

**Title: Operational Plan 01.12.11 – 30.06.13**

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# 1 Introduction

- 1.1 This document sets out the SLCC's operational plan for the eighteen months from 1.1.12 to 30.6.13. It sets out the revised management objectives to support achievement of strategic objectives for the second half of the 2011/12 operational year, and the objectives for the 2012/13 year, on which the 2012/13 budget is based.
- 1.2 We will focus our resources and activities on developing and refining the policies and process that support our core business in relation to;
- Acting as the gateway for legal complaints in Scotland
  - Resolving complaints about inadequate professional service provided by legal practitioners
  - Oversight of the professional bodies investigation of complaints about the conduct of legal practitioners
  - Advice and information giving to complainers, the legal profession, consumers and other stakeholders
  - Implementing the provisions of the Legal Services Act 2010
- 1.3 Underpinning these activities is our aim to contribute to improvements and excellence in the provision of legal services in Scotland.
- 1.4 Operationally we will continue to operate an efficient organisation that makes effective use of resources.

**Rosemary Agnew**  
**CEO**  
**5 December 2011**

## 2 Strategic Objective 1

**The SLCC will provide a high quality, independent and impartial complaint handling service which focuses on early resolution.**

We will continue to reflect on and develop enquiry and complaint handling policies and procedures, learning from stakeholder feedback, the outcome of complaints and developments in interpretation of the 2007 Act. We will make good recommendations and decisions and publish accurate and influential reports. We will seek to resolve complaints at the earliest possible opportunity.

1	Operational Objective	Activity	Measurement	Timescale
1.1	Process IPS/UPC complaints in accordance with SLCC policies, process and KPIs and quality targets.	<ul style="list-style-type: none"> <li>Assess eligibility of complaints</li> <li>Mediate complaints where appropriate</li> <li>Investigate and resolve complaints</li> <li>Determine complaints</li> </ul>	Report progress against KPIs	<ul style="list-style-type: none"> <li>Monthly to SMT</li> <li>Quarterly to Board</li> </ul>
1.2	Review the SLCC's Rules, complaints policies and procedures to ensure they remain fit for purpose, are comprehensive, compliant with legislation and support effective complaints handling.	<ul style="list-style-type: none"> <li>Gap analysis of current policies and procedures list and review timetable</li> <li>Audit of each policy, taking legal advice where needed and updating the policies.</li> </ul>	<ul style="list-style-type: none"> <li>Revised policies and procedures index</li> <li>Updated policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>March 2012</li> <li>As per revised update plan</li> </ul>
1.3	Reduce the number of complaints more than 200 days old (in total) to 5% or less of the SLCC's total IPS/UPC/PM caseload	<ul style="list-style-type: none"> <li>Reduce the backlog of complaints</li> <li>Put in place control measures to ensure complaints progress without unavoidable delay</li> </ul>	Report on number of complaints more than 200 days old	<ul style="list-style-type: none"> <li>June 2012</li> <li>Quarterly to Board / monthly to SMT</li> </ul>
1.4	Log issues with the 2007 Act and ensure they are brought to the attention of the Board and other relevant stakeholders	<ul style="list-style-type: none"> <li>Log issues</li> <li>Raise with stakeholders in line with Board / SMT direction</li> </ul>	Report to Board / SMT	<ul style="list-style-type: none"> <li>As required</li> </ul>
1.5	Promote complaint resolution at all stages of the complaint handling.	<ul style="list-style-type: none"> <li>Staff training on resolution based approaches</li> <li>Ensure policies and procedures are resolution focussed</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of the training</li> <li>Revised policies</li> </ul>	<ul style="list-style-type: none"> <li>June 2012</li> <li>As per update plan</li> </ul>
1.6	Review the functionality and effectiveness of the case management system to ensure it supports business processes and policies	<ul style="list-style-type: none"> <li>Formal review six-monthly with updates as required.</li> <li>Co-ordination of staff/member feedback in relation to issues and desired enhancements</li> </ul>	Report to the SMT / Board and updates to systems as needed	<ul style="list-style-type: none"> <li>30.6.12 then six monthly December and June</li> </ul>
1.7	Carry out a full review of standard letters and information about complaints handling to ensure they are compliant with legislation, rules and policy, and are written in plain, jargon-free English.	<ul style="list-style-type: none"> <li>Quarterly review by Information Officer working with teams</li> </ul>	Amended / updated letters	<ul style="list-style-type: none"> <li>As per revised Communication Strategy</li> </ul>

### 3 Strategic Objective 2

**The SLCC will be an efficient, accountable organisation that works to best-value principles.**

We will make good use of resources and strive for operational efficiency and continuous improvement. We will ensure that we have appropriate corporate policies and procedures in place to support the planning and delivery of our business.

<b>2</b>	<b>Operational Objective</b>	<b>Activity</b>	<b>Measurement</b>	<b>Timescale</b>
2.1	Annual Health and Safety Audit of the SLCC and implement recommendations.	<ul style="list-style-type: none"> <li>Audit</li> <li>Production of implementation plan and implementation</li> <li>Annual reporting to Board</li> </ul>	<ul style="list-style-type: none"> <li>Report to Board via SMT annually</li> <li>Quarterly report to SMT with updates on progress</li> </ul>	<ul style="list-style-type: none"> <li>Annual Review March</li> <li>Quarterly progress report</li> </ul>
2.2	Review SLCC security arrangements IRO Staff, Premises, access arrangements, assets.	<ul style="list-style-type: none"> <li>Security assessment to be reviewed and changes documented</li> </ul>	<ul style="list-style-type: none"> <li>Report to SMT</li> </ul>	<ul style="list-style-type: none"> <li>Annual Review August</li> </ul>
2.3	Review Data protection arrangements	<ul style="list-style-type: none"> <li>Review and update policy / procedures as required</li> </ul>	<ul style="list-style-type: none"> <li>Report to SMT and then Board</li> </ul>	<ul style="list-style-type: none"> <li>Annual April</li> </ul>
	Review business continuity policies and procedures to ensure that arrangements are in place to cover: <ul style="list-style-type: none"> <li>IT failure</li> <li>Premises failure</li> <li>Loss or absence of staff</li> </ul>	<ul style="list-style-type: none"> <li>Review current policy, update for impact of loss/absence of staff</li> </ul>	<ul style="list-style-type: none"> <li>Produce updated plan</li> </ul>	<ul style="list-style-type: none"> <li>Annual November</li> </ul>
2.4	Review staffing levels and output to ensure the organisation is appropriately resourced.	<ul style="list-style-type: none"> <li>Assess as part of budget process/review of complaint numbers</li> </ul>	<ul style="list-style-type: none"> <li>Budget</li> </ul>	<ul style="list-style-type: none"> <li>December</li> <li>April</li> </ul>
2.5	Review corporate and finance functions and procedures to ensure they are adequately defined and appropriately resourced.	<ul style="list-style-type: none"> <li>Ongoing review and assessment</li> </ul>	<ul style="list-style-type: none"> <li>Finance Handbook Completed</li> <li>Internal audit</li> </ul>	<ul style="list-style-type: none"> <li>March 2012</li> <li>Annual in line with internal audit programme</li> </ul>
2.6	Ensure the physical environment is properly managed to support effective working practices.	<ul style="list-style-type: none"> <li>Ensure regular tasks are defined and reviewed annually</li> </ul>	<ul style="list-style-type: none"> <li>Office Handbook Completed</li> </ul>	<ul style="list-style-type: none"> <li>March 2012</li> </ul>
2.7	Implement recommendations of internal and external auditors in line with Board direction, aiming to have no 'black' or 'red' recommendations in future audits.	<ul style="list-style-type: none"> <li>Complete and report to Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>Completed as per Audit Report Log</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing Quarterly to Audit Committee</li> </ul>
2.8	Review current supplier and contract arrangements to inform and define procurement programme for the next three years.	<ul style="list-style-type: none"> <li>Review policy to ensure compliance with government procurement guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Completed Policy</li> </ul>	<ul style="list-style-type: none"> <li>March 2012</li> </ul>
2.9	Put in place budget planning process for a three-year rolling plan.	<ul style="list-style-type: none"> <li>Review and amend current budget document</li> </ul>	<ul style="list-style-type: none"> <li>Revised Policy/Budget</li> </ul>	<ul style="list-style-type: none"> <li>April 2012</li> </ul>

<b>2</b>	<b>Operational Objective</b>	<b>Activity</b>	<b>Measurement</b>	<b>Timescale</b>
2.10	Ensure spend against budget is appropriately monitored, reported and spend is within set tolerance levels.	<ul style="list-style-type: none"> <li>Complete Monthly Reports</li> </ul>	<ul style="list-style-type: none"> <li>FMR to SMT, AC and Board</li> </ul>	<ul style="list-style-type: none"> <li>Monthly to SMT</li> <li>Quarterly to AC and Board</li> </ul>
2.11	Report regularly on performance against HR KPIs and targets.	<ul style="list-style-type: none"> <li>Implement HR Database</li> </ul>	<ul style="list-style-type: none"> <li>New HR Database</li> </ul>	<ul style="list-style-type: none"> <li>March 2012</li> </ul>
2.12	Produce and issue the SLCC's annual accounts by 31 October 2012.	<ul style="list-style-type: none"> <li>Complete accounts and audit process</li> </ul>	<ul style="list-style-type: none"> <li>Annual Accounts</li> </ul>	<ul style="list-style-type: none"> <li>October 2012</li> </ul>
2.13	Ensure effective systems in place for pension administration and effectiveness of SLCC pension schemes	<ul style="list-style-type: none"> <li>Review of admin of pension and supporting processes</li> <li>Review of SLCC pension scheme to ensure it is operating effectively</li> </ul>	<ul style="list-style-type: none"> <li>Part of Finance Handbook</li> </ul>	<ul style="list-style-type: none"> <li>March 2012</li> </ul>
2.14	Conduct LEAN review of complaints handling	<ul style="list-style-type: none"> <li>Lean review</li> </ul>	<ul style="list-style-type: none"> <li>Report and implementation plan</li> </ul>	<ul style="list-style-type: none"> <li>May 2012</li> </ul>
2.15	Review strategic and operational risk register regularly and ensure progress is reflected in strategic risk register.	<ul style="list-style-type: none"> <li>Continuous update</li> </ul>	<ul style="list-style-type: none"> <li>Updated Risk Registers</li> </ul>	<ul style="list-style-type: none"> <li>Monthly to SMT</li> <li>Quarterly to AC / Board</li> <li>As required</li> </ul>
2.16	Operate ethically and aim to be as carbon neutral as possible.	<ul style="list-style-type: none"> <li>Review and where possible enhance recycling facilities in the office</li> <li>Purchase office supplies from ethical suppliers wherever practicable</li> <li>Nominate and support a charity annually</li> </ul>	<ul style="list-style-type: none"> <li>Annual Statement of Activities</li> </ul>	<ul style="list-style-type: none"> <li>June</li> </ul>

## 4 Strategic Objective 3

**The SLCC will support and contribute to high standards in the legal profession in Scotland through our oversight and complaint-handling functions.**

We will develop our role in relation to oversight of how the professional bodies deal with complaints about practitioners' conduct. We will issue appropriate guidance to the profession on good and effective complaint handling. We will promote confidence in and understanding of the operation of the Master Policy and Guarantee Fund. We will actively participate in consultation that impacts on the legal profession, complaint handling and standards in public life.

<b>3</b>	<b>Operational Objective</b>	<b>Activity</b>	<b>Measurement</b>	<b>Timescale</b>
3.1	Draft and implement an oversight strategy.	<ul style="list-style-type: none"> <li>Draft strategy</li> <li>Update operational plans and report progress</li> </ul>	<ul style="list-style-type: none"> <li>Strategy</li> <li>Revised operational plan</li> <li>Progress reporting</li> </ul>	<ul style="list-style-type: none"> <li>April 2012</li> <li>April 2012</li> <li>Quarterly to Board</li> <li>Monthly to SMT</li> </ul>
3.2	Review and update Memoranda of Understanding with key stakeholders.	<ul style="list-style-type: none"> <li>Annual review current documents</li> </ul>	<ul style="list-style-type: none"> <li>Revised MOUs / report to Board</li> </ul>	<ul style="list-style-type: none"> <li>June</li> </ul>
3.3	Carry out further research into the effectiveness of the Master Policy and set out future monitoring arrangements.	<ul style="list-style-type: none"> <li>Scope research project</li> <li>Carry out research</li> <li>Propose ongoing action plan</li> </ul>	<ul style="list-style-type: none"> <li>Proposal for Board</li> <li>Research Report</li> <li>Further action plan</li> </ul>	<ul style="list-style-type: none"> <li>Feb 2012</li> <li>TBC</li> </ul>
3.4	Monitor and report on feedback from claimants on the Scottish Solicitor's Guarantee Fund.	<ul style="list-style-type: none"> <li>Issue questionnaires</li> <li>Analysis of responses</li> </ul>	Report of analysis	<ul style="list-style-type: none"> <li>Quarterly</li> <li>TBC</li> </ul>
3.5	Liaise regularly with similar organisations to share good practice and experience.	Attendance at conferences, regular meetings (such as WorkPro user groups), liaison meetings with the Professional Bodies.	Feedback to staff meetings. Management meetings and Board	<ul style="list-style-type: none"> <li>As required</li> </ul>
3.6	Provide or contribute to training and briefing for practitioners on how to deal with complaints.	Research methods for participating in the delivery of training or CPD to the profession through events such as conferences, seminars and talks, training provided by other organisations with whom we can work in partnership.	Report of research	<ul style="list-style-type: none"> <li>In line with revised Communication strategy</li> </ul>
3.7	Publish advice and information about complaints and complaint handling through S.40 guidance and on our website and review and update it regularly.	<ul style="list-style-type: none"> <li>Update website</li> <li>Proposal to Board</li> <li>Implement proposal</li> </ul>	<ul style="list-style-type: none"> <li>Updated website</li> <li>Section 40 guidance</li> </ul>	<ul style="list-style-type: none"> <li>June 2012</li> <li>Feb 2012</li> <li>ongoing</li> </ul>
3.8	Assess changes, actions and new processes and policies the SLCC must put in place to ensure successful implementation of the Legal Services Act 2010.	<ul style="list-style-type: none"> <li>Assess actions required and report to Board</li> <li>Implement changes / policies / procedures</li> </ul>	<ul style="list-style-type: none"> <li>Policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>March 2012</li> <li>As required</li> </ul>

## 5 Strategic Objective 4

### The SLCC will promote understanding of its role.

We will proactively promote our role and services to ensure our stakeholders have a clear understanding of what we do and how we do it. Through clear communication we will enhance public confidence in the SLCC and ensure that everyone knows how to access our services.

4	Operational Objective	Activity	Measurement	Timescale
4.1	Review and updated Communication and Information strategy, to include: <ul style="list-style-type: none"> <li>• Production and review of complaints literature</li> <li>• Production and review of corporate information and statistics literature</li> <li>• Regular review and update of the SLCC website</li> <li>• Ensure appropriate bodies have up-to-date literature from us</li> <li>• Set and deliver a programme of outreach activities such as stands at trade shows, Seminars and workshops</li> <li>• How we set up and use technology to support this</li> <li>• Internal stakeholder communication</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive stakeholder analysis completed</li> <li>• Revised strategy produced supported by ongoing work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy</li> <li>• Work programme</li> </ul>	<ul style="list-style-type: none"> <li>• TBC, subject to report to Board in Dec 2011</li> </ul>
4.2	Report regularly on complaint numbers, KPIs and issues, ensuring that precedents, policy issues and learning points are identified and disseminated.	<ul style="list-style-type: none"> <li>• Develop automated reports on case management system</li> <li>• Regular reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Reports set up</li> <li>• Regular reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Feb 2012 (subject to IT support)</li> <li>• Monthly / quarterly</li> </ul>
4.3	Review the SLCC's website to ensure that it informs on and promotes the work of the SLCC across the full range of its range of functions and that appropriate arrangements are in place to report to the Board and SMT.	<ul style="list-style-type: none"> <li>• Initial review of website as part of communication strategy</li> <li>• Further updating / redevelopment subject to outputs from Communication strategy</li> <li>• Regular review and update of the website</li> <li>• Report to SMT / Board on Website usage and issues</li> </ul>	<ul style="list-style-type: none"> <li>• Fit for purpose website</li> <li>• Reports to SMT / Board</li> </ul>	<ul style="list-style-type: none"> <li>• June 2012</li> <li>• As defined in strategy</li> </ul>
4.4	Review the SLCC's Publication Scheme to ensure that as much information about the organisation as possible is published.	Review current scheme to 2015	Report on review	Annual review in May 2012

<b>4</b>	<b>Operational Objective</b>	<b>Activity</b>	<b>Measurement</b>	<b>Timescale</b>
4.5	Ensure that the SLCC has a constructive relationship with the media and reports regularly on media activity	<ul style="list-style-type: none"> <li>Review and update reporting requirements as part of current communication strategy</li> <li>Produce and issue press releases</li> <li>Respond promptly to media enquiries</li> <li>Keep the web-site up-to-date with latest news</li> <li>Monitor and report on media activity ensuring a database of activity is maintained and responding as appropriate</li> <li>Regular reporting to the management team and Board on media activity</li> </ul>	<ul style="list-style-type: none"> <li>Report to Mgt team and Board on media activity</li> <li>Press releases</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> <li>Ad hoc as required</li> </ul>
4.6	Ensure that all people who can, or wish to make a complaint about a legal practitioner are aware of the SLCC, how to make a complaint and how that complaint will be dealt with.	Definition and delivery of an information and awareness strategy. Review of website. Publication of leaflets.	Progress against plan	Throughout the year
4.7	Publish the SLCC's Annual Report by the end of November each year	Produce information on ongoing basis from March onwards	Annual Report Completed	November 2012
4.8	Respond to and report on FOISA and DPA requests within statutory timescales, and in line with policy and procedures	Quarterly FOI report- statement of types of information requested	Report to SMT and Board	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
4.9	Review FOISA/DPA policies and procedures	Annual Review	Report to SMT and by exception to Board	February 2012
4.10	Monitor and report on user feedback	<ul style="list-style-type: none"> <li>Review current arrangements for ongoing feedback</li> <li>Maintain and report on complaints and compliments</li> <li>External user survey</li> </ul>	<ul style="list-style-type: none"> <li>Report to SMT / Board</li> <li>Report of survey by external agency</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly report to Board</li> <li>March 2013</li> </ul>

## 6 Strategic Objective 5

**The SLCC will be recognised as expert in complaint handling and an organisation that attracts and retains experienced and skilled people.**

We will continue to develop the skills and competencies of all our people through a programme of continuous professional development, knowledge management and sharing learning from each-other and experience. We will take a team-based approach that encourages and promotes inclusion of all of our people in the delivery of our services. We will ensure that our organisational structure is fit for purpose.

5	Operational Objective	Activity	Measurement	Timescale
5.1	Ensure that complaints decisions, recommendations and settlements are shared with all staff and members in a structured way so that knowledge and good practice are shared and precedent cases are clearly identified.	<ul style="list-style-type: none"> <li>Ensure that decisions and activity are correctly and promptly recorded on the case management system and that these are shared with staff and members on a regular basis.</li> <li>Annual review of internal information sharing practices</li> </ul>	Specified information requirements and activity for internal stakeholders	<ul style="list-style-type: none"> <li>March 2012</li> <li>annually</li> </ul>
5.2	Ensure that all staff receive appropriate training in a range of skills and disciplines to ensure they have the necessary skills and knowledge to carry out their duties effectively and efficiently.	<ul style="list-style-type: none"> <li>Develop and deliver a training plan, built on personal development plans, identified corporate training needs and to support delivery of statutory functions such as Health and Safety.</li> <li>Review the induction training plan for new staff</li> </ul>	Progress against plan	<ul style="list-style-type: none"> <li>Plan by 31.1.12</li> <li>Quarterly to SMT</li> <li>Annual to Board</li> </ul>
5.3	Ensure that all Members receive appropriate training in a range of skills and disciplines to ensure they have the necessary skills and knowledge to carry out their duties effectively and efficiently.	<ul style="list-style-type: none"> <li>Develop and deliver a training plan, built on personal development plans, identified corporate training needs.</li> <li>Induction training plan for new Members</li> </ul>	Progress against plan	<ul style="list-style-type: none"> <li>TBC with new members</li> <li>March 2012</li> </ul>
5.4	Ensure staff receive appropriate and regular feedback on achievements.	<ul style="list-style-type: none"> <li>Conduct appraisals in line with appraisal timetable</li> <li>Monitoring and feedback on KPIs</li> <li>Feedback from Board and other stakeholders promptly</li> <li>Review of current appraisal process</li> </ul>	<ul style="list-style-type: none"> <li>completed appraisals</li> <li>reports to Remuneration Advisory Committee and Board, and SMT</li> <li>revised appraisal process and employee handbook</li> </ul>	<ul style="list-style-type: none"> <li>in line with appraisal timetable</li> <li>as defined by RAC and Board</li> <li>April 2012</li> </ul>
5.5	Ensure staff are paid appropriately and in line with Public Sector Pay Policy	<ul style="list-style-type: none"> <li>Annual pay review and consultation</li> <li>3-yearly job evaluation exercise</li> </ul>	<ul style="list-style-type: none"> <li>Pay settlement</li> <li>Reviewed and appropriately revised job descriptions and pay levels</li> </ul>	<ul style="list-style-type: none"> <li>TBC by SG</li> <li>July 2012</li> </ul>
5.6	Review HR strategy, processes and policies to ensure the SLCC manages its staff effectively and in line with legislation and best value principles	<ul style="list-style-type: none"> <li>Review of policies and procedures, including gap analysis</li> <li>Annual review HR Strategy and supporting policies as part of operational and budgetary planning</li> </ul>	<ul style="list-style-type: none"> <li>Revised and updated policies for SMT / Board</li> <li>Exception reporting</li> </ul>	<ul style="list-style-type: none"> <li>August 2012</li> <li>April 2013</li> </ul>

<b>5</b>	<b>Operational Objective</b>	<b>Activity</b>	<b>Measurement</b>	<b>Timescale</b>
5.7	Contribute to relevant consultations	<ul style="list-style-type: none"> <li>Identify and respond as these arise</li> <li>External scanning to monitor consultations taking place</li> </ul>	<ul style="list-style-type: none"> <li>Responses, published on our website</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing 2012/13</li> </ul>
5.8	Carry out regular staff surveys to ensure all staff can contribute to the development of complaints handling and the operation of the organisation.	<ul style="list-style-type: none"> <li>Engage appropriate provider for staff survey</li> <li>Staff survey (external every two years)</li> <li>Twice yearly internal monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Appointed provider</li> <li>Report of survey</li> <li>Internal report of survey</li> </ul>	<ul style="list-style-type: none"> <li>Jan 2012</li> <li>TBC</li> <li>TBC</li> </ul>

