

Agenda Item No: 5

Report to: Overview and Scrutiny (Resources)

Date of Meeting: 10th March 2009

Report Title: Scrutiny Review of Public Contact Arrangements - Update

Report By: **Kevin Boorman**
Head of Destination Management & Marketing

Purpose of Report

To update Overview & Scrutiny Committee of progress made since the Scrutiny Review of Public Contact Arrangements report was published in March 2008

Recommendation(s)

- 1. That progress made on improving public contact arrangements be noted, especially in respect of the areas highlighted as being of particular concern**
- 2. That a further report be produced in due course showing progress made against the 'Amber' and 'Red' items shown from the original action plan.**

Reasons for Recommendations

Good progress has been made in the three areas identified as being of particular concern - the time taken to answer the telephone in some offices; staff attitude; and the use of other numbers. However, there are still some items from the original action plan that have not yet been fully implemented. Progress in these areas is still being made, and will be reported to Overview & Scrutiny.

Background

Introduction

1. At its meeting on 13th March 2008 the Overview & Scrutiny Committee for Resources received the final report of the Scrutiny Review into Public Contact Arrangements
2. Cabinet considered the management response into the Scrutiny Review at its meeting on 7th July 2008. The management response fully supported the action plan as part of the Scrutiny Review and dealt with the three particular areas of concern that had been identified by the review :- the time taken to answer the telephone in some offices; staff attitude; and the Council's use of 0845 numbers. Cabinet voted unanimously to agree the management response.

One Year On

3. The original Scrutiny Review produced a Customer Contact Action Plan, with timeline action points. This is included as Appendix A, with an extra column added to show progress made.
4. As noted in the original Scrutiny Review, and the management response, two cross-cutting groups were established early in 2008, one on Communications (including corporate identity and style, and items such as letters and email templates), the other on Service Quality Assurance. These have proven to be useful vehicles for taking forward a number of areas identified for improvement, in particular the three highlighted as being of particular concern in the management response to the Scrutiny Review

Telephone Answering

5. One of the key findings of the original review team was the fact that the Council had a problem with the amount of time taken to answer the telephone in some departments. Urgent action was taken as soon the findings of the review team were made, and this has produced significant improvements.
6. The Service Quality Assurance cross-cutting group now consider telephone answering statistics at every one of its monthly meetings. Appendix B show the time taken to answer the telephone when the management response to the Scrutiny Review was being progressed, in June 2008. Appendix C shows the figures up to January 2009.
7. As can be seen from the figures, although there is still some way to go before the figures can be considered acceptable, very significant progress has been made over the last year. For example, in 'Benefits' in January 2008 some 84 callers had to wait in excess of 25 minutes before their call was answered, in January 2009 this figure was down to just six. And in 'Local Taxation' the figure of 132 callers having to wait in excess of 25 minutes in January 2008 was reduced to five in January 2009.

8. Not all telephone numbers are centrally monitored but the monitoring will be extended as soon as is practicable to include all public telephones lines e.g. those at Renaissance House, and as Century House staff are relocated to Aquila House.
9. The Service Quality Assurance cross-cutting group is now setting more challenging targets for telephone answering time in 2009/10 (effectively to eliminate the 'worst third' of response times during the year).
10. The figures above only refer to call that were eventually answered, not those that were 'abandoned'. An accurate meaningful figure for the number of calls genuinely abandoned (as opposed to being transferred; intercepted; the caller having their query answered by the use of a recorded message; etc) is currently being developed and this will be useful in identifying areas for action.
11. Work is in progress on developing a business case for a contact centre approach to deploy additional staff on telephone answering. Ashford District Council have developed an excellent model for telephone answering and officers in the Service Quality Assurance cross-cutting group have visited Ashford to see the centre working. A senior manager for Ashford is due to address senior managers and Heads of Service in Hastings to see how we can take this approach further.

Staff Attitude

12. Comments were made to the Overview & Scrutiny Committee meeting in March 2008 over the low number of formal complaints regarding staff attitude; some members felt that this painted too good picture. Members of the Overview & Scrutiny Committee were asked for details of particular attitudinal complaints, but no responses were received. A formal system for dealing with complaints about staff attitude has been put in place and there does not appear to be a significant problem in this respect, although isolated instances of inappropriate attitude have been reported; firm management action has been placed in these areas.

0845 Numbers

13. As noted in the management response to the Scrutiny Review, a petition relating to the use of 0845 numbers by the Council was received shortly after the scrutiny review was published. The management recommendation to abandon the use of 0845 numbers from April 2009 was accepted by Cabinet in July 2008 and in fact their use was phased out from late 2008. All council literature and advertising material now uses the 01424 geographical numbers.

Other Items

14. In addition to the main areas of concern specifically mentioned in the management response to the Scrutiny Review, all other action points identified in the Review are being taken forward and, indeed, some have already been achieved. As noted above the original action plan with an extra column added to show progress to date is included in Appendix A.
15. Of particular interest is National Indicator 14 which measures 'avoidable contact'. This is an indicator of the calls to the council that could be avoided, for example because the customer seeks unnecessary clarification; because of poor information on who to contact or because the customer was not given correct information on

who to call; repeat contact; the customer having to chase progress; etc. Work is already underway in this area, with the Head of Information Technology liaising with Service Heads to ensure a consistent approach is taken that fits with the guidance for the indicator. Training to identify avoidable contact is currently being finalised.

16. Another area of concern was the quality of letters being sent out. As part of the original Scrutiny Review the review team asked for copies of all public letters sent during a week in November 2007. Several hundred letters were received and reviewed. These were variable in quality, with a number containing poor grammar/spelling errors, others apparently being very abrupt in tone. There were also inconsistencies between departments as to who should sign letters. Customer Care training was introduced to address these issues and a further audit of letters sent to the public will be undertaken shortly.
17. Progress has also been made in other areas, although in some cases not as much as had been hoped. Good progress was made initially, following the management response and its adoption by Cabinet in July 2008, but the developing financial problems during the latter part of 2008 deflected management attention away from this area. However, the council is absolutely committed to improving customer care at the highest level, evidenced by the fact that the Chief Executive chairs the Service Quality Assurance cross-cutting group. This group continues to oversee progress against the action plan, obviously concentrating on 'amber/red' items.
18. A further report to Overview & Scrutiny will be produced in due course, showing progress made against the 'amber' and 'red' items.

Recommendation

That progress made on improving public contact arrangements be noted, especially in respect of the areas highlighted as being of particular concern

That a further report be produced in due course showing progress made against the 'Amber' and 'Red' items shown from the original action plan.

Wards Affected

Ashdown, Baird, Braybrooke, Castle, Central St. Leonards, Conquest, Gensing, Hollington, Maze Hill, Old Hastings, Ore, Silverhill, St. Helens, Tressell, West St. Leonards, Wishing Tree

Area(s) Affected

Central Hastings, East Hastings, North St. Leonards, South St. Leonards

Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness No

Crime and Fear of Crime (Section 17)	No
Risk Management	Yes
Environmental Issues	No
Economic/Financial Implications	Yes
Human Rights Act	No
Organisational Consequences	Yes

Supporting Documents

The Overview & Scrutiny Report in to Public Contact Arrangements (O&S Resources 13th March 2008)

Management Response to the Overview & Scrutiny Report in to Public Contact Arrangements (Cabinet 7th July 2008)

Officer to Contact

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Appendix A

Customer Contact Action Plan

Action Item	Report Item	Improvements Identified and Action Required	Resource Implications	Timescale for Completion	Responsible Officer	Outcome Required and Monitoring Arrangements	Priority H, M, L	Traffic Light	Progress Made
1	7.1	Formal Complaints – every complaint received about staff attitude be investigated by the section head and 'signed off' by the Head of Service	Existing resources, co-ordinated by Customer Service and Complaints Officer.	New system in place by June 2008	Customer Services Complaints Officer	Formal system in place for monitoring public complaints about staff attitude	M	G	Achieved Formal system in place for dealing with staff complaints
2		The issue of monitoring and acting upon formal complaints should also be addressed by the Service Quality Assurance Cross-cutting Group.	Dealt with as part of the Service Quality Assurance Cross-cutting Group	December 2008	Customer Services Complaints Officer	Review of complaints system compiled by cross-cutting group	M	A	New arrangements currently being implemented through Officer Group
3	7.3	Telephone calls – the length of time taken to answer some calls is unacceptable, and an accurate meaningful measure of the number of abandoned calls is required. The area of telephony should be addressed by the Quality Assurance Cross-cutting group (including homeworking, CRM etc).	Dealt with as part of the work of Service Quality Assurance cross-cutting group. Potential staffing implications.	December 2008	Chief Executive, Head of IT, Head of Destination Management & Marketing Head of IT	An improvement in the quality of telephone arrangements – shorter waiting time and fewer abandoned calls. An accurate, meaningful measure of the number of abandoned calls is required.	H M	G A	Urgent Management action taken, the telephone answering time has been very significantly reduced. Call Centre being pursued, Officer Steering Group and project implementation team already in place and developing plans Measure of abandoned calls being developed

Action Item	Report Item	Improvements Identified and Action Required	Resource Implications	Timescale for Completion	Responsible Officer	Outcome Required and Monitoring Arrangements	Priority H, M, L	Traffic Light	Progress Made
4		The use of 0845 numbers should be kept under view	Existing resources	Review annually	Head of IT, Head of Destination Management & Marketing	The use of 0845 numbers formally reviewed annually.	L	G	The advertising of 0845 numbers has now stopped, all advertised numbers are now 01424 45xxxx or 78xxxx
5		A telephone answering protocol should be introduced across Hastings Borough Council	Dealt with as part of the work of the Communication cross-cutting group.	September 2008	Corporate Director Environmental Services	Telephone protocol introduced.	M	A	This is being addressed by Corporate Communication Cross-Cutting Group
6		'Phone operators to be written to asking them to reinstate 0845 numbers in their inclusive call packages.	Existing resources	June 2008	Head of Destination Management & Marketing	Letter to 'phoner providers written and, ideally, acted upon by them.	H	G	No longer applicable – 0845 numbers not now used
7	7.5	Letter/Email More training should be given to allow staff writing letters to members of the public, and ensure consistency approach and a reasonable standard of presentation.	Staff Time	December 2007	Head of Personnel & Organisation Development	An improvement to the quality of letters sent by Hastings Borough Council	M	A	Customer Care training is ongoing.
8		A standard template letter, and email template should be introduced to ensure a consistency approach	Dealt with as part of the work of the Communication s cross-cutting group	September 2008	Corporate Director Environmental Services	An improvement to the quality of letters and emails sent by Hastings Borough Council with emails being sent to an agreed templatem including a 'footer' showing contact details.	M	A	Standard template letter currently being trialled, email template still awaited
9		Consideration should be given	Dealt with by	September	Chief	Costs and benefits of	L	G	This was considered

Action Item	Report Item	Improvements Identified and Action Required	Resource Implications	Timescale for Completion	Responsible Officer	Outcome Required and Monitoring Arrangements	Priority H, M, L	Traffic Light	Progress Made
		to keeping centralised records of letters sent/received by HBC	the Service Quality Assurance cross-cutting group	2008	Executive, Head of IT, Head of Destination Management & Marketing, Customer Service & Complaints Manager	keeping a centralised letter record identified			by the 'Service Quality Assurance' cross-cutting group, but rejected – the resources currently required out weighed the benefit at the present time.
10	7.6	Adequate and clear signage at the new Aquila House front office	Part of the Aquila House expansion budget/project	Upon opening of the new Aquila House front office	Head of Projects	Adequate and clear signage provided	H	G	Achieved – new signage in place when Aquila House front office opened in January 2009
11	7.6	More services to be transferred where appropriate into the HIC; none to be transferred away upon completion of Aquila House project	Additional work can be accommodated within HIC resources	As soon as practicable	Corporate Management Team	Further services successfully added to those offered by the HIC	H	G	Existing services all to be retained in HIC, including Planning; possibility of new services being added is still being considered.
12	7.7	Improved training given to all staff who have contact with the public	Dealt with by the Service Quality Assurance cross-cutting group	December 2008	Chief Executive, Head of IT, Head of Destination Management & Marketing, Customer Service & Complaints Manager	Better customer care training given, along the lines of that provided by Ashford	H	A	Progress has been made, resources continue to be allocated to customer care staff training, which is still seen as a high priority.



Appendix B

Call Handling Statistics 2008

		Calls Answered	Max Wait (mins)	Waiting Time (Minutes)					
				0-5	6-10	11-15	16-20	21-25	25+
TIC	J	214	7:39	212	2				
	F	252	9:30	248	4				
	M	258	9:05	253	5				
	A	485	6:28	475	10				
	M	282	28:36	275	4			1	2
Election registration	J	26	5:25	24	1				
	F	20	3:19	20					
	M	15	4:48	15					
	A	168	7:21	16	7				
	M	13	4:38	13					
Smokefree	J	5	0:24	5					
	F	4	0:10	4					
	M	6	2:31	6					
	A	3	0:55	3					
	M	11	3:12	11					
Environ Twin Bin	J	750	11:51	729	18	3			
Dedicated line stopped in January and merged with Environmental Waste									
Environ Waste	J	2261	21:43	2133	115	10	2	1	
	F	2421	42:12	1991	295	89	28	10	8
	M	2766	22:07	2297	376	68	21	4	
	A	2850	16:41	2583	217	45	5		
	M	2480	30:27	2094	292	51	24	8	1
Environ ASBO	J	250	3:51	250					
	F	244	6:27	243	1				
	M	236	8:51	228	8				
	A	222	23:31	219	4			1	
	M	201	15:53	196	4		1		
Local Taxation	J	2089	45:06	752	447	392	243	123	132
	F	1817	42:19	837	415	278	156	82	49
	M	2073	32:33	1407	385	167	66	28	20
	A	2459	41:06	1543	583	256	54	12	11
	M	2093	34:17	1077	632	281	75	19	9

Benefits	J	1396	48:13	539	284	245	164	80	84
	F	1202	47:33	494	235	236	137	68	32
	M	1483	32:49	879	347	140	70	28	19
	A	1636	39:57	890	433	212	74	15	12
	M	1661	35:26	1094	397	159	45	16	10
Environ Food	J	93	6:47	92	1				
	F	66	2:16	66					
	M	58	5:06	57	1				
	A	65	1:30	65					
	M	77	5:52	76	1				
Environ Licensing	J	301	4:51	301					
	F	253	3:37	253					
	M	244	5:52	243	1				
	A	252	11:26	247	4	1			
	M	254	9:12	252	2				
Environ Protection	J	495	6:53	494	1				
	F	423	3:50	423					
	M	425	10:28	419	5	1			
	A	458	5:28	455	3				
	M	545	7:49	540	5				
Environ Reception	J	74	2:09	74					
	F	58	1:37	58					
	M	72	1:43	72					
	A	84	1:46	84					
	M	79	12:52	78		1			
Parking	J	296	6:35	294	2				
	F	310	6:32	309	1				
	M	319	40:26	313	5				1
	A	384	9:47	375	9				
	M	318	9:01	314	4				
Revs landlord	J	14	7:13	12	2				
	F	20	7:53	18	2				
	M	21	11:03	19	1	1			
	A	38	5:47	37	1				
	M	43	1:34	31	7	3			
Revs PDD	J	425	13:58	402	18	5			
	F	274	10:13	261	12	1			
	M	273	11:03	19	1	1			
	A	373	18:05	336	19	15	3		



	M	511	32:07	397	57	35	14	3	5
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Appendix C

Phone Answering Statistics

Queue Name	Month	Data										
		Sum of Calls	Max of Max Wait	Sum of 00-05	Sum of 06-10	Sum of 11-15	Sum of 16-20	Sum of 21-25	Sum of >25	Sum of <6	Sum of 6 to 10	Sum of >11
Benefits	Feb-08	1202	0:47:33	494	235	236	137	68	32	494	235	473
	Mar-08	1483	0:32:49	879	347	140	70	28	19	879	347	257
	Apr-08	1636	0:39:57	890	433	212	74	15	12	890	433	313
	May-08	1661	0:35:26	1094	337	159	45	16	10	1094	337	230
	Jun-08	1830	0:39:56	1173	449	183	41	8	6	1173	449	208
	Jul-08	1740	0:28:54	1181	357	159	31	10	2	1181	357	202
	Aug-08	1517	0:49:24	970	341	145	37	16	8	970	341	206
	Sep-08	1669	0:48:45	678	480	295	120	59	37	678	480	511
	Oct-08	1856	0:32:14	1199	362	158	94	26	17	1199	362	295
	Nov-08	1695	0:25:28	1321	219	101	38	14	2	1321	219	155
	Dec-08	1414	0:21:36	993	282	108	26	5		993	282	139
	Jan-09	1890	0:33:10	1172	460	177	83	12	6	1172	460	258
Benefits Total		19583	0:49:24	12044	4302	2043	776	277	151	12044	4302	3247
ElectoralReg	Feb-08	20	0:03:19	20						20	0	0
	Mar-08	15	0:04:48	15						15	0	0
	Apr-08	168	0:07:21	161	7					161	7	0
	May-08	13	0:04:38	13						13	0	0
	Jun-08	22	0:02:22	22						22	0	0
	Jul-08	24	0:05:01	23	1					23	1	0
	Aug-08	15	0:01:46	15						15	0	0
	Sep-08	96	0:04:58	96						96	0	0
	Oct-08	61	0:03:24	61						61	0	0
	Nov-08	43	0:03:31	43						43	0	0
	Dec-08	15	0:01:01	15						15	0	0
	Jan-09	26	0:14:35	24	1	1				24	1	1
ElectoralReg Total		518	0:14:35	508	9	1				508	9	1
EnvASBO	Feb-08	244	0:06:27	243	1					243	1	0
	Mar-08	236	0:08:51	228	8					228	8	0
	Apr-08	222	0:23:31	217	4					217	4	1
	May-08	201	0:15:55	196	4					196	4	1
	Jun-08	185	0:09:59	180	5					180	5	0
	Jul-08	211	0:15:26	207	2	1				207	2	2
	Aug-08	183	0:50:51	179	2					179	2	2
	Sep-08	137	0:04:21	137						137	0	0
	Oct-08	214	0:05:18	213	1					213	1	0
	Nov-08	125	0:06:07	123	2					123	2	0
	Dec-08	97	0:08:03	95	2					95	2	0
	Jan-09	102	0:03:53	102						102	0	0
EnvASBO Total		2157	0:50:51	2120	31	1	3	1	1	2120	31	6
EnvComFood	Feb-08	66	0:02:16	66						66	0	0
	Mar-08	58	0:05:06	57	1					57	1	0
	Apr-08	65	0:01:30	65						65	0	0
	May-08	77	0:05:52	76	1					76	1	0
	Jun-08	100	0:04:37	100						100	0	0
	Jul-08	92	0:04:21	92						92	0	0
	Aug-08	63	0:03:18	63						63	0	0

EnvComFood	Sep-08	81	0:04:44	81					81	0	0	
	Oct-08	89	0:03:44	89					89	0	0	
	Nov-08	64	0:02:29	64					64	0	0	
	Dec-08	38	0:06:40	37	1				37	1	0	
	Jan-09	55	0:01:40	55					55	0	0	
EnvComFood Total		848	0:06:40	845	3			845	3	0		
EnvLic	Feb-08	253	0:03:37	253					253	0	0	
	Mar-08	244	0:05:52	243	1				243	1	0	
	Apr-08	252	0:11:26	247	4	1			247	4	1	
	May-08	254	0:09:12	252	2				252	2	0	
	Jun-08	219	0:08:22	215	4				215	4	0	
	Jul-08	224	0:06:45	223	1				223	1	0	
	Aug-08	210	0:04:41	210					210	0	0	
	Sep-08	242	0:06:10	240	2				240	2	0	
	Oct-08	320	0:06:57	318	2				318	2	0	
	Nov-08	237	0:03:56	237					237	0	0	
	Dec-08	152	0:06:05	151	1				151	1	0	
Jan-09	218	0:09:21	216	2				216	2	0		
EnvLic Total		2625	0:11:26	2605	19	1		2605	19	1		
EnvProtection	Feb-08	423	0:03:50	423					423	0	0	
	Mar-08	425	0:10:28	419	5	1			419	5	1	
	Apr-08	458	0:05:28	455	3				455	3	0	
	May-08	545	0:07:49	540	5				540	5	0	
	Jun-08	562	0:13:32	554	6	2			554	6	2	
	Jul-08	577	0:15:18	568	7	1	1		568	7	2	
	Aug-08	517	0:09:34	513	4				513	4	0	
	Sep-08	496	0:22:14	488	5		2	1	488	5	3	
	Oct-08	426	0:09:17	422	4				422	4	0	
	Nov-08	348	0:05:50	347	1				347	1	0	
	Dec-08	286	0:08:52	281	5				281	5	0	
	Jan-09	344	0:28:21	342	1			1	342	1	1	
	EnvProtection Total		5407	0:28:21	5352	46	4	3	1	5352	46	9
EnvReception	Feb-08	58	0:01:37	58					58	0	0	
	Mar-08	72	0:01:43	72					72	0	0	
	Apr-08	84	0:01:46	84					84	0	0	
	May-08	79	0:12:52	78		1			78	0	1	
	Jun-08	52	0:01:55	52					52	0	0	
	Jul-08	78	0:08:56	76	2				76	2	0	
	Aug-08	68	0:10:42	67		1			67	0	1	
	Sep-08	57	0:04:40	57					57	0	0	
	Oct-08	58	0:02:43	58					58	0	0	
	Nov-08	54	0:04:59	54					54	0	0	
	Dec-08	41	0:12:05	40		1			40	0	1	
Jan-09	38	0:03:57	38					38	0	0		
EnvReception Total		739	0:12:52	734	2	3		734	2	3		
EnvTwinBin	Feb-08								0	0	0	
	Mar-08								0	0	0	
	Apr-08								0	0	0	
	May-08								0	0	0	
	Jun-08								0	0	0	
EnvTwinBin	Jul-08								0	0	0	
	Aug-08								0	0	0	
	Sep-08								0	0	0	
	Oct-08								0	0	0	
	Nov-08								0	0	0	
Dec-08								0	0	0		
Jan-09								0	0	0		
EnvTwinBin Total									0	0	0	
EnvWaste	Feb-08	2421	0:42:12	1991	295	89	28	10	8	1991	295	135
	Mar-08	2786	0:22:07	2297	376	68	21	4		2297	376	93
	Apr-08	2850	0:16:41	2583	217	45	5			2583	217	50
	May-08	2480	0:30:27	2094	292	61	24	8	1	2094	292	94
	Jun-08	2495	0:19:45	2205	248	33	9			2205	248	42
	Jul-08	2634	0:17:18	2354	229	45	6			2354	229	51
	Aug-08	1922	0:11:40	1855	63	4				1855	63	4
	Sep-08	1821	0:32:49	1768	38	10	1	2	2	1768	38	15
	Oct-08	1571	0:16:25	1512	50	8				1512	50	9
	Nov-08	1595	0:20:25	1539	44	11		1		1539	44	12
	Dec-08	1242	0:12:43	1201	33	8				1201	33	8
	Jan-09	1576	0:13:33	1543	27	6				1543	27	6
	EnvWaste Total		25373	0:42:12	22942	1912	388	95	25	11	22942	1912
LocalTax	Feb-08	1817	0:42:19	837	415	278	156	82	49	837	415	565
	Mar-08	2073	0:32:22	1407	385	167	66	28	20	1407	385	281
	Apr-08	2459	0:41:06	1543	583	256	54	12	11	1543	583	333
	May-08	2093	0:34:17	1077	632	281	75	19	9	1077	632	384
	Jun-08	1935	0:37:54	974	545	281	91	31	13	974	545	416
	Jul-08	2127	0:36:05	1133	581	265	89	37	22	1133	581	413
	Aug-08	2272	0:28:02	1817	348	74	24	5	4	1817	348	107
	Sep-08	2271	0:56:24	1545	484	172	59	6	5	1545	484	242
	Oct-08	2387	0:24:43	1762	473	121	26	5		1762	473	152
	Nov-08	1746	0:26:18	1341	276	91	27	8	3	1341	276	129
	Dec-08	1504	0:23:59	1035	327	105	31	6		1035	327	142
	Jan-09	2521	0:26:55	1619	620	198	62	17	5	1619	620	282
	LocalTax Total		25205	0:56:24	16090	5669	2289	760	256	141	16090	5669
ParkServPayment	Feb-08	310	0:06:32	309	1					309	1	0
	Mar-08	319	0:40:26	313	5					313	5	1
	Apr-08	384	0:09:47	375	9					375	9	0
	May-08	318	0:09:01	314	4					314	4	0
	Jun-08	334	0:08:32	330	4					330	4	0
	Jul-08	333	0:32:34	329	3					329	3	1
	Aug-08	314	0:08:38	310	4					310	4	0
	Sep-08	371	0:18:10	363	7		1			363	7	1
	Oct-08	321	0:11:27	313	6	2				313	6	2
	Nov-08	309	0:28:04	303	3	2				303	3	3
	Dec-08	257	0:08:28	254	3					254	3	0
Jan-09	274	0:32:42	270	3					270	3	1	
ParkServPayment Total		3844	0:40:26	3783	52	4	1		4	3783	52	9
RevsLandLord	Feb-08	20	0:07:53	18	2					18	2	0
	Mar-08	21	0:11:03	19	1	1				19	1	1
	Apr-08	38	0:05:47	37	1					37	1	0

RevsLandLord	May-08	43	1:34:38	31	7	3				2	31	7	5
	Jun-08	60	0:23:29	56	1	1	1	1			56	1	3
	Jul-08	57	0:10:02	48	8	1					48	8	1
	Aug-08	46	0:13:05	40	4	2					40	4	2
	Sep-08	57	0:13:16	48	8	1					48	8	1
	Oct-08	54	0:13:44	48	4	2					48	4	2
	Nov-08	49	0:06:08	47	2						47	2	0
	Dec-08	39	0:05:51	38	1						38	1	0
	Jan-09	51	0:05:34	50	1						50	1	0
RevsLandLord Total		535	1:34:38	480	40	11	1	1	1	2	480	40	15
RevsPDD	Feb-08	274	0:10:13	261	12	1					261	12	1
	Mar-08	273	0:11:03	264	7	2					264	7	2
	Apr-08	373	0:18:05	336	19	15	3				336	19	18
	May-08	511	0:32:07	397	57	35	14	3		5	397	57	57
	Jun-08	452	0:22:53	397	43	10	1	1			397	43	12
	Jul-08	453	0:29:59	385	44	14	4	5	1		385	44	24
	Aug-08	481	0:22:34	427	35	12	6	1			427	35	19
	Sep-08	545	0:24:35	445	67	20	12	1			445	67	33
	Oct-08	579	0:26:27	502	53	20	3		1		502	53	24
	Nov-08	283	0:14:53	262	19	2					262	19	2
	Dec-08	287	0:21:09	274	11	1			1		274	11	2
	Jan-09	457	0:19:16	423	27	5	2				423	27	7
RevsPDD Total		4968	0:32:07	4373	394	137	45	12	7		4373	394	201
Smokefree	Feb-08	4	0:00:10	4							4	0	0
	Mar-08	6	0:02:31	6							6	0	0
	Apr-08	3	0:00:55	3							3	0	0
	May-08	11	0:03:12	11							11	0	0
	Jun-08	7	0:06:46	6	1						6	1	0
	Jul-08	8	0:03:33	8							8	0	0
	Aug-08	3	0:00:12	3							3	0	0
	Sep-08	6	0:06:14	5	1						5	1	0
	Oct-08	6	0:01:28	6							6	0	0
	Nov-08	4	0:00:12	4							4	0	0
	Dec-08	2	0:03:56	2							2	0	0
	Jan-09	2	0:00:22	2							2	0	0
Smokefree Total		62	0:06:46	60	2						60	2	0
TIC	Feb-08	252	0:09:30	248	4						248	4	0
	Mar-08	258	0:09:05	253	5						253	5	0
	Apr-08	485	0:06:28	475	10						475	10	0
	May-08	282	0:28:36	275	4						275	4	3
	Jun-08	308	0:12:08	302	5	1			2		302	5	1
	Jul-08	404	0:16:44	397	6						397	6	1
	Aug-08	298	0:07:10	292	6		1				292	6	0
	Sep-08	304	0:42:23	299	3				2		299	3	2
	Oct-08	175	0:39:04	173	1				1		173	1	1
	Nov-08	177	0:06:19	175	2						175	2	0
	Dec-08	120	0:03:35	120							120	0	0
	Jan-09	224	0:06:02	223	1						223	1	0
TIC Total		3287	0:42:23	3232	47	1	1	1	5		3232	47	8
Grand Total		95361	1:34:38	75368	12528	4883	1685	574	323		75368	12528	7465

