

**Report to:** Audit/Governance & Improvement Review Committee

**Date:** 7<sup>th</sup> June 2007

**Subject:** Corporate Complaints – Annual review for 2006/07 and telephone response rates

**Report of:** Assistant Chief Executive

**Contact officer:** Adrian Hardy – 01942 827130

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**Purpose/summary:** To inform the Committee of the number, type and outcomes of corporate complaints received by the Council during the year. The report also indicates the success rate for test phone calls to each department.

**Alternative options considered and reason for selecting the one recommended:** Not to report the findings to Council. The reason for selecting the preferred option is to inform the Committee of actions being taken within the Council.

**Recommendation/decision:** The Committee is recommended to:

1. Note the number and type of complaints being received by the Council
2. Note the manner in which these have been responded to
3. Note the response rate to telephone calls

**Implications:**

Financial:	None
Staffing:	None
Policy:	
Equal Opportunities - Has a Diversity Impact Assessment been conducted?	Not in relation to this report. Specific complaints received may generate a review of service to better meet equal opportunity obligations..
Wards affected:	All
Special Interest Members – Which have been consulted	Not applicable

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Has the Director of Legal and Property Services confirmed that the recommendations within this report are lawful and comply with the Council's Constitution? **No**

Has the Director of Finance and IT confirmed that any expenditure referred to within this report is consistent with the Council's budget? **No**

Are any of the recommendations within this report contrary to the Policy Framework of the Council? **No**

\* delete which applicable

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**For Cabinet reports only :**

Categorisation of the report:			
Discussion leading to a decision	<b>x</b>	Discussion	
Monitoring		Decision	
Sharing for corporate understanding		Information	

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**Tracking/Process:**

	Consultation	Ward Members	Partners
Audit Ctte	Overview & Scrutiny	Cabinet	Council
7/6/2007			

There are no background papers with this report

Proper Officer Adrian Hardy

Date 24<sup>th</sup> May 2007

**Background:**

The revised Corporate Complaints Procedure has now been in operation for a year. This report sets out details of the numbers and types of complaints that have been received and the nature of the response given.

This revised process is intended to standardise methods of reporting across the Council and also identify where specific improvements to services have been undertaken as a result of the complaints being received.

**Outcomes**

The revised corporate complaints system has concentrated on resolving any issues within the departments. As can be seen from the table this has been largely successful.

The information has been extended now to include the percentage of enquiries answered within the target timeframe. We are presently averaging 91%.

### **Alternative options considered and reason for the recommended option:**

The only alternative is not to publish the table, which would result in the Committee not being aware of the current levels of complaints or methods of resolution.

The recommended option does indicate the range of complaints, the speed of resolution and the changes that have been considered to services as a result of the complaints being received.

### **Telephone Monitoring**

The final page of this report sets out the response rate for phone calls made to the departments during the year.

The switchboard staff make a number of random calls each week around the authority and record the nature of the response and the time taken to answer the phone. The corporate standard is to answer the phone within 5 rings, and give the name of the department and the person responding. The table also sets out the number of calls responded to within 10 rings, to allow for instances where staff are unable to pick up the call immediately. Over the year the success rate in picking up calls inside 5 rings increased; this may have been in response to the request by this committee to specify the 5 and 10 rings success rates for each department.

Where calls are not picked up departments are asked to investigate and take remedial action.

### **Conclusions:**

Audit committee are asked to note the contents of the report.

**Corporate Complaint Monitoring Form  
APRIL 2006 – MARCH 2007  
SUMMARY**

Month	Number of complaints received	Number responded to within target time	Number of complaints received under each category,						Other (please specify) / comments
			Communication	Quality of service	Decision	Staff	Delay in accessing service	Equality and Diversity related	
April	43	40	2	12	9	3	0	0	<b>WLCT</b> <ul style="list-style-type: none"> <li>Customer Care issues - 3</li> <li>Services – 12</li> <li>Resource Issues – 3</li> </ul>
May	50	48	3	14	8	5	2	0	<ul style="list-style-type: none"> <li>2 Still ongoing</li> <li>1 only received 25.5.06</li> </ul> <b>WLCT</b> <ul style="list-style-type: none"> <li>Customer Care issues - 5</li> <li>Services - 10</li> <li>Out of our control – 2</li> </ul>
June	90	87	0	25	45	5	2	0	<ul style="list-style-type: none"> <li>Bailiffs causing damage at property – but non council related</li> <li>Parking regulations</li> <li>Request for information</li> <li>Request for enforcement</li> </ul> <b>WLCT</b> <ul style="list-style-type: none"> <li>Customer Care issues – 1</li> <li>Services -7</li> <li>Resource Issues -1</li> <li>Out of our control - 2</li> </ul>
July	35	29	1	13	9	4	1	0	<b>WLCT</b> <ul style="list-style-type: none"> <li>Customer Care -1</li> <li>Services – 6</li> </ul>
August	64	58	1	12	9	6			<ul style="list-style-type: none"> <li>Availability of performance space</li> <li>Services not yet been sorted out</li> <li>Town Centre Smoking (Galleries)</li> </ul> <b>WLCT</b> <ul style="list-style-type: none"> <li>Customer Care Issues –12</li> <li>Services -14</li> <li>Resource Issues – 3</li> <li>Out of our control – 3</li> </ul>
September	41	38	1	8	5	9	1	0	<ul style="list-style-type: none"> <li>Sunday Trading</li> <li>Animal Sanctuary</li> <li>Updating web screens</li> </ul> <b>WLCT</b>

Month	Number of complaints received	Number responded to within target time	Number of complaints received under each category,					Equality and Diversity related	Other (please specify) / comments
			Communication	Quality of service	Decision	Staff	Delay in accessing service		
									<p>Some complaints cover more than one category</p> <ul style="list-style-type: none"> <li>Customer Care Issues - 1</li> <li>Services - 9</li> <li>Resource Issues - 2</li> <li>Out of our Control - 1</li> </ul>
October	34	31	1	6	4	4	1		<ul style="list-style-type: none"> <li>Light pollution</li> <li>Wigan and Leigh Housing</li> <li>Letter with various complaints covering different department</li> <li>Condition of market stall having impact of business. Management failed to address</li> </ul> <p><b>WLCT</b></p> <ul style="list-style-type: none"> <li>Customer Care Issues – 1</li> <li>Services – 9</li> <li>Out of Our Control – 1</li> </ul>
November	24	24	1	6	6				<ul style="list-style-type: none"> <li>Company are not adhering to planning controls</li> </ul> <p><b>WLCT</b></p> <ul style="list-style-type: none"> <li>Customer Care Issues – 4</li> <li>Services – 3</li> <li>Out of Our Control – 1</li> </ul>
December	35	31	1	10	5	3	3	1	<ul style="list-style-type: none"> <li>Drainage/planning</li> <li>Fees for angling</li> <li>Noise complaint</li> </ul> <p><b>WLCT</b></p> <ul style="list-style-type: none"> <li>Customer Services Issues –1</li> <li>Services – 4</li> <li>Resource Issues – 1</li> <li>Out of our Control – 2</li> </ul>
January	71	67	2	31	4	11	1		<ul style="list-style-type: none"> <li>Library Service</li> <li>Error on section of website</li> </ul> <p><b>WLCT</b></p> <ul style="list-style-type: none"> <li>Customer Care Issues – 1</li> <li>Services – 17</li> <li>Resource Issues – 1</li> <li>Out of our Control – 1</li> </ul>
February	52	47	1	20	11	3	1		<ul style="list-style-type: none"> <li>Bickershaw Festival</li> <li>Planning</li> </ul> <p><b>WLCT</b></p> <ul style="list-style-type: none"> <li>Customer Care Issues – 2</li> <li>Services – 10</li> </ul>

Month	Number of complaints received	Number responded to within target time	Number of complaints received under each category,						Other (please specify) / comments
			Communication	Quality of service	Decision	Staff	Delay in accessing service	Equality and Diversity related	
March	52	40	2	27	6	1	1	1	Some complaints cover more than one category  <ul style="list-style-type: none"> <li>• repair to highway</li> <li>• telephone masts</li> <li>• funding</li> </ul> <b>WLCT</b> <ul style="list-style-type: none"> <li>• Customer Care Issues – 3</li> <li>• Services – 5</li> <li>• Out of our control – 1</li> </ul>
<b>Total</b>	591	540	17	184	121	54	13	1	

**WLCT**

Customer Care Issues = 35  
Resource Issues = 11

Services = 100  
Out of our Control = 14

**Corporate Complaint Monitoring Form  
APRIL 2006 – MARCH 2007 - SUMMARY**

DEPARTMENT	April - June			July - September			October – December			January - March			Annual Total		
	Number of complaints received	Number responded to within target time	% responded to within target time	Number of complaints received	Number responded to within target time	% responded to within target time	Number of complaints received	Number responded to within target time	% responded to within target time	Number of complaints received	Number responded to within target time	% responded to within target time	Number of complaints received	Number responded to within target time	% responded to within target time
<b>Adult Services (FORMAL COMPLAINTS)</b>	0	0	N/A	0	0	N/A	8*	8*	100%	4	2	50%	12	10	83%
<b>Childrens Social Carevia Adult Services(FORMAL COMPLAINTS)</b>	0	0	N/A	0	0	N/A	6*	6*	100%	6	1	83%	12	7	58%
<b>Chief Executives</b>	54	54	100%	16	8	50%	18	12	67%	25	20	80%	113	94	83%
<b>Community Protection</b>	5	4	80%	5	5	100%	1	1	100%	0	0	N/A	11	10	93%
<b>Childrens Services</b>	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A
<b>Engineers</b>	43	41	95%	35	32	91%	13	13	100%	76	70	92%	167	156	93%
<b>Finance and IT</b>	20	19	95%	20	19	95%	6	6	100%	13	13	100%	59	57	97%
<b>Legal and Property</b>	0	0	N/A	3	1	33%	2	2	100%	3	3	100%	8	6	75%
<b>Planning</b>	15	14	93%	10	10	100%	10	10	100%	7	6	86%	42	40	95%
<b>Leisure Trust</b>	46	43	93%	51	50	98%	29	28	97%	41	39	95%	167	160	95%
<b>TOTAL</b>	<b>183</b>	<b>175</b>	<b>96%</b>	<b>140</b>	<b>125</b>	<b>89%</b>	<b>93</b>	<b>86</b>	<b>92%</b>	<b>175</b>	<b>154</b>	<b>88%</b>	<b>591</b>	<b>540</b>	<b>91%</b>

**JANUARY – MARCH 2007**

<b>DEPT</b>	<b>REASON FOR BEING OUT OF TIME</b>	<b>CORRECTIVE ACTION/ CHANGES MADE</b>
<b>Adult Services</b>	<b>JANUARY</b>	<b>JANUARY</b>
<b>Children's Social Services</b>	<b>JANUARY</b>	<b>JANUARY</b>
<b>Chief Executive's</b>	<b>JANUARY</b> N/A	<b>JANUARY</b> <ul style="list-style-type: none"> <li>• Passed to Wigan Leisure and Culture Trust</li> <li>• Passed to Leader</li> <li>• Further letters of explanation sent</li> </ul>
	<b>FEBRUARY</b> <ul style="list-style-type: none"> <li>• Awaiting responses/information from other departments</li> </ul>	<b>FEBRUARY</b> <ul style="list-style-type: none"> <li>• Letters sent clarifying decisions/giving further information.</li> </ul>
	<b>MARCH</b> <ul style="list-style-type: none"> <li>• Waiting for further information from other departments</li> </ul>	<b>MARCH</b> <ul style="list-style-type: none"> <li>• Ex-gratia payment sent to constituent</li> <li>• Letter sent advising Council has no further comment to make and advising taking complaint to Ombudsman</li> <li>• Letters sent further explaining Councils position/detailing corrective action.</li> </ul>
<b>Community Protection</b>	<b>JANUARY</b> N/A	<b>JANUARY</b> N/A
	<b>FEBRUARY</b> N/A	<b>FEBRUARY</b> N/A
	<b>MARCH</b> N/A	<b>MARCH</b> N/A
<b>Children and Young People</b>	<b>JANUARY</b> N/A	<b>JANUARY</b> N/A

DEPT	REASON FOR BEING OUT OF TIME	CORRECTIVE ACTION/ CHANGES MADE
<b>Services</b>	<b>FEBRUARY</b> N/A	<b>FEBRUARY</b> N/A
	<b>MARCH</b> N//A	<b>MARCH</b> N/A
<b>Engineers</b>	<b>JANUARY</b>  Response two days late as officer was awaiting information	<b>JANUARY</b> <ul style="list-style-type: none"> <li>• Instructed crew to maintain regular bin collections and collect all waste.</li> <li>• The manager will be reviewing procedure for distribution leaflets.</li> <li>• Further training given to site attendants.</li> <li>• Officer advised of procedures for dealing with repeat letters.</li> <li>• Staff have been reminded o actions to take when receiving urgent reports.</li> <li>• System for ordering new bins to be reviewed.</li> <li>• Disciplinary x 3</li> <li>• Green waste service currently being reviewed.</li> <li>• Additional can bank ordered and existing recycling banks secured with chains.</li> <li>• Instructed all green crews regarding collection of Christmas trees.</li> <li>• Traffic section to ensure the relevant report is forwarded to Legal in future so that they can contact all the objectors.</li> <li>• Highway repair to be monitored for 12 months.</li> </ul>
	<b>FEBRUARY</b> <ul style="list-style-type: none"> <li>• Response one day late so that comments from a site visit could be included.</li> </ul> Response four days late as supervisors tried three times to visit complainant to discuss the complaint.	Instructed crew to maintain regular paper recycling collection. <b>FEBRUARY</b> <ul style="list-style-type: none"> <li>• Crew returned to collect bulky item</li> <li>• Green waste service currently being reviewed.</li> <li>• Instructed crew to maintain regular bin collection.</li> <li>• Staff reminded of customer care procedures.</li> <li>• Instructed crew to maintain regular paper recycling collection.</li> <li>• Process for collection of bulky waste to be reviewed and £10 fee cancelled.</li> </ul> Crew and supervisor interviewed
	<b>MARCH</b> Delay in paperwork being received by	<b>MARCH</b> <ul style="list-style-type: none"> <li>• Original letter lost in department – mail system currently being reviewed.</li> <li>• Supervisor visited resident.</li> </ul>

DEPT	REASON FOR BEING OUT OF TIME	CORRECTIVE ACTION/ CHANGES MADE
	investigating officer	<ul style="list-style-type: none"> <li>• Instructed crew to maintain regular bin collections.</li> <li>• Instructed crew to maintain regular sweeping schedules.</li> <li>• Instructed crew to maintain regular green bin collections and manager asked to monitor.</li> <li>• Green waste service currently being reviewed.</li> <li>• Performance of developer to be monitored by clerk of works.</li> <li>• Litter bins now added to schedule.</li> <li>• Properties added to Helplist</li> </ul> <p>Crew returned to collect bulky item</p>
Finance	<p><b>JANUARY</b></p> <p style="text-align: center;">N/A</p> <hr/> <p style="text-align: center;"><b>FEBRUARY</b></p> <p style="text-align: center;">N/A</p>	<p style="text-align: center;"><b>JANUARY</b></p> <ul style="list-style-type: none"> <li>• More information required before further decision can be taken <b>on insurance claim</b> (damage to gate post) and still awaiting clarification from claimant.</li> <li>• Head of Section spoken to member of staff involved. Manner of enquiry not perceived as unsatisfactory and regarding the decision as to costs incurred on Council Tax Bill these have now been waived as a gesture of good will in acknowledgement of traumatic experience suffered outside council Tax Offices when complainant going home and granddaughter was locked in car.</li> <li>• <b>Information sent re web site</b> and how it works to assist and also a link instructing how to set up the service they require also sent.</li> <li>• Assistant Director clarified with staff member what had happened and a complete misunderstanding of the Trace Officers visit to address had occurred incurring misinterpretation of points raised. (the point regarding a racist comment was unacceptable on our part as the staff member himself has a partner of ethnic origin) Assistant Director spoken to complainant after staff member returned back to office and confirmed there was no intention to provoke or upset anyone and Trace Officer just doing his normal duties, apologised for any upset caused.</li> <li>• Website error rectified immediately by IT section and thanks sent to complainant for bringing this to our attention.</li> </ul> <hr/> <p><b>FEBRUARY</b></p> <ul style="list-style-type: none"> <li>• <b>Quality of service</b> - Court warning notice had been sent to previous address and posted through door of complainant by people living at her old</li> </ul>

DEPT	REASON FOR BEING OUT OF TIME	CORRECTIVE ACTION/ CHANGES MADE
		<p>address, customer distressed by this. New details have now been put onto system, our records did not show new address, which hadn't been received in our offices, this has now been amended, apologies sent for inconvenience and thanks for payment.</p> <ul style="list-style-type: none"> <li>• <b>Decision</b> – complainant unhappy about decision made by Housing Benefits Section re shortfall of rent due to his financial position. The Rent Officer Service have been asked to carry out a fresh determination due to increase in rent and we are awaiting referral. If no change made to decision claimant could apply for a Discretionary Housing Payment (a top up) which are available in certain circumstances to help towards housing costs and if this is the case the section will arrange for the relevant forms to be sent out.</li> <li>• <b>Member enquiry</b> received on behalf of customer who is struggling to meet council Tax Debt. Head of section spoken at length to customer and resolved that there is small opportunity for some council Tax Benefit for part of current year. Offer of payment accepted to clear arrears as long as payments are maintained any further action will be held back. Customer happy with decision.</li> <li>• <b>Delay in accessing service</b> – letter received via Andy Burnham MP re customer who was unhappy at the length of time waiting for Housing Benefit claim to be processed. Letter sent explaining that we were awaiting further information which has now been provided and which enables us to finalise claim therefore necessary notification of entitlement has now been forwarded to claimant.</li> </ul>
	<p style="text-align: center;"><b>MARCH</b></p> <p style="text-align: center;"><b>N/A</b></p>	<p style="text-align: center;"><b>MARCH</b></p> <ul style="list-style-type: none"> <li>• <b>Quality of service</b> – original invoice not received by complainant (could have been lost in post) and Delivered at a much later date. Therefore account wasn't suspended as we only suspend action on accounts when insurance company confirms the claim and is investigating the case. Complainant should have been contacted when letter was received but unfortunately this didn't happen and court warning notice was issued. This should have been followed up and sincere apologies sent but this was not done. Letter sent to clarify above and asking if insurance company could email our miscellaneous income section with confirmation and account has been put on hold for one month.</li> <li>• <b>Decision</b> – complainant unhappy about having to provide two bank</li> </ul>

DEPT	REASON FOR BEING OUT OF TIME	CORRECTIVE ACTION/ CHANGES MADE
		<p>statements to complete his application for Housing Benefit. Letter sent from Head of Housing Benefits Section to MP who had queried this on claimants behalf. Case outlined to MP explaining several attempts to obtain some form of evidence about his bank account, which although he confirmed he had an account would not disclose any details about it on the claim form therefore the claimants application for benefit was terminated on 26<sup>th</sup> February due to this evidence preceded by telephone calls and reminders. Reg.72 of Council Tax Benefit (General) Regs 2006, requires us to obtain information in support of claims and a copy of this legislation was sent out MP explaining that this was normal standard procedure in ALL cases</p> <ul style="list-style-type: none"> <li>• <b>Enquiry received about arrears on Council Tax Bill</b> – discrepancy in amount complainant states he owes and bill received saying what he does actually owe. Letter sent in response to this from Head of Council Tax Section outlining all payments made and charges owed and apology made regarding delay due to time of year (ie- issuing of new bills)</li> <li>• <b>Delay in accessing service</b> – complainant states he signed up to pay Council Tax by Direct Debit and payment should have been taken from account which hasn't been done. Letter sent in response to this from Council Tax Department indicating that Council Tax has been paid by DD now for some years over a standard 10 month instalment plan but owing to a change in address and our 14 day notice to you of new instalment payments for new address the amount in question couldn't be taken on the date in question. Therefore had to be taken the following month. The requirement to give 14 days notice is contained within the DD guarantee issued by all banks and building societies and is something which the council must adhere to and cannot change</li> </ul>
Legal and Property	<p><b>JANUARY</b> N/A</p>	<p><b>JANUARY</b> N/A</p>
	<p><b>FEBRUARY</b> N/A</p>	<p><b>FEBRUARY</b></p> <ul style="list-style-type: none"> <li>• Allocation of workload and timetable to be implemented in order to progress the matter. Regular meetings with line manager to ensure progress is being maintained. Random audit of workload to ensure compliance.</li> <li>• This complaint concerned lack of response to phone calls and correspondence. The information required had been originally supplied and</li> </ul>

DEPT	REASON FOR BEING OUT OF TIME	CORRECTIVE ACTION/ CHANGES MADE
	<p><b>MARCH</b></p> <p>N/A</p>	<p>the matter passed over to the Council's insurers. The complainant still continued to ring and e-mail on an almost daily basis as he was not happy with the response. There was little more that could be done and it was felt that it was non productive and time consuming to keep going over the same ground. It was acknowledged however, that perhaps more timely responses could have been made and an apology given for this.</p> <p><b>MARCH</b></p> <ul style="list-style-type: none"> <li>• None required as complaint not found to be proven</li> </ul>
<p><b>Planning and Regeneration</b></p>	<p><b>JANUARY</b></p> <p>N/A</p>	<p><b>JANUARY</b></p> <ul style="list-style-type: none"> <li>• The comment of the complainant resulted in changes being made to the council's website</li> <li>• An explanation of what decisions have been made and why</li> </ul>
	<p><b>FEBRUARY</b></p> <p>N/A</p>	<p><b>FEBRUARY</b></p> <ul style="list-style-type: none"> <li>• Ongoing investigations to monitor the issue that the complainant has raised</li> <li>• The complainant was sent further details of an issue the was raised in order to explain why a decision has been made</li> <li>• An explanation as to why a decision was made</li> </ul>
	<p><b>MARCH</b></p> <ul style="list-style-type: none"> <li>• Further investigations required, the complainant was made aware that his could be a possibility</li> </ul>	<p><b>MARCH</b></p> <ul style="list-style-type: none"> <li>• Explanation as to why a decision has been made</li> <li>• The complainant was informed that they would have an opportunity to object to a Planning Application</li> </ul>
<p><b>Wigan Leisure and Culture Trust</b></p>	<p><b>JANUARY</b></p> <p>N/A</p>	<p><b>JANUARY</b></p> <ul style="list-style-type: none"> <li>• Ranger service reorganised to create an increased presence in Mesnes Park</li> </ul>
	<p><b>FEBRUARY</b></p> <p>N/A</p>	<p><b>FEBRUARY</b></p> <ul style="list-style-type: none"> <li>• Garden cutting monitored to ensure quality standards are reached.</li> <li>• Review into closure of golf course during inclement weather.</li> </ul>
	<p><b>MARCH</b></p> <p>Risk assessment was undertaken which took time. Person responding thought a holding response had been sent.</p>	<p><b>MARCH</b></p> <p>Seeking commitment from Sports Village Developers to undertake work on footpaths</p>

# TELEPHONE MONITORING STATISTICS

APRIL 2006 - MARCH 2007

Department	APRIL - SEPTEMBER					OCTOBER - MARCH					YEARLY AVERAGE				
	Calls Tested	No reply in 5 rings	success	No reply in 10 rings	success	Calls Tested	No reply in 5 rings	success	No reply in 10 rings	% success	Calls Tested	No reply in 5 rings	% success	No reply in 10 rings	% success
<b>Adult Services</b>	186	17	<b>91%</b>	17	<b>91%</b>	149	13	<b>91%</b>	16	<b>89%</b>	335	30	<b>91%</b>	33	<b>90%</b>
<b>Chief Executives</b>	59	12	<b>80%</b>	3	<b>95%</b>	65	4	<b>94%</b>	3	<b>95%</b>	124	16	<b>87%</b>	6	<b>95%</b>
<b>Comm Protection</b>	78	6	<b>92%</b>	1	<b>99%</b>	74	5	<b>93%</b>	1	<b>99%</b>	152	11	<b>93%</b>	2	<b>99%</b>
<b>Childrens Serv.</b>	96	15	<b>85%</b>	13	<b>86%</b>	115	19	<b>83%</b>	16	<b>86%</b>	211	34	<b>84%</b>	29	<b>86%</b>
<b>Engineers</b>	82	17	<b>79%</b>	2	<b>98%</b>	81	5	<b>94%</b>	2	<b>98%</b>	163	22	<b>87%</b>	4	<b>98%</b>
<b>Finance and IT</b>	115	19	<b>84%</b>	9	<b>92%</b>	104	5	<b>95%</b>	2	<b>98%</b>	219	24	<b>89%</b>	11	<b>95%</b>
<b>Housing</b>	34	6	<b>82%</b>	4	<b>88%</b>	23	0	<b>100%</b>	4	<b>82%</b>	57	6	<b>89%</b>	8	<b>86%</b>
<b>Legal and Property</b>	65	7	<b>89%</b>	4	<b>94%</b>	64	4	<b>94%</b>	1	<b>98%</b>	129	11	<b>91%</b>	5	<b>96%</b>
<b>Leisure Trust</b>	68	11	<b>84%</b>	6	<b>91%</b>	60	5	<b>92%</b>	9	<b>85%</b>	128	16	<b>88%</b>	15	<b>88%</b>
<b>Planning</b>	72	10	<b>86%</b>	3	<b>96%</b>	90	8	<b>91%</b>	3	<b>97%</b>	162	18	<b>89%</b>	6	<b>96%</b>
<b>Total</b>	<b>855</b>	<b>120</b>	<b>86%</b>	<b>62</b>	<b>93%</b>	<b>825</b>	<b>68</b>	<b>92%</b>	<b>57</b>	<b>93%</b>	<b>1680</b>	<b>188</b>	<b>89%</b>	<b>119</b>	<b>93%</b>