools as a programme also completed a ripple effect mapping to review progress to date and held a vibrant workshop to shape the priorities for the future of the programme with key stakeholders across the district.