

BABERGH DISTRICT COUNCIL

To: Strategy Committee	Report Number: M136
From: Head of Corporate Organisation	Date of meeting: 17 January 2013

PERFORMANCE MONITORING REPORT QUARTER TWO 2012/13 – BALANCED SCORECARD AS AT 30 SEPTEMBER 2012

1. Purpose of Report

- 1.1 To report on council performance for the 2nd quarter of 2012/13 using the approach approved by this committee in the 'Performance Monitoring and Reporting Framework 2012/13' report on 10 May 2012.
- 1.2 To identify key achievements and areas where further improvement is required as at 30 September 2012. This report summarises performance management under the 3 directorate headings of People, Place and Organisation. Included in the Corporate Organisation section are overarching measures that have been added since quarter 1 for service integration and transformation.

2. Recommendation

- 2.1 That the key points relating to operational performance and transformation and integration are noted.

3. Financial Implications

- 3.1 There are no financial implications arising from this report.

4. Risk Management

Risk Description	Likelihood	Impact	Mitigation Measures
The council does not actively monitor the performance of its key services and priorities and hence is not focused on those matters or acts in a less efficient and/or effective manner.	Low	High	Balanced Scorecard principles agreed that focus attention on key measures. Regular performance management and monitoring undertaken.

5. Consultations

- 5.1 The contents of this report have been compiled in consultation with the relevant corporate managers.

5.2 The high level principles surrounding the Balanced Scorecard were presented to JMIB in 2011 and early 2012 and approved by Strategy Committee in May 2012.

6. Equality Analysis

6.1 There are no equality and diversity implications arising from this monitoring report. Any specific issues that may arise are dealt with when individual actions are being progressed.

7. Shared Service / Partnership Implications

7.1 The Balanced Scorecard performance monitoring and reporting framework has been adopted by both councils. Wherever practical performance measures have been aligned.

8. Key Information

8.1 Balanced Scorecard format

8.1.1 The Scorecard provides performance data for each part of the organisation focusing on a continuous improvement approach rather than a restrictive targeted approach. Where possible it includes the actual data for the previous year. The Scorecard reports a performance status using a colour code which identifies the expected position for the year end against the outcome and where appropriate it includes either a brief comment on the performance or a reference to a paragraph in the report.

8.1.2 The direction of travel arrows indicate how performance in quarter 2 compares to that in quarter 1.

8.2 Balanced Scorecard Performance Summary

8.2.1 The table below identifies the number of measures in each directorate with the expected position at the end of 2012/13.

Directorate	People	Place	Corporate Organisation	Total
Total number of measures reported for each directorate.	13	16	20	49
Green (On track to be achieved by 31 March or sooner).	5	10	8	23
Amber (Progress slightly off track).	2	0	2	4
Red (Progress significantly off track, action will be significantly delayed or won't be completed).	5	3	1	9
Contextual (Limited influence on outcome).	1	3	9	13

- 8.2.2 Performance measures with annual data sources will be added to this report at the end of the year.
- 8.2.3 It is encouraging to see that one of the measures which was reported as being off track in September, the percentage of local housing rent collected, is now on track (See 8.3.1)
- 8.2.4 There are 9 measures which are currently not predicted to meet the target at year end.

People:

- Private dwellings returned to occupation (See 8.3.3);
- Tackle under-occupation of council housing by encouraging people to downsize. A minimum of 50 homes to be freed up through people downsizing (See 8.3.3);
- Average time to re-let council houses (See 8.3.3);
- Energy efficiency of local housing stock (average SAP rating) (See 8.3.3);
- Number of households in temporary accommodation. (See 8.3.3).

Place:

- Meeting the nationally set targets for determining planning applications. (see 8.4.3).

Corporate Organisation:

- Average time taken to process Housing Benefit/Council Tax Benefit change of circumstance events. This under-performing area has been added since the quarter 1 report (See 8.5.3).

- 8.2.5 There are 4 measures where progress is slightly off track.

People:

- Number of affordable homes completed (gross) (See 8.3.2);
- In line with the Localism Act, a Tenancy Strategy is published by 14 January 2013 (see 8.3.2);

Corporate Organisation:

- Percentage of Council Tax and Non Domestic Rates collected in the year (See 8.5.2);

8.2.6 Areas of good performance worthy of note at 30 September 2012 are: Percentage of local authority housing rent collected (See 8.3.1); number of Voluntary and Community Services (VCS) organisations supported and amount of external funding delivered to community groups) (See 8.3.1); percentage household waste recycled and composted (See 8.4.2); number of garden waste collection customers (See 8.4.2);

8.2.7 There are a number of measures which are contextual and no 2012/13 outcome can be given.

8.3 **Balanced Scorecard Performance – People Directorate**

8.3.1 Examples of areas of good performance

- Key Strategic Priority – Percentage of local authority housing rent collected. This has increased from 95.3% in the first quarter to 97.08% in the second. This was a result of officers resolving the issues identified in the report for the 1st quarter. These included the catching up of arrears in rent collection that had been caused by the national guidance that arrears from the previous year had to be brought forward. This resulted in the 1st quarter performance always being slightly distorted to appear worse than it is.

8.3.2 Areas where performance is slightly off track

- Number of affordable homes completed (gross) - 60 are in the pipeline to be completed by the end of March. The estimate for 100 completions during 2012/13 included 3 schemes now deferred into 2013/14, comprising 21 dwellings. Deferments are due to various factors including onsite construction delays, planning issues & local consultation.
- In line with the Localism Act, a Tenancy Strategy is published by 14 January 2013. Work is underway to complete this action.

8.3.3 Areas of poor performance

- Key Strategic Priority - Private Dwellings returned to occupation. As reported in the quarter 1 monitoring report, a decision was taken last year to remove financial assistance to return private dwellings to occupation. As a result no dwellings have been returned for the period to 30 September 2012. The new Private Sector Housing ODT will focus on increasing housing supply and this will include returning empty homes to occupation.
- Key Strategic Priority – Tackle under-occupation of council housing by encouraging people to downsize. A minimum of 50 homes to be freed up through people downsizing. This measure remains as poor performance as previously reported. By 30 September 2012 13 requests have been processed. This measure was set high with a view to the impact of Housing Benefit reform. The reform will not be implemented until April 2013 after which it is expected many tenants will be seeking to move to smaller accommodation.

- Key Strategic Priority – Energy efficiency of local housing stock (average SAP rating). This was reported as an area of poor performance in the quarter 1 report. Factors outside Babergh’s control have an adverse effect on the calculation of the SAP ratings e.g. the cost of energy is a factor, so that if energy costs rise, the SAP rating will fall. The rural nature of the district restricts the provision of a gas supply; this seriously restricts the ability to raise the SAP rating. A substantial boiler replacement programme is being undertaken, which will have a small effect on the SAP rating. The rating at 30 September was 65.7; the target is a minimum of 69.
- Key Strategic Priority - Average time to re-let council houses. The average time to re-let council houses at 30 September was 36 days, a deterioration since quarter 1. The target is <23 days. Delays are in part due to some difficult to let properties, predominantly rural sheltered accommodation or some very sheltered properties. The implementation of the new Housing Assessments & Allocations ODT will assist with the improvement of this measure by, amongst other initiatives, sharing best practice across the 2 councils.
- Key Service Indicator – Number of households in temporary accommodation. This increased from 6 at 30 June to 7 at 30 September. The outcome set for 2013 was an improvement on the 2012 figure of 6. The council’s ambition is to reduce this figure through some of the other measures in the Key Strategic Priority Outcomes included in this report (H1a, H1c, and H2c). The figures included in this report are spot measures as at the end of each quarter or year and are therefore subject to variation due to circumstances out of the council’s control.

8.4 **Balanced Scorecard Performance - Place Directorate**

8.4.1 Quarter 2 figures for satisfaction with services provided by Serco

The quarter 2 figures from Serco show changes in satisfaction levels between quarter 1 and quarter 2. Some of these are due to the small numbers in the samples resulting in minor changes having disproportionately large effects, for example the fall in satisfaction with district recycling centres and bring sites from 78% to 63.5%.

8.4.2 Examples of areas of good performance

- Key Strategic Priority – Percentage household waste recycled and composted. At 44.19% this is significantly above the 2012/13 outcome figure of 40.87%.
- Key Strategic Priority – Number of Garden waste collection customers. The figure of 10,169 at 30 September is already above the 2012/13 outcome of 9,997.

8.4.3 Areas of poor performance

- Determining Planning Applications (3 measures). The position at 30 September was as follows:
 - Percentage of major planning applications determined within 13 weeks (national target 60%) – Actual 33.33%;

- Percentage of minor planning applications determined within 8 weeks (national target 65%) – Actual 50.00%;
- Percentage of other planning applications determined within 8 weeks (national target 80%) – Actual 61.08%.

Additional officer capacity within the planning team has been secured under the Planning Performance Action Plan and is now starting to contribute to service delivery. Although more applications are now being determined as a result of the increased staff resource it should be noted that the date of application determination is, in a number of cases, falling outside their original 8 and 13 week timescales which is contributing to poor statistical performance.

- It is anticipated that emerging Core Strategy requirements for affordable housing will compromise performance on minor, dwelling, applications where viability is brought into question. The Planning Advisory Service have been assisting with a re-design of the planning service with a joint Member and Officer group. This work will be continuing through the spring of 2013 and is now at a point where officers will become involved in the detailed practicalities of the re-design work. Arrangements have been made in line with the Performance Action Plan for customer service training to be undertaken at both BDC and MSDC so as to reinforce and increase levels of customer service and improve customer service perception.

8.5 **Balanced Scorecard Performance - Corporate Directorate**

8.5.1 Areas of good performance

- Percentage of all telephone enquiries that are resolved at the first point of contact. The data for 30 September was 99.10% of calls being resolved at first point of contact. This does not represent all calls to the Council only those to the general desk, money matters, planning and housing.

8.5.2 Areas where performance is slightly off track.

- SRP Indicators – Percentage of Council Tax and Non Domestic Rates collected in the year. Both of these are collected throughout the year so cannot achieve their outcome measure until the year has been completed and arrears chased and collected.

8.5.3 Areas of poor performance

- SRP Indicators – Average time taken to process Housing Benefit/Council Tax Change of Circumstances. At 13 days the figure is above the outcome for 2012/13 of 11 days. Performance has been affected by delays resulting from problems with receiving data from the DWP.

For the above measure additional temporary staff have been employed to improve performance.

8.6 **Balanced Scorecard Performance – Service Integration and Transformation**

A new section has been added to the scorecard for Service Integration and Transformation measures. These are all expected to meet their 2012/13 outcomes. These are new for quarter 2.

8.7 **Financial Performance**

- The measures used in the scorecard for reporting financial information are being reviewed with the aim of providing information which can be used alongside other reports to this Committee; this will be completed for the third quarter report.

9. **Appendices**

Detailed Balanced Scorecard	Appendix A
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Babergh Detailed Balanced Scorecard

Performance Rating	Key
Green	On track to be achieved by 31 March or ahead of time.
Amber	Progress is slightly off track.
Red	Progress is significantly off track, the action will be significantly delayed or won't be completed.
Contextual	Authority has no influence on measure e.g. staff sickness
Direction of Travel	Key
↔	No change
↑	Improvement
↓	Deterioration

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual	2012/13 Q2 Position as at end September	Performance rating against 2012/13 outcome	Direction of travel comparing Q2 2012/13 to Q1 2012/13	Notes/para ref in report
PEOPLE								
KEY STRATEGIC PRIORITY OUTCOMES								
Number of affordable homes completed (gross)	H1a	100	124	0	22	Amber	↑	60 in pipeline to be completed by end March. Estimate for 100 completions during 2012/13 included

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								3 schemes deferred into 2013/14, comprising 21 dwellings. Deferments due to various factors including onsite construction delays, planning issues & local consultation. See 8.3.2.
Private dwellings returned to occupation	H1c	20	No data	0	0	Red	↔	To be addressed through ODT proposals. See 8.3.3
Number of private sector dwellings adapted to meet the needs of older or disabled people	H1e	40	33	22	28	Green	↔	
Number of council dwellings	H1e	40	No data	43	114	Green	↑	75 of these were

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual	2012/13 Q2 Position as at end September	Performance rating against 2012/13 outcome	Direction of travel comparing Q2 2012/13 to Q1 2012/13	Notes/para ref in report
adapted to meet the needs of older or disabled people								minor works. Methodology of recording and reporting these works to be reviewed.
Tackle under-occupation of council housing by encouraging people to downsize. A minimum of 50 homes to be freed up through people downsizing.	H2c	50	No data	7	13	Red	↔	High 2012/13 outcome set due to expected consequences of impending Housing Benefit reforms. See 8.3.3
Number of households prevented from becoming homeless	H2d	50	27	45	85	Green	↔	Review of 2012/13 outcome setting and methodology of recording homeless households being undertaken.
Average time to re-let	H4a	<23 days	111	34 days	36 Days	Red	↓	Measures to

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council houses								improve turnaround of void properties expected to result from implementation of new ODT structures. See 8.3.3
In line with the Localism Act, a Tenancy Strategy is published by 14 January 2013	H2b	Tenancy Strategy published	N/A	In progress	To be published March 2013	Amber	↔	Work underway. As not going to meet required publication date put on risk register.
Percentage of local authority housing rent collected	H4g	>99%	No data	95.3%	97.08%	Green	↑	2012/13 outcome will be achievable at year end.
Energy efficiency of local housing stock (average SAP rating)	H5a	Minimum of 69	65.7	65.7	65.7	Red	↔	2012/13 outcome to be reviewed to achieve balanced capital

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual	2012/13 Q2 Position as at end September	Performance rating against 2012/13 outcome	Direction of travel comparing Q2 2012/13 to Q1 2012/13	Notes/para ref in report
								programme. See 8.3.3
Number of Voluntary and Community Services (VCS) organisations supported and amount of external funding delivered to community groups)	C2c	60 VCS Supported	No data	No data	37 projects supported.	Green	No data for qtr 1	See 8.3.1
KEY SERVICE INDICATORS								
Number of households in temporary accommodation	PE2	Improvement on prior year	6	6	7	Red	↓	B&B – 4 Hostel – 2 Other – 1 See 8.3.3
Number of incidents of criminal damage and serious public order offences in hotspot areas (Sudbury and Great Cornard wards) – Babergh only	PE3		459	159	192	Contextual	N/A	Methodology of collecting data changed. 2012/13 outcome being reviewed to ensure it is meaningful
PLACE								

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual	2012/13 Q2 Position as at end September	Performance rating against 2012/13 outcome	Direction of travel comparing Q2 2012/13 to Q1 2012/13	Notes/para ref in report
KEY STRATEGIC PRIORITY OUTCOMES								
Percentage household waste recycled and composted.	G1a	40.87% (2% above previous year)	40.07%	44.75%	44.19%	Green	↔	See 8.4.2
Percentage of trade waste recycled.	G1e	43.01 tonnes (5% above the previous year)	40.965 tonnes	11.72 tonnes	25.21 tonnes	Green	↑	See 8.4.2
Number of garden waste collection service customers	G1f	9,997 (300 increase above previous year)	9,697	9,925	10,169	Green	↑	See 8.4.2
16-18 year olds who are not in education, employment or training (NEET)	E3a	Reduction on November 2011 baseline	4.81%	5.23%	4.6%	Contextual	↑	
Number of young persons	E3b	Reduction	7.8%	6.5%	2.5%	Contextual	↑	The opening of

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aged 16 – 24 claiming Job Seeker's Allowance (JSA) as a proportion of resident population of the same age.		compared to baseline						new retail outlets should have a favourable influence on these figures.
KEY SERVICE INDICATORS								
Percentage of major planning applications determined within 13 weeks (national target 60%)	PL1	Meet national target	60%	45.45%	33.33%	Red	↓	See 8.4.3
Percentage of minor planning applications determined within 8 weeks (national target 65%)	PL2		59%	59.52%	50.00%	Red	↓	
Percentage of other planning applications determined within 8 weeks (national target 80%)	PL3		79%	71.04%	61.08%	Red	↓	
Planning appeals allowed against the authority's decision to refuse a planning application (no	PL4	Improvement on prior year	63%	41.18%	43.75%	Green	↓	

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national target)								
Percentage of planning decisions determined as delegated items (no national target)	PL5		87%	89.30%	88.36%	Contextual		
CUSTOMER SATISFACTION & FEEDBACK								
SERCO Tracker survey indicators (data collected by SERCO)								
• Satisfaction with cleanliness of streets.	PL9	Improved Position at year end.	No data	83%	90.0%	Green	↑	This data is supplied by Serco. They were only able to supply the data as at 31 October. See 8.4.1
• Satisfaction with refuse collections	PL10		No data	89%	81.5%	Green	↓	
• Satisfaction with recycling collections	PL11		No data	93%	89.0%	Green	↓	
• Satisfaction with garden waste collections	PL12		No data	78%	80.0%	Green	↑	
• Satisfaction with district recycling centres and bring sites	PL13		No data	78%	63.5%	Green	↓	
• Satisfaction with special waste collection service	PL14		No data	86.0%	84.0%	Green	↓	

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CORPORATE ORGANISATION								
KEY RESOURCE INDICATORS								
Percentage of top 5% earners that are women	CO6	No target outcome	No data	30%	30%	Contextual		No target outcome
Percentage of top 5% earners that are from ethnic minorities	CO7		No data	0%	0%	Contextual		No target outcome
Percentage of top 5% earners that have a disability	CO8		No data	0%	0%	Contextual		No target outcome
Percentage of staff retiring early (excluding for ill health) as a % of total workforce	CO9		No data	0%	0%	Contextual		No target outcome
Percentage of staff with a disability	CO10		No data	6.2%	6.2%	Contextual		No target outcome

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual	2012/13 Q2 Position as at end September	Performance rating against 2012/13 outcome	Direction of travel comparing Q2 2012/13 to Q1 2012/13	Notes/para ref in report
Percentage of staff from ethnic minorities	CO11		No data	0.4%	0.4%	Contextual		No target outcome
Average no. of days sick per member of staff split between mental and physical illness.	CO12		No data	1.37	2.83	Contextual		No target outcome
Number of young people employed (under 25)	CO13		No Data	10	10	Contextual		No target outcome Includes 5 apprentices & 5 with contracted hours. Casual staff with no contracted hours have been excluded.
KEY SERVICE INDICATORS								
Percentage of invoices paid within 30 days if the goods or service have been supplied in line with an official order	CO14	100%	No data	99.1%	98.31%	Green	↔	

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual	2012/13 Q2 Position as at end September	Performance rating against 2012/13 outcome	Direction of travel comparing Q2 2012/13 to Q1 2012/13	Notes/para ref in report
Number of Freedom of Information (Fol) requests received	CO16	No target outcome	496	131	277	Contextual		Difficult to define Performance rating in this way as all Fol requests must be responded to within 20 working days
Percentage of all telephone enquiries that are resolved at the first point of contact – Babergh only	CO17	90%	85%	99.53%	99.10%	Green	↔	This data does not represent all calls to the Council. See 8.5.1
DELIVERY PARTNERSHIPS								
Shared Revenues Partnership (SRP) indicators								
<ul style="list-style-type: none"> Average time taken to process Housing Benefit / Council Tax Benefit new claims 	CO18	24 days	22.52 days	31.20 days	32 days	Red	↔	See 8.5.3
<ul style="list-style-type: none"> Average time taken to process Housing Benefit 	CO19	11 days	10.46 days	11.39 days	13 days	Green	↓	See 8.5.3

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual	2012/13 Q2 Position as at end September	Performance rating against 2012/13 outcome	Direction of travel comparing Q2 2012/13 to Q1 2012/13	Notes/para ref in report
/ Council Tax Benefit change of circumstance events						Green		
• Percentage of Council Tax collected in the year	CO20	98.9%	98.7%	30.14%	58.56%	Amber	↑	See 8.5.2
• Percentage of Non Domestic Rates collected in the year	CO21	97.75%	97.7%	27.91%	58.71%	Amber	↑	See 8.5.2
SERVICE INTEGRATION AND TRANSFORMATION MEASURES								
ODTs in place from April		ODTs in place from April.	N/A	N/A	N/A	Green	N/A	Detailed proposals for the Operational Delivery Teams at Tier 5 have been completed and went out to a formal 90 day consultation in

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								December. Responses will be considered and the final structure agreed in March; allowing the new teams to start to be put in place from April. See 8.6
Efficiencies and savings achieved as per the Business Case		Efficiencies and savings achieved as per the Business Case.	N/A	N/A	N/A	Green	N/A	JMIB keep the Business Case under regular review during their monthly meetings and JSC last considered it in May 2012. See 8.6
Members are developing		Strategic	N/A	N/A	N/A	Green	N/A	Members are

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual	2012/13 Q2 Position as at end September	Performance rating against 2012/13 outcome	Direction of travel comparing Q2 2012/13 to Q1 2012/13	Notes/para ref in report
new outcome focused Strategic Priorities for 2013/14 and beyond for each Council. Babergh and Mid Suffolk Councils will each consider their priorities at their Full Council meetings in December 2012 and February 2013.		priorities established.						developing new outcome focused Strategic Priorities for 2013/14 and beyond for each Council . Babergh and Mid Suffolk Councils will each consider their priorities at their Full Council meetings in December 2012 and February 2013. See 8.6
Business case benefits have been reviewed through benefits realisation with agreement of how to measure the success of transformation		Business case benefits reviewed.	N/A	N/A	N/A	Green	N/A	A full programme of Transformation Reviews is currently being developed and will begin to be

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								rolled out across both councils from May, when the ODTs are in place. See 8.6
Staff survey process carried out		Staff survey responses carried out.	N/A	N/A	N/A	Green	N/A	Responses from the surveys had been considered and acted upon. See 8.6