

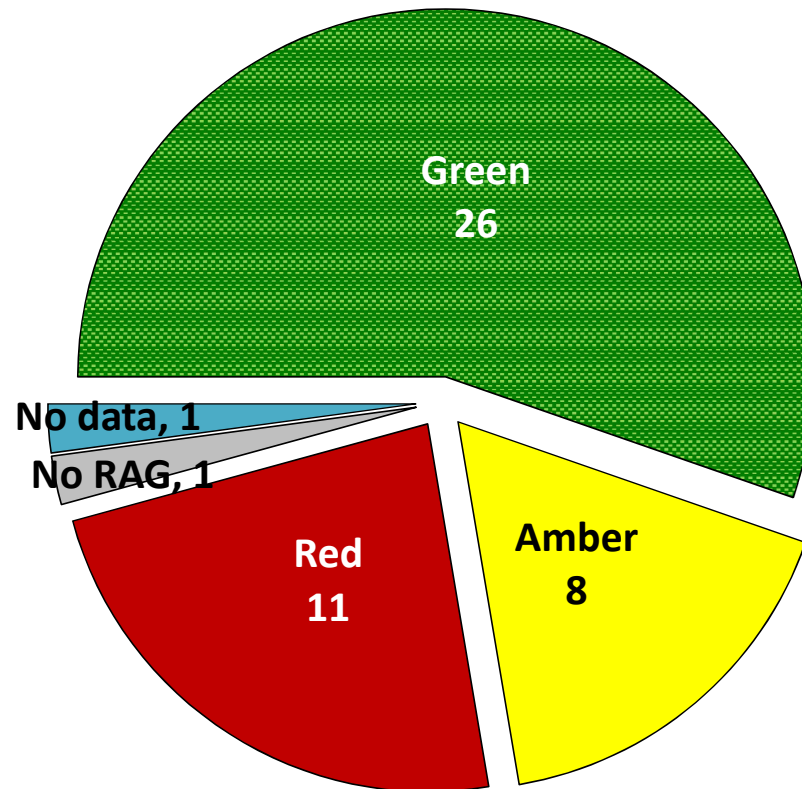
Performance Report - Qtr 3 2017/18



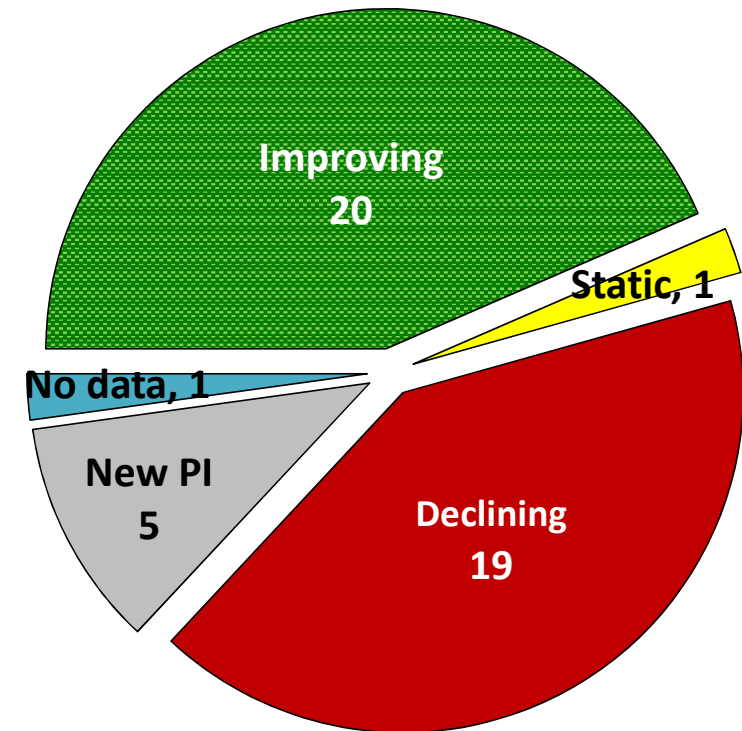
Corporate Performance against Target

Corporate Performance compared to Same Period of Previous Year

Overall Council Summary



Overall Council Summary



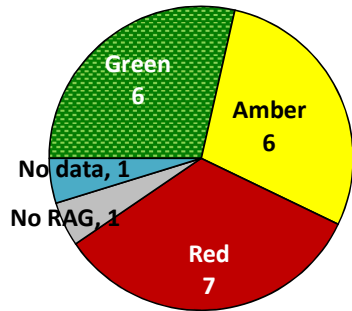
Performance Report - Qtr 3 2017/18



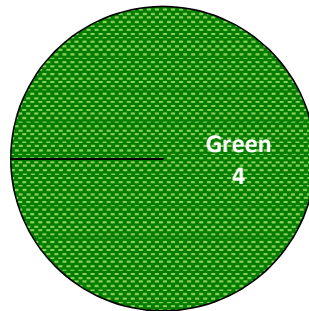
Priority Performance against Target

Priority Performance compared to same period of previous year

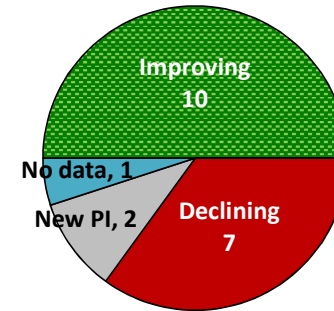
Safeguarding



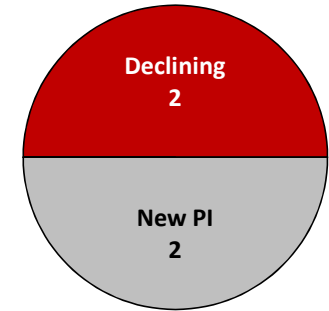
Education



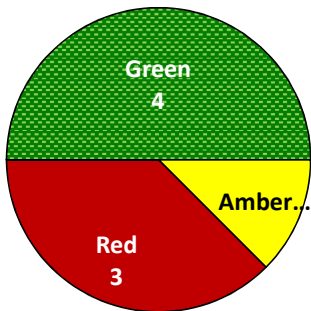
Safeguarding



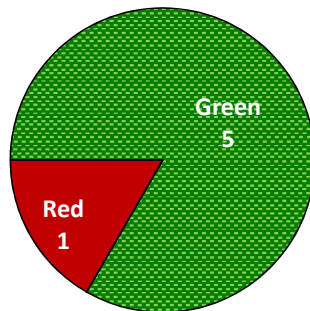
Education



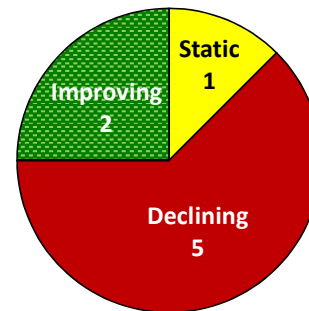
Transformation



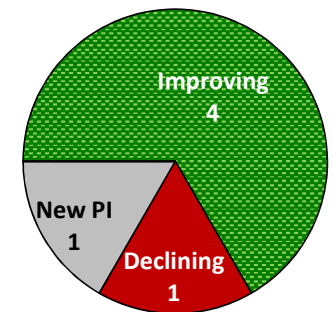
Economy



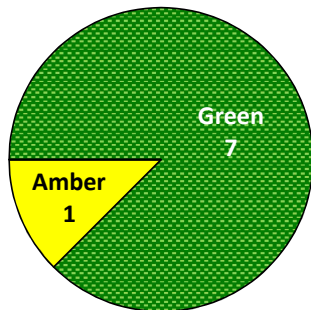
Transformation



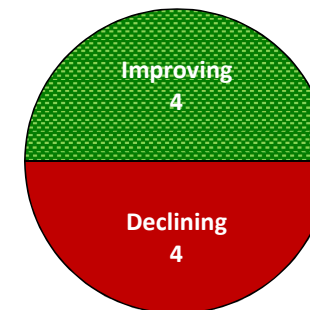
Economy



Poverty



Poverty



Performance Report - 2017/18
Quarter 3

GREEN
Met Target

AMBER
Within 5% of Target

RED
Missed Target



PI & desired direction of Travel	Result Qtr 3 2017/18	Target Qtr 3 2017/18	Performance Qtr 3 2016/17	Comparison to Qtr 3 2016/17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Head of Service
					Qtr 3 2017/18	Qtr 3 2016/17		

Priority 1 : Safeguarding

Priority Lead's Overview

Performance in adult services is generally holding up well despite that demand for care and support continues to be higher than anticipated. There has been significant progress made in reducing delayed transfers of care from hospital for social care reasons but the difficulties in the summer with a lack of capacity in the external domiciliary care market means that the target for this year will not be met.

There has been significant progress has also been made in ensuring that Elected Members have completed safeguarding training. More staff than ever have now completed the training.

Children services performance has dipped across a range of indicators during a period in which the service has much higher levels of demand than expected. Whilst current performance does highlight pressures, robust safeguarding arrangements for children and young people continue to be delivered. The restructure of our frontline childrens teams will be implemented over the coming months and improved performace is anticipated.

AS8 ↑ Percentage of adult protection referrals to Adult Services where decision is taken within 24 hours	AMBER 62.93%	65%	72.92%	RED ↓	The number of adult protection enquiries completed in the quarter that were completed within 24 hours <table border="1"> <tr> <td>202</td> <td>237</td> </tr> </table> Total number of adult protection enquiries completed in the period <table border="1"> <tr> <td>321</td> <td>325</td> </tr> </table>	202	237	321	325	The dip in performance has been caused by failing to meet the target in relation to a small number of cases. There appears to have been a particular issue with performance in December, but we are addressing the issue and do not anticipate that it will be ongoing.	Alex Williams
202	237										
321	325										
Measure 18 ↑ The percentage of adult protection enquiries completed within 7 days	GREEN 95.64%	90%	93.54%	GREEN ↗	The number of adult protection enquiries completed in the year that were completed within seven working days <table border="1"> <tr> <td>307</td> <td>304</td> </tr> </table> Total number of adult protection enquiries completed in the year. <table border="1"> <tr> <td>321</td> <td>325</td> </tr> </table>	307	304	321	325		Alex Williams
307	304										
321	325										
AS9 ↑ The percentage of Deprivation of Liberty Safeguarding (DoLS) assessments completed in 21 days or less.	AMBER 58.4%	60%	65.4%	RED ↓	The number of DoLS assessments completed in 21 days or less following request. <table border="1"> <tr> <td>270</td> <td>242</td> </tr> </table> The number of DoLS assessments completed during the period <table border="1"> <tr> <td>462</td> <td>370</td> </tr> </table>	270	242	462	370	There are ongoing issues in relation to completion of DoLS assessments, which will be addressed when a dedicated team is in place early in 2018/19.	Alex Williams
270	242										
462	370										

PI & desired direction of Travel	Result Qtr 3 2017/18	Target Qtr 3 2017/18	Performance Qtr 3 2016/17	Comparison to Qtr 3 2016/17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Head of Service
					Qtr 3 2017/18	Qtr 3 2016/17		
AS10 ↑ Percentage of annual reviews of care and support plans completed in adult services	GREEN 70.1%	65%	64.0%	GREEN ↗	Number of reviews of care and support plans carried out within the last year by Adult Services			Alex Williams
					4,198	3,997		
					Number of people whose care & support plans should have been reviewed by Adult Services			
					5,989	6,248		
AS11 ↓ Rate of adults aged 65+ receiving care and support to meet their well-being needs per 1,000 population	GREEN 95.62	91><96	96.76	GREEN ↗	Number of people aged 65 or over supported in the community or in residential nursing care during the year			Alex Williams
					4,515	4,569		
					Total population aged 65 or over			
					47,220	47,220		
AS12 ↓ Rate of adults aged 18-64 receiving care and support to meet their well-being needs per 1,000 population	RED 12.15	9><11	13.04	GREEN ↗	Number of people aged 18-64 supported in the community or in residential nursing care during the year		Whilst this is an improvement on last year's performance, we are still supporting more people with care and support needs than anticipated.	Alex Williams
					1,822	1,955		
					Total population aged 18-64			
					149,958	149,958		
AS13 ↑ Number of carers (aged 18+) who received a carer's assessment in their own right during the year	GREEN 175	150	133	GREEN ↗	Number of people aged 18+ who received a carer's assessment.			Alex Williams
					175	133		
					D			
					1	1		
AS14 ↑ The percentage of people who have completed reablement who were receiving less care or no care 6 months after the end of reablement.	GREEN 80.95%	75%	70.63%	GREEN ↗	The number of people who have completed reablement who were receiving less care or no care 6 months after the end of reablement.			Alex Williams
					340	113		
					The number of people who have completed reablement.			
					420	160		

PI & desired direction of Travel	Result Qtr 3 2017/18	Target Qtr 3 2017/18	Performance Qtr 3 2016/17	Comparison to Qtr 3 2016/17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Head of Service
					Qtr 3 2017/18	Qtr 3 2016/17		
Measure 19 ↓ The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	RED 4.84	3	1.71	RED ↘	Total number of local authority residents experiencing a delayed transfer of care during the year for social care reasons 105 37	Total population aged 75+ 21,672 21,672	Whilst we will not be able to meet the annual target due to the cumulative effect of delayed transfers of care earlier in the year, there has been a significant improvement on performance from September when there were 27 delays for social care reasons to December when there were 8.	Alex Williams
AS15 ↑ Percentage of all statutory indicators for Adult Services that have maintained or improved performance from the previous year.	RED 57%	85%	33%	GREEN ↗	The number of statutory performance indicators for which performance is improving 4 2	The number of statutory performance indicators 7 6	The target for 4 out of 7 of the indicators has been met. This is a dip in performance on the last quarter due to failing to meet the target in relation to Measure 19 relating to delayed transfers of care due to unprecedented issues with capacity in the domiciliary care sector. The remaining 2 indicators have met their targets, but performance has not improved on last year.	Alex Williams
CFS14 ↑ The percentage of decisions about a referral for care and support received by Child and Family Services which are taken within 24 hrs from receipt of referral	AMBER 99.76%	100%	100%	RED ↘	The number of decisions about a referral for care and support received by Child and Family Services which are taken within 24 hrs from receipt of referral. 410 408	The number of referrals for care and support received by Child and Family Services in the period. 411 408	One referral took longer than 24 for a decision to be made. There were valid reasons behind this. No further action necessary.	Julie Thomas
CFS16 ↑ The percentage of initial core group meetings held within 10 working days of the initial child protection conference	AMBER 91.43%	92%	89.23%	GREEN ↗	The number of initial core group meetings held within 10 working days of the initial child protection conference. 96 116	The number of initial child protection conferences held in the period where the outcome was registration. 105 130	An improvement over the previous quarters. We are now less than 1% away from reaching target. Work will continue to improve the timeliness of our Core Groups which will hopefully surpass target in Q4.	Julie Thomas

PI & desired direction of Travel	Result Qtr 3 2017/18	Target Qtr 3 2017/18	Performance Qtr 3 2016/17	Comparison to Qtr 3 2016/17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Head of Service
					Qtr 3 2017/18	Qtr 3 2016/17		
CFS18 ↓ The number of children looked after (LAC) per 10,000 of the 0-17 Swansea population.	AMBER	90><105	100.58	RED	The number of children looked after at end of period 502 473		A busy period over the lead up to Christmas in conjunction with a couple of large families being admitted to care has meant the LAC population has increased. Work to achieve permanence for these children has already commenced and the safe reduction of LAC remains a strategy objective. It is worth noting that a periodic fluctuation in the population is an expected attribute of ensuring that children are kept safe in Swansea.	Julie Thomas
	106.75			↓	Total population aged 0-17. 47,026 47,026			
CFS19 ↓ The number of children on the Local Authority's Child Protection Register per 10,000 of the 0-17 Swansea population.	RED	45><53	53.16	RED	The number of children on the CPR at end of period 265 250		An improvement over the previous quarter, but the number on the Child Protection Register remains higher than expected. It is worth noting that a periodic fluctuation in the population is an expected attribute of ensuring that children are kept safe in Swansea. Embedding the Signs of Safety framework is a priority in the Child and Family improvement programme and will support risk sensible practice.	Julie Thomas
	56.35			↓	Total population aged 0-17. 47,026 47,026			
CFS20 ↓ The number of children in need of care and support per 10,000 of the 0-17 Swansea population.	AMBER	190><210	214.35	GREEN	The number of children in need of care and support at end of period 995 1,008		An improvement in numbers but still above target. We aim to significantly reduce the numbers of Children in Need of Care and Support as part of the Supported Care Planning redesign that is programmed for Q4.	Julie Thomas
	211.59			↑	Total population aged 0-17. 47,026 47,026			
CFS21 ↑ Percentage of all statutory indicators for Child & Family Services that have maintained or improved performance from the previous year.	RED	80%	-	NEW PI	The number of statutory Child & Family Services performance measures that have maintained performance or improved performance in the calculation period. 1 N/A		A difficult month exacerbated by a busy lead up to Christmas has meant that we have struggled to improve on all but one indicator. It is important to note that indicators have not suffered a significant drop in performance and that the service is in a period of significant change. The new Supported Care Planning redesign will allow for improved practice and better performance.	Julie Thomas
	20.00%			The number of indicators in the calculation set 5 N/A				
Measure 24 ↑ The percentage of assessments completed for children within statutory timescales	RED	89%	78.79%	RED	Number of assessments for children completed during the calculation period that were completed within 42 working days from the point of referral. 194 286		The Supported Care Planning redesign in Child and Family Services will mean that the business is better supported to undertake the work required. The change will occur in Q4. Work on ensuring that all assessments completed are timely and proportionate is already underway.	Julie Thomas
	69.53%			↓	The number of assessments completed for children in the calculation period 279 363			

PI & desired direction of Travel	Result Qtr 3 2017/18	Target Qtr 3 2017/18	Performance Qtr 3 2016/17	Comparison to Qtr 3 2016/17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Head of Service
					Qtr 3 2017/18	Qtr 3 2016/17		
Measure 28 ↔ The average length of time for all children who were on the Child Protection Register during the year	No RAG 210.7	100><300	236	DECREASING	The sum of the lengths of time each child had been on the CPR if they were removed from the CPR in the period. 22,962	18,408		Julie Thomas
					The number of children who were removed from the CPR in the period 109	78		
SAFE8b ↑ The percentage of elected members who have completed safeguarding training	GREEN 81.9%	75%	77.8%	GREEN ↗	Number of elected members who have received training in safeguarding vulnerable people 59	56	Note error on Q2 – 2 members double counted 59 completed: 13 councillors' names identified as needing to complete submitted to Huw Evans around the 27/11/2017	Sarah Caulkin
					Number of Elected Members 72	72		
SAFE27 ↑ Total number of staff who have completed the corporate mandatory safeguarding awareness training	RED 183	250	-	NEW PI	Number of employees (excluding school based staff) who have completed the mandatory formal corporate training 183	N/A	64 staff completed both adult and child modules: 92 staff completed one module: 27 staff completed face to face training: Results from e-learning and Oracle. This does not include any staff in Schools. Continue to identify staff that have not undertaken the training and work with the designated leads to complete the training. Also review and schedule face to face training in the future.	Sarah Caulkin
					1	N/A		
SUSC5 ↑ Number of new requests for local area co-ordination	No data -	60	42	No data -	The number of introductions for individuals recorded in the Local Area Co-ordination database N/A	42	There was no data available for this period, due to the change over of IT systems holding the data. We will update when the data becomes available.	Alex Williams
					N/A	1		

PI & desired direction of Travel	Result Qtr 3 2017/18	Target Qtr 3 2017/18	Performance Qtr 3 2016/17	Comparison to Qtr 3 2016/17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Head of Service
					Qtr 3 2017/18	Qtr 3 2016/17		

Priority 2 : Education and Skills

Priority Lead's Overview

Swansea has a strong track record of improving outcomes for learners across all stages in schools and has shown outstanding performance at key stage 4, in particular between 2012-2016. Performance of free school meal pupils remains stable at key stages 2 and 3. The gap in performance for free school meal pupils is widened in 2017 at key stage 4 and at foundation phase.

Primary school attendance was 95% for the 2016-2017 academic year. This compares to 94.9% for each of the two previous years. The five year trend since 2011-2012 has an improvement of 2% which is the joint highest rate of improvement in Wales.

Secondary school attendance was 94.3% for the 2016-2017 and 2015-2016 academic years. The five year trend since 2011-2012 has an improvement of 2% which is higher than the rate of improvement in Wales.

Schools in Swansea have shown improvement for the fourth successive year under the Welsh Government's school categorisation system.

The results published show a record number of schools in the city are in the green category and for the second year running none at all are red. Of the 79 primary schools in Swansea, 40 require minimal support to improve, which is up from 35 in 2017, 35 are yellow, 4 are amber, which is eight less than last year, and none are red.

There are eight secondary schools categorised green, five yellow and one amber.

BBMA4 ↑ Apprenticeships – number of apprenticeship or trainee starts in the Council in 2017/18	GREEN 21	15	-	NEW PI	The number of persons commencing employment with CCS as apprentices or trainees during the period	21	N/A		Phil Holmes
					D	1	N/A		
EDU016a ↑ Percentage of pupil attendance in primary schools	GREEN 95.14%	94><95.5%	95.30%	RED ↓	Number of sessions attended by all pupils of statutory school age in primary schools	2,274,524	2,140,935	Attendance for autumn term 2017 was slightly lower than for Autumn 2017. Analysis of data shows that this was due to an increase in pupils being off school for reasons of illness, with 3.2% of sessions lost due to this reason in Autumn 2017 compared with 2.4% in Autumn 2016.	Nick Williams
					Number of sessions possible for all primary school pupils of a statutory school age	2,390,691	2,246,473		
EDU016b ↑ Percentage of pupil attendance in secondary schools	GREEN 93.97%	93><94.5%	94.03%	RED ↓	Number of sessions attended by all pupils of statutory school age in secondary schools	1,652,108	1,566,509	Attendance for autumn term 2017 was slightly lower than for Autumn 2017. Analysis of data shows that this was due to an increase in pupils being off school for reasons of illness, with 3.2% of sessions lost due to this reason in Autumn 2017 compared with 2.4% in Autumn 2016.	Nick Williams
					Number of sessions possible for all secondary school pupils of a statutory school age	1,758,075	1,665,933		
POV07 ↑ Number of training weeks for new entrant employees achieved through community benefit clauses	GREEN 1,755	1,000	-	NEW PI	Number of person weeks of training and employment undertaken	1,755	N/A		Phil Holmes
					D	1	N/A		

PI & desired direction of Travel	Result Qtr 3 2017/18	Target Qtr 3 2017/18	Performance Qtr 3 2016/17	Comparison to Qtr 3 2016/17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Head of Service
					Qtr 3 2017/18	Qtr 3 2016/17		

Priority 3 : Economy and Infrastructure

Priority Lead's Overview

Performance this quarter shows that we have achieved our targets against the vast majority of key indicators and we are therefore making good progress in delivering our objectives. Specifically, commercial floor space continues to be delivered via the Vibrant & Viable Places funded schemes with public and private sector partners across the City Centre. Training and employment person weeks are being created by the Council's Beyond Bricks & Mortar scheme for the unemployed and economically inactive. The percentage of all Planning Applications determined within 8 weeks is above target, and so is the percentage of major applications approved. The number of new housing units created in Swansea City Centre (as a result of V&VP Realising the Potential funding) is below target due to the delay of one scheme, but this is set to recover later in the year. The selected operators for the Arena project are very close to signing the legal agreement and contractor procurement Pre-Qualification Questionnaire responses are to be received on 23rd January. The Kingsway infrastructure project progresses well having awarded the enabling works contract. Tenders for the main works contract have also been received. Demolition of properties 232/233 Oxford Street will commence in February.

The five case business model has now been completed and submitted for the City Deal project - Swansea City & Waterfront Digital District. When delivered the project will help improve perceptions of the city as a place to work, visit and live, with significant investments in digital infrastructure, new developments and skills development. A separate bid towards funding for a full fibre network is also being explored.

The Local Development Plan pre-examination meeting has been held and officers are busily preparing statements of evidence for the examination which is set to commence in February, running over a six week period. Work continues to progress on other key objectives to transform our Economy & Infrastructure, such as Hafod Copperworks where a mid-term Heritage Lottery Funding funding review will be held in March.

£30.6m has been spent so far this financial year in helping to bring Council properties up to the Welsh Housing Quality Standard. The first phase of the More Homes project, delivering new Council properties in Colliers Way is now complete and tenants have now moved into the new passivhaus properties.

BBMA1 ↑ Number of projects that include community benefit clauses	GREEN 12	8	-	NEW PI	Number of projects with both social benefit clauses and Beyond Bricks & Mortar in their contracts.	12	N/A	Phil Holmes
					D	1	N/A	
EC2 ↑ The percentage of all major applications with an economic imperative that are approved	GREEN 88.9%	85%	93%	RED ↘	Total number of major applications with an economic imperative that are approved	8	13	Phil Holmes
					Total number of major applications determined in the quarter	9	14	
EC3 ↑ Amount of commercial floorspace created within the City Centre to accommodate job creation	GREEN 11,802m ²	9,810m ²	4,216m ²	GREEN ↗	Amount of commercial floorspace created by sq m within the city centre	11,802m ²	4,216m ²	Phil Holmes
					D	1	1	

PI & desired direction of Travel	Result Qtr 3 2017/18	Target Qtr 3 2017/18	Performance Qtr 3 2016/17	Comparison to Qtr 3 2016/17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Head of Service
					Qtr 3 2017/18	Qtr 3 2016/17		
EC4 ↑ Number of new housing units created in Swansea City Centre as a result of Vibrant & Viable Places funding	RED 66 units	75 units	51 units	GREEN ↗	Additional number of new housing units completed within Swansea City Centre through Vibrant and Viable Places 66	51	One development of 22 units has been delayed. Ultimately it is still expected to complete but not within the financial year. Further developments are currently on site expected to complete before the end of the financial year.	Phil Holmes
					D 1	1		
EP28 ↑ The percentage of all planning applications determined within 8 weeks	GREEN 81.35%	80%	77.73%	GREEN ↗	The total number of planning applications determined during the year within 8 weeks 362	356	The dip in performance when compared to quarter 2, 17/18 is owing to the natural variation in type, scale and complexity of the applications received.	Phil Holmes
					The total number of planning applications determined during the year 445	458		
WMT009b ↑ The percentage of municipal waste collected and prepared for reuse and/or recycled	GREEN 64.89%	60%	63.75%	GREEN ↗	Total tonnage of local authority municipal waste prepared for reuse and/or recycled 18,805	20,241	The figures reported are for the period 1st July-30th September 2017 (Q2) as usual. i.e. reporting one quarter in arrears	Chris Howell
					The tonnage of municipal waste collected by the local authority 28,981	31,752		

PI & desired direction of Travel	Result Qtr 3 2017/18	Target Qtr 3 2017/18	Performance Qtr 3 2016/17	Comparison to Qtr 3 2016/17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Head of Service
					Qtr 3 2017/18	Qtr 3 2016/17		

Priority 4 : Tackling Poverty

Priority Lead's Overview

Following consultation on the revised Poverty Strategy it has been agreed at Council and is in the process of publication. It sets out our actions to empower local people, change cultures to emphasise tackling poverty is everyone's business and target resources to maximise access to opportunity and prosperity. This will result in the development of a wider set of Corporate Targets, which further demonstrate how we will make steps towards well-being in line with Swansea's Corporate Plan.

Current Corporate Targets are met. PIs relating to benefits uptake are on track but showing lower uptake than at the same point last year. This lower figure is not substantial enough to be cause for concern.

The current corporate targets demonstrate our progress towards the following steps to well-being:

- Helping to address the impacts of Welfare reform, such as supporting people to claim the full benefits they are entitled to so that they are able to maximise their income. Our support to maximise Welfare Benefit claim works alongside efficient processing of housing benefit and council tax reduction to maximise their income.
- Prevent homelessness and support people to maintain their tenancies to help maintain stability and security for families, safeguard health and well-being and prevent social exclusion. Our low use of temporary accommodation particularly Bed and Breakfast by families, demonstrates our efficiency in supporting people into more permanent places to live.
- Implement the Community Cohesion Delivery Plan to promote cohesive and inclusive communities in Swansea. Good and consistent performance on local community satisfaction indicators support that our work with partners, to promote cohesive and inclusive communities within Swansea is effective.

HBCT01a ↓ Housing Benefit Speed of Processing: a) Average time for processing new claims.	GREEN 16.1	18 days	15.1 days	RED ↘	Sum in calendar days of time taken to process all new claims	22,713	20,969	The PI whilst under target is slightly higher than last year's. there are a number of circumstances impacting on this including reductions in staff and the annual influx of work from the DWP relating to benefit uprating.	Ben Smith
					Number of new claims received	1,407	1,389		
HBCT01b ↓ Housing Benefit Speed of Processing: b) Average time for processing notifications of change in circumstances.	GREEN 4.3	6 days	4.5 days	GREEN ↗	Sum in calendar days of time taken to process change in circumstances	38,202	47,051		Ben Smith
					Number of change in circumstances decided	8,839	10,566		
HBCT02a ↓ Council Tax Reduction Speed of Processing: a) Average time for processing new claims.	GREEN 17.8	18 days	14.5 days	RED ↘	Sum in calendar days of time taken to process all new claims	23,642	20,463	The PI whilst under target is slightly higher than last year's. Staff shortages and additional duties given to the team that gathers the information needed to verify claims, caused delays.	Ben Smith
					Number of new claims received	1,325	1,411		

PI & desired direction of Travel	Result Qtr 3 2017/18	Target Qtr 3 2017/18	Performance Qtr 3 2016/17	Comparison to Qtr 3 2016/17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Head of Service	
					Qtr 3 2017/18	Qtr 3 2016/17			
HBCT02b ↓ Council Tax Reduction Speed of Processing: b) Average time for processing notifications of change in circumstances	GREEN 3.1	6 days	3.1 days	GREEN ↗	Sum in calendar days of time taken to process change in circumstances	48,175	48,196	PI is 3.12 which is less than last years PI of 3.14	Ben Smith
					Number of change in circumstances decided	15,431	15,347		
POV05 ↑ The amount of welfare benefits raised through securing rights and entitlements by the Welfare Rights Team	GREEN £337,231	£200,000	£204,794	GREEN ↗	Amount of benefit income secured or increased	£337,231	£204,794	Still waiting for DWP to calculate arrears.	Rachel Moxey
					D	1	1		
POV06 ↓ The average number of days all homeless families with children spent in Bed & Breakfast accommodation	GREEN 0	6 days	6.0 days	GREEN ↗	The number of days for each period spent in B&B accommodation by each family with children whose duty has been accepted during the year	0	12		Lee Morgan
					Total number of homeless families with children whose duty has been accepted who have spent time in B&B accommodation	0	2		
SUSC1 ↑ Percentage of people across Swansea who are satisfied or very satisfied with their local area as a place to live	AMBER 86.0%	86.6%	88.02%	RED ↘	Number of people responding 'satisfied' and 'very satisfied' with your local area as a place to live?	645	632	Although people's satisfaction with their local area narrowly missed the target and showed a slight decline in performance compared to last quarter and to the same period last year it remains strong at 86%. We want to continue with our plans to involve local people more in setting local priorities and making decisions affecting their areas.	Chris Sivers
					Total number of respondents to the question	750	718		
SUSC3 ↑ Percentage of Swansea residents who agree or strongly agree that their local area is a place where people from different backgrounds get on well together	GREEN 79.8%	78%	82.44%	RED ↘	Number of people responding 'agree' and 'strongly agree' that your local area is a place where people from different backgrounds get on well together?	592	582	The result dipped compared to the same period last year, although it remains good at 79.8% and has met the target and improved compared to the previous quarter. We will continue our work with others to encourage inclusive and cohesive communities within Swansea.	Chris Sivers
					Total number of respondents to the question	742	706		

PI & desired direction of Travel	Result Qtr 3 2017/18	Target Qtr 3 2017/18	Performance Qtr 3 2016/17	Comparison to Qtr 3 2016/17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Head of Service
					Qtr 3 2017/18	Qtr 3 2016/17		

Priority 5 : Transformation and Future Council

Lead Head of Service's Overview

The Council continues to modernise and transform its services in line with this Corporate Plan Well-being Objective. The budget is particularly challenging with increasing external pressures however, the Sustainable Swansea - Fit for the Future plan continues to provide a robust transformation programme to ensure savings are delivered, albeit with some delays as embedding significant change takes time. Planning and consultation around the 2018-19 budget and updated medium-term financial plan (MTFP), was the main focus in quarter 3.

A key part of the Future Council strand of Sustainable Swansea involves increasing the commercial culture and capability of the organisation. The Commercial Strategy was completed in quarter 3 with a comprehensive action plan linked directly into the budget proposals and staff objectives.

The Organisational Development Plan began at the end of the quarter, embarking on key projects to develop the Council's workforce including managers.

The Transformation and Future Council Policy Development & Delivery Committee (PDDC) began work to review the Council's procurement approach, so that local Swansea businesses have the opportunity to bid for more contracts, particularly with the City Centre regeneration programme.

The Services in the Community project made significant progress in the last quarter. This is a key project, wrapping services around communities in ways which will be sustainable in the longer term. The project is currently engaging with residents and other stakeholders to co-produce what needs to be delivered across several areas of Swansea, including through partners. Improvement will be measured through a range of indicators including those at SUSC2 and CUST 5 & 6.

CHR002 ↓ The no. of working days / shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	RED	2 days	2.0 days	RED	Total number of working days/shifts lost to sickness absence as FTE.		Note from Corporate Performance Team - Data quality under review The figure is above target and higher than the same period last year. Numerous interventions have been introduced to improve compliance with the Absence Policy and system improvements have been made to improve data & reporting. A Task & Finish Group is to be established with the Trade Unions to review all T&C's including the Management of Absence Policy.	Steve Rees
	2.9 days			↓	26,484	18,334		
CUST2a ↑ Number of online payments received via City & County of Swansea websites	GREEN	19,300	38,922	RED	Number of service-based payments received on the Civica payment system via City & County of Swansea websites		The number of online payments as a proportion of the total payments taken via the council's finance system has increased from 12% in Q3 2016 to 15% in Q3 2017 this year. The number of online payments has decreased this year compared to 16/17, because some payments were incorrectly included as online payments. This has been amended and the online payments figures are correct for this year. Successful initiatives include bulky waste booking and payments - 36% now taken online. Payment forms to go live in Q3 included animal boarding licence applications which has been extremely popular - payments go straight into the back office system and rekeying is avoided.	Sarah Caulkin
	20,767			↓	20,767	38,922		

PI & desired direction of Travel	Result Qtr 3 2017/18	Target Qtr 3 2017/18	Performance Qtr 3 2016/17	Comparison to Qtr 3 2016/17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Head of Service
					Qtr 3 2017/18	Qtr 3 2016/17		
CUST2b ↑ Number of forms completed online for fully automated processes	GREEN 3,926	3,800	3,599	GREEN ↗	Number of forms completed online for processes which are fully automated 3,926	3,599	The seasonal pattern in parking permits continue during Q3 due to the students returning: while the peak is in September making Q2 the busiest period, Q3 also sees many more applications than Q1. Although the contact centre performs detailed checks to ensure permits are issued correctly, there has been a reduction in face-to-face contact - 16 enquiries in Q3 17/18 compared to 130 during Q3 16/17. Parking waivers are being developed (used when work is going on in residential areas and essential service providers etc need to park in resident bays) and will be live during Q1 2018/19. Waivers need to be issued quickly and by automating this process the Council will provide improved customer service by allowing self-serve at a time that suits the user and also reduce processing time in Parking Services. Automated online processes are also being developed for the contact centre e.g. for recycling bag requests, to reduce processing time.	Sarah Caulkin
CUST5 ↑ Percentage of recent customers who were satisfied with level of customer service they received from Swansea Council	GREEN 80.1%	80%	83.28%	RED ↘	Of those respondents who have engaged with Swansea Council in the last 6 months, the number of people responding they were "satisfied" or "very satisfied" with the level of customer service received 278	284	Although performance has dipped in recent quarters, satisfaction with the level of customer service at quarter 3 has met the target and remains high at 80.1% and has also improved compared to the previous quarter. We will continue to monitor satisfaction levels during a time when the Council is undergoing a significant period of change.	Sarah Caulkin
CUST6 ↑ Percentage of Swansea residents satisfied or very satisfied with Council services overall.	AMBER 63.5%	65%	70.47%	RED ↘	Number of people responding "satisfied" or "very satisfied" with Council services overall 475	506	Satisfaction with Council services overall remains good at 63.5% but has been declining since 2016/17. This is to be expected during a time when the Council is facing significant financial challenges and is going through a period of major change, which we will continue to manage and monitor very closely.	Sarah Caulkin

PI & desired direction of Travel	Result Qtr 3 2017/18	Target Qtr 3 2017/18	Performance Qtr 3 2016/17	Comparison to Qtr 3 2016/17	N – Numerator D – Denominator		Comments (Explanation and Actions)	Head of Service	
					Qtr 3 2017/18	Qtr 3 2016/17			
FINA6 ↑ Percentage of identified forecast general fund revenue savings and income for the year compared to Council approved budget	RED 67.03%	95%	66.72%	GREEN ↗	The forecast forward summary of savings and income achieved for the year (£m)	£12.552	£15.020	There is a continued significant delay to implementing savings proposals which continue to be reflected in the quarterly budget monitoring reports to Cabinet.	Ben Smith
					Agreed original savings set out in the Council-approved budget (£m).	£18.727	£22.513		
PROC11 ↓ Number of breaches received during the period which had determined the requirement of self-referral to the Information Commissioner's Office	GREEN 0	0	0	STATIC ↔	The number of data breaches received during the period which had determined the requirement of self-referral to the ICO	0	0		Sarah Caulkin
					D	1	1		
SUSC2 ↑ Percentage of people across Swansea who agree or strongly agree they can influence decisions affecting their neighbourhood	RED 30.9%	33><50%	37.63%	RED ↘	Number of people responding 'agree' and 'strongly agree' that you can influence decisions affecting your neighbourhood?	224	260	Although the result missed the target and declined compared to the same period last year and compared to the last quarter, performance has stabilised during 2017/18 although remains low at 30.9%. The Council is strongly committed to involving people more in Council decision making and in enabling community action and is developing a co-production strategy that will help facilitate this when implemented.	Chris Sivers
					Total number of respondents to the question	725	691		