



Delivering great services locally

PERFORMANCE REPORT:
July 2021 - September 2021

A note on performance benchmarking

Benchmarking can be a useful tool for driving improvement; by comparing our performance with other similar organisations, we can start a discussion about what good performance might look like, and why there might be variations, as well as learning from other organisations about how they operate (process benchmarking).

A selection of readily available benchmarking data for the most recent period (2019-20) was included in the 2020-21 Q4 performance report on a trial basis. The 2020-21 benchmarking data has started to be released and will continue over the year until around December 2021. An annual exercise will be undertaken to update the CIPFA benchmarking charts and the Shire Districts' median /top quartile lines.

Two comparator groups that are commonly used to benchmark Councils' performance are: all shire district councils and CIPFA Nearest Neighbours (NN). The CIPFA NN Model is based on family groups; it adopts a scientific approach to measuring the similarity between councils taking into account a range of demographic and socio-economic characteristics. The standard model provides the 15 nearest neighbours to each council. In contrast, the all shire districts comparator group is a much larger dataset of 192 councils, and there will inevitably be a much greater variation between the councils in this group.

When we embark on performance benchmarking, it is important to understand that we are often looking at one aspect of performance i.e. the level of performance achieved. Although the CIPFA NN Model groups councils on the basis of similarity, these factors are external and based on 'place'. The model does not take into account how services are resourced or compare in terms of quality or level of service delivered, for example, how satisfied are residents and customers? Furthermore, each council is unique with its own vision, aim and priorities, and services operate within this context.

Therefore, benchmarking data should be viewed as a 'guide' and as a starting point for discussion. It is important to understand performance within context, and there will be a variety of internal factors that determine performance including costs, workloads and quality.

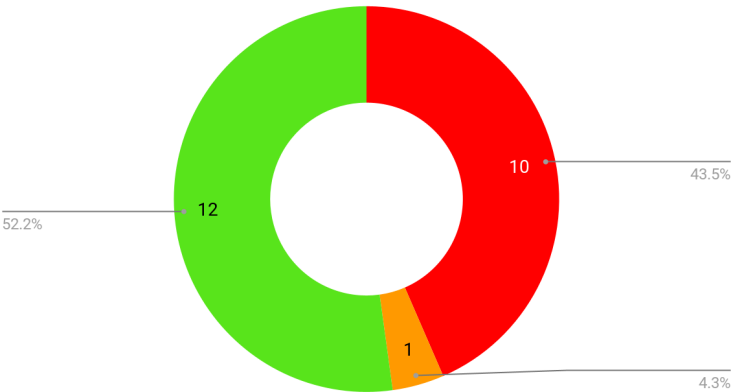
Note

The data benchmarks have been extracted from LG Inform, a benchmarking tool, which contains a range of routinely published data. The median and top (best 25%) quartile lines are based on annual outturns but applied to the quarterly data.

KEY PERFORMANCE METRICS

At a glance...

Summary of Performance



OVERALL PERFORMANCE

Performance continues to be mixed for a third consecutive quarter. The main issue has been lack of capacity due to both high workloads as a result of both internal (improvement work /new systems) and external factors (Covid-19 related, economic, ‘stamp duty holiday’) and vacant posts in some services.

Additional resources have been secured in particular over the last quarter to support services to reduce the backlog of work, and services are reporting that workloads have become more manageable, although it will take time for performance to improve. In addition, some services have been successful in the recruitment to vacant posts.

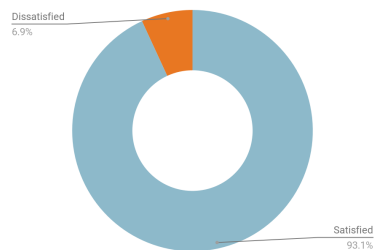
The Planning service has an improvement programme in place which has already delivered significant improvements in the validation of applications, and a service re-designer has commenced work to improve processes in Land Charges. Although it is difficult to resolve the resilience issues in Customer services, the switch in focus to improving digital take up is expected to reduce call volumes

Indicators with targets	Status
Customer satisfaction - phones	
Customer satisfaction - F2F	
Satisfaction for Building Control service	
CT collection rate	
NNDR collection rate	
Average days to process CTS new claims	
Average days to process CTS change events	
Average days to process HB change events	
% HB overpayment	
% major planning applications determined within time	
% minor planning applications determined within time	
% other planning applications determined within time	
Total planning income	
Pre-application advice income	
% planning appeals allowed	
Affordable homes delivered	
% land charge searches dispatched within time	
% high risk notifications assessed within time	
% high risk food premises inspected within time	
Residual waste per household (kg)	Awaiting data
% combined recycling rate	Awaiting data
Missed bins per 100,000 collections	
Leisure visits	
Gym memberships	
Parking enforcement hours	

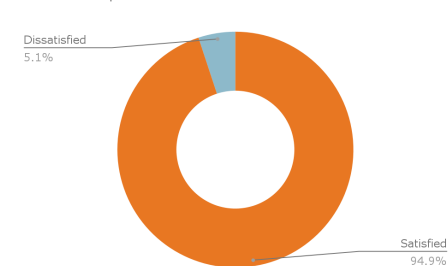
CUSTOMER SERVICE

Customer satisfaction

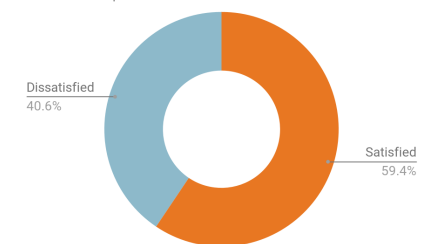
Face to face - 29 respondents



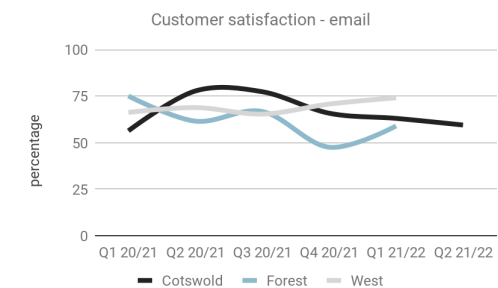
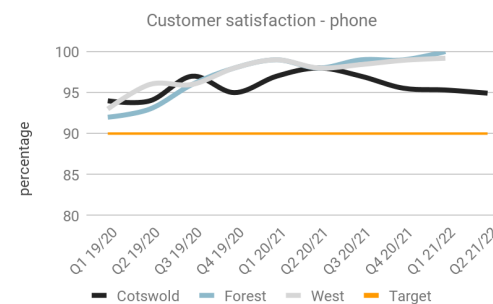
Phone - 296 respondents



Email - 207 respondents



What's the trend?



OBSERVATION:

Trinity Road and Moreton Area Centre re-opened to customers from 12 April 2021, and although footfall continues to be relatively low, face to face surveys re-commenced at the end of July.

Overall, satisfaction ratings for services delivered via the phone continue to be high; Cotswold ranked within the top 10 councils on the GovMetric Telephone Channel Satisfaction Index for August 2021.

Satisfaction ratings for services delivered via email is indicating a slight downward trend which will need closer monitoring for signs of improvement over the next few months. It is difficult to ascertain the major causes of dissatisfaction due to the low number of comments (19 comments from 84 dissatisfied customers).

Reporting of website satisfaction has been suspended while the service looks into other methods for reporting on web based services and the website itself. It has been agreed that this indicator is not a good measure of satisfaction for services delivered via the website due to the extremely low number of responses, a large proportion of which is not accompanied by qualitative data to understand the nature of the dissatisfaction

Customer satisfaction for the Building Control service



Cotswold Target



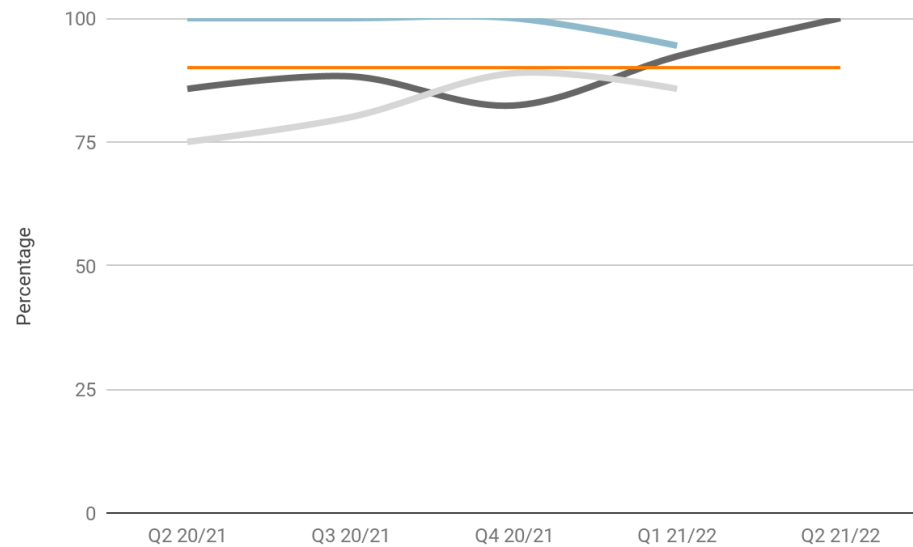
Cotswold



Forest of Dean



West Oxfordshire



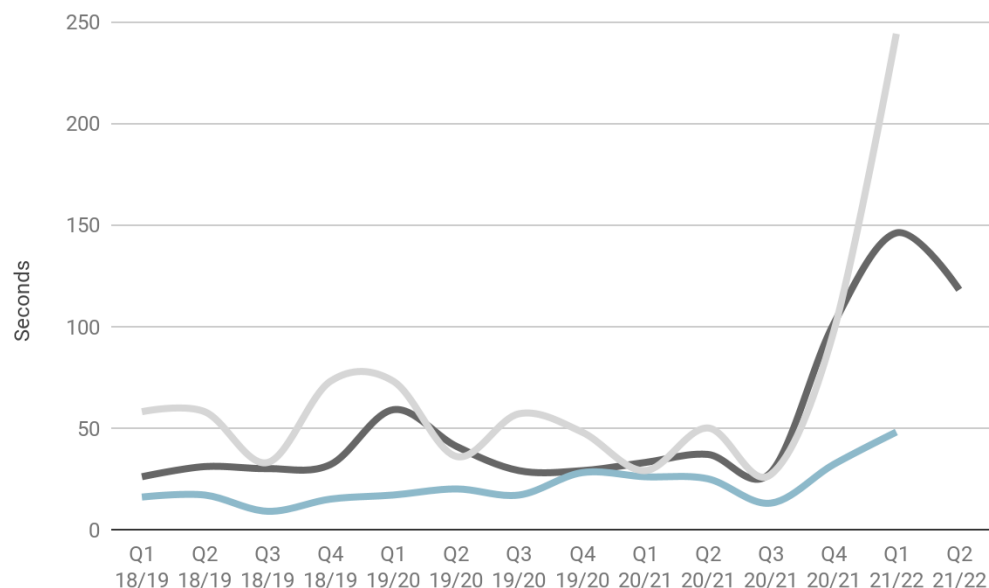
OBSERVATION:

Each month, the service conducts telephone interviews with customers who have received a completion certificate during the month. The customer rates the service on helpfulness of staff, quality of technical advice and other information, responsiveness, value for money, and overall satisfaction.

Due to work pressures in the service, only three customers were surveyed in Q2 and all three were fully satisfied with the service. It is difficult to assess satisfaction for the service based on such low numbers each quarter; however, the data captured over a longer period of time and presented as a trend can provide some indication of satisfaction.

Overall, the telephone survey is not yielding a high response rate. Mystery Shopping exercises will be conducted to increase customer response rates to the survey

Telephone calls - average waiting time



OBSERVATION

There was a small improvement in performance in Q2.

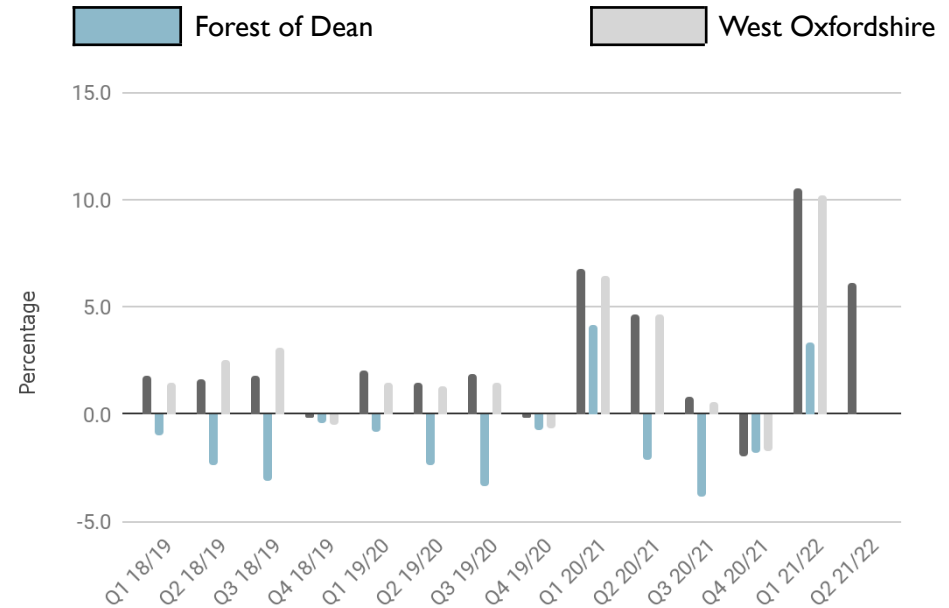
Many staff in this service take opportunities to progress in the organisation, and recruitment is ongoing to ensure that there is sufficient capacity to deliver the service, however, we need to be mindful that it takes up to six months to train new staff.

Although call waiting time has increased over the last three quarters, it is comfortably within the with the three minute standard considered good for local authorities (GovMetric). Although the service is continuing to collect this type of metric, the focus has switched to ensuring that satisfaction for our services remains high, and developing a framework for measuring digital take-up so that we can understand better the impact of digitisation on demand for customer services. The Channel Choice project has commenced, and the processes will be reviewed in services with high call volumes in order to reduce call length time as well as the need for customer contact.

The service is also identifying 'quick wins' to reduce call waiting time, for example, improvements to call waiting messages have been implemented. The caller now receives a tailored message for the service s/he is calling about that signposts to easier ways to complete the transaction, which will be digital/online in most cases

Revenues and Benefits

(Cumulative) Percentage of council tax collected & the difference between the percentage of council tax collected and the target

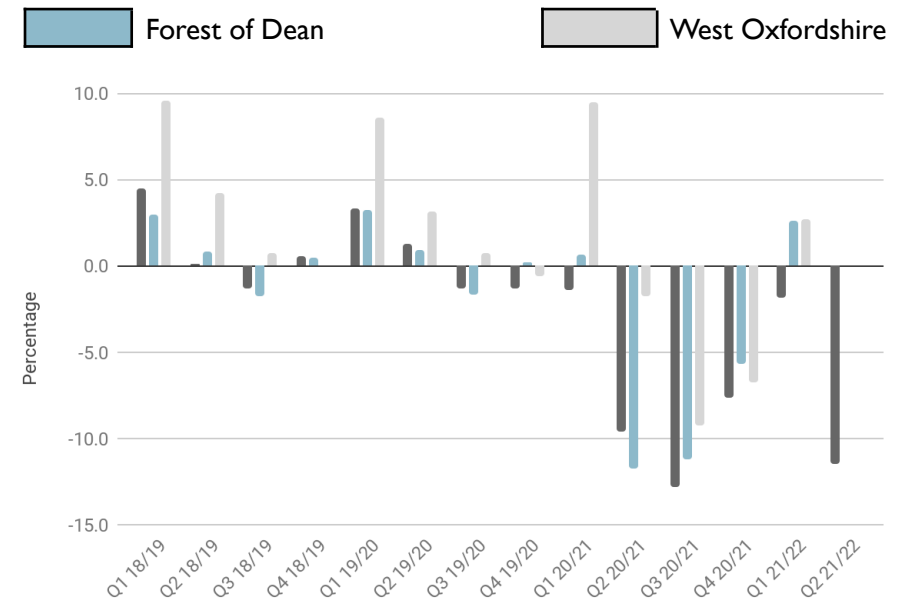
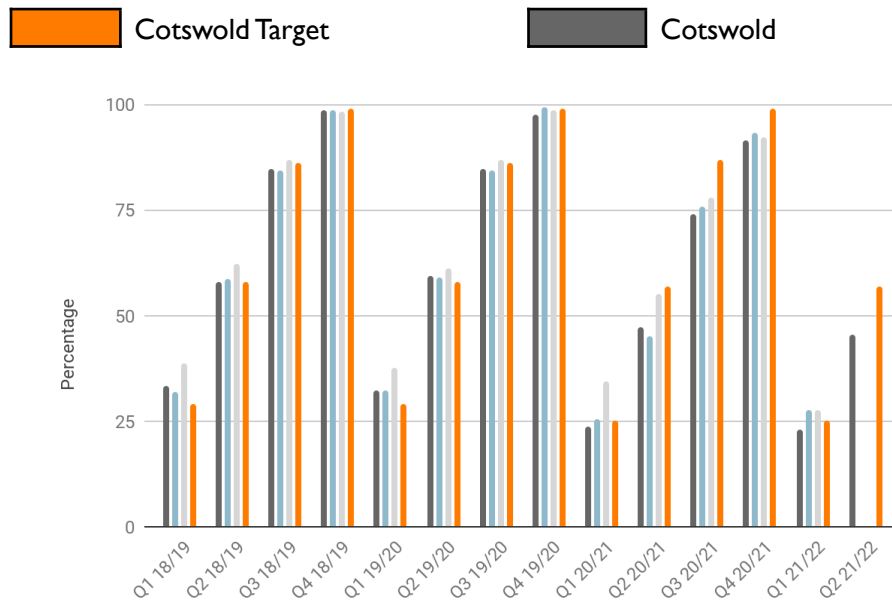


OBSERVATION:

The collection rate appears to be returning to more normal levels, and is up on the same period of the previous year; and historically. However, the end of furlough, the removal of the Universal Credit uplift, and higher utility costs could potentially affect the collection rate. The service continues to support residents, contacting customers by phone and email, as well as including a letter with reminders to encourage customers to contact the Council if they are experiencing problems with council tax payments.

Recovery action re-commenced at the beginning of Q1; and Magistrates Courts are open for liability order hearings

(Cumulative) Percentage of business rates collected & the difference between the percentage of business rates collected and the target



OBSERVATION:

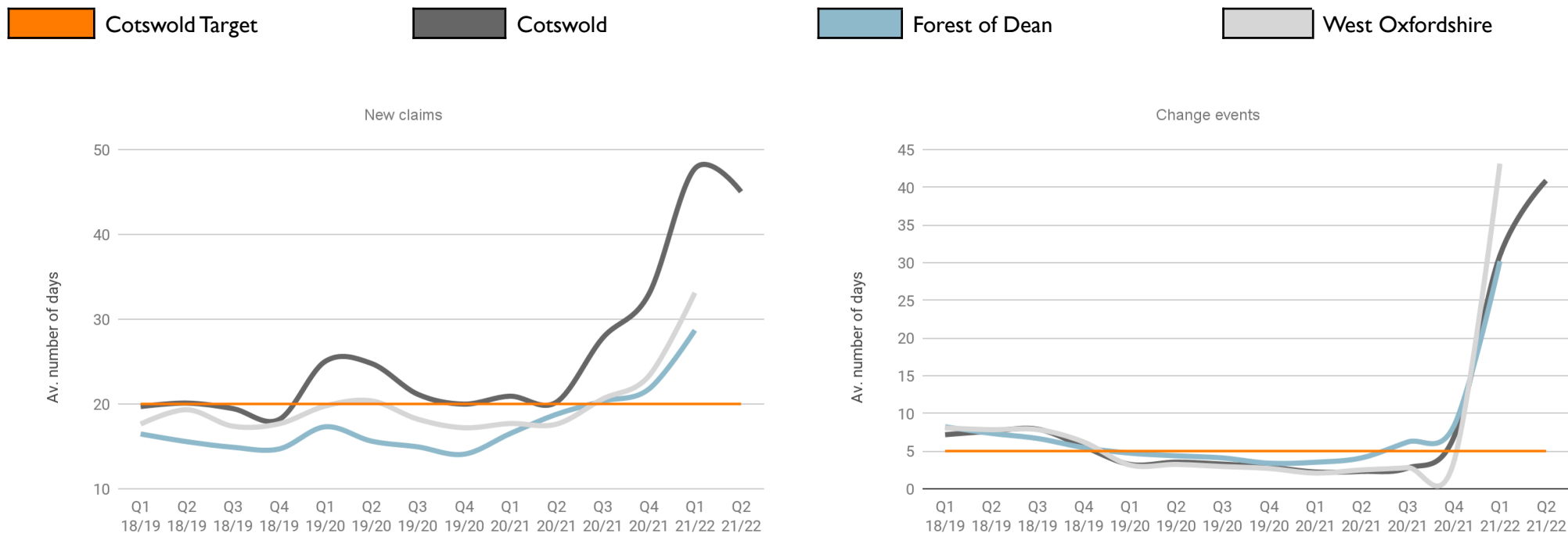
At the end of Q2, the collection of business rates continues to be lower than pre-Covid times. There is a backlog of business rates work due to the implementation of the revenues and benefits system and two members of the team (across the partnership) were allocated to supporting the distribution of business grants.

The collection rate is expected to remain depressed as the Council has had to make some refunds due to changes in rateable value, and some businesses are struggling financially.

The service is continuing to support businesses; sending out reminders, phoning and emailing businesses to encourage them to contact the Council so that we can support them via manageable repayment plans. The Magistrates Courts are open for liability order hearings which will mean the Council can take formal recovery action and enforce debts that are owed.

During the pandemic, the Government helped certain businesses with 100% business rate relief; which was reduced to 66% at the end of June 2021 and will be in place for the remainder of the financial year.

(Cumulative) Average number of days taken to process Council Tax Support new claims and change events



OBSERVATION:

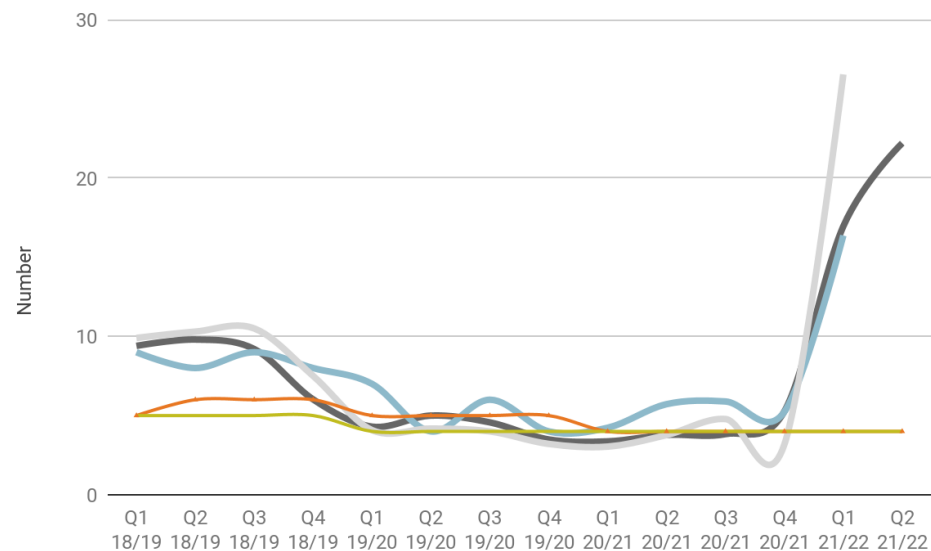
With the injection of additional resources during the quarter, the backlog of work is being managed and is reducing. In addition, three experienced temporary staff have either taken up their positions or will do shortly, and will work across the partnership.

The backlog was created following the implementation of the new benefits system, which was exacerbated by a software failure that prevented the automatic upload of changes of circumstances. Although a partial fix was applied nationally, all councils are awaiting a further fix which is expected to be released in November. In the interim, some cases are being processed manually. A recovery plan is in place which should result in an improvement in performance although this will not be notable this year, aided by the soft launch of the open portal in November; this facility will allow clients to self-serve, and therefore reduce the burden in the back office.

The team is still involved in systems work related to the new benefits system, processing 'Test and Trace' claims (until the end of March 2022) and supporting the administration of discretionary housing grants to the most vulnerable residents in the District

(Cumulative) Average number of days taken to process Housing Benefit changes of circumstances

Cotswold Target Cotswold Forest of Dean West Oxfordshire Shire Districts' Median

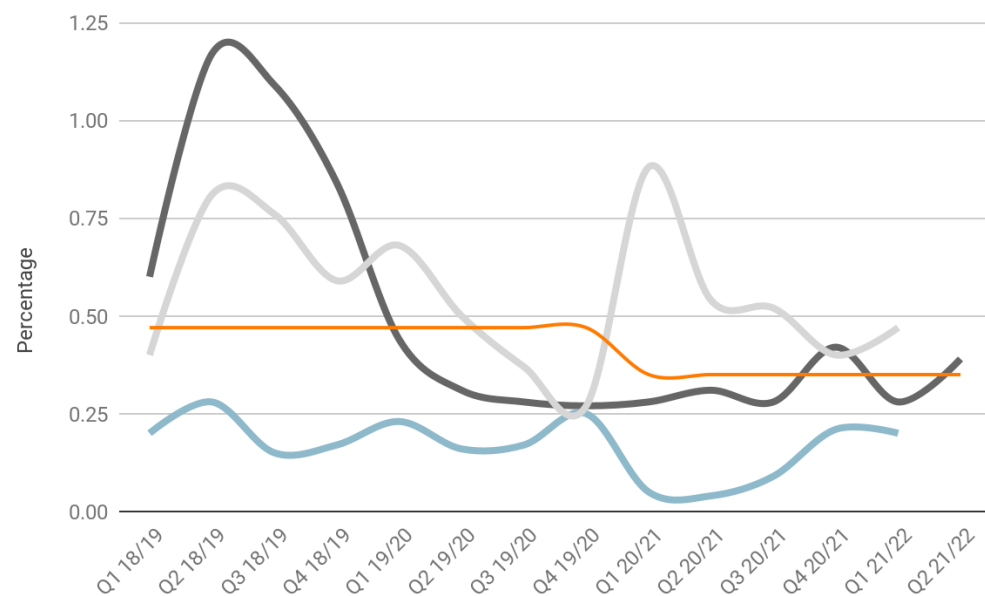


OBSERVATION:

Please see commentary for Council Tax Support new claims and changes

(Cumulative) Percentage of housing benefit overpayment due to LA error/Admin delay

Cotswold Target
 Cotswold
 Forest of Dean
 West Oxfordshire



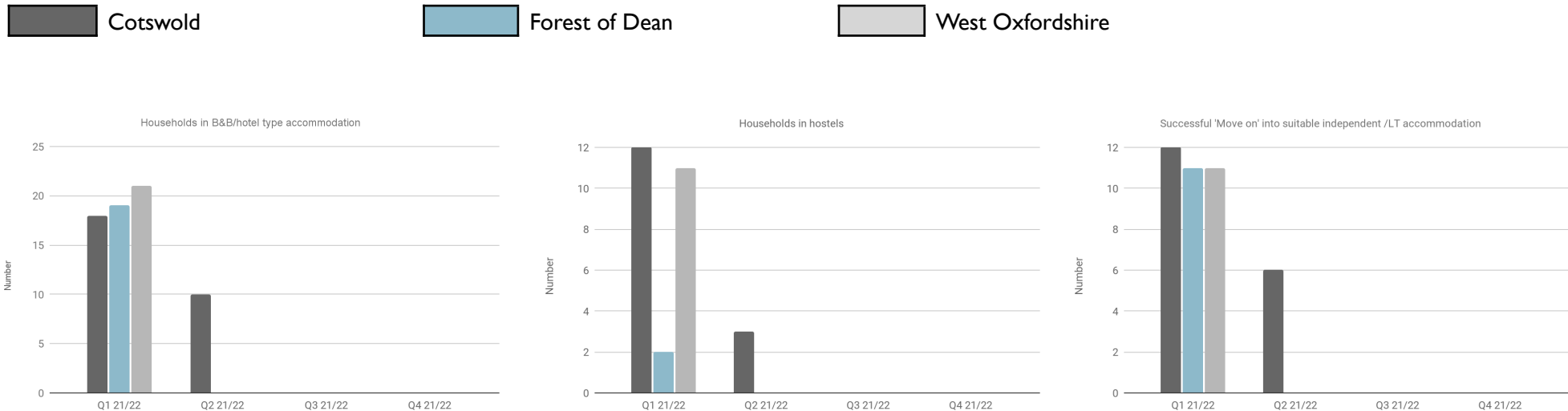
OBSERVATION:

Performance is better than the national target of 0.47% despite the increase in workload, and is due to 'admin delay' rather than LA error. The delays were a result of the backlog of work created by the implementation of the new benefits system as well as the increase in benefit changes related to Universal Credit claims during Covid-19. The majority of changes are being assessed manually while all councils await a further system release in November. Once fixed, the majority of changes will be automated and processed the same day which will improve performance.

Note: the national target is 0.47%. In 2020-21, the service set a more stringent target of 0.35%.

Housing Support

(Snapshot) Number of households in B&B/hotel-type accommodation & Hostels (LA owned or managed); and Number of successful 'Move On' into suitable independent/long-term accommodation from B&Bs/hotels/hostels



OBSERVATION:

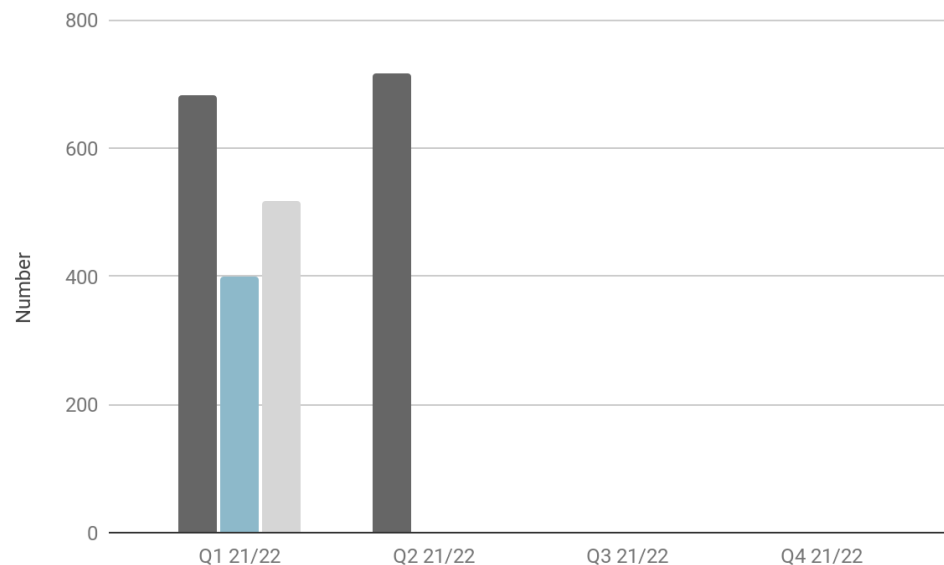
The numbers in emergency accommodation are reducing due to a focus on prevention in line with the Homelessness Reduction Act; and the use of specialist temporary accommodation officers who are able to offer dedicated support and bespoke solutions for helping clients move on successfully from emergency accommodation.

However, the availability of social housing stock is low due to low turnover and households not moving as much due to the Eviction ban; and it is often difficult to place clients in private rented accommodation as these properties require a guarantor.

The Eviction ban was lifted on 1 October 2021 so numbers may rise with more families and domestic abuse cases coming through for re-housing. Going into the winter, the Council will need to make provision for rough sleepers as part of its Severe Weather Emergency Protocol response.

(Snapshot) Number of Long Term Empty properties (six months and over)

Cotswold Forest of Dean West Oxfordshire



OBSERVATION:

Following the transition of the new Revenues and Benefits system from Northgate to Civica, inconsistencies in historical reporting were identified, and work to both cleanse and de-duplicate the data was undertaken, as well as improvements to the system to enable detailed analysis of the data. Therefore, reporting commences from Q1.

The relatively high numbers may be a result of delayed renovation works, sales and lets caused by Covid-19, and the retirement property market, in particular, was affected as this sector of the market was self-isolating. It is also likely that the Council has not been informed when new builds have sold, and there are some Housing Association properties that are awaiting demolition.

A range of proactive work is being undertaken to both reduce the number of LTE properties in the District as well as ensuring that the Council's data is up to date. The LTE officer contacts landlords, homeowners and builders to offer advice e.g. to explain discounts and the options available to them, and eligibility for reduced VAT on renovations. Those with properties empty for over two years have been specifically targeted with letters asking them to make contact with the Council.

The use of GIS mapping has helped to identify clusters and understand the broader picture, enabling more effective tackling of the issue. However, it is difficult to keep the numbers down as those properties that are removed from the LTE list, are quickly replaced with properties that have just moved into the LTE category.

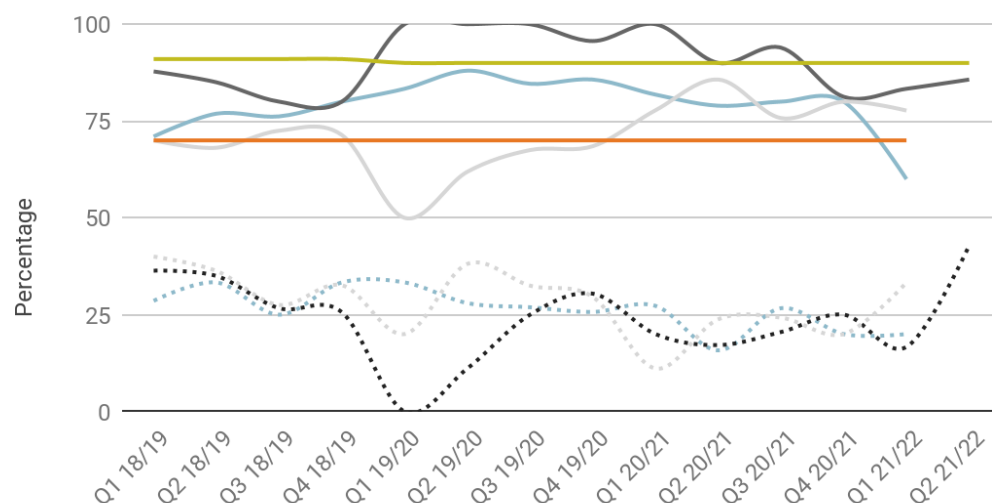
(Cumulative) Percentage of major planning applications determined

 Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire
  Shire Districts' Median

----- Cotswold

----- Forest of Dean

----- West Oxfordshire



The charts for the planning performance measures have been separated to demonstrate the number of applications that are completed within the set time frames and the number that are completed as a result of an agreed extension of time.

Extensions of times are often a result of consultees requesting changes to the scheme or because the consultee response is essential but has not been received within the timetable. They are also used where officers are working proactively with applicants to improve schemes and make developments acceptable.

Seven major applications were determined in Q2, the same number as Q2 in the previous year.

Overall, there has been an increasing number of applications coming into the service, in particular householder applications. Given the anticipated ongoing nature of increased workloads, the Council agreed two additional posts to support the team.

The recent restructure of the planning service has provided a much needed opportunity to review service needs to ensure that it is fit both now and for the future. Two further principal posts have been appointed from the existing team, which alongside the two additional posts and some internal promotions created further vacancies, the majority of which have also now been filled. All recent appointments in the service are career graded posts with a wider pay scale band designed to help with staff retention.

Across the partnership, the recruitment campaign has been successful with a total of 20 appointments, many of which were internal, encouraging the retention of a significant number of existing staff. A second round of recruitment has now commenced to complete the consequential vacancies created from the first round and bring the teams up to the new increased resource levels.

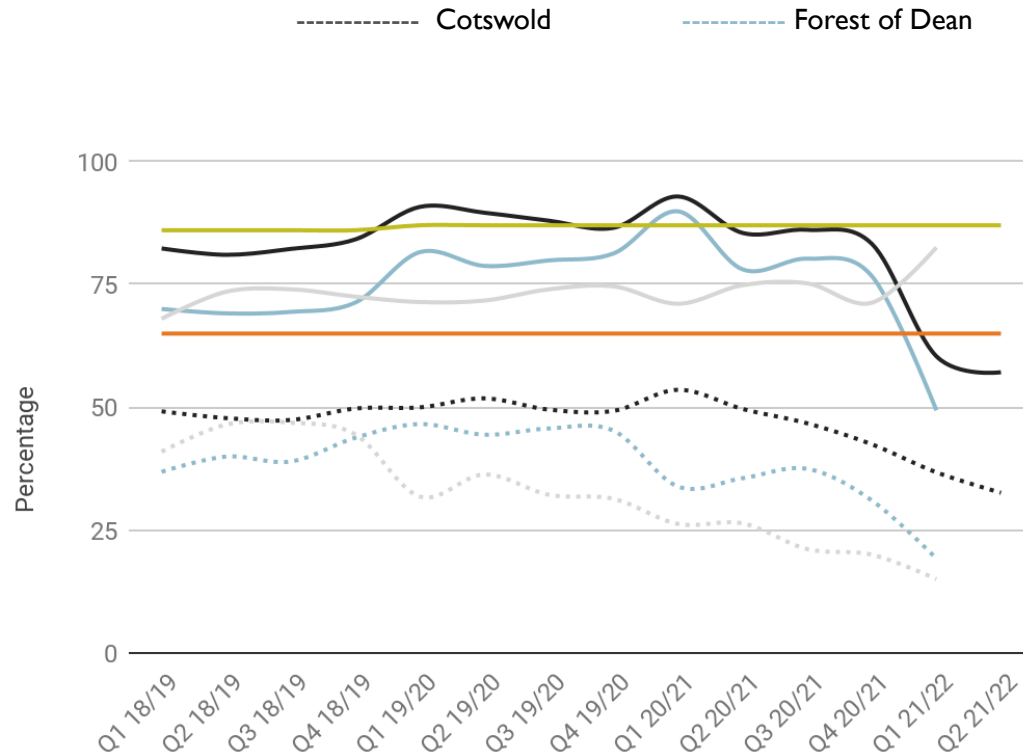
The increased capacity over the next few weeks will help to restore performance to previous levels, however, new staff will need to undergo training and the backlog of applications will need to be cleared before this can happen. We expect to see an improvement in performance in Q4.

(Cumulative) Percentage of minor planning applications determined

% of all applications completed within 8 weeks or an agreed timescale



% of all applications completed within 8 weeks



OBSERVATION:

98 minor applications were determined in Q2 compared to 82 in Q2 of the previous year.

Due to high workloads and vacant posts, performance has fallen and a greater proportion of extensions of time is being used. Successful appointments during the quarter will increase capacity over the next few months but the backlog will need to be cleared before we see improvements

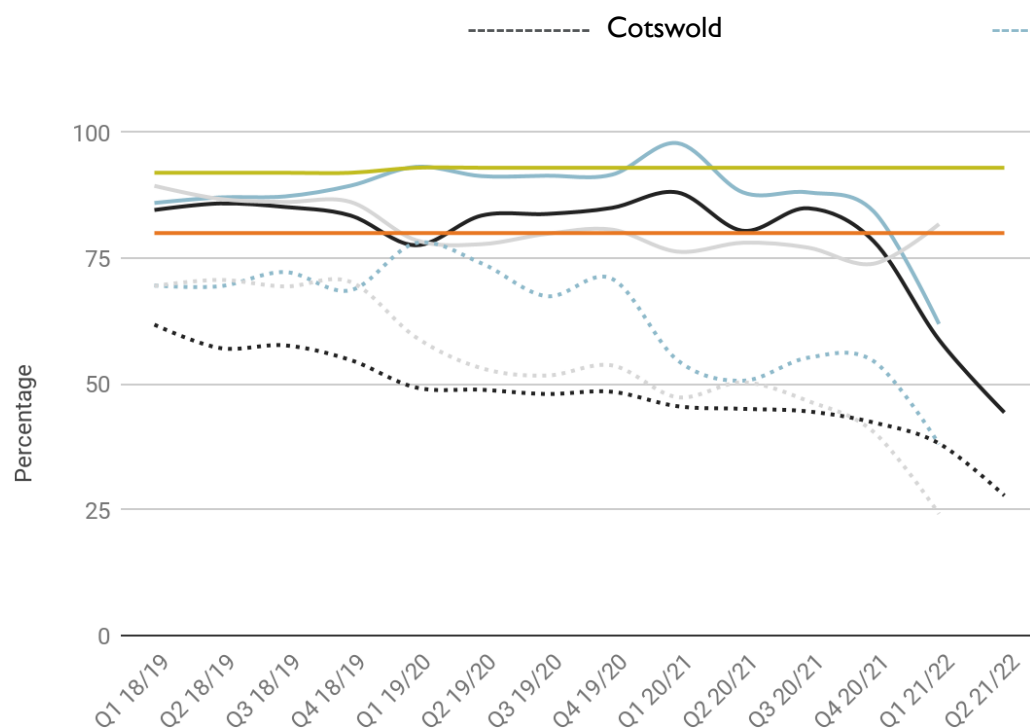
See Observation for Major applications for further explanation

(Cumulative) Percentage of other planning applications determined

% of all applications completed within 8 weeks or an agreed timescale



% of all applications completed within 8 weeks



OBSERVATION:

345 other applications were determined in Q2, 100 more applications than in Q2 of the previous year.

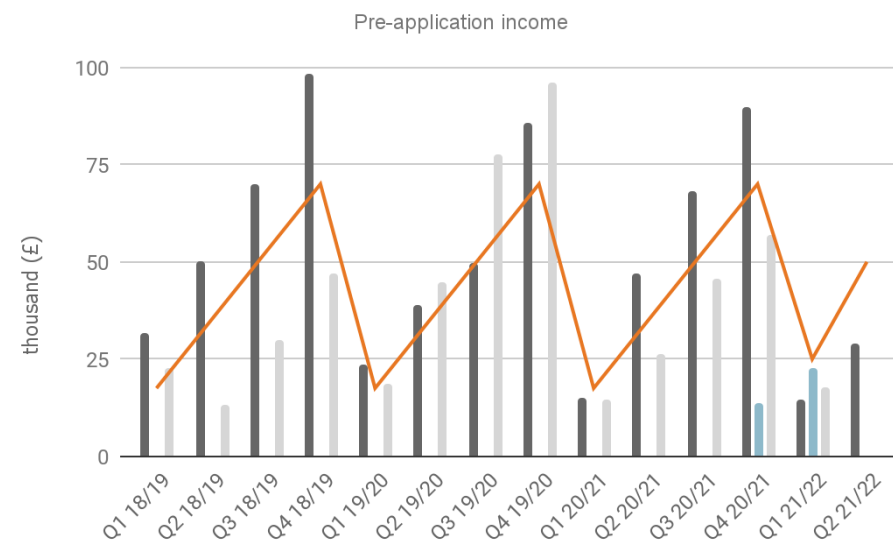
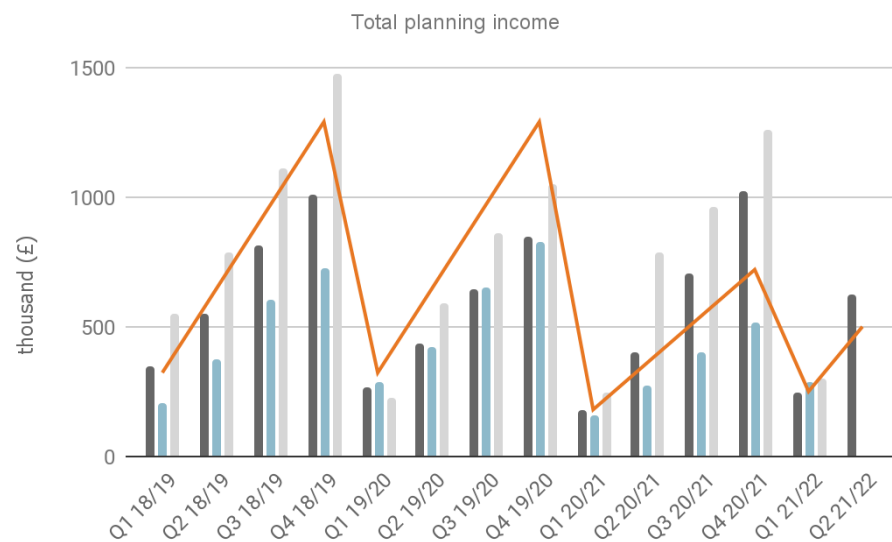
In the first six months of the year, a total of 709 applications were determined compared to 456 for the same period of the previous year, and 569 in 2019/20.

Due to high workloads and vacant posts, performance has reduced and a greater proportion of extensions of time is being used. Successful appointments during the quarter will increase capacity over the next few months but the backlog will need to be cleared before we see improvements.

An improvement action plan for the next 12 months is in place across the whole of the DM service which will be overseen by both the Group and Business Manager

See Observation for Major applications for further explanation

(Cumulative) Planning income

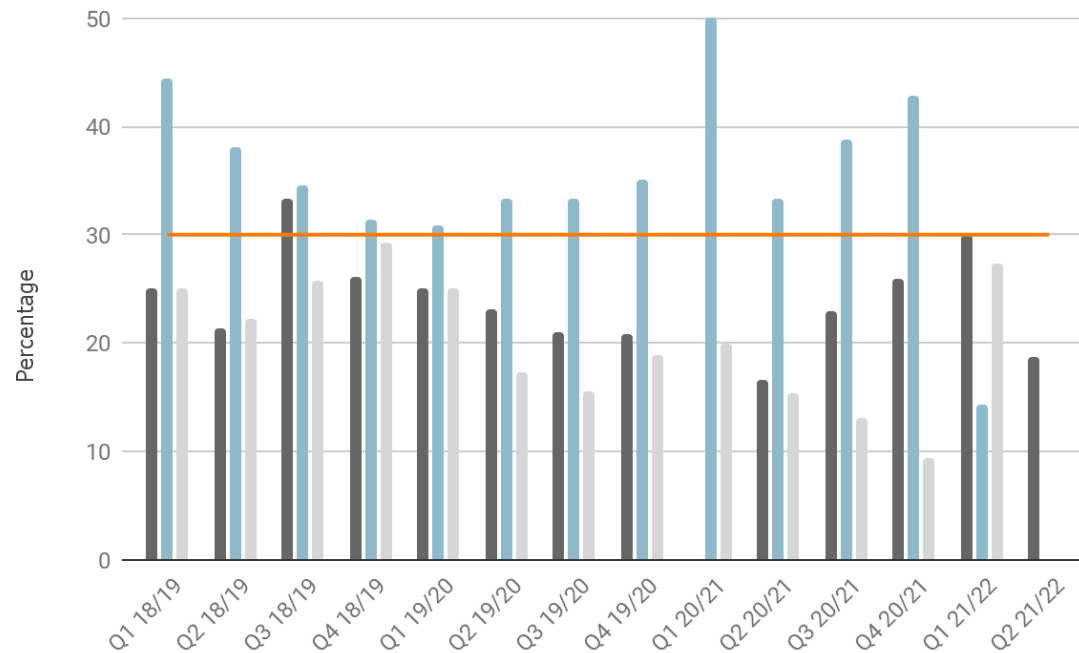


OBSERVATION:

At the end of Q2, total planning income was ahead of the target as well as exceeding the Q2 income of the previous three years. The service reports that higher volumes are continuing to come through

(Cumulative) Percentage of planning appeals allowed

Cotswold Target
 Cotswold
 Forest of Dean
 West Oxfordshire



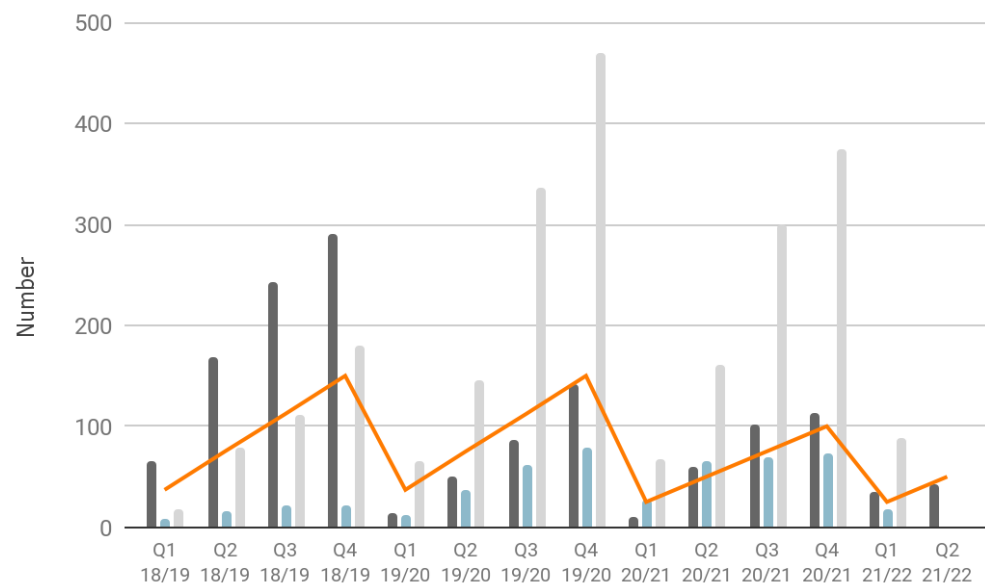
OBSERVATION:

This indicator seeks to ensure that no more than 30% of planning appeals are allowed.

In Q2, all six (100%) of the appealed decisions were supported.

Cumulatively, 13 out of 16 planning appeals were supported, and just three appeals were allowed in the first six months of the financial year

(Cumulative) Number of affordable homes delivered



OBSERVATION:

Eight affordable homes for local families were completed; two shared ownership and two social rented houses in South Cerney and four social rented houses in Moreton in Marsh. Whilst this is behind than the target, the completion of homes on construction sites does not occur evenly and the majority of completions this financial year are expected in Q4. The total for the first half of the year is 43 against a target of 50.

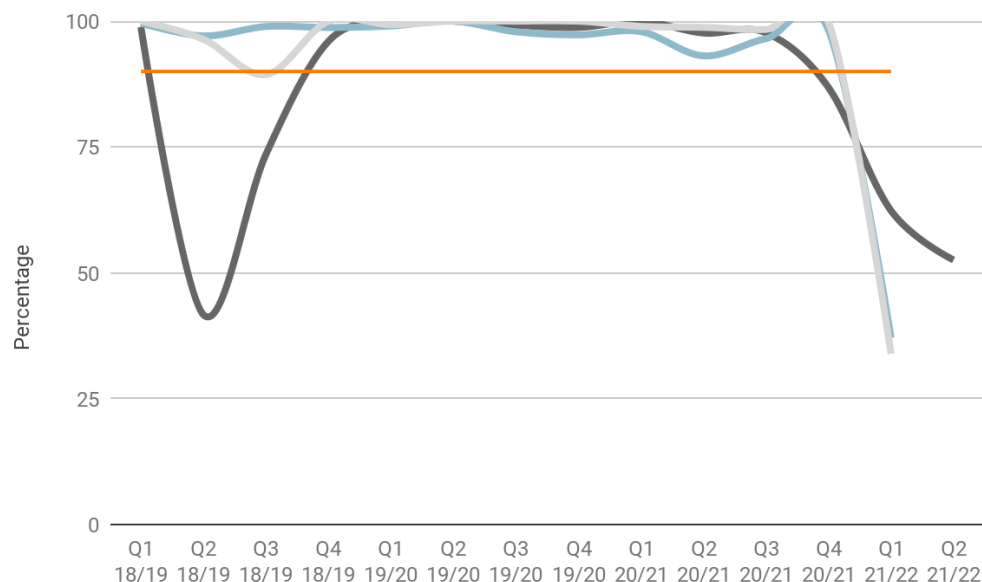
Construction has commenced on a further 21 social rented homes at the 100% affordable housing site at Quercus Rd in Tetbury and construction work is continuing on the regeneration schemes at Leaholme Court, Cirencester and Cross Tree Crescent/Oakley Flats, Kempford.

The Council is continuing to work with Registered Provider partners to reach the target of 100 homes by the end of the financial year

Note: this data is collected cumulatively from the beginning of the financial year to account for peaks and troughs. Currently, completions are on target for 100% delivery at the end of the year

Percentage of land charge searches dispatched within 10 working days

Cotswold Target
 Cotswold
 Forest of Dean
 West Oxfordshire



OBSERVATION:

The 'stamp duty holiday' was introduced on 1 July 2020 and ended on 30 September 2021, with the scheme being phased out over the final three months. The number of land charge searches over this period increased by 45% compared to the five quarters prior to the 'stamp duty holiday'.

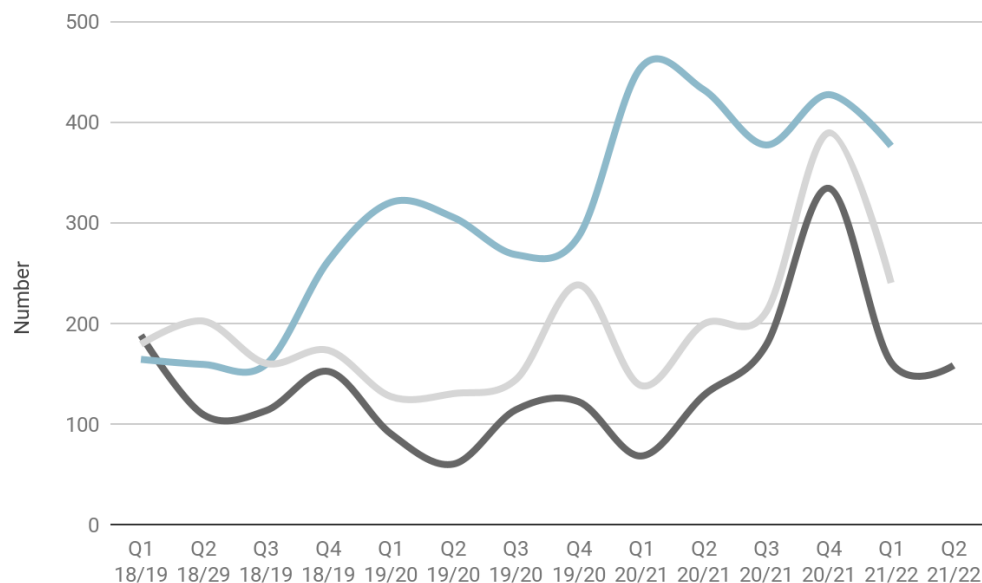
Performance started to fall in Q4 due to staff turnaround and reduced capacity in the service. An injection of additional resources to support the service and the recruitment of two new posts in Q1 resulted in improved performance in July which the service was unable to sustain as some of the more complex tasks required experienced staff. In addition, the service was also responding to a growing number of enquiries from the public. The new starters will undergo further training in October, and the additional resources to support the service will remain in place as a temporary measure. A service re-designer has started to review the land charge search process to identify where improvements can be made especially around the way customers communicate with us.

The service reports that land charges are in the main up to date and October's performance is exceeding the target. The number of land charge searches appears to have returned to more normal levels following the phasing out of the 'stamp duty holiday'.

Environmental and Regulatory

Number of fly tips collected

Cotswold Forest of Dean West Oxfordshire



OBSERVATION:

An increase in fly tips was reported nationally which coincided with the start of Covid-19, and this appeared to be reflected locally.

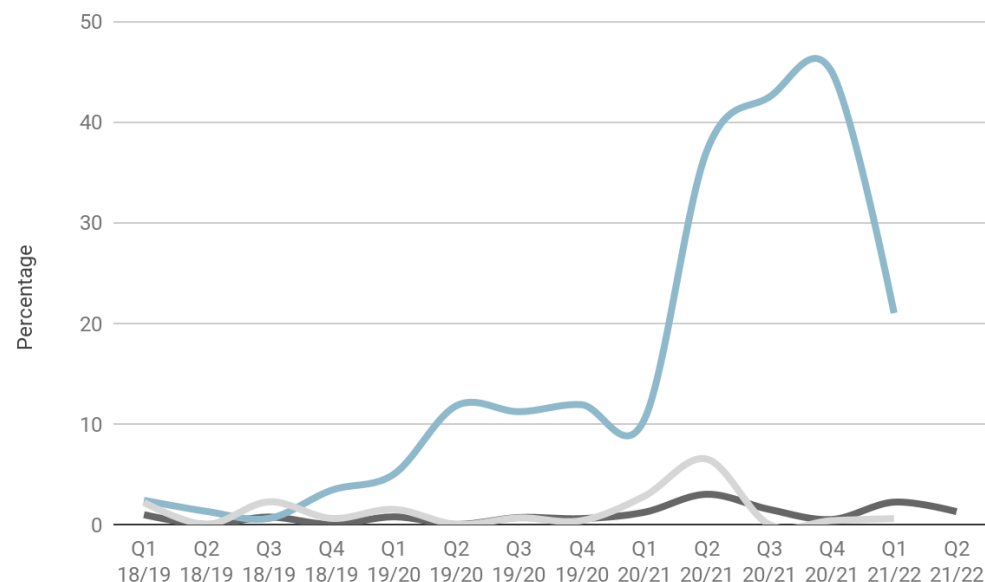
Over the last six months, the number of fly tip collected by Ubico has decreased which may reflect the lifting of restrictions.

The Council's 'Clean and Green' initiative is designed to tackle a range of enviro-crime including fly tipping, abandoned vehicles and dog fouling through engagement with communities and enforcement. The Lead Officer is carrying out duty of care work with businesses and households to support them to manage their waste responsibly; and more investigative work into fly tipping incidents is also being undertaken. Two new Clean and Green posts have been appointed and are expected to commence in November; and there will also be a new village warden for Bourton who will start later in the year.

Note: This data source does not contain all types of fly tips e.g. asbestos, at all locations e.g. bring sites. Forest of Dean appears to collect a higher number of fly tips than Cotswold and West as it counts fly tips at bring sites

Percentage of fly tips that result in an enforcement action taking place (defined as a warning letter, fixed penalty notice, simple caution or prosecution)

Cotswold Forest of Dean West Oxfordshire



OBSERVATION:

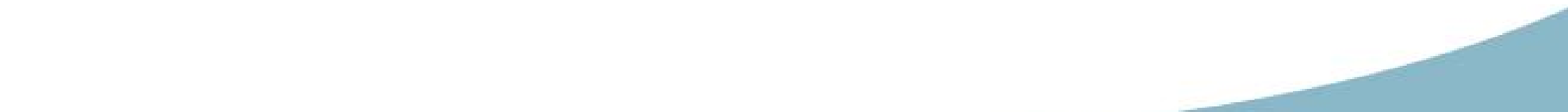
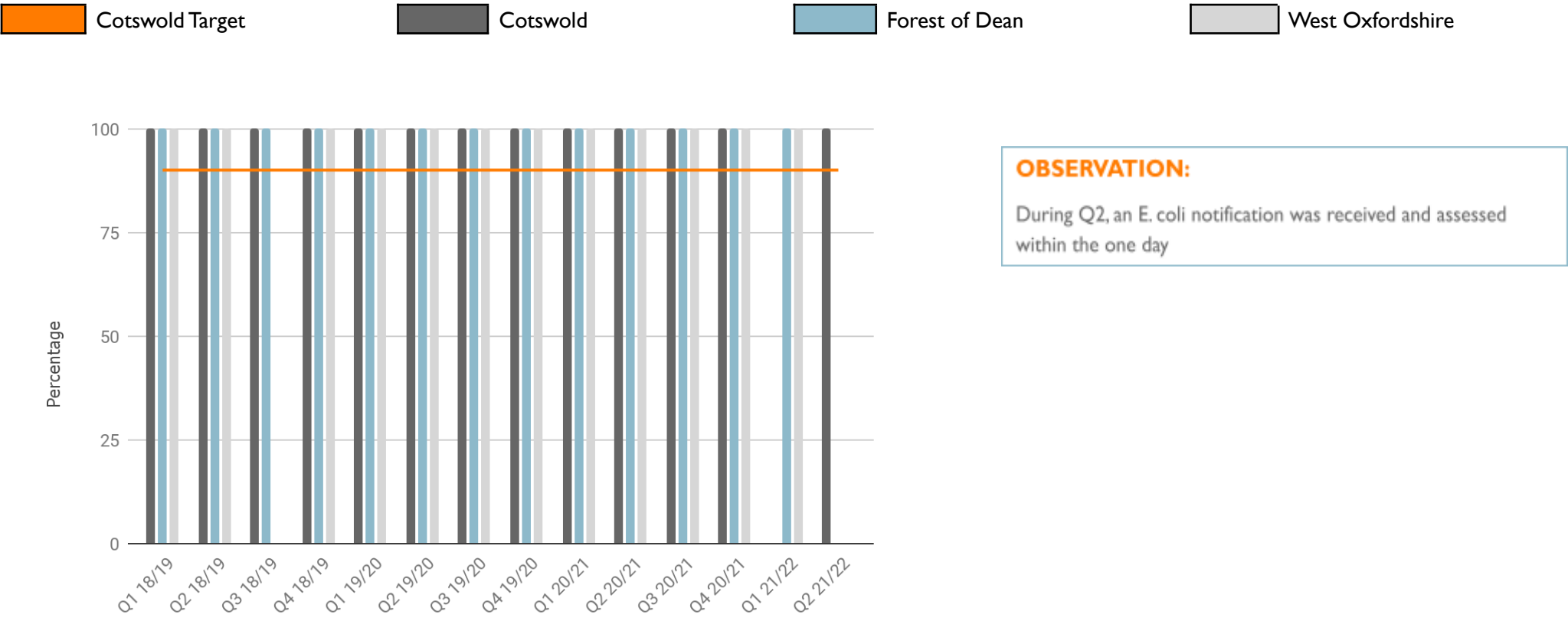
There were 237 notifications of fly tips, similar to the previous quarter, which resulted in three enforcement actions. The Lead Officer is undertaking duty of care work with businesses and households to support them to manage their waste responsibly as well as more investigative work into fly tipping incidents.

The Council will always take enforcement action if fly tipping is witnessed.

Currently, Cotswold and West operate a small multidisciplinary team. In addition, Cotswold has its own Lead Enviro-Crime officer who will shortly be joined by two Clean and Green officers.

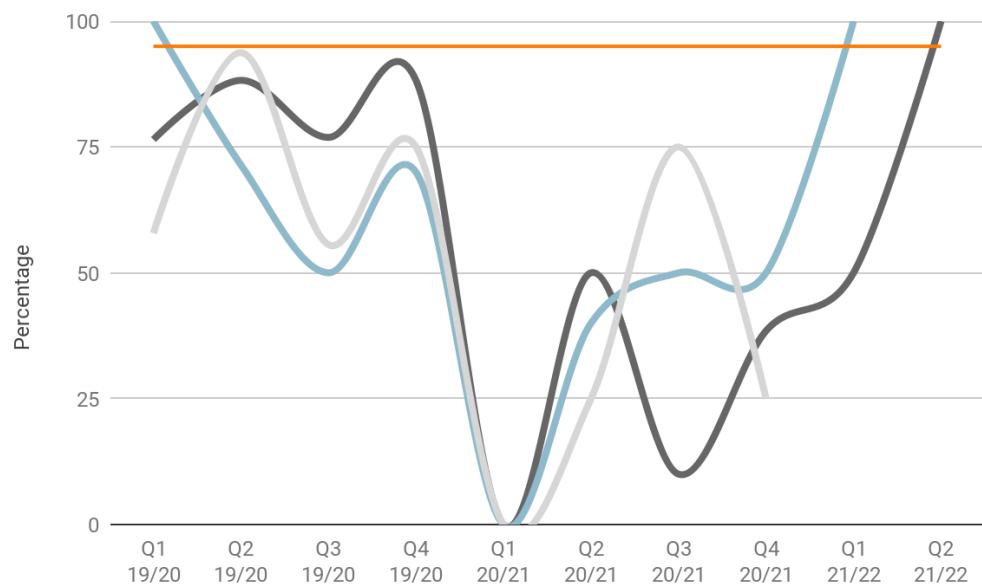
Forest of Dean has a dedicated Community Warden team

Percentage of high risk notifications (including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries) risk assessed within 1 working day



Percentage of high risk food premises inspected within target timescales

Cotswold Target Cotswold Forest of Dean West Oxfordshire



OBSERVATION:

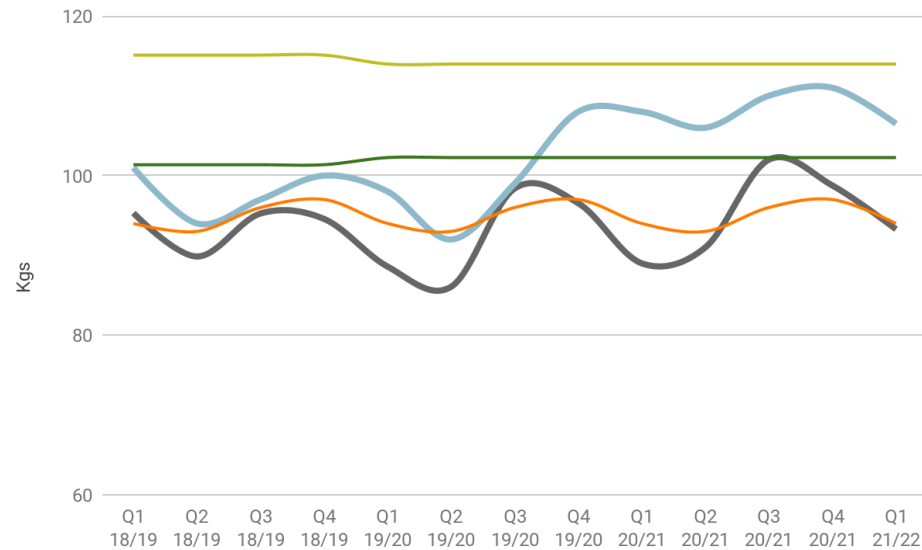
During Q2, just one high risk food premise required an inspection which was completed within the target timescale.

The service is prioritising inspections for high risk premises and new businesses in line with the FSA recovery plan. The small backlog of high risk premises inspections that had built up during the Covid-19 lock downs has been cleared and all new ones are being completed within the 28 day timescale.

Previously, the service had been unsuccessful in recruiting to permanent senior posts, so as an interim measure, two contractors have been appointed to help reduce the backlog of medium risk inspections across the partnership whilst the service is in the process of recruiting to two career graded posts

Residual household waste per household (kg)

Target
 Cotswold
 Forest of Dean
 West Oxfordshire
 Top Quartile
 Shire Districts' Median



OBSERVATION:

Waste management data not yet available for September.

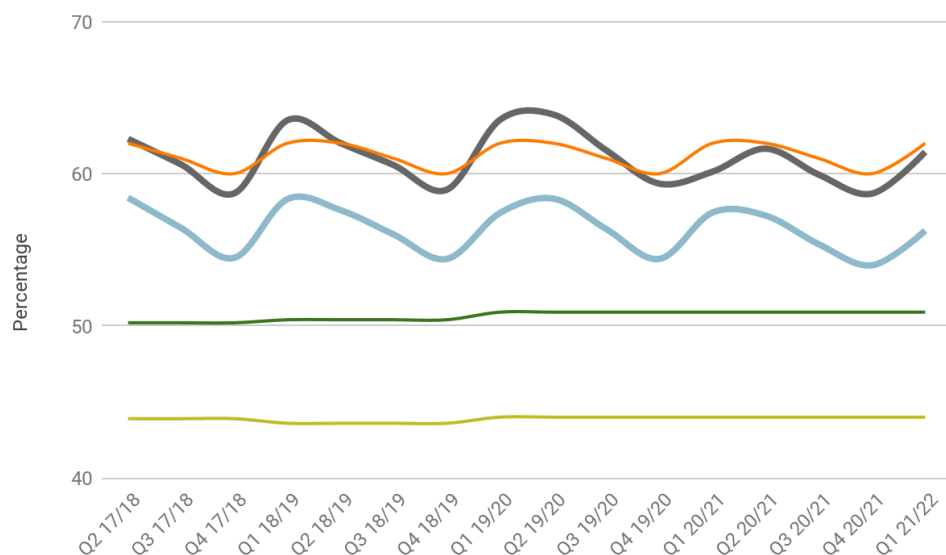
Between April and August, the District produced 156.7 kg of residual household waste per household compared to 149.8 kg a year ago. During 2020-21, residual waste tonnages increased nationally due to home working and people self-isolating, which equated to a rise of about 7.5kg per household for this District, and appears to be continuing to rise in 2021-22.

Overall, this District produces a relatively low amount of residual waste per household compared to other local authorities. The latest waste management data shows that the District produced 369.7 kg per household compared to 475.8 kg per household in the SW, and 529.3 kg in England

Waste data is not available for West whilst a verification exercise takes place

Cumulative) Percentage of household waste recycled

■ Target
 ■ Cotswold
 ■ Forest of Dean
 ■ West Oxfordshire
 ■ Top Quartile
 ■ Shire Districts' Median



OBSERVATION:

Waste management data not yet available for September.

The combined recycling rate to August was 61.95% compared to 61.21% in the previous year when the garden waste service was suspended between 26 March 2020 and 12 May 2020.

In comparison to 2019-20, the combined recycling rate at the end of August 2021 was down by two percentage points due to poorer composting rate which is affected by weather conditions, although it was offset by higher dry recycling rate.

In 2020-21, households produced more household waste (both residual and dry recycling) nationally due to Covid-19 and households working from home or self-isolating. In Cotswold District, residual waste increased by 3.5% and dry recycling by 16.3% which would have been facilitated by the expansion of the dry recycling service in March 2020.

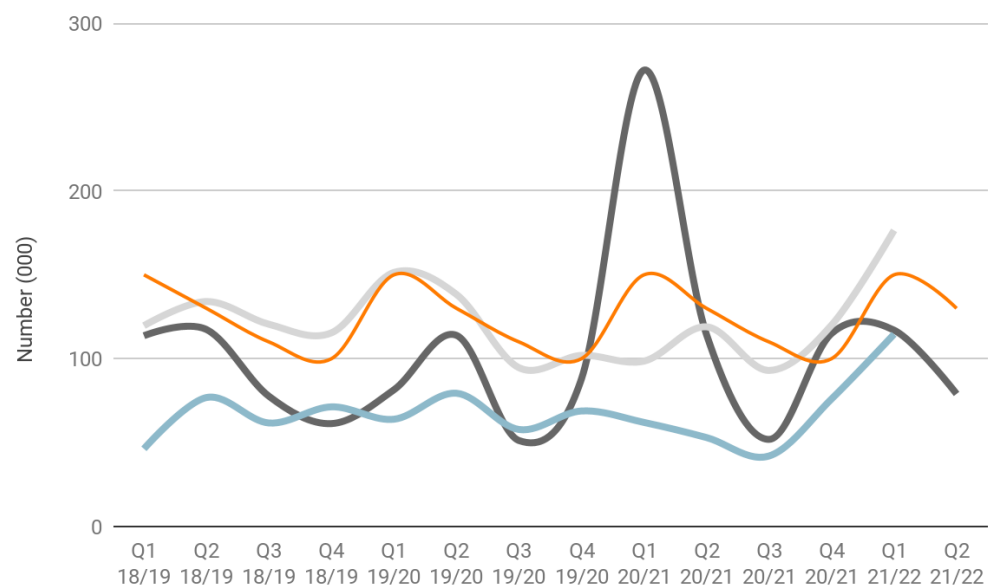
The first eight months of 2021-22 indicates that dry recycling tonnages have fallen by 4.5% compared to last year which may reflect workers returning to the office, however, residual waste tonnages has increased by around 4%.

Notes:

Composting and food waste was a single waste stream prior to 2020-21. The quarterly recycling targets are profiled to account for seasonal differences. The data is also presented cumulatively which will flatten out some of these differences

Waste data is not available for West whilst a verification exercise takes place

Number of missed bin per 100,000 scheduled collections



OBSERVATION:

The number of missed bins per 100,000 is reducing in the context of a national shortage of HGV drivers, and high staff turnover in the service as staff choose to take up roles closer to home in a buoyant job market.

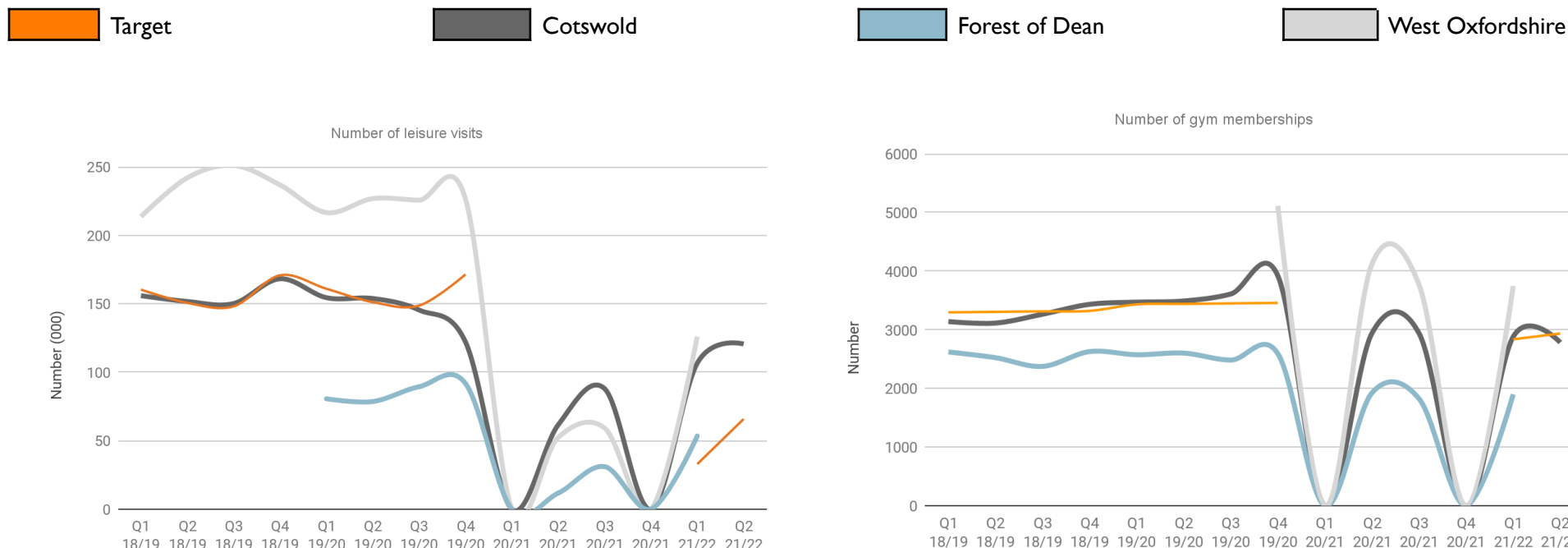
The implementation of In-Cab technology in April 2021 appears to be keeping the number of misses down as typically, missed bins rise when new crew members /agency staff are utilised due to their lack of local knowledge.

Following the introduction of the new waste and recycling service in March 2020, there was a spike in missed bins as residents and Ubico staff got used to the changes. Concurrently, there was an increase in the amount of waste being produced due to the large number of home-workers and others self-isolating or shielding.

Note: since the implementation of In-Cab technology, the data source for missed collections is Alloy, In-Cab's back office system. This data source is more accurate than the previous data source.

Leisure

Number of visits to the three leisure centres & (Snapshot) Number of gym memberships



OBSERVATION:

Leisure Centre usage for the three leisure facilities has been consistent this quarter, and is around 80% of that of the same quarter in 2019/20. The total number of active Gym Memberships has also been fairly consistent this quarter, with total membership numbers also at approximately 80% compared to this time in 2019/20.

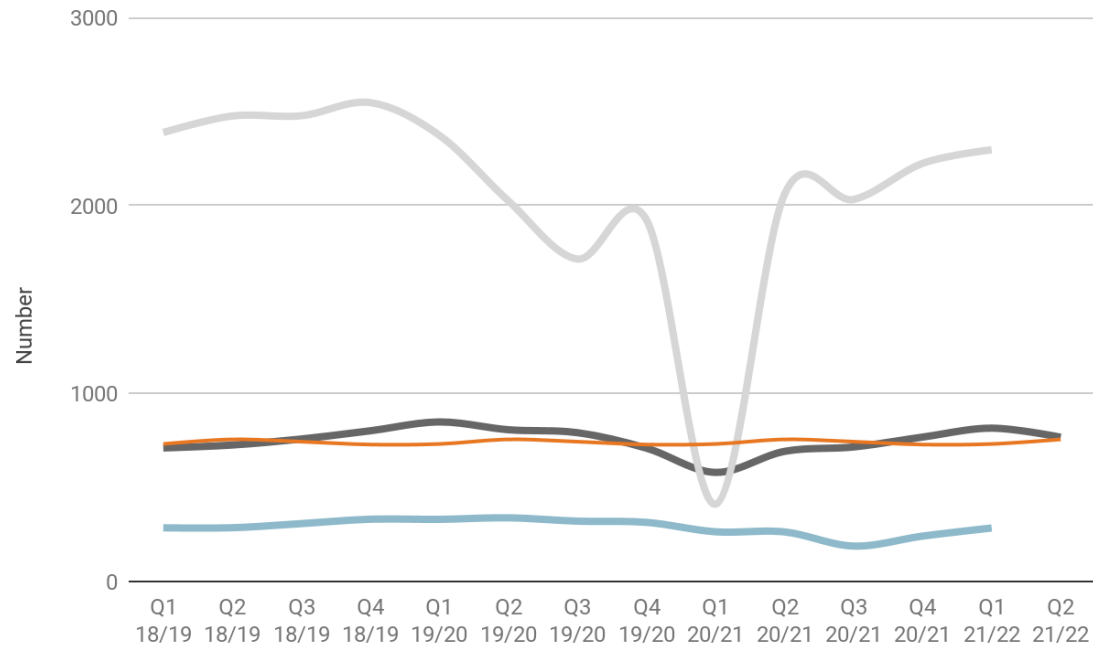
Some Covid protocols are still in place in the centres such as sanitising stations and nightly 'fogging' of areas, and mask wearing has become an advisory measure. Casual swimming continues to be operated in bookable sessions to prevent crowding in the changing rooms and this system seems to be preferable to a lot of swimmers as it makes visits more predictable (guaranteed lane space, changing/showering space etc.).

Some marketing campaigns have been scheduled including a 'Black Friday' promotion and a reduced price offer for December as this is traditionally a low sales month. Activities and programming are focussing on returning to the pre-Covid leisure offer, one exception to this is that the Café has not been re-opened in Cirencester Leisure Centre. Preparations are being made for any potential Covid issues in the coming months.

Note: Gym memberships were frozen during the first and third lockdowns. No targets were set for 2020-21

Parking

Total hours spent undertaking on and off-street parking enforcement visits



OBSERVATION:

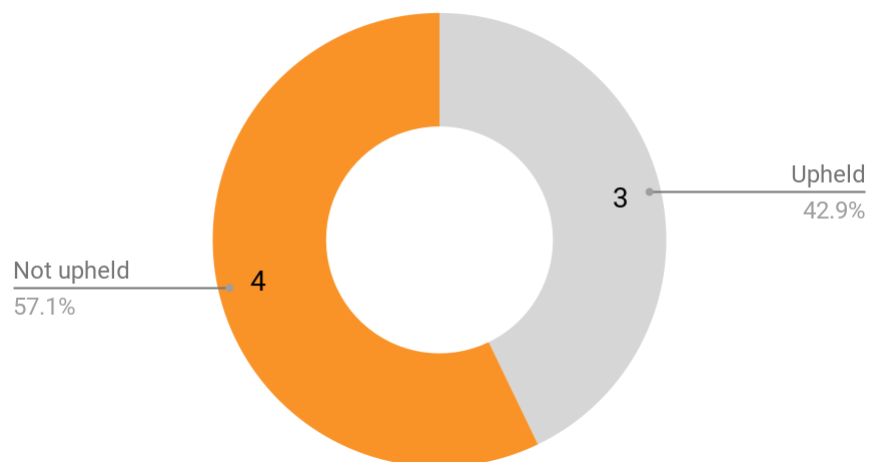
There was a slight increase in enforcement hours during the last six months to support the introduction of cashless parking.

Although car park usage has increased compared to a year ago, it is still lower than pre-Covid times. The volume of long stay workers appears to have reduced and people may be out for shorter periods of time. Overall, we may see some positive benefits on the District's carbon emissions.

One part-time post (on contract) is being held vacant while car park usage remains relatively low

COMPLAINTS - ARE WE DOING THE 'DAY JOB' REALLY WELL FOR OUR COUNCILS?

Complaints decisions at Stage 2



OBSERVATION:

A new Customer Feedback Procedure went live on the 1st July 2020. The Corporate Responsibility team is managing all complaints allowing services to focus on delivery.

The new process has the following stages:

Stage 1: Acknowledgement and Assessment

Stage 2: Investigation

Stage 3: Appeal

The complaints shown below only include upheld or partially upheld complaints

Service area	Description	Outcome/learning	Stage	Decision	Response time (days)
Development Management	Complainant unhappy with delay in response to multiple planning applications.	It was agreed that the delays in determination of the planning applications were beyond what could be deemed acceptable. An apology was offered, and the application fee was refunded.	2	Upheld	9
Revenues & Benefits	Complainant unhappy with lack of response to a request for an account statement.	It was found that the complainant had waited an unacceptable amount of time for a response due to a backlog caused by changes to the revenues and benefits system. An apology was offered, and the matter was dealt with urgently.	2	Upheld	9
Development Management	Complainant unhappy with delay in determining planning application.	It was acknowledged that, whilst staff vacancies and a high workload have seriously impacted the team's ability to deal	2	Upheld	8

		with applications in a timely manner; the complainant had waited an unacceptable amount of time for a response. An apology was offered, and the complainant was assured that the planning officer would aim to provide a response by the end of the working week.			
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