WEST OXFORDSHIRE DISTRICT COUNCIL

Delivering great services locally

PERFORMANCE REPORT:
April 2021 - June 2021

KEY PERFORMANCE METRICS LIST

Finance and Management O & S Committee	Economic and Social O & S Committee	Environment O & S Committee
Customer satisfaction – face to face	(Snapshot) Number of households in emergency accommodation under 28 days	Number of fly tips collected
Customer satisfaction – web	(Snapshot) Number of households in emergency accommodation over 28 days	Percentage of fly tips that result in an enforcement action taking place
Customer satisfaction – telephone	Number of Long Term Empty properties	Percentage of high risk notifications risk assessed within one working day
Customer satisfaction - email	Percentage of major planning applications determined within timescales	Percentage of high risk food premises inspected within target timescales
Percentage of telephone calls answered within 20 seconds	Percentage of minor planning applications determined within timescales	Residual household waste per household (kg)
Telephone abandon rate	Percentage of other planning applications determined within timescales	(Cumulative) Percentage of household waste recycled
(Cumulative) Percentage of council tax collected	Percentage of planning appeals allowed	(Cumulative) Percentage of household waste by waste streams
(Cumulative) Percentage of business rates collected	(Cumulative) Number of affordable homes delivered	Number of missed bin per 100,000 scheduled collections
(Cumulative) Average number of days taken to process Council Tax Support new claims	Percentage of land charge searches dispatched within 10 working days	Total hours spent undertaking on and off-street parking enforcement visits
(Cumulative) Average number of days taken to process Council Tax Support change events	Number of visits to leisure centres	
(Cumulative) Average number of days taken to process housing benefit changes of circumstances	Number of gym memberships	
(Cumulative) Percentage of housing benefit overpayment due to LA error/Admin delay		

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.
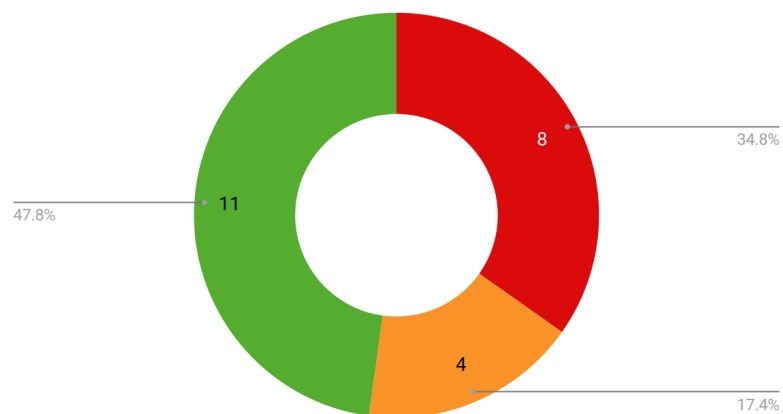

Note

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

Indicators with targets	Status
Customer satisfaction - phones	
Customer satisfaction - F2F	No data
Customer satisfaction - website	
% of calls responded to within 20 seconds	
Abandoned call rate	
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	
Households in emergency accommodation under 28 days	
Households in emergency accommodation over 28 days	
% major applications determined within time	
% minor applications determined within time	
% others applications determined within time	
% planning appeals allowed	
Affordable homes delivered	
% land charge searches dispatched within time	
Leisure visits	
Gym memberships	
% high risk notifications assessed within time	
% high risk food premises inspected within time	n/a
Residual waste per household (kg)	No data
% overall recycling rate	No data
Missed bins per 100,000	
Parking enforcement	

OVERALL PERFORMANCE

Over the last two quarters, performance has been mixed but is beginning to show a more positive outlook in some services. Although restrictions started to be lifted in March, the majority of staff have continued to deliver services from home which is still presenting challenges for the planning service. The service has been piloting a hybrid working solution over recent months which should help improve the efficiency of the service.

There has been a shortage of resources in some services to deal with increasing workloads due to the economic market e.g. planning applications and land charge searches; and there are backlogs in some services due to a number of reasons including the suspension of site visits due to the pandemic e.g. Food Safety; as well as backlogs that built up while implementing new systems e.g. Benefits team.

These challenges have been exacerbated by the difficulty to recruit in some services such as Planning and Food Safety, and further recruitment drives have commenced. Additional resource to increase the number and grading structure of planning officers has been agreed. The Benefits team was able to access some resources from Civica OnDemand, and further requests have been made. The service will be employing temporary staff to help reduce the backlog.
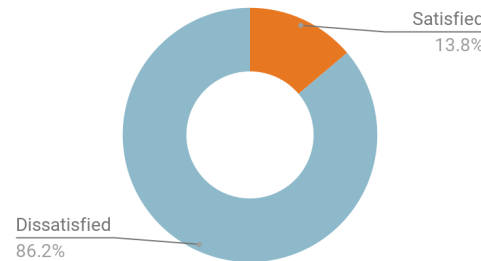
CUSTOMER SERVICE

Customer satisfaction

Face to face - no surveys due to Covid19

Website - 123 respondents

Satisfied
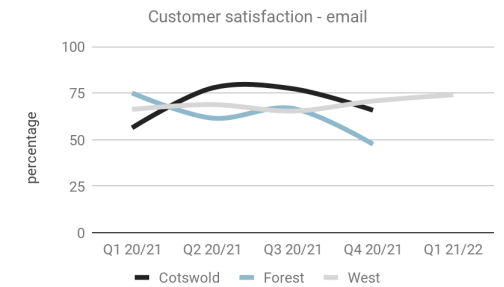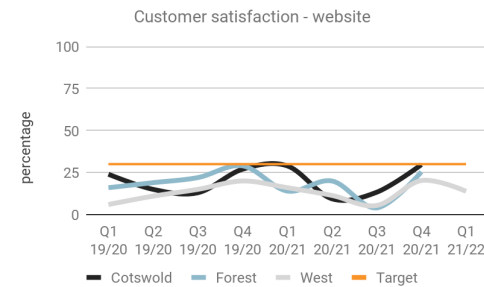13.8%

Dissatisfied
86.2%

Phone - 370 respondents

Dissatisfied
0.8%

Satisfied
99.2%

Email - 335 respondents

Dissatisfied
26.0%

Satisfied
74.0%

What's the trend?

Customer satisfaction - face to face

Cotswold — Forest — West — Target

Customer satisfaction - phone

Cotswold — Forest — West — Target

Customer satisfaction - website

Cotswold — Forest — West — Target

Customer satisfaction - email

Cotswold — Forest — West
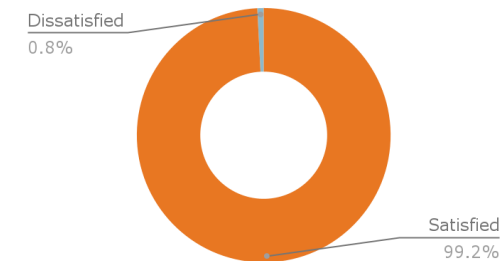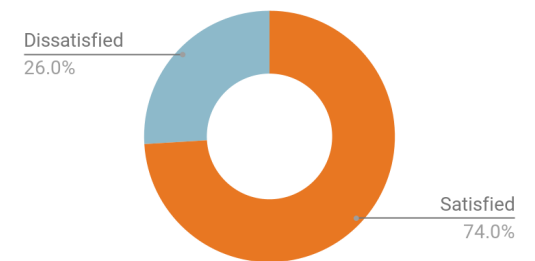
OBSERVATION

Due to Covid-19, the Council closed its reception areas in March 2020 and therefore face to face surveys were temporarily suspended. The nation emerged from the third lockdown on the 29 March 2021 in phased stages; and although Woodgreen and the Town Centre shop re-opened to customers from 12 April 2021, footfall is currently low. As 19 July marked the end of the lockdown restrictions, the service is considering re-commencing face to face surveys.

Overall, satisfaction ratings for services delivered via the phone continue to be high, while satisfaction for services via the website appears to be low. The number of feedback responses continues to be extremely low compared to the large proportion of visitors to the website. The 'Dissatisfied' feedback received this quarter was again analysed to establish the cause (website content issues, data processing issues, failure in service provision, user error etc.). These findings are being collated and will eventually feed into a new digital take up framework in which a range of channel shift data including web service interaction information will form a baseline which can then be continually monitored to give a more accurate picture of digital take up across our online services. This data should then enable us to understand where we can do more targeted feedback around particular online services to ultimately improve the online take up and change behaviours to a digital first approach

Telephone calls - response and abandonment

Target   **Cotswold**   **Forest of Dean**   **West Oxfordshire**

% of phone calls answered within 20 seconds

### % of phone calls abandoned

OBSERVATION

The service has reviewed its indicators to ensure that they are appropriate to customers' needs; the current thinking is that these indicators have become outdated and more emphasis needs to be placed on ensuring that satisfaction for our services remains high while also taking into account the benefits of channel shift and providing more options for accessing our services.

Performance for the two indicators has fallen over the last six months but has started to improve. The percentage of calls responded to within 20 seconds improved by over 86% in July, while the abandon rate improved by nearly 50%. The service has started work to improve working practices and reduce call waiting time. The manager is also undertaking process benchmarking with other councils which will help us to understand our performance in a wider context.

Workloads are generally higher in the fourth quarter due to normal annual billing processes which impacted on performance; and performance reduced further in Q1 due to staff on long term sick leave and phased return. We are aware that staffing resilience is an issue, and it is a challenge to maintain sufficient staffing levels due to high turnover as staff take secondments (often not replaced) or other opportunities to progress in the organisation. This means that the service has to undertake regular recruitment exercises; however, it takes around six months to train each advisor with significant support required from experienced staff

Revenues and Benefit

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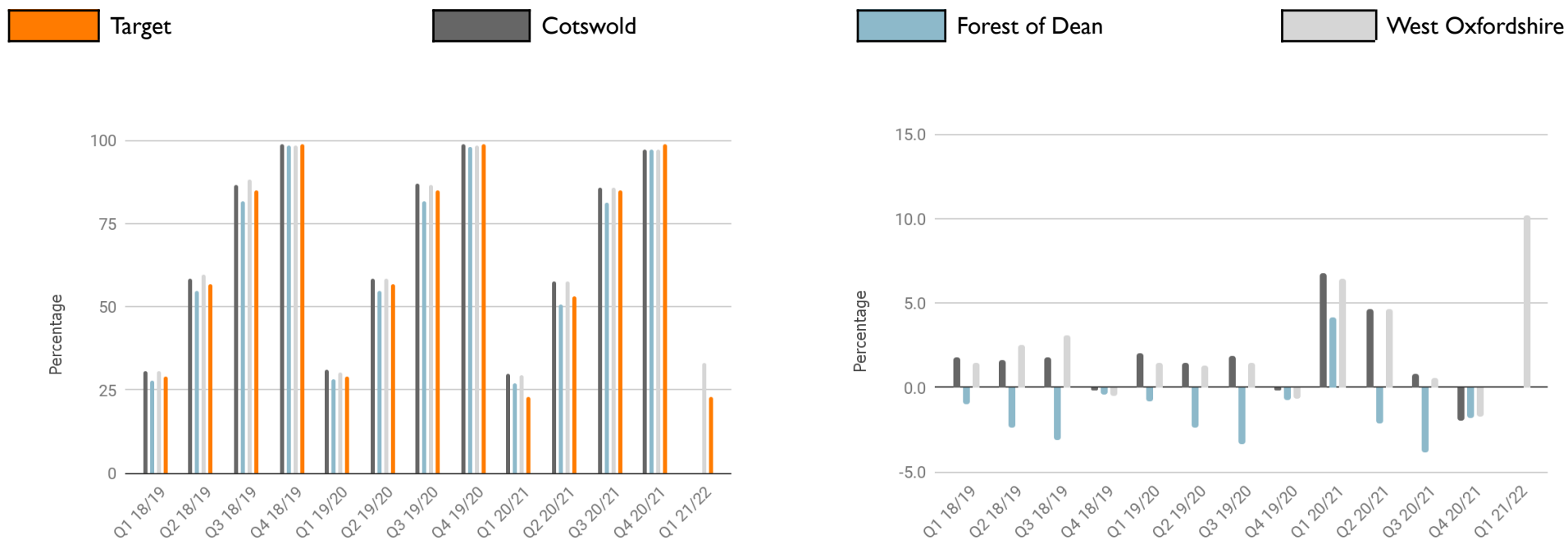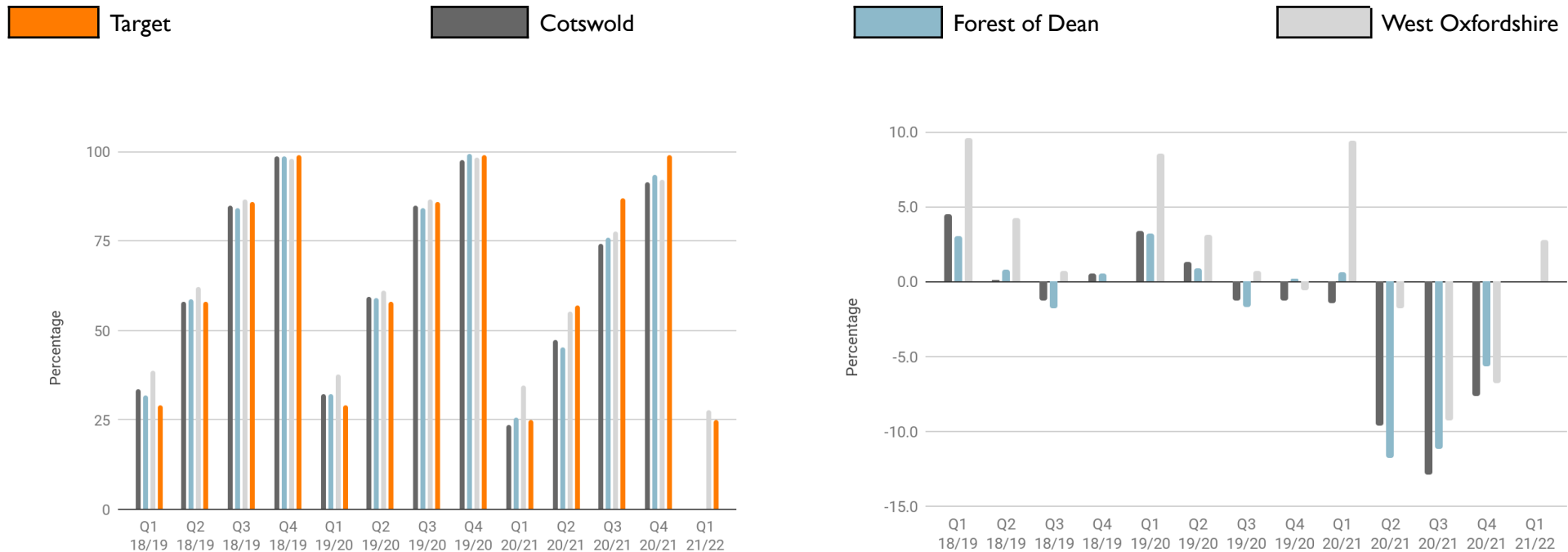

OBSERVATION:

The collection rate appears to be returning to more normal levels, and is up on the same period of the previous year, and historically.

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 have re-opened for liability order hearings

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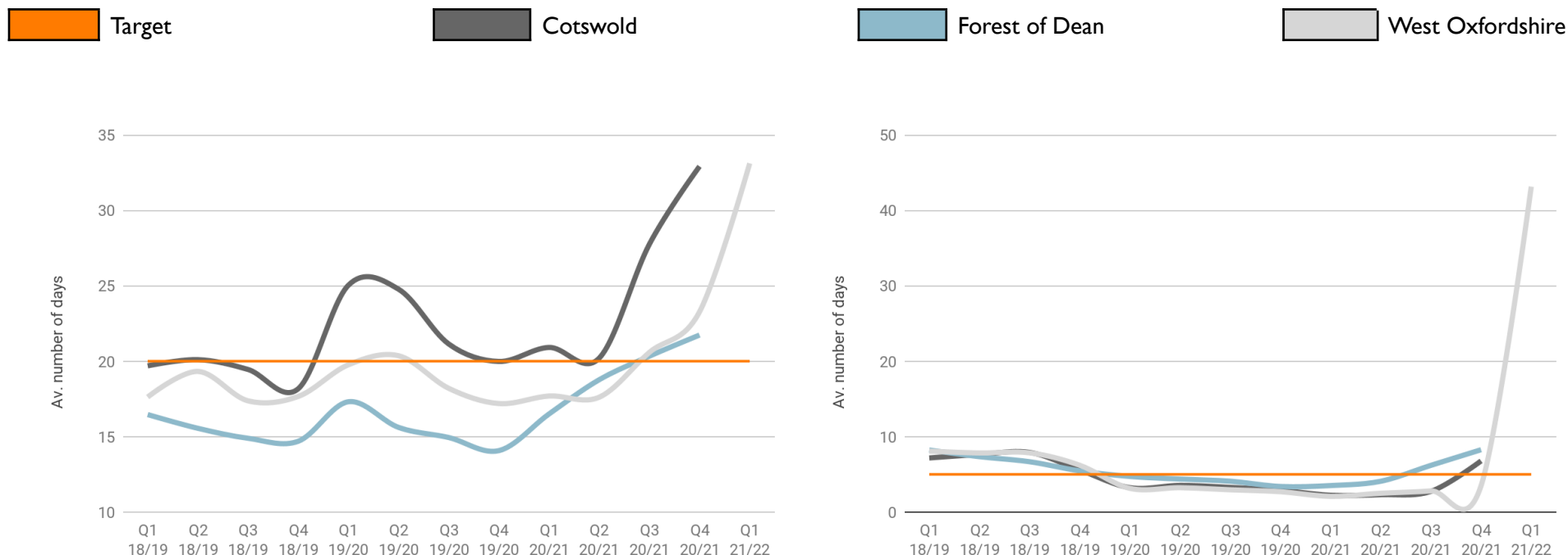

OBSERVATION:

At the end of Q1, the collection of business rates continues to be lower than pre-Covid times. In addition, the Council has had to make some refunds due to changes in rateable value.

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 have re-opened for liability order hearings which will mean the Council can start to formal recovery action and enforce debts that are owed.

The Government has helped certain businesses with 100% business rate relief; the relief was reduced to 66% at the end of June 2021 for the remainder of the financial year. In addition, the window for applying for business grants closed at the end of June with final payments by the end of July 2021

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

Legend: Target (orange) · Cotswold (dark grey) · Forest of Dean (blue) · West Oxfordshire (light grey)
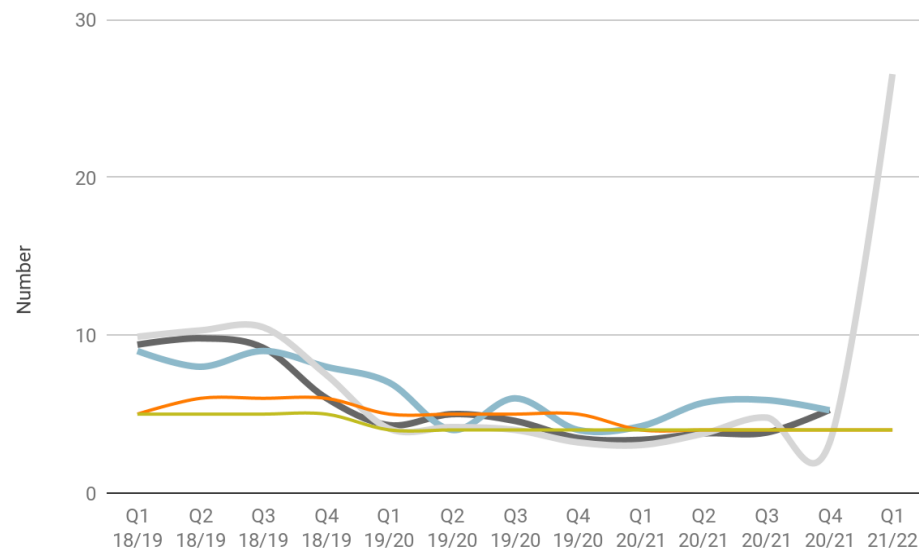

OBSERVATION:

Processing times have increased due to high workloads in the service due to a combination of reasons, as well as a backlog that built up during the implementation of the new revenues and benefits system. Since the start of the pandemic, Universal Credit claims have doubled which has resulted in a significant increase in CTS new claims and changes. In addition, the team has had to prioritise the administration of discretionary housing payments and providing welfare support to the Council's most vulnerable residents.

The backlog is being managed and cleared with the support of Civica OnDemand, and further resources have been requested; however, many councils are trying to access additional resources at this time. Furthermore, team members are still involved in systems work related to the new revenues and benefits system, as well as processing 'Test and Trace' claims which was due to finish at the end of June but has been extended to the end of September.

The aims of the new revenues and benefits system are to improve service delivery and make efficiencies but there are many steps to traverse. The Universal system has been implemented which allows resources to be directed to where it needs to be; and work continues on the open portal which will offer better facilities for clients to self-serve, which is expected to reduce service workloads and improve processing times

(Cumulative) Average number of days taken to process housing benefit changes of circumstances

Legend: ■ Target ■ Cotswold ■ Forest of Dean ■ West Oxfordshire ■ Shire Districts' Median
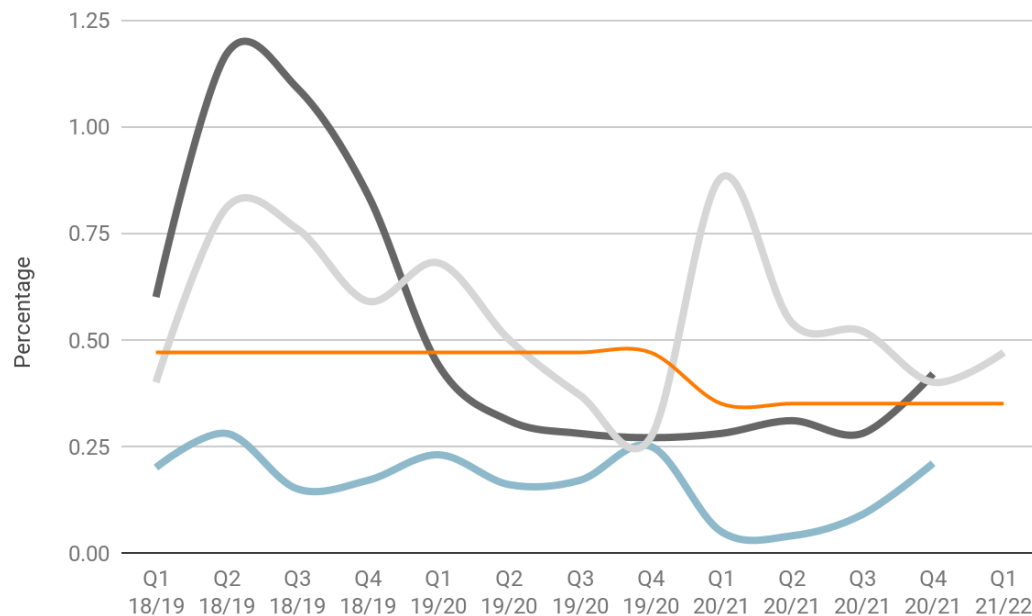

OBSERVATION:

Workloads are higher in Q1 due to end of year changes such as rent increases, pension amendments and earnings amendments; and additional workloads related to the implementation of the new revenues and benefits system, combined with Covid-19 related work, including processing 'Test and Trace' has continued to affect processing times. 'Test and 'Trace' was due to end on 30 June but has been extended to the end of September.

The Universal system, which allows resources to be directed to where they need to be, was implemented during the quarter, which created a software failure in the facility to automatically upload and apply changes of circumstances to system records. Around 80% of changes are applied in this way which makes the process much more efficient than manual handling. A software fix has now been applied and the automation reinstated which should be reflected in an improvement in performance in the second half of Q2.

The backlog is being managed and cleared with the support of Civica OnDemand, and further resources have been requested. The service will also be using temporary staff to process the simpler cases and help reduce the backlog

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

Legend:
- Target (orange)
- Cotswold (dark grey)
- Forest of Dean (blue)
- West Oxfordshire (light grey)

Y-axis: Percentage (0.00, 0.25, 0.50, 0.75, 1.00, 1.25)

X-axis: Q1 18/19, Q2 18/19, Q3 18/19, Q4 18/19, Q1 19/20, Q2 19/20, Q3 19/20, Q4 19/20, Q1 20/21, Q2 20/21, Q3 20/21, Q4 20/21, Q1 21/22

OBSERVATION:

Due to the high volume of HB change of circumstances, we take a sampling approach and target areas which we know have high error rates such as calculation of earnings.

Although the stringent target set by the service was not achieved, the nationally set target of 0.47% was, and therefore, the RAG status has been set to 'Amber'.

Overall, the Council has performed well considering; the backlog of HB change of circumstances that was created during the implementation of the new revenues and benefits system, and the potential for admin delay.

There was a spike in Q1 of the previous year due to a small number of errors relating to high value over payments in the preceding quarter

Housing Support

(Snapshot) Number of households living in emergency accommodation for under 28 days & over 28 days

Target Cotswold Forest of Dean West Oxfordshire


Over 28 days

Under 28 days
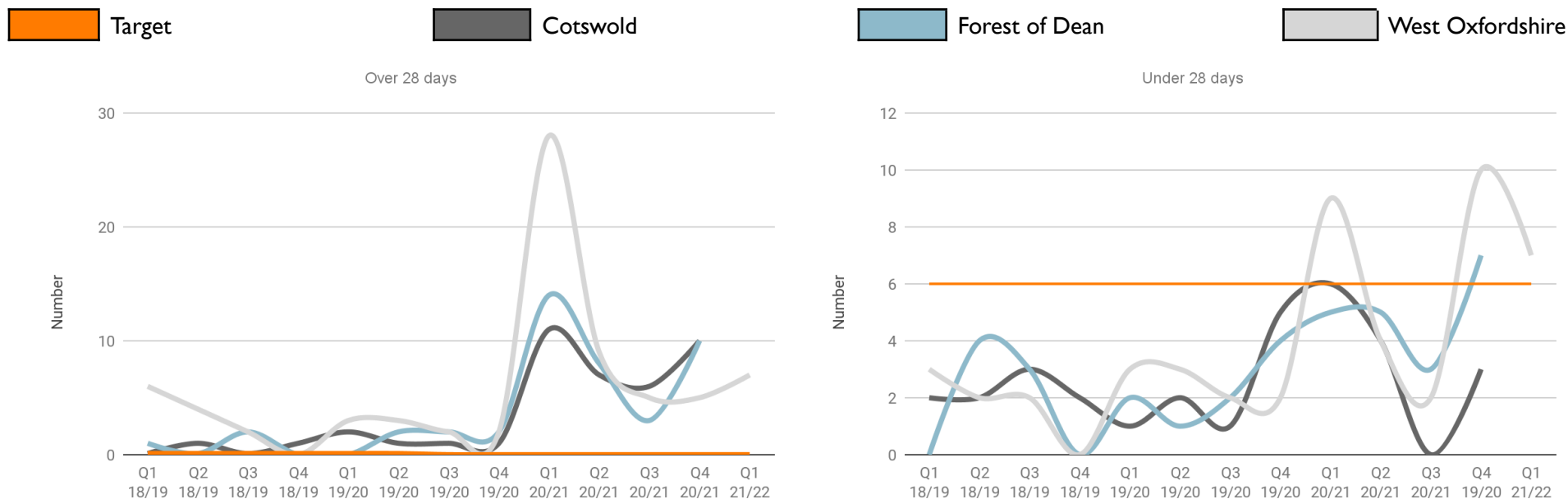
OBSERVATION:

During the national lockdowns, the number of households in emergency accommodation increased as councils were required to place all clients who were rough sleeping or at risk of imminent homelessness into emergency accommodation, regardless of priority need, and who had approached the Council,. At the end of each lockdown, the numbers decreased, as exit plans were created to move households into more secure tenancies including housing association, supported accommodation, and private rented accommodation. Local Authorities are still being asked by the Government to ensure that anyone confirmed to be rough sleeping receives a swift offer of accommodation, however these numbers have now very much declined into a more manageable amount.

Currently, the number of households in emergency accommodation reflects the low availability of social housing stock due to low turnover and households not moving as much during the pandemic due to the Eviction Ban; and it also takes time for housing associations to prepare accommodation for new tenants. Void turnaround times are also increasing due to lack of building supplies/ materials as the effects of the pandemic continue on past the easing of restrictions as these often come from abroad. Placing clients in private rented accommodation is even more of a challenge as these properties are usually not affordable and have rents over and above allowable benefits. The majority of the households in emergency accommodation over 28 days tend to be single people who are difficult to move on due to the lack of one bedroom accommodation. Much progress has been made in the latter part of Q1, and into Q2 in finding alternative accommodation with the recruitment of specialist Temporary Accommodation Officers who are able to offer dedicated support and assistance with helping the clients move on successfully. These indicators have been set to 'Amber' in recognition of the challenging conditions.

The Old Court House, a property with 15 self-contained units is expected to become available in September 2021 and will help to reduce the numbers in emergency accommodation further.

(Snapshot) Number of Long Term Empty properties

Cotswold   Forest of Dean   West Oxfordshire
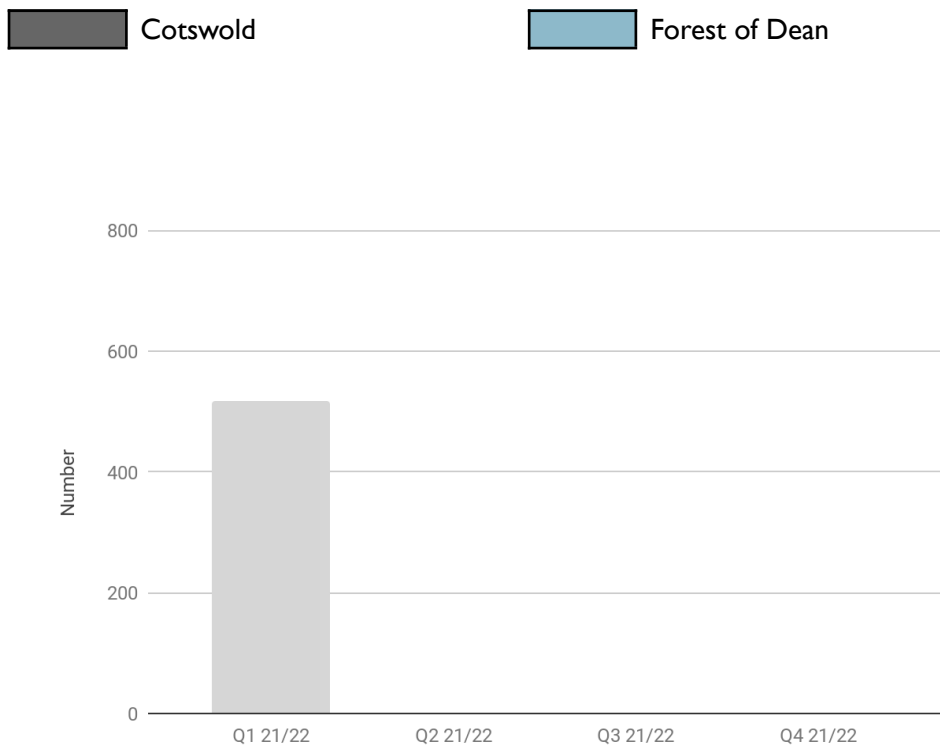
OBSERVATION:

The transition of the new Revenues and Benefits system from Northgate to Civica has presented the opportunity to cleanse the data including de-duplication, as well as streamlining the process for the three partner Councils. This work has identified inconsistencies in historical reporting; therefore, reporting will commence from Q1.

The new LTE officer (in post for three months) is contacting landlords/homeowners to ensure that the Council's data is accurate and up to date. Work is also being undertaken to segregate those properties where no further work is required; for example, Cottsway Housing has some older properties awaiting demolition,

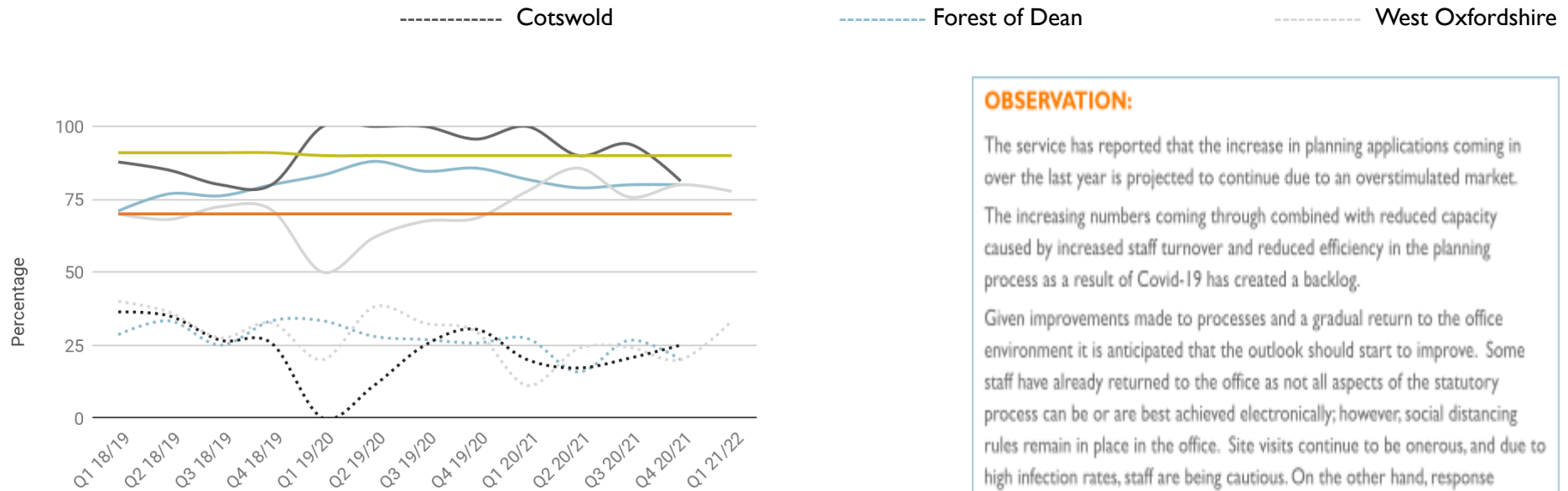Some properties such as retirement properties remain vacant.

Planning and Strategic Housing

(Cumulative) Percentage of major planning applications determined

% of all applications completed within an agreed timeframe

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

% of all application completed within 13 weeks

------------- Cotswold   ---------- Forest of Dean   ---------- West Oxfordshire

Note

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

OBSERVATION:

The service has reported that the increase in planning applications coming in over the last year is projected to continue due to an overstimulated market.

The increasing numbers coming through combined with reduced capacity caused by increased staff turnover and reduced efficiency in the planning process as a result of Covid-19 has created a backlog.

Given improvements made to processes and a gradual return to the office environment it is anticipated that the outlook should start to improve. Some staff have already returned to the office as not all aspects of the statutory process can be or are best achieved electronically; however, social distancing rules remain in place in the office. Site visits continue to be onerous, and due to high infection rates, staff are being cautious. On the other hand, response turnaround times from consultees such as the County and the Environment Agency have improved.

There are a number of improvement projects scheduled and underway which the Customer Experience Improvement Team (CEIT) will help to deliver alongside the planning service, which has already addressed the build up of applications awaiting validation and improved workflow in general. . Furthermore, approval has been given for additional resources and recruitment has commenced

(Cumulative) Percentage of minor planning applications determined

% of all applications completed within agreed timescales

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

% of all applications completed within 8 weeks

------------- Cotswold   ----------- Forest of Dean   ----------- West Oxfordshire
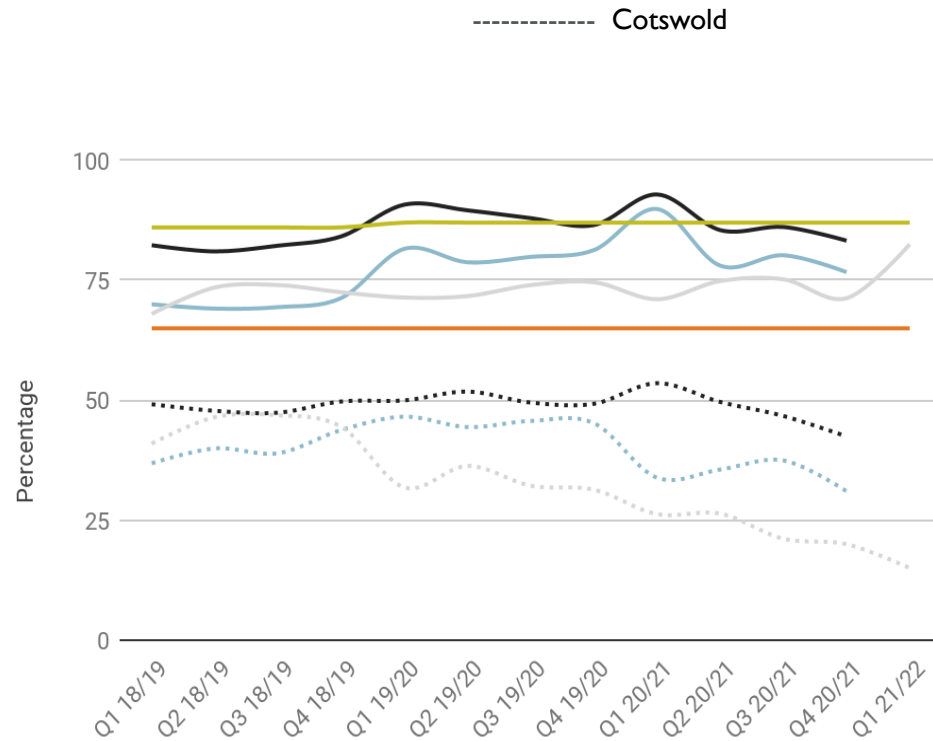
OBSERVATION:

86 minor applications were determined in Q1 compared to 76 in Q1 of the previous year.

Performance has improved this quarter. Case officers have high caseloads but are managing them carefully, and using extensions of time effectively.
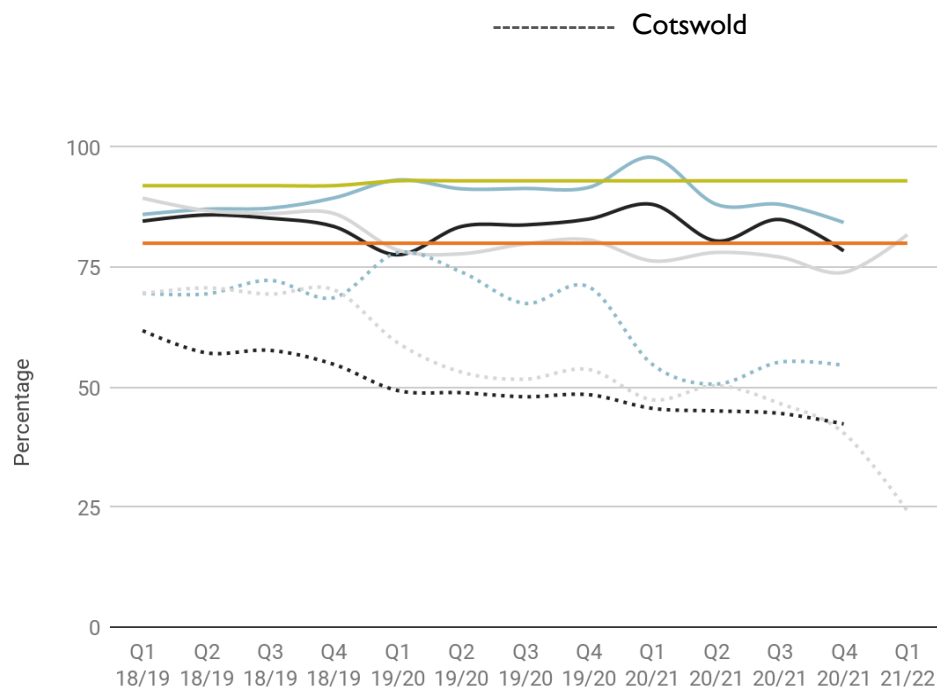
See Observation for Major applications for further explanation

(Cumulative) Percentage of other planning applications determined

% of all applications completed within agreed timescales

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

% of all applications completed within 8 weeks

------------ Cotswold   ------------ Forest of Dean   ------------ West Oxfordshire

OBSERVATION:

330 other applications were determined in the quarter, around 100 more than in Q1 of the previous year.
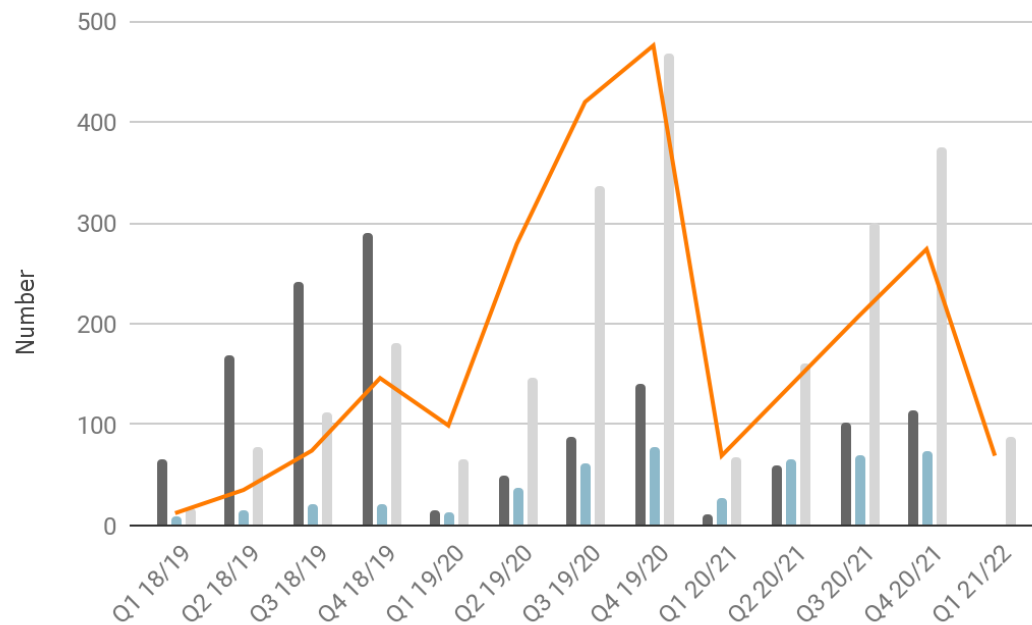
Performance has improved this quarter. Case officers have high caseloads but are managing them carefully, and using extensions of time effectively.

See Observation for Major applications for further explanation

(Cumulative) Percentage of planning appeals allowed

Legend: ■ Target ■ Cotswold ■ Forest of Dean ■ West Oxfordshire

OBSERVATION:

Three out of 11 planning appeals were allowed in Q1

(Cumulative) Number of affordable homes delivered

**Legend:** Target | Cotswold | Forest of Dean | West Oxfordshire
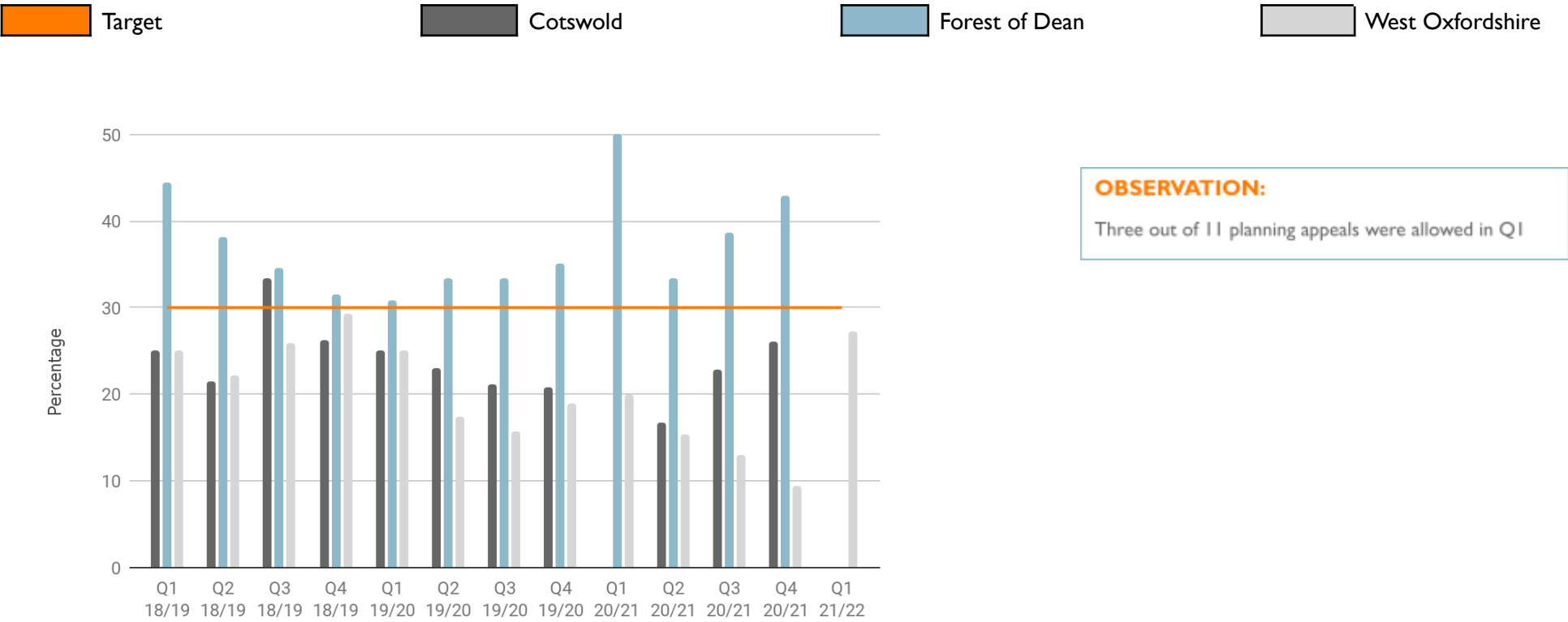
OBSERVATION:

Eighty-eight affordable homes were completed; 53 for affordable rent and 35 shared ownership; which included 22 homes at the Pillars, Chipping Norton; 13 at Shilton Road, Burford; and eight at Burford Road, Minster Lovell; in addition to homes in Witney, Bampton and E. Carterton. Ten of the shared ownership homes at Witney and Minster Lovell are part of the WODC/Heylo scheme supported by Growth Deal funding.

Developers and Registered Providers are reporting challenges related to rising costs and availability of labour and materials, however, the forecasted number of completions through the year remains high

Percentage of land charge searches dispatched within 10 working days

Legend: Target | Cotswold | Forest of Dean | West Oxfordshire
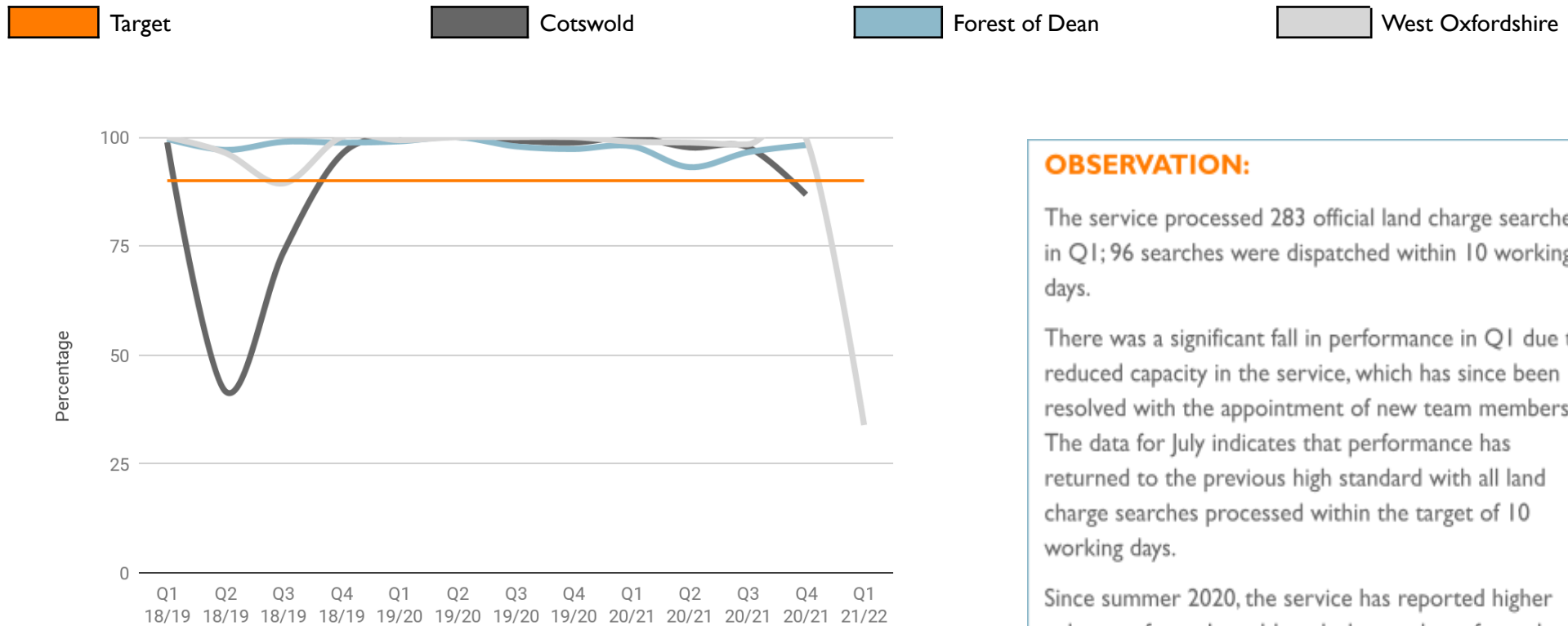
OBSERVATION:

The service processed 283 official land charge searches in Q1; 96 searches were dispatched within 10 working days.

There was a significant fall in performance in Q1 due to reduced capacity in the service, which has since been resolved with the appointment of new team members. The data for July indicates that performance has returned to the previous high standard with all land charge searches processed within the target of 10 working days.

Since summer 2020, the service has reported higher volumes of searches, although the number of searches reported in Q1 appears to indicate that they may be slowing. The 'stamp duty holiday' will be phased out from the end of June 2021

Leisure

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

▬ Target	▬ Cotswold	▬ Forest of Dean	▬ West Oxfordshire

Number of leisure visits

Number of gym memberships
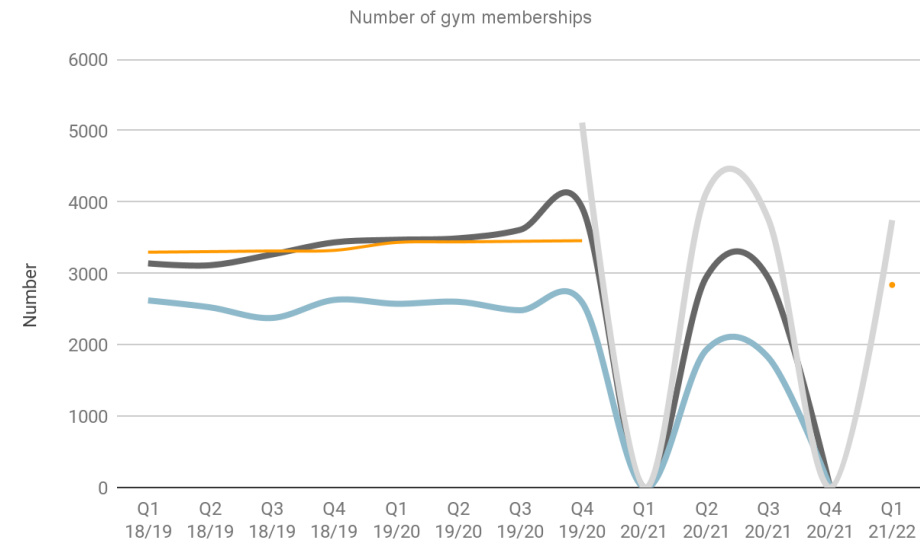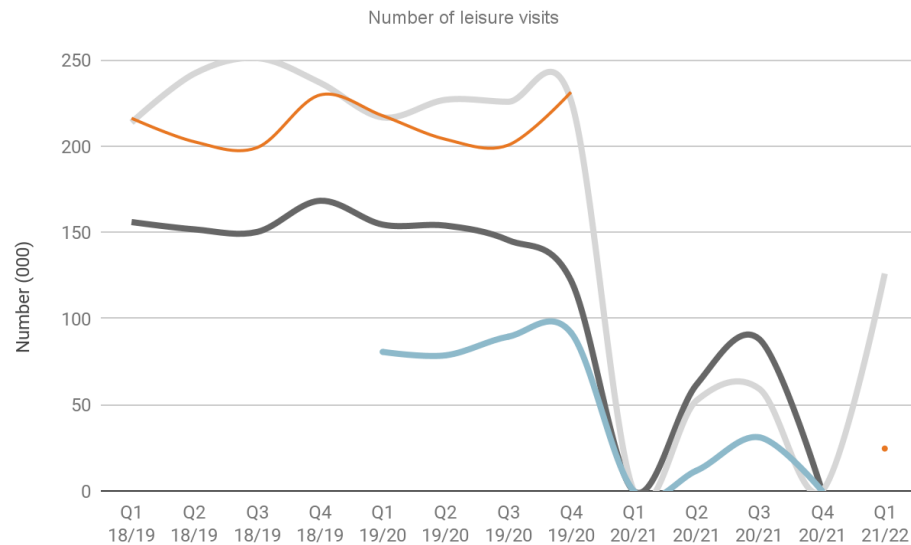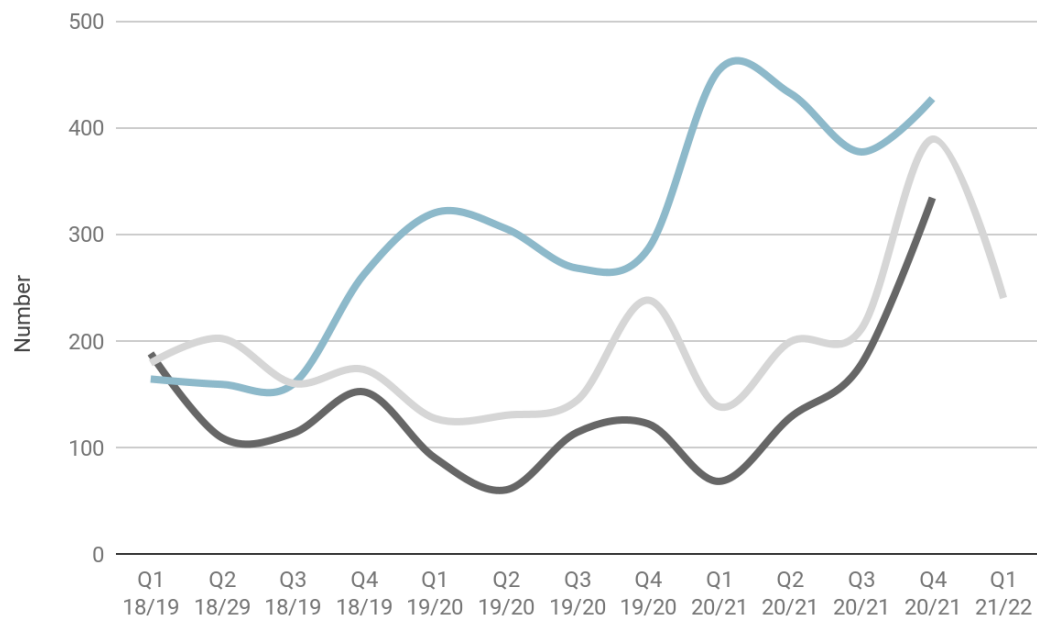
OBSERVATION:

Since April 2021 leisure centres have been following the Government Roadmap and have been able to relax Covid measures, with the final date for relaxation of all measures set for 19 July 2021. The return of customers has been encouraging with many users feeling protected under the new Covid protocols (one-way systems, sanitiser stations, pre-booking etc.) The space available within the facilities has also helped to allow increased numbers without contravening social distancing requirements. As targets were set prior to the end of the last lockdown they were conservative, and we have seen a strong return in usage. The targets are set to increase each quarter during 2021-22, so it may become more challenging should there be further Covid restrictions. Gym memberships are lower than pre-Covid levels but show growth across the District with the exception of the Windrush, which is competing with the new PureGym in Witney that has attracted a number of users due to its budget pricing. Carterton Leisure Centre is looking positive and the re-opening of the trampoline park has also encouraged more users

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

Environmental and Regulatory

**Number of fly tips collected**

OBSERVATION:

An increase in fly tips has been reported nationally which coincided with the start of Covid-19, and this appeared to be reflected locally. In the most recent quarter, there has been a sharp decrease which again has coincided with the start of the lifting of restrictions in April 2021.

A high percentage of the fly tips at the Forest of Dean are at recycling sites, which are not counted by West and Cotswold

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

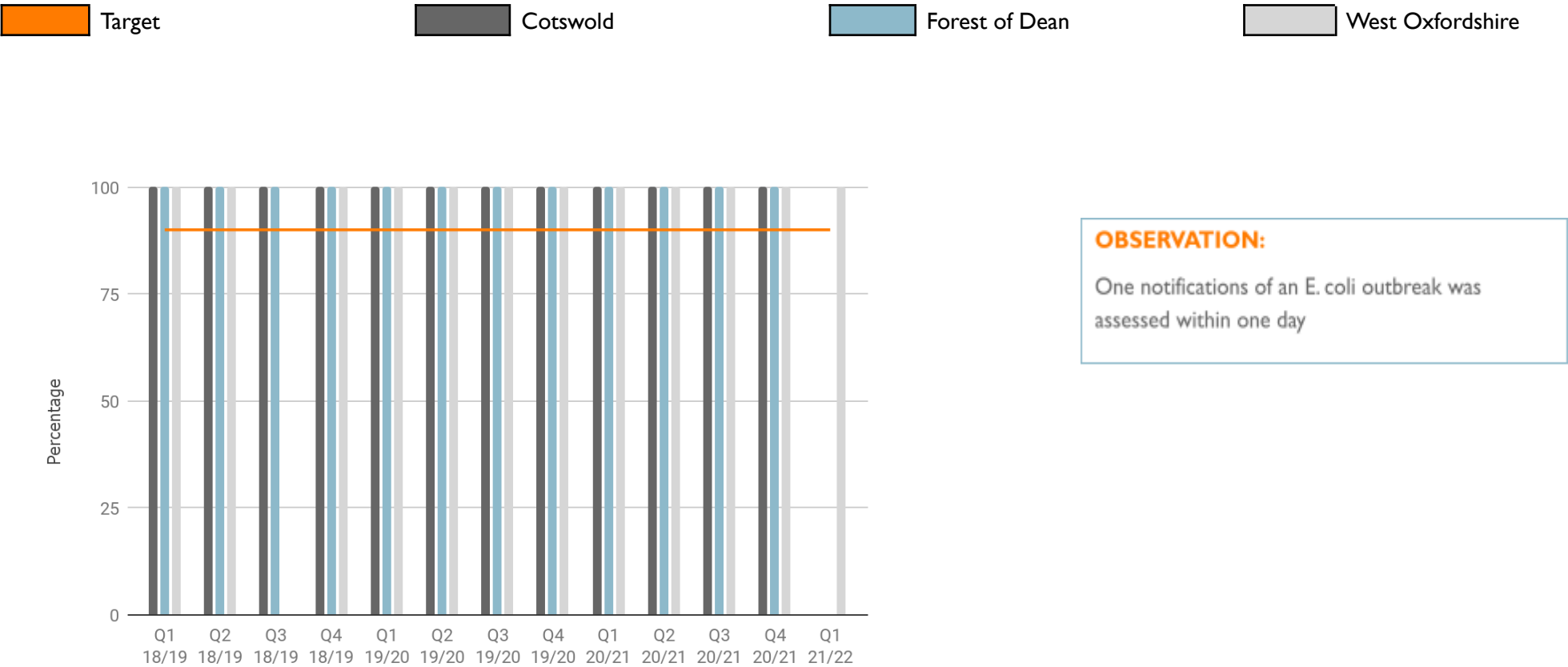Legend: Cotswold — Forest of Dean — West Oxfordshire
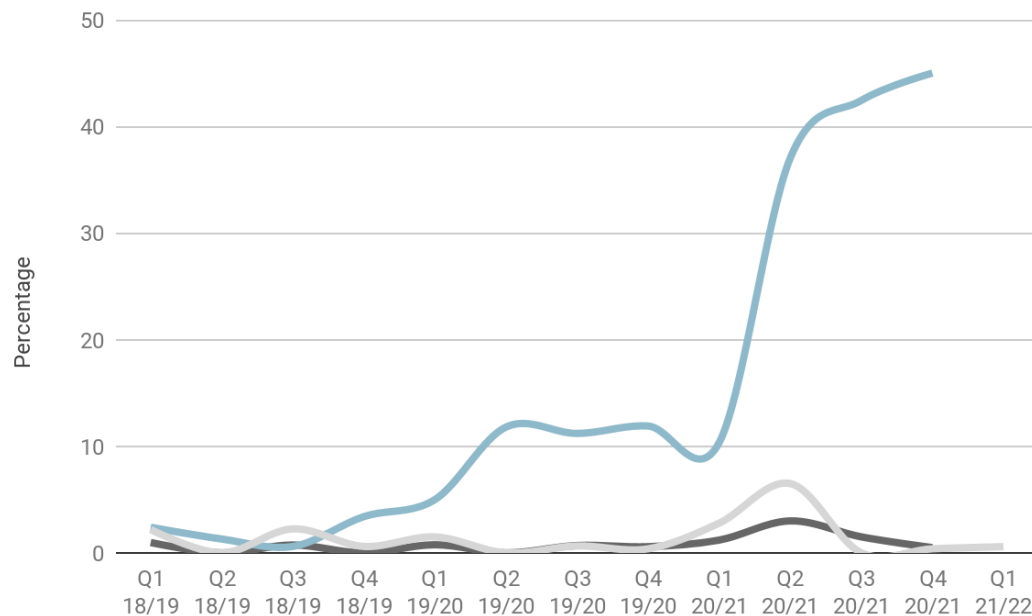
OBSERVATION:

In Q1, there were 342 notifications of fly tips, a significant decrease on the 521 notifications on the previous quarter. Two Fixed Penalty Notices were issued. In addition, officers have been focussing on tackling fly tips at bring banks. Eighty-nine warning letters were issued to residents and businesses who left inappropriate waste, reminding them of their duty of care.

West prioritises the removal of fly tips, and where evidence is available, it is investigated by officers. The Council will always take enforcement action if fly tipping is witnessed.

Cotswold and West operate a small multidisciplinary team. In contrast, at Forest of Dean, there is 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

Legend:
- Target (orange)
- Cotswold (dark grey)
- Forest of Dean (blue)
- West Oxfordshire (light grey)

OBSERVATION:

One notifications of an E. coli outbreak was assessed within one day

Percentage of high risk food premises inspected within target timescales

Legend: Target | Cotswold | Forest of Dean | West Oxfordshire
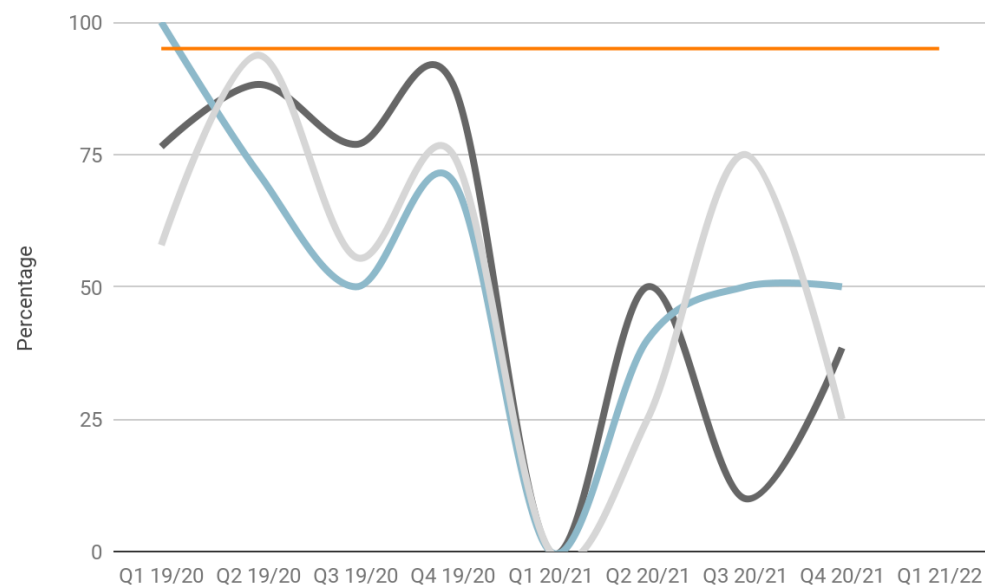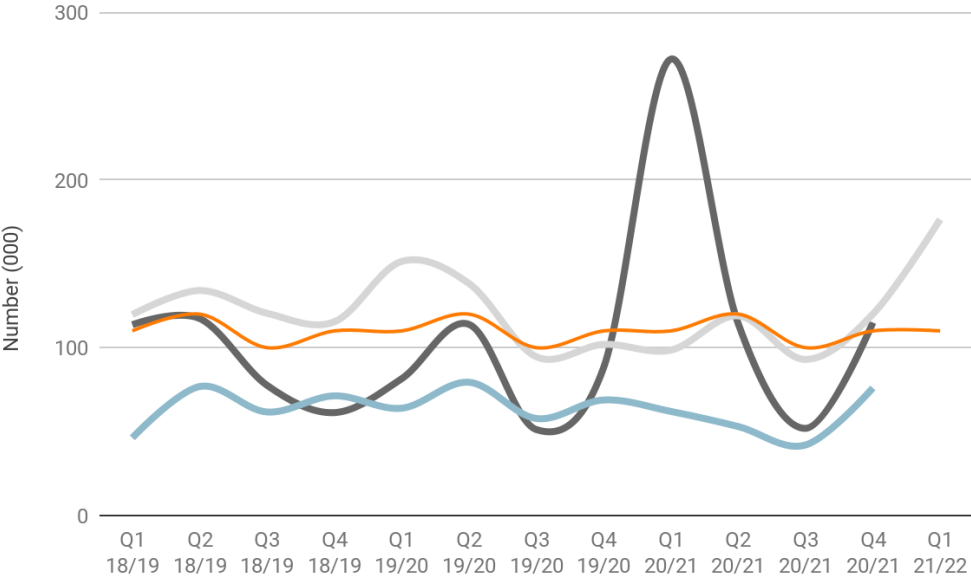

OBSERVATION:

No high risk premises were due a food inspection in Q1. There are two high risk premises (outstanding from previous quarters) which have received a remote inspection but require a site inspection. These inspections have been prioritised.

The FSA has put in place a recovery plan to ensure that both new businesses are prioritised based on risk; and the backlog of the highest risk categories (A's and B's) are cleared by 31 March 2022 and 30 June 2022 respectively. Although officers have cleared the majority of high risk inspections, a backlog of the lower risk categories has started to build up. In addition, reactive work/service requests have to be dealt with.

The service is experiencing some capacity and skills issues, and the recruitment of senior officers is proving difficult. There have been two recruitment campaigns over the last six months, and another one is underway targeted at newly qualified officers who will be trained up

Number of missed bin per 100,000 scheduled collections

Legend: ■ Target ■ Cotswold ■ Forest of Dean ■ West Oxfordshire

OBSERVATION:

The number of missed bins has increased over the last quarter and is largely as a result of a loss of round knowledge from staffing issues related to positive Covid-19 cases, crew members working within the same bubble having to then self-isolate, as well as more recently, the 'pingdemic' which has affected crews more widely.
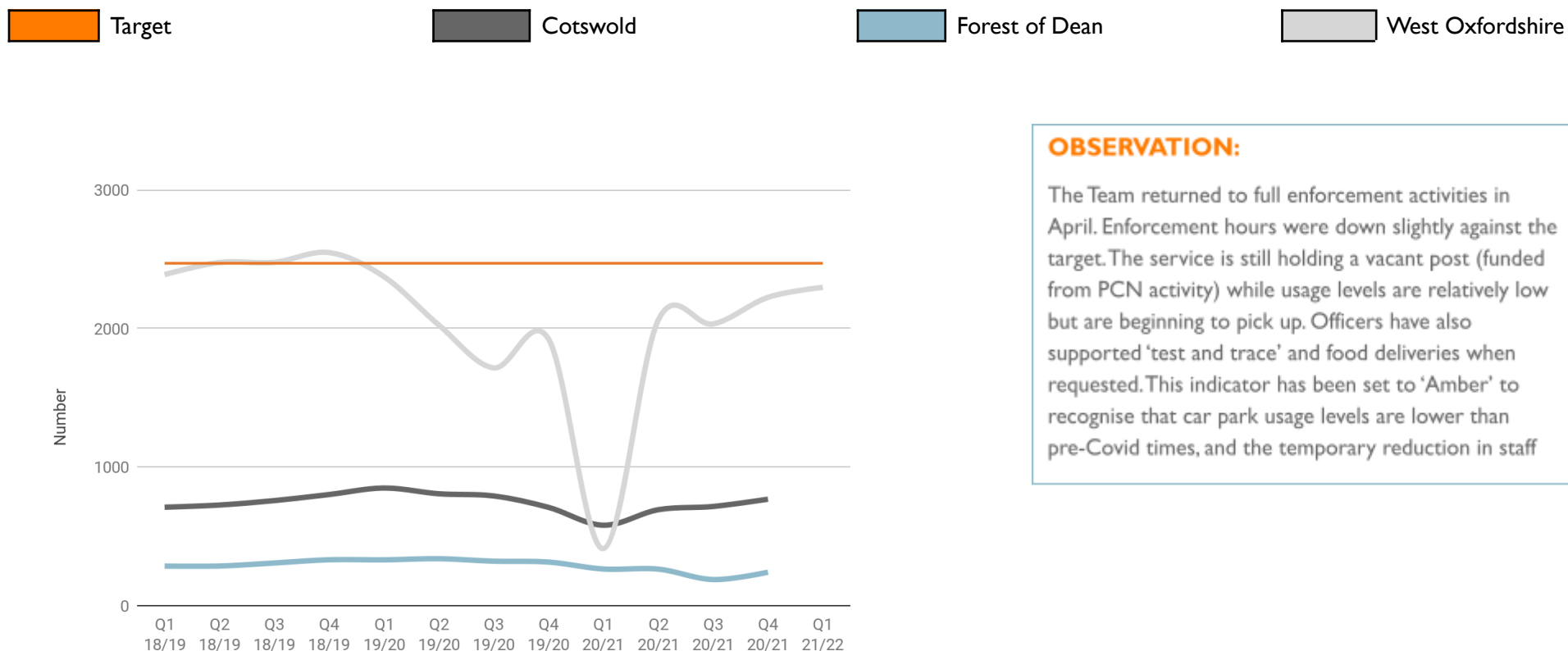
The staffing issues have been further exacerbated by the national shortage of HGV drivers. The use of agency staff and crew members who are unfamiliar with the allocated rounds will always unfortunately result in an increase in the number of misses.

Due to exceptional weather in May, there was insufficient capacity to transfer the large quantities of garden waste presented which resulted in an increase in the number of missed garden waste bins.

Performance is expected to improve from 16 August when crews will not have to self-isolate if double jabbed following contact with a positive Covid case, although they are advised to take a PCR test. In addition, the introduction of In-Cab technology in mid September should help to both provide a more accurate picture of the number of misses as well as reduce the number of misses by providing all crew members with assistance to find all of the properties on their particular round. Evidence has been seen elsewhere of missed collection reducing by 30% when In-Cab is introduced and so this coupled with reduced staff shortages primarily as a result of the pandemic, will benefit service delivery

Parking

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

Legend:
- Target (orange)
- Cotswold (dark grey)
- Forest of Dean (blue)
- West Oxfordshire (light grey)

OBSERVATION:

The Team returned to full enforcement activities in April. Enforcement hours were down slightly against the target. The service is still holding a vacant post (funded from PCN activity) while usage levels are relatively low but are beginning to pick up. Officers have also supported 'test and trace' and food deliveries when requested. This indicator has been set to 'Amber' to recognise that car park usage levels are lower than pre-Covid times, and the temporary reduction in staff

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

Complaints decisions at Stage 2

Upheld
16.7%

1

Not upheld
33.3%

2

3

Partly upheld
50.0%
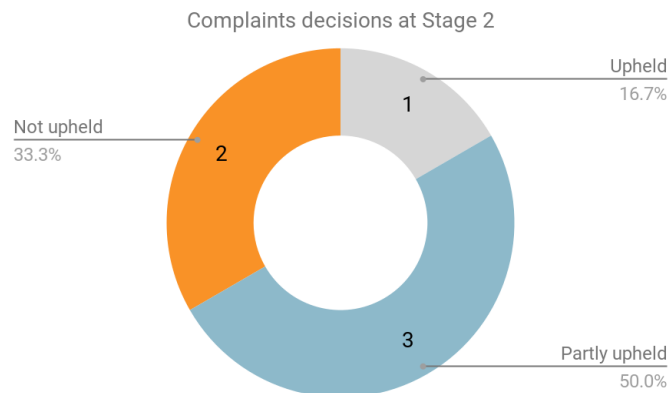
OBSERVATION:

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)
Revenues & Benefits	Inaccurate advice on Covid Business Grants resulting in the complainant feeling unfairly disadvantaged	On investigation, it was found that some information regarding the case had not been logged on the system resulting in inaccurate advice being given. An apology was offered, and the Grant Assessment Team processed the application as a matter of urgency	II	Upheld	5