



# **Corporate Performance Report**

**Quarter One:  
April to June 2005**

*Making a Difference*

**Appendix A**

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## **1. Introduction**




**1.1** This is the third year of Corporate Performance Management within Braintree District Council. The system has been fine tuned to take account of both the external pressures on the authority and to ensure that the correct data is both collected and reported. The quarterly measures provide a balanced overview on a range of council services and the monthly indicators reflect the corporate health of the organisation as a whole. All Performance Measures have targets that have been developed to stretch the organisation and provide greater efficiency. The number of Performance Measures has been reduced from 58 to 46 of which 13 are reported monthly and 33 are reported quarterly.

**1.2** The reporting of Performance Measures has also been strengthened by colour coding and graphical display status. Reporting is now Performance based on:

Green/Smiling Face:	Performance on or above target
Amber/Straight Face:	Up to 5% off target
Red/Straight Face:	6% or more off target

## **2. Performance Summary**

Based on the outturns from the First Quarter the anticipated Traffic Light Status at the 31<sup>st</sup> March 2006 will be:

<b>Performance Measures Collected</b> 45	<b>Green</b> 27 	<b>Amber</b> 15 	<b>Red</b> 3 
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Our Performance is generally improving across the majority of services.

### **2.1 Top Priorities of the Council:**

#### **Reduce anti social behaviour through direct actions and in partnership with all relevant agencies**

*The authority has increased the number of prosecutions for benefits/council tax cases*

*Parish Rangers are in the process of being introduced within the district*

*CCTV is being reviewed to ensure maximum benefits*

#### **Promote safe and decent homes for all residents**

*Significant reduction in the average time spent in hostels down from 22 weeks to 16.6 weeks*

*The average time to re-let all council homes is now 51 days. A property should be let as quickly as possible to ensure rent,*

#### **Improve access to Council services and information especially in rural areas**

*The Council now has increased the % of services that can be processed electronically from 53% to 67%*

*Increase in the % of enquiries resolved at First Point of Contact*

*New improved web site to be introduced July 2005*

## **Focus on partnerships that deliver real benefits**

*Business start-ups: 24 in the first quarter against a target of 18*

*Local Strategic Partnership will drive the new Local Area Agreements to deliver real benefits*

## **Deliver value through improved performance**

*Excellent improvement in processing Major Planning Applications up to 63.64% against a Government target of 60%*

*Increase in both the collection rate of both Council Tax/NDDR against the same period last year*

*Working days lost through sickness have reduced and on target to be less than 9 days per staff member per year*

*Introduction of electronic monitoring of performance within the authority*

*Six projects to be carried out during Quarter 2 to promote better value within the authority*

## **Make the Council's services and decisions open and accessible, so that residents can have a say in the decisions that affect their lives**

*81% of all complaints receive a full response with 7 days*

## **Provide attractive and cleaner streets, neighbourhoods and open spaces so that they enhance the well being and quality of life for residents and visitors**

*Household Waste: Composting up from 9% to 13.8%*

*Introduction of Parish Rangers to ensure both Community Safety and to protecting/promoting the environment*

*Best Value review of Street Scene is continuing to examine ways to improve the environment and quality of life within the district.*

**2.2** Based on the Quarter One outturn there are two areas of concern that may not be achieved by the end of year performance target. These are two areas not fully within the control of the Council.

- Create 400 affordable homes by March 2008. 69 were completed during 2004-05, 2 were completed during Quarter One and 56 starts were made. The majority will come on stream during 2006-7 but the target needs close monitoring

- The completion date for the Braintree Swimming Pool is now February 2007, this is the largest build project the authority is managing and the Braintree Pool is a major part of the leisure framework for the authority.

### **2.3 During Quarter One 3 of the performance measures were on Red:**

- Average Time Processing New Claims for Council Tax/Benefits: During Quarter One it was 76 days against a target of 32 days. This is because staff resources were required to transfer data from the old computer system to the new one. However things have already improved and during Quarter Two a figure of 35 days is anticipated.
- Planning Minor Plans is still a challenge with 48.94% of applications processed against a target of 65%. A recovery plan is in place to achieve improved performance by December 2005.
- The target of 75% of performance measures showing an improvement is not being met with only 60% on the up but as the Ambers begin to improve this target will be more achievable. 73% of indicators improved last year and a target of 75% improvement is in line with continuous improvement within the authority.

**2.4** As part of the improvement process of performance management this report contains details of working days lost by departments. The target for the quarter is 2.25 days per member of staff, the information within the next section shows that sickness rates per member of staff vary from 3.7 days to 0 days. Only two departments are above the target rate with an average of 2.23 days as the council average. This is a reduction on the same period last year. Full details of this indicator are shown on page 20

### **3.0 Key Issues Arising from Quarter One**

- New web site
- Design of Braintree Swimming Pool
- Braintree Football Club
- Housing Options
- Best Value Review Street Scene
- New Licensing arrangements
- Additional Scrutiny arrangements introduced
- Business Efficiency Reviews
- Profile of the authority increasing through short listing for national awards
- New round of Parish Clusters introduced

### **4.0 Complaints**

There were 192 complaints during Quarter One 2005 of which 61% were deemed to be unjustified. This compares with 220 complaints of which 47% were unjustified in Quarter One 2004 and 196 complaints of which 49% were unjustified in Quarter One 2003. Complaints are remaining static but the % of unjustified complaints is increasing.

## **5.0 Finance**

### **Financial Commentary – Quarter 1 Projected Outturn**

#### General Fund Revenue

The first quarter financial report shows a projected variance of £72,400 overspend for the year against a budget of £15.116million, which represents an overall projected variance of just 0.48%.

The budget includes £290,600 of efficiency savings that are to be identified during the course of the year from vacancies, general efficiencies or as a direct impact of Customer First.

The figures reflect managers 'best estimate' at this time. In areas with adverse projections managers will be taking action to try to address projected shortfalls in income and/ or over expenditure.

The variation on expenditure budgets, before efficiency savings requirements, is an underspend of £46,200. A number of services have had staff vacancies and although the posts have been held deliberately vacant for a period of time to contribute toward the efficiency savings, there has been no negative impact on service provision.

The service experiencing pressures on its expenditure budgets is Waste Management (although see below for detail of improved income generation for service). Key reasons for the expected overspend of £169,600 are:

- Increased charges for from having to use alternative MRF facilities following closure of the Viridor MRF at Ipswich to BDC recyclable materials;
- Increased tonnage of recycling materials;
- Higher than anticipated fleet operating costs.

The overspend on the Witham Technology Centre is expected to be in line with the report to Cabinet on the transfer of the service to the Braintree College, which was effected on 1<sup>st</sup> August 2005.

The variation on income budgets, before efficiency savings requirements, is an over-achievement of £171,900. This however includes a substantial under-achievement on income from land charge searches of £222,000. This continues a downward trend in this demand-led service, which commenced during last year.

Gains in income have been achieved in the following areas:

- Commercial rents – due to delays in the expected disposal of some properties, e.g. Warners Mill and Broadway shops;
- Costs recovered from action taken against non-payers of council tax and business rates;

- Planning fees – fee levels increased by central government above the level expected , and
- Investment income – higher level of monies available to invest due to property disposals and variation in timing of spending/income from that expected.

### **Housing Revenue Account (HRA)**

The HRA is showing a projected underspend of £26,600 for the year. The main contributory factors are:

- Additional rental income from dwellings (£81,000) as fewer than expected Right to Buy sales have been completed;
- Greater amount of interest receivable (£122,900) as the balances held are higher than anticipated when the budget was set.

Offset by:

- Anticipated reduction of management charge levied for previous and current year and reduction of TV aerial charge to leaseholders (£94,000);
- Provision for office moves for staff (£50,000).

### **Savings and Gershon Efficiencies**

The General Fund budget included savings and efficiency targets totalling £615,000, a significant proportion of which was also reflected in Council's Annual Efficiency Statement submitted in April 2005. The projected position on General Fund revenue indicates that services anticipate being on target for achieving substantial gains against the targets in the 2005/06 year. However, further action will be required to convert many of these achievements into the on-going savings that are required and to ensure that they meet the strict definition of 'efficiencies' under the Gershon regime.

### **Reserves & Balances**

The projected outturn reflected in the first quarter indicates a requirement to drawdown from General Fund balances by £72,400 – the original budget was based on no addition/ transfer.

Additions to earmarked reserves outside of original plans include:

- £64,000, which is the projected outperformance of 0.27% above budgeted investment returns, assumed at this stage to be transferred to reserves in line with the Treasury Management Strategy;
- A reduction of £59,000 transferred from reserves is forecast due to slippage in the vehicle replacement programme;
- A transfer from the carry forward reserve (£186,600) matches budgets allocated to the relevant services for those items approved during the 2004/05 final accounts process.

## **Capital Programme**

The capital programme is divided between General Fund projects and Housing Investment schemes.

General Fund projects – the approved programme for the year is £11.55million, of which £1.2million was profiled to be spent by the end of the first quarter. Actual expenditure incurred was £776,629. The projects on which expenditure was less than profile were:

- eGovernment Customer First projects
- Improvement and maintenance works to Sports and Leisure Centres
- Playgrounds

For each of these projects the variation is due to difficulties in forecasting exactly when the expenditure is to be incurred. The projects are expected to be delivered on budget.

Housing Investment – the approved programme for the year is £9.15million, of which £2.26million was profiled to be spent by the end of the first quarter. Actual expenditure incurred was £1.76million. Whilst expenditure on work to council houses and estates is £350,000 less than expected at this time service managers are confident the budget will be fully expended by the year end.

Delay is however being experienced with the payment of social housing grant as Swan Housing Association is experiencing delays with its development at Bridge Hospital site, Witham.

### **5.0. CPA Improvement Plan**

The vast majority of the projects within the CPA Improvement Plan have now been completed. Additional improvement measures are emerging through the Business Planning process and these will be managed via the Business Planning process. The outstanding issues from the CPA Improvement Plan are:

- Government Targets for Planning Applications are not being met
- Confirm programme of member learning events by October 2005
- Completion of major investment into community assets by March 2006
- Complete Phase 4 of Customer First Programme by March 2006
- Decent Homes Strategy to be drawn up by March 2006

### **CPA Process 2005/06**

The authority has set up a team to manage the CPA process. Documents such as the Consultation Process have been submitted to the Audit Commission. The CPA team are working on the Use of Resources return and the draft Corporate Self Assessment. It is anticipated that the Audit

Commission will carry out a 2 to 3 days site visit during late November/early December

We will be given a draft statement on how the authority is performing on 17<sup>th</sup> February 2006 with the actual document published on the 31<sup>st</sup> March 2006. For 2005/06 CPA this document will no be scored.

## **6.0 Contract Management**

The Information Technology contract with SERCO continues to meet all the targets included within the performance elements of the contract.

The Leisure Contract with DC Leisure reports the number of people of people using facilities within leisure centres. The reporting mechanisms are being changed so that trends within leisure such as a revival in squash or the use of leisure facilities to support cardiac rehabilitation will provide a better overview of how leisure contributes to the quality of life in the district.

## **7.0 Corporate Strategies**

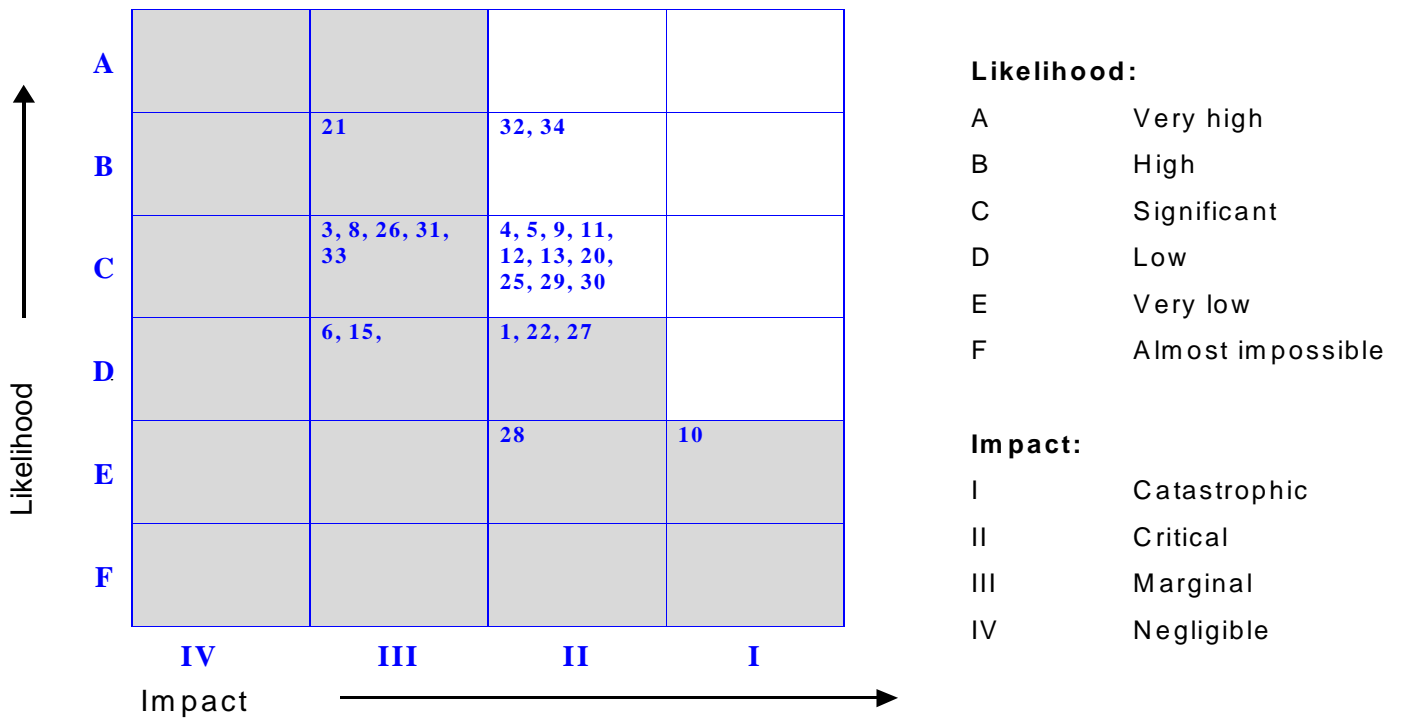
The Management Board has a programme of annual reviews of key strategies. Set out below are a list of those strategies that have been reviewed to date:

<b>Strategy</b>	<b>Review Date</b>
Code of Corporate Governance (including Risk management strategy)	April 2005
Communications strategy	April 2005
Community Safety Strategy	March 2005
Customer First	March 2005
Economic development strategy	February 2005
Food Inspection strategy	July 2005
People strategy (formally HR and learning strategy)	March 2005
Procurement Strategy	May 2005
Rural Policy and Action Statement	April 2005
Treasury management strategy	February 2005

## **7.0 Risk Management**

The Strategic Risk Register with details of Vulnerability, Trigger and Consequences are outlined within this section were reviewed on 27<sup>th</sup> June 2005. The following amendments were made to the strategic risk register:

- The under funding council's pension fund was reduced from significant risk to low risk.
- The profile of crime within the district was increased from low to significant risk



- The areas of land prone to flooding have been reduced from significant to low risk
- Government funding via Revenue Support Grant and/or the Business Rates Pool is less than anticipated so the Medium Term Financial Strategy has risk increased from significant to high.

### **8.0 Staffing Issues**

#### Recruitment

- Difficulties in recruiting Planners which is also a nationwide problem. A range of innovative methods is being used to recruit them including career grades, market supplements, and improved training and development access. Have also developed a partnership arrangement with other Essex Authorities inc. ECC to develop a recruitment portal and enhanced advertising directed at difficult to recruit posts.
- The authority are just under target (BVPIs) for employing disabled and ethnic staff (in both cases we need to employ just 1 person to meet target)

#### Training

- Annual projection is on target at 2 days per employee per annum.
- New Member Charter now signed by all Group Leaders (Greta can give more info if needed)

## Retention

- Annual projection of total leavers 13% (target is 12%)
- Annual projection of voluntary leavers 6.8% (target below 8%)
- Overall position is good but clearly in some areas e.g.Planning the rate is high.

## Sickness

- Annual projection is 10days which is over target (9 days). Managers are being offered additional training in sickness counselling and return to work arrangements

## Other Staffing Issues

- Planning and preparation underway for impact of Housing Options transfer and new structure of BDC.
- Customer First projects include closure of Witham office and the WAO/Library p/ship.

## **9.0 Major Projects Update**

### **9.1 Braintree Swimming Pool:**

The agreement was to be signed on Monday 16<sup>th</sup> August and Members were being asked to comment on the remaining design fees on the 17<sup>th</sup> August. It is anticipated that work on site will commence in December 2005 with completion in January 2007 and opening to the public in February 2007.

### **9.2 Braintree Market Place:**

In respect of Market Place Improvements the project was practically completed at the end of July 2005, within revised programme completion date. Final accounting is yet to be completed but the project should be within budget.

### **9.3 District Community Facilities:**

**Silver End Village Hall.** The contractor is on site and the contract will be completed by 8<sup>th</sup> September 2005

**The Braintree Institute** construction work commenced on the 15<sup>th</sup> August and should be completed by 4<sup>th</sup> November 2005

**New Hall, Rickstones Road.** Tenders are being evaluated with an anticipated 16<sup>th</sup> October 2005 start and 22<sup>nd</sup> June 2007 completion

**Spring Lodge.** The contract is will commence 26<sup>th</sup> June 2006 and end 29<sup>th</sup> September 2006

**Witham Public Hall:** Phase One is under way and Phase Two will be completed 16<sup>th</sup> December 2005

#### **9.4 Housing Options**

The Council made its recommendation to the Government on its preferred option for Housing Stock Transfer. During this period external consultation took place with tenants including a test of opinion, a telephone service and three conferences.

The Council now awaits formal approval of its recommendations from the Government.

#### **9.5 Customer First - this will be re-written in English**

The Customer First Programme is on track to deliver against BDC and E – Government targets BV 157 and Priority Outcomes, which are required to be at 100% by December 2005. Currently 67%, of services that can be delivered electronically are doing so and projects to implement the remaining 19% are on track. For example the new website is now in place and has raised the site from 430<sup>th</sup> to 10<sup>th</sup> in the National Morse Web -Site rankings. The revised intranet will follow by the end of August. E- payments have now gone live. Voice recognition system for business-to-business calls is in place.

The contract for Electronic Document Management and Records system has been awarded and the roll out has started in Planning. Switchboard integrated into Customer Service Centre, increased rates of first time resolution and more call types being handled in the front office.”

#### **Key Issues for Next Quarter July to September 2005**

- Local Area Agreements
- Corporate Self Assessment for CPA Direction of Travel
- Budget Review/Business Efficiency
- Swimming Pool Agreement
- Stansted Consultation
- New performance measure for monitoring of Leisure and IT Contracts
- Licensing Arrangements Update

Allan Reid  
Chief Executive

## QUARTERLY PERFORMANCE INDICATORS MONITORING 2005-06

### QUARTER ONE: April – June 2005

**Key to Status Indicator:**



**Performance is on or above Target**





**Performance is 1 to 5% off Target**








**Performance is 6% or more off Target**









<b>Create a Cleaner and Greener District</b>						
<b>Status</b>	<b>Ref</b>	<b>Indicator</b>	<b>Outturn 2004-05</b>	<b>Target 2005-06</b>	<b>Quarter 1 2005-06</b>	<b>Comments</b>
	1.1 BVPI 84	No of kgs of household waste per head collected	415 kgs per head	390 kgs per head	115 kgs per head	The collecting of additional garden waste indicates it is unlikely the target will be met.
	1.2 BVPI 199	Local Street and Environment Cleanliness	7%	7%	11%	Anticipated 7% will be reached on the next of the three annual inspections
	1.3 BVPI 82a	Household Waste Recycling	19.11%	19.25%	18.06%	Target will be delivered by year end
	1.4 BVPI 82b	Household Waste Composting	9.0%	9.0%	13.8%	Reflects seasonal garden waste in all multi material kerbside collections in remainder of district
	1.5 BVPI 199d	Clear all Fly Tips within One Working Day	98.2%	98.5%	97.47%	Managers confident the target will be delivered by March 2006.




Status	Ref	Indicator	Outturn 2004-05	Target 2005-06	Quarter 1 2005-06	Comments
	1.6 BVPI 218a	Remove 100% of abandoned vehicles as having no value from public land within 10 days of report	100%	100%	100%	The Council target is to remove 95% within 4 days by March 2008
	1.8	Car Parking Enforcement: % Paid without Dispute	New Service	70% of Parking Tickets	65.19%	Target to be reviewed at half year

### Help People To Feel Safe and Well




Status	Ref	Indicator	Outturn 2004-05	Target 2005-06	Quarter 1 2005-06	Comments
	2.1 BVPI 166	Food Premises Inspected	94%	100%	21.80%	
	2.2 BVPI 126	Domestic Burglaries per 1,000 population	5.9	4.5	1.37	Target managed by Essex Police
	2.3 BVPI 128	Vehicle Crime per 1,000 population	6.49	3.6	1.93	Target managed by Essex Police
	2.4 BVPI 183	Average Time in Hostel in weeks	25 weeks	22 weeks	16.66 weeks	Excellent progress at Quarter 1
	2.5 BVPI 225	Domestic Violence Incidents	1189 Incidents including 420 repeat victims	Trends to be reported	273 including 129 repeat victims	A decline in incidents reported. The indicator is managed by Essex Police




Create a Better Place to Live Work and Play

Status	Ref	Indicator	Outturn 2004-05	Target 2005-06	Quarter 1 2005-06	Comments
	3.1 Local Indicator	Increase the number of Passenger Journeys made by Community Transport	31949	37800	9217	Target will be met by year end
	3.2 BVPI 185	Housing: % of Responsive Repairs with an Appointment made and kept	76%	83.2%	75.3%	Improvement on the same period during 2004-05
	3.3 Local Indicator	Create 400 Affordable Housing Units by March 2008	69	100	2	During Quarter One there were 2 completions and 56 starts
	3.4 BVPI 156	Buildings fully Accessible to People with Disabilities	17.9%	20%	17.9%	Several projects are due to start during Quarter 2
	3.5 BVPI 109a	Planning: Major Applications within 13 Weeks	45%	60%	63.64%	56% of Major Applications were processed during the same period in 2004-05
	3.6 BVPI 109c	Planning: Other Applications within 8 Weeks	77%	80%	75.19%	81% of Other Applications were processed during the same period in 2004-05
	3.7 Local Indicator	Respond Time: Complaints	70% within 7 working days	72% within 7 working days	81%	Target to be reviewed at the half year
	3.8 BVPI 179	Standard Searches in 10 Working Days	99.67%	100%	95.8%	

Status	Ref	Indicator	Outturn 2004-05	Target 2005-06	Quarter 1 2005-06	Comments
	3.9 BVPI 205	Planning Checklist	83%	83%	83%	Target will be delivered throughout the year
	3.10 Local Indicator	Complete and Open the new Braintree Swimming Pool	On Target	Open to the public by February 2007	On Target	The project is on target for completion by February 2007
	3.11 Local Indicator	Business Start Ups	105	70	24	Target reviewed and reduced to 70 start ups per year to reflect reduced Government funding for Business Start Up
	3.12	Planning Enforcement Action	100%	100% of Priority 1 and 2 within One Day	100%	Consistently high level of service delivery
	3.13	E Government	53%	100%	67%	On target to reach 100% by December 2005








**Improve Performance and Deliver Better Value**







	4.1 BVPI 166	Housing: % of Rent collected	98.3%	98.5%	91.6%	
	4.2 BVPI 212	Housing: Average Re let Times	New Indicator	65 days	51 Days	Excellent start to the new indicator. Target to be reviewed at half year
	4.3 BVPI 76d	Benefits/Council Tax Prosecutions	6	6	7	Prosecutions per 1000 population

Status	Ref	Indicator	Outturn 2004-05	Target 2005-06	Quarter 1 2005-06	Comments
	4.4 BVPI 78a	Average Speed Processing New Claims	47	32.1	76	Delays during Quarter One brought about by the transfer of sundry debtors from the old to the new system. All indicators are that the process time during Quarter Two will be around 35 days.
	4.5 Local Indicator	% of Performance Indicators showing Improvement	73%	75%	42%	Recovery package in place
	4.6 Local Indicator	Training: Delivery of Learning Days per employee per year	2.37 days	2.50 days	0.26 days	Concerns raised about the recording of training data. Information being rechecked

## Monthly Dashboard Indicators 2005-06

April to June 2005

Status	Ref	Indicator	Outturn 2004-05	Target 2005-06	April	May	June	Comments
	Key 1	Refuse: Missed Bins	24.9	60	31.3	27.3	30.8	30.8 for the Quarter.
	Key2	Planning: Minor Plans	59%	65%	44.12%	51.52%	48.94%	48.94% for the Quarter. 66% processed during the same period 04-05
	Key 3	Invoices Paid within 30 Days	93%	96%	93.64%	94.16%	95%	95% for the Quarter. Target will be reached
	Key 4	Council Tax Collected	97.60%	98.50%	10.04%	20.96%	29.89%	29.89% for the Quarter. 28.36% collected during the same period 04-05
	Key 5	NNDR Collected	94.80%	98.50%	10.03%	19.01%	29.68%	29.68% for the Quarter. 28.92% collected during the same period 04-05
	Key 6	Working Days Lost Due to Sickness	10.25 days	9 days	0.80 days	0.75 days	2.23 days	Departmental breakdown of sickness detailed at page 19
	Key 7	Increase Visits to Leisure Centres	859390	900000	65480	63885	66455	195800 for the Quarter. 203447 Q1 last year but given the additional investment in leisure facilities the target will be met by year end.

Status	Ref	Indicator	Outturn 2004-05	Target 2005-06	April	May	June	Comments
	Key 8	Increase the % of Enquiries resolved at First Point of Contact	40%	50%	57.06%	54.46%	54.78%	Cumulative Total
	Key 9	Contacting the Council						
	Key 9 (1)	Face to Face	208,000	195,000	17847	17365	16990	52202 Data includes all service points
	Key 9 (2)	Telephone Customer Calls	525,000	550,000	46848	41477	43912	132237 for the Quarter. Data subject to evaluation
	Key 9 (3)	Telephone Non Customer Calls	45,000	60,000	3366	3178	3250	9794 for the Quarter Data subject to evaluation
	Key 9 (4)	Electronic Non Automated	0	1000	259	256	739	739 for the Quarter Data subject to evaluation
	Key 9 (5)	Electronic fully automated	250	250	0	0	0	New web site launched 11 <sup>th</sup> August which will increase the use of electronic non automated contact with the Council

### Number of Working Days Lost due to Sickness Absence

The authority has a target of 9 working days sickness per full time member of staff during 2005-06. This equates to 2.25 days during Quarter One. There was 2.23 days sickness per full time member of staff during Quarter One.

Below are details of sickness during Quarter One by departments. Managers working with Human Resources are carrying out additional measures to reduce sickness levels within the council.

Department	FTE Number of Staff +	Days Lost	Average Per FTE of Staff	Comments
Environmental Services	219.3	811	3.7	
Customer Services	27.49	80	2.91	
				Target for the Quarter 2.25 days.
Housing Services	173.51	355	2.05	
Corporate Director/Deputy Chief Executive	4.86	9.5	1.95	
Financial Services	105.25	141	1.34	
Community Unit	8.36	8	0.96	
Development Services	84.18	72	0.86	
Business Support	18.03	11	0.61	
Corporate Services	20.53	7	0.34	
Leisure Services	15.6	4	0.26	
Chief Executive	4.69	0	0	

**NUMBER OF COMPLAINTS BY CATEGORY – Quarter One 2005**

<b>Complaint Category</b>	<b>April 2005 Figures in brackets are Unjustified Complaints</b>	<b>May 2005 Figures in brackets are Unjustified Complaints</b>	<b>June 2005 Figures in brackets are Unjustified Complaints</b>
Dissatisfaction with the way the Council has reached its decision or with the actions taken in reaching that decision	8 (6)	5 (4)	11 (10)
Employees Attitudes	5 (4)	1 (0)	3 (2.5)
Delays in Responding	7 (3)	7 (4)	6 (3)
Failure to achieve specified standards of service	54 (28)	27 (16)	51 (32)
Miscellaneous	2 (2)	4 (3)	1 (0)
<b>Totals</b>	76 (43)	44 (27)	72 (47.5)