

# Report of the Chief Executive to the meeting of Corporate Overview and Scrutiny Committee to be held on 25 July 2023

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## Subject:

**Full-Year Performance Report 2022-23**

## Summary statement:

This report provides a summary of the Council's overall achievements in the financial year 2022-2023. Alongside this is an overview of performance against the Council's Key Performance Indicators (KPIs) for 2022-23. This overview focuses on measures where there has been new, comparable data since the update report provided at the March 2023 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 undertaken 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 over the 12 months of the 2022-23 municipal year 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 whole of the 2022-23 municipal year

### **4. Locality Achievements** – Summary linked to Council Plan Outcome Areas

### **5. Summary of performance against Council Plan outcomes**

Appendix A - The detailed KPI Review

Appendix B - List of performance indicators

Appendix C - Case studies of the underpinning principles in action

## **2. BACKGROUND**

- 2.1 This report covers the full second year (2022-23) delivery of the Bradford Council Plan 2021-25.
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- 2.3 The year saw the Council, like local authorities across the country, face significant financial and demand pressures as it sought to protect services and support people through the cost-of-living crisis amidst soaring energy, fuel and food prices, rising interest rates and increases in the cost of goods and services.
- 2.4 Despite these challenges progress has continued to be made against the priority outcomes in the Council Plan including the development of an extensive regeneration pipeline, investment in skills, support for children and young families, high performing services for vulnerable adults and a shift to prevention and early help and locality working.
- 2.5 Bradford succeeded in its bid to become City of Culture 2025. Culture is central to our plans for generating inclusive and sustainable economic growth and City of Culture status will place Bradford at the heart of the country's cultural conversation attracting talent, and investment, creating new skills and jobs and building civic pride.

The bidding process alone 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 could see the District bring in an extra £700m, create 3,000 jobs and attract over a million visitors as well as capturing the social and well-being benefits of culture and cultural participation. A senior team is now in place and progressing preparation for 2025.

City of Culture 2025 received a boost when the Arts Council announced investment of over £10m in Bradford including the award of national portfolio status to our museums and galleries which will receive £381k per year over three years. Funding of £250,000 has also been secured from Spirit of 2012 to fund volunteering in 2025.

2.6 The Council and its partners continued to build a compelling the case for Bradford to be a national priority for levelling up and published a prospectus demonstrating 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.

2.7 New partnership agreements are helping to bring our ambitious plans to regenerate Bradford city centre, deliver thousands of new homes and transform the economy closer to delivery.

**Homes England** has agreed a Strategic Place Partnership, one of only three nationally, with WYCA to develop new housing sites with up to 4,000 homes in Bradford City centre including the 1,000 home City Village.

**English Cities, developer MUSE and Bradford Council** have entered a pre-development agreement bringing partners together to collaborate on the detailed work required to deliver the City Village scheme.

**UK Infrastructure Bank** has agreed to provide technical support and strategic advice on the delivery of proposals for the regeneration of the 120ha Southern Gateway Site and new investments in rail connectivity.

2.8 A new city centre through station is at the heart of our plans. The station would act as a catalyst for growth unlocking the Southern Gateway - a regeneration site three times the size of Canary Wharf - and creating thousands of new jobs and a local and with Council leadership local and regional partners have campaigned relentlessly for its realisation. The Rail Minister has recently indicated that potential plans for a new station would be announced in the near future. Meanwhile a newly established Southern Gateway Board is driving plans to transform the site.

2.9 The face of the city centre is being transformed as visible progress continues to be made on flagship projects including:

- **One City Park** – state of the art Grade A office space which will stimulate business growth and create high quality jobs.
- **Bradford Live** - major £22m redevelopment of the former Odeon cinema creating the biggest 'mid-size' venue outside London with a capacity of 4,000.
- **Darley Street Market** –close to completion the new market will create 400 new jobs and £32m in economic benefits over the next ten years.
- **Transforming Cities Funding – work is commencing on £80.7m funding secured through WYCA** to improve transport in and around the city centre including work to improve access to Bradford Interchange, a £20m M606 park and ride scheme and £30m being spent on walking and cycling improvements.

2.10 Outside of the city centre, Keighley Towns Deal Board made a winning bid for £34.7m of Towns Funds Grants including £15m to create a Development Investment Fund. Shipley Towns Deal Board secured £27.4m including projects to rejuvenate the town centre and support small businesses. A successful bid to Round 1 of the Levelling Up

Fund saw £20m secured to help fund the Squire Lane Well Being and Enterprise Centre in Bradford West. Work is ongoing to support the development of a new hydrogen production facility at Bowling Back Lane.

- 2.11 Skills levels are increasing and support offered by the Council includes help for those furthest from the labour market with over 550 young people helped through our ESIF funded Employment Hub programme for young people with mental health issues (15-25 year olds), 399 young people with SEND supported through the SkillsHouse CTE team with Information, Advice and Guidance, and 202 young people with a declared disability through SkillsHouse to reskill or upskill to increase their employability.
- 2.12 Throughout 2022-23 the Council 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 was completed at the start of the new municipal year. We also appointed our new Strategic Director of Children's Services. In February, Full Council also agreed to invest a further £50m to improve and meet rising demand for our most vulnerable children and adults.
- 2.13 Thousands of children and families also benefited from our Holiday and Food Programme including holiday clubs, activities and access to nutritional meals.
- 2.14 A new Prevention and Early Help Strategy has been developed which will bring services together in localities to work with children and families from conception into adolescence and help deliver improved outcomes and reduce demand and cost pressures on public services.
- 2.15 The shift to a locality approach to service delivery is reflected in the fact that each of the District's five Parliamentary Constituencies now has a Locality Plan shaped through partnership working and tailored to meet local priorities.
- 2.16 Adult Social Care services working with health partners to implement the Discharge to Assess model to support people with safe and timely discharge from hospital has achieved a place among the top quartile performers nationally. Services support around 40 people a week to leave hospital and prevent an estimated 20-30 people a week going into hospital.
- 2.17 Bradford established the first Clean Air Zone (CAZ) in the north which will slash pollution in some of our most deprived areas and deliver improvements to the health of our children in particular – 33% of childhood asthma in the District is associated with poor air quality. CAZ income is being re-invested in schemes including the Schools Clean Air Programme which will improve air quality at schools right across the District.
- 2.18 Action to support our residents through the cost-of-living crisis included partnership work to provide real time, information, advice and sign posting to support via a website and app, managed by our partners CABAD and Warm Spaces across the district. Many of our warm spaces have become welcoming spaces for summer.
- 2.19 The Council has joined its partner authorities in West Yorkshire Combined Authority (WYCA) to call for further and deeper devolution and has set out the case for the implementation of fair funding for Councils – delays to financial reforms are costing Bradford £32m a year.

- 2.20 Equalities is at the heart of our Council Plan and 2022-23 saw the development of a revised Equalities Plan.
- 2.21 We joined the nation in celebrating the Queen's platinum jubilee. Through our small grants fund, many communities across the district were able to hold celebrations in their own neighbourhoods. We also hosted a picnic in City Park, with food donated by our generous businesses, that boasted the 'biggest cake stall' in the land. Our joy was followed by sadness and mourning on Her Majesty's death. We were pleased to host one of King Charles III's first official engagements as he visited Bradford to learn more about its vast array of young talent and potential.
- 2.22 Our challenges remained significant throughout the whole of 2022-23, of the 35 key performance indicators reported against in this full 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 full 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**

Nearing completion, One City Park is a state-of-the-art £35m building providing 56,403 sq ft of Grade A office space, raising Bradford's profile as a destination city. Designed with sustainability at its core, the striking steel and glass structure is set to attract local business as well as national and international names. The Council has developed the scheme in partnership with Muse with the aim of attracting serious corporate investment, stimulating business growth, creating high quality jobs and attracting further regeneration investment into the city centre. The project secured £7.5m of funding from the Government's Getting Building Fund through West Yorkshire Combined Authority and will provide space for 450 jobs when completed.

### **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 £4m from the Government's Northern Cultural Regeneration Fund. Due to open in early 2024.

### **Darley Street Market**

The construction of Bradford's transformative new markets scheme is nearing completion and will help spearhead the city's green recovery with a modern ecological retail space for the city's market traders. Opening in 2023 it will create 400 new jobs and deliver an economic benefit of £32m over a 10-year period.

### **Northern Powerhouse Rail**

A City Centre through Rail Station remains central to Bradford's economic ambition and would help transform Bradford as a place to invest. 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, and unlock a regeneration site three times the size of Canary Wharf. In June the Rail Minister announced potential plans for a new railway station in Bradford would be revealed in July and said the focus was on "getting better options assessed for Bradford and enabling Bradford to put forward a new station to help with city centre regeneration".

**Levelling Up Fund** - Our successful bid to Round 1 secured £20m to help fund the Squire Lane Well Being and Enterprise Centre in Bradford West.

### **New board to drive Bradford's Southern Gateway transformation**

A new board is leading a partnership effort to strengthen plans to transform Bradford's "Southern Gateway" a 126ha regeneration site to the south of the city centre. The Board is chaired by Nigel Foster, Visiting Professor at the Institute for Transport Planning at the University of Leeds.

Board members include representatives from the Department for Transport, Network Rail, Bradford Council, University of Bradford, West Yorkshire Combined Authority, Bradford Hospitals, the Chamber of Commerce, Arup, Yeme Architects and the Northern Powerhouse Partnership.

On their agenda is: making the case for a new city centre station to act as the catalyst for wider regeneration with the potential to deliver new jobs, homes, workplaces and health and leisure services.

### **Keighley and Shipley Towns Fund**

Keighley Town Deal Board have successfully bid for £34.7m of Towns Fund grants with £15m allocated to create a Development Investment Fund that will be used to restore and repurpose buildings and redevelop sites for commercial and residential use alongside a new Keighley Health and Wellbeing Centre and a new Manufacturing, Engineering and Future Technologies Hub.

Shipley Town Deal Board have successfully bid for £27.4m of Towns Fund grant with £8m allocated to create a Development Investment Fund alongside projects to rejuvenate Shipley Town Centre, create a small business enterprise hub and a Sustainable Community Hub.

### **The Local Industrial Decarbonisation Plans (LIDP) competition**

Run by government in partnership with Innovate UK (IUK), LIDP offers £5m in grant funding to support dispersed industrial manufacturers not located in the UK's existing industrial clusters to decarbonise, reduce their emissions and avoid carbon leakage.

Bradford Council is leading the local bid in collaboration with local companies, where local cluster projects are able to apply for part of this £5m funding, and if successful will receive support from technical advisors to help plan for the introduction of low-emission technologies.

### **Development frameworks**

Work is currently underway to produce a Development Framework for the city of Bradford. The Framework will set the direction, development principles and specific site-based opportunities to deliver sustainable economic growth. It will also help us decide our investment and regeneration priorities for the next 20 years. It aims to maximise development potential beyond 2025, improving people's lives by creating work and protecting the environment.

Feedback from the public consultation to support the scoping and visioning for this work revealed that respondents felt our best kept secrets were our architecture, access to the countryside, heritage and people, our greatest challenge was anti-

social behaviour and the City's reputation, and our biggest opportunities are UK City of Culture 2025, our young people, improving connectivity, maximising the benefits of Bradford Live and regenerating the City centre. The feedback has been used to inform engagement with targeted stakeholders on scoping and visioning, with further public consultation taking place over summer. The Framework is expected to be finalised by the end of 2023.

Frameworks are also being produced to cover Keighley and Ilkley and Shipley and Bingley.

### **Taste BD: Festival**

Bradford's new, flagship food and drink festival, took place on Saturday 29 and Sunday 30 April 2023 in the heart of Bradford. The event showcased the very best in Bradford businesses, accompanied by unique and exciting entertainment for the whole family. The two-day festival turned the city's centre into a lively celebration of local culture.

### **Supporting Youth Skill Development**

Building on the success of the Kickstart programme, we have been developing our approach to supporting disabled young people in particular. Using funding secured from Department for Employment we have initiated a new employer forum to expand the supported internship provision locally (a programme based on an initial 12-month work placement with support to progress into permanent employment). The Council has set the target of doubling the number of placements taken up by young people by 2025.

Alongside this we have delivered the ESIF funded Employment Hub programme for young people with mental health issues (15-25 year olds) supporting over 550 young people. We have supported 399 young people with SEND through the SkillsHouse CTE team with Information, Advice and Guidance, and 202 young people with a declared disability through SkillsHouse to reskill or upskill to increase their employability.

### **Bradford Manufacturing Weeks and Tech Week**

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

### **New skills and training website**

SkillsHouse, a collaborative partnership supporting people across Bradford District into training and work, launched a new website showcasing the wide range of support on offer to local learners, jobseekers, educators and employers. Partners are also represented in the website's directory of services. The website includes other features such as the latest news, local success stories and live vacancies and events. Investment in the SkillsHouse partnership has supported over 33,000 people to access education and training and 8,400 people with careers support. Access the website via [SkillsHouse](#)

### **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.

### **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.

### **UK City of Culture (CoC) 2025**

Following the announcement of Bradford's success, an internal District Readiness Board was established to ensure everything is in place to ensure CoC 2025 is a success for the whole district. The Board will consider the readiness of key event locations through to reviewing licensing arrangements, and is drawing on the experience of previous CoC winners.

### **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.

### **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.

### **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 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.

### **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.

### **Bradford Council launched a new Digital Strategy for the District**

Bradford Council launched its new Digital Strategy for the district aimed at helping 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. Access the strategy via [Bradford District Digital Strategy 2022-27](#)

### **Driving major transport schemes with West Yorkshire Combined Authority**

The schemes worth in the region of £250m over the next three years, with the Transforming Cities Fund seeing £80.7m spent on schemes to improve transport in and around the city centre including work to improve access to Bradford Interchange, a £20m M606 park and ride scheme and £30m being spent on walking and cycling 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:

### **Housing Revenue Account (HRA)**

Since undertaking a Large Scale Voluntary Transfer in 2003, the Council has been building up its own stock over the past 10 years and currently owns 404 properties. Recent changes in Regulations made by the Department for Levelling Up, Housing and Communities (DLUHC) now require any local authority owning more than 200 units to either establish a HRA or divest of housing stock to below 200. The Council determined that establishing an HRA was the preferred option for compliance with DLUHC Regulations within the timescale provided of March 2023. As a result, the Council agreed with DLUHC that the HRA would take effect in Bradford District from 1 April 2023. The HRA is a finance account for the Council's housing stock where all rental income is collected and expenditure can only be used for the purposes of managing, maintaining and improving council housing. It is a ring-fenced account. Any future housing developments or stock acquisitions will now be included in HRA.

### **Prevention of Homelessness continues to be above the regional and national levels.**

We continue to perform well compared to regional and national prevention success rates and our CIPFA nearest neighbours, with only Blackburn and Leeds having greater success. Problems the team are finding in sourcing affordable social and private rented properties relate to the cost of living crisis and significant inflationary pressures. This is also linked with changes to legislation preventing both no fault evictions and requiring landlords to ensure their properties are EPC band C compliant.

This can be costlier in Bradford than elsewhere due to the large proportion of older dwellings.

### **Staff member shortlisted for national award**

Housing Strategy Manager, Hiron Miah, was shortlisted for the Local Government Chronicle's Outstanding Individual Contribution Award.

Seen as an exceptional role model and a great ambassador, Hiron exemplifies and embodies the council ethos of putting people first and he strives to provide the best service possible to those in need. Hiron displays enthusiasm and an industrious attitude when delivering some of the council's important priorities, programmes and projects – many of them with high media exposure, for example refugee programmes, asylum seekers issues, homelessness etc. Hiron successfully manages high profile schemes such as Homes for Ukraine, Housing First, Homeless Outreach Partnership (rough sleeper outreach scheme), No Second Night Out and other schemes which benefit the residents of Bradford District.

### **Helping our residents stay warm**

Our work to improve the energy efficiency ratings in rented properties continues. During 2022, our Housing Standards Team identified 948 rented properties that had an illegal energy efficiency rating (below E). Through engagement with landlords, 301 properties have been improved so far, with one penalty notice being issued. Properties with a rating below E are difficult to keep warm, are prone to damp and mould and thus can have a severely detrimental impact on tenants.

### **Free online training for landlords**

Bradford and its partner authorities in Yorkshire have developed free online training to enable landlords to learn about their responsibilities, housing standards and legal changes with the ultimate aims of improving the quality and availability of rented accommodation. Made possible following a successful bid for the Government's Enforcement and Innovation Fund, so far of the 152 landlord enrolled, 100 have now completed the training

### **Delivery of home adaptations to support disabled people**

The Adaptations team assesses eligibility for Disabled Facilities Grants (DFGs) to carry out home adaptations for disabled people or their carers, and oversees these adaptations to completion. Over the last year £5.6m worth of adaptations were delivered in 381 homes – representing the highest spend to date. The adaptations ranged from replacing baths with showers, through to extensions to allow disabled people to have access to normal facilities within their home.

### **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. This project was extremely successful in housing a client group that had previously found it difficult to maintain housing, through linking specialist support to the housing. This trial allowed Bridge to evidence capability to manage housing and allowed them to unlock social investment to open further housing for the wider group with complex lives. They have now appointed a new assistant director of housing. Since the project commenced, they have secured 13 properties, and provided exempt

accommodation for 18 individuals, all with single tenancies and in the 18 months that the scheme has been running, all excluding one individual have managed to maintain their tenancies. Additional positive outcomes include the longest tenancy at 635 days, two have moved on to secure tenancies out of area, having re-built relationships with family, and one has been able to access residential rehabilitation following the stability of housing.

### **Refugee Integration Service (RIS) – to update with outcomes**

Bradford Council is one of the partners working with Migration Yorkshire, a partnership of Local authorities in Yorkshire & Humber that was 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 a co-ordinated approach.



## **SAFE, CLEAN AND ACTIVE COMMUNITIES**

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

**The District's Community Safety Partnership** acquired funding from the Government's Safer Streets Fund to improve two parks in the district. Led by the Council's Safer Communities Co-ordinator, with a focus on improving the safety of women and girls, the partnership successfully improved the following parks:

- **Horton Park Women Friendly Improvements** – Facilities now include a Police Contact point and greater visibility of police
- **Eccleshill Park** – Lighting was improved in the park following concerns raised by women and girls. The project has also led to new partnerships developing in the area between Play Bradford, Parks Department, JU:MP and Making Space for Girls.

### **The Knife Angel**

A monument made from more than 100k blades seized by police forces across the country was unveiled at the start of April in Centenary Square marking the beginning of a month long anti-violence campaign. The campaign also saw Bradford Youth Justice Service deliver assemblies to over 12,000 school children – each child becoming anti-violence champions. The month culminated with a knife amnesty that resulted in 20 knives being surrendered.

### **Legacy after Bradford for Everyone ends**

This Department for Levelling Up, Housing & Communities (DLUHC) funded

programme came to an end in March 2022, with some elements being sustained by the Stronger Communities Team and others as follows:

- **Local Authority of Sanctuary** – implementing action plan
- **Roma Strategy** – leading implementation
- **Intercultural Cities** – reviewing Intercultural Cities Index
- **Schools Linking Network** – continuing
- **Bradford for Everyone Ambassador Programme** - supporting
- **Citizen Coin** – leading drive to embed in across sectors in the district
- **People Can** – Community Action Bradford & District leading

### **Green Flag raised again for District parks**

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 and visit. Six of our parks have once again secured the Green Flag Award. Green Flag status represents the international mark of quality and has been awarded to Lister Park, Peel Park, Roberts Park, Harold Park, Cliffe Castle and Haworth Central Park. Whilst we would like all our parks to attain this status, the process precludes this as it is resource intense.

### **Playable Spaces**

As part of implementing the Playable Spaces Strategy, backed by £6.4m worth of investment, the replacement playground in Lister Park opened last summer. An additional 35 play areas across the District are being refurbished, 33 of these being in the current phase of the funding programme with completion on all sites to be achieved by early 2023.

### **Wyke Sport Village opened**

Following a £7.5m investment, Wyke Sports Village opened in November 2022. The village includes a full sized floodlit 3G football pitch, three grass pitches and a pavilion with changing rooms and community space that can accommodate 250 people and a cycle track for use by the community and for major cycle events. It is now both home to local clubs in Bradford and for use by the community,

### **Locality working in every constituency**

Each constituency area now has its own Locality Plan. The plans, tailored to the locality, identify priorities to address within the area with the aim of building safe, strong and active localities where citizens and local leaders are empowered to work alongside public agencies and partners to address local needs and issues and ultimately improve people's health and wellbeing

Leadership Teams, made up of managers from key partner organisations, are forming and meeting to ensure joined up thinking, collaboration and service design are deployed to tackle local issues.

### **Great Bradford Spring Clean**

Mid-March to through to the end of April saw Bradford's Area Co-ordinator Offices support the national Great British Spring Clean by organising in excess of 50 litter picks, clean-ups, street planting, tidy-ups and restoration initiatives for people to take part in

### **Warm Spaces become Welcoming Spaces over the summer months**

As a response to the Cost of Living Crisis, over the winter and spring months the Council grant funded 180 smaller community and faith organisations up to £1k to provide local people with access to a warm spaces and hot drinks. In their first three months, over 25k visits to a warm space.

Visitors reported how the spaces had not only kept them warm but had been good for their mental health, reduced loneliness and gave access to other support. As a result, and supported by the Department of Work and Pensions' Household Support Fund, many of the venues have become 'Welcoming Spaces', Information about these spaces is available via the <https://costoflivingbradford.co.uk/> website.

### **Bowling Cemetery extension approved**

Part of our Bereavement Services Strategy, Council Executive approved the £2.38m extension of the cemetery in March 2023. The extension is required to ensure sustainable burial services with the district. Subject to planning permission, works are expected to start in Autumn of 2023 for completion in Spring of 2024.

### **Hate Crime**

Partners came together during Hate Crime Week 2022 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.

Members of Corporate Overview and Scrutiny Committee to undertook a scrutiny review into partnership arrangements to address hate crime across our district. Key recommendations from the review included: after care victim support, a software app to improve reporting and bespoke sessions for disabled groups. The recommendations have been incorporated into the refreshed District Hate Crime Strategy.

### **Road safety**

Following an increase in road deaths and serious injuries in our district, along with the West Yorkshire Combined Authority and all West Yorkshire local authorities, the Council is setting out the principles of a whole systems approach to Safer Roads utilising multi-disciplinary partnership work and data sharing that reduces serious injury and death on the road network with the ultimate aim of removal of road death. The five pillars of the vision are: safe speeds, safe vehicles, safe roads, safe behaviours and post collision learning and support.

### **From Jubilee celebrations to welcoming our new Monarch**

Through our small grants fund, many communities across the district were able to hold celebrations in their own neighbourhoods to join the nation in celebrating the Queen's Platinum Jubilee. We also hosted a picnic in City Park, with food donated by our generous businesses, that boasted the 'biggest cake stall' in the land.

Whilst saddened by the Queen's death, we were pleased to host one of King Charles III's first official engagements as he visited Bradford to learn more about its vast array of young talent and potential.



## 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, seeing two areas shortlisted for national awards in 2022.

Highlights include:

### **Protecting care experienced children from discrimination**

Bradford Councillors have agreed that experience of children's social care will be assessed for and protected from discrimination by the Council in the same way as "protected characteristics" such as gender, ethnicity, faith and disability which are protected by law.

The move responds to the findings of the national [Independent Review of Children's Social Care](#) which describes the disadvantage faced by the care experienced community as the "civil rights issue of our time." The review advocated that the UK should become the first country in the world to recognise the care experience as a protected characteristic and Bradford's pioneering move will include a requirement for Council decisions about services and policies to be assessed for their impact on care experienced people.

### **Holiday and Food Programme (HAF)**

Our HAF programme, a finalist in the Local Government Chronicle's community involvement award 2022, will run until 2024. Over the past year we have:

- Worked with 107 local providers to deliver HAF during the Easter, Summer and Christmas school holidays
- £3m was spent operating all the clubs in 2022 and was fully funded by the Department for Education
- 28,000+ holiday club places were utilised during 2022
- 2,200+ SEND holiday club places were utilised during 2022
- Delivered over 6,500 activities, ranging from sports activities, enriching activities, music, dance, nature, cultural and food related activities
- Over 113,000 days of activities were utilised by all children attending the clubs during 2022
- Over 5,000 families joined in the activities with their children
- Nutritional meals were offered to all children and families attending the holiday clubs every day
- 9,000+ children and their families attended our open parks events that took place in 30 parks across the District

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

## **Work to reduce persistent absence**

In recognising the challenge faced to reduce persistent absence, the Persistent Absence Team, consisting of four Attendance Improvement Officers (AIOs), supported by a Senior AIO, have been tasked with contributing to the safeguarding of Bradford's children. The Team's work is supported by data that helps identify those most at risk due to persistent absence and who may have a possible gap in support.

The four AIOs are aligned to the district localities - East, West, South, and Keighley and Shipley. Operating as a pilot, the team have built working relationships with the early help localities and family hubs, together with other support services to ensure they are able to share up-to-date information on local community-based support, as well as ensuring schools can link into Family Hub Early Help support.

Since September, they have worked with approximately 30 primary and secondary schools and a thousand children across all four localities. Some of the early data shows that of 169 children supported, the average child's annual attendance rate has increased by five percent, with 114 out of 169 children recording improved attendance as an outcome of the pilot. Feedback received from the Family Hubs has demonstrated the pilot has built stronger links between schools and the hubs, which in some cases saw schools submitting EHA's, where before they had been reluctant.

By September 2023, the aim is to ensure every school in the district has access to a similar level of support, with the team refocussed to deliver more strategic than operational support in line with the Department for Education (DfE) guidance.

## **Education Psychology**

Since September the EP team has conducted over 936 pieces of statutory advice contributing to the Education, Health and Care Assessment process. This support the most vulnerable learners in the District. The number of assessments is on track to be at least 50 percent higher than the previous year. Compliance with the six-week limit is around 84 percent, with exceptions being largely due to young people's absence on the assessment date or ill health.

Over 2000 school visits have been undertaken to support schools manage the learning and wellbeing needs of their community.

Project work is supporting the development of a District wide neurodiversity strategy, safer schools (DfE SAFE initiative) and improved emotional wellbeing through the Mental Health Champions / Champions plus and Chartermark process.

## **Children and Young People's Strategy**

Our new Children's and Young People's strategy is in the final sign-off stage. It is based on extensive evidence gathering and consultation with key stakeholders including schools, early years' providers, alternative provision, voluntary and Charity services, Police, Universities and local Health Trusts. And, most importantly, the voices of children and young people. The strategy will be the overarching strategy for children and young people in the district and is a driver for improving the life chances of some of our most vulnerable children and young people.



### **Child Friendly District**

Following the recruitment of a new programme lead in October 2022, the ambition to become a more child friendly district has gathered momentum. The focus is currently on two areas:

- Training staff, with training provided by UNICEF as part of the Child Friendly Cities foundational year
- Developing the voice and influence of children, young people and their families using restorative practice to empower them and work with them as key stakeholders.

The Youth Rights Trainees also continued to grow in confidence in taking forward the child friendly agenda.

### **Anti-Poverty Strategy and Child Poverty Inquiry**

The Council and partners new district-wide Anti-Poverty Strategy is being implemented across the District. There are currently over 50 programmes running across seven work themes. A particular focus for the past year, which will continue over the next year, has been supporting families through the cost of living crisis.

An extensive cost of living support programme has been developed which includes:

- food and energy bill support, welfare advice, information and guidance services, cost of living survival guide, warm spaces provision and tailored support for vulnerable groups such as children in care, care leavers, carers, people with mental health difficulties. Examples of the programme include creation of a cost of living survival guide which over 100,000 people have used, over 180 organisations providing warm spaces over winter and welcome spaces for over summer and our ongoing provision of emergency support for families through foodbanks and food parcel provision.
- Additionally, Children's Overview and Scrutiny Committee conducted an inquiry into Child Poverty across the District and we are currently looking at ways of improving support for children and families living in poverty based on the inquiry's findings.

### **Uniform savers**

We have secured funding for this innovative project for a further year. 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 285 low income families, who once they start saving receive a further £100 to boost their uniform buying power.

### **Act Early**

The Act Early programme focuses on three themes: heathy livelihoods, health learning, health places Across these three themes Act Early continues to develop policies and programmes and provide research and evidence on what works to tackle inequality and disadvantage. Over 50 projects have been developed to improve the health and opportunities for children living in areas with high levels of child poverty through early intervention. These include programmes such as Glasses for Classes and Digital Makers Programme to reduce educational inequalities, and developing physical activity and play activities for young people and working on programmes to reduce childhood obesity and improve health. A particular

achievement over the past year is securing the funding for, setting up and now running a Health Determinants Research Collaboration (HDRC). Over the next five years, the HDRC will drive the development of evidence based policy to improve the health and wellbeing of our District's children and families.

### **Bradford District Prevention and Early Help Strategy 2022-2025**

A new strategy has been developed. At the heart of this is the relaunch of locality based Family Hubs. The Hubs bring services together to work with families from conception, through childhood and into adolescence (0 to 19 years and up to age 24 years for some young people with needs arising from SEND), to deliver an integrated local offer.

Family Hubs should be seen as an umbrella term. It is not only the physical buildings, but describes the collection of services working in a locality, including more targeted services deployed alongside other services to support the needs of children and families.

Over the past year

- The Council successfully secured £5.8m funding for the Start for Life programme, focusing on services for pre-birth to two years and essential support that any new family might need: midwifery, health visiting, mental health support, infant-feeding advice and specialist breastfeeding support, parenting support, safeguarding and services relating to SEND.
- A Programme Team is in place with cross partner working groups including Children and Family Trust, Health; VCSE organisations
- Mobilisation has started with the successful launch of the Start for Life Family Hubs W/C 29 May 2023. These were fun packed days for families with a range of partners in attendance
- We have adopted the 'Nothing About Us Without Us' co-production strategy, which will shape our future plans and reduce inequalities. We plan to commission organisations to facilitate the co-production journey, the aim is to facilitate meaningful co-production to enable the district to deliver seamless support for families to ensure community ownership and co-production.

### **Living well schools**

Our Living well programme continues to provide schools with support in using evidence based programmes and resources in order to improve whole school health and wellbeing. Supported by partners across the district, the offer is co-produced and constantly reviewed and refreshed to include the latest offer and evidence of what works for schools and their communities

### **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**

This ground breaking programme continues to develop innovative and successful programmes for some of our most vulnerable young people. In addition to more than 1400 young people benefitting from the team's intensive, intelligence led support, over 500 young people at risk of or experiencing incidents of serious violence have been provided with specialist help and support in their local communities. Key activities include:

- Early identification of push and pull factors around exploitation and the upstreaming of interventions
- Secure placements and employment for some young people who have left the programme.
- Worker seconded into the District PRU and working
- Working alongside the district Exploitation hub as an integrated partner
- Focussed Deterrent Care: The Breaking the Cycle Team also work 4 nights a week with colleagues from West Yorkshire Police providing interventions following incidents of serious violence on the street. This partnership piece of work supports young people in communities following incidents and looks to prevent further incidents and reprisals. It also supports and seeks to support finding high risk missing young people. Since its launch in Nov 2021 the project has undertaken more than 500 interventions with young people.

### **Relationships Matter Project (funded through the Department of Work and Pensions (DWP) as the reducing parental conflict programme)**

Over the past year we have successfully developed and embedded this programme which aims to reduce the impacts of parental conflict on children and young people and improve their outcomes across services such as health, social care, schools and judicial services. Focussing on: increasing awareness of the impact of parental conflict on children both in communities and across the children and families' multi-agency workforce; providing support and training for practitioners to improve child outcomes and providing appropriate support for parents when needed, achievements over the past year include:

- Conference attended by over 200 professionals from various partner agencies and backgrounds
- Public awareness poster campaign going live in July 2023 across the district
- 549 practitioners (up to March 23) received training on 'Relationships Matter'
- New toolkit and resources available for practitioners to access
- Regional website, 'Relationships Matter', available with advice and signposting to local services
- Dedicated 'Relationships Matter' webpage on the Families and Young Peoples' Information website which offers self-help, additional resources and services that parents can access

### **Reducing the "Youth Call" on A&E departments**

This innovative pilot programme continues to pioneer an approach which sees youth service practitioners, working in co-operation with West Yorkshire Police Violence Reduction to provide direct support to young people who present at A&E through incidents of violence and through sharp instrument injuries.

Youth service practitioners provide a follow up community link up service that provides support within the community post hospital discharge aimed at preventing readmissions. Over 100 young people have been seen by the youth work team in the hospital.

### **Going to Coventry and taking up sporting and other opportunities**

The Youth Service district team saw 100 young people travelling to Coventry as part of the BD25 bid for Bradford, they have also had 11 Kickstart trainees gain a range of sports qualifications and go on to take up other opportunities.



## **BETTER HEALTH, BETTER LIVES**

Supporting physical activity, and providing information and advice aimed at supporting our residents to take control of their lives following the pandemic and during the cost of living crisis for a healthier future.

Highlights include:

### **Promote the Vote**

Social workers in Health and Wellbeing have been supporting learning disabled young people and adults across Bradford to be able to participate in Local and National Elections through working with special schools, making reasonable adjustments to allow use of polling stations and supporting people to register to vote.

### **Expert by experience role informing services**

The Council has also created a new paid job role of expert by experience for disabled young people, which has been successfully recruited to.

### **Responding to care home closures**

In 2022-23 four care homes closed within the District. Two were unplanned closures and two were planned. The Commissioning team using their standard operating model, and adapting elements to suit each closure, have been able to ensure all residents safely relocated. Working alongside the Bradford Care Association, they helped potential displaced staff to continue their employment at a new location – providing continuity of care for residents.

### **Co-production, commissioning and quality**

Through commissioning activity this year, the team have worked to ensure people who use services, their families or representatives have been given opportunities to be involved in the review, design and delivery of services. This has included holding consultation events, widening the use of 'I' statements in specifications and involving people in evaluation panels. Working with Equality Together and Bradford Talking Media we created a Co-Production Partnership and launched it with the involvement of 200 people.

Engagement work with people with lived experience led to a series of short films being produced to help people to understand the different types of accommodation

options available to them. The films are also being used to help thinking during our consultation on the Accommodation and Support Strategy for people with Learning Disabilities

### **Removing barriers to access**

In response to feedback we changed the criteria of our new Dementia Support and Advice Service, removing the requirement of a dementia diagnosis before people could access support. This has resulted in people receiving personalised advice and support right from the first time they have concerns about their memory. This prevents people's needs worsening whilst they await a diagnosis.

### **Development in hospital working – Act as One**

Our Trusted Assessors team joined the two Bradford Hospitals approximately two years ago implementing the Discharge to Assess (D2A) model working to Home First, supporting people to have a safe and timely discharge. The team now also support the emergency departments and the Intermediate Care wards. Performing 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 to leave hospital or short-term home support.

### **Say Hi App**

The Time Out management team have rolled out and promoted within the service the Say Hi translation app which has 101 languages. This has been a positive tool in supporting us to undertake urgent visits.

### **Shared Lives**

Last year saw two of our Shared Lives carers, who over 40 years have supported 40 families, win the Shared Lives Plus Lifetime Achievement Award.

### **Bradford Children's and Families' Trust (BCFT)**

Keen to ensure a smooth transfer, over the past year the Council has worked to ensure staffing and resources would be in place to enable BCFT to launch on 1 April 2023.

As part of its commitment, at its [budget meeting in February](#) the Council made significant additional investment of £57m in Children's services which will support the work of the Trust in driving improvement, meeting rising costs of provision and recruiting and retaining permanent social workers.

### **'Supporting Families – earlier, easier and nearer' - new prevention and early help strategy adopted**

Taking into consideration the findings of the McAllister review and the opportunities available through the Start for Life Programme, the strategy, approved by Council Executive in January, aims to provide a coherent and creative approach across the district to:

- Make Prevention and Early Help more accessible – Nearer, Simpler and Earlier for families
- Expand and build on the existing Hubs to include additional services for families
- Explore opportunities to deliver Prevention and Early Help within existing community locations

- Refresh partnership engagement and area based working
- Develop a consultation group(s) for Co-production (drawing on Family Hubs Start for Life guidance);
- Offer support to Families at the Right Time, by the Right People, having the Right Conversations or Supporting Families.

### **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 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.

### **Co-produced strategy to promote health**

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 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 Summer 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.

### **Website updated to support Adult Social Care Recruitment**

The Bradford Cares website expanded to include vacancies from the independent sector alongside Council vacancies. The expansion followed partnership working with the Bradford Care Association and Act as One (Health and Care Partnership). 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. From April 2022 to March 2023, 11,000 unique users registered on the site, with 30 clients ready to start a Care Certificate, and 155 clients forwarded for interviews. In addition, 101 people interested in health and social care are being supported by SkillsHouse

and were registered on the Care Academy.



## **SUSTAINABLE DISTRICT**

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

### **Work underway on new hydrogen production facility**

The Council is working with Northern Gas Network and the Bamford Group (Wright Bus, Hygen and Ryze) to develop a scalable hydrogen production facility at the old Gas Works on Bowling Back Lane, Bradford. The gas works site is being decommissioned, with the facility expected to open in 2025. It is expected there will be capability to blend hydrogen with the natural gas supply. The site will include a Hz Skills and Training Centre with support shown from the University, Bradford College and WYCA.

First Bus have also expressed a desire to convert their vehicles to H2 as these perform better than electric buses over some of our hilly routes.

### **Waste services vehicles are 'electrifying'**

Bradford Council's Waste Collection Service had its first eCollect electric refuse vehicle delivered in September 2022. This was 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.

### **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 (NO<sub>2</sub>) by 35 percent and CO<sub>2</sub> 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.

### **Bradford District Good Food Strategy**

Presented for adoption to Wellbeing Board on 13 June, but developed and consulted on over the past year, the strategy aims are:

*“To put accessible and nutritious food for all at the heart of Bradford’s policies and actions. We do this in order to reduce health and social inequalities, to improve health and wellbeing and to create a secure and sustainable food system that works for people and strengthens our local economy”*

Established in September, the Bradford Sustainable Food Partnership will oversee implementation of the strategy.

**Tree for Every Child Target toppled.** Bradford’s innovative Tree for Every Child initiative which aimed to plant 55k trees – one for each primary school child – has exceeded its target getting 60k trees into the District’s schools and green spaces. Council investment helped to engage 90 schools, hundreds of volunteers and thousands of pupils attracting national attention and helping Bradford to secure a place as part of the [Tree Cities of the World](#) global network.

### **Life Critical – Horton Park**

Promoting and improving the multiple environmental and health benefits of urban green spaces, LIFE CRITICAL (Climate Resilience Through Involvement of Local citizens) aims to provide resilience to climate change for local neighbourhoods. Life CRITICAL is engaging communities, raising awareness of healthy lifestyles and



showing how Horton Park can provide environmental improvements that address challenges such as air pollution, urban heat island effects and localised surface water flooding. Working in partnership with University of Bradford, ActEarly and others, Capacity building of local community groups has begun with the project then ready to move into the co-design of the interventions in the park.



## AN ENABLING COUNCIL

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

### **Health Determinant Research Collaboration (HDRC)**

Our Director of Research and other key staff needed to drive this initiative have now been recruited. Their focus will be on training participating organisations staff, developing the community of researchers, developing governance and creating a communications plan.

### **Transforming services**

Our Transformation Team are leading on several cross-cutting programmes designed to make the Council more resilient, cost-effective and efficient. Working with multi-disciplinary teams and other interested parties, amongst other transformational programmes, the Team will be focussing on maximising the income available for services, improving customer access, managing demand, improving decision making at all levels.

### **New Council data and intelligence group established**

To support the Data Accelerator project and other initiatives, and make better use of Council-held data, Council officers have worked across departments to build the infrastructure needed connect our data sets and share our data appropriately. Its action plan has themes around building data connectivity across the Council and creating a supportive culture around data led decision making and evaluation.

### **Bradford Council's new Equality, Diversity and Inclusion (EDI) Plan 2022-25**

Approved by Council Executive in November 2022, the EDI plan was formerly launched at a ceremony in City Hall in June. Built on recommendations from the Local Government Association Equality Peer Review in November 2021, and extensive consultation during the summer of 2022 with staff and a wide range of stakeholders, the plan focusses on addressing discrimination and inequality with its objectives being: The Council as a workplace, delivery of services, the local economy and communities.

Work is now being considered that will implement the Council's decision to include care experience as a locally agreed protected characteristic and also to ensure due regard is given to the Armed Forces Community following the enactment of the new Armed Forces Covenant Duty in November 2022.

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 Bradford and Craven Reducing Inequalities Alliance.

### **Place Marketing and Investment Partnership**

A new Place Marketing and Investment Partnership has been established to promote the District as a great place to live, study, visit, work and do business. Chair of the partnership, Pete Mills, who was born and bred in the district, brings a wealth of experience and expertise with him having founded, invested and provided strategic direction for several businesses, with his latest venture, a software company, being based at Salt's Mill.

### **Armed Forces Covenant Duty**

Elected Member Armed Forces Champion, Cllr Joanne Dodds, is working with officers to ensure that Bradford Council not only meets its statutory obligations under the new Covenant Duty, in regards to housing, education and health, but also on the promises it made to the community prior to the duty being enacted.

Work is currently ongoing to: re-sign the Covenant pledge, obtain Employer Recognition Scheme Gold status, ensure updated staff training is available to all front line staff and to work with other West Yorkshire local authorities to re-establish a West Yorkshire Covenant Forum for the sharing of best practice.

## **4. LOCALITY ACHIEVEMENTS - Summary of examples linked to Council Plan Outcome Areas**

The aim of locality working is to build safe, strong and active localities where citizens and local leaders are empowered to work alongside public agencies and partners to address local needs and issues. Working collaboratively and creatively, they will utilise local assets, resources and opportunities to enhance community capacity and tackle inequalities.

The organisations within the localities partnership are now working towards dedicated resources in each locality to join up thinking, collaboration around people and families who need support and to design projects and services to tackle local issues. Locality leadership teams are being built across the partnership where:

- cases can be discussed formally and informally
- the latest health inequalities and JSNA data can be examined
- investment in projects and grants can be agreed to improve against baseline data
- New ways of working can be designed across organisations to reduce complex cross-referral mechanisms and speed up access to advice.

Each Area Committee has approved their locality plan. However, as approval was given at different times, not all Area Committees have received their first progress report. The plans are from 2022 to 2025, and therefore much progress made is the early stages of towards full implementation of actions.

Below are some examples of how locality working, led by the Area Co-ordinators' teams in the five constituencies, is contributing to delivering the Council Plan:

<b>BETTER SKILLS, MORE GOOD JOBS AND A GROWING ECONOMY</b>		
<b>Area</b>	<b>Our plan said we would</b>	<b>We did/Action</b>
<b>Bradford East</b>	Improve the skills attainment levels of the working age population	A skills academy is being developed with ROC for people interested in horticulture
<b>Keighley</b>	Work with partners to explore how access skills training and opportunities could be improved.	The Business & Intellectual Property Centre has partnered with local libraries, including Keighley Library, to bring free business support and inspiration. Northern Business max accelerator programme active early 2023. Keighley Progressing towards becoming a social enterprise town.
<b>Shipley</b>	Work with partners to improve access to opportunities and consider the skills gap	Organising an event for all interested parties to consider action to address skills gap and economic issues.
<b>DECENT HOMES</b>		
<b>Area</b>	<b>Our plan said we would</b>	<b>We did/Action</b>
<b>Bradford South</b>	Help people manage household budgets including energy efficiency help	Promoted the Green Doctors team offer to support Cost of Living outreach events in Bradford South including small improvements such as draught – proofing etc.
<b>Keighley</b>	Work with the Council's Local Plan team and Local Councils' and others on what action can be taken to support young people.	We have made contact with Centrepoint to develop local links with their organisation to explore support for young people via Keighley's VIBE group.
<b>Shipley</b>	Set up a partnership of Registered Social Landlords, representatives of the private-rented sector and tenants groups to work together to improve housing and promote the rights of tenants	Wardens are compiling a list of problematic social housing blocks of flats.
<b>SAFE, CLEAN AND ACTIVE COMMUNITIES</b>		
<b>Area</b>	<b>Our plan said we would</b>	<b>We did/Action</b>

<b>Bradford East</b>	We would test new approaches to engaging residents, businesses and other stakeholders in creating cleaner and greener neighbourhoods.	The BD5 in Bloom Project, with volunteers from British Gas, worked with the local community to tidy up the area and produce planters.
<b>Keighley</b>	Promote the People Can and Citizen Coin initiatives	Citizen Coin promoted, Area Office colleagues and partners trained in ABCD approaches, Keighley Together – Work at neighbourhood level in target areas to build aspirations through community led and co-designed work in line with the aims of the initiative.
<b>Shipley</b>	Train frontline staff to identify and understand domestic abuse cases and how to report them	A number of area office staff have trained to identify and understand domestic abuse cases and how to report them.
<b>GOOD START, GREAT SCHOOLS</b>		
<b>Area</b>	<b>Our plan said we would</b>	<b>We did/Action</b>
<b>Bradford East</b>	Raise the level of school attendance and reduce the number of children and young people at risk of exploitation	Working with Hanson Delta Academy and other partners to support families to encourage children and young people to improve their school attendance.
<b>Bradford South</b>	Encourage connections between partners and schools with young people and the environment to create an understanding of the importance of climate issues	Greener Cleaner Schools Project allocated funding to Friends of Scaley Hills funded for outdoor summer holiday sessions on Scaley Hills which is a green area between Wibsey and Bankfoot.
<b>Keighley</b>	ensure projects are in place to develop youth voice	A youth voice strategy has been agreed and is being put into practice. There is a commitment that young people need to be at the centre of shaping activity and services for them.
<b>Shipley</b>	Develop a school and college coordination group as a sub group of the Shipley Leadership team	Schools and ‘interested parties’ for event to consider action to address skills gap and economic issues
<b>BETTER HEALTH, BETTER LIVES</b>		
<b>Area</b>	<b>Our plan said we would</b>	<b>We did/Action</b>
<b>Bradford East</b>	Improve access to mental and physical health support	Brought health checks into community settings, including faith centres
<b>Keighley</b>	Understand projects and services available to support health priorities	Two Health Partnerships have been established in Keighley Constituency: Wharfedale & Silsden Community Partnership and Keighley Area Community Partnership (linked to Act As One, Core20PLUS5, Primary Care

		Networks). Integrating a public health approach into primary care. A number of local Health Initiatives have been implemented in Keighley including Park Runs, Health Forums etc.
<b>Shipley</b>	Work with Living Well on a wellbeing local offer	Liaising with Living Well on promotion to communities
<b>SUSTAINABLE DISTRICT</b>		
<b>Area</b>	<b>Our plan said we would</b>	<b>We did/Action</b>
<b>Bradford East</b>	Stimulate interest in community growing initiatives and create more biodiverse environments.	Volunteers and partners involved in the BD5 in Bloom Project are improving overgrown spaces for community benefit and encouraging residents to beautify their gardens running workshops to share skills
<b>Bradford South</b>	Increase participation and awareness of climate change issues to make more eco-friendly decisions.	A greener Schools Initiative has worked with four schools, and one friends of group.
<b>Bradford West</b>	Ensure all of our communities from every background are aware of the impact of Climate change and the critical actions they can take, both big and small to become more sustainable.	Identified rounds which had low recycling rates and worked with partners engage with and educate residents
<b>Keighley</b>	Tailor the approach in each ward through test and learn to see what has the most impact	Involve local communities in identifying food growing initiatives.
<b>Shipley</b>	Target areas of low recycling rates on kerbside collection rounds	Identifying areas of low recycling for targeted days of action, collaborating with local council and friends of parks groups to reduce use of Glyphosate and mowing in two parks, plans to involve young people from schools in developing a mini-maze in Northcliffe Park.
<b>AN ENABLING COUNCIL (NOT APPLICABLE) ACROSS ALL LOCALITY PLANS</b>		
<b>Keighley</b>	A report was presented to Keighley Area Committee outlining benefits of the local councils' involvement and requesting approval to work with local councils	Area Committee resolved that the Area Co-ordinator and their staff work with all local Council's in the Keighley Area to help address priorities within the Locality Plan 2022-25

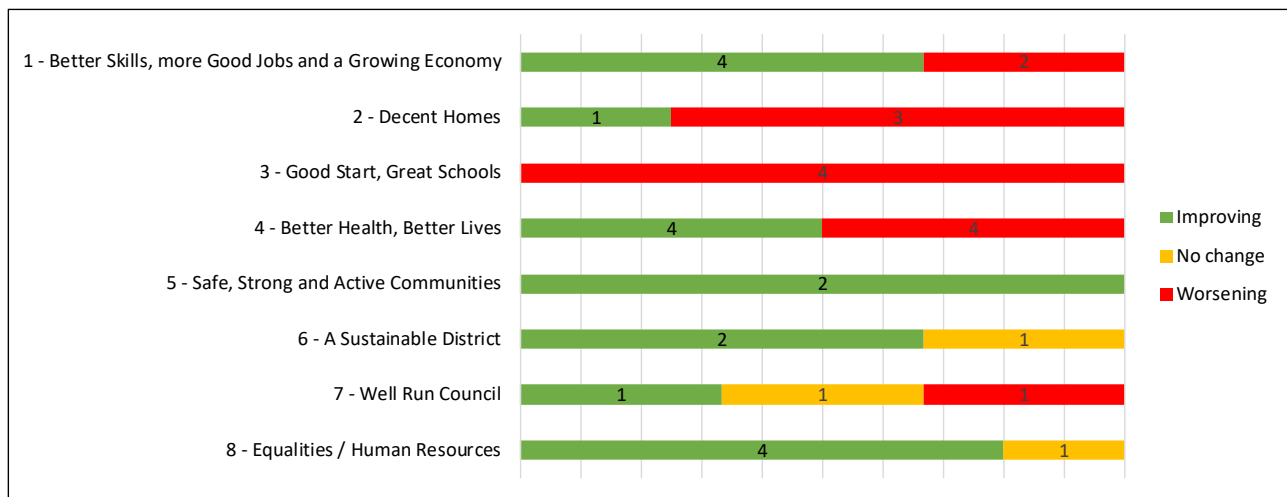
## 5. SUMMARY OF PERFORMANCE AGAINST COUNCIL PLAN OUTCOMES

The Key Performance Indicators (KPI) in this report are a set agreed at Executive, December 2020, for the municipal year 2022/23.

Figure 1 shows, by Outcome, all of the KPIs, and highlights where new data has been published in the last 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 last six months of 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.

## 6. OTHER CONSIDERATIONS

None

## 7. FINANCIAL & RESOURCE APPRAISAL

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

## **8. RISK MANAGEMENT AND GOVERNANCE ISSUES**

This report is for information only.

## **9. LEGAL APPRAISAL**

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

## **10. OTHER IMPLICATIONS**

### **10.1. SUSTAINABILITY IMPLICATIONS**

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

### **10.2. GREENHOUSE GAS EMISSIONS IMPACTS**

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

### **10.3. COMMUNITY SAFETY IMPLICATIONS**

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

### **10.4. HUMAN RIGHTS ACT**

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

### **10.5. TRADE UNION**

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

### **10.6. 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.

### **10.7. AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)**

Whilst this report contains an update on some of the achievements already realised through implementation of the Areas' Locality Plans, it is wholly for information.

### **10.8. IMPLICATIONS FOR CHILDREN & YOUNG PEOPLE**

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

## **10.9. ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

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

## **11. NOT FOR PUBLICATION DOCUMENTS**

None

## **12. RECOMMENDATIONS**

- 12.1.** That the performance against the key performance indicators in the 2021/25 Council Plan be noted.

## **13. APPENDICES**

Appendix A – Detailed Performance Information and Reporting

Appendix B - Full list of performance indicators

Appendix C - Underpinning Principles Case studies

## **14. BACKGROUND DOCUMENTS**

[Council Plan 2021-25](#)

[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](#)

[Mid-Year Performance report 2022-23 to Council Executive 7 March 2023](#)



## 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.

### Figure 2: Performance indicators and their current Direction of Travel

**Key:**

- Green = Performance improving, on track, or over performing against the target
- Amber = No change in performance
- Red = Performance below target

Performance Indicator	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
<b>Skills, Jobs and Economy</b>								
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
% of people aged 16-64 in the district qualified to NVQ level 3 or above	High	54.4%	2021	51.6%	2020	Improving	National	61.4%

Performance Indicator	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
% of total third party spend with suppliers operating from within the district - Rolling Values	High	34.67%	2022/23	36.49%	2021/22	Worsening	Increase the amount of Council spending on resources locally to 50% of total by 2024.	
% of people in work aged 16-64	High	70.5%	2022	71.2%	2021	Worsening	National	75.8%
Median earnings of employees in the area	High	£569.00	2021/22	£545.10	2020/21	Improving	National	£645.80

Performance Indicator	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
<b>Decent Homes</b>								
Additional homes delivered per year	High	1,083	Qtr 4 2022/23	1,325	2021/22	Worsening	An additional 1,703 homes delivered per year	
Successful homeless preventions	High	67.1%	Q3 2022/23	76.7%	2021/22	Worsening	Regional National	58.2% 53.6%
Number of private sector homes improved through council interventions	High	1,343	2022/23	880	2021/22	Improving	1,000 per year	

Performance Indicator	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
Number of new affordable housing units	High	109	2021/22	125	2020/21	<b>Worsening</b>	Achieve at least 411 affordable housing units per year.	

Performance Indicator	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
<b>Good Start, Great Schools</b>								
% pupils achieving 9-4 pass in English and maths	High	59.9%	2022	63.4%	2021	<b>Worsening</b>	National	64.4%
Persistent absence rates	Low	28.6%	2022	18.5%	2021	<b>Worsening</b>	National	22.5%
Key Stage 2 Reading, Writing and Maths at expected standard	High	57%	2022	63%	2019	<b>Worsening</b>	National	59%
% of Year 1 pupils achieving the Phonics Standard	High	72%	2022	81%	2019	<b>Worsening</b>	National	75%

Performance Indicator	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
<b>Better Health, Better Lives</b>								
Year 6: Prevalence of overweight including obesity	Low	41.7%	2022	41.2%	2020	Worsening	DfE Statistical Neighbours	41.72%
% of adults who are physically active	High	58.9%	2021/22	60.9%	2020/21	Worsening	Regional	67.3%
% of referrals within 12 months of a previous referral starting	Low	22.5%	2023 Provisional	25.9%	2022	Improving	DfE Statistical Neighbours	20.8% 2022
% of children looked after with 3 or more placements during the previous year	Low	6.9%	2023 Provisional	8%	2022	Improving	DfE Statistical Neighbours	8.7% 2022
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	13	2023 Provisional	13.1	2022	Improving	National	13.8 2022
							Regional	14.1 2022
							DfE Statistical Neighbours	12.92 2022

Performance Indicator	What does good performance equal?	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
<b>Better Health, Better Lives</b>								
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

Performance Indicator	What does good performance equal	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
<b>Safe, Strong and Active Communities</b>								
Killed and Seriously Injured on England's roads <i>(Crude rate per billion vehicle miles)</i>	Low	292	2022	324	2021	Improving	New Measure Target under review	
Local (VCSE) Voluntary, Community and Social Enterprise (sector) spend	High	£24.8m	2022/23	£20.3m	2021/22	Improving	Increase the overall value of Council commissioning spend on charity and voluntary sector contracts. Target is an increase on current spend of £22.2m per year	

Performance Indicator	What does good performance equal	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	
<b>Sustainable District</b>								
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	38.19%	Q3 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	

Performance Indicator	What does good performance equal	Latest Value	Period	Previous Value	Period	Performance Trend	Comparator Group (Target)	Comparator Value
<b>Well Run Council</b>								
Percentage of Council Tax collected	High	94.37%	2022/23	94.37%	2021/22	No change	Statistical Neighbours	Service Annual Target 94.2%
Percentage of Non-Domestic Rates Collected	High	97.61%	2022/23	95.62%	2021/22	Improving	Statistical Neighbours	Service Annual Target 96%
Ensure spending is within budget and year on year savings agreed by council are delivered	High	£0.2m	2022/23	£3.3m	2021/22	Worsening	Ensure year on year savings agreed by Council are delivered.	

Performance Indicator	What does good performance equal	Latest Value	Period	Previous Value	Period	Performance Trend	Target
<b>Equalities / Human Resources</b>							
Percentage of top 5% employees who are female	High	56%	March 2023	54.6%	June 2022	Improving	65%
Percentage of employees from LGBTQ+ backgrounds	High	0.6%	2022	0.6%	2021	No change	2%
Percentage of employees from BAME backgrounds	High	30.2%	2022/23	29.8%	2021/22	Improving	33%
Percentage of top 5% employees by income who are from BAME backgrounds	High	20.7%	2022/23	19.9%	2021/22	Improving	27.8%
Percentage of Employees with a Disability (not including schools)	High	4.62%	2022/23	4.13%	2021/22	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

### Skills, Jobs and Economy – Procurement

<b>Council Plan Priority:</b>	Skills, Jobs and Economy																				
<b>Performance Measure:</b>	Percentage of total third party spend with suppliers operating from within the district - Rolling Values																				
<b>Recent Trends:</b>	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>~37</td> <td>~46</td> </tr> <tr> <td>2021/22</td> <td>~36.5</td> <td>~48</td> </tr> <tr> <td>2022/23</td> <td>34.67</td> <td>49</td> </tr> <tr> <td>2023/24</td> <td>-</td> <td>-</td> </tr> <tr> <td>2024/25</td> <td>-</td> <td>-</td> </tr> </tbody> </table>			Year	Value (%)	Target (%)	2020/21	~37	~46	2021/22	~36.5	~48	2022/23	34.67	49	2023/24	-	-	2024/25	-	-
Year	Value (%)	Target (%)																			
2020/21	~37	~46																			
2021/22	~36.5	~48																			
2022/23	34.67	49																			
2023/24	-	-																			
2024/25	-	-																			
<b>Actual and timescale:</b>	34.67%, 2022/23	<b>Target:</b>	49%																		
<b>Why is performance at the current level?</b>																					
<p>The performance measure timescale pre-dates the interim HoS joining the authority. However, there could be a number of contributory factors resulting in the target not being met, which may include:</p> <ul style="list-style-type: none"> <li>• Post Covid impact</li> <li>• Cost of Living crisis – e.g., energy</li> <li>• Businesses going into receivership</li> <li>• Recruitment/workforce impact post Brexit</li> <li>• Sustainability of supply chains</li> <li>• Nature of goods/services not locally available</li> </ul>																					

- Commissioners not proactively considering how services can be designed to encourage local suppliers

In light of the above, it may also be that the original target too ambitious and requires a more staged approach.

### **How can we improve / maintain performance?**

A broader and multi-pronged approach wider than just procurement is required. Therefore, we need to consider how we can support and encourage our local supply chains more broadly e.g., reviewing of business rates, short term competitive rate leases, start-ups, joint working with larger supply chain providers.

Furthermore, commissioning practices need to embed such requirements into their specifications, so such requirements are defined and measurable to ensure benefits are realised.

Our processes could be reviewed to mandate or encourage certain requirements, such as:

- requiring 1 or more organisations to be locally based when obtaining quotes
- consideration of a 'Lot' based approach for high-value/strategic contracts
- mandating that high-value/strategic contracts, sub-contract x% to a locally based organisation where appropriate
- having a publicly advertised Procurement Pipeline, which allows our local supply chain to identify, plan and be considered for future opportunities
- holding 'rolling' workshops to encourage and support local businesses to sign up and complete any due diligence requirements on our tendering portal
- holding supply chain events to link small organisations with larger ones
- streamlining and simplifying our procurement documents to enable smaller organisations to bid for work

A broader 'workforce' strategy is required which identifies the skills gaps within our local service provision and then provides the necessary training, advice and support to develop our local workforce. Clear career paths with competitive salaries and mandating that all recruitment to deliver council services must be advertised locally in the first instance may provide a potential opportunity. Furthermore, employment opportunities such as apprenticeships and locally based recruitment, can have a positive local impact.

Establishing appropriate forums based on sectors e.g., social care/health, property, highways etc., that promote a targeted approach and as part of the commissioning activity are engaged when designing, developing and delivering service. Furthermore, a review of

our Social Value policy can enable such benefits to be considered.

Development of the right foundations and streamlined processes within the council first, then a comms strategy and engagement events to ensure a comprehensive and integrated approach.

<b>Council Plan Priority:</b>	Skills, Jobs and Economy																																
<b>Performance Measure:</b>	Percentage of people in work (aged 16-64)																																
<b>Recent Trends:</b>	<table border="1"> <caption>Employment Rates (Aged 16-64) by Region (2018-2022)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours</th> <th>England / Target</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>65.8%</td> <td>73.8%</td> <td>71.5%</td> <td>75.5%</td> </tr> <tr> <td>2019</td> <td>66.5%</td> <td>73.9%</td> <td>72.0%</td> <td>76.0%</td> </tr> <tr> <td>2020</td> <td>70.0%</td> <td>74.2%</td> <td>71.8%</td> <td>75.5%</td> </tr> <tr> <td>2021</td> <td>71.0%</td> <td>73.8%</td> <td>71.5%</td> <td>75.0%</td> </tr> <tr> <td>2022</td> <td>70.5%</td> <td>74.6%</td> <td>72.2%</td> <td>75.8%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England / Target	2018	65.8%	73.8%	71.5%	75.5%	2019	66.5%	73.9%	72.0%	76.0%	2020	70.0%	74.2%	71.8%	75.5%	2021	71.0%	73.8%	71.5%	75.0%	2022	70.5%	74.6%	72.2%	75.8%
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England / Target																													
2018	65.8%	73.8%	71.5%	75.5%																													
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2022	70.5%	74.6%	72.2%	75.8%																													
<b>Actual and timescale:</b>	70.5%, 2022	<b>Target:</b>	75.8%																														
<b>Why is performance at the current level?</b>																																	
<p>The latest Annual Population Survey figures show that the number of work age people (16-64) in employment over the year to December 2022 fell by 1,800 to 231,400.</p> <p>This represents a fall of 0.8% which contrasts to regional increase of 1.4% and a rise of 1.3% in England over the same period. From the Economic Strategy September 2017 baseline of 223,400, there are now 8,000 more working age residents in employment in the district, which has increased the employment rate to 70.5% in 2022 compared to 68.7% in September 2017.</p> <p>Bradford's employment rate of 70.5% is still lower than the regional figure of 74.6% and the England rate of 75.8%. Despite the recent fall the longer term picture is even more encouraging. Over the last 10 years the number of work age people in employment has increased by 19,200. Bradford's employment rate improved from 64.2% in 2011 to 70.5% in 2022. This represents an increase of 6.3 percentage points which was higher than the England increase of 5.0 percentage points.</p> <p>Looking at the reasons for the fall in overall employment, a 4,000 fall in the number of women in employment compared to an increase of 2,200 men in employment was the key factor. The fall in women's employment contrasted with a rise at both the national and regional level. The fall in women's employment was accompanied by a corresponding</p>																																	

rise in women's unemployment with an increase of 3,700 which contrasted in a fall in male unemployment in Bradford and falls for both women and men regionally and nationally.

Looking at Bradford's gap to the national rate, despite fluctuations in the rate year to year, the overall trend is very positive one and the long rate of improvement suggests the gap is still likely to close further over the coming years.

Bradford's position within the Yorkshire and Humber region remains relatively poor and it has the third lowest employment rate after Hull and Kirklees. In 2012 Bradford had the second lowest employment rate in the region so our current position is a slight improvement.

### **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. Skills gaps persist at the top and bottom of the labour market. Bradford has a high proportion of mid-skilled residents. Evidence suggests that jobs that requiring these mid-level skills will be most affected by globalisation, technological change and automation going forward whilst the majority of new jobs will require higher level skills.

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

It is also important we address labour market disadvantage as employment rates for ethnic minorities are still lower than non-ethnic minority workers. Figures for Bradford show the employment rate for ethnic minorities over the year to December 2022 was 61.6% compared to the overall rate of 70.5%. The disparity is wider for women with the employment rate for ethnic minority work age women standing at 54.5% in 2022 compared to a rate of 73.9% for white work age women. However ethnic minority employment rates have improved significantly over the last decade with a 20% increase compared to a 9.0% for all workers. The employment rate for ethnic minority women rose from 36.3% in 2012 to 54.5% in 2022 representing a 50.1% increase that was over five times the overall increase for all workers.

The recent fall in women's employment is a concern and will need further work to establish the reasons underlying the fall given that increases in women's employment have been the key driver in the overall increase in employment rates over last decade.

<b>Council Plan Priority:</b>	Skills, Jobs and Economy																																
<b>Performance Measure:</b>	Median earnings of employees in the area																																
<b>Recent Trends:</b>	<p>The chart displays median earnings in pounds from 2017/18 to 2021/22. The y-axis ranges from £480.00 to £660.00 in increments of £15.00. The x-axis shows financial years. Four lines represent: Bradford (blue), Yorkshire &amp; the Humber (green), Statistical Neighbours (red), and England / Target (orange). All series show an upward trend. Bradford starts at approximately £490 in 2017/18 and reaches £569.60 in 2021/22. Yorkshire &amp; the Humber starts at £525 and reaches £585. Statistical Neighbours starts at £520 and reaches £575. England / Target starts at £580 and reaches £645.80.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours</th> <th>England / Target</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>£490.00</td> <td>£525.00</td> <td>£520.00</td> <td>£580.00</td> </tr> <tr> <td>2018/19</td> <td>£505.00</td> <td>£540.00</td> <td>£535.00</td> <td>£595.00</td> </tr> <tr> <td>2019/20</td> <td>£535.00</td> <td>£540.00</td> <td>£540.00</td> <td>£590.00</td> </tr> <tr> <td>2020/21</td> <td>£545.00</td> <td>£565.00</td> <td>£555.00</td> <td>£615.00</td> </tr> <tr> <td>2021/22</td> <td>£569.60</td> <td>£585.00</td> <td>£575.00</td> <td>£645.80</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England / Target	2017/18	£490.00	£525.00	£520.00	£580.00	2018/19	£505.00	£540.00	£535.00	£595.00	2019/20	£535.00	£540.00	£540.00	£590.00	2020/21	£545.00	£565.00	£555.00	£615.00	2021/22	£569.60	£585.00	£575.00	£645.80
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2020/21	£545.00	£565.00	£555.00	£615.00																													
2021/22	£569.60	£585.00	£575.00	£645.80																													
<b>Actual and timescale:</b>	£569.60, 2021/22	<b>Target:</b>	£645.80																														
<b>Why is performance at the current level?</b>																																	
<p>Median gross weekly earning for Bradford residents stood at £569.60 per week in 2022, an increase of £23.50 or 4.3% compared to 2021. Full time average earnings have been rising steadily over the last decade and the gap to regional and national earnings has closed.</p> <p>Over the ten years to 2021, resident earnings have increased by 33% compared a regional increase of 28% and an England increase of 26%.</p> <p>The improvement in earnings has been driven by two main factors - above average increases for women and for those in lower paid jobs. There is a clear link between these two factors given that women are still more likely to be employed in lower wage occupations such as retail, hospitality and social care.</p> <p>Over the last ten years, women's earnings in Bradford have risen by 39% compared to a 30% increase for men. Women's earnings in Bradford have risen faster than the national average and this underpins the overall improvement in average earnings in Bradford compared to the UK average.</p> <p>We have also seen earnings of the lowest paid rise faster than those of higher paid residents. Between 2012 and 2022 the average earnings of those in the 10% lowest pay band rose from £262 to £380, an increase of 45% compared to a 30% increase for those in top 20% pay band. One of the key factors has been the introduction of the minimum wage which has had a positive impact on improving earnings for our lowest paid workers.</p>																																	

## How can we improve / maintain performance?

National initiatives such as the minimum wage have had an impact in raising average earnings in Bradford along with a general move to higher skilled jobs in the economy overall. New jobs typically demand higher level skills and we have also seen the disappearance of some low pay, low skilled jobs in sectors such as manufacturing and distribution. The rise in resident earnings is mirrored by increases in workplace based earnings. Over the last ten years, median fulltime workplace earnings have risen from £443 in 2012 to £600 in 2022, an increase of 35% compared to a national increase of 26%. Given that around 80% of the resident workforce work in the district, above average workplace based wage increases have been a key factor in improving resident earnings.

As with the improvement in employment rates, skills levels remain a key determinant of earnings and so improving skills levels overall will lead to further improvements in earnings and we have seen big increases in skills levels in recent years. Since 2011 the number of residents qualified to NVQ 3 and above has risen from 126,500 to 178,100 in 2021. This represents an increase of 40% over ten years compared to a 21% increase nationally.

An increasingly higher skilled workforce in turn will help attract higher level jobs to the district as well as supporting the growth of local high productivity, high wage businesses which will translate to a continued improvement in resident earnings in relation to the national average.

## 02 - Decent Homes Performance Templates

<b>Council Plan Priority:</b>	Decent Homes																										
<b>Performance Measure:</b>	Net number of additional homes provided																										
<b>Recent Trends:</b>	<table border="1"> <caption>Net number of additional homes provided</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Target</th> <th>CIPFA</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>~1,650</td> <td>1,704</td> <td>~1,050</td> </tr> <tr> <td>2019/20</td> <td>~1,000</td> <td>1,704</td> <td>~950</td> </tr> <tr> <td>2020/21</td> <td>~550</td> <td>1,704</td> <td>~750</td> </tr> <tr> <td>2021/22</td> <td>~1,350</td> <td>1,704</td> <td>~880</td> </tr> <tr> <td>Q4 22/23 Provisional</td> <td>1,083</td> <td>1,704</td> <td>-</td> </tr> </tbody> </table>			Year	Bradford	Target	CIPFA	2018/19	~1,650	1,704	~1,050	2019/20	~1,000	1,704	~950	2020/21	~550	1,704	~750	2021/22	~1,350	1,704	~880	Q4 22/23 Provisional	1,083	1,704	-
Year	Bradford	Target	CIPFA																								
2018/19	~1,650	1,704	~1,050																								
2019/20	~1,000	1,704	~950																								
2020/21	~550	1,704	~750																								
2021/22	~1,350	1,704	~880																								
Q4 22/23 Provisional	1,083	1,704	-																								
<b>Actual and timescale:</b>	1,083, Qtr 4: 2022/23 Provisional	<b>Target and timescale:</b>	1,704 2022/23																								
<b>Why is performance at the current level?</b>																											
<p>The current provisional figure of 1,083 is provisional and likely to increase when the time lags have been recorded. The graph does indicate that Covid did have a significant impact but there is anecdotal evidence that both labour and materials are in short supply coupled with marked inflation in this sector. Bradford has performed better than our CIPFA nearest neighbours (on demographic metrics not locality) which perhaps highlights the main issues are national, not local. We are in the process of commissioning a new Strategic Housing Market Assessment (SHMA) which will aim to calculate housing need projections for the next 10 years and DHLUC have stated their intention to drop specific, localised housing targets which may perhaps be irrelevant if the target wasn't set with a suitable funding mechanism associated with it. Homes England have determined that, in cost benefit terms, all brownfield sites in Bradford are unviable and even some greenbelt areas are marginal at best.</p>																											
<b>How can we improve / maintain performance?</b>																											
<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</p>																											

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.

<b>Council Plan Priority:</b>	Decent Homes																										
<b>Performance Measure:</b>	Percentage of Successful Homeless Preventions																										
<b>Recent Trends:</b>	<table border="1"> <caption>Percentage of Successful Homeless Preventions</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Y&amp;H</th> <th>National</th> </tr> </thead> <tbody> <tr> <td>18/19</td> <td>68</td> <td>68</td> <td>58</td> </tr> <tr> <td>19/20</td> <td>72</td> <td>68</td> <td>59</td> </tr> <tr> <td>20/21</td> <td>75</td> <td>70</td> <td>60</td> </tr> <tr> <td>21/22</td> <td>77</td> <td>65</td> <td>57</td> </tr> <tr> <td>Q3 22/23</td> <td>68</td> <td>59</td> <td>54</td> </tr> </tbody> </table>			Year	Bradford	Y&H	National	18/19	68	68	58	19/20	72	68	59	20/21	75	70	60	21/22	77	65	57	Q3 22/23	68	59	54
Year	Bradford	Y&H	National																								
18/19	68	68	58																								
19/20	72	68	59																								
20/21	75	70	60																								
21/22	77	65	57																								
Q3 22/23	68	59	54																								
<b>Actual and timescale:</b>	67.10% Qtr 3, 2022/23	<b>Target and timescale:</b>	Above Reg & Nat 2022/23																								
<b>Why is performance at the current level?</b>																											
<p>We continue to perform excellently compared to regional and national statistics. 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. In 21/22 we had 1,411 successful preventions but in 2022/23 only 1,130 largely due to being unable to source affordable properties as the Local Housing Allowance is significantly below market rate at £70 pcm for a studio flat, £115 for a 2 bed and over £300 pcm for a 4 bed property which is clearly unsustainable and will only get worse. This is also subject to changes to legislation banning no fault evictions and requiring landlords to maintain their properties to EPC Band C by 2028 is likely to reduce available properties.</p>																											
<b>How can we improve / maintain performance?</b>																											
<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 2021/22 there were 1,309 tenancies started in social housing whereas for 2022/23, this has plummeted to 905. Access to Housing have been running a project which has</p>																											



found as well as a lack of social housing there's a lack of properties from other registered providers not just Incommunities, a lack of specialised housing and the length of time on the register has increased significantly. There is also a 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 housing options is highly responsive to the cost of living crisis and, as will be detailed below, a reduction in affordable housing delivery.

<b>Council Plan Priority:</b>	Decent Homes																				
<b>Performance Measure:</b>	Number of private sector homes improved through Council interventions																				
<b>Recent Trends:</b>	<table border="1"> <caption>Data for Recent Trends Graph</caption> <thead> <tr> <th>Financial Year</th> <th>Bradford</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>1,230</td> <td>1,000</td> </tr> <tr> <td>2019/20</td> <td>1,050</td> <td>1,000</td> </tr> <tr> <td>2020/21</td> <td>750</td> <td>1,000</td> </tr> <tr> <td>2021/22</td> <td>900</td> <td>1,000</td> </tr> <tr> <td>2022/23</td> <td>1,343</td> <td>1,000</td> </tr> </tbody> </table>			Financial Year	Bradford	Target	2018/19	1,230	1,000	2019/20	1,050	1,000	2020/21	750	1,000	2021/22	900	1,000	2022/23	1,343	1,000
Financial Year	Bradford	Target																			
2018/19	1,230	1,000																			
2019/20	1,050	1,000																			
2020/21	750	1,000																			
2021/22	900	1,000																			
2022/23	1,343	1,000																			
<b>Actual and timescale:</b>	1,343, 2022/23	<b>Target:</b>	1,000																		
<b>Why is performance at the current level?</b>																					
<ul style="list-style-type: none"> <li>We have changed the way this indicator is calculated this year to include more activities that contribute to homes being improved – in particular the Council has been given additional enforcement powers relating to minimum energy efficiency standards and electrical safety in the last few years and these are now included. While this probably accounts for most of the increase compared to last year, we have also been able to successfully fill a number of vacancies, so in the last year we have been operating at near to full capacity.</li> <li>The dip in performance around 2020/21 was mainly as a result of the Covid pandemic and its impact on the through-flow of work. However additionally, in 2018/19 we introduced a triage system to better prioritise work which resulted in a reduction in the number of lower risk housing hazards that we report as part of this indicator; we have had some difficulties with recruiting staff; and staff resources were being diverted to new enforcement activities which weren't at the time captured in this indicator (but as explained above, are now). There is minimal impact of the Covid pandemic on our performance now.</li> </ul>																					
<b>How can we improve / maintain performance?</b>																					
<ul style="list-style-type: none"> <li>Our performance on this indicator is largely dependent on our continued ability to recruit and</li> </ul>																					

retain specialist staff such as Environmental Health Officers who carry out the enforcement of housing standards and Housing Technical Officers who design and oversee adaptations and other home improvement schemes. Our recent experience, and that of other local authorities, is that it is increasingly difficult to recruit staff with the necessary skills and experience.

- Following a period of rapid increase in demand, especially in relation to the enforcement of housing standards, the rate of increase has slowed down. There is a tension between responding to service requests received from tenants across the district (reactive work) and proactive targeted work to tackle the most serious housing risks and conditions. We continue to look for ways to free up resource for this critical proactive work, although doing this successfully could impact on the headline performance of this indicator (in some instances, greater impact in fewer properties).
- Now that we have reported this indicator for a year, we would propose a higher target for 2023/24 of 1,300. This is based on individual assessments of expected outputs from each activity included in the indicator. Some areas of work may reduce in the future so the target may also reduce to reflect this. For instance, over the last two years we have been using government data to identify properties which are being let, that do not meet the Minimum Energy Efficiency Standard and working with the landlords of these properties for them to make necessary improvements. This work has progressed on a rolling basis across the main areas of the District where the properties are found, but it is likely that we will have covered all the main areas by the end of this year.

<b>Council Plan Priority:</b>	Decent Homes																	
<b>Performance Measure:</b>	Number of new affordable housing units																	
<b>Recent Trends:</b>	<table border="1"> <caption>Data for Recent Trends Graph</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>18/19</td> <td>290</td> <td>411</td> </tr> <tr> <td>19/20</td> <td>310</td> <td>411</td> </tr> <tr> <td>20/21</td> <td>115</td> <td>411</td> </tr> <tr> <td>21/22</td> <td>115</td> <td>411</td> </tr> </tbody> </table>			Year	Bradford	Target	18/19	290	411	19/20	310	411	20/21	115	411	21/22	115	411
Year	Bradford	Target																
18/19	290	411																
19/20	310	411																
20/21	115	411																
21/22	115	411																
<b>Actual and timescale:</b>	109 2021/22	<b>Target and timescale:</b>	411 2021/22															

**Why is performance at the current level?**

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.

### **How can we improve / maintain performance?**

Proposed changes to planning legislation (if implemented) risk reducing the numbers of affordable homes delivered and the proposal to extend Permission in Principle to major developments could have a negative impact in terms of quality – of design, space and place-making. As net additional homes, this metric and programme has now been devolved to the West Yorkshire level and mandated as a specific commitment by the West Yorkshire Mayor with the pledge to build 5,000 sustainable homes, including council homes and affordable homes by 2025.

The Council has opened a Housing Revenue Account and intends to use this as a vehicle over time to 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. CBMDC are making strides in delivering against housing need and are allocating more land for sustainable housing development, through the Local Plan process (Regulation 18). However, it is accepted that the Council needs to both deliver more homes and specifically, more affordable homes.

### 03 – Good Start, Great Schools Performance Template

<b>Council Plan Priority:</b>	Good Start, Great Schools																																
<b>Performance Measure:</b>	Persistent absence rates																																
<b>Recent Trends:</b>	<table border="1"> <caption>Persistent Absence Rates (%)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours</th> <th>England / Target</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>13.5</td> <td>12.5</td> <td>12.0</td> <td>11.5</td> </tr> <tr> <td>2019</td> <td>14.0</td> <td>12.0</td> <td>11.5</td> <td>11.0</td> </tr> <tr> <td>Autumn Term only 2020</td> <td>15.5</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>28.6</td> <td>24.0</td> <td>23.5</td> <td>22.5</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England / Target	2018	13.5	12.5	12.0	11.5	2019	14.0	12.0	11.5	11.0	Autumn Term only 2020	15.5	14.5	14.0	13.5	2021	18.5	14.0	13.5	13.0	2022	28.6	24.0	23.5	22.5
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England / Target																													
2018	13.5	12.5	12.0	11.5																													
2019	14.0	12.0	11.5	11.0																													
Autumn Term only 2020	15.5	14.5	14.0	13.5																													
2021	18.5	14.0	13.5	13.0																													
2022	28.6	24.0	23.5	22.5																													
<b>Actual and timescale:</b>	28.6%, 2022	<b>Target:</b>	22.5%																														
<b>Why is performance at the current level?</b>																																	
<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.</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.</p>																																	
<p>New guidance from the DfE which all LAs will be expected to follow from September 2023 indicates that all LAs will be required to have an Attendance Support Team. This duty has been imposed on Local Authorities without the Government allocating funding to support the staffing and approach required. This is a critical omission in Bradford given levels of poverty and deprivation in the City require us to empower children to unlock their potential for good jobs through a consistent education.</p>																																	
<b>How can we improve / maintain performance?</b>																																	
<p>Resource sought from Supporting Families income and utilising income from attendance prosecutions can secure an Attendance Support Team at the minimum size necessary per the DfE Burden’s assessment (i.e. a team equivalent to 16 officers with all associated management and support roles).</p>																																	
<p>The LA will continue to be available to support and advice, facilitating networking opportunities and training. From September the team should be able to facilitate the required termly Attendance Support meetings with each school, coordinating support for pupils who are persistently and severely absent (not case working), and continue to utilise the full range of prosecutions. The LA will approach using the full range of prosecution options and not solely penalty notices.</p>																																	
<p>Continued effort for strategic approaches including a multi-agency conference, and representation of the importance of attendance with all levels of professionals will be key.</p>																																	

## 04 – Better Health, Better Lives Performance Templates

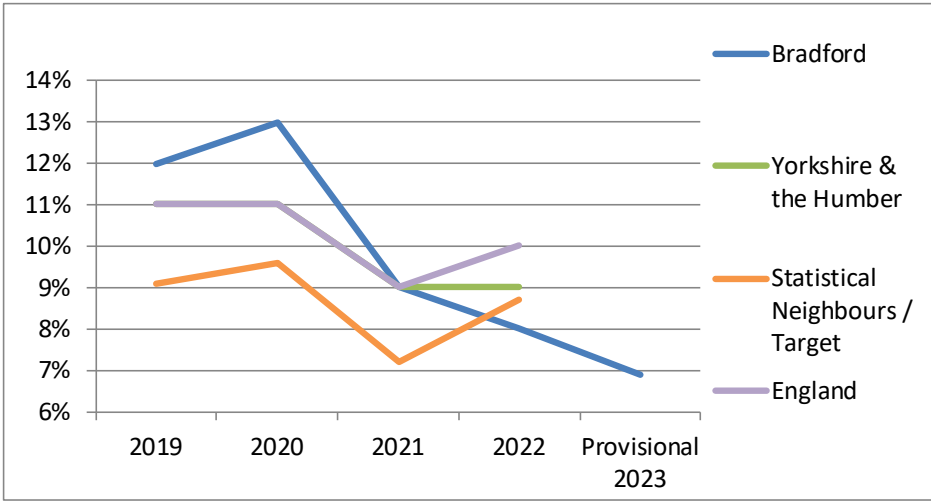
<b>Council Plan Priority:</b>	Better Health, Better Lives																																
<b>Performance Measure:</b>	Obesity in primary school age children in Year 6																																
<b>Recent Trends:</b>	<table border="1"> <caption>Obesity in primary school age children in Year 6 (Estimated Data)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours / Target</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>38.2%</td> <td>34.5%</td> <td>36.5%</td> <td>34.2%</td> </tr> <tr> <td>2018</td> <td>38.8%</td> <td>34.8%</td> <td>36.8%</td> <td>34.2%</td> </tr> <tr> <td>2019</td> <td>38.5%</td> <td>35.0%</td> <td>37.2%</td> <td>34.2%</td> </tr> <tr> <td>2020</td> <td>41.2%</td> <td>35.8%</td> <td>39.2%</td> <td>35.2%</td> </tr> <tr> <td>2022</td> <td>41.7%</td> <td>39.2%</td> <td>41.7%</td> <td>37.8%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours / Target	England	2017	38.2%	34.5%	36.5%	34.2%	2018	38.8%	34.8%	36.8%	34.2%	2019	38.5%	35.0%	37.2%	34.2%	2020	41.2%	35.8%	39.2%	35.2%	2022	41.7%	39.2%	41.7%	37.8%
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours / Target	England																													
2017	38.2%	34.5%	36.5%	34.2%																													
2018	38.8%	34.8%	36.8%	34.2%																													
2019	38.5%	35.0%	37.2%	34.2%																													
2020	41.2%	35.8%	39.2%	35.2%																													
2022	41.7%	39.2%	41.7%	37.8%																													
<b>Actual and timescale:</b>	41.7%, 2022	<b>Target:</b>	41.72%																														
<b>Why is performance at the current level?</b>																																	
<p>Rising excess weight and obesity is part of a national trend among children. High levels of deprivation across the district have contributed to higher levels of obesity in Year 6. However, it is clear there is no single or selection of defined causes of obesity and it is created by complex mix of environmental, social, economic, and individual factors coming together. All these complex factors are intertwined, and their impact is then exacerbated by deprivation.</p>																																	
<b>How can we improve / maintain performance?</b>																																	
<p>The Living Well Programme is a partnership programme delivering a whole systems approach to obesity across Bradford District. A whole systems approach and the components within it are the best evidence based approach we can implement to address the rising obesity levels in children.</p>																																	

<b>Council Plan Priority:</b>	Better Health, Better Lives																										
<b>Performance Measure:</b>	Percentage of physically active adults																										
<b>Recent Trends:</b>	<table border="1"> <caption>Percentage of physically active adults (2017/18 to 2021/22)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>England / Target</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>62%</td> <td>64%</td> <td>66.5%</td> </tr> <tr> <td>2018/19</td> <td>62.5%</td> <td>66.5%</td> <td>67.5%</td> </tr> <tr> <td>2019/20</td> <td>62%</td> <td>65.5%</td> <td>66.5%</td> </tr> <tr> <td>2020/21</td> <td>61%</td> <td>65.5%</td> <td>66.5%</td> </tr> <tr> <td>2021/22</td> <td>58.9%</td> <td>66.5%</td> <td>67.5%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	England / Target	2017/18	62%	64%	66.5%	2018/19	62.5%	66.5%	67.5%	2019/20	62%	65.5%	66.5%	2020/21	61%	65.5%	66.5%	2021/22	58.9%	66.5%	67.5%
Year	Bradford	Yorkshire & the Humber	England / Target																								
2017/18	62%	64%	66.5%																								
2018/19	62.5%	66.5%	67.5%																								
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2020/21	61%	65.5%	66.5%																								
2021/22	58.9%	66.5%	67.5%																								
<b>Actual and timescale:</b>	58.9%, 2021/22	<b>Target:</b>	67.3%																								
<b>Why is performance at the current level?</b>																											
<p>Nationally, the proportion of adults who are physically active has been falling since 2018/19, which maybe in large part attributed to the pandemic. In the Active Lives Adults Survey by Sport England, 60.9% of adults in Bradford were described as physically active (defined as doing at least 150 moderate intensities equivalent (MIE) minutes physical activity per week in bouts of 10 minutes or more in the previous 28 days). Like many areas with high levels of deprivation, physical inactivity is lower in Bradford district than the rest of the country. Low levels of physical activity remain an issue, especially considering the wellbeing benefits of physical activity.</p>																											
<b>How can we improve / maintain performance?</b>																											
<p>Bradford District has just developed a new physical activity strategy to improve the levels of physical activity on the district. The strategy led by Active Bradford is made up of 9 component parts. <a href="#">LINK</a> to add when available.</p> <ol style="list-style-type: none"> <li>1. Active schools, children and young people</li> <li>2. Neighbourhoods and Communities</li> <li>3. Sport and active recreation</li> <li>4. Health and social care</li> <li>5. Workplaces and workforce</li> <li>6. Greenspace</li> <li>7. Built environment</li> <li>8. Active travel</li> <li>9. Communications and campaigns</li> </ol>																											

<b>Council Plan Priority:</b>	Better Health, Better Lives																										
<b>Performance Measure:</b>	Percentage of referrals within 12 months of a previous referral starting																										
<b>Recent Trends:</b>	<table border="1"> <caption>Data for Recent Trends Chart</caption> <thead> <tr> <th>Year</th> <th>Bradford (%)</th> <th>Yorkshire &amp; the Humber (%)</th> <th>Statistical Neighbours / Target (%)</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>21.0</td> <td>24.5</td> <td>21.5</td> </tr> <tr> <td>2020</td> <td>22.8</td> <td>24.0</td> <td>24.0</td> </tr> <tr> <td>2021</td> <td>22.0</td> <td>22.5</td> <td>22.5</td> </tr> <tr> <td>2022</td> <td>25.8</td> <td>20.5</td> <td>21.0</td> </tr> <tr> <td>Provisional 2023</td> <td>22.5</td> <td>-</td> <td>20.8 (Target)</td> </tr> </tbody> </table>			Year	Bradford (%)	Yorkshire & the Humber (%)	Statistical Neighbours / Target (%)	2019	21.0	24.5	21.5	2020	22.8	24.0	24.0	2021	22.0	22.5	22.5	2022	25.8	20.5	21.0	Provisional 2023	22.5	-	20.8 (Target)
Year	Bradford (%)	Yorkshire & the Humber (%)	Statistical Neighbours / Target (%)																								
2019	21.0	24.5	21.5																								
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2022	25.8	20.5	21.0																								
Provisional 2023	22.5	-	20.8 (Target)																								
<b>Actual and timescale:</b>	22.5% Provisional 2023	<b>Target:</b>	20.8% (2022)																								
<b>Why is performance at the current level?</b>																											
<p>It is important to note this reporting period is when the children's services delivery sat with BMDC and the Children's Trust came into being on 1<sup>st</sup> April 2023, the very end of the reporting period.</p> <p>The COVID recovery period and increased national pressures due to socioeconomic factors around poverty and the cost of living crisis, local authority Children's services departments across England and Wales have seen an uptick in families needing more support. Further Bradford having a greater population of children in its district and other deprivation factors, trends do correlate with similar placed authorities nationally.</p> <p>As of 27<sup>th</sup> June the date of this return figures being Percentage of referrals within 12 months of a previous referral starting – provisional 2022/23 = 22.5%</p>																											
<b>How can we improve / maintain performance?</b>																											
<p>The implementation of the David Thorpe approach to the Integrated Front Door took place in November 2022. This regarded 'front door' model has enabled support pathways for families to quickly progress to appropriate level of service quickly as needs arise, aligned to their level of need. In doing so more families are receiving support in the form of preventative help; not only from the wider safeguarding economy such as schools and Early Help and Prevention. Therefore, previously noted trends of escalating pressure in the statutory locality social worker teams has begun to reduce. The result being social worker locality teams, partners and specialist services have had 'space' to focus and work alongside families more effectively and reduce or remove need and sustain changes children need to feel to live improved lives. In doing so the re-referral rate since this new model is reducing and it is anticipated to continue this trajectory.</p> <p>The David Thorpe approach actively promotes stronger and higher level of support to practitioners from our partner agencies to help families within their own organisations longer with a preventative scope, restorative practice theoretical approach to working with families at a local level and through organisations they're already linked to.</p>																											

This improved partnership working is identified in the significant increase in calls into the Integrated Front Door and the ability to discuss with a social worker through professionally curious conversations and jointly deciding what the best support for families is. Feedback from partners has been very positive as was the authentically partnered approach to design and implement the new front door model for our families.

23/24 figures will be provided by the Children’s Trust and beyond during the life of the contract with the council and will demonstrate these predicted trends improving further.

<b>Council Plan Priority:</b>	Better Health, Better Lives																																
<b>Performance Measure:</b>	Percentage of children in care with 3 or more placements during the previous year																																
<b>Recent Trends:</b>	 <table border="1"> <caption>Data for Recent Trends Chart</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours / Target</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>12%</td> <td>9%</td> <td>9%</td> <td>11%</td> </tr> <tr> <td>2020</td> <td>13%</td> <td>9.5%</td> <td>9.5%</td> <td>11%</td> </tr> <tr> <td>2021</td> <td>9%</td> <td>7%</td> <td>7%</td> <td>9%</td> </tr> <tr> <td>2022</td> <td>8%</td> <td>9%</td> <td>8.7%</td> <td>10%</td> </tr> <tr> <td>Provisional 2023</td> <td>6.9%</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours / Target	England	2019	12%	9%	9%	11%	2020	13%	9.5%	9.5%	11%	2021	9%	7%	7%	9%	2022	8%	9%	8.7%	10%	Provisional 2023	6.9%	-	-	-
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours / Target	England																													
2019	12%	9%	9%	11%																													
2020	13%	9.5%	9.5%	11%																													
2021	9%	7%	7%	9%																													
2022	8%	9%	8.7%	10%																													
Provisional 2023	6.9%	-	-	-																													
<b>Actual and timescale:</b>	6.9% Provisional 2023	<b>Target:</b>	8.7% (2022)																														
<b>Why is performance at the current level?</b>																																	
<p>It is important to note this reporting period is when the children’s services delivery sat with BMDC and the Children’s Trust came into being on 1<sup>st</sup> April 2023, the very end of the reporting period.</p> <p>Permanency and stability is vital for children who we care for and hold corporate parenting responsibilities for. Allowing children and young people to be afforded safe, secure care and positive childhood experiences.</p> <p>The COVID recovery period and increased national pressures due to socioeconomic factors around poverty and the cost of living crisis, local authority Children’s services departments across England and Wales. This increasing nationally the number of children entering into (LAC) care system. Inflation and increased demand on LA’s sourcing placements, again nationally and associated costs has created further pressures for councils. Further Bradford having a stronger focus on placing children wherever possible with extended family has reduced the risks of care placements changing or ‘breaking down’. It is important to note that children placed on an emergency basis who then progress onto adoption pathways will experience changes as part of how they came to be corporately parented. This being the push pull of protecting a child quickly and progressing the notion of permanency in a timely manner.</p>																																	



Figures June 27<sup>th</sup> 2023 state - Percentage of children in care with 3 or more placements during the previous year - provisional 2022/23 = 6.9%. Movement is progressing positively.

**How can we improve / maintain performance?**

With a continued focus on permanency planning from the moment of ‘referral’ and better planning around keeping children connected to wider family wherever possible, there is a positive trajectory emerging, despite a larger number of children in our care.

23/24 figures will be provided by the Children’s Trust and beyond during the life of the contract with the council and will demonstrate these predicted trends improving further.

<b>Council Plan Priority:</b>	Better Health, Better Lives																																
<b>Performance Measure:</b>	Emotional and behavioural health of children in care																																
<b>Recent Trends:</b>	<p>The chart displays the percentage of children in care with emotional and behavioural health scores from 2020 to Provisional 2023. The y-axis ranges from 12.5 to 15.0. The x-axis shows years: 2020, 2021, 2022, and Provisional 2023. Five data series are shown: Bradford (blue), Yorkshire &amp; the Humber (green), Statistical Neighbours (red), England (purple), and Target (orange). Bradford starts at 13.0 in 2020 and ends at 13.0 in 2023. Yorkshire &amp; the Humber starts at 14.5 and ends at 14.1. Statistical Neighbours starts at 13.3 and ends at 13.2. England starts at 14.1 and ends at 13.8. The Target starts at 13.8 and ends at 13.2.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours</th> <th>England</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>13.0</td> <td>14.5</td> <td>13.3</td> <td>14.1</td> <td>13.8</td> </tr> <tr> <td>2021</td> <td>13.2</td> <td>14.1</td> <td>13.6</td> <td>13.7</td> <td>13.2</td> </tr> <tr> <td>2022</td> <td>13.1</td> <td>14.1</td> <td>13.0</td> <td>13.8</td> <td>13.1</td> </tr> <tr> <td>Provisional 2023</td> <td>13.0</td> <td>14.1</td> <td>13.2</td> <td>13.8</td> <td>13.2</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	Target	2020	13.0	14.5	13.3	14.1	13.8	2021	13.2	14.1	13.6	13.7	13.2	2022	13.1	14.1	13.0	13.8	13.1	Provisional 2023	13.0	14.1	13.2	13.8	13.2
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	Target																												
2020	13.0	14.5	13.3	14.1	13.8																												
2021	13.2	14.1	13.6	13.7	13.2																												
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Provisional 2023	13.0	14.1	13.2	13.8	13.2																												
<b>Actual and timescale:</b>	13 Provisional 2023	<b>Target:</b>	13.2																														

**Why is performance at the current level?**

It is important to note this reporting period is when the children’s services delivery sat with BMDC and the Children’s Trust came into being on 1<sup>st</sup> April 2023, the very end of the reporting period

Looked after children experience significantly worse mental health than all children. This measure assesses the progress in improving the emotional and behavioural health of looked after children. The score comes from the Strengths and Difficulties Questionnaire and describes the emotional and behavioural health of Children who are looked after, as recorded by a main carer. The SDQ’s main purpose is to give social workers and health professional information about a child’s wellbeing.

A score of 0-13 is considered positive indicator, 14-16 is borderline and 17 – 40 is an indicator additional focus and support may be needed to support a child.

At the end of March 2023, 66% of children looked after for at least 12 months aged 4 to 16 had

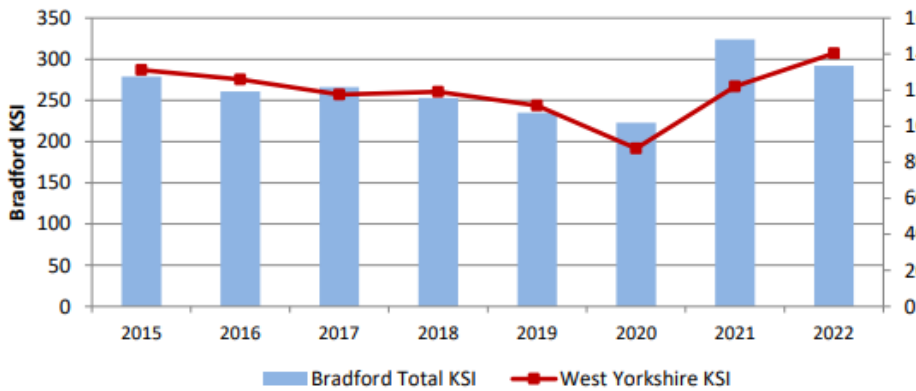
an up to date SDQ score; 37% of these children scored 17 or more in their latest SDQ. This data is a proxy measure and cannot be finalised until DFE undertakes their due diligence and oversight post the statutory return submitted June2023.

### **How can we improve / maintain performance?**

Building on recent strengthened relationships and joint planning with health and education partners, the multi-agency partnership working supporting all children in our care will focus on identifying, tackling and completing the required assessments. Subsequently partnered care planning can be shaped to respond to the needs of all children and young people in our care to improve their emotional health and wellbeing.

23/24 figures will be provided by the Children's Trust and beyond during the life of the contract with the council and will demonstrate these predicted trends improving further.

## 05 – Safe, Strong and Active Communities Performance Templates

<b>Council Plan Priority:</b>	Safe, Strong and Active Communities																												
<b>Performance Measure:</b>	Number of killed and seriously injured (KSI) casualties on Bradford's Roads compared to West Yorkshire figures																												
<b>Recent Trends:</b>	<div style="text-align: center;"> <b>Bradford Jan to Dec Total KSI</b> </div>  <table border="1" data-bbox="519 483 1429 871"> <thead> <tr> <th>Year</th> <th>Bradford Total KSI</th> <th>West Yorkshire KSI</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>280</td> <td>140</td> </tr> <tr> <td>2016</td> <td>260</td> <td>135</td> </tr> <tr> <td>2017</td> <td>260</td> <td>125</td> </tr> <tr> <td>2018</td> <td>250</td> <td>125</td> </tr> <tr> <td>2019</td> <td>230</td> <td>115</td> </tr> <tr> <td>2020</td> <td>200</td> <td>90</td> </tr> <tr> <td>2021</td> <td>324</td> <td>125</td> </tr> <tr> <td>2022</td> <td>292</td> <td>145</td> </tr> </tbody> </table>		Year	Bradford Total KSI	West Yorkshire KSI	2015	280	140	2016	260	135	2017	260	125	2018	250	125	2019	230	115	2020	200	90	2021	324	125	2022	292	145
Year	Bradford Total KSI	West Yorkshire KSI																											
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2019	230	115																											
2020	200	90																											
2021	324	125																											
2022	292	145																											

such as sites of anti-social behaviour. Discussions are held about what involvement is required of each agency. Operation Steerside is on-going and yielding high levels of Roads Policing enforcement in problem areas in Bradford.

The council has directly supported West Yorkshire Police with the purchase of a Pro Laser speed detection device. This gives the police the ability to provide extra Roads Policing Activity in the district around hot spots where speeding is prevalent.

New software providing information around risk on the Network has been purchased for Bradford. This software is designed to identify non-compliance of speed limits, near miss information and skidding incidents. This will provide intel to support the pre-collision approach to Casualty Prevention Programmes.

Work around School Streets and Play Streets has been increased this year, providing traffic free areas for Children. Highways are working with Public Health at partner agencies to provide this. The work supports a multitude of public health indicators.

Education, Training and Publicity along with Bikeability (Cycle) Training is on-going in Bradford's schools where we provide an evidence based approach to delivery in the highest risk areas of Bradford (in terms of child KSIs). After the priority schools are offered the training, we then offer the same training to all other schools in the district.

<b>Council Plan Priority:</b>	Safe, Strong and Active Communities																	
<b>Performance Measure:</b>	Local (VCSE) Voluntary, Community and Social Enterprise (sector)																	
<b>Recent Trends:</b>	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Bradford (Actual)</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>£21.8m</td> <td>£21.8m</td> </tr> <tr> <td>2020/21</td> <td>£17.5m</td> <td>£21.8m</td> </tr> <tr> <td>2021/22</td> <td>£20.2m</td> <td>£21.8m</td> </tr> <tr> <td>2022/23</td> <td>£24.8m</td> <td>£21.8m</td> </tr> </tbody> </table>			Year	Bradford (Actual)	Target	2019/20	£21.8m	£21.8m	2020/21	£17.5m	£21.8m	2021/22	£20.2m	£21.8m	2022/23	£24.8m	£21.8m
Year	Bradford (Actual)	Target																
2019/20	£21.8m	£21.8m																
2020/21	£17.5m	£21.8m																
2021/22	£20.2m	£21.8m																
2022/23	£24.8m	£21.8m																
<b>Actual and timescale:</b>	£24.8m, 2022/23	<b>Target:</b>	£20.2m															
<b>Why is performance at the current level?</b>																		
The performance measure timescale pre-dates the interim HoS joining the authority.																		

However, there could be a number of contributory factors resulting in the target exceeding expectations, which may include:

- The impact of Covid necessitated a local approach
- Desire to support our local supply chains and their sustainability during pandemic
- Cost of living and inflationary pressures
- Grants and direct award of contracts to ensure local delivery for vulnerable clients
- An integrated whole systems approach with key partners/stakeholders
- Digital/innovative delivery required investment in infrastructure

#### **How can we improve / maintain performance?**

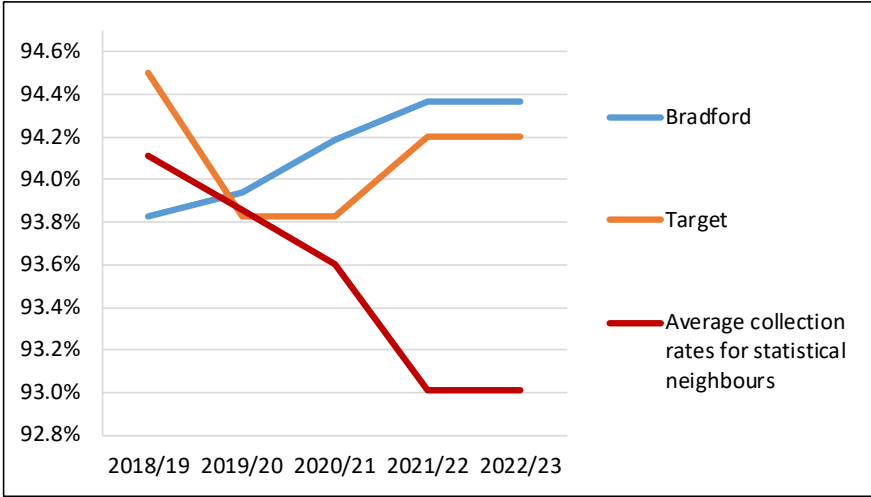
The actuals exceeding the target may well be an anomaly given the impact of Covid and it may well be that the spend will 'balance out' over the coming years. That said, it is important that some the processes/approaches adopted during such unprecedented times are considered and the best practice learning from this integrated into our processes – subject to these not breaching established Regulations.

## 06 – Sustainable District Performance Template

<b>Council Plan Priority:</b>	Sustainable District																
<b>Performance Measure:</b>	Air Quality Legal Limits																
<b>Recent Trends:</b>	<table border="1"> <thead> <tr> <th>Year</th> <th>Air Quality Legal Limits Achieved</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>No</td> </tr> <tr> <td>2018/19</td> <td>No</td> </tr> <tr> <td>2019/20</td> <td>No</td> </tr> <tr> <td>2020/21</td> <td>No</td> </tr> <tr> <td>2021/22</td> <td>No</td> </tr> <tr> <td>2022/23</td> <td>No</td> </tr> </tbody> </table>			Year	Air Quality Legal Limits Achieved	2017/18	No	2018/19	No	2019/20	No	2020/21	No	2021/22	No	2022/23	No
Year	Air Quality Legal Limits Achieved																
2017/18	No																
2018/19	No																
2019/20	No																
2020/21	No																
2021/22	No																
2022/23	No																
<b>Actual and timescale:</b>	Not achieved, 2022/23	<b>Target:</b>	To be achieved														
<b>Why is performance at the current level?</b>																	
<p>The air quality legal limits are averaged over an annual mean for reporting to Government. The Clean Air Zone was launched on the 26<sup>th</sup> September 2022. As the CAZ was launched later in the year the 2022 target has not been reached.</p> <p>In addition to the CAZ the Council has other areas of work that help improve air quality <a href="#">What else is being done to improve air quality?   Bradford Council</a>. It is anticipated that compliance will be reached in 2023 after the CAZ has been in place for a year, that and the combination of other different areas of work should help achieve the air quality legal limits in 2023.</p>																	
<b>How can we improve / maintain performance?</b>																	
<p>Performance can be improved by having the CAZ in place for a year and continuing to work across the whole District to improve air quality beyond these limits as there are no safe levels for pollutants.</p>																	

<b>Council Plan Priority:</b>	Sustainable District																																
<b>Performance Measure:</b>	Percentage of household waste sent for reuse, recycling and composting																																
<b>Recent Trends:</b>	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year/Quarter</th> <th>Bradford</th> <th>Target</th> <th>Yorkshire &amp; Humber</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>39.5%</td> <td>40%</td> <td>42.8%</td> <td>43.5%</td> </tr> <tr> <td>2019/20</td> <td>36.2%</td> <td>40%</td> <td>38.2%</td> <td>37.4%</td> </tr> <tr> <td>2020/21</td> <td>39.5%</td> <td>40%</td> <td>39.5%</td> <td>37.7%</td> </tr> <tr> <td>2021/22</td> <td>35.2%</td> <td>40%</td> <td>39.3%</td> <td>35.1%</td> </tr> <tr> <td>Qtr 3 2022/23</td> <td>38.19%</td> <td>40%</td> <td>40.1%</td> <td>38.3%</td> </tr> </tbody> </table>			Year/Quarter	Bradford	Target	Yorkshire & Humber	England	2018/19	39.5%	40%	42.8%	43.5%	2019/20	36.2%	40%	38.2%	37.4%	2020/21	39.5%	40%	39.5%	37.7%	2021/22	35.2%	40%	39.3%	35.1%	Qtr 3 2022/23	38.19%	40%	40.1%	38.3%
Year/Quarter	Bradford	Target	Yorkshire & Humber	England																													
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Qtr 3 2022/23	38.19%	40%	40.1%	38.3%																													
<b>Actual and timescale:</b>	38.19%, Q3 – 2022/23	<b>Target:</b>	40%																														
<b>Why is performance at the current level?</b>																																	
<p>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.</p>																																	
<b>How can we improve / maintain performance?</b>																																	
<p>By continuing to work with contractors, processing methods and encouraging members of the public to continue to, and improve recycling at the kerbside.</p>																																	

## 07 – Well Run Council Performance Templates

<b>Council Plan Priority:</b>	Well Run Council																										
<b>Performance Measure:</b>	Percentage of Council Tax Collected																										
<b>Recent Trends:</b>	 <p>The chart displays three data series over five financial years (2018/19 to 2022/23). The Y-axis represents the percentage of council tax collected, ranging from 92.8% to 94.6%. The X-axis shows the financial years. The 'Bradford' series (blue line) starts at 93.8% in 2018/19, rises to 93.9% in 2019/20, 94.2% in 2020/21, 94.4% in 2021/22, and remains at 94.4% in 2022/23. The 'Target' series (orange line) starts at 94.5% in 2018/19, drops to 93.8% in 2019/20, stays at 93.8% in 2020/21, rises to 94.2% in 2021/22, and remains at 94.2% in 2022/23. The 'Average collection rates for statistical neighbours' series (red line) starts at 94.1% in 2018/19, drops to 93.8% in 2019/20, 93.6% in 2020/21, and falls to 93.0% in 2021/22 and 2022/23.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Target</th> <th>Average collection rates for statistical neighbours</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>93.8%</td> <td>94.5%</td> <td>94.1%</td> </tr> <tr> <td>2019/20</td> <td>93.9%</td> <td>93.8%</td> <td>93.8%</td> </tr> <tr> <td>2020/21</td> <td>94.2%</td> <td>93.8%</td> <td>93.6%</td> </tr> <tr> <td>2021/22</td> <td>94.4%</td> <td>94.2%</td> <td>93.0%</td> </tr> <tr> <td>2022/23</td> <td>94.4%</td> <td>94.2%</td> <td>93.0%</td> </tr> </tbody> </table>			Year	Bradford	Target	Average collection rates for statistical neighbours	2018/19	93.8%	94.5%	94.1%	2019/20	93.9%	93.8%	93.8%	2020/21	94.2%	93.8%	93.6%	2021/22	94.4%	94.2%	93.0%	2022/23	94.4%	94.2%	93.0%
Year	Bradford	Target	Average collection rates for statistical neighbours																								
2018/19	93.8%	94.5%	94.1%																								
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2021/22	94.4%	94.2%	93.0%																								
2022/23	94.4%	94.2%	93.0%																								
<b>Actual and timescale:</b>	94.37%, 2022/23	<b>Target:</b>	94.2%																								
<b>Why is performance at the current level?</b>																											
<p>Collection in Council Tax has been enhanced this year by extra funding as follows:</p> <ul style="list-style-type: none"> <li>• Credit from government Energy Rebates £2.6m</li> <li>• Hardship funding from the Council £1.8m</li> </ul> <p>There was also little growth in the Council Tax base this year</p> <p>So, although taxpayers were undoubtedly squeezed by the cost of living crisis this year, our collection rates were supported by £4.4m over and above what we would have ordinarily received. This was in addition to the great efforts on the team to promptly bill and collect Council Tax, and support our taxpayers with help, advice, take up of reductions and benefits etc.</p>																											
<b>How can we improve / maintain performance?</b>																											
<p>We are anticipating that the target for 2023/24 will be difficult to achieve (94%). The government has provided £1.1m of funding this year to support those households in receipt of a (means tested) Local Council Tax Reduction, so this is the only extra funding that we will receive this year, set against the backdrop of the cost of living crisis</p> <p>We intend to review the Council Tax Reduction scheme to ensure that it is fit for purpose and best supports those residents suffering the most hardship. The current cost of the</p>																											



scheme is £35.5m

As Council Tax rises, and for some people gets harder to pay, it's important that we have a billing and collection team that can bill promptly and support residents to pay and access all reductions and discounts available to them. We will focus on creative ways to manage Council Tax including use of leading edge technology and greater generic working to make best use of resources.

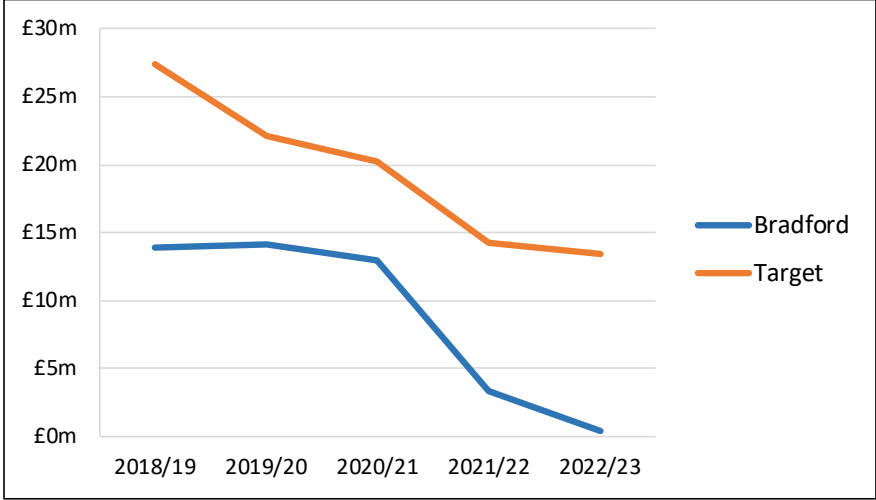
<b>Council Plan Priority:</b>	Well Run Council																										
<b>Performance Measure:</b>	Percentage of Non-domestic Rates Collected																										
<b>Recent Trends:</b>	<table border="1"> <caption>Percentage of Non-domestic Rates Collected</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Target</th> <th>Average collection rates for statistical neighbours</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>97.5%</td> <td>98%</td> <td>98%</td> </tr> <tr> <td>2019/20</td> <td>97.5%</td> <td>98%</td> <td>97.5%</td> </tr> <tr> <td>2020/21</td> <td>90%</td> <td>98%</td> <td>87.5%</td> </tr> <tr> <td>2021/22</td> <td>96%</td> <td>90.5%</td> <td>96%</td> </tr> <tr> <td>2022/23</td> <td>98%</td> <td>96.5%</td> <td>96.5%</td> </tr> </tbody> </table>			Year	Bradford	Target	Average collection rates for statistical neighbours	2018/19	97.5%	98%	98%	2019/20	97.5%	98%	97.5%	2020/21	90%	98%	87.5%	2021/22	96%	90.5%	96%	2022/23	98%	96.5%	96.5%
Year	Bradford	Target	Average collection rates for statistical neighbours																								
2018/19	97.5%	98%	98%																								
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2021/22	96%	90.5%	96%																								
2022/23	98%	96.5%	96.5%																								
<b>Actual and timescale:</b>	97.61%, 2022/23	<b>Target:</b>	96%																								
<b>Why is performance at the current level?</b>																											
<p>Performance has benefitted from the award of Covid-19 Additional Relief Funds (CARF) to accounts in respect of liability for the 21/22 year. This brought forward credits on accounts to 22/23 where the liability for 21/22 had been paid (totalling approximately £9.2m) This improved our outturn collection levels (this will not be repeated for the current year).</p> <p>The service has been implementing and expanding the range of electronic contact campaigns (Telsolutions) it conducts in order to encourage payment by customers whilst reducing contact with staff. This has been effective in reducing the number of accounts moving to the next stage of recovery allowing staff resources to be concentrated on more difficult cases.</p> <p>The service has also benefitted from improved access to the Courts in order to obtain liability orders to enable further recovery action to be taken against non-payers.</p>																											

## How can we improve / maintain performance?

We anticipate that the target assigned for the current year (97%) will be difficult to achieve since last year's performance was uplifted by the award of CARF.

This will be the first year where we are using the full range of Telsolutions campaigns we have designed from the start of the year which is expected to assist in collection. Campaigns are run at multiple stages of the recovery process in order to ensure a high level of contact with those who are either behind or simply not paying. The efficacy of these campaigns will be monitored and any adjustments that are thought to be needed will be made.

We continue to explore the use of data and technology to improve our efficiency in terms of ensuring better targeting of recovery action (to maximise the amount recovered) and automating processes (or parts thereof) to increase our efficiency; allowing staff to focus on those aspects of the collection / recovery process which benefit from human interaction.

<b>Council Plan Priority:</b>	Well Run Council																				
<b>Performance Measure:</b>	Achievement of Council wide budget savings																				
<b>Recent Trends:</b>	 <table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Bradford (£m)</th> <th>Target (£m)</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>14</td> <td>28</td> </tr> <tr> <td>2019/20</td> <td>14</td> <td>22</td> </tr> <tr> <td>2020/21</td> <td>13</td> <td>20</td> </tr> <tr> <td>2021/22</td> <td>3</td> <td>14</td> </tr> <tr> <td>2022/23</td> <td>0</td> <td>13.5</td> </tr> </tbody> </table>			Year	Bradford (£m)	Target (£m)	2018/19	14	28	2019/20	14	22	2020/21	13	20	2021/22	3	14	2022/23	0	13.5
Year	Bradford (£m)	Target (£m)																			
2018/19	14	28																			
2019/20	14	22																			
2020/21	13	20																			
2021/22	3	14																			
2022/23	0	13.5																			
<b>Actual and timescale:</b>	£0.4m, 2022/23	<b>Target and timescale:</b>	£13.5m																		
<b>Why is performance at the current level?</b>																					
<p>The main underachieved savings related to Learning Disability Demand Management savings where there was £12m of planned savings that were not delivered as planned. The Demand Management savings were part of a 4-year transformation plan, and delivery was severely hampered by the Covid pandemic.</p> <p>As part of the 2023-24 budget, the outstanding savings target was reduced by £5m to £7m, and as outlined in the Qtr 1 Finance Position Statement for 2023-24 c£4.9m of this is expected to be delivered in 2023-24, and the Department is confident that the remaining savings will be delivered in 2024-25.</p>																					

The other main underachieved savings relate to £1.0m of prior year savings and income generation in Sports and Culture services including Museums, Sports Facilities and Libraries.

2022/23 was considered as a recovery year following the COVID pandemic. The priority was to recover the services to normal levels and standards, and start to build the user numbers by increasing customer confidence and confidence in the staff teams. This went well during the year and projections are on target to build the customer base to pre-COVID levels in many if not all of the service areas by the end of 2023/24.

### **How can we improve / maintain performance?**

As outlined above, the Learning Disability demand management savings were severely delayed as a result of Covid, but having reduced the outstanding saving as part of the 2023-24 budget by £5m, the remaining savings plans are getting back on track.

During 2023/24 the services will focus on continued recovery and transition into supporting the delivery of City of Culture 2025, Commercial opportunities in some specific services including City of Film, Museums and Sports Facilities. This will support the overall aim of achieving some of the undelivered savings, while some savings will be achieved in the longer term e.g. libraries. However, it is also noted that the services are experiencing unexpected budget pressures as is seen across the council due to the energy crisis and the consequences of international events e.g. high inflation levels reflecting on purchase of goods and some of the staffing costs, which might also transition into our own customer spend in the coming year.

## 08 – Equalities / Human Resources Performance Templates

<b>Council Plan Priority:</b>	Equalities																				
<b>Performance Measure:</b>	Percentage of top 5% employees who are female																				
<b>Recent Trends:</b>	<table border="1"> <caption>Data for Recent Trends Graph</caption> <thead> <tr> <th>Date</th> <th>Bradford (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Dec 1920.</td> <td>50%</td> <td>65%</td> </tr> <tr> <td>June 2021.</td> <td>~52%</td> <td>65%</td> </tr> <tr> <td>Dec 2021.</td> <td>~54%</td> <td>65%</td> </tr> <tr> <td>June 2022.</td> <td>~55%</td> <td>65%</td> </tr> <tr> <td>March 2023.</td> <td>56%</td> <td>65%</td> </tr> </tbody> </table>			Date	Bradford (%)	Target (%)	Dec 1920.	50%	65%	June 2021.	~52%	65%	Dec 2021.	~54%	65%	June 2022.	~55%	65%	March 2023.	56%	65%
Date	Bradford (%)	Target (%)																			
Dec 1920.	50%	65%																			
June 2021.	~52%	65%																			
Dec 2021.	~54%	65%																			
June 2022.	~55%	65%																			
March 2023.	56%	65%																			
<b>Actual and timescale:</b>	56%, Mar 2023	<b>Target:</b>	65%																		
<b>Why is performance at the current level?</b>																					
<p>Bradford Council needs to closely represent the communities it serves. The equalities objectives focus on increasing the proportion of female employees as a proportion of senior management (grades special A and above) so that the proportion of female senior managers is representative of the workforce.</p> <p>As the graph shows, there has been a steady increase in the number of female employees in the top 5%. The Council is reducing the gap which now stands at 9.8% between the overall percentage of the Council's workforce that are women (64.8%) and the percentage of women in senior roles in the Council. This increase demonstrates that the proportion of women in senior roles is increasing, and at 55% is more reflective of the proportion of women in the Council's overall workforce. Over this period there were more female starters than leavers.</p> <p>During the period Mar-22 to Mar-23, there has been an increase of 3% of the proportion of female employees who are in the top 5% pay grades.</p>																					
<b>How can we improve / maintain performance?</b>																					
<p>There are a number of actions that are been taken across the organisation to improve this areas, such as inclusive adverts, senior and middle manager development, work by the women's voice network, women into governance etc.</p> <p>There are a number of further strategies that can apply across all identified groups which includes activities such as:</p> <ul style="list-style-type: none"> <li>• Succession Planning</li> <li>• Identifying and developing emerging leaders</li> <li>• Visible leadership</li> </ul>																					

- Training and development opportunities, including coaching and mentoring

<b>Council Plan Priority:</b>	Equalities																				
<b>Performance Measure:</b>	Percentage of employees from LGBTQ+ backgrounds																				
<b>Recent Trends:</b>	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Bradford (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>0.6</td> <td>2.0</td> </tr> <tr> <td>2020</td> <td>0.6</td> <td>2.0</td> </tr> <tr> <td>2021</td> <td>0.6</td> <td>2.0</td> </tr> <tr> <td>2022</td> <td>0.6</td> <td>2.0</td> </tr> <tr> <td>2023</td> <td>0.6</td> <td>2.0</td> </tr> </tbody> </table>			Year	Bradford (%)	Target (%)	2019	0.6	2.0	2020	0.6	2.0	2021	0.6	2.0	2022	0.6	2.0	2023	0.6	2.0
Year	Bradford (%)	Target (%)																			
2019	0.6	2.0																			
2020	0.6	2.0																			
2021	0.6	2.0																			
2022	0.6	2.0																			
2023	0.6	2.0																			
<b>Actual and timescale:</b>	0.6%, 2023	<b>Target:</b>	2%																		
<b>Why is performance at the current level?</b>																					
<p>The equalities objectives focus on increasing the proportion of LGBTQ+ employees both as an overall proportion of employees.</p> <p>This percentage has stayed stable over the last 3 years, although remains low in comparison to others reported areas, such as disability and ethnicity.</p>																					
<b>How can we improve / maintain performance?</b>																					
<p>The percentage of LGBTQ+ employees has remained stable over the last 3 years, however the number of employees who have declared their sexual orientation to the organisation is still very low in percentage terms, at just 0.6%. It should be noted that an increase in the number of employees that are choosing 'not to declare' on equal opportunities forms/employee system will impact these statistics.</p> <p>It is not possible to provide a further break down of the figures for LGBTQ+ due to the small number of employees who have disclosed this information.</p> <p>Our staff networks have an enormous part to play in helping LGBTQ+ colleagues, reiterating that work should be a safe space for people to being their whole selves to work.</p> <p>There is a need to build the confidence of staff to be able to give their sexual orientation on data we collect. Plans are progressing to automate information declared through recruitment into our employee system, and run a campaign with employees as to why confidentially disclosing this information is important.</p>																					

Close work with the staff networks and moving forward action plans from the networks should assist in creating the right culture and environment for staff to feel comfortable.

<b>Council Plan Priority:</b>	Equalities																	
<b>Performance Measure:</b>	Percentage of employees from BAME backgrounds																	
<b>Recent Trends:</b>	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Bradford (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>28.0</td> <td>33.0</td> </tr> <tr> <td>2020/21</td> <td>28.5</td> <td>33.0</td> </tr> <tr> <td>2021/22</td> <td>30.0</td> <td>33.0</td> </tr> <tr> <td>2022/23</td> <td>30.2</td> <td>33.0</td> </tr> </tbody> </table>			Year	Bradford (%)	Target (%)	2019/20	28.0	33.0	2020/21	28.5	33.0	2021/22	30.0	33.0	2022/23	30.2	33.0
Year	Bradford (%)	Target (%)																
2019/20	28.0	33.0																
2020/21	28.5	33.0																
2021/22	30.0	33.0																
2022/23	30.2	33.0																
<b>Actual and timescale:</b>	30.2%, 2022/23	<b>Target:</b>	33%															
<b>Why is performance at the current level?</b>																		
<p>Bradford Council needs to closely represent the communities it serves. The district is one of the most diverse areas in the country with a high proportion of individuals from a black, Asian and minority ethnic background. The equalities objectives focus on increasing the proportion of people from black, Asian and minority ethnic backgrounds both as an overall proportion of employees but also as a proportion of senior management (grades special A and above).</p> <p>Not all employees are disclosing their ethnicity or choosing not to declare. However, the Council has a positive trend in representation and an increase of over 3% in the last 3 years.</p>																		
<b>How can we improve / maintain performance?</b>																		
<p>We will continue to have diverse recruitment panels for interviews, however there are also a number of further considerations we need to take into account when looking to improve the opportunities for our underrepresented communities which requires an action plan and monitoring delivery of strategies, such as how and when do we market our opportunities to join the Council, how we strengthen our links with local schools, colleges and universities. Also in consideration of the development opportunities that are available, and how we identify and mentor talent.</p>																		

We are currently working to enhance:

- Learning and development needs across our workforce
- Develop career development pathways for staff

Identify talent pools and succession plans so that we can provide stretch opportunities for people to have the best chance when applying for more senior roles.

<b>Council Plan Priority:</b>	Equalities																	
<b>Performance Measure:</b>	Percentage of top 5% employees by income who are from BAME backgrounds																	
<b>Recent Trends:</b>	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Bradford (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>18.5</td> <td>27.8</td> </tr> <tr> <td>2020/21</td> <td>18.2</td> <td>27.8</td> </tr> <tr> <td>2021/22</td> <td>20.0</td> <td>27.8</td> </tr> <tr> <td>2022/23</td> <td>20.7</td> <td>27.8</td> </tr> </tbody> </table>			Year	Bradford (%)	Target (%)	2019/20	18.5	27.8	2020/21	18.2	27.8	2021/22	20.0	27.8	2022/23	20.7	27.8
Year	Bradford (%)	Target (%)																
2019/20	18.5	27.8																
2020/21	18.2	27.8																
2021/22	20.0	27.8																
2022/23	20.7	27.8																
<b>Actual and timescale:</b>	20.7%, 2022/23	<b>Target:</b>	27.8%															
<b>Why is performance at the current level?</b>																		
<p>The graph shows that the statistics are moving in the right direction which evidences a consistent increase since 2020/21.</p> <p>Generally, across the Council the more senior the role, the less likely the person is to declare their ethnicity/sexual orientation/gender identity etc. At Special Grades, 10% of staff do not declare and at Chief Officer grades this increases to 33% of staff not declaring. There is more work to do to understand the reasons behind this and to encourage people to disclose.</p> <p>There is currently a gap of 9.7% between black, Asian and minority ethnic staff across the wider workforce, and those in senior roles in the Council. Starter and leaver data has been analysed to understand the decrease. More leavers stated their ethnicity than starters during this period and more senior starters are less likely to disclose their ethnicity.</p>																		

## How can we improve / maintain performance?

There needs to be further work done to make Bradford Council an attractive place for people to work for people from all backgrounds. Statistically, more senior jobs will attract candidates from outside of the area and so the market greatly differs; attraction will then also be based on perception of the area, as well as how the council performs.

By working on branding, Employee Value Proposition and communications, we can help applicants to identify how and where they fit within the organisation which should in turn, increase applications from minority backgrounds.

<b>Council Plan Priority:</b>	Equalities																				
<b>Performance Measure:</b>	Percentage of Employees with a Disability (excludes Schools)																				
<b>Recent Trends:</b>	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Bradford (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>4.3</td> <td>5.4</td> </tr> <tr> <td>2019/20</td> <td>4.3</td> <td>5.4</td> </tr> <tr> <td>2020/21</td> <td>4.1</td> <td>5.4</td> </tr> <tr> <td>2021/22</td> <td>4.1</td> <td>5.4</td> </tr> <tr> <td>2022/23</td> <td>4.6</td> <td>5.4</td> </tr> </tbody> </table>			Year	Bradford (%)	Target (%)	2018/19	4.3	5.4	2019/20	4.3	5.4	2020/21	4.1	5.4	2021/22	4.1	5.4	2022/23	4.6	5.4
Year	Bradford (%)	Target (%)																			
2018/19	4.3	5.4																			
2019/20	4.3	5.4																			
2020/21	4.1	5.4																			
2021/22	4.1	5.4																			
2022/23	4.6	5.4																			
<b>Actual and timescale:</b>	4.62%, 2022/23	<b>Target:</b>	5.4%																		
<b>Why is performance at the current level?</b>																					
<p>Again, statistics are moving in the right direction. Greater numbers of staff declaring a disability may be reflective of greater publicity, knowledge and acceptance of people with 'hidden' disabilities which as a result creates greater acceptance within society.</p> <p>Employees declaring disabilities increases at a senior level which is contrary to data held on gender and ethnicity.</p>																					
<b>How can we improve / maintain performance?</b>																					
The percentage of employees declaring a disability has increased by 0.5% in the last 12 months.																					



Our staff networks have a part to play in helping disabled colleagues and creating a safe space for concerns and questions to be raised and escalated. The delivery of their action plan will also help embed strategies to help staff feel value and fulfilled within the workplace.

A new managing attendance policy is current under development which contains a proposal for Disability Related Sick Leave (DRSL) for those with a diagnosis, plus a Workability Passport to encourage two-way communication between employee and manager to assist in keeping people in work.

By promoting this positive action, along with other strategies, this should help to identify us as an employer of choice amongst disabled staff and prospective employees alike.

## Appendix B: Full list of performance indicators

<b>Skills, Jobs and Economy</b>	
Healthy life expectancy at birth (Male)	Healthy life expectancy at birth (Female)
% of people aged 16-64 in the district to NVQ level 3 or above	% of total third party spend with suppliers operating from within the district - Rolling Values
% of people aged 16-64 in work	Median earnings of employees in the area
<b>Decent Homes</b>	
Additional homes delivered per year	Successful homeless preventions
Number of private sector homes improved through council interventions	Number of new affordable housing units
<b>Good Start, Great Schools</b>	
% of pupils achieving 9-4 pass in GCSE English and Maths	Persistent absence rates
Key Stage 2 Reading, Writing and Maths at expected standard	% of Year 1 pupils achieving the Phonics Standard
<b>Better Health, Better Lives</b>	
Year 6: Prevalence of overweight including obesity	% of adults who are physically active
% of referrals within 12 months of a previous referral starting	% of children looked after with 3 or more placements during the previous year
Emotional and behavioural health of children & YP in care for at least a year and aged between 5-16 yrs old (average Value from the total of SDQ Values)	Proportion of adults with LD who live in their own home or with their family
Proportion of adults with LD in paid employment	Number of older people in new care home placements per 100,000 over 65s
<b>Safe, Strong and Active Communities</b>	
Number of killed and seriously injured (KSI) casualties on Bradford's Roads compared to West Yorkshire figures	Local (VCSE) Voluntary, Community and Social Enterprise (sector) spend
<b>Sustainable District</b>	
UK Air Quality legal limits	Percentage of household waste sent for reuse, recycling and composting
Greenhouse gas emissions from Council operations	
<b>Well Run Council</b>	
Percentage of Council Tax collected	Percentage of Non-domestic Rates Collected
Ensure spending is within budget and year on year savings agreed by council are delivered	
<b>Equalities / Human Resources</b>	
Percentage of top 5% employees who are female	Percentage of employees from LGBTQ+ backgrounds
Percentage of employees from BAME backgrounds	Percentage of top 5% employees by income who are from BAME backgrounds
Percentage of Employees with a Disability (not including schools)	

## Appendix C - Case studies of the underpinning principles in action

### **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.

#### **Data Accelerator – Neurodiversity**

The data accelerator was a £7.9m fund from the Department for Levelling up Housing and Communities(DLUHC) to support data projects to improve outcomes for children and families.

The joint bid from Leeds and Bradford local authorities with their partners, secured almost £1m of funding to develop and accelerate a range of projects as follows:

- A data model for the Early Identification of neurodiversity
- A data model for identifying children and families affected by adverse childhood experiences/trauma
- Development of Practice Improvement Forums to develop the connection between data and frontline practice
- Developing family voice and feedback

The overall aim of the work is to improve data maturity in the local authority areas in order to provide more effective early help for children and families and removing barriers to services and opportunities.

In Bradford the data accelerator funded project is a partnership approach with most aspects of the project now being led by Bradford District Care Trust and The Centre for Applied Research with the ongoing involvement of partners such as the Council.

Evidence of poor outcomes for children who are neurodivergent, led to the project focussing on the development of data models to support practice around autism and neurodiversity. The project is comprised of the following strands:

1. Development of data models and improved data connectivity to speed up and strengthen assessments.
2. Creation of a neurodiversity profiling tool that teachers and others can use in the classroom and with parents to better identify needs and solutions, alongside the development of multi-agency support.
3. Creating neurodiversity friendly places helping communities to model the lives of their neurodivergent children more accurately and create practical changes to break down barriers.

All of these strands are supported and governed by a Neurodiversity Research & Development Board and relevant task and finish groups.

Working with all partners, the work has:

1. Linked new health and education data to provide new insights into our neuro-divergent population, including disparities in time to diagnosis according to ethnicity, gender and place. This includes the development of a new digital CLEVER (Connecting Lived Experiences with Visualisation of Electronic Records) tool, able to collate and present to decision makers a holistic view of an individual, including their interactions with services, known vulnerabilities, and qualitative information (lived experience).
2. Provided a platform to achieve routine linkage across our three health trusts of assessment data for children with suspected autism and Attention Deficit and Hyperactivity Disorder (ADHD) – this in itself will enable more accurate oversight of the system. More importantly, it lays the ground for routine sharing of information about these children with other professionals in and beyond ‘health’, Our data insights demonstrate the importance of sharing information, because many of our neuro-divergent children face multiple vulnerabilities, so require support from multiple agencies. By connecting those professionals, we can find efficiencies and reduce burdens on families.
3. Developed a new digital screening and profiling tool – ‘the Electronic Developmental Profiling Tool (EDPT)’ – rooted in both the Early Years Foundation Stage domains used by schools and the diagnostic manuals used by clinicians. The tool is designed to be used by teachers or other non-specialists, with parents, in school, to identify more precisely the learning and support needs of children with neuro-divergent traits.

The EDPT is now being trialled in 14 primary schools, alongside support and training to help schools become more ‘neuro-diverse friendly’. The trial will conclude at the end of the summer term, with the goal of extending it, subject to evaluation, from the October half term, 2023.

## **Working together**

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

### **Employment West Yorkshire**

We have jointly developed the Employment West Yorkshire programme with West Yorkshire Combined Authority (WYCA), which represents a significant investment into the district over the next two years. The approach of a regional framework and co-ordination is combined with local hubs to enable local authority led programme development, implementation and partnerships to meet community and local labour market need. This allows us to ensure that opportunity flows to those most at need of good jobs.

The approach, built on a successful approach developed using ESIF funding, has sustained and enhanced the local partnership infrastructure.

It is a model that maximises our expertise and understanding of the communities we serve and our local labour markets and enables us to appropriately target provision, working to outcomes that reflect regional and local strategic priorities. In addition to central coordination and communication of the programme, this West Yorkshire

Combined Authority (WYCA) programme has specifically driven the focus on meeting local opportunities to improve equality, diversity and inclusion, green skills and jobs, and digital inclusion, digital skills development and the growth of the tech sector.

Employment West Yorkshire reflects Work Local as an all-age service for citizens providing information, advice and guidance (IAG), employability support, skills provision and training. This delivers a personalised journey and maximises access to the full range of national, regional and local skills programmes whilst hiding the complexity of the funding arrangements. Employment West Yorkshire aims to support over 7,700 individuals to become more employable by March 2025.

Some key aspects of devolving the adult education budget across West Yorkshire have been:

- Rationalising the number of providers from 260 to 86
- Reducing sub-contracting from £9m to £2.25m and aimed at specialised provisions not available from local providers
- Increased the number of ethnic minority learners from 43 to 52 percent (compared to 34 percent nationally)
- Strong focus on the low waged with 2,000 more learners than in the previous year
- Increased targeting of people with no previous qualifications.

Bradford uses the funding locally to provide:

- Employment support
- Business engagement
- Information, advice and guidance
- Compliance, administration and monitoring

The programme enables Bradford Council to use its successful locality based, multi-partner, dual customer (business/resident), and early intervention model.

## **Early help and prevention**

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

### **Early Help and Prevention in Localities**

The vision for the 'locality' work is to build safe, strong and active localities where citizens and local leaders are empowered to work alongside public agencies and partners to address local needs and issues. Working collaboratively and creatively, they utilise local assets, resources and opportunities to enhance community capacity and tackle inequalities.

People are at the heart of service design and delivery, and experience coordinated support within their localities and only need to tell their story once. A stronger focus on prevention and early help promotes better outcomes for local people and helps reduce the need for statutory interventions possible.

Bradford Council is committed to delegating decision making and service provision to its five geographical localities, which match the parliamentary constituencies in the district. Each locality has an Area Committee chaired by a local elected member as a formal committee of the local authority.

Each Area Committee oversaw the creation of a Locality Plan for 2022/23 which have all been agreed by the Council's Executive. These can all be found at [www.bradford.gov.uk](http://www.bradford.gov.uk) by searching for 'locality plans'.

Each locality plan takes the district priority outcomes from the Council Plan 2021-25, looks at the latest available data about population and needs in that area and describes the actions to take place to improve outcomes for local communities.

The Council has invested in staff teams in each locality and the wards within it to tackle the very local issues, generate community activity and connect people. Led by an Area Co-ordinator and Ward Officers, they assist local people to get the help they need and deal with any issues arising.

The Council has agreed that a grant called the Household Support Fund can be used to provide £500,000 to Area Committees to distribute to local community and voluntary groups to achieve the actions in their locality plans and protect people from the cost of living crisis.

Neighbourhood Connect is a new way for elected members and professionals from the council and our partners to let our ward-based staff know about any concerns they come across about local people. This could be families or people who are struggling in some way or need signposting to local services or voluntary sector groups.

The council and local health services are in the process of reconfiguring their teams to work on a locality footprint and join up with the area teams above. The NHS have invested in locality development co-ordinators who are working with local GP and primary care services to promote better health and wellbeing and providing grants to voluntary sector groups who are tackling the district's health inequalities.

New Living Well Co-ordinators in localities are promoting public health campaigns and the Living Well approach to make it easier for everyone in Bradford District to live healthier more active lives. Details can be found at [www.mylivingwell.co.uk](http://www.mylivingwell.co.uk) where people can take a quiz to find out what they could do.

The NHS are promoting a new approach to tackling health inequalities at both national and local level called Core20+5. This aims to target the 20% most deprived places in England with the five clinical areas where improvement in health would reduce these inequalities. These are maternity services, severe mental illness, chronic respiratory disease, early cancer diagnosis and hypertension. We know some of our communities do not access the NHS or seek advice or diagnoses for these conditions. Bradford has been provided with funding to take a more local approach to encourage them to think about this.

Family Hubs are now open across the District in our localities. The ambition is for every family to receive the support they need, when they need it. All families should have access to the information and tools they need to care for and interact positively with their babies and children, and to look after their own wellbeing. Families sometimes

experience difficulty interacting with the complex service landscape and have to 're-tell their story' to different services and professionals. This is often particularly the case for disadvantaged and vulnerable families. However, there is often no single, non-stigmatising point of access for family services that helps families to navigate and receive the wide-ranging support they need.

The Locality working programme is expected to:

- Reduce duplication across the Council and its partners;
- Address local social and health inequalities;
- Ensuring plans reflect local data, insight and intelligence;
- Low needs should be better met within the community with less need for statutory intervention, promoting independence and community resilience;
- Improved information sharing across the Council and with partners creating common understanding and shared ambition;
- In the longer term will help to narrow the gap and reduce inequalities across the district.

## **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.

### **Cost savings through lights out, dialling temperatures down and mothballing**

Over the last three years the Council's Energy Team has been implementing a number of energy efficiency measures across some of the main buildings owned and operated by the Council. These include LED lighting, Building Energy Management Systems (BEMS), smart lighting controls, inverters for motors on air handling units, boiler upgrades and products which improve the thermal efficiency of radiator fluids in the heating systems. These measures have been supported by a wider deployment of the heating strategies which included temperature control and more efficient use of space within the larger key buildings such as Britannia House, City Hall and Margaret McMillan Tower.

The heating strategy has seen:

- Temperatures set between 19 – 21 degrees Celsius for standard Council buildings – decreasing by 0.5 degrees Celsius every two weeks (to 18 degrees Celsius)
- Argus Chambers and Floors in Margaret McMillan Tower mothballed
- Reduction in energy usage

Year on year, the Energy Team's objective is to reduce the Council's carbon emissions by 10 percent.

The impact of energy efficiency measures deployed so far on energy and costs has



seen:

- **Gas** usage reduced from c33m Kwh in 2018-19 to c31m kwh in 2022-23 (with a cost saving over the period to March 31 2022 of £931k)
- **Electricity** usage reduced from c15m Kwh in 2018-19 to c12.5m Kwh in 2022-23 (with a cost saving over the period to March 31 2022 of c£1m)

Further reductions are expected with more innovation in the coming years such as through replacing boilers with heat pump technology and the use solar panels and battery storage.

## Living Well

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

During the period 2022-23 Living Well has continued to support the people of Bradford District to adopt healthier lifestyles and has also supported the Council in delivering against its priority outcomes as follows:

### **BETTER SKILLS, MORE JOBS, GROWING ECONOMY**

**The Living Well Academy** makes it easier for people across the district to find learning opportunities to develop new skills and the confidence to improve health and wellbeing. During the reporting period 96 people completed Royal Society for Public Health training, 303 completed the Mental Health First Aid training, and 31 completed the HENRY training.

**Living Well Workplace Wellbeing pages** on the Living Well website had a soft-launch in spring 2023. Several hundred workplaces have signed up to receive information already. The online offer will be developed further during 2023-24, with bi-monthly newsletters on Living Well campaigns, services and offers.

### **SAFE, CLEAN AND ACTIVE COMMUNITIES**

**Every Move Counts**, the Bradford District Physical Activity strategy, has been launched after extensive engagement with residents, partners and multiple stakeholders. The development of the strategy has led to nine priority areas for development being identified which will help to support people who live, grow, work and play in Bradford district to improve their health through being more active and less sedentary.

**Living Well Community Development & Engagement project** was launched with the recruitment of a team leader and four community development and engagement workers. A Gypsy and Traveller strategy has been developed and an implementation group set up. Community Health Development (CHD) grants administration tender has been mobilised and launched. Partnership working on delivery of Better Health, Better Lives priorities within Locality Plans continues.

**Living Well Libraries** - Staff are being trained in Level 1 Health Improvement as training places/work commitments allow, with some specialising as Digital Health champions. In addition, action plans are in place and being delivered for four priorities relating to wider aspects of population health, including reducing social isolation, anti-poverty work, supporting people into employment and school readiness.



## **GOOD START, BETTER SCHOOLS**

**The Living Well and Reducing Inequalities in Communities (RIC) Schools Project** has two elements:

**Living Schools** - Poverty Proofing feedback started in January 2023, with focus groups and impact surveys in schools and was then led by Healthy Mind apprentices who were trained to evaluate the Poverty Proofing pilot. An Adverse, Trauma and Resilience (ATR) event was held in February for all school leaders, governors and other professionals.

**RIC Schools** - The project is a more targeted offer and is delivering a physical activity, nutrition and mental health offer in 30 schools in the most deprived areas of the city. School leaders and staff receive training, attend community of practice events and work with RIC facilitators to improve the health and wellbeing of children in their schools. The next steps are to further engage with parents, carers and families through a series of nutrition and physical activity workshops.

**Living Well Faith Settings** - The Childhood Obesity Trailblazer programme, now locally renamed "Living Well Faith Settings", has been sustained for a further two years through direct public health funding. Eighteen Islamic religious settings are actively delivering the childhood obesity intervention through 'Faith in Communities' and a total of 23 have been worked with throughout the year. Vouchers to buy physical activity and cooking equipment have been provided to help engage and sustain delivery. The co-produced "toolkit" has been finished and is awaiting final design before it can be used to engage in further settings across the district.

## **BETTER HEALTH, BETTER LIVES**

**Our "Choose What Works for You" adults weight management service** has been helping residents of Bradford maintain a healthy by offering 12 weeks' free membership to various commercial weight management programmes including both Weight Watchers and Slimming World, over 3,000 adults have already benefitted from this service.

**Communications & Marketing** – Our 'Healthy Swap' campaign was developed to support people to make simple healthy food swaps. The campaign focused on changing perceptions and supporting positive behaviour change by educating and upskilling people on the benefits of making healthier food choices, whilst also incorporating cost savings.

A two pronged approach was implemented to ensure the campaign resonated with the needs of local people:

- **Swap Well to Eat Well** ([Healthy eating information pack](#)) including healthy food swaps, low cost recipes, storing foods and contact details for social supermarkets. We distributed 15,000+ information packs with 10,000 more printed for distribution at events throughout the summer and we have had 2,000+ digital downloads via the website.
- **Swap your Takeaway for a 'Fakeaway'** - Events held in shopping centres across the district encouraging people to cook from scratch. To increase participation, free recipe packs were distributed containing everything to prepare a meal serving for

four people. 2,600 recipe packs were distributed at events including Bradford Food Festival and 1,200 recipe packs distributed through social supermarkets/food banks.

<https://www.thetelegraphandargus.co.uk/news/23118790.get-free-food-recipe-pack-bradford-living-well/>

**Children and Families Living Well Service** launched in September 2022 and has accepted 307 referrals and between the 1 January to 31 March 2023 delivered 183 face to face sessions with families.

## **SUSTAINABLE DISTRICT**

**The Bradford District Good Food** Strategy developed over 18 months through collaboration and co-production, was formally adopted by the Health and Wellbeing Board in June 2023. Setting the strategic direction of improving the food system in the district, it has four key outcomes:

- Creating an Eating Well Culture
- Tackling Food Insecurities
- Community-led Food Growing
- A Sustainable Food System for All.

A range of projects are underway including: 'Grow Bradford' to lead on community led growing, investment into allotments to revamp and revitalise 30 sites, our 'Food for Life' award launched in 30 of our most deprived primary schools.

**Living Well Takeaways Project** makes it easier for people to make healthier food choices when using fast-food takeaways. It also supports fast food takeaways to offer healthier options on their menus for customers. More information available via [Home - Living Well Takeaways \(mylivingwell.co.uk\)](https://mylivingwell.co.uk)