

BABERGH DISTRICT COUNCIL

From: Head of Corporate Organisation	Report Number: M153
To: Strategy Committee	Date of meeting: 14 February 2013

PERFORMANCE MONITORING REPORT QUARTER THREE 2012/13 – BALANCED SCORECARD AS AT 31 DECEMBER 2012

1. Purpose of Report

- 1.1 To report on Council performance for the 3rd 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 31 December 2012. This report summarises performance management under the 3 directorate headings of People, Place and Organisation.

2. Recommendation

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

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 3 compares to that in quarter 2.

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.	14	11	20	45
Green (On track to be achieved by 31 March or sooner).	6	4	7	17
Amber (Progress slightly off track).	3	1	3	7
Red (Progress significantly off track, action will be significantly delayed or won't be completed).	4	3	1	8
Contextual (Limited influence on outcome).	1	3	9	13

8.2.2 A new measure has been added to the Scorecard after updates to the Joint Delivery Plan identified 'Complete the adoption of the Babergh Core Strategy' as progress slightly off track (amber status) (See 8.4.2).

8.2.3 Performance measures with annual data sources will be added to this report at the end of the year.

8.2.4 The 6 measures for SERCO Tracker survey indicators reported in quarter 2, under Place, have not been included in this report because SERCO now only collect data half yearly.

8.2.5 It is encouraging to see that two of the measures reported as being significantly off track in January are now only slightly off track (See 8.2.9).

8.2.6 There are 8 measures which are currently not predicted to meet the target at year end.

People:

- Private dwellings returned to occupation (See 8.3.3). This was reported in quarter 2;
- 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). This was reported in quarter 2;
- In line with the Localism Act, a Tenancy Strategy is published by 14 January 2013. This has changed from being slightly off track to being significantly off track (See 8.3.3);
- Number of households in temporary accommodation (See 8.3.3). This was reported in quarter 2;

Place:

- Meeting of nationally set targets for the determining of planning applications – 3 measures (See 8.4.3). These were reported in quarter 2;

Corporate Organisation:

- Percentage of invoices paid within 30 days if the goods or service have been supplied in line with an official order. As it did not meet this in quarter 3, when it was at 97.9%, this cannot be met. The rating has therefore changed from being on target to being significantly off track (See 8.5.3).

8.2.7 There are 7 measures where progress is slightly off track.

People:

- Number of affordable homes completed (gross) (See 8.3.2). This was reported in quarter 2;
- Average time to re-let Council houses (See 8.3.2). This is a movement from being significantly off track;
- Energy efficiency of local housing stock (average SAP rating) (See 8.3.2) This is a movement from being significantly off track.

Place:

- Complete the adoption of the Babergh Core Strategy (See 8.4.2).

Corporate Organisation;

- Average time taken to process Housing Benefit / Council Tax Benefit new claims (See 8.5.2);
- The 2 measures for the percentage of Council Tax and Non Domestic Rates collected in the year. This was reported in quarter 2 (See 8.5.2).

8.2.8 Areas of good performance worthy of note at 31 December 2012 are: Number of private sector dwellings adapted to meet the needs of older or disabled people (See 8.3.1); Number of Council dwellings adapted to meet the needs of older or disabled people See 8.3.1); Number of households prevented from becoming homeless (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); All 3 waste measures are on track to meet their 2012/13 outcomes (See 8.4.1); Percentage of all telephone enquiries resolved at the first point of contact (See 8.5.1); All 5 of the measures in Service Integration and Transformation (See 8.5.1).

8.2.9 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 - Number of private sector dwellings adapted to meet the needs of older or disabled people. At 42 as reported for the end of quarter 3, this measure has already exceeded the 2012/13 outcome of 40. Similarly the measure for Number of Council dwellings adapted to meet the needs of older or disabled people has, at 162, substantially exceeded the 2012/13 outcome of 40.
- Number of households prevented from becoming homeless. The figure for quarter 2 has been corrected to 69. At 31 December the figure was 80 against a 2012/13 outcome of 50 so this has already been met. Housing are reviewing whether this outcome was sufficiently challenging.
- The Council has supported 12 major capital projects from Grant Aid, which has enabled over £361,000 of external funding. The 2012/13 outcome is 60 VCS projects supported. 140 projects had been supported by the 31 December, up from 37 at the end of quarter 3. Additional growth in the numbers of organisations supported is because 2 'community road shows' were held in October and November 2012 where circa 70 groups attended from across the 2 districts. There may be other cases where the Council has supported organisations making external bids and they have been successful but as no Council money is involved we do not have information on this.

8.3.2 Areas where performance is slightly off track

- Number of affordable homes completed (gross). At 31 December 55 homes had been completed against a 2012/13 outcome of 100. The estimate of 100 for 2012/13 included 3 schemes now deferred into 2013/14 comprising 21 dwellings. Regular progress meetings have been held with partner Registered Providers (RP's) to monitor schemes that are on site. Any issues to get planning conditions discharged have been worked on collaboratively across BDC and the RP's.
- Average time to re-let Council houses. The figure for this measure improved from 36 days in quarter 2 to 29 days in quarter 3. This is still short of the outcome of <23 days but a review of the void team procedures has led to these improvements and it is now expected that the outcome will be met early in 2013/14.
- Energy efficiency of local housing stock (average SAP rating). The figure for this has remained at 65.7 for all 3 quarters so far. The outcome is a minimum of 69. A re-evaluation of the entire housing stock is being undertaken. The previous and current figures have been based on a 10% sample and cloning. The baseline figure was set at a level which is not achievable for the housing stock in the Babergh area and will be amended in the future to make it more meaningful. It should be noted that actions are being taken to improve the energy efficiency of the housing stock but the effects of these are not transferred to an improved SAP rating.

8.3.3 Areas of poor performance

- Private dwellings returned to occupation. The 2012/13 outcome is 20 but the actual at 31 December was 0. This will not be completed by 31 March but will be addressed through the new ODT proposals.
- Tackle under-occupation of Council housing by encouraging people to downsize. A minimum of 50 homes to be freed up through people downsizing. This was 16 at 31 December.
- In line with the Localism Act, a Tenancy Strategy is published by 14 January 2013. Stakeholder and customer consultation process started on 28 January. It is anticipated that the completed strategy will be approved in June 2013.
- Number of households in temporary accommodation. The figure for 31 December was 16 against a 2012/13 measure of an improvement on the prior year's figure of 6. The Baseline figure for Babergh was low. The recession has placed increased demands on the service. This is a common trend for Councils.

8.4 **Balanced Scorecard Performance - Place Directorate**

8.4.1 Areas of good performance

- All 3 waste measures are on track to meet their 2012/13 outcomes. These are: Percentage household waste recycled and composted 41.82% against an outcome of 40.87%); Percentage of trade waste recycled (36.06 tonnes against an outcome of 43.01 tonnes - this outcome to be revised to make it in line with measurement tool); Number of garden waste collection service customers (10,878 against an outcome of 9,697).

8.4.2 Areas where performance is slightly off track

- Complete the adoption of the Babergh Core Strategy. This is in progress but has been delayed by a number of factors including the government's withdrawing of the Regional Spatial Strategy and the consequent need for a reconsultation on housing numbers. It is anticipated that the Core Strategy will be adopted by September 2013.

8.4.3 Areas where performance is significantly off track.

- Determining Planning Applications (3 measures). The position at 31 December was as follows:
 - Percentage of major planning applications determined within 13 weeks (national target 60%) – Actual 37.04%;
 - Percentage of minor planning applications determined within 8 weeks (national target 65%) – Actual 52.06%;
 - Percentage of other planning applications determined within 8 weeks (national target 80%) – Actual 64.03%.

Additional officer capacity within the planning team has been secured under the Planning Performance Action Plan and was in place from 2 January. This is now starting to contribute to service delivery. An interim report on the progress of the Recovery Action Plan was made to Portfolio Leaders Group and presented to JMIB on 24 January. The monthly performance figures are showing steady improvement in all 3 measures. 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 old cases, falling outside their original 8 and 13 week timescales which is contributing to poor statistical performance.

8.5 **Balanced Scorecard Performance - Corporate Directorate**

8.5.1 Areas of good performance.

- Percentage of all telephone enquiries resolved at the first point of contact. The figure for this measure was 99.33% at 31 December. It should be noted that this statistic only relates to calls received by the 4 Customer Support Teams at BDC; Money Matters; Housing; Planning and General that are directed and recorded through the Hi-Path system. It does not relate to any calls directed to individual officers' phones, as they cannot be recorded. The definition of "resolved at first point of contact" as previously agreed by the Customer Access Service Transformation group (CAST) is currently being used but will be reviewed as part of the Transformation work.
- All 5 of the measures in the Service Integration and Transformation heading are reported as expected to meet the 2012/13 outcome.

8.5.2 Areas where performance is slightly off track

- Average time taken to process Housing Benefit / Council Tax Benefit new claims. The figure for this measure has improved since quarter 2, now 30 days against 32 as at 30 September. It is still below the 2012/13 outcome of 24 days having been effected by the issues outlined in the quarter 2 report. The SRP say they expect to achieve the outcome figure during the first half of 2013/14 although they note that the many areas of welfare reform being introduced may have as yet unanticipated consequences on processing timescales.

N.B. As shown in 8.5.2 below the figure reported for Average time taken to process Housing Benefit / Council Tax Benefit new claims is the average for the year to date. It should be noted that when these figures are reported to the SRP Joint Committee they are on a month by month basis. This is to better support their monitoring of monthly trends. The figures in the 2 reports will therefore not be the same.

8.5.3 Area of poor performance.

- Percentage of invoices paid within 30 days if the goods or service have been supplied in line with an official order. As the 2012/13 outcome of 100% was not met in quarter 3 (97.9%) it cannot be met for the year.

8.6 Financial Performance

- The finance measures included in the quarter 1 report will be reported at year end.

9. Appendices




Appendix A	Detailed Balanced Scorecard
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Babergh Detailed Balanced Scorecard


APPENDIX A

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 Apr-June	2012/13 Q2 Actual for Apr - Sept	2012/13 Q3 Actual for Apr - Dec	Performance rating against 2012/13 outcome	Direction of travel comparing Q3 2012/13 to Q2 2012/13	Notes/para ref in report
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PEOPLE

KEY STRATEGIC PRIORITY OUTCOMES

Number of affordable homes completed (gross) <i>Please note that this figure includes 4 properties from Orbit Mortgage Rescue scheme</i>	H1a	100	124	0	22	55	Amber		32 dwellings currently under development, completion expected before 31/3/2013. The final 30 dwellings which form part of the Hadleigh
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Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual Apr-June	2012/13 Q2 Actual for Apr - Sept	2012/13 Q3 Actual for Apr - Dec	Performance rating against 2012/13 outcome	Direction of travel comparing Q3 2012/13 to Q2 2012/13	Notes/para ref in report
									completed during 2013. (See 8.3.2)
Private dwellings returned to occupation	H1c	20	No data	0	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	38	Green	↑	This the number of pieces of work completed.
Number of council dwellings adapted to meet the needs of older or disabled people	H1e	40	No data	43	114	162	Green	↓	56 major and 106 minor

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual Apr-June	2012/13 Q2 Actual for Apr - Sept	2012/13 Q3 Actual for Apr - Dec	Performance rating against 2012/13 outcome	Direction of travel comparing Q3 2012/13 to Q2 2012/13	Notes/para ref in report
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	16	Red	↓	Process to be reviewed. See 8.3.3
Number of households prevented from becoming homeless	H2d	50	27	27	69	80	Green	↓	Quarter 2 figure corrected.
Average time to re-let council houses	H4a	<23 days	111	34 Days	36 Days	29 days	Amber	↑	Figures are improving and significant improvement between Q2 and 3. See 8.3.2.

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual Apr-June	2012/13 Q2 Actual for Apr - Sept	2012/13 Q3 Actual for Apr - Dec	Performance rating against 2012/13 outcome	Direction of travel comparing Q3 2012/13 to Q2 2012/13	Notes/para ref in report
In line with the Localism Act, a Tenancy Strategy is published by 14 January 2013	H2b	Tenancy Strategy published by 14 January 2013	N/A	In progress	To be published March 2013	Delay to the publication of the Strategy	Red	↓	Stakeholder and customer consultation process will start on 28/01/13. It is more likely the completed strategy will be approved in June 2013.
Percentage of local authority housing rent collected	H4g	>99%	No data	95.3%	97.08%	97.80%	Green	↑	2012/13 outcome will be achievable at year end.

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual Apr-June	2012/13 Q2 Actual for Apr - Sept	2012/13 Q3 Actual for Apr - Dec	Performance rating against 2012/13 outcome	Direction of travel comparing Q3 2012/13 to Q2 2012/13	Notes/para ref in report
Energy efficiency of local housing stock (average SAP rating)	H5a	Minimum of 69	65.7	65.7	65.7	65.7	Amber	↔	We are in the process of re-evaluation the entire housing stock, previous and current figures have been based on a 10% sample and cloning. See 8.3.2.
Percentage of non decent council homes as a proportion of the total housing stock	PE1	2%	2%	9%	2%	2%	Green	↔	77 non decent homes out of 3476 total stock
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.	140 projects supported, drawing in £361k in external funding.	Green	↑	

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual Apr-June	2012/13 Q2 Actual for Apr - Sept	2012/13 Q3 Actual for Apr - Dec	Performance rating against 2012/13 outcome	Direction of travel comparing Q3 2012/13 to Q2 2012/13	Notes/para ref in report
KEY SERVICE INDICATORS									
Number of households in temporary accommodation	PE2	Improvement on prior year	6	6	7	16	Red	↓	Baseline figure for Babergh was low. The recession has placed increased demands on the service. This is common trend for Councils.
Number of incidents of criminal damage and serious public order offences in hotspot areas (Sudbury and Great Cornard wards) – Babergh only	PE3		459	85	192	269	Contextual	↓	Methodology of collecting data changed. 2012/13 outcome being reviewed to ensure it is meaningful.

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual Apr-June	2012/13 Q2 Actual for Apr - Sept	2012/13 Q3 Actual for Apr - Dec	Performance rating against 2012/13 outcome	Direction of travel comparing Q3 2012/13 to Q2 2012/13	Notes/para ref in report
PLACE									
KEY STRATEGIC PRIORITY OUTCOMES									
Complete the adoption of the Babergh Core Strategy	E1a	Adoption of Babergh Core Strategy	N/A	N/A	N/A	N/A	Amber	N/A	In Progress. Examination Hearings due to start March 2013. Anticipate CS adoption Summer 2013.
Percentage household waste recycled and composted.	G1a	40.87% (2% above previous year)	40.07%	44.75%	44.19%	41.82%	Green	↓	Slight drop in recycling figures for Q3, but within predicted outcome.
Percentage of trade waste recycled.	G1e	43.01 tonnes (5% above the previous year)	40.965 tonnes	11.723 tonnes	25.21 tonnes	36.065 tonnes	Green	↓	Steady increase in tonnage which should be maintained.

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual Apr-June	2012/13 Q2 Actual for Apr - Sept	2012/13 Q3 Actual for Apr - Dec	Performance rating against 2012/13 outcome	Direction of travel comparing Q3 2012/13 to Q2 2012/13	Notes/para ref in report
Number of garden waste collection service customers	G1f	9,997 (300 increase above previous year)	9,697	9,925	10,169	10,878	Green	↑	A steady increase in subscriptions on the garden service.
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%	4.3% (as at November 2012)	Contextual	↑	
Number of young persons aged 16 – 24 claiming Job Seeker's Allowance (JSA) as a proportion of resident population of the same age.	E3b	Reduction compared to baseline	7.8%	6.5%	5.1%	4.7% (as at November 2012)	Contextual	↑	Percentage reported on JSA claimants at Q2 was incorrect. Q2 actual was 5.10%% and is corrected in this table.

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual Apr-June	2012/13 Q2 Actual for Apr - Sept	2012/13 Q3 Actual for Apr - Dec	Performance rating against 2012/13 outcome	Direction of travel comparing Q3 2012/13 to Q2 2012/13	Notes/para ref in report
KEY SERVICE INDICATORS									
Percentage of major planning applications determined within 13 weeks (national target 60%)	PL1	Meet national target	60%	45.45%	33.33%	37.04%	Red	↑	
Percentage of minor planning applications determined within 8 weeks (national target 65%)	PL2		59%	59.52%	50.00%	52.06%	Red	↑	
Percentage of other planning applications determined within 8 weeks (national target 80%)	PL3		79%	71.04%	61.08%	64.03%	Red	↑	
Planning appeals allowed against the authority's decision to refuse a planning application (no national target)	PL4	Improvement on prior year	63%	63%	43.75%	50%	Green	↓	

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual Apr-June	2012/13 Q2 Actual for Apr - Sept	2012/13 Q3 Actual for Apr - Dec	Performance rating against 2012/13 outcome	Direction of travel comparing Q3 2012/13 to Q2 2012/13	Notes/para ref in report
Percentage of planning decisions determined as delegated items (no national target)	PL5		87%	89.3%	88.36%	89%	Contextual	↔	
CORPORATE ORGANISATION									
KEY RESOURCE INDICATORS									
Percentage of top 5% earners that are women	CO6	No target outcome	No data	30%	30%	30%	Contextual	↔	No target outcome
Percentage of top 5% earners that are from ethnic minorities	CO7		No data	0%	0%	0%	Contextual	↔	No target outcome
Percentage of top 5% earners that have a disability	CO8		No data	0%	0%	0%	Contextual	↔	No target outcome

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2012/13 Q1 Actual Apr-June	2012/13 Q2 Actual for Apr - Sept	2012/13 Q3 Actual for Apr - Dec	Performance rating against 2012/13 outcome	Direction of travel comparing Q3 2012/13 to Q2 2012/13	Notes/para ref in report
Percentage of staff retiring early (excluding for ill health) as a % of total workforce	CO9		No data	0%	0%	1%	Contextual	↑	No target outcome
Percentage of staff with a disability	CO10		No data	6.2%	6.2%	6.2%	Contextual	↔	No target outcome
Percentage of staff from ethnic minorities	CO11		No data	0.4%	0.4%	0.4%	Contextual	↔	No target outcome
Average no. of days sick per member of staff split between mental and physical illness.	Separate data not available								
• Physical Illness	CO12		No data	1.37	2.83	4.15	Contextual	↑	No target outcome
• Mental illness	CO13		No data	10	10	11	Contextual	↑	No target outcome
Number of young people employed (under 25)	CO14		No Data	10	10	11	Contextual	↑	No target outcome

KEY SERVICE INDICATORS									
Percentage of invoices paid within 30 days if the goods or service have been supplied in line with an official order	CO15	100%	No data	100%	98.31%	97.9%	Red	↓	Due to not meeting target in Q 1-3 100% target cannot be met
Number of Freedom of Information (Fol) requests received	CO16	No target outcome	496	131	277	384	Contextual	↓	
Percentage of all telephone enquiries that are resolved at the first point of contact – Babergh only	CO17	90%	85%	99.53%	99.10%	99.33%	Green	↔	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	30 days	Amber	↑	See 8.5.2

<ul style="list-style-type: none"> Average time taken to process Housing Benefit / Council Tax Benefit change of circumstance events 	CO19	11 days	10.46 days	11.39 days	13 days	12 days	Green	↑	
<ul style="list-style-type: none"> Percentage of Council Tax collected in the year 	CO20	98.9%	98.7%	30.14%	58.56%	86.99%	Amber	↑	Figure is only for year to date – full year performance only known at year end
<ul style="list-style-type: none"> Percentage of Non Domestic Rates collected in the year 	CO21	97.75%	97.7%	27.91%	58.71%	86.78%	Amber	↑	Figure is only for year to date – full year performance only known at year end.
SERVICE INTEGRATION AND TRANSFORMATION MEASURES									
ODTs will start to be put in place from April		ODTs in place from April.	N/A	N/A	N/A	N/A	Green	N/A	See 8.5.1
Efficiencies and savings achieved as per the Business Case		Efficiencies and savings achieved as per the Business Case.	N/A	N/A	N/A	N/A	Green	N/A	See 8.5.1

<p>Members are 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.</p>		<p>Strategic priorities established.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>Green</p>	<p>N/A</p>	<p>See 8.5.1</p>
<p>Business case benefits have been reviewed through benefits realisation with agreement of how to measure the success of transformation</p>		<p>Business case benefits reviewed.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>Green</p>	<p>N/A</p>	<p>See 8.5.1</p>
<p>Staff survey process carried out</p>		<p>Staff survey responses carried out.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>Green</p>	<p>N/A</p>	<p>See 8.5.1</p>