



CLB - Quarter 1 (1st April - 30 June '19) Performance Progress Report - Quarterly PIs

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
2019/20 Corporate Plan: Empowering & Caring									
EC1	BCP212	Reduce the number of adolescents (aged 13-17) who need to enter care due to abuse or exploitation	-	27	24	8	↓	Fiona Tudge	19 children aged 13 or over started care between 01/04/2019 and 30/06/2019. Of these, 8 started due to neglect. The circumstances of these children are reviewed on a monthly basis with the Strengthening families Team to ensure it was the right outcome for the child and any learning from the situations.
EC1	BCP214	Increase the % of children referred who are seen promptly	+	New PI 2019/20	90.0%	Data not entered		Becky Lewis	Data verification in progress. Anticipate data will be available for Q2 reporting.
EC1	BCP219	Increase the percentage of Family Outcome Plans where agreed outcomes were achieved	+	New PI 2019/20	Establish baseline	30.40%	new metric	Gary Davies	59 Family Outcome Plans were achieved of the 194 closed as at 30 June '19. The percentage of significant and sustainable outcomes achieved when working with families is a useful measure in understanding the difference early intervention services make. We have re-established 9 different outcome themes and in Sept 2019 will be embedding these new outcomes into the Early Help Module so that by October we will be capturing information more in line with our service plan and the vision for children and family services. A short period of benchmarking will enable future targets to be set.
EC1	BCP222	Increase the take-up of free early educational entitlement by eligible 2 year olds	+	68.0%	70.0%	64.0%	↓	Sally Jaeckle	The 2019/20 progress reports the 2018/19 financial year, as published by the DfE. The uptake of the Free Early Education offer for Eligible two year olds is in decline nationally and Bristol is no exception, with a drop of 6% in 2018/19. Reasons for this could be the recent decline in the Bristol birth rate, more families accessing work and therefore no longer eligible, or the cost of delivery of the two year old offer for early years settings, which is high when compared to the extended Early Education (30 Hours) offer for three and four year olds. The Early Years Service will be analysing the reasons for this decline to inform a strategic response.
EC2	BCP352b	Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count	-	72	60	106	↓	Paul Sylvester	Levels of rough sleeping have increased since winter shelters have closed. The Rapid Rehousing Pathway pilot at the Compass Centre is now established and of the 139 people referred in 80 people have been placed in temporary, emergency or long-term accommodation or reconnected to accommodation in an area where they have a local connection. We have met with a key partner in the city and are hopeful of developing an additional night shelter in 2020. MHCLG funded services are helping to reduce rough sleeping but not tackling the underlying causes of lack of affordable housing and the impact of Welfare Benefit Reform. To illustrate the scale of the issue in 2018, 951 people who were street homeless had contact with the rough sleeper service.
EC2	BCP353	Increase the number of households where homelessness is prevented	+	n/a	1,000	268	n/a	Paul Sylvester	Performance of the Housing Options Service is on track to meet target. This is a new measure for 2019 so no trend is available.
EC2	BCP356	Reduce the number of households who were in Temporary Accommodation for more than 6 months	-	279	260	269	↓	Paul Sylvester	Housing Options continue to focus on moving "long stayers" out of temporary accommodation (TA). Initiatives to increase the supply of move on accommodation should improve performance against this target as we progress through the year.
EC2	BCP357	Reduce the number of households in temporary accommodation	-	524	500	537	↓	Paul Sylvester	The number of households in temporary accommodation (TA) has increased from the last quarter despite Housing Options efforts to prevent homelessness. Additional interventions have been introduced with the aim of keeping people in their homes longer, avoiding the need for TA. We have implemented new initiatives to increase access to the private rented sector as the lack of affordable move on accommodation is driving this increase and should see additional properties coming through from Q2 onwards.

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EC3	BCP278	% of older people at home 91 days after discharge from hospital into reablement/rehabilitation *	+	86.1%	88.0%	86.1%	↓	Jayne Clifford	Total passes 414 out of total cases 481 This performance indicator has a 3 month data lag and reports the 2018/19 outturn, which is slightly below target, due to this being the winter period and is a usual seasonal fluctuation. However the national reporting benchmarking data is for Q3 which was 87% (1.6% points up on the previous year) We are continuing to develop the Home First Service to enable people to return home at a more appropriate time.
EC3	BCP280	Increase the % of people who contact Adult Social Care and then receive Tiers 1 & 2 services	+	47.4%	60.0%	50.5%	↓	Stephen Beet	Totals for this period: 501 T1 / T2 outcomes / 993 total outcomes. This target has continued to increase as we are working to the 3 tier model and making maximum use of T1/ T2 services. Also we have increased Reablement and Home First services and have plans to increase further to ensure people can access more T2 support to maximise independence. However we have discovered that other T1/2 support are not being picked up because of the way they are recorded on LAS, e.g. Rehab centres and some voluntary sector T2 services. We are investigating mechanisms to pick these up so that we can adjust the figures. Therefore, we expect to reach the target by the end of this year.
EC3	BCP307	Number of disabled people enabled to live more independently through home adaptations	+	3,370	3,400	1,020	↑	Tom Gilchrist	Currently well ahead of target but there is likely to be a slow down in delivery in Q2 and Q3 as a result of staff vacancies. Recruitment activity to address this is in progress but it unlikely that the current delivery rate will continue at the same pace over the coming months.
EC3	BCP276a	Reduce the permanent admissions aged 65+ to residential and nursing care, per 100,000 population	-	570	550	603.4	↑	Stephen Beet	361 admissions out of 59,829. We have undertaken extensive analysis on the reporting methods for this Performance Indicator and discovered that we have been over-reporting due to the inclusion of data on LAS (Adult Social Care case-management system) that does not reflect a new admission. We are now confident that the data is correct for the last 2 periods. There is a slight increase between end of last year and period 1 of this year. We have seen a small increase in new placements which we have related to an increase in Hospital admissions. We continue to work to reduce the total number of new admissions to care homes for older people through the Better Lives programme and are confident that this will reduce further this year. All new placements are closely scrutinised by Senior Managers and there is an action plan that is governed by the Better Lives board and the trajectory is very closely monitored.
2019/20 Corporate Plan: Fair & Inclusive									
FI1	BCP425	Increase the number of affordable homes delivered in Bristol	+	260	440	41	↑	Tim Southall	Above agreed trajectory to meet annual target.
FI1	BCP310	Increase the number of private sector dwellings returned into occupation	+	537	490	167	↓	Tom Gilchrist	Progress is ahead of target for Q1 as a result of the targeted action focussed on long term empty properties.
FI2	BCP227	Percentage of Final Education Health Care Plans issued within 20 weeks including exception cases	+	7.0%	61.3%	2.0%	↓	Mary Taylor	Performance has dipped significantly in the past two years, partly as a result of a significant increase in applications for statutory needs assessments whilst staffing reduced within the local authority. Additional staff have been recruited early this year and further recruitment has followed a successful £1.3m Growth Bid agreed by Cabinet in July '19. This combined with new performance management clinics effective from June '19, changes to management from July '19 and a comprehensive review of business processes being undertaken at the present time are intended to deliver improved performance over the coming year.

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
FI2	BCP230a	KS2 - Increase the % of pupils achieving the expected standard in reading, writing and maths	+	63.0%	64.0%	64.2%	↑	Richard Hanks	Provisional data indicates that 64.2% of pupils achieved the expected standard in reading, writing and Mathematics which is above target. This figure is subject to revision during the national validation process.
FI3	BCP218	Improve the % of 17 - 21 year old care leavers in EET (statutory return - recorded around birthday)*	+	65%	65%	65%	↑	James Beardall, Maria Finlayson	This Performance Indicator has a statutory three month data lag and is reporting the 2018/19 outturn figure in quarter 1 of 2019/20. There were 425 eligible care leavers on 31/03/2019. Of these, 274 were recorded as in Education, Employment or Training (EET) within their statutory birthday contact period. This is significant improvement due to the relentless focus by Personal Advisors, Practice Leads and the new Reboot Team in place through our regional innovation project. (2018/19 target was 58% - higher than any performance since 2015)
FI3	BCP261a	Increase the total number of apprentices employed by Bristol City Council	+	184	214	176	↑	Darren Perkins	14 apprenticeship completions and 3 withdrawals since end of quarter 4 2018/19 led to a slight dip in numbers. In the period 1st July to 30th Sept we have 81 planned starts in pipeline and 25 scheduled completions so remain on target to meet this measure by financial year end.
FI3	BCP261b	Increase the % of BCC apprentices starting apprenticeship training from priority groups	+	29.3%	31.0%	29.0%	↑	Darren Perkins	Current recruitment of new apprentices continues to bring in a diverse range of candidates from target groups. Continuing to build upon our lead role in the 5 Cities Apprenticeship Diversity Hub project we are working with a range of external partners and some departments to improve accessibility, information and awareness of opportunities amongst under-represented groups. We expect to continue to move towards this stretch target in this way by year end.
FI3	BCP263a	Reduce the % of young people of academic age 16 to 17 years who are NEET & destination unknown	-	7.7%	6.5%	7.3%	↑	Delyse Taylor	There will continue to be focused work around the reduction of the Not known and Not in Education, Employment or Training (NEET) numbers it has continued to reduce over this quarter.
FI3	BCP267	Improve the overall employment rate of working age population	+	76.6%	76.6%	77.1%	↓	Paul Gaunt	Whilst there has been growth in the rate from the previous quarter, due to the accuracy of the data, +-2%, it is difficult to draw accurate conclusions.
FI3	BCP270	Increase experience of work opportunities for priority groups	+	New PI 2019/20	2,750	340	new metric	Delyse Taylor	There have been continued success at recruiting young people in priority groups and schools into experience of work and apprenticeship opportunities, including: > Career Coach programme for young people in care (26); > Work experience placements with Bristol City Council (7); > Apprenticeship hub activities (120); > WORKS experience of work activities take up by young people (187) The reduction in experience of work and work placements in this quarter is due to a seasonal dip between April and June. Already, by 15th July our Work experience numbers are 36 and WORKS numbers are 403 based on activity since 1st July. Also, due to our current focus on young people most at risk of non-participation in education, training and employment, most of our WORKS activity was with smaller groups (i.e. 6 per trip and visit)

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2019/20 Corporate Plan: Wellbeing									
W1	BCP279	Improve the monthly Delayed Transfers of Care for BCC (Delayed Days per 100,000 population)	-	187.8	187	254.9	↓	Ros Cox	Totals for May '19: 931 Delayed Transfer of Care (DToc)/ 18+ Population of 365,292 We saw a spike in our DTOCs in May having recently overseen a downward trend in DTOCs. Poor performance was a result of a mixture of things. The performance was not acceptable and so some immediate measures have been taken, including: 1) A new team manager has been appointed and is now in place – tasked as a priority to address DTOC issues 2) A request to the acutes to move our local coding away from 2 days to allocate and 3 days to assess to a straight 5 day coding model. 3) An acknowledgment that Reablement and Pathway 3 intermediate care services need to be coded differently 4) A change to our rules around annual leave for the team which has been signed off at DTOC group and added to the Standard Operating Procedures. June '19 has already seen a fall in DTOCs and the number of social care referrals due to the growth of Home First and further application of a discharge to assess model in Bristol.
W1	BCP251	Reduce the rate of alcohol-related hospital admissions per 100,000 population	-	839	839	856	↓	Thara Raj	The number of alcohol-related hospital admissions is above target, this has been acknowledged and we are currently undertaking the completion of a needs assessment for all substances (drug and alcohol) and will be developing a subsequent strategy that will address this need. In parallel we are using the alcohol CLeaR assessment tool to assess local arrangements and delivery plans to support an evidence-based response to preventing and reducing alcohol-related harm at local level.
W2	BCP541	Increase the percentage of household waste sent for reuse, recycling and composting	+	45.70%	50.00%	47.57%	↑	Ken Lawson	Just below target; there has been an increase in the volumes of food waste recycling and some mechanical waste separation initiatives. Performance is slightly higher than the same period in 2018 when 46.7% was reported.
W2	BCP513	Increase the number of new electric and hybrid vehicle registrations	+	n/a	26	0	new metric	Sara Mannix	Q1 target is 0. We are currently producing a strategy paper in conjunction with the Energy Service which will enable the delivery of the EV infrastructure targets in the One City Plan, including one to install 35 charge points in the next year. This will help to increase the EV registration for our BCC fleet to more than double the current compliment.
W4	BCP253	Increase the number of attendances at BCC leisure centres and swimming pools	+	2,723,628	2,764,482	440,800	↓	Guy Fishbourne	(April - May) 440,800 attendances at BCC leisure centres and swimming pools.
W4	BCP410	Increase the number of visitors to Bristol Museums, Galleries and Archives	+	1,323,783	1,100,000	277,987	↑	Zak Mensah	The museums have had a busy q1 thanks to strong interest in the Leonardo, tattoo and Japanese prints exhibitions. The popularity of the events has led to improved secondary spend seeing retail activity approximately 35% above expected target. Our events and engagement activity during this period has also supported our visitor figures.
W4	BCP415	Increase the number of tourists to the city	+	4,487,329	4,625,000	1,180,697	↑	Zak Mensah	This quarter sees the start of the tourist season and we're pleased to maintain last year's level of visits as other major cities have reported a mixed picture of tourism in the same period.

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2019/20 Corporate Plan: Well Connected									
WC1	BCP474	Increase the number of single journeys on Park & Ride into Bristol	+	1,716,174	1,720,000	427,807	↑	Pete Woodhouse	Figures made up of Bath Road & Portway Park & Ride and passengers boarding the m2 & 505 at the Long Ashton Park & Ride site. Figures for the m2 & 505 have been doubled to reflect that passengers will return to the site to collect their vehicles. Compared to the first quarter of 2018/19 passenger figures on the Portway service remain static and have increased on the Brislington & 505 service. Use of the m2 from Long Ashton has fallen compared to the last 3 months of 2018/19 (the m2 service did not commence operation until September 2018).
WC1	BCP475	Increase the number of passenger journeys on buses	+	42,216,084	43,061,000	9,973,872	↓	Pete Woodhouse	Passenger numbers down 5.3% when compared to the same period last year.
WC2	BCP269	Increase digital skills development of those 19+ with no or few qualifications	-	New PI 2019/20	25.0%	19.0%	new metric	Elke Hein	The structure for recording and reporting digital skills built into new 19/20 courses but was not fully part of the 18/19 academic year. Current % is expected to increase with use of new recording process. It is intended that building digital skills and online learning into courses will support the public to become more confident in accessing services and support systems digitally. Enabling them to understand new ways to use the internet, and utilise smartphone and tablet resources to improve their skills, access information, find and secure work and access to services.
WC2	BCP308	Increase the number of people able to access care and support through the use of adaptive technology	+	568	568	175	n/a	Tom Gilchrist	Slightly ahead of target for Q1. The Technology-Enabled Care (TEC) service review is currently underway with proposed new team due to commence operation in Feb 2020, so there is likely to be considerable upsurge in delivery after this date. This is a new measure for 2019 so there is no trend available as this activity only became part of the division's work in late 2018.
WC3	BCP266	Increase % of adults with learning difficulties known to social care, who are in paid employment	+	7.1%	8.0%	5.1%	↓	Paul Gaunt	In this period this has seen a significant drop in the percentage rate, despite the actual numbers of people with a learning difficulty in paid employment rise from 44 to 50. This is because there has been a 59% rise in the denominator, (people being counted) between the previous quarter and the current period from 688 to 998. We are currently investigating with the Data Team the reasons for this. The new Bristol WORKS for Everyone programme launches in September 2019 and we are working with frontline teams to ensure that they know about the employment support options available for people with learning difficulties. Furthermore we are awaiting the outcome of our recent ESF / WECA funding bid.
WC3	BCP268	Increase the number of adults in low pay work & receiving benefits accessing in-work support	+	New PI 2019/20	314	151	new metric	Paul Gaunt	The growth of the Future Bright in work support programme and the new Get Well - Get On programme which focusses on supporting people in work who have mental health of muscle, joint or bone conditions has contributed to performance which is above target this quarter.
2019/20 Corporate Plan: Workplace Organisational Priorities									
WOP1	BCP531	Increase the percentage of all Corporate Plan PIs on target	+	44.0%	67.0%	39.0%	new metric	Mark Wakefield	There are 16 Bristol Corporate Plan (BCP) indicators On or Above Target, out of the 41 BCPs with data. Note: 1 BCPs is still "Data not entered". [Note - Q1 is not fully indicative as a further 42 BCPs do not have any Q1 data due, so are not included here]
WOP1	BCP532	Increase the percentage of all Corporate Plan PIs that are improving (over the last year)	+	62.5%	67.0%	50.0%	new metric	Mark Wakefield	17 of the 34 BCP metrics with a direct comparison to the same period last year have improved, with 17 performing worse than Q1 last year. [Note - Q1 is not fully indicative as a further 41 BCPs are annually recorded, and therefore are not included here]
WOP1	BCP523	Maintain appropriate staff turnover	-	14.2%	12.5%	12.6%	↑	Mark Jefferson, Mark Williams	Target = 10-15%. Turnover remains stable at 12.55% and well below a figure of 15.5% for the same time last year.
WOP2	BCP517	Increase the percentage of Corporate FOI requests responded to within 20 working days	+	76.5%	90.0%	68.4%	↓	Tia Corkish, Rizwan Tariq	Volumes received are consistent with previous periods. Performance levels has dropped. Hitting the target will be assisted by the installation of an improved electronic case management system as well as the planned introduction of smarter data retention policies.

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
WOP2	BCP518	Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days	+	85.9%	90.0%	74.5%	↓	Tia Corkish, Rizwan Tariq	Performance levels have dropped across the board. To achieve targets in the future the small number of officers dealing with Stage 1 complaints would need to prioritise this work or their managers will need to identify others to assist. Hitting the target will also be assisted by the installation of an improved electronic case management system as well as the planned introduction of smarter data retention policies.
WOP3	BCP522	Reduce the average number of working days lost to sickness (BCC)	-	9.09 days	8.00 days	8.02	↑	Mark Jefferson, Mark Williams	Q1 target is 8.75 days. Sickness in Q1 has seen a further significant reduction from Q4 (9.09 days). We are continuing our work on revising our sickness absence policy to take a holistic approach to health and wellbeing. This reduction in sickness follows a renewed focus on regular trigger point review meetings to determine where and when action by managers may be most beneficial. Proactive management of casework by HR to resolve cases sooner.
WOP3	BCP528	Increase the percentage of employment offers made to people living in the 10% most deprived areas	+	n/a	6.5%	5.7%	new metric	Mark Williams	In Q1 2019 36% (16) employees were offered jobs from Bristol most deprived areas took up roles in Adult Social Care, with 13%(6) in Housing & Landlord Services, 11%(5) in Citizen Services and 9%(4) in Children's Service. 24%(11) of these employee are declared as being BAME and 9%(4) disabled. Positive action is being taken to recruit priority groups into new apprenticeship roles, and also to support existing staff from priority groups to progress through apprenticeship opportunities – 4%(7) of all apprenticeships were offered to residents in 25% most deprived wards.
WOP4	BCP428	Increase annual revenue generated from the council's investment estate	+	£275,243	£120,000	£19,555	↑	Richard Fear	There is no target for this KPI. An additional £19,555 was realised during the first quarter of 2019-20; when added to the additional income already consolidated during 2018-19 contributes to the total of £294,789. There are no standard in-year quarterly targets for this measure as income is determined by the rent review cycle for the investment estates which is scheduled across the whole year.
WOP4	BCP514	Increase income generation from Commercialisation opportunities	+	n/a	Establish baseline	£0	new metric	Sara Mannix	We have a £250k target that we are working to, with opportunities arising in Fleet, Joinery, Education, Events and Conferences amongst others. It is likely that opportunities will not be realised until the latter end of the FY.
WOP4	BCP501a	Projected forecast outturn as a percentage of approved budget (BCC)	-	99.4%	100.0%	100.8%	↑	Denise Murray, Mike Pilcher	Overspend of £2.9m forecast at Q1, predominantly within Adult Social Care, Education and Facilities Management. Management actions are expected to be taken which will bring this will be in line with available resources by year end. This is monitored on a regular basis by management and reported to Cabinet.
WOP4	BCP502	Increase the percentage of invoices paid on time (BCC)	+	80.30%	90.00%	82.74%	↑	Denise Murray, Mike Pilcher	After an initial improvement at the beginning of the year performance has dropped but is an improvement on the same point last year. A reporting framework has been implemented providing a high level analysis of the reasons for late payment with further improvements to these reports to be developed. Notifications to Budget Managers have been implemented but compliance to the Purchase Order process continues to be an issue across all directorates.
WOP4	BCP503	Maintain the percentage of Council Tax collected	+	96.82%	96.82%	27.96%	↓	Martin Smith	In June/July, student exemptions fall to their lowest in the year . This increases the Council tax we collect but will balance itself out over the coming months and there is no concern over collection targets regarding the reduction and reinstatement of exemptions, at this stage. Changes in Council tax Reduction (CTR) has increased the overall Council tax debit by £220K in June. There was a delay in loading Universal Credit (UC) files for Council tax reduction but work to tackle a backlog of cases is now complete. The introduction of a new online 12 instalment form at the beginning of the year and the increased use of our other automated online forms has seen more citizens paying over 12 instalments. This has resulted in £2.2m of Council tax instalments being deferred to February and March 2020. The profile of collection will be amended if this trend continues.
WOP4	BCP504	Increase the percentage of non-domestic rates collected	+	98.31%	98.35%	28.38%	↑	Martin Smith	The backlog in annual billing post is now cleared. The calculated debit has increased slightly from last month, this is as a result of new premises being billed. There is little concern over year end target not being met at this stage.

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CLB - Q1 [Outturn] Quarterly Reporting of the Corporate Strategy - [Annual PIs] - By exception									
EC3	BCP277	Percentage of adult social care service users, who feel that they have control over their daily life	+	77.7%	78.0%	n/a		Terry Dafter	Although this data is taken from the annual survey and therefore we cannot track progress on a quarterly basis –we do have outcomes within the Better Lives programme to ensure we are improving in this area. This includes the basic principle of ensuring that people remain as independent as possible in their own homes through the investment in tier 2 services to support them and avoiding admissions to care homes. Also through more outcomes based support planning that is focussed on the individual and the promotion of Direct Payments which are above national average and plans to implement Individual Service Funds.
FI2	BCP231a	Key Stage 4: Improve the Average Attainment 8 score per pupil	+	45.5 points	47.0 points	n/a		Richard Hanks	Reporting arrangements for GCSE results have been agreed with schools and provisional headline outcomes should be available on results day.
FI2	BCP231d	Key Stage 4: Attainment 8 - Reduce the Points gap between the Disadvantaged and Non-Disadvantaged	-	16.2 points	15.0 points	n/a		Richard Hanks	Performance data for pupil groups will be provided to schools through the blackbox data agreement with Cabot Learning Federation. This will enable schools to plan strategically very early in the new academic year.
FI2	BCP245	Improve the level of Bristol Schools' pupil attendance	+	94.7%	95.2%	n/a		Richard Hanks	Further work to provide support for schools to improve attendance is planned for the 2019-20 academic year. The attendance strategy is being reviewed in response to the public consultation and development work on the attendance toolkit for schools is nearing completion and will be available to schools from September. A lead for attendance is being established to develop and lead the action plan in response to the attendance strategy.
FI2	BCP230b	KS2 - increase the % of disadvantaged pupils, at KS2, achieving the expected standard in RWM	+	49%	50%	n/a		Richard Hanks	Performance data for pupil groups is not yet available. Performance gaps between Bristol and national have narrowed this year and it is likely that this will be reflected in pupil groups. Schools will receive provisional pupil performance analysis through the blackbox data agreement with Cabot Learning Federation by the end of term. All primary schools opted to take part in this analysis this year.

Status Key	Improvement Key	
Well Above Target	↑	Direction of travel IMPROVED compared to same period in the previous year
Above Target		
On Target	=	SAME as previous same period in the previous year
Below Target	↓	Direction of travel WORSENERD compared to same period in the previous year
Well Below Target		

Corporate Strategy - Key Commitments

Empowering & Caring	
EC1	Give our children the best start in life by protecting and developing children's centre services, being great corporate parents and protecting children from exploitation or harm.
EC2	Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'.
EC3	Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention.
EC4	Prioritise community development and enable people to support their community.
Fair & Inclusive	
FI1	Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020.
FI2	Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and with a transparent admissions process.
FI3	Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.
FI4	Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.
Wellbeing	
W1	Embed health in all our policies to improve physical and mental health and wellbeing, reducing inequalities and the demand for acute services.
W2	Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.
W3	Tackle food and fuel poverty.
W4	Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.
Well-Connected	
WC1	Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.
WC2	Make progress towards being the UK's best digitally connected city.
WC3	Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.
WC4	Work with cultural partners to involve citizens in the 'Bristol' story, giving everyone in the city a stake in our long-term strategies and sense of connection.
Workplace Organisational Priorities	
WOP1	Redesign the council to work effectively as a smaller organisation.
WOP2	Equip our colleagues to be as productive and efficient as possible.
WOP3	Make sure we have an inclusive, high-performing, healthy and motivated workforce.
WOP4	Be responsible financial managers and explore new commercial ideas.