

**The Local Government Ombudsman's
Annual Review**

Rossendale Borough Council
for the year ended
31 March 2009

The Local Government Ombudsman (LGO) provides a free, independent and impartial service. We consider complaints about the administrative actions of councils and some other authorities. We cannot question what a council has done simply because someone does not agree with it. If we find something has gone wrong, such as poor service, service failure, delay or bad advice, and that a person has suffered as a result, the Ombudsmen aim to get it put right by recommending a suitable remedy. The LGO also uses the findings from investigation work to help authorities provide better public services through initiatives such as special reports, training and annual reviews.

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Section 1: Complaints about Rossendale Borough Council 2008/09

Introduction

This annual review provides a summary of the complaints we have dealt with about Rossendale Borough Council.

I hope that the review will be a useful addition to other information your authority holds on how people experience or perceive your services.

Two appendices form an integral part of this review: statistical data for 2008/09 and a note to help the interpretation of the statistics.

Changes to our way of working and statistics

A change in the way we operate means that the statistics about complaints received in 2008/09 are not directly comparable with those from 2007/08. Since 1 April 2008 the new LGO Advice Team has been the single point of contact for all enquiries and new complaints. The number of telephone calls to our service has increased significantly since then to more than 3,000 a month. Our advisers now provide comprehensive information and advice to people who telephone, write or e-mail. It enables citizens to make informed decisions about whether to put their complaint to us.

This means that direct comparisons with some previous year-statistics are difficult and could be misleading. So this annual review focuses mainly on the 2008/09 statistics without drawing those comparisons.

Enquiries and complaints received

During the year the advice team received 35 enquiries in complaints against your Council, by far the greatest number of which (23) related to planning and building control matters. 22 complaints were forwarded to the investigative team for investigation.

Complaint outcomes

Of the complaints submitted for investigation, five were found to be outside jurisdiction and in eight cases discretion was exercised not to pursue the complaints.

Local settlements

We will often discontinue enquires into a complaint when a council takes or agrees to take action that we consider to be a satisfactory response – we call these local settlements. In 2008/09, 27.4% of all complaints the Ombudsmen decided and which were within our jurisdiction were local settlements. Of the complaints we decided against your authority, two complaints were locally settled.

The first of these was a planning enforcement complaint about delay in ensuring that a landscaping scheme was carried out and in ensuring that the highways authority carried out works specified in a section 106 agreement. This was remedied by the Council undertaking to ensure that planting was done in the next planting season and to put pressure on the highways authority to carry out the necessary works.

The other local settlement was a waste management complaint where the Council had failed to collect recyclable rubbish for a three month period. By the time the complaint arrived at my office the Council had already reinstated the service. Additionally it apologised to the complainant and made a £20 compensation payment.

Liaison with the Local Government Ombudsman

During the year my office made enquiries of the Council on three occasions. The average time taken for a response was 44 days, against a target of 28 days. This is disappointing in the context of last year's much better performance with a larger number of enquiries where the average for a response was 22.8 days, and an unfortunate return to the poor performance of 2006/07 when the average was 41.1 days. I am aware that some complaints relate to complex and time-consuming matters. One of the planning and building control complaints about which there was an enquiry took 72 days for a response, which inevitably distorts the average. However, I note that the other enquiry to that department took 43 days. By comparison the third enquiry, about a highways issue, received a response in 17 days.

Training in complaint handling

Part of our role is to provide advice and guidance about good administrative practice. We offer training courses for all levels of local authority staff in complaints handling and investigation. All courses are presented by experienced investigators. They give participants the opportunity to practice the skills needed to deal with complaints positively and efficiently. We can also provide customised courses to help authorities to deal with particular issues and occasional open courses for individuals from different authorities.

I have enclosed some information on the full range of courses available together with contact details for enquiries and bookings.

Conclusions

The Council's performance in relation to response times is disappointing. I do not wish to read too much into such a small number of enquiries, but the planning department might wish to look at ways in which it can improve in this respect.

I welcome this opportunity to give you my reflections about the complaints my office has dealt with over the past year. I hope that you find the information and assessment provided useful when seeking improvements to your Council's services.

**Mrs A Seex
Local Government Ombudsman
Beverley House
17 Shipton Road
YORK
YO30 5FZ**

June 2009

Section 2: LGO developments

Introduction

This annual review also provides an opportunity to bring councils up to date on developments – current and proposed – in the LGO and to seek feedback. It includes our proposal to introduce a 'statement of reasons' for Ombudsmen decisions.

Council First

From 1 April 2009, the LGO has considered complaints only where the council's own complaints procedure has been completed. Local authorities have been informed of these new arrangements, including some notable exceptions. We will carefully monitor the impact of this change during the course of the year.

Statement of reasons: consultation

The Local Government and Public Involvement in Health Act 2007 made provision for the LGO to publish statements of reasons relating to the individual decisions of an Ombudsman following the investigation of a complaint. The Ombudsmen are now consulting local government on their proposal to use statements of reasons. The proposal is that these will comprise a short summary (about one page of A4) of the complaint, the investigation, the findings and the recommended remedy. The statement, naming the council but not the complainant, would usually be published on our website.

We plan to consult local authorities on the detail of these statements with a view to implementing them from October 2009.

Making Experiences Count (MEC)

The new formal, one stage complaint handling arrangement for adult social care was also introduced from 1 April 2009. The LGO is looking to ensure that this formal stage is observed by complainants before the Ombudsmen will consider any such complaint, although some may be treated as exceptions under the Council First approach. The LGO also recognises that during the transition from the existing scheme to the new scheme there is going to be a mixed approach to considering complaints as some may have originated before 1 April 2009. The LGO will endeavour to provide support, as necessary, through dedicated events for complaints-handling staff in adult social care departments.

Training in complaint handling

Effective Complaint Handling in Adult Social Care is the latest addition to our range of training courses for local authority staff. This adds to the generic Good Complaint Handling (identifying and processing complaints) and Effective Complaint Handling (investigation and resolution), and courses for social care staff at both of these levels. Demand for our training in complaint handling remains high. A total of 129 courses were delivered in 2008/09. Feedback from participants shows that they find it stimulating, challenging and beneficial in their work in dealing with complaints.

Adult Social Care Self-funding

The Health Bill 2009 proposes for the LGO to extend its jurisdiction to cover an independent complaints-handling role in respect of self-funded adult social care. The new service will commence in 2010.

Internal schools management

The Apprenticeship, Skills, Children and Learning Bill (ASCL) 2009 proposes making the LGO the host for a new independent complaints-handling function for schools. In essence, we would consider the complaint after the governing body of the school had considered it. Subject to legislation, the new service would be introduced, in pilot form, probably in September 2010.

Further developments

I hope this information gives you an insight into the major changes happening within the LGO, many of which will have a direct impact on your local authority. We will keep you up to date through LGO Link as each development progresses but if there is anything you wish to discuss in the meantime please let me know.

**Mrs A Seex
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June 2009

Appendix 1: Notes to assist interpretation of the statistics 2008/09

Introduction

This year, the annual review only shows 2008/09 figures for enquiries and complaints received, and for decisions taken. This is because the change in the way we operate (explained in the introduction to the review) means that these statistics are not directly comparable with statistics from previous years.

Table 1. LGO Advice Team: Enquiries and complaints received

This information shows the number of enquiries and complaints received by the LGO, broken down by service area and in total. It also shows how these were dealt with, as follows.

Formal/informal prematures: The LGO does not normally consider a complaint unless a council has first had an opportunity to deal with that complaint itself. So if someone complains to the LGO without having taken the matter up with a council, the LGO will usually refer it back to the council as a 'premature complaint' to see if the council can itself resolve the matter. These are 'formal premature complaints'. We now also include 'informal' premature complaints here, where advice is given to the complainant making an enquiry that their complaint is premature. The total of premature complaints shown in this line *does not include* the number of resubmitted premature complaints (see below).

Advice given: These are enquiries where the LGO Advice Team has given advice on why the Ombudsman would not be able to consider the complaint, other than the complaint being premature. For example, the complaint may clearly be outside the Ombudsman's jurisdiction. It also includes cases where the complainant has not given enough information for clear advice to be given, but they have, in any case, decided not to pursue the complaint.

Forwarded to the investigative team (resubmitted prematures): These are cases where there was either a formal premature decision, or the complainant was given informal advice that their case was premature, and the complainant has resubmitted their complaint to the Ombudsman after it has been put to the council. *These figures need to be added to the numbers for formal/informal premature complaints (see above) to get the full total number of premature complaints. They also needed to be added to the 'forwarded to the investigative team (new)' to get the total number of forwarded complaints.*

Forwarded to the investigative team (new): These are the complaints that have been forwarded from the LGO Advice Team to the Investigative Team for further consideration. The figures may include some complaints that the Investigative Team has received but where we have not yet contacted the council.

Table 2. Investigative Team: Decisions

This information records the number of decisions made by the LGO Investigative Team, broken down by outcome, within the period given. **This number will not be the same as the number of complaints forwarded from the LGO Advice Team** because some complaints decided in 2008/09 will already have been in hand at the beginning of the year, and some forwarded to the Investigative Team during 2008/09 will still be in hand at the end of the year. Below we set out a key explaining the outcome categories.

MI reps: where the LGO has concluded an investigation and issued a formal report finding maladministration causing injustice.

LS (local settlements): decisions by letter discontinuing our investigation because action has been agreed by the authority and accepted by the Ombudsman as a satisfactory outcome for the complainant.

M reps: where the LGO has concluded an investigation and issued a formal report finding maladministration but causing no injustice to the complainant.

NM reps: where the LGO has concluded an investigation and issued a formal report finding no maladministration by the council.

No mal: decisions by letter discontinuing an investigation because we have found no, or insufficient, evidence of maladministration.

Omb disc: decisions by letter discontinuing an investigation in which we have exercised the Ombudsman's general discretion not to pursue the complaint. This can be for a variety of reasons, but the most common is that we have found no or insufficient injustice to warrant pursuing the matter further.

Outside jurisdiction: these are cases which were outside the Ombudsman's jurisdiction.

Table 3. Response times

These figures record the average time the council takes to respond to our first enquiries on a complaint. We measure this in calendar days from the date we send our letter/fax/email to the date that we receive a substantive response from the council. The council's figures may differ somewhat, since they are likely to be recorded from the date the council receives our letter until the despatch of its response.

Table 4. Average local authority response times 2008/09

This table gives comparative figures for average response times by authorities in England, by type of authority, within three time bands.

LGO Advice Team

Enquiries and complaints received	Benefits	Public Finance inc. Local Taxation	Planning and building control	Transport and highways	Other	Total
Formal/informal premature complaints	1	4	3	0	2	10
Advice given	0	1	1	0	1	3
Forwarded to investigative team (resubmitted prematures)	0	0	1	0	0	1
Forwarded to investigative team (new)	0	0	18	1	2	21
Total	1	5	23	1	5	35

Investigative Team

Decisions	MI reps	LS	M reps	NM reps	No mal	Omb disc	Outside jurisdiction		Total
01/04/2008 / 31/03/2009	0	2	0	0	1	8		5	16

Response times	FIRST ENQUIRIES	
	No. of First Enquiries	Avg no. of days to respond
1/04/2008 / 31/03/2009	3	44.0
2007 / 2008	10	22.8
2006 / 2007	11	41.1

Average local authority response times 01/04/2008 to 31/03/2009

Types of authority	<= 28 days		29 - 35 days		> = 36 days	
		%		%		%
District councils	60	60	20	20	20	20
Unitary authorities	56	56	35	35	9	9
Metropolitan authorities	67	67	19	19	14	14
County councils	62	62	32	32	6	6
London boroughs	58	58	27	27	15	15
National park authorities	100	100	0	0	0	0

Ombudsman Statistics

Complaints Forwarded to the Ombudsman 01/04/08 to 31/03/09				
Reference	Category	Date Received by Ombudsman	Decision Made	Outcome
0800800	Highway Management	07/07/2008	12/05/2009	Will be recorded as ' <i>Ombudsman's discretion</i> ' in 2009/2010 report.
0800811	Planning Enforcement	08/07/2008	25/09/2008	Local Settlement
0801146	Land	29/08/2008	23/10/2008	Outside Jurisdiction
0801038	Planning Applications	11/08/2008	Open as at 31/03/2009	Still open
08006632	Planning Applications	18/06/2008	07/07/2008	Outside Jurisdiction
0801157	Land	02/09/2008	24/11/2008	No or insufficient evidence of maladministration
08014732	Planning Applications	05/02/2009	18/06/2009	Will be recorded as ' <i>No or insufficient evidence of maladministration</i> ' in 2009/2010 report.
08019086	Planning Applications	09/02/2009	18/06/2009	Will be recorded as ' <i>No or insufficient evidence of maladministration</i> ' in 2009/2010 report.
08019088	Planning Applications	09/02/2009	18/06/2009	Will be recorded as ' <i>No or insufficient evidence of maladministration</i> ' in 2009/2010 report.
08019095	Planning Applications	09/02/2009	18/06/2009	Will be recorded as ' <i>No or insufficient evidence of maladministration</i> ' in 2009/2010 report.
08019098	Planning Applications	09/02/2009	18/06/2009	Will be recorded as ' <i>No or insufficient evidence of maladministration</i> ' in 2009/2010 report.
08019101	Planning Applications	09/02/2009	18/06/2009	Will be recorded as ' <i>No or insufficient evidence of maladministration</i> ' in 2009/2010 report.

Reference	Category	Date Received by Ombudsman	Decision Made	Outcome
08019100	Planning Applications	09/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
08019419	Planning Applications	13/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
08019418	Planning Applications	13/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
08019427	Planning Applications	13/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
08019422	Planning Applications	13/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
08019420	Planning Applications	13/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
08020051	Planning Applications	26/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
08020058	Planning Applications	26/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
08020050	Planning Applications	26/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
0802006	Planning Enforcement	26/02/2009	Open as at 31/03/2009	Still open
Number Received	22			

Ombudsman Decisions Made 01/04/2008 to 31/03/2009

Reference	Category	Date Received by Ombudsman	Decision Made	Outcome
07C14652	Waste Management	29/01/08	07/04/08	Local Settlement
08008112	Planning Enforcement	08/07/08	25/09/08	Local Settlement
07C12858	Planning Applications	18/12/07	18/04/08	Ombudsman's Discretion
07C13057	Planning Applications	21/12/07	18/04/08	Ombudsman's Discretion
07C13058	Planning Applications	21/12/07	18/04/08	Ombudsman's Discretion
07C12095	Planning Applications	03/12/07	18/04/08	Ombudsman's Discretion
07C15401	Planning Applications	12/02/08	18/04/08	Ombudsman's Discretion
07C12905	Planning Applications	17/12/08	18/04/08	Ombudsman's Discretion
07C17483	Planning Applications	17/03/08	22/09/08	Ombudsman's Discretion
07C15773	Planning Applications	19/02/08	19/11/08	Ombudsman's Discretion
08011461	Land	29/08/08	23/10/08	Outside Jurisdiction
08011570	Land	02/09/08	24/11/08	No or insufficient evidence of maladministration
07C15719	Planning Applications	15/02/08	14/04/08	Outside Jurisdiction
07C15223	Planning Applications	07/02/08	14/04/08	Outside Jurisdiction
07C15161	Planning Applications	07/02/08	14/04/08	Outside Jurisdiction
08006632	Planning Applications	18/06/08	07/07/08	Outside Jurisdiction
Number of Decisions Made	16			

Response times to first enquiry letters 01/04/08 – 31/03/09

Reference	Date Received by Ombudsman	Date Enquiry Sent to Council	Date Response Received	Time Taken/ Days	Category
08008112	08/07/08	10/07/08	22/08/08	43	Enforcement
07C15773	19/02/08	29/04/08	10/07/08	72	Planning Applications
08008005	07/07/08	22/08/09	08/09/08	17	Highway Management
First Enquiries Total				3	
Average Number of Days to Respond					44

Ombudsman Statistics in Relation to Planning

Planning Complaints Forwarded to the Ombudsman 01/04/08 to 31/03/09				
Reference	Category	Date Received by Ombudsman	Decision Made	Outcome
0800811	Planning Enforcement	08/07/2008	25/09/2008	Local Settlement
0802006	Planning Enforcement	26/02/2009	Open as at 31/03/2009	Still open
0801038	Planning Applications	11/08/2008	Open as at 31/03/2009	Still open
08006632	Planning Applications	18/06/2008	07/07/2008	Outside Jurisdiction
08014732	Planning Applications	05/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
08019086	Planning Applications	09/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
08019088	Planning Applications	09/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
08019095	Planning Applications	09/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
08019098	Planning Applications	09/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
08019101	Planning Applications	09/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
08019100	Planning Applications	09/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.
08019419	Planning Applications	13/02/2009	18/06/2009	Will be recorded as 'No or insufficient evidence of maladministration' in 2009/2010 report.

Reference	Category	Date Received by Ombudsman	Decision Made	Outcome
08019418	Planning Applications	13/02/2009	18/06/2009	Will be recorded as ' <i>No or insufficient evidence of maladministration</i> ' in 2009/2010 report.
08019427	Planning Applications	13/02/2009	18/06/2009	Will be recorded as ' <i>No or insufficient evidence of maladministration</i> ' in 2009/2010 report.
08019422	Planning Applications	13/02/2009	18/06/2009	Will be recorded as ' <i>No or insufficient evidence of maladministration</i> ' in 2009/2010 report.
08019420	Planning Applications	13/02/2009	18/06/2009	Will be recorded as ' <i>No or insufficient evidence of maladministration</i> ' in 2009/2010 report.
08020051	Planning Applications	26/02/2009	18/06/2009	Will be recorded as ' <i>No or insufficient evidence of maladministration</i> ' in 2009/2010 report.
08020058	Planning Applications	26/02/2009	18/06/2009	Will be recorded as ' <i>No or insufficient evidence of maladministration</i> ' in 2009/2010 report.
08020050	Planning Applications	26/02/2009	18/06/2009	Will be recorded as ' <i>No or insufficient evidence of maladministration</i> ' in 2009/2010 report.
Number Received	19			

Planning Decisions Made 01/04/2008 to 31/03/2009

Reference	Category	Date Received by Ombudsman	Decision Made	Outcome
08008112	Planning Enforcement	08/07/08	25/09/08	Local Settlement
07C12858	Planning Applications	18/12/07	18/04/08	Ombudsman's Discretion
07C13057	Planning Applications	21/12/07	18/04/08	Ombudsman's Discretion
07C13058	Planning Applications	21/12/07	18/04/08	Ombudsman's Discretion
07C12095	Planning Applications	03/12/07	18/04/08	Ombudsman's Discretion
07C15401	Planning Applications	12/02/08	18/04/08	Ombudsman's Discretion
07C12905	Planning Applications	17/12/08	18/04/08	Ombudsman's Discretion
07C17483	Planning Applications	17/03/08	22/09/08	Ombudsman's Discretion
07C15773	Planning Applications	19/02/08	19/11/08	Ombudsman's Discretion
07C15719	Planning Applications	15/02/08	14/04/08	Outside Jurisdiction
07C15223	Planning Applications	07/02/08	14/04/08	Outside Jurisdiction
07C15161	Planning Applications	07/02/08	14/04/08	Outside Jurisdiction
08006632	Planning Applications	18/06/08	07/07/08	Outside Jurisdiction
Number of Planning Decisions Made	13			

Planning response times to first enquiry letters 01/04/08 – 31/03/09

Reference	Date Received by Ombudsman	Date Enquiry Sent to Council	Date Response Received	Time Taken/ Days	Category
08008112	08/07/08	10/07/08	22/08/08	43	Enforcement
07C15773	19/02/08	29/04/08	10/07/08	72	Planning Application
First Enquiries Total	2				
Average Number of Days to Respond	57.5				

Complaints to RBC by Service Area and Average Response Times

Service Area	2007/08			2008/09		
	Total complaints	% of total	Average days to deal	Total complaints	% of total	Average days to deal
Development Control	57	30.2	11.5	29	26.4	13.3
Streetscene	45	23.8	3.4	11	10.0	2.5
Capita - Benefits	12	6.3	2.8	9	8.2	3.0
Capita - BIU	0	0.0	0	1	0.9	8.0
Capita - Call Centre	3	1.6	9.3	5	4.6	3.8
Capita - Council Tax	23	12.2	5.2	14	12.8	3.4
Capita - Council Tax Recovery	10	5.3	3.8	10	9.1	3.3
Capita - NNDR	0	0.0	0	1	0.9	2.0
Capita - One Stop Shop	1	0.5	8.0	4	3.6	3.8
Communities	0	0.0	0.0	3	2.7	1.7
Executive Office	4	2.1	9.3	1	0.9	11.0
Customer Services & ICT	5	2.6	7.6	4	3.6	8.8
Emergency Planning	0	0.0	0	1	0.9	7.0
Environmental Health	3	1.6	3.3	3	2.7	5.0
Licensing	5	2.6	3.0	2	1.8	12.5
Property Services	4	2.1	8.0	1	0.9	12.0
Facilities Management	2	1.1	36.0	0	0.0	0.0
Forward Planning	1	0.5	2.0	0	0.0	0.0
Legal	2	1.1	10.5	2	1.8	4.0
Communications	2	1.1	5.0	0	0.0	0.0
Finance	3	1.6	0.7	3	2.7	1.0
Parking	2	1.1	6.5	5	4.6	3.0
Human Resources	1	0.5	13.0	0	0.0	0.0
Economic Regeneration	1	0.5	4.0	1	0.9	3.0
Committee Services	3	1.6	8.3	0	0.0	0.0
Total	189	100.0	7.0	110	100.0	6.4

Complaints received not for RBC:

Greenvale Homes	1			0	
Lancashire Highways	4			2	
Rosendale Leisure Trust	1			1	
Overall total	195			113	

Key

 exceeds 10 day target

Customer Compliments by Service Area 2008/09

Directorate	Service Area	Team	Compliments received during:			
			April - June 2008	July - September 2008	October - December 2008	January - March 2009
Chief Executive		Executive Office				1
	People & Policy	Human Resources				
		Policy Unit				
		Communications				
	Finance & Property	Financial Services				
		Property Services				
Place	Street Scene Operations	Refuse & Cleansing	2	3	1	3
		Emergency Planning				
		Parks & Open Spaces		2		
	Customer Services	Capita - Council Tax Recovery				
		Capita - Council Tax				
		Capita - Call Centre				
		Capita - Benefits				
		Capita - OSS	2	1	1	
		ICT				
		Customer Services			1	1
	Communities	Community Safety				
		LSP Delivery				
		Service Development				
	Regeneration	NEATs	6		1	
		Regeneration Delivery			1	
		Regeneration Progs			1	
		Economic Development				1
	Traffic & Parking				1	
Business	Legal	Legal Services				
		Committee & Member Services		3	8	1
		Elections	2	2	94	2
	Planning	Building Control				1
		Forward Planning				
		Development Control	4	4	2	1
		Land Charges	1			
	Environmental Health	Environmental Health	2	1		
Licensing					1	
Total			19	16	111	12

Justified/Unjustified Complaints by Service Area 2008/09

Service Area	Development Control	Street Scene	Capita - Benefits	Capita - BIU	Capita - Call Centre	Capita - Council Tax	Capita - Council Tax Recovery	Communities	Executive Office	Customer Services & ICT	Emergency Planning	Environmental Health	Licensing	Property Services	Legal	Finance	Parking	Economic Regeneration	Total			
Justified	9	8	4	-	2	1	1	-	1	1	1	-	-	1	-	-	-	-	-	29	26.36%	
Unjustified	20	3	5	1	3	13	9	1	3	2	-	4	1	2	2	1	2	3	5	1	81	73.64%
Total	29	11	9	1	5	14	10	1	4	3	1	4	1	3	2	1	2	3	5	1	110	