

# Report of the Chief Executive to the meeting of Corporate Overview & Scrutiny to be held on Thursday 23 July 2020

**C**

---

**Subject:**

**FULL-YEAR PERFORMANCE REPORT**

**Summary statement:**

This report provides a summary of the high level achievements of the Authority as well as performance against Key Performance Indicators (KPIs) for 2019-20. As the final performance report for the Council Plan 2016-2020 period, this report also provides a summary of what has been achieved over the last four years.

We will be developing a new Council Plan later this year which will potentially require a new set of KPIs, based around our revised priorities in light of the challenges presented by the COVID 19 pandemic. This report recommends that we continue to monitor the existing Key Performance Indicators based around our priorities and reset these at the point in time the new Council Plan is set.

---

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

## **1. SUMMARY**

1.1. This report provides a summary of progress against the Council's Key Performance Indicators for the municipal year 2019-20. As this is the final full-year performance report covering the 2016-2020 Council Plan, this report also includes a summary of achievements during this period.

1.2. As outlined in other papers to this Executive, the Council and its partners are in the process of developing a new plan for the next five years setting out how we will Build a Better Future for our District. This paper also looks ahead to the new Council Plan and the potential process for setting targets in the future.

1.3. This report is divided into a number of sections:

- Section 2 outlines the overall context in which we are operating
- Section 3 provides highlights of our performance over 2019-2020
- Section 4 provides reporting on the Key Performance Indicators
- Section 5 provides a summary of achievements throughout the Council Plan period
- Section 6 sets out next steps for KPIs in light of the challenges of COVID 19 and the refresh of the Council Plan planned for later in the year

## **2. CONTEXT**

2.1. This performance report covers a period where Local Government has faced unprecedented challenges. COVID 19 has had a radical impact on all of the District's citizens and its businesses. The pandemic also led to a rapid change in the way in which the Council has operated, with some services stopped temporarily (such as libraries and leisure centres), some services changing the way in which they operate and others such as community services and business support have experienced significant surges in demand.

2.2. Our performance should also be viewed alongside the long-term trend over the last ten years for reductions in overall spending to Local Government and recent uncertainty over the implications around exiting the European Union. Over the last twelve months, Bradford District has also seen a rise in the ageing population, leading to increasing demand for services.

## **3. Key Achievements – Summary by Outcome Area**

3.1. Against these circumstances, there have been a number of key achievements against priority areas over the last twelve months. The overall budget position for 2019/20 was achieved, through an effective Medium Term Financial Strategy and

robust governance arrangements. These improved governance arrangements gave us the opportunity to plan a budget for growth in 2020/21. The unexpected arrival of the COVID 19 Pandemic will have a significant impact on this position.

3.2. Alongside this robust financial performance, there are a number of achievements to point to these are outlined below, by outcome area.

### **Better Skills, More Jobs and a Growing Economy**

- Successful negotiation with Government and partners for a 'minded to' devolution deal for West Yorkshire Combined Authority, which will unlock £1.8 billion for the Region and help key projects across the District.
- "People, Skills Prosperity"- The District Skills Plan was launched, with key partners from business and education, setting out the programme of work to drive skills development for the District.
- The work on Business Development Zones has now been finalised. We are now working on projects within the zones (including a new link road across Parry Lane site) and looking at how the areas in Shipley and Keighley link with the Towns Fund.
- We launched our bid for City of Culture 2025. The competition is run by the Government and success would see the District host a year-long, high quality cultural programme bringing significant economic and cultural benefits. Hull's City of Culture year in 2017 generated an audience of over five million, £220 million of investment and 800 new jobs.
- The Towns Fund was launched in Keighley and Shipley and stakeholder sessions with a range of local interested partners took place earlier this year.

### **Decent Homes**

- Bradford District Housing Strategy - "A Place to Call Home, A Place to Thrive" was launched earlier in the year. This strategy has been developed with partners and sets out the actions that can be taken to create healthy, well-connected, sustainable and vibrant communities.
- The Bradford Homelessness and Rough Sleeping Strategy 2020-2025 was adopted setting out the vision and actions to reduce homelessness and rough sleeping over the next five years. It is a partnership strategy developed and signed up to by a range of providers and agencies.
- Two housing partnerships led by Bradford Council have been shortlisted for a nationally recognised UK Housing Award. The Bradford Homelessness Outreach Partnership (Bradford HOP) and Housing First which prevents and relieves homelessness in Bradford have joined just nine UK entries for the prestigious Homelessness Partnership of the Year Award.
- The Council completed construction of its first flagship Extra Care Scheme and Community Resource Unit in Oakworth. The scheme was shortlisted for Public-Private Partnership of the Year at the Insider Yorkshire Property Industry

Awards and received a Gold Award for 'Secure by Design' in recognition of its safety and security.

- Government Office confirmed Compulsory Purchase Orders on eight very long-term, complex and problematic empty properties – three of which were following public inquiries. The Council's approach to tackling empty homes was recognised by two national awards for meeting the challenge of empty homes and innovation.
- The Council developed and launched a new multi-agency hoarding framework in partnership with West Yorkshire Fire and Rescue Authorities and supported by the Safeguarding Adults Board. This provides for a consistent approach to delivering tailored multi agency support to highly vulnerable people and reducing the risk to their health and safety.

### **Good Start, Great Schools**

- In 2019, more children across Bradford District got their first choice primary and secondary school places.
- Over £1.4 million in external research funding was drawn into Bradford following the founding of the Centre for Applied Educational Research (CAER) in collaboration with Bradford Institute of Health Research and Bradford Council. As a result, over 110 schools are participating in research studies on fine motor skills, early identification and support for children with autism and 'Glasses in Classes'.
- In 2019, over 200,000 employer encounters were delivered to 11-18 year olds through the Opportunity Area's partnership with the Careers and Enterprise Company.
- Over 85,000 pupil places on Essential Life Skills activities were funded for children and young people aged 5-18, across the District. This has enabled every one of Bradford's 207 schools to deliver or procure activities for their pupils with projects ranging from public speaking, to education psychologist-led training on resilience, to sports, to outdoor education.

### **Better Health, Better Lives**

- Overall, the access team has reduced the number of people being referred for assessments and increased the number of people signposted to community based services. 87% of contacts diverted to information and guidance by the Independence Advice Hub over the last six months from a baseline of 55%.
- There has been a reduction of 7,000 homecare hours in the last six months through strength based reviewing.
- The Local Authority and local NHS partners have worked together with providers to improve the quality of care and support. 86% of providers in Bradford rate as Good or Outstanding as of June 2020.

- Using the Community Led Social Work model, Let's Connect hubs have been rolled out across the District so that people can have a face to face chat with a social care worker.
- The Council has carried out full public consultation on the Clean Air Plan proposals as part of the development of the final business case to introduce a Clean Air Zone (CAZ) in the District in October 2021. Bradford District Council has also been successful in securing an additional £4 million to support this work.
- Bradford schools have worked hard with parents to improve air quality and safety around school sites. Schools have been working with the campaign group Clean Air Bradford to raise awareness of the air pollution problem around the schools and to look at ways that the school communities can take action to protect children's health. Examples include (1) the "no idling" campaign at Myrtle Park school; (3) the Jump Up programme running in Manningham, Allerton, Eccleshill and Keighley and (4) three primary schools in Shipley who have launched a joint initiative to ask parents, carers and other drivers to switch off their engines when waiting in vehicles on roads near the three schools.
- Bradford District Council has secured funding for a three-year Childhood Obesity Trailblazer Programme - This will focus on the structural, cultural and behavioural drivers of obesity experienced by Muslim South Asian families living in the District.
- The Council has made a successful submission to become one of the Sport England Delivery Pilots, which aims to tackle physical inactivity in children and under-represented groups.
- Bradford Youth Offending Team won the John Hawkins Award for Innovation and Creativity in Youth Justice Practice for the development of a child friendly plan which included the voice of young people in the design and production.
- Bradford's Integrated Out of Hours service for adults and children was shortlisted for an MJ Award in 2019.

### **Safe, Clean and Active Communities**

- Bradford District joined the intercultural cities network in 2019 which recognised some of the work the District has been doing to bring communities together. As part of this initiative, an Intercultural Cities Academy was held in the District in October 2019.
- We have commissioned 13 Voluntary and Community Sector VCS organisations in Bradford District to support 11,000 EU Settlement Scheme Applications. 11,000 applications,
- The Council has created an agenda of activities for Hate Crime Week in October and supporting the Equalities and Community Relationship Strategy Group which meet quarterly.
- We have been continuing our work with West Yorkshire Police through our safer partnership and have closed the gap between the crime rate in the District and the West Yorkshire average.

- Following the work of Operation Steerside, the number of people killed or seriously injured in road accidents was at the lowest level in the last ten years in the first half of this year.
- Bradford District welcomed the Duke and Duchess of Cambridge to the District in January resulting in considerable positive national, regional and local media coverage. During their time in the District, they visited the Khidmat Centre to meet key projects working to bring communities together, also meeting Bradford businesses at My Lahore restaurant.
- Bradford District has been increasing tree cover on Council land and this has been equivalent to 20 football pitches in recent years, in addition to this, in the last two years we have felled eight hectares of woodland and replaced trees native to the area.

### **Well Run Council**

- The Council delivered a greater proportion of its savings targets in 2019-20 when compared to the two previous years.
- IT infrastructure was configured quickly to enable employees to work from home as part of Covid safe working plans.
- The success of a significant reduction in the use of cash across the Council, meant the service needed to be delivered differently. An alternative provider was sourced to realise economies of scale and all staff that wanted to remain with the Council were successfully redeployed.
- Extensive supplier relief mechanisms were implemented quickly to support the supply chain during COVID 19, including for example making early payment to support cashflow.
- In the last year, we spent £196 million with local suppliers, an additional £9.1m on the previous year. Underpinning our commitment to support local spend.
- Work on the Keep It Local Pilot, supporting small, local independent organisations to have access to Council contracts, received a special commendation at the Locality awards.
- The Council's procurement team have been shortlisted for a UK National Government Opportunities Social Value award. The Council has been awarded the Chartered Institute of Procurement and Supply Corporate Ethics standard.
- The Council delivered a number of elections during the last twelve months with the Council elections and European Parliament elections on separate dates in May 2019 and the General Election in December 2019.
- The Council saw a marked improvement on response times for service access requests and Freedom of Information requests over the last year compared with the year before. Benchmarking with other West Yorkshire authorities ranked our performance 1st for SAR and 2nd for Fol requests.
- Bradford District has been selected as one of six locations to take part in an experimental £33 million programme funded by Big Society Capital and the

Local Access Foundation to tackle inequality through boosting the social enterprise sector in the district.

#### 4. Key Performance Indicators

4.1. This report provides summary data of performance against headline targets which were set in July 2019 by the Executive for the 2019/20 municipal year. Our performance against our financial targets, including savings targets is covered in a separate report to this Executive meeting. To match our ambition, a number of stretching targets were set and where available, these are compared in the report with the performance of other Local Authorities.

4.2. The headline performance against these indicators is outlined in Figure 1 below. Compared with last year, Bradford has nearly twice as many measures (9) that are performing well (5).

4.3. Detailed reporting is included in Appendix A. This appendix includes numeric targets and, where available, comparisons with other Local Authorities. This section also provides detailed commentary on performance and sets out the actions which are being taken to improve performance where this is required.

#### **Headline Performance indicators**

##### **Indicators that are performing well**

<b>Council Outcome</b>	<b>Description</b>
01) Better skills, more good jobs and a growing economy	Median earnings of employees in the area
	The total number of visits to museums & libraries <sup>1</sup>
2) Decent homes that people can afford to live in	Increase the number of homes improved through Council interventions
	Ensure statutory homelessness remains below the England average per 1,000 households
04) Better health, Better lives	Reduce the percentage of cases on Child Protection Plans for two years in 2019/20 compared with 2018/19
	Improve fraction of mortality due to air quality to the regional average
05) Safe, Clean and Active Communities	Reduce the number of people killed or seriously injured in road accidents
	Improve the percentage of people from different backgrounds who get on well together

<sup>1</sup> Library visit figures for the month of March 2020 are estimated due to missing figures over the Covid 19 period

	Improve the percentage of household waste sent for reuse, recycling composting or anaerobic digestion
--	---

### **Indicators that are close to target<sup>2</sup>**

<b>Council Outcome</b>	<b>Description</b>
01) Better skills, more good jobs and a growing economy	20,000 more people into work in the District by 2030
2) Decent homes that people can afford to live in	An additional 2,476 homes delivered per year
03) Great Start, Good Schools	By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average
04) Better health, Better lives	Maintain performance for the number of older people in new care home placements per 100,000 over 65s
	Reduce number of 18-64 year olds in new care home placements per 100,000
	Reduce childhood obesity rates at Year 6 to statistical neighbour average – excess weight
	Bring percentage of re-referral cases in children’s social care in line with our statistical neighbours
05) Safe, Clean and Active Communities	Reduce crime rate per 1,000 people in line with West Yorkshire Average

### **Indicators that are underperforming or not on target to be fully achieved**

<b>Council Outcome</b>	<b>Description</b>
01) Better skills, more good jobs and a growing economy	The total number of physical visits to markets
	Increase Bradford District GVA by £4 billion by 2030 to bring in line with national average
	48,000 additional number of people in the District with NVQ Level 3 and above by 2030
03) Good Start. Great Schools	Percentage of primary schools judged Good or Outstanding to be in line with national average for 2019/20
	Percentage of secondary schools judged to be Good or Outstanding to be in line with national average for 2019/20
	Reduce percentage of unauthorised absences across all phases
	Continue to improve on the positive KS4 Progress 8 measure
	Early Years Foundation Stage at good level of development in the top two of our statistical neighbours
	Percentage of Education Health and Care assessments (excluding exception cases) completed within 20 weeks closes the gap with the national average in 2019/20
04) Better health,	Increase the percentage of adults who are physically active to

<sup>2</sup> Measures are rated amber when there is a 5% variance from the performance target.



Better lives	the regional average
	Reduce percentage of children looked after with three or more placements during the previous year to be in line with our statistical neighbours.
06) Well Run Council	Percentage of staff with a goal (using the new Evolve system to record the information)
	Percentage of employees with a disability
	Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days

4.4. A detailed narrative on performance against each of these targets can be found in Annex A.

## 5. Summary of Achievements throughout the Council Plan Period 2016-2020

5.1. This is the final year of the Council Plan, which covered the period from 2016 to 2020. In the period of this Council Plan, there have been a number of significant achievements which can be highlighted.

5.2. On **better skills, more good jobs and a growing economy**, we said that we would support businesses starting up, growing and investing in Bradford District, get the right infrastructure, let everyone know Bradford and the District is a great place to live, work play and invest and ensure we have a skilled and flexible workforce.

5.3. On this outcome, our progress has been celebrated by a number of external organisations including being Barclays Best Place to Start a Business, the most improved city in PwCs Good Growth index in 2019 and one of the Sunday Times' top 20 places to do business. We have seen investment in the District from PwC opening an office in the City Centre and Channel 4 coming to Leeds City Region in part because of the young and diverse offer of Bradford District.

5.4. We have made investments in our local infrastructure from improvements such as those to Hard Ings Road in Keighley and made the case successfully to put Bradford District on the map for a station on the new Northern Powerhouse Rail. We have also delivered capital investment improvements such as St George's Hall and made progress on planned investments including Bradford Live, One City Park and improvements to markets.

5.5. Finally, we have worked to create a new vocational approach to skills through launching Industrial Centres of Excellence (ICE), a partnership between businesses and education providers. We now have a number of ICE programmes from Health and Social Care to the Creative Sector to Manufacturing and Engineering. These ensure that our people have the skills that match the needs of

our businesses. The Skills Plan published in 2020 brings together ICE and many other strands of work into three key aims: Building the Skills Employers Seek; Improving Job Quality; and Connecting Communities to Good Jobs and Careers.

- 5.6. For **Decent Homes that people can afford to live in** - we said we would increase the number of homes to meet rising demand for housing, provide decent, safe homes that are appropriate for people's needs and support people who have the most housing need.
- 5.7. Since 2016, the Council has been developing its local plan and there has been an increase in the number of homes in the District of 4,744 between 2016 and 2019. In every year the increase in the number of new homes in the District has been above our CIPFA statistical neighbours average.
- 5.8. We have also been working hard to improve the quality of the local housing stock. Between 2016 and 2020, the Council housing team intervened to improve 4,244 homes. The Council has been presented with National Empty Homes network awards for our work in tackling empty homes and our innovation in developing Sharia approved equity loans for the owners of empty properties. Our teams have been addressing homelessness in the district. Between 2016 and 2020, the Council supported 6,000 homeless people and those threatened with homelessness into accommodation
- 5.9. On **Better Health, Better Lives**, the focus has been to promote lifestyles, create choice and control, join up services and safeguard children's and adults.
- 5.10. The relationship between Social Care and the NHS was praised in the Care Quality Commission systems inspection in 2018. This report said that there *"was a clear shared and agreed purpose, vision and strategy described in the Happy, Healthy at Home plan which had been developed by the organisations that make up the local system in Bradford. This was articulated throughout all levels of the system. CQC found that most staff were committed to the vision - whether working in adult social care, primary and secondary care sectors, or in the voluntary sector."*
- 5.11. We have made some significant progress on keeping people healthy and at home over the last four years. Bradford District Council is ranked 4<sup>th</sup> in England on the overall rate of delayed days when care is transferred from hospital per 100,000 population aged 18+. There has been a significant shift in how needs are met. A lower proportion of people now live in a care home than there were two years ago and 250 less people in residential care (15% reduction in placements since April 2019 from 1,700 to 1,450 – in all service areas).

- 5.12. Whilst obesity and physical activity are challenges for the District a number of initiatives have been introduced to tackle these issues, from creating a schools based project team to work with schools to tackle obesity, to the Community Sports and Activities Development Unit focusing on physical activity for women from a BAME background. We have also invested in the value of the Council's sports and leisure estate, including through opening the new Sedburgh Leisure Centre in the last year.
- 5.13. The Council was extremely disappointed at the outcome of the Ofsted inspection in September 2018 which found that the services we deliver to protect the most vulnerable are not meeting the high standards our children deserve. The over-riding priority for Children's Services, the Council and its partners since this report, has been to address the issues highlighted by Ofsted. Since the Ofsted inspection, there is a new management team in place including a new Director of Children's Services and a new Deputy Director of Children's Social Care who are working hard to address the issues identified in this service.
- 5.14. In terms of our priority for a **great start and good schools for all our children**. We have been working to ensure that children start school ready to learn, children achieve well at school and young people leave school ready for life and work.
- 5.15. Work with children and families in the District has been informed by the work of the Bradford Institute for Health Research which in 2019 developed the Centre for Applied Health and Education Research which is leading research programmes in 100 Bradford schools, bringing together education and health data and interventions to improve outcomes for children. This programme has brought an additional £1.4 million to fund action research projects.
- 5.16. The Opportunity Area (OA) has brought together senior education and business leaders from across the District to deliver programmes into schools which have brought an additional investment of £18 million into the District. These have included leadership programmes to strengthen school leadership, providing mentoring, coaching and leadership masterclasses to new and aspiring Head Teachers (a programme delivered by a consortium of Bradford District's strongest Teaching Schools) as well as a number of literacy initiatives. OA has also trialled work with parents across three areas aimed at improving parental support on attendance and literacy, and to build better relationships with their school. The trials are unique in that work with parents takes place in community settings, rather than in school. This allowed the intervention to reach a cohort of parents who have disengaged from school, but not community services such as health. This work has created a cohort of parent champions; local residents (who are themselves parents) who understand the barriers faced by parents in their communities and are a source of creative solutions.

- 5.17. During the time of the Council Plan our Early Year's provision has performed well. Take up of places has been strong with an increase in take-up of the two year offer from 67% in 2016 to 75% in 2020. Our childcare sufficiency assessment shows that there is enough good quality provision of childcare in the District to support demand. Better Start Bradford has piloted innovative Early Years programmes in the District working closely in partnership with the early help hubs.
- 5.18. SEND provision has been significantly strengthened with additional specialist provision being developed across the District in both mainstream and special schools with many more children having their needs met within the District.
- 5.19. For **Safe, Clean and Active Communities** much of our work has focused on bringing our communities together and making our communities safer.
- 5.20. The District was selected as one of five integration pilot areas and as part of this work, we have brought a number of additional initiatives to the District. By the time the delivery of this programme is complete in 2021, we expect to have engaged with 38,292 residents from all ages and backgrounds across 20 wards through the delivery of 34 projects.
- 5.21. An example of this is the Linking Network, which aims to provide a linking experience between two classes in two schools over an academic year. It has engaged with 5,550 children from September 2018 to September 2019. Overall, the project has engaged 67% (185 primary classes) of Year 3, 4 & 5 pupils and 26 secondary schools in a linking experience. 96% of all teachers involved felt this project fostered greater self-understanding, critical thinking, empathy, mutual respect and intercultural and interfaith dialogue and understanding.
- 5.22. Through People Can, we have had 2,636 people engaged in informal volunteering by March 2019. Over the last year, this number increased to 3,436 with 800 more people volunteering through our 'Great Big Get Together' in September 2019 bringing people together from different backgrounds. In addition, 400 people from 14 different ethnic backgrounds have been engaged in community conversations.
- 5.23. Through the safer communities work we have worked with the Police and other partners to help reduce crime and create a safer District. One example of where we have made progress in this area is the reductions in the levels of individuals who are killed or seriously injured in road accidents through Operation Steerside. Operation Steerside is a partnership with West Yorkshire Police, working across the District to take positive action against anyone whose driving falls below the required standard. This has led to a reduction in the level of KSI and the beginning half of this year saw the lowest levels in Bradford District for 10 years.

5.24. On **Well Run Council**, we want to use our resources wisely, work in partnership well and make sure we are well governed, accountable and legally compliant.

5.25. Over recent years, the number of our existing partnerships have been enhanced with a number of new additions. This includes the Economic Partnership, chaired by David Baldwin, the Bradfordian Chief Executive of the English Football League and the Stronger Communities Partnership, chaired by Bishop Toby Howarth. These new groups have developed and are working across partners to implement plans to deliver for the District.

5.26. We have worked to support the community sector in the District through long-lease Community Asset Transfers. One recent example of our Community Asset Transfer is South Square in Thornton in 2019. This has been transferred as a long-term 99 year lease and has helped secure community led regeneration and a sustainable use of a heritage, culture and arts building in the District.

5.27. Over the last four years, we have made improvements in our approach to Social Value procurement through buying goods and services from local providers where possible. Our work and commitment in this area has led to us being selected as a Locality Keep It Local Pilot alongside Bristol Council. Over the last year, we have been shortlisted for a number of awards on our local and social value procurement approach and nearly £200m worth of council contracts now go to local suppliers.

## **6. Developing future indicators and measuring performance in 2020/2021**

6.1. At the time of writing, the COVID 19 pandemic is ongoing and the full implications of this on our outcomes and the medium and long term implications are unknown. We are also facing uncertainty on the amount of resources the Council and District will have to fund services in the future. Against this backdrop, it is extremely challenging to set targets.

6.2. As agreed at June 2020 Executive, we are now working to refresh the Council Plan for the next five years and we are focused on Building a Better Future for Bradford District. Until this new Council Plan is developed, it is recommended that we continue to track the existing targets until the new Council Plan is developed. Future targets will be developed as part of the refresh of the Council Plan later this year.

6.3. At this stage the recommendation is that the Council continues to track progress using the current indicators with the addition of a number of KPIs on employment for people with protected characteristics. This is in addition to the information we

already report on employees with a disability. These figures are based on self-reported characteristics, so may not fully reflect the proportions from each protected characteristic. We are due to set our equalities objectives later this year for the 2020-2024. We will develop future targets as part of this process.

Council Outcome	Description	Baseline performance
Well Run Council	Percentage of top 5% employees who are female	48.5%
	Percentage of employees from LGBTQ backgrounds	0.6%
	Percentage of employees from BAME backgrounds	27.7%
	Percentage of top 5% Council employees by income who are from BAME backgrounds	18.5%

## 7. OTHER CONSIDERATIONS

None

## 8. FINANCIAL & RESOURCE APPRAISAL

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

## 9. RISK MANAGEMENT AND GOVERNANCE ISSUES

Risks in relation to budgetary implications of COVID 19 impact are noted and will be monitored and reported.

## 10. LEGAL APPRAISAL

There are no specific legal issues.

## 11. OTHER IMPLICATIONS

### 11.1 EQUALITY & DIVERSITY

Equality and diversity is a key underpinning consideration behind all Council planning. Proposed additional indicators on equalities are set out in section 6 of this report.

## **11.2 SUSTAINABILITY IMPLICATIONS**

No specific issues other than those outlined in the outcome section.

## **11.3 GREENHOUSE GAS EMISSIONS IMPACTS**

No specific issues other than those outlined in the outcome section.

## **11.4 COMMUNITY SAFETY IMPLICATIONS**

There are no specific issues other than those outlined in the outcome section.

## **11.5 HUMAN RIGHTS ACT**

There are no specific issues.

## **11.6 TRADE UNION**

There are no specific issues.

## **11.7 WARD IMPLICATIONS**

There are no specific issues identified.

## **11.8 IMPLICATIONS FOR CORPORATE PARENTING**

There are no specific issues identified other than those outlined in the outcome section.

## **11.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

There are no data protection issues identified.

## **12. NOT FOR PUBLICATION DOCUMENTS**

Not applicable.

## **13. RECOMMENDATIONS**

1. That the progress against performance metrics outlined in the report be considered.

## **11. APPENDICES**

Appendix A – Detailed Performance Information and Reporting

## APPENDIX A: DETAILED PERFORMANCE INFORMATION AND REPORTING

### 1. KEY PERFORMANCE INDICATORS WHERE THERE HAS BEEN A CHANGE IN THE LAST 6 MONTHS

Indicator	Current Performance	Target	Variance (Amber)	Time Period	RAG	Direction of Travel
<b>01) Better skills, more good jobs and a growing economy</b>						
Median earnings of employees in the area	£500	£480	£456	2019	Green	Green
Increase Bradford District GVA by £4 billion by 2030 to bring in line with national average	£9.48bn	£10.07bn	£9.57bn	2018	Red	Red
The total number of visits to museums & libraries	1,267,880 <sup>3</sup>	1,213,908	1,153,213	19/20	Green	Red
The total number of physical visits to markets	4,264,969	4,680,000	4,446,000	19/20	Red	Red
20,000 more people into work in the District by 2030	216,500	224,670	213,437	12 mths to Dec 19	Amber	Green
48,000 additional number of people in the District with NVQ Level 3 and above by 2030	134,600	154,600	146,870	12 mths to Dec 19	Red	Red
<b>2) Decent homes that people can afford to live in</b>						
Increase the number of homes improved through Council interventions	1,056	1000	950	19/20	Green	Red
An additional 2,476 homes delivered per year	1,690 <sup>4</sup>	1,703	1,618	19/20	Amber	Amber
Ensure statutory homelessness remains below the England average per 1,000 households	0.60	2.41	2.53	19/20	Green	Green
<b>03) Great Start Good Schools</b>						
Percentage of primary schools judged Good or Outstanding to be in line with national average for 2019/20	82%	88%	83.6%	Mar-20	Red	Green
Percentage of secondary schools judged to be Good or Outstanding to be in line with national average for 2019/20.	64%	76%	72.2%	Mar-20	Red	Green
Reduce percentage of unauthorised absences across all	2.20%	1.50%	1.58%	Ac yr	Red	Red

<sup>3</sup> Library visit figures for the month of March 2020 are estimated due to missing data over the Covid period

<sup>4</sup> The figure of 1,690 is an estimated figure as the time-lag to the full outturn for 19/20 takes approximately 6 months to verify.

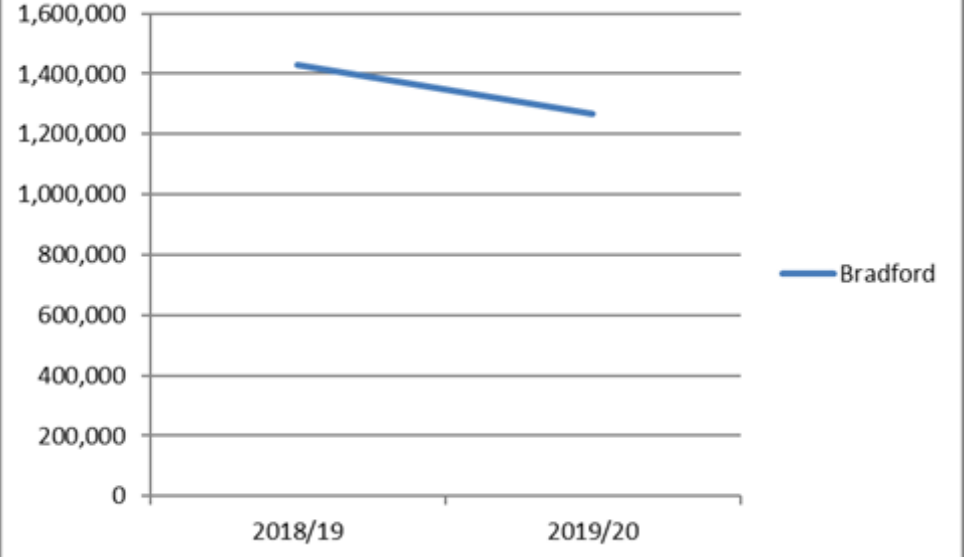


phases				18-19		
Continue to improve on the positive KS4 Progress 8 measure	-0.01			Ac yr 18-19	Red	Red
Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours	68%	top 2 SN		Ac yr 18-19	Red	Green
By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average	63%	65%	61.75%	Ac yr 18-19	Amber	Green
Percentage of Education Health and Care assessments (excluding exception cases) completed within 20 weeks closes the gap with the national average in 2019/20.	28.70%	60.4%	57.40%	2019	Red	Red
<b>04) Better health, Better lives</b>						
Improve fraction of mortality due to air quality to the regional average	5.3%	5.3%	5.6%	2019	Green	Green
Reduce number of 18-64 year olds in new care home placements per 100,000	9.8	7.9	10.31	19/20 provisional	Amber	Red
Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+	Due to the coronavirus illness (COVID-19) and the need to release capacity across the NHS to support the response, NHS Digital has paused the collection and publication of this data					
Reduce childhood obesity rates at Year 6 to statistical neighbour average – excess weight	38.30%	37.6%	39.4%	18/19	Amber	Green
Increase the percentage of adults who are physically active to the regional average	62.40%	66.20%	62.89%	18/19	Red	Green
Maintain performance for the number of older people in new care home placements per 100,000 over 65s	565	548.7	593	19/20 provisional	Amber	Red
Reduce the percentage of cases on Child Protection Plans for two years in 2019/20 compared with 2018/19.	2.34%	3.50%	7%	Mar-20	Green	Green
Bring percentage of re-referral cases in children's social care in line with our statistical neighbours.	22.89%	20%	25%	Mar-20	Amber	Red
Reduce percentage of children looked after with three or more placements during the previous year to be in line with our statistical neighbours.	13.09%	9%	10.50%	Mar-20	Red	Red
<b>05) Safe, Clean and Active Communities</b>						

Reduce the number of people killed or seriously injured in road accidents	170	178	186.9	2019	Green	Green
Improve the percentage of people from different backgrounds who get on well together	55.7%	51%	48.45%	19/20	Green	Green
Reduce crime rate per 1,000 people in line with West Yorkshire Average	136.7	124.9	143.5	19/20	Amber	Green
Improve the percentage of household waste sent for reuse, recycling composting or anaerobic digestion	42.1%	40%	38%	Q3 19/20	Green	Green
06) Well Run Council						
Percentage of staff with a goal (using the new Evolve system to record the information)	48.4%	90%	85.5%	19/20	Red	Green
Percentage of employees with a disability	4.34	5.40%	5.13%	19/20	Red	Green
Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.	12.96	9.76	10.25	19/20	Red	Red

**2. Detailed Reporting for Performance Measures which are Exceeding the Target.**

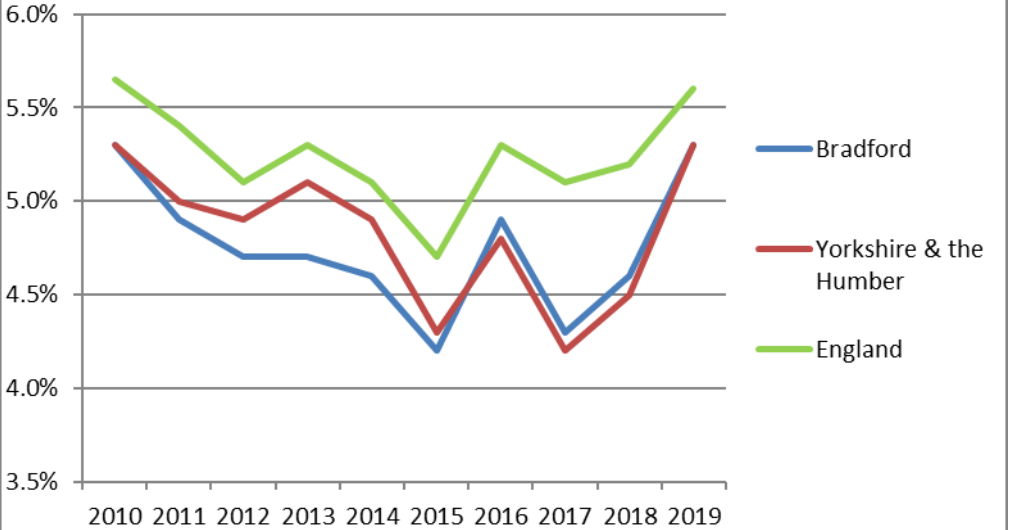
<b>Theme / Priority:</b>	<b>Better skills, more good jobs and a growing economy</b>																																										
Indicator / Measure detail:	Median earnings of employees in the area																																										
<b>Recent Trends:</b>	<table border="1"> <caption>Median Earnings of Employees (Estimated from Chart)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>445.0</td> <td>480.0</td> <td>470.0</td> <td>520.0</td> </tr> <tr> <td>2014</td> <td>448.0</td> <td>482.0</td> <td>475.0</td> <td>525.0</td> </tr> <tr> <td>2015</td> <td>450.0</td> <td>485.0</td> <td>480.0</td> <td>530.0</td> </tr> <tr> <td>2016</td> <td>475.0</td> <td>500.0</td> <td>495.0</td> <td>545.0</td> </tr> <tr> <td>2017</td> <td>478.0</td> <td>505.0</td> <td>500.0</td> <td>555.0</td> </tr> <tr> <td>2018</td> <td>490.0</td> <td>520.0</td> <td>515.0</td> <td>575.0</td> </tr> <tr> <td>2019</td> <td>500.0</td> <td>535.0</td> <td>520.0</td> <td>590.0</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	445.0	480.0	470.0	520.0	2014	448.0	482.0	475.0	525.0	2015	450.0	485.0	480.0	530.0	2016	475.0	500.0	495.0	545.0	2017	478.0	505.0	500.0	555.0	2018	490.0	520.0	515.0	575.0	2019	500.0	535.0	520.0	590.0
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																							
2013	445.0	480.0	470.0	520.0																																							
2014	448.0	482.0	475.0	525.0																																							
2015	450.0	485.0	480.0	530.0																																							
2016	475.0	500.0	495.0	545.0																																							
2017	478.0	505.0	500.0	555.0																																							
2018	490.0	520.0	515.0	575.0																																							
2019	500.0	535.0	520.0	590.0																																							
<b>Target and timescale:</b>	£480 (2019)	<b>Actual and timescale:</b>	£500 (2019)																																								
<b>Why is performance at the current level?</b>																																											
<p>In 2019, there was an increase in median gross weekly earnings for Bradford District residents of £11.30 or 2.3%.</p> <p>Over the past ten years Bradford has improved its position relative to the UK average. Bradford's full-time workers median weekly pay has risen from £422.40 in 2010, an increase of £77.60 (18.4%) over the past 10 years. The 18.4% increase was higher than the UK increase of 17.3%. Women's pay has risen faster than men's pay over the last ten years. Since 2010 median weekly pay for female full-time workers increased by £71.40 (19.0%) whilst male full-time workers increased by £63.70 (13.6%).</p> <p>In Bradford lower income workers and higher income workers saw higher rates of increase (above the regional and national rates) than middle (median) income workers.</p>																																											

<b>Theme / Priority:</b>	<b>Better skills, more good jobs and a growing economy</b>								
<b>Indicator / Measure detail:</b>	The total number of visits to museums and libraries								
<b>Recent Trends:</b>	 <table border="1" data-bbox="418 331 1377 884"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Visits</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>1,430,000</td> </tr> <tr> <td>2019/20</td> <td>1,270,000</td> </tr> </tbody> </table>			Year	Visits	2018/19	1,430,000	2019/20	1,270,000
Year	Visits								
2018/19	1,430,000								
2019/20	1,270,000								
<b>Target and timescale:</b>	1,213,908 (2019-20)	<b>Actual and timescale:</b>	1,267,880 (2019-20)  Note: Library data for March 2020 has been estimated based on average figures for Apr 19 - Feb 20. This is due to incomplete March figures as a result of COVID 19.						
<b>Why is performance at the current level?</b>									
The museums have had a positive year with increased user numbers, and the library service has experienced a mixed picture with overall performance slightly down on previous years in the second half of the year. Both libraries and museum services were closed for part of the month of March due to COVID 19.									

<b>Theme / Priority:</b>	<b>Decent homes that people can afford to live in</b>												
<b>Indicator / Measure detail:</b>	Increase the number of 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>Number of Homes Improved</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>950</td> </tr> <tr> <td>2017/18</td> <td>1010</td> </tr> <tr> <td>2018/19</td> <td>1230</td> </tr> <tr> <td>2019/20</td> <td>1056</td> </tr> </tbody> </table>			Financial Year	Number of Homes Improved	2016/17	950	2017/18	1010	2018/19	1230	2019/20	1056
Financial Year	Number of Homes Improved												
2016/17	950												
2017/18	1010												
2018/19	1230												
2019/20	1056												
<b>Target and timescale:</b>	1,000 (19-20)	<b>Actual and timescale:</b>	1,056 (19-20)										
<b>Why is performance at the current level?</b>													
<p>Over the last twelve months, 1,056 homes were improved and the target exceeded.</p> <p>The number of homes improved though Council interventions has increased by 11.5% over the last three years (since 2016/17). In the same period the number of housing standards related service requests increased by 21.9%.</p> <p>The reduction in the number of homes improved over the last year was anticipated because the service has introduced a triage system to deal with lower risk housing standards issues. The triage system was introduced in response to the higher levels of demand and to increase capacity to carry out targeted proactive work on the highest risk properties.</p>													

<b>Theme / Priority:</b>	<b>Decent homes that people can afford to live in</b>																																										
Indicator / Measure detail:	Ensure statutory homelessness remains below the England average per 1,000 households																																										
<b>Recent Trends:</b>	<table border="1"> <caption>Homelessness rate (per 1,000 households)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; Humber</th> <th>CIPFA nearest neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2012-13</td> <td>1.65</td> <td>2.20</td> <td>2.30</td> <td>2.40</td> </tr> <tr> <td>2013-14</td> <td>1.70</td> <td>1.55</td> <td>2.30</td> <td>2.30</td> </tr> <tr> <td>2014-15</td> <td>1.50</td> <td>1.45</td> <td>1.90</td> <td>2.40</td> </tr> <tr> <td>2015-16</td> <td>1.90</td> <td>1.50</td> <td>2.40</td> <td>2.50</td> </tr> <tr> <td>2016-17</td> <td>2.00</td> <td>1.60</td> <td>2.70</td> <td>2.50</td> </tr> <tr> <td>2017-18</td> <td>1.80</td> <td>1.70</td> <td>2.60</td> <td>2.40</td> </tr> <tr> <td>2018-19</td> <td>0.60</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	CIPFA nearest neighbours	England	2012-13	1.65	2.20	2.30	2.40	2013-14	1.70	1.55	2.30	2.30	2014-15	1.50	1.45	1.90	2.40	2015-16	1.90	1.50	2.40	2.50	2016-17	2.00	1.60	2.70	2.50	2017-18	1.80	1.70	2.60	2.40	2018-19	0.60	-	-	-
Year	Bradford	Yorkshire & Humber	CIPFA nearest neighbours	England																																							
2012-13	1.65	2.20	2.30	2.40																																							
2013-14	1.70	1.55	2.30	2.30																																							
2014-15	1.50	1.45	1.90	2.40																																							
2015-16	1.90	1.50	2.40	2.50																																							
2016-17	2.00	1.60	2.70	2.50																																							
2017-18	1.80	1.70	2.60	2.40																																							
2018-19	0.60	-	-	-																																							
<b>Target and timescale:</b>	2.41 (19-20)	<b>Actual and timescale:</b>	0.60 (19-20)																																								
<b>Why is performance at the current level?</b>																																											
<p>Whilst factors such as Universal Credit and Welfare Reform were at play, the Homelessness Reduction Act also played a major role in increasing the use of Temporary Accommodation. This has been the experience of LA's nationally.</p> <p>Bradford also has some issues with clients who are difficult to place in more permanent accommodation due to rent arrears or anti-social behaviour, but in late 18/19 funding was received from the MHCLG to focus specifically on such clients in the hope of securing long(er) term private rented accommodation with a target of 100 placements with final turn-out of 102. Bradford District also received funding for assisting Rough Sleepers and at the end of March 2020, 112 customers had been accommodated.</p> <p>Bradford has commissioned Concept Housing to act as our sole provider of crisis accommodation from February 2020 which should significantly improve and reduce our use of Temporary Accommodation with more detailed figures to be supplied in subsequent reports.</p>																																											

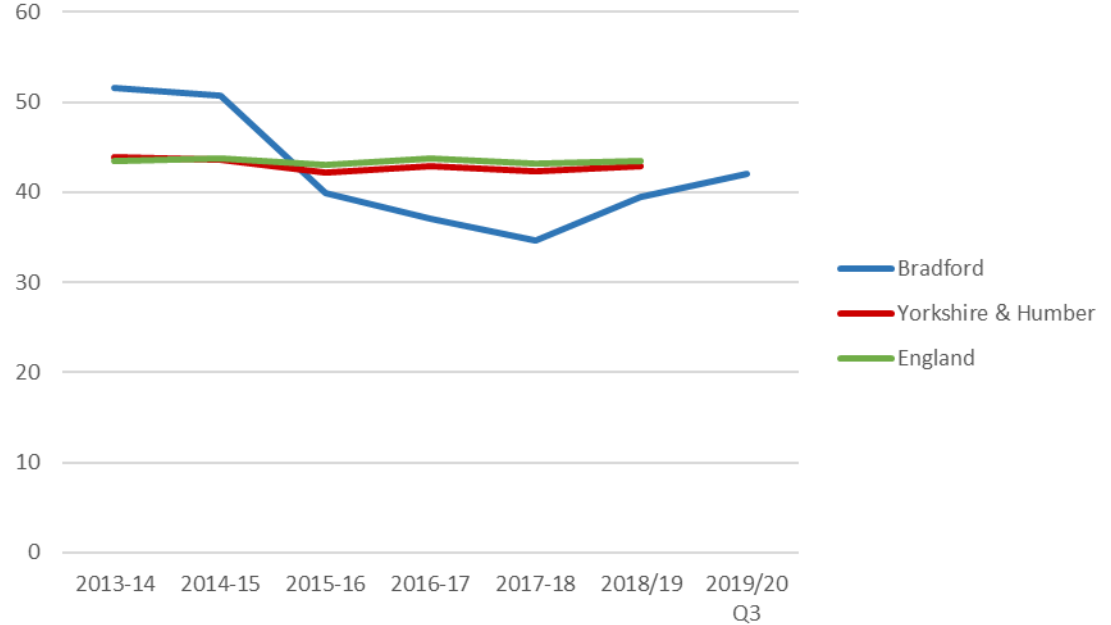
<b>Theme / Priority:</b>	<b>Better Health, Better Lives</b>																
<b>Indicator / Measure detail:</b>	Reduce the percentage of cases on Child Protection Plans for two years in 2019/20 compared with 2018/19.																
<b>Recent Trends:</b>	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Date</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>01-Mar-15</td> <td>4.7%</td> </tr> <tr> <td>01-Mar-16</td> <td>3.3%</td> </tr> <tr> <td>01-Mar-17</td> <td>3.4%</td> </tr> <tr> <td>01-Mar-18</td> <td>2.5%</td> </tr> <tr> <td>01-Mar-19</td> <td>3.6%</td> </tr> <tr> <td>01-Mar-20</td> <td>2.3%</td> </tr> </tbody> </table>			Date	Percentage	01-Mar-15	4.7%	01-Mar-16	3.3%	01-Mar-17	3.4%	01-Mar-18	2.5%	01-Mar-19	3.6%	01-Mar-20	2.3%
Date	Percentage																
01-Mar-15	4.7%																
01-Mar-16	3.3%																
01-Mar-17	3.4%																
01-Mar-18	2.5%																
01-Mar-19	3.6%																
01-Mar-20	2.3%																
<b>Target and timescale:</b>	3.5% (2019-20)	<b>Actual and timescale:</b>	2.34% (Provisional for 2019-20)														
<b>Why is performance at the current level?</b>																	
<p>The number of children subject to Child Protection plans for over two years has shown a steady decline; this is positive progress. This has been driven by strengthened Quality Assurance arrangements and a manager review of all children subject to plans from the third review at 13 months. A new management structure is in place within children's social care and this has improved management grip on drift and delay and is driving improved social work practice.</p> <p>This will continue to be closely monitored and reviewed to understand decision making but more importantly how risk is being managed safely to ensure that we are achieving the right outcomes for children.</p>																	

<b>Theme / Priority:</b>	<b>Better Health, Better Lives</b>																																														
Indicator / Measure detail:	Improve fraction of mortality due to air quality to the regional average																																														
<b>Recent Trends:</b>	 <table border="1" data-bbox="418 304 1421 829"> <caption>Estimated data from the line chart</caption> <thead> <tr> <th>Year</th> <th>Bradford (%)</th> <th>Yorkshire &amp; the Humber (%)</th> <th>England (%)</th> </tr> </thead> <tbody> <tr><td>2010</td><td>5.3</td><td>5.3</td><td>5.7</td></tr> <tr><td>2011</td><td>4.9</td><td>5.0</td><td>5.4</td></tr> <tr><td>2012</td><td>4.7</td><td>4.9</td><td>5.1</td></tr> <tr><td>2013</td><td>4.7</td><td>5.1</td><td>5.3</td></tr> <tr><td>2014</td><td>4.6</td><td>4.9</td><td>5.1</td></tr> <tr><td>2015</td><td>4.2</td><td>4.3</td><td>4.7</td></tr> <tr><td>2016</td><td>4.9</td><td>4.8</td><td>5.3</td></tr> <tr><td>2017</td><td>4.3</td><td>4.2</td><td>5.1</td></tr> <tr><td>2018</td><td>4.6</td><td>4.5</td><td>5.2</td></tr> <tr><td>2019</td><td>5.3</td><td>5.3</td><td>5.6</td></tr> </tbody> </table>			Year	Bradford (%)	Yorkshire & the Humber (%)	England (%)	2010	5.3	5.3	5.7	2011	4.9	5.0	5.4	2012	4.7	4.9	5.1	2013	4.7	5.1	5.3	2014	4.6	4.9	5.1	2015	4.2	4.3	4.7	2016	4.9	4.8	5.3	2017	4.3	4.2	5.1	2018	4.6	4.5	5.2	2019	5.3	5.3	5.6
Year	Bradford (%)	Yorkshire & the Humber (%)	England (%)																																												
2010	5.3	5.3	5.7																																												
2011	4.9	5.0	5.4																																												
2012	4.7	4.9	5.1																																												
2013	4.7	5.1	5.3																																												
2014	4.6	4.9	5.1																																												
2015	4.2	4.3	4.7																																												
2016	4.9	4.8	5.3																																												
2017	4.3	4.2	5.1																																												
2018	4.6	4.5	5.2																																												
2019	5.3	5.3	5.6																																												
<b>Target and timescale:</b>	5.3% (2019)	<b>Actual and timescale:</b>	5.3% (2019)																																												
<b>Why is performance at the current level?</b>																																															
<p>This target has been met and work to develop Bradford District's Clean Air Plan (B-CAP) will ensure that Bradford's air pollution will continue to improve. A Clean Air Zone will be implemented in 2021 and this will reduce the particulate emissions from local traffic, this alongside other initiatives to improve air quality including the uptake of low emission fuels, increases in active travel and reductions in industrial and domestic emissions will also ensure cleaner air and improved health in the City.</p> <p>We propose to continue the target of being in line with the regional average to ensure we are incentivised to keep pace with the wider regional and national trends.</p>																																															



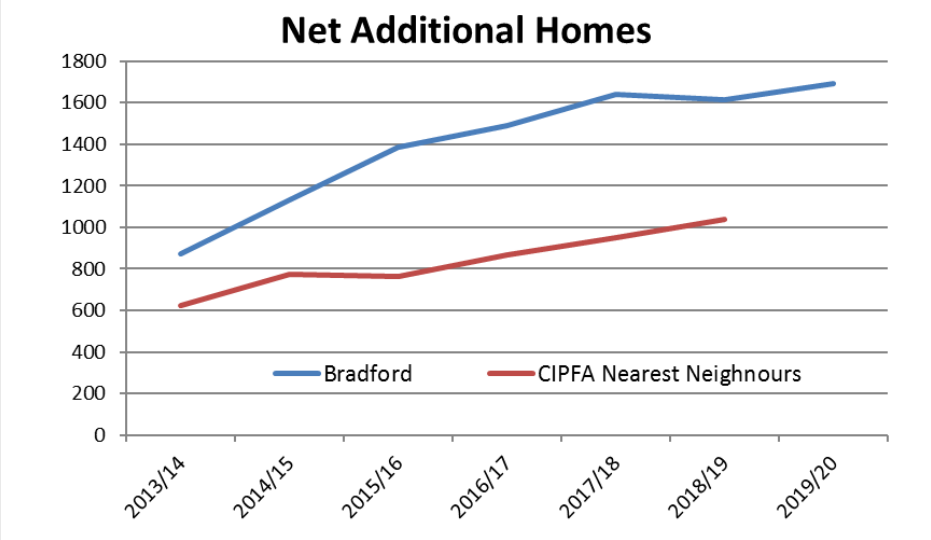
<b>Theme / Priority:</b>	<b>Safe, Clean and Active Communities</b>																																															
<b>Indicator / Measure detail:</b>	Reduce the number of people killed or seriously injured in road accidents																																															
<b>Recent Trends:</b>	Rate per 100,000 <table border="1"> <caption>Estimated Road Accident Rates per 100,000</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; Humber</th> <th>CIPFA nearest neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2010-12</td> <td>41</td> <td>45</td> <td>32</td> <td>40</td> </tr> <tr> <td>2011-13</td> <td>39</td> <td>45</td> <td>31</td> <td>39</td> </tr> <tr> <td>2012-14</td> <td>39</td> <td>45</td> <td>31</td> <td>39</td> </tr> <tr> <td>2013-15</td> <td>37</td> <td>44</td> <td>31</td> <td>38</td> </tr> <tr> <td>2014-16</td> <td>36</td> <td>44</td> <td>32</td> <td>39</td> </tr> <tr> <td>2015-17</td> <td>35</td> <td>45</td> <td>32</td> <td>40</td> </tr> <tr> <td>2016-18</td> <td>34</td> <td>48</td> <td>32</td> <td>41</td> </tr> <tr> <td>2017-19</td> <td>33.5</td> <td>49</td> <td>32</td> <td>42.5</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	CIPFA nearest neighbours	England	2010-12	41	45	32	40	2011-13	39	45	31	39	2012-14	39	45	31	39	2013-15	37	44	31	38	2014-16	36	44	32	39	2015-17	35	45	32	40	2016-18	34	48	32	41	2017-19	33.5	49	32	42.5
Year	Bradford	Yorkshire & Humber	CIPFA nearest neighbours	England																																												
2010-12	41	45	32	40																																												
2011-13	39	45	31	39																																												
2012-14	39	45	31	39																																												
2013-15	37	44	31	38																																												
2014-16	36	44	32	39																																												
2015-17	35	45	32	40																																												
2016-18	34	48	32	41																																												
2017-19	33.5	49	32	42.5																																												
<b>Target and timescale:</b>	178 (2019)	<b>Actual and timescale:</b>	170 (2019)																																													
<b>Why is performance at the current level?</b>																																																
<p>In 2019, Bradford KSIs (Killed and Serious Injuries) dropped by 4% to 170 from 177 in 2018. There have been reductions in all categories apart from car occupants (an increase of 1 compared to 2018). The reduction for cyclist casualties (a reduction of 2 compared to 2018) should be viewed in a context of a general increase of cycling trips in the county in recent year. Cycling infrastructures including the 23km cycle superhighway between Leeds and Bradford, have contributed to more cycling trips in the county.</p> <p>Bradford will be in a strong position to meet the 2026 target reduction if these levels continue.</p> <p>Bradford provides detailed casualty assessments in order to develop Casualty Programmes and is an exemplar Authority for Partnership Working. We have also created a strategic top slice from the Capital Programme to deliver a programme of higher level safety schemes such as the City Centre 20mph zone and the Schools 20mph zone programme. Bradford also performs high level engagement with schools and educational establishments in the District with regard to Education, Training and Publicity. We annually train 1,800 children with cycle skills and are now seeing decreases in cycle injuries against an ever rising increase in cyclist numbers.</p> <p>Operation Steerside has proved a valuable contribution to joint roads policing activity in Bradford with over 12,000 interactions in a 12 month period in Bradford. This has been funded primarily by the Police with local contributions from the Council and a Parish Council to support this activity in other parts of Bradford.</p> <p>A further expansion of the mobile cameras operated by the West Yorkshire Casualty Reduction Partnership is being examined by the West Yorkshire Safer Roads Working Group. Random Road Watch allows cameras to be utilised on any part of the network and not just designated mobile camera sites. This is to address areas of high anti-social behaviour where complaints are made. A deployment model is currently under scrutiny.</p>																																																

<b>Theme / Priority:</b>	<b>Safe, Clean and Active Communities</b>																																																														
<b>Indicator / Measure detail:</b>	Improve the percentage of people from different backgrounds who get on well together																																																														
<b>Recent Trends:</b>	<p>Rate per 100,000</p> <table border="1"> <caption>Line Chart Data: Rate per 100,000</caption> <thead> <tr> <th>Month</th> <th>Bradford (%)</th> <th>West Yorkshire (%)</th> </tr> </thead> <tbody> <tr><td>Sep-18</td><td>49.6</td><td>53.5</td></tr> <tr><td>Oct-18</td><td>49.5</td><td>53.5</td></tr> <tr><td>Nov-18</td><td>49.4</td><td>53.5</td></tr> <tr><td>Dec-18</td><td>49.4</td><td>53.5</td></tr> <tr><td>Jan-19</td><td>49.4</td><td>53.5</td></tr> <tr><td>Feb-19</td><td>49.4</td><td>53.5</td></tr> <tr><td>Mar-19</td><td>49.4</td><td>53.5</td></tr> <tr><td>Apr-19</td><td>49.5</td><td>53.5</td></tr> <tr><td>May-19</td><td>49.6</td><td>53.5</td></tr> <tr><td>Jun-19</td><td>49.7</td><td>53.5</td></tr> <tr><td>Jul-19</td><td>49.8</td><td>53.5</td></tr> <tr><td>Aug-19</td><td>49.9</td><td>53.5</td></tr> <tr><td>Sep-19</td><td>50.0</td><td>53.5</td></tr> <tr><td>Oct-19</td><td>50.1</td><td>53.5</td></tr> <tr><td>Nov-19</td><td>50.2</td><td>53.5</td></tr> <tr><td>Dec-19</td><td>50.3</td><td>53.5</td></tr> <tr><td>Jan-20</td><td>50.4</td><td>53.5</td></tr> <tr><td>Feb-20</td><td>50.5</td><td>53.5</td></tr> <tr><td>Mar-20</td><td>55.7</td><td>56.5</td></tr> </tbody> </table>			Month	Bradford (%)	West Yorkshire (%)	Sep-18	49.6	53.5	Oct-18	49.5	53.5	Nov-18	49.4	53.5	Dec-18	49.4	53.5	Jan-19	49.4	53.5	Feb-19	49.4	53.5	Mar-19	49.4	53.5	Apr-19	49.5	53.5	May-19	49.6	53.5	Jun-19	49.7	53.5	Jul-19	49.8	53.5	Aug-19	49.9	53.5	Sep-19	50.0	53.5	Oct-19	50.1	53.5	Nov-19	50.2	53.5	Dec-19	50.3	53.5	Jan-20	50.4	53.5	Feb-20	50.5	53.5	Mar-20	55.7	56.5
Month	Bradford (%)	West Yorkshire (%)																																																													
Sep-18	49.6	53.5																																																													
Oct-18	49.5	53.5																																																													
Nov-18	49.4	53.5																																																													
Dec-18	49.4	53.5																																																													
Jan-19	49.4	53.5																																																													
Feb-19	49.4	53.5																																																													
Mar-19	49.4	53.5																																																													
Apr-19	49.5	53.5																																																													
May-19	49.6	53.5																																																													
Jun-19	49.7	53.5																																																													
Jul-19	49.8	53.5																																																													
Aug-19	49.9	53.5																																																													
Sep-19	50.0	53.5																																																													
Oct-19	50.1	53.5																																																													
Nov-19	50.2	53.5																																																													
Dec-19	50.3	53.5																																																													
Jan-20	50.4	53.5																																																													
Feb-20	50.5	53.5																																																													
Mar-20	55.7	56.5																																																													
<b>Target and timescale:</b>	51% (2019-20)	<b>Actual and timescale:</b>	55.7% (2019-20)																																																												
<b>Why is performance at the current level?</b>																																																															
<p>Performance for this measure has improved over the last year to 55.7% for the 12 months to March 2020 (from 49.6% for the same period the previous year).</p> <p>The Stronger Communities Strategy 2018-2023 made the commitment to improve integration and cohesion in the District. The strategy incorporates both the Stronger Communities existing areas of work (e.g. Voluntary and Community Sector infrastructure support, Community Building Grant, People Can, and Transformation Fund) and events such as Remembrance Days; Great Get Togethers and the Controlling Migration Fund.</p>																																																															

<b>Theme / Priority:</b>	<b>Safe, Clean and Active Communities</b>																																		
Indicator / Measure detail:	Improve the percentage of household waste sent for reuse, recycling, composting or anaerobic digestion																																		
<b>Recent Trends:</b>	 <table border="1" data-bbox="349 304 1453 924"> <caption>Percentage of household waste sent for reuse, recycling, composting or anaerobic digestion</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; Humber</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013-14</td> <td>51</td> <td>43</td> <td>43</td> </tr> <tr> <td>2014-15</td> <td>50</td> <td>43</td> <td>43</td> </tr> <tr> <td>2015-16</td> <td>40</td> <td>42</td> <td>43</td> </tr> <tr> <td>2016-17</td> <td>37</td> <td>43</td> <td>43</td> </tr> <tr> <td>2017-18</td> <td>34</td> <td>42</td> <td>43</td> </tr> <tr> <td>2018/19</td> <td>39</td> <td>43</td> <td>43</td> </tr> <tr> <td>2019/20 Q3</td> <td>42</td> <td>43</td> <td>43</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	England	2013-14	51	43	43	2014-15	50	43	43	2015-16	40	42	43	2016-17	37	43	43	2017-18	34	42	43	2018/19	39	43	43	2019/20 Q3	42	43	43
Year	Bradford	Yorkshire & Humber	England																																
2013-14	51	43	43																																
2014-15	50	43	43																																
2015-16	40	42	43																																
2016-17	37	43	43																																
2017-18	34	42	43																																
2018/19	39	43	43																																
2019/20 Q3	42	43	43																																
<b>Target and timescale:</b>	40% (2019-20)	<b>Actual and timescale:</b>	42.1% (Q3 19-20)																																
<b>Why is performance at the current level?</b>																																			
<p>From April 2019 to October 2020, we had a marked improvement in our processes to reduce contamination levels within commodities received at the MRF. This resulted in six months of very good sales income (gain-share) from our end processors. Unfortunately, the global recyclates market crashed in November – especially for paper and card which make up 60% of our recyclates which then became a serious cost for us. Then in December, the situation worsened and glass prices also tumbled which effectively meant our glass was worthless due to the contamination level which is currently beyond our control. Only aluminium and plastic prices have remained consistently high. Prices for all other recyclates have just started increasing gradually in May 2020.</p> <p>COVID 19 seriously affected our tonnages from early April 2020. Due to lockdown, kerbside collected weights increased straight away which have remained about 20 to 25% higher than usual for the last nine weeks for both recyclates and general waste. The joint impact of this has a huge financial impact which is still continuing.</p> <p>In order to maximise income from the sale of our recyclates we are continually reviewing our operations at the MRF and the contracts we let for the sales of recyclates. Continued work with residents to improve and increase recycling, reduce contamination and to reduce food waste in to the residual waste stream will be a high priority for the Service over the next 12 months. Regardless of our efforts, we are also largely dependent upon market prices which need to improve.</p>																																			

### 3. Detailed Reporting for Performance Measures which are close to meeting the Target.

<b>Theme / Priority:</b>	<b>Better skills, more good jobs and a growing economy</b>																																										
Indicator / Measure detail:	20,000 more people into work in the District by 2030																																										
Recent Trends: Employment rate - aged 16-64 (12 months to December)	<table border="1"> <caption>Employment rate - aged 16-64 (12 months to December)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>66.5</td> <td>69.5</td> <td>67.5</td> <td>71.5</td> </tr> <tr> <td>2014</td> <td>65.5</td> <td>70.5</td> <td>68.0</td> <td>72.5</td> </tr> <tr> <td>2015</td> <td>65.5</td> <td>72.5</td> <td>68.5</td> <td>73.5</td> </tr> <tr> <td>2016</td> <td>67.5</td> <td>72.5</td> <td>69.5</td> <td>74.5</td> </tr> <tr> <td>2017</td> <td>67.5</td> <td>73.5</td> <td>70.5</td> <td>75.5</td> </tr> <tr> <td>2018</td> <td>66.0</td> <td>73.5</td> <td>71.5</td> <td>76.0</td> </tr> <tr> <td>2019</td> <td>66.3</td> <td>73.7</td> <td>71.8</td> <td>76.0</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	66.5	69.5	67.5	71.5	2014	65.5	70.5	68.0	72.5	2015	65.5	72.5	68.5	73.5	2016	67.5	72.5	69.5	74.5	2017	67.5	73.5	70.5	75.5	2018	66.0	73.5	71.5	76.0	2019	66.3	73.7	71.8	76.0
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																							
2013	66.5	69.5	67.5	71.5																																							
2014	65.5	70.5	68.0	72.5																																							
2015	65.5	72.5	68.5	73.5																																							
2016	67.5	72.5	69.5	74.5																																							
2017	67.5	73.5	70.5	75.5																																							
2018	66.0	73.5	71.5	76.0																																							
2019	66.3	73.7	71.8	76.0																																							
<b>Target and timescale:</b>	224,670 (2019)	<b>Actual and timescale:</b>	216,500 (2019)																																								
<b>Why is performance at the current level?</b>																																											
<p>The latest Annual Population Survey figures show that the number of working age people (16-64) in employment over the year to December 2019 rose by 4,400 to 216,500 (66.3%) compared to the same period in 2018. During the year the employment rate reached a peak of 220,100 (67.7%) for the 12 months to September 2019. This was close to the five year high of September 2017 (223,400).</p> <p>ONS advise against making too much of a single data point but to look at the long term trend as that will give a truer reflection of employment rates. Over the last five years, the numbers in employment has increased by 2,200. Despite the increase in number of people in employment in the Bradford District, the employment rate is still significantly lower than comparators such as the rate for Yorkshire and the Humber of 73.7%.</p> <p>Bradford experienced an increase of 6,500 private sector jobs in 2017 and the recent location by PwC into the City shows that the ambition of the economic strategy to create 20,000 jobs was being delivered prior to the COVID 19 pandemic.</p>																																											
<b>How can we make sure things get better?</b>																																											
<p>Our work in this area will need to factor in the impact of the COVID 19 pandemic which is already being felt with a 48% increase in the claimant count between March and April. We are likely to see significant redundancies going forward and an increase in the unemployment rate. Bradford has framed a national ask to central Government for resources to enable a locally led recovery plan. The plan has a sharp focus on employment and skills to support people in the District, with action that links business and skills development with Bradford residents looking for work.</p>																																											

<b>Theme / Priority:</b>	<b>Decent homes that people can afford to live in</b>																										
Indicator / Measure detail:	Additional homes delivered per year																										
Recent Trends:	 <table border="1" data-bbox="381 367 1307 903"> <caption>Net Additional Homes</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>CIPFA Nearest Neighbours</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>850</td> <td>600</td> </tr> <tr> <td>2014/15</td> <td>1150</td> <td>750</td> </tr> <tr> <td>2015/16</td> <td>1400</td> <td>750</td> </tr> <tr> <td>2016/17</td> <td>1500</td> <td>850</td> </tr> <tr> <td>2017/18</td> <td>1650</td> <td>950</td> </tr> <tr> <td>2018/19</td> <td>1600</td> <td>1000</td> </tr> <tr> <td>2019/20</td> <td>1700</td> <td>1050</td> </tr> </tbody> </table>			Year	Bradford	CIPFA Nearest Neighbours	2013/14	850	600	2014/15	1150	750	2015/16	1400	750	2016/17	1500	850	2017/18	1650	950	2018/19	1600	1000	2019/20	1700	1050
Year	Bradford	CIPFA Nearest Neighbours																									
2013/14	850	600																									
2014/15	1150	750																									
2015/16	1400	750																									
2016/17	1500	850																									
2017/18	1650	950																									
2018/19	1600	1000																									
2019/20	1700	1050																									
<b>Target and timescale:</b>	1,703 (19-20)	<b>Actual and timescale:</b>	1,690 (this is an estimated figure as the time-lag to the full outturn for 19/20 takes approximately 6 months to verify).																								
<b>Why is performance at the current level?</b>																											
<p>The Council's Core Strategy Partial Review (CSPR) Preferred Options report, which has been subject to consultation, sets out a revised minimum housing need figure of 1,703 dwellings per annum or 28,951 dwellings over a suggested revised 17-year plan period of 2020-37. The figure of 1,690* is an estimated figure as the time-lag to the full out-turn for 19/20 takes approximately six months to verify. The housing figure has been calculated using the Government's Standard Methodology.</p>																											
<b>How can we make sure things get better?</b>																											
<p>In August 2019, the Council published a Housing Delivery Test Action Plan. This identified potential barriers to housing delivery in the District and actions / proactive steps to address obstacles and promote delivery. In preparing the Action Plan, the Council gathered a broad range of evidence and views from a variety of key stakeholders involved in planning policy, planning processes and the delivery of housing across the District. This included a review of policy documents and has factored in past and present research studies in relation to housing delivery. It also involved engagement with volume house builders, registered providers, SMEs and intermediaries who contribute to our housing supply in order to gain an understanding of the key factors influencing delivery across the District. This included engaging with providers and developers who are active in the District and those that have had little activity in Bradford but are delivering regionally. The feedback received, combined with our internal knowledge of local sites, land and development activity and housing context has aided identification of the issues and barriers to delivery and the actions required to overcome them.</p>																											

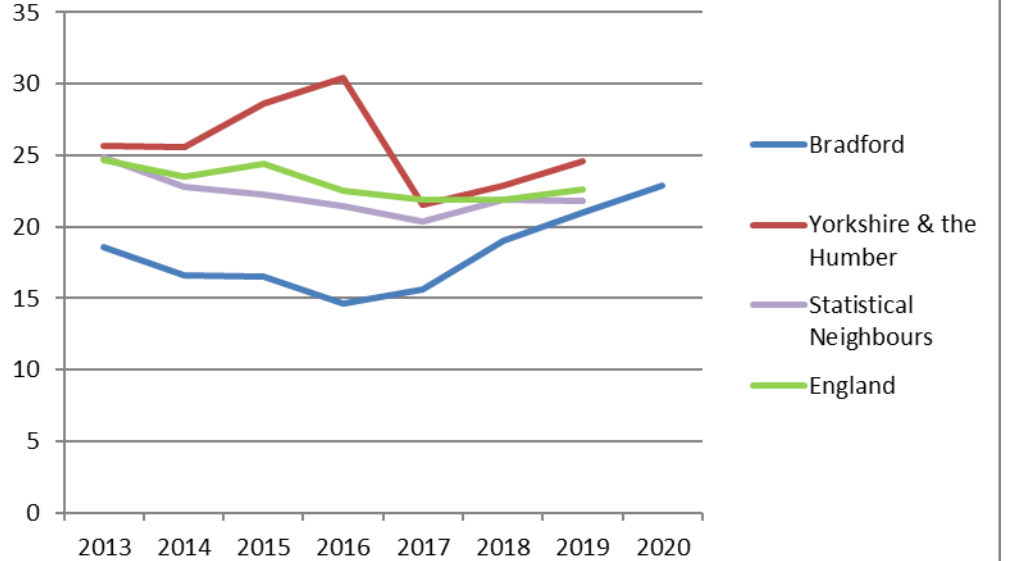
<b>Theme / Priority:</b>	<b>Better Health, Better Lives</b>																																					
Indicator / Measure detail:	Maintain performance for the number of older people in new care home placements per 100,000 over 65s																																					
<b>Recent Trends:</b>	<p>The chart displays four data series: Bradford (blue), Yorkshire &amp; Humber (red), Statistical Neighbours (purple), and England (green). The Y-axis ranges from 400.00 to 800.00. The X-axis shows financial years from 2014/15 to 2019/20. Bradford's performance is the lowest, fluctuating between 500 and 570. Yorkshire &amp; Humber starts at 750 and ends at 645. Statistical Neighbours starts at 700 and ends at 620. England starts at 660 and ends at 580.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>560</td> <td>750</td> <td>700</td> <td>660</td> </tr> <tr> <td>2015/16</td> <td>505</td> <td>690</td> <td>670</td> <td>630</td> </tr> <tr> <td>2016/17</td> <td>570</td> <td>660</td> <td>700</td> <td>615</td> </tr> <tr> <td>2017/18</td> <td>495</td> <td>635</td> <td>650</td> <td>585</td> </tr> <tr> <td>2018/19</td> <td>550</td> <td>645</td> <td>620</td> <td>580</td> </tr> <tr> <td>2019/20</td> <td>565</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & Humber	Statistical Neighbours	England	2014/15	560	750	700	660	2015/16	505	690	670	630	2016/17	570	660	700	615	2017/18	495	635	650	585	2018/19	550	645	620	580	2019/20	565	-	-	-
Year	Bradford	Yorkshire & Humber	Statistical Neighbours	England																																		
2014/15	560	750	700	660																																		
2015/16	505	690	670	630																																		
2016/17	570	660	700	615																																		
2017/18	495	635	650	585																																		
2018/19	550	645	620	580																																		
2019/20	565	-	-	-																																		
<b>Target and timescale:</b>	548.7 (2019-20)	<b>Actual and timescale:</b>	565.04 (2019-20 Provisional)																																			
<b>Why is performance at the current level?</b>																																						
<p>The focus within Adult Social Care is to enable people to be happy and healthy in their own home and ensure independence can be maintained and increased where possible. Care home placements will only be considered where people have complex needs which cannot be met in their community.</p> <p>Challenging targets have been set in this area over the next three years to ensure Adult Social Care can meet its savings targets. A transformation programme has been put in place to ensure that outcomes are improved. As a result, the number of people aged 65+ living in care home settings is falling. The number of people age 65+ who are living in a care home placement commissioned by the Council has fallen by 85, from 1,362 in April 2019 to 1,277 at the end of March 2020, a reduction of 6%. This follows on from reductions in the previous years.</p> <p>This indicator focuses on the number of people per 100k population newly placed in to permanent Council commissioned care home placements. Data for 2019/20 is currently provisional, though there has been a small increase from 2018-19.</p> <p>2018/19 reported performance was better than regional and national averages. Bradford were ranked 4<sup>th</sup> best of 15 Councils in Yorkshire and Humber, and ranked 5<sup>th</sup> best of 16 councils in our comparator group. Based on this provisional data we expect Bradford to be a good performer and similarly ranked when national data is published later in the year.</p>																																						
<b>How can we make sure things get better?</b>																																						
<p>Strengths based approaches are well established across the department and care homes are only considered when community based solutions to meet a person's long term support needs have been considered.</p> <p>A performance framework is now established in Adult Social Care increasing transparency and scrutiny of performance. Information on placement numbers is now discussed at performance focused senior management team meetings and directorate leadership meetings. These meetings</p>																																						

will agree relevant corrective actions if the number of people in placements are failing to meet agreed targets.

<b>Theme / Priority:</b>	<b>Great Start Good Schools</b>																											
<b>Indicator / Measure detail:</b>	By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average																											
<b>Recent Trends:</b>	<table border="1"> <caption>Key Stage 2 Reading, Writing and Maths Scores (Estimated from Graph)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>47</td> <td>50</td> <td>50</td> <td>53</td> </tr> <tr> <td>2017</td> <td>57</td> <td>58</td> <td>58</td> <td>61</td> </tr> <tr> <td>2018</td> <td>61</td> <td>62</td> <td>62</td> <td>64</td> </tr> <tr> <td>2019</td> <td>62</td> <td>63</td> <td>62</td> <td>65</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2016	47	50	50	53	2017	57	58	58	61	2018	61	62	62	64	2019	62	63	62	65
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																								
2016	47	50	50	53																								
2017	57	58	58	61																								
2018	61	62	62	64																								
2019	62	63	62	65																								
<b>Target and timescale:</b>	65% (national average: academic year 18-19)	<b>Actual and timescale:</b>	63% (academic year 18-19)																									
<b>Why is performance at the current level?</b>																												
<p>The gap between the national and the Bradford combined percentage score for reading, writing and mathematics has reduced since 2017 by 4%. Although the gap to national remains at three percentage points, nationally, Bradford has moved up the rankings from 125<sup>th</sup> in 2018 to 106<sup>th</sup> in 2019, 19 places higher.</p> <p>The decline in the combined figure can be linked largely to the outcomes in reading, which declined by 1% on the 2018 figure: the national average declined by 2%. In summer 2019, the KS2 reading paper was complex and the content was difficult for some groups of pupils to access.</p> <p>When compared with statistical neighbours, Bradford has improved in ranking placement from 7<sup>th</sup> in 2018 to 4<sup>th</sup> in 2019.</p>																												
<b>How can we make sure things get better?</b>																												
<p>Work began last year with Keeping In Touch visits (KIT) offered to all schools and academies to analyse data and review plans for improvement. This will be continued this year alongside work to support schools to operate in an environment of COVID 19 and it is intended that the further challenge will support schools in sustaining improvements.</p> <p>In LA maintained schools, support for the schools needing to improve the most is intensive and bespoke. Improvements in leadership quality and in teaching and learning continue to be a focus.</p> <p>Partnership work through the Opportunity Area continues to focus both on improved literacy and on school leadership. A fourth year of OA funding has been confirmed and a set of new programmes have been agreed.</p>																												

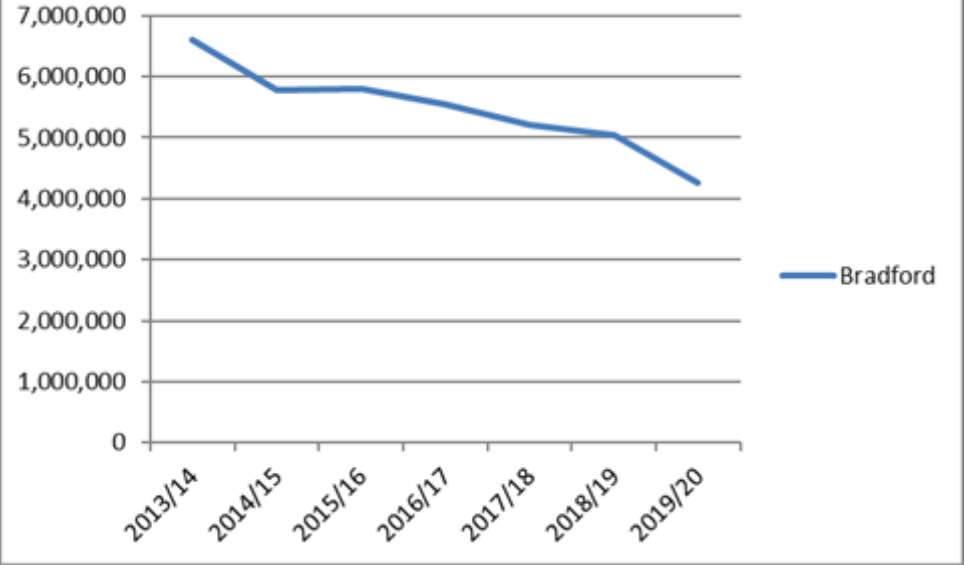
<b>Theme / Priority:</b>	<b>Better Health, Better Lives</b>																																																				
<b>Indicator / Measure detail:</b>	Reduce childhood obesity rates at Year 6 to statistical neighbour average – excess weight																																																				
<b>Recent Trends:</b>	<table border="1"> <caption>Year 6 Childhood Obesity Rates (%)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>35.3%</td> <td>33.2%</td> <td>34.8%</td> <td>33.4%</td> </tr> <tr> <td>2011/12</td> <td>35.3%</td> <td>33.7%</td> <td>35.3%</td> <td>33.9%</td> </tr> <tr> <td>2012/13</td> <td>35.5%</td> <td>33.2%</td> <td>34.6%</td> <td>33.3%</td> </tr> <tr> <td>2013/14</td> <td>36.3%</td> <td>33.4%</td> <td>35.5%</td> <td>33.4%</td> </tr> <tr> <td>2014/15</td> <td>35.7%</td> <td>33.2%</td> <td>35.1%</td> <td>33.2%</td> </tr> <tr> <td>2015/16</td> <td>36.5%</td> <td>34.5%</td> <td>36.5%</td> <td>34.2%</td> </tr> <tr> <td>2016/17</td> <td>38.0%</td> <td>34.5%</td> <td>37.5%</td> <td>34.2%</td> </tr> <tr> <td>2017/18</td> <td>38.5%</td> <td>34.6%</td> <td>37.4%</td> <td>34.3%</td> </tr> <tr> <td>2018/19</td> <td>38.3%</td> <td>35.1%</td> <td>37.6%</td> <td>34.3%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2010/11	35.3%	33.2%	34.8%	33.4%	2011/12	35.3%	33.7%	35.3%	33.9%	2012/13	35.5%	33.2%	34.6%	33.3%	2013/14	36.3%	33.4%	35.5%	33.4%	2014/15	35.7%	33.2%	35.1%	33.2%	2015/16	36.5%	34.5%	36.5%	34.2%	2016/17	38.0%	34.5%	37.5%	34.2%	2017/18	38.5%	34.6%	37.4%	34.3%	2018/19	38.3%	35.1%	37.6%	34.3%
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																																	
2010/11	35.3%	33.2%	34.8%	33.4%																																																	
2011/12	35.3%	33.7%	35.3%	33.9%																																																	
2012/13	35.5%	33.2%	34.6%	33.3%																																																	
2013/14	36.3%	33.4%	35.5%	33.4%																																																	
2014/15	35.7%	33.2%	35.1%	33.2%																																																	
2015/16	36.5%	34.5%	36.5%	34.2%																																																	
2016/17	38.0%	34.5%	37.5%	34.2%																																																	
2017/18	38.5%	34.6%	37.4%	34.3%																																																	
2018/19	38.3%	35.1%	37.6%	34.3%																																																	
<b>Target and timescale:</b>	37.6% (Statistical Neighbour average 18-19)	<b>Actual and timescale:</b>	38.3% (2018-19)																																																		
<b>Why is performance at the current level?</b>																																																					
High levels of deprivation across the District have contributed to higher levels of obesity in Year 6. Whilst levels of childhood are still obesity is higher than in our statistical neighbour areas, the District has been closing the gap in the last twelve months.																																																					
<b>How can we make sure things get better?</b>																																																					
An obesity needs assessment has recently been conducted highlighting gaps in service and a new obesity plan for the District has been developed, including plans to work with schools to provide high quality nutrition and at least 30 minutes of physical activity for children while at school.																																																					
The Living Well Programme which launched in 2019 continues to provide a co-ordinated and consistent communication around prevention activities and weight management services to the public. Living Well seeks to extend the principles of the whole systems approach to tackle obesity beyond issues relating to obesity to the broad issues around health and wellbeing across the District.																																																					
Work is being done to improve the promotion and targeting of healthy weight intervention activities to groups with greatest health need and ensure that services are accessible and appropriate for these communities.																																																					
Work continues on the partnership between Bradford Council, Born in Bradford and the Bradford Council for Mosques to explore the opportunities for working with Islamic Religious Settings, in particular Madrassas to tackle childhood obesity by supporting healthier behaviours and influencing positive social and structural change for better health in the local environment.																																																					



<b>Theme / Priority:</b>	<b>Better Health, Better Lives</b>																																															
Indicator / Measure detail:	Bring percentage of re-referral cases in children’s social care in line with our statistical neighbours.																																															
<b>Recent Trends:</b>	 <table border="1" data-bbox="423 373 1453 930"> <caption>Re-referral Rates (%)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>18.5</td> <td>25.5</td> <td>24.5</td> <td>24.5</td> </tr> <tr> <td>2014</td> <td>16.5</td> <td>25.5</td> <td>22.5</td> <td>23.5</td> </tr> <tr> <td>2015</td> <td>16.5</td> <td>28.5</td> <td>22.5</td> <td>24.5</td> </tr> <tr> <td>2016</td> <td>14.5</td> <td>30.0</td> <td>21.5</td> <td>22.5</td> </tr> <tr> <td>2017</td> <td>15.5</td> <td>21.5</td> <td>20.5</td> <td>21.5</td> </tr> <tr> <td>2018</td> <td>19.0</td> <td>23.0</td> <td>21.5</td> <td>22.0</td> </tr> <tr> <td>2019</td> <td>21.0</td> <td>24.5</td> <td>21.85</td> <td>22.5</td> </tr> <tr> <td>2020</td> <td>23.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	18.5	25.5	24.5	24.5	2014	16.5	25.5	22.5	23.5	2015	16.5	28.5	22.5	24.5	2016	14.5	30.0	21.5	22.5	2017	15.5	21.5	20.5	21.5	2018	19.0	23.0	21.5	22.0	2019	21.0	24.5	21.85	22.5	2020	23.0	-	-	-
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																												
2013	18.5	25.5	24.5	24.5																																												
2014	16.5	25.5	22.5	23.5																																												
2015	16.5	28.5	22.5	24.5																																												
2016	14.5	30.0	21.5	22.5																																												
2017	15.5	21.5	20.5	21.5																																												
2018	19.0	23.0	21.5	22.0																																												
2019	21.0	24.5	21.85	22.5																																												
2020	23.0	-	-	-																																												
<b>Target and timescale:</b>	20% (2019-20)	<b>Actual and timescale:</b>	22.9% (Provisional 2019-20)																																													
<b>Why is performance at the current level?</b>																																																
Bradford District has historically had a lower re-referral rate than its comparators since at least 2013. The 12 months to March 20 figures for the District shows a re-referral rate that is slightly higher than the 2018/19 Statistical Neighbour Average (21.85%). The 2019/20 statistical neighbour average will not be available until March 2021.																																																
<b>How can we make sure things get better?</b>																																																
<p>Re-referrals are something that we want to be neither too high nor too low. Circumstance in families lives change, partners need to be confident in referring and there are some legacy cases that may need to be reconsidered. The District’s rate is now similar to that of the statistical neighbour average which is line with the target and which is positive progress. Current performance indicates that the service is working well with families; ensuring families are receiving the right support, at the right time by the right people.</p> <p>Performance against this target is reviewed on a regular basis with partnership quality assurance activity providing a lens on decision making.</p>																																																

<b>Theme / Priority:</b>	<b>Safe, Clean and Active Communities</b>																																					
<b>Indicator / Measure detail:</b>	Reduce crime rate per 1,000 people in line with West Yorkshire Average																																					
<b>Recent Trends:</b>	<table border="1"> <caption>Crime Rate per 1,000 People (Estimated from Chart)</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>West Yorkshire</th> <th>Most Similar Group (MSG)</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2014-15</td> <td>72</td> <td>68</td> <td>70</td> <td>60</td> </tr> <tr> <td>2015-16</td> <td>95</td> <td>88</td> <td>80</td> <td>65</td> </tr> <tr> <td>2016-17</td> <td>110</td> <td>102</td> <td>95</td> <td>72</td> </tr> <tr> <td>2017-18</td> <td>130</td> <td>115</td> <td>110</td> <td>82</td> </tr> <tr> <td>2018-19</td> <td>142</td> <td>128</td> <td>126</td> <td>88</td> </tr> <tr> <td>2019-20</td> <td>136.69</td> <td>125</td> <td>115</td> <td>88</td> </tr> </tbody> </table>			Year	Bradford	West Yorkshire	Most Similar Group (MSG)	England	2014-15	72	68	70	60	2015-16	95	88	80	65	2016-17	110	102	95	72	2017-18	130	115	110	82	2018-19	142	128	126	88	2019-20	136.69	125	115	88
Year	Bradford	West Yorkshire	Most Similar Group (MSG)	England																																		
2014-15	72	68	70	60																																		
2015-16	95	88	80	65																																		
2016-17	110	102	95	72																																		
2017-18	130	115	110	82																																		
2018-19	142	128	126	88																																		
2019-20	136.69	125	115	88																																		
<b>Target and timescale:</b>	124.93 (WY average Mar 2020)	<b>Actual and timescale:</b>	136.69 (March 2020)																																			
<b>Why is performance at the current level?</b>																																						
<p>There were 73,100 crimes recorded in Bradford for the 12 months to March 2020 – a crime rate of 136.69. The number of Police recorded crimes has reduced by 3.68% over the last year, 2,795 fewer crimes than the previous year (against a 2.58% reduction for West Yorkshire). The gap between Bradford and West Yorkshire has been closing over the last 12 months.</p>																																						
<b>How can we make sure things get better?</b>																																						
<p>The Community Safety Partnership (CSP) has sharpened its focus on the key crime issues for the District. Priorities for the CSP are outlined below and will all contribute towards reducing overall crime rates in Bradford:</p> <ul style="list-style-type: none"> <li>- Tackling Domestic Abuse and Sexual Violence</li> <li>- Tackling Crime and Reoffending</li> <li>- Tackling Anti-Social Behaviour</li> </ul>																																						

**4. Detailed Reporting – Performance indicators where target is not currently being met (red rating)**

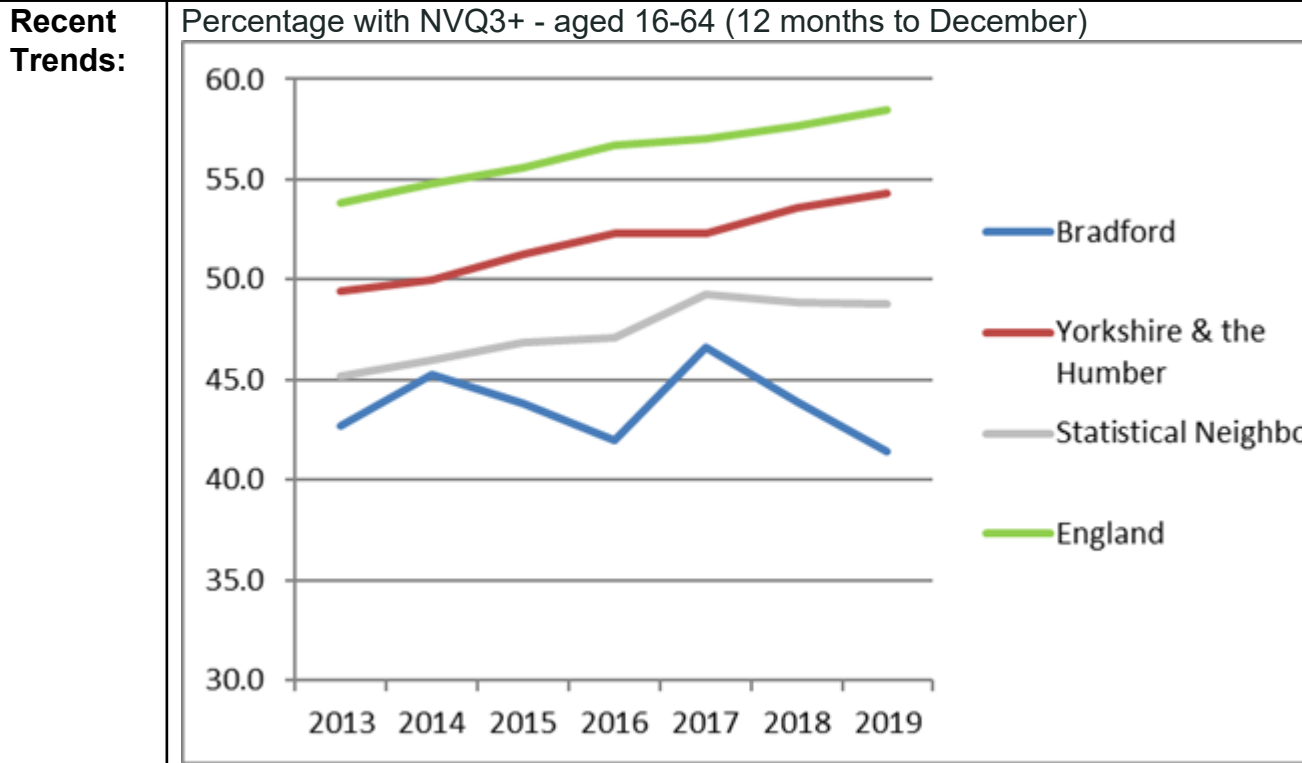
<b>Theme / Priority:</b>	<b>Better skills, more good jobs and a growing economy</b>		
Indicator / Measure detail:	Total number of physical visits to markets in the Bradford District		
<b>Recent Trends:</b>	 <p>(excludes Library data for Q4 19-20 which is unavailable)</p>		
<b>Target and timescale:</b>	4,680,000 (2019-20)	<b>Actual and timescale:</b>	4,264,969 (2019-20)
<b>Why is performance at the current level?</b>			
<p>There has been a decline in visits to the two City Centre markets and this mirrors the decline in traditional markets across many cities in the UK. Furthermore, the anticipated closure of the two City Centre venues in 2022 has resulted in a drop in demand as potential new traders are reluctant to invest in a market that is set for closure. The high number of vacancies has therefore had an impact on customer visits.</p>			
<b>How can we make sure things get better?</b>			
<p>In the short term, we are supporting markets to continue to operate whilst respecting social distancing rules.</p> <p>In the long term, we are making investments into Markets in the District. The new Darley Street Market and adjacent market square will create a new markets offer in a more central City Centre location that will not only regenerate the market offer but also the Darley Street area which has suffered from the relocation of retailers to the Broadway Centre.</p> <p>The change in the retail offer of the new market that includes creating a large hot food &amp; beverage offer that will open into the early evening alongside a new open air market square for ad-hoc market activities with dramatically increase visitor numbers.</p>			

<b>Theme / Priority:</b>	<b>Better skills, more good jobs and a growing economy</b>																
Indicator / Measure detail:	The value of the local economy measured by Gross Value Added																
<b>Recent Trends:</b>	<table border="1"> <caption>Bradford GVA (Millions of Pounds)</caption> <thead> <tr> <th>Year</th> <th>GVA (Millions)</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>8,900</td> </tr> <tr> <td>2014</td> <td>9,200</td> </tr> <tr> <td>2015</td> <td>9,650</td> </tr> <tr> <td>2016</td> <td>9,900</td> </tr> <tr> <td>2017</td> <td>10,000</td> </tr> <tr> <td>2018</td> <td>9,480</td> </tr> </tbody> </table>			Year	GVA (Millions)	2013	8,900	2014	9,200	2015	9,650	2016	9,900	2017	10,000	2018	9,480
Year	GVA (Millions)																
2013	8,900																
2014	9,200																
2015	9,650																
2016	9,900																
2017	10,000																
2018	9,480																
<b>Target and timescale:</b>	£10.07bn (2018)	<b>Actual and timescale:</b>	£9.48bn (2018)														
<b>Why is performance at the current level?</b>																	
<p>Up until 2017, the value of Bradford's economy had been increasing year on year and has risen faster than regional and National GVA growth. The most recent year's data for 2018 shows a 1.5% fall compared to continued regional growth of 7.0% and national growth of 3.4%. The fall was driven by a fall in high value service sectors such as legal and accounting services, retail and health activities which contributed to £315 million fall (-4.2%) in overall service sector GVA. This was balanced to some extent by manufacturing GVA growth of £198 million (+16%). The long term year picture is more encouraging – GVA grew by 22.8% between 2008 and 2018. This was on a par with Yorkshire &amp; Humber growth of 25.5%.</p> <p>It should be noted that ONS have changed the methodology for calculating GVA which has revised Bradford GVA current and historic estimates downwards. This has meant that previous year's figures have also been revised downwards. The £10.07 billion target for 2018 was based on a 2016 baseline of £9.90 billion. The revised figure for 2016 using the new ONS methodology was £9.22 billion. Targets going forward have been rebased used the new 2018 GVA figure. The revised 2019 target is £10.34 billion.</p>																	
<b>How can we make sure things get better?</b>																	
<p>In the short to medium term impact of the COVID 19 pandemic and the economic lockdown is likely to see a significant fall in GVA both locally and nationally. This will require a refresh of the economic strategy to address the job losses, business failures and sector shifts that will result and that are already being seen. Large scale economic disruption may also generate opportunities and we need to move quickly to identify and respond to these. The opportunity for localised supply chains, the shift to home working and the increasing importance of digital skills are obvious areas for action.</p> <p>We will continue to work on the economic strategy objectives in partnership with our business community. This will include building on the successes of last year, including promoting innovation</p>																	

and attracting high value businesses to the district such as PwC and supporting our own business community to thrive. We are also looking at unlocking some of the barriers to productivity growth in the District, including skills and transport connectivity.

**Theme / Priority:** **Better skills, more good jobs and a growing economy**

**Indicator / Measure detail:** Number of people in the District with NVQ Level 3 and above



<b>Target and timescale:</b>	154,600 (2019)	<b>Actual and timescale:</b>	134,600 (2019)
------------------------------	----------------	------------------------------	----------------

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

As of December 2019, 134,600 people equating to 41.1% of the working age population was qualified to Level 3 or above in Bradford District, in comparison to 54.3% across Yorkshire & Humber and 58.4% across the UK as a whole. This was a fall of 6,800 on the previous year equating to a 4.8% fall compared to UK increase of 1.6%.

When we look at the data more closely, the biggest components of the fall in the NVQ 3 skills Level was an increase of 7,800 for those with other qualifications and an increase of 600 for those with no qualifications.

The long term trend remains for improvements in qualification levels. Since 2009, the proportion of the work age population qualified to NVQ Level 3 and above has increased by 5% equating to around 7,100 people. However, this increase was much lower than a UK increase of 27% and a regional increase of 22%. From the Economic Strategy September 2016 baseline there are now 1,600 less working age residents qualified to Level 3 and above, a fall of 1.2% compared to a UK increase of 3.8%.

There are many possible reasons to explain the fall in the NVQ 3 skills levels over the past two

year. Changes in the profile of workplace jobs could also be a factor but analysis of sector employment between 2017 and 2018 does not suggest that this is the case as there has not been an occupational shift towards lower skilled jobs such as hospitality, retail and distribution on a large enough scale.

Bradford District's relatively low house prices may also be a factor in that housing is more affordable for those on low incomes working in low wage jobs. Evidence shows that people in low wage jobs typically have lower skills levels. ONS and Census shows that Bradford has a higher proportion of residents working in lower wage occupations both in Bradford and the wider City region. Census data also showed that a higher proportion of higher paid jobs in Bradford District were occupied by people living outside the District

### **How can we make sure things get better?**

We are working hard to address this, improving the District's workforce skills as a driver for increased productivity and inclusive economic growth is the key goal of the workforce development plan, "People Skills Prosperity". The Inclusive Employment Board, part of the governance structure for implementing the workforce development plan will take a lead on improving skills levels and utilisation in the workplace. This will include identifying and promoting where employers are successfully developing their workforce, looking to stimulate private investment in skills, improving links between Higher Education and local employers, and leveraging the combined investments and efforts of anchor institutions to improve skills outcomes.

We are working to unify the local employment and skills offer under a single local SkillsHouse brand underpinned by a digital platform that will create a single point of access for residents giving support, information and advice to enable access to training that supports personal development and promotes higher skills development.

Other key developments that will support skills development are the Academy within the Health and Social Care Economic Partnership's One Workforce programme; the opening of the two new sixth form free schools in the City Centre is already raising aspirations to complete a Level 3 qualification amongst our young people, and improve quality and relevance of the offer and the impact of the ICE programme in secondary schools

Devolution also creates an opportunity for us to realign local spend of the Adult Education Budget (AEB) in a more strategic way, eliminating duplication and promoting progression and increased uptake of higher level skills. We continue to work with the Combined Authority on this agenda.

<b>Theme / Priority:</b>	<b>Great Start Good Schools</b>																																												
<b>Indicator / Measure detail:</b>	Percentage of primary schools judged Good or Outstanding to be in line with national average for 2019/20																																												
<b>Recent Trends:</b>	<table border="1"> <caption>Approximate data from the line chart</caption> <thead> <tr> <th>Date</th> <th>Bradford (%)</th> <th>England (%)</th> </tr> </thead> <tbody> <tr><td>01/03/2017</td><td>79</td><td>90</td></tr> <tr><td>01/06/2017</td><td>78</td><td>90</td></tr> <tr><td>01/09/2017</td><td>77</td><td>91</td></tr> <tr><td>01/12/2017</td><td>76</td><td>90</td></tr> <tr><td>01/03/2018</td><td>77</td><td>90</td></tr> <tr><td>01/06/2018</td><td>74</td><td>87</td></tr> <tr><td>01/09/2018</td><td>73</td><td>87</td></tr> <tr><td>01/12/2018</td><td>74</td><td>87</td></tr> <tr><td>01/03/2019</td><td>74</td><td>87</td></tr> <tr><td>01/06/2019</td><td>78</td><td>87</td></tr> <tr><td>01/09/2019</td><td>79</td><td>88</td></tr> <tr><td>01/12/2019</td><td>81</td><td>88</td></tr> <tr><td>01/03/2020</td><td>82</td><td>88</td></tr> </tbody> </table>			Date	Bradford (%)	England (%)	01/03/2017	79	90	01/06/2017	78	90	01/09/2017	77	91	01/12/2017	76	90	01/03/2018	77	90	01/06/2018	74	87	01/09/2018	73	87	01/12/2018	74	87	01/03/2019	74	87	01/06/2019	78	87	01/09/2019	79	88	01/12/2019	81	88	01/03/2020	82	88
Date	Bradford (%)	England (%)																																											
01/03/2017	79	90																																											
01/06/2017	78	90																																											
01/09/2017	77	91																																											
01/12/2017	76	90																																											
01/03/2018	77	90																																											
01/06/2018	74	87																																											
01/09/2018	73	87																																											
01/12/2018	74	87																																											
01/03/2019	74	87																																											
01/06/2019	78	87																																											
01/09/2019	79	88																																											
01/12/2019	81	88																																											
01/03/2020	82	88																																											
<b>Target and timescale:</b>	88% National Average for March 2020	<b>Actual and timescale:</b>	82% (March 2020)																																										
<b>Why is performance at the current level?</b>																																													
<p><b>Commentary from Q2 Report Nov 2019:</b>  Inspection judgments in Bradford have improved in this period. Currently there are no schools in special measures in Bradford. Schools which were previously inspected and found to be in need of special measures were, under current legislation academised and some of these are now being inspected or are due inspection and have improved to at least Requires Improvement. Inspection has been paused during the COVID 19 pandemic, resulting in schools who are due inspection not being visited and being unable to improve their inspection judgments.</p>																																													
<b>How can we make sure things get better?</b>																																													
<p>Partnership work is being undertaken with the LA and the Department for Education through the Opportunity Area programme to focus on those schools who need additional support and to make sure that this is put in place. Schools are receiving additional support from, the DfE School improvement programme where they have one or more Required Improvement judgements. LA maintained schools receive bespoke support to enable them to achieve “Good” at the next inspection.</p> <p>A new inspection framework was introduced in September 2019 which may prove to be more challenging but as yet too few schools have been inspected under the framework to form a view on the likely impact on inspection outcomes.</p>																																													

<b>Theme / Priority:</b>	<b>Great Start Good Schools</b>																																																									
Indicator / Measure detail:	Reduce percentage of unauthorised absences across all phases																																																									
<b>Recent Trends:</b>	<table border="1"> <caption>Unauthorised Absences (Percentage) by Year and Region</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr><td>2010</td><td>1.75</td><td>1.25</td><td>1.15</td><td>1.05</td></tr> <tr><td>2011</td><td>1.70</td><td>1.30</td><td>1.18</td><td>1.10</td></tr> <tr><td>2012</td><td>1.60</td><td>1.10</td><td>1.10</td><td>1.00</td></tr> <tr><td>2013</td><td>1.80</td><td>1.30</td><td>1.20</td><td>1.10</td></tr> <tr><td>2014</td><td>1.60</td><td>1.30</td><td>1.20</td><td>1.10</td></tr> <tr><td>2015</td><td>1.70</td><td>1.30</td><td>1.25</td><td>1.10</td></tr> <tr><td>2016</td><td>1.70</td><td>1.40</td><td>1.35</td><td>1.10</td></tr> <tr><td>2017</td><td>1.90</td><td>1.60</td><td>1.50</td><td>1.30</td></tr> <tr><td>2018</td><td>2.10</td><td>1.70</td><td>1.65</td><td>1.40</td></tr> <tr><td>2019</td><td>2.20</td><td>1.80</td><td>1.70</td><td>1.40</td></tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2010	1.75	1.25	1.15	1.05	2011	1.70	1.30	1.18	1.10	2012	1.60	1.10	1.10	1.00	2013	1.80	1.30	1.20	1.10	2014	1.60	1.30	1.20	1.10	2015	1.70	1.30	1.25	1.10	2016	1.70	1.40	1.35	1.10	2017	1.90	1.60	1.50	1.30	2018	2.10	1.70	1.65	1.40	2019	2.20	1.80	1.70	1.40
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																																						
2010	1.75	1.25	1.15	1.05																																																						
2011	1.70	1.30	1.18	1.10																																																						
2012	1.60	1.10	1.10	1.00																																																						
2013	1.80	1.30	1.20	1.10																																																						
2014	1.60	1.30	1.20	1.10																																																						
2015	1.70	1.30	1.25	1.10																																																						
2016	1.70	1.40	1.35	1.10																																																						
2017	1.90	1.60	1.50	1.30																																																						
2018	2.10	1.70	1.65	1.40																																																						
2019	2.20	1.80	1.70	1.40																																																						
<b>Target and timescale:</b>	1.5% (Academic Year 18-19)	<b>Actual and timescale:</b>	2.2% (Academic Year 18-19)																																																							
<b>Why is performance at the current level?</b>																																																										
<p>Bradford has a large number of academies, the majority of whom manage their own absence and attendance procedures.</p> <p>The Attendance service within Education Safeguarding is fully traded and 26 schools buy into this service leaving the LA very few opportunities to positively impact.</p> <p>Bradford has a historic demographic of families who take unauthorised leave within term time to avoid high flight costs. Families anecdotally sight that they would rather accept a fine as this is still more financially viable for them.</p>																																																										
<b>How can we make sure things get better?</b>																																																										
<p>Schools to engage communities in respect of improving school attendance and reducing unauthorised absence.</p> <p>The Access Team, who support families who are new to Bradford, continue to resource and support families in understanding the expectations of school attendance within the UK.</p> <p>Improved services and provision for SEN pupils in identifying appropriate provision to reduce the numbers of pupils who are placed within settings who cannot meet their needs.</p> <p>Education Safeguarding is linking to Prevention and Early Help area teams to support frontline staff in addressing school attendance concerns.</p> <p>The Education Safeguarding Team has initiated a termly attendance network meeting which launched in June 2019 to support schools in understanding their responsibilities for attendance and coding.</p>																																																										



<b>Theme / Priority:</b>	<b>Great Start Good Schools</b>																											
<b>Indicator / Measure detail:</b>	Continue to improve on the positive KS4 Progress 8 measure																											
<b>Recent Trends:</b>	<table border="1"> <caption>Average Progress 8 per pupil</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>-0.15</td> <td>-0.03</td> <td>-0.12</td> <td></td> </tr> <tr> <td>2017</td> <td>0.02</td> <td>0.03</td> <td>-0.11</td> <td></td> </tr> <tr> <td>2018</td> <td>0.00</td> <td>-0.02</td> <td>-0.13</td> <td></td> </tr> <tr> <td>2019</td> <td>-0.01</td> <td>-0.02</td> <td>-0.16</td> <td>-0.08</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2016	-0.15	-0.03	-0.12		2017	0.02	0.03	-0.11		2018	0.00	-0.02	-0.13		2019	-0.01	-0.02	-0.16	-0.08
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																								
2016	-0.15	-0.03	-0.12																									
2017	0.02	0.03	-0.11																									
2018	0.00	-0.02	-0.13																									
2019	-0.01	-0.02	-0.16	-0.08																								
<b>Target and timescale:</b>	0.01 (academic year 2018/19)	<b>Actual and timescale:</b>	-0.01 (academic year 2018/19)																									
<b>Why is performance at the current level?</b>																												
<p>Progress 8 is a measure used to compare student's progress from Year 6 to Year 11.</p> <p>There has been a decline in progress and in attainment at the end of KS4 when compared with 2018. However, our progress 8 score is still higher than the England and Yorkshire average. Also the measures of attainment in the basic subjects have also declined.</p>																												
<b>How can we make sure things get better?</b>																												
<p>Discussions between the Assistant Director of Education and Learning and the CEOs of multi academy trusts in Bradford are on-going. These are focused on improving the educational outcomes for pupils. Discussions have also been held with LA maintained schools.</p> <p>Recently, our emphasis has been on Progress 8 measures which schools use to compare students' progress from Year 6 to Year 11. Additionally, every school and academy will be offered a Keeping in Touch (KIT) visit from a school improvement professional to discuss plans for improvement. The Opportunity Area funded 'booster' classes to provide additional support for some school to improve attainment in mathematics and English last year. This activity is planned to continue in the current academic year.</p>																												

<b>Theme / Priority:</b>	<b>Great Start Good Schools</b>																																										
<b>Indicator / Measure detail:</b>	Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours																																										
<b>Recent Trends:</b>	<table border="1"> <caption>Approximate data from the line graph</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>49</td> <td>50</td> <td>45</td> <td>52</td> </tr> <tr> <td>2014</td> <td>55</td> <td>58</td> <td>55</td> <td>60</td> </tr> <tr> <td>2015</td> <td>62</td> <td>64</td> <td>61</td> <td>66</td> </tr> <tr> <td>2016</td> <td>66</td> <td>67</td> <td>65</td> <td>69</td> </tr> <tr> <td>2017</td> <td>67</td> <td>68</td> <td>66</td> <td>70</td> </tr> <tr> <td>2018</td> <td>67</td> <td>69</td> <td>68</td> <td>71</td> </tr> <tr> <td>2019</td> <td>68</td> <td>70</td> <td>68</td> <td>71</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2013	49	50	45	52	2014	55	58	55	60	2015	62	64	61	66	2016	66	67	65	69	2017	67	68	66	70	2018	67	69	68	71	2019	68	70	68	71
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																							
2013	49	50	45	52																																							
2014	55	58	55	60																																							
2015	62	64	61	66																																							
2016	66	67	65	69																																							
2017	67	68	66	70																																							
2018	67	69	68	71																																							
2019	68	70	68	71																																							
<b>Target and timescale:</b>	70.7% (academic year 2018/19)	<b>Actual and timescale:</b>	68% (academic year 2018/19)																																								
<b>Why is performance at the current level?</b>																																											
<p>There is a 1% increase in outcomes for good level of development in the 2019 figure. This remains 4% below the national average figure but the gap between Bradford and national has narrowed by 1%. This demonstrates a slight improvement overall and a steady increase over the past five years.</p>																																											
<b>How can we make sure things get better?</b>																																											
<p>We continue to work with Private, Voluntary &amp; Independent settings and childminders to ensure that there is good quality provision for early childhood. We work with nursery schools and with foundation stage classes in schools to evaluate the provision and outcomes and to endeavour to improve the quality of the provision.</p>																																											

<b>Theme / Priority:</b>	<b>Great Start Good Schools</b>																																					
Indicator / Measure detail:	Percentage of Education Health and Care assessments (excluding exception cases) completed within 20 weeks closes the gap with the national average in 2019/20																																					
<b>Recent Trends:</b>	<table border="1" data-bbox="430 304 1372 850"> <caption>Percentage of Education Health and Care assessments completed within 20 weeks</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>-</td> <td>65</td> <td>48</td> <td>65</td> </tr> <tr> <td>2015</td> <td>5</td> <td>60</td> <td>33</td> <td>60</td> </tr> <tr> <td>2016</td> <td>45</td> <td>55</td> <td>35</td> <td>60</td> </tr> <tr> <td>2017</td> <td>12</td> <td>62</td> <td>62</td> <td>65</td> </tr> <tr> <td>2018</td> <td>30</td> <td>60</td> <td>50</td> <td>60</td> </tr> <tr> <td>2019</td> <td>28.7</td> <td>72</td> <td>60</td> <td>60</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2014	-	65	48	65	2015	5	60	33	60	2016	45	55	35	60	2017	12	62	62	65	2018	30	60	50	60	2019	28.7	72	60	60
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																																		
2014	-	65	48	65																																		
2015	5	60	33	60																																		
2016	45	55	35	60																																		
2017	12	62	62	65																																		
2018	30	60	50	60																																		
2019	28.7	72	60	60																																		
<b>Target and timescale:</b>	60.4% (national average academic year 2018/19)	<b>Actual and timescale:</b>	28.7% (academic year 2018/19)																																			
<b>Why is performance at the current level?</b>																																						
<p>Performance regarding new assessments improved during 2018/9 but this was significantly impacted on by the high number of historical cases over the time-limit. This backlog of cases (approximately 600) continued to impact on compliance alongside various other historic issues such as staffing, information management systems and process. All of these issues are now being worked on to aid in the improvement of compliance levels.</p> <p>All of the backlog cases have now been dealt with and a new plan finalised where necessary.</p>																																						
<b>How can we make sure things get better?</b>																																						
<p>There are significant changes underway within the Integrated Assessment Team including:</p> <ul style="list-style-type: none"> <li>• An emerging work culture which can be summarized as “compliance matters”</li> <li>• The Integrated Assessment Team continuing to build on the structural and procedural changes introduced last year</li> <li>• An on-going programme of practitioner training designed to increase the competency, efficiency and knowledge base of officers</li> <li>• The management team develop new performance management tools including a real time workflow analysis spread sheet</li> <li>• The EHCP Officers (Administrative team) have been reorganised so that email inboxes are effectively managed</li> <li>• Individual Seniors Officers with the five local teams have been given the additional responsibility of monitoring and ensuring compliance</li> <li>• There is a planned restructure of the Integrated Assessment Team which, if implemented, will increase the team’s capacity to manage the increased number of referral for EHC needs assessments</li> </ul>																																						

<b>Theme / Priority:</b>	<b>Better Health, Better Lives</b>																						
<b>Indicator / Measure detail:</b>	Increase the percentage of adults who are physically active to the regional average																						
<b>Recent Trends:</b>	<table border="1"> <caption>Physical Activity Data (2015/16 - 2018/19)</caption> <thead> <tr> <th>Year</th> <th>Bradford (%)</th> <th>Yorkshire &amp; the Humber (%)</th> <th>England (%)</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>61.9</td> <td>64.2</td> <td>66.2</td> </tr> <tr> <td>2016/17</td> <td>63.6</td> <td>64.6</td> <td>66.1</td> </tr> <tr> <td>2017/18</td> <td>61.9</td> <td>64.0</td> <td>66.4</td> </tr> <tr> <td>2018/19</td> <td>62.4</td> <td>66.4</td> <td>67.2</td> </tr> </tbody> </table>			Year	Bradford (%)	Yorkshire & the Humber (%)	England (%)	2015/16	61.9	64.2	66.2	2016/17	63.6	64.6	66.1	2017/18	61.9	64.0	66.4	2018/19	62.4	66.4	67.2
Year	Bradford (%)	Yorkshire & the Humber (%)	England (%)																				
2015/16	61.9	64.2	66.2																				
2016/17	63.6	64.6	66.1																				
2017/18	61.9	64.0	66.4																				
2018/19	62.4	66.4	67.2																				
<b>Target and timescale:</b>	66.2% (2018-19)	<b>Actual and timescale:</b>	62.4% (2018-19)																				
<b>Why is performance at the current level?</b>																							
<p>The health profile in Bradford District for physical activity is that only 61.9% of adults are reaching the Chief Medical officers (CMO) recommendations of 150 minutes of moderate intensity exercise per week, which is significantly lower than the national average.</p> <p>However, the most recent Sport England Active Lives research published relating to November 2018 suggests Bradford has lower levels of inactivity (undertaking less than 30 minutes of moderate activity per week) than most other Districts across West Yorkshire and South Yorkshire and is below the national average. The data shows that Bradford is one of only a handful of Local Authority areas across the country that has had a significant reduction in the numbers of adults who are inactive.</p>																							
<b>How can we make sure things get better?</b>																							
<p>There are a number of plans and strategies that all help to promote physical activity in our District. This includes (1) Bradford District Cycle Strategy 2016-21, (2) Bradford District Playing Pitch Strategy and (3) Active Bradford: Physical Activity and Sport Framework.</p> <p>We are also looking to build on a range of initiatives that have been introduced, including - The Council's Dance for Life project, in partnership with Yorkshire Dance and funded by Sport England, regularly delivers dance sessions for over 50s across the district and the Community Sports &amp; Activities Development Unit has focused on a sports training programme for women and especially those from a BAME background. The training allows the women to organise sessions for other women in local settings. Partners include England Athletics, British Cycling, British Fencing, Yorkshire Cricket and the Get Out Get Active scheme (GOGA).</p>																							

<b>Theme / Priority:</b>	<b>Better Health, Better Lives</b>																																
<b>Indicator / Measure detail:</b>	Reduce percentage of children looked after with three or more placements during the previous year to be in line with our statistical neighbours.																																
<b>Recent Trends:</b>	<table border="1"> <caption>Percentage of children looked after with three or more placements</caption> <thead> <tr> <th>Year</th> <th>Bradford</th> <th>Yorkshire &amp; the Humber</th> <th>Statistical Neighbours</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>9%</td> <td>10%</td> <td>8.5%</td> <td>10%</td> </tr> <tr> <td>2017</td> <td>10%</td> <td>11%</td> <td>8.5%</td> <td>10%</td> </tr> <tr> <td>2018</td> <td>11%</td> <td>11%</td> <td>8.5%</td> <td>10%</td> </tr> <tr> <td>2019</td> <td>12%</td> <td>11%</td> <td>9%</td> <td>10%</td> </tr> <tr> <td>2020</td> <td>13.09%</td> <td>11%</td> <td>9%</td> <td>10%</td> </tr> </tbody> </table>			Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England	2016	9%	10%	8.5%	10%	2017	10%	11%	8.5%	10%	2018	11%	11%	8.5%	10%	2019	12%	11%	9%	10%	2020	13.09%	11%	9%	10%
Year	Bradford	Yorkshire & the Humber	Statistical Neighbours	England																													
2016	9%	10%	8.5%	10%																													
2017	10%	11%	8.5%	10%																													
2018	11%	11%	8.5%	10%																													
2019	12%	11%	9%	10%																													
2020	13.09%	11%	9%	10%																													
<b>Target and timescale:</b>	9% (2019-20)	<b>Actual and timescale:</b>	13.09% (Provisional 2019-20)																														
<b>Why is performance at the current level?</b>																																	
<p>The children in care population rose by 86 (7.4%) in the year to 31 March 2020, following a rise of 173 (17.5%) in the previous year. These percentages should be considered in the light of a long-term national trend of about 4% increase year-on-year.</p> <p>Strong growth in demand has not been matched with supply, other than by recourse to independent fostering agencies and independent residential care providers. It is possible that urgency and scarcity have resulted in some children moving into placements based on availability rather than complete suitability. This may in turn have resulted in subsequent planned moves, when something more suitable became available, or in unplanned moves or placement breakdowns.</p>																																	
<b>How can we make sure things get better?</b>																																	
<p>We need to create sufficiency of placement choice across Bradford so that children can be matched and placed with the most appropriate carer. The Placement Team has been strengthened to enable this to happen.</p> <p>Increasing the quality and number of in house foster carers: A significant amount of work has been completed in respect of improving the support to Bradford foster carers, this work has centred around giving carers a voice, ensuring that they feel listened to and that they feel supported in their professional development. We are working towards re-building the sense of community within our fostering service and increasing the number of in house foster carers. In conjunction with the foster carer annual review process we are creating a personal development plan to support foster carers' development and skill progression which includes an enhanced on line offer.</p> <p>Improving Family Finding: In the fostering service we are re-developing the foster family finding team to best meet the needs of children in Bradford and work effectively with the locality model of practice within children's social work. The team will also focus on building relationships with local IFA (Independent Fostering Agency) providers. The increased capacity will allow more availability to engage in direct communications with IFAs on individual cases and wider placement availability discussions in order to keep our children and young people local.</p> <p>Residential: Significant work is being undertaken with the independent sector to create suitable</p>																																	

residential capacity across the District.

<b>Theme / Priority:</b>	<b>Well Run Council</b>										
<b>Indicator / Measure detail:</b>	Percentage of staff with a goal (using the new Evolve system to record the information)										
<b>Recent Trends:</b>	<table border="1"> <caption>Recent Trends Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017-18</td> <td>15%</td> </tr> <tr> <td>2018-19</td> <td>10%</td> </tr> <tr> <td>2019-20</td> <td>48.4%</td> </tr> </tbody> </table>			Year	Percentage	2017-18	15%	2018-19	10%	2019-20	48.4%
Year	Percentage										
2017-18	15%										
2018-19	10%										
2019-20	48.4%										
<b>Target and timescale:</b>	90% (2019-20)	<b>Actual and timescale:</b>	48.4% (2019-20)								
<b>Why is performance at the current level?</b>											
<p>Over the last year performance has improved in this area, use of the Evolve learning management system to record performance conversation has increased by 39% since April 2019. During 2019/2020 308 managers received specific Evolve system training. A series of face-to-face training sessions regarding the system and the performance process, have taken place, with on-going support throughout the organisation, including targeting specific services. Management teams can access information through the HR Dashboard on service performance against this measure and track and discuss progress at monthly Departmental Management Teams.</p>											
<b>How can we make sure things get better?</b>											
<p>We take performance management seriously - because it makes a difference. It helps the Council perform better, helps managers meet service objectives, and gives staff useful feedback to help them develop, hone skills and progress their careers.</p> <p>We will ensure that there are on-going and consistent messages driven by the current results and successes of those already making full use of performance management and our learning management system. HR will continue to provide training, support and promote the gains and benefits of effective Performance Management to all services within the organisation and continue to target areas where appropriate. The first year of our new annual performance cycle is now embedded with the majority of the organisation, aware of performance management, the cycle and the Evolve learning management system and how it supports the whole process and provides access to development, guides and useful tools. We will ensure that new managers stepping up within the organisation and those new to the organisation are provided with the right information, support and training, at the right time, to enable them to support their own development and that of their teams to embed a culture of Performance Management where everyone's performance and development matters.</p>											

<b>Theme / Priority:</b>	<b>Well Run Council</b>																		
<b>Indicator / Measure detail:</b>	Percentage of employees with a disability																		
<b>Recent Trends:</b>	<table border="1"> <caption>Percentage of employees with a disability (2013-14 to 2019-20)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2013-14</td> <td>2.4</td> </tr> <tr> <td>2014-15</td> <td>2.4</td> </tr> <tr> <td>2015-16</td> <td>2.2</td> </tr> <tr> <td>2016-17</td> <td>2.3</td> </tr> <tr> <td>2017-18</td> <td>3.9</td> </tr> <tr> <td>2018-19</td> <td>4.3</td> </tr> <tr> <td>2019-20</td> <td>4.3</td> </tr> </tbody> </table>			Year	Percentage	2013-14	2.4	2014-15	2.4	2015-16	2.2	2016-17	2.3	2017-18	3.9	2018-19	4.3	2019-20	4.3
Year	Percentage																		
2013-14	2.4																		
2014-15	2.4																		
2015-16	2.2																		
2016-17	2.3																		
2017-18	3.9																		
2018-19	4.3																		
2019-20	4.3																		
<b>Target and timescale:</b>	5.4% (2019-20)	<b>Actual and timescale:</b>	4.34% (2019-20)																
<b>Why is performance at the current level?</b>																			
There has been an increase of 0.03 percentage points in the last twelve months.																			
<b>How can we make sure things get better?</b>																			
<p>We are working, as part of our equalities and inclusive employment approach, to ensure that all potential employees are able to access our jobs and made welcome at the Council, regardless of their background. Our plans for 2020/21 include developing an enhanced inclusive recruitment and selection approach providing an excellent person centred experience and welcome into the Council. Technological developments are being explored to ensure that recruitment diversity data transfers into the electronic employee staff record, rather than requesting new employees to input the information after they take up duty which should improve declaration rates. The commencement of this technological work however has been delayed by the COVID 19 pandemic and there have been a similar number of disabled employees leaving the Council as those starting with the Council, so the overall figure has remained fairly static. There is also still the issue of this being a voluntary disclosure and a significant number of employees prefer not to say whether or not they have a disability.</p>																			

<b>Theme / Priority:</b>	<b>Well Run Council</b>																		
Indicator / Measure detail:	Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.																		
<b>Recent Trends:</b>	<table border="1"> <caption>Sick Days Lost per Employee (Estimated from Graph)</caption> <thead> <tr> <th>Financial Year</th> <th>Average Sick Days Lost</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>11.8</td> </tr> <tr> <td>2014/15</td> <td>11.7</td> </tr> <tr> <td>2015/16</td> <td>11.7</td> </tr> <tr> <td>2016/17</td> <td>11.8</td> </tr> <tr> <td>2017/18</td> <td>12.5</td> </tr> <tr> <td>2018/19</td> <td>13.0</td> </tr> <tr> <td>2019/20</td> <td>12.96</td> </tr> </tbody> </table>			Financial Year	Average Sick Days Lost	2013/14	11.8	2014/15	11.7	2015/16	11.7	2016/17	11.8	2017/18	12.5	2018/19	13.0	2019/20	12.96
Financial Year	Average Sick Days Lost																		
2013/14	11.8																		
2014/15	11.7																		
2015/16	11.7																		
2016/17	11.8																		
2017/18	12.5																		
2018/19	13.0																		
2019/20	12.96																		
<b>Target and timescale:</b>	9.76 (2019-20)	<b>Actual and timescale:</b>	12.96 (2019-20)																
<b>Why is performance at the current level?</b>																			
<p>Based on unadjusted data, performance in 2019/20 showed a decrease in 0.04 FTE days absent compared to the end of 2018/19.</p> <p>Whilst there is not a significant reduction in the overall Council figure, there have been significant reductions in sickness within Health &amp; Wellbeing and Place during this period, equating to over 4,600 fewer sick days over these two areas.</p>																			
<b>How can we make sure things get better?</b>																			
<p>Management training, through coaching and mentoring, has been undertaken to ensure managers are having the appropriate conversations with employees at the earliest point of absence.</p> <p>Case management targets have been introduced to ensure managers are managing absence effectively including the need for managers to open a case when a corporate review point has been met (for both long and short term absence.) The target is 85%, current performance is 54.5%. Data shows that employee absence rates reduce by 7% following an intervention so it's crucial that a case is raised as early as possible to ensure that the appropriate support measures are undertaken to facilitate an early return to work or other interventions as appropriate. These targets are being integrated into management performance objectives.</p> <p>Sessions to support Mental Health and Wellbeing have also taken place.</p>																			



## 5. Full list of performance indicators

<b>Skills, Jobs and Economy</b>	
Increase Bradford District GVA by £4 billion by 2030 to bring in line with national average	Median earnings of employees in the area
20,000 more people into work in the district by 2030	The total number of visits to Council cultural attractions (theatres, museums & libraries)
48,000 additional number of people in the District with NVQ Level 3 and above by 2030	
<b>Decent Homes</b>	
An additional 1,703 homes delivered per year	Ensure statutory homelessness remains below the England average per 1,000 households
Increase the number of homes improved through Council interventions	
<b>Good Start, Great Schools</b>	
Early Years Foundation Stage at good level of development in the top 2 of our statistical neighbours	By September 2020 Key Stage 2 Reading, Writing and Maths at expected standard to be in line or above the national average
Continue to improve on the positive KS4 Progress 8 measure	Percentage of primary schools judged Good or Outstanding to be in line with national average for 2019/20
Percentage of secondary schools judged to be Good or Outstanding to be in line with national average for 2019/20.	Reduce percentage of unauthorised absences across all phases
Percentage of Education Health and Care assessments completed within 20 weeks closes the gap with the national average in 2019/20.	
<b>Better Health, Better Lives</b>	
Reduce number of 16-64 year olds in new care home placements per 100,000 for 18-64s	Sustain delayed transfer of care (delayed days) from hospital per 100,000 population aged 65+
Maintain performance for the number of older people in new care home placements per 100,000 over 65s	Reduce the percentage of cases on Child Protection Plans for two years in 2019/20 compared with 2018/19.
Bring percentage of re-referral cases in children's social care in line with our statistical neighbours.	Reduce percentage of children looked after with three or more placements during the previous year to be in line with our statistical neighbours.
Increase the percentage of adults who are physically active to the regional average	Reduce childhood obesity rates at Year 6 to statistical neighbour average – excess weight
Improve fraction of mortality due to air quality to the regional average	

**Safe, Clean and Active Communities**

Reduce crime rate per 1,000 people in line with West Yorkshire Average

Reduce the number of people killed or seriously injured in road accidents

Improve the percentage of people from different backgrounds who get on well together

Improve the percentage of household waste sent for reuse, recycling composting or anaerobic digestion

**Well Run Council**Number of performance reviews completed  
performance reviews

Reduce the average number of sick days lost per employee from 11.29 days to 9.76 days.

Percentage of employees with a disability

Ensure spending is within budget and year on year savings agreed by Council are delivered (reported on within the finance report)