



Delivering great services locally

PERFORMANCE REPORT:
July 2021 - September 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.

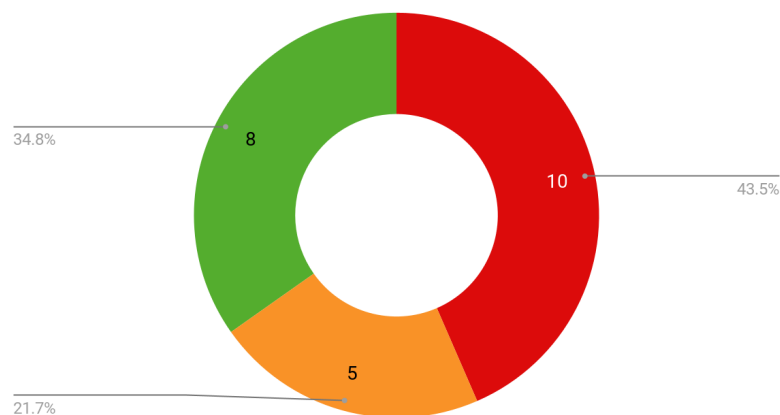
Note

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



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 and improve performance

Indicators with targets	Status
Customer satisfaction - phones	
Customer satisfaction - F2F	
% 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 planning applications determined within time	
% minor planning applications determined within time	
% other planning 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	

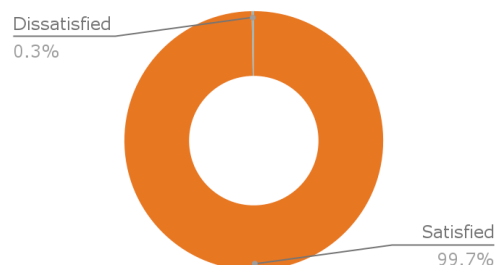
CUSTOMER SERVICE

Customer satisfaction

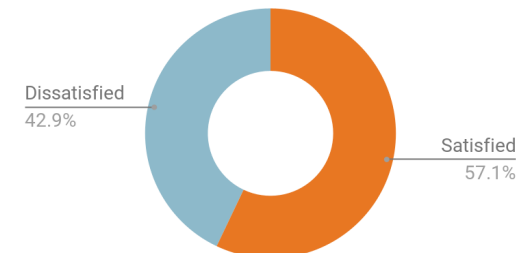
Face to face - 12 respondents



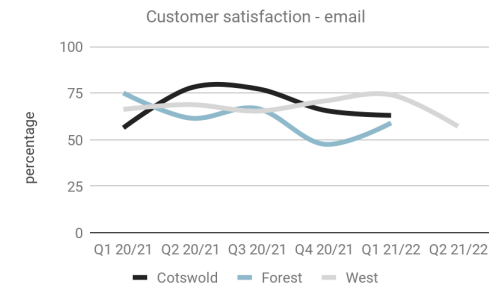
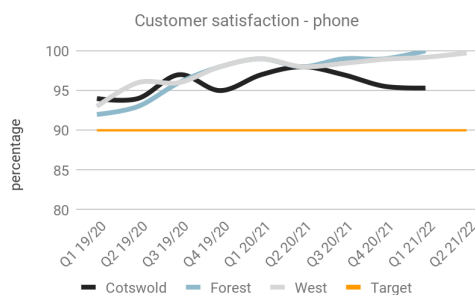
Phone - 377 respondents



Email - 177 respondents



What's the trend?



OBSERVATION

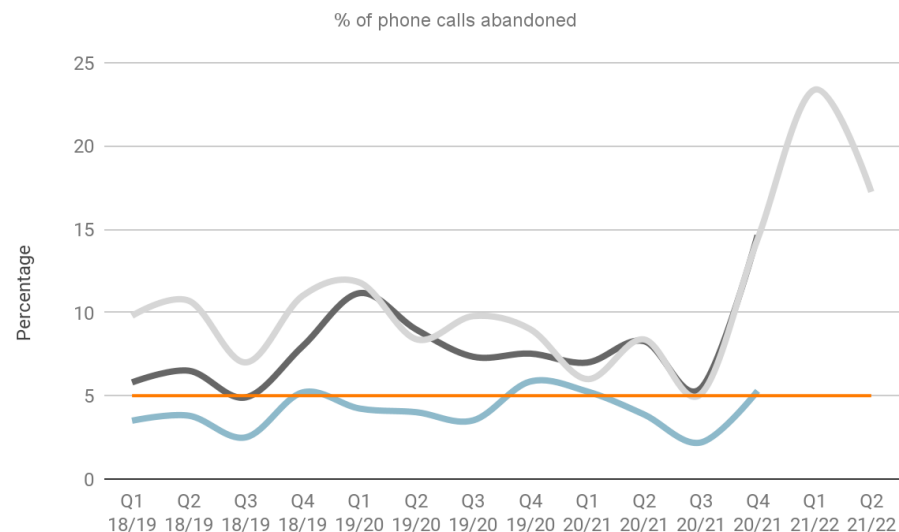
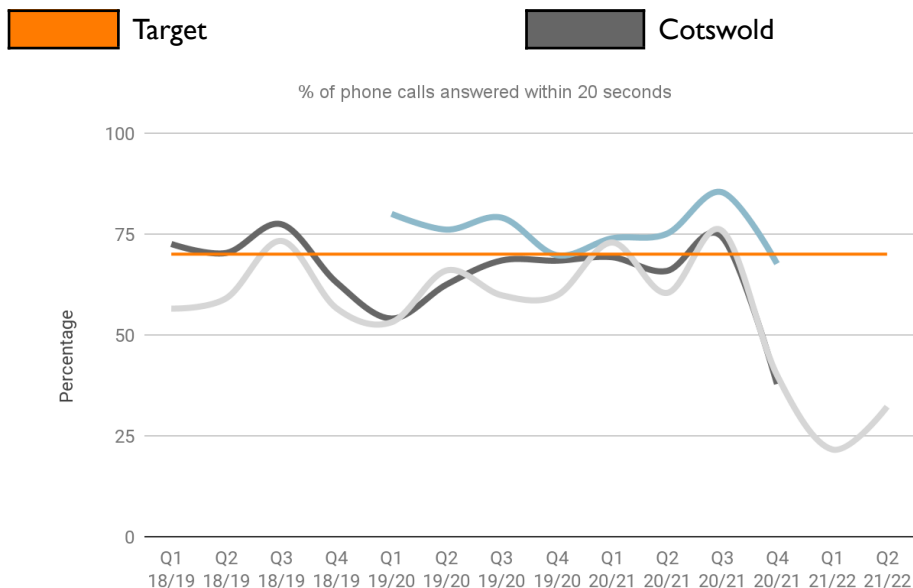
Council offices and the Town Centre shop re-opened to customers from 12 April 2021, and although footfall continues to be relatively low, face to face surveys re-commenced at the end of July.

Overall, satisfaction ratings for services delivered via the phone continue to be high; this Council 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. There were just 25 comments left by the 76 dissatisfied customers, 18 of which related to the waste and recycling service, and eight of these referred to missed collections or waiting for containers (see Missed bins per 100,000 commentary). In addition, if the case is transferred to the back office, the case is closed by the Advisor, and this will generally be before the case has been resolved by the back office which can cause confusion. Some improvements are expected as In Cab technology will address this issue for waste and recycling cases as Ubico will close the case once it has been resolved.

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

Telephone calls - response and abandonment



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.

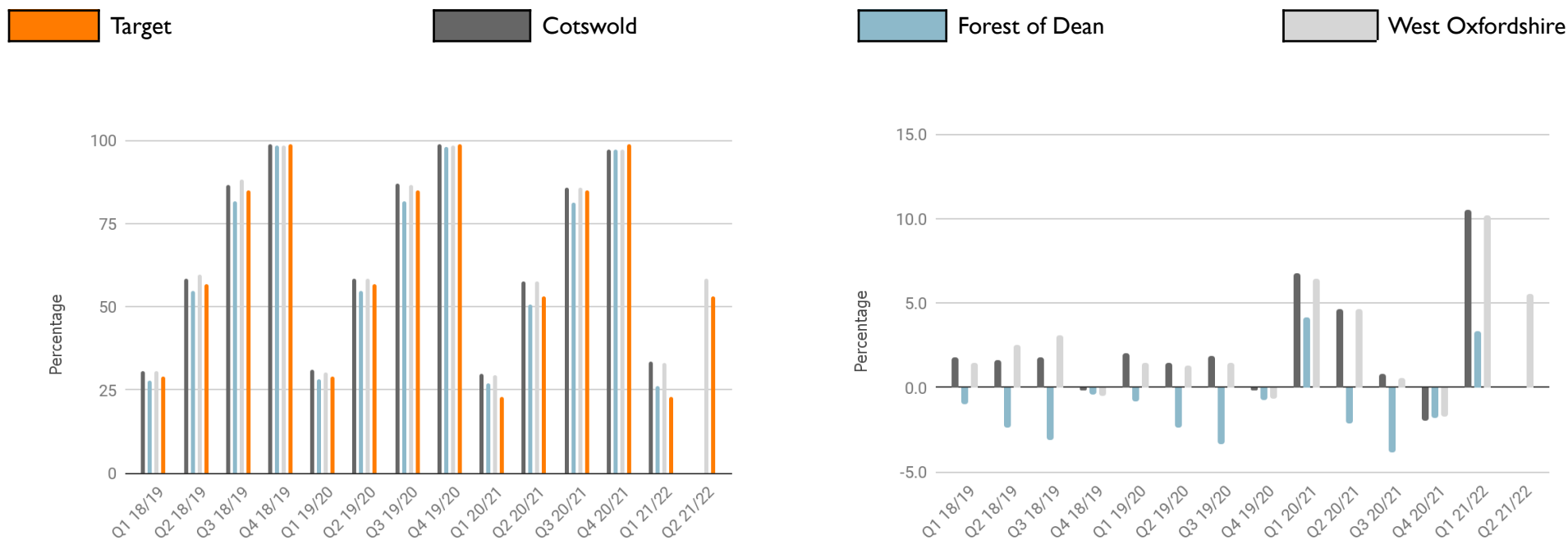
Although the service is continuing to collect this type of metric, the focus has switched to ensuring that satisfaction for our services remains high, and developing a framework for measuring digital take-up so that we can understand better the impact of digitisation on demand for customer services. 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.

Note: Following a review of performance indicators at the end of 2020-21, these indicators are no longer collected and reported for Cotswold and Forest

Revenues and Benefit

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

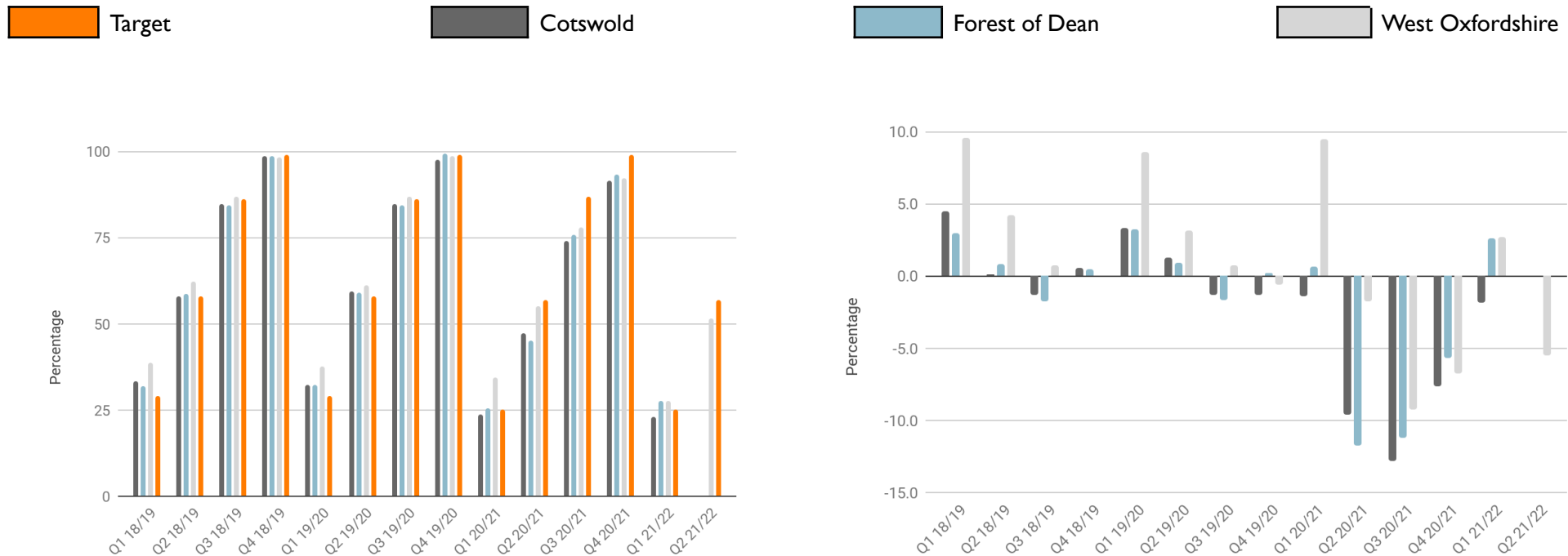


OBSERVATION:

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

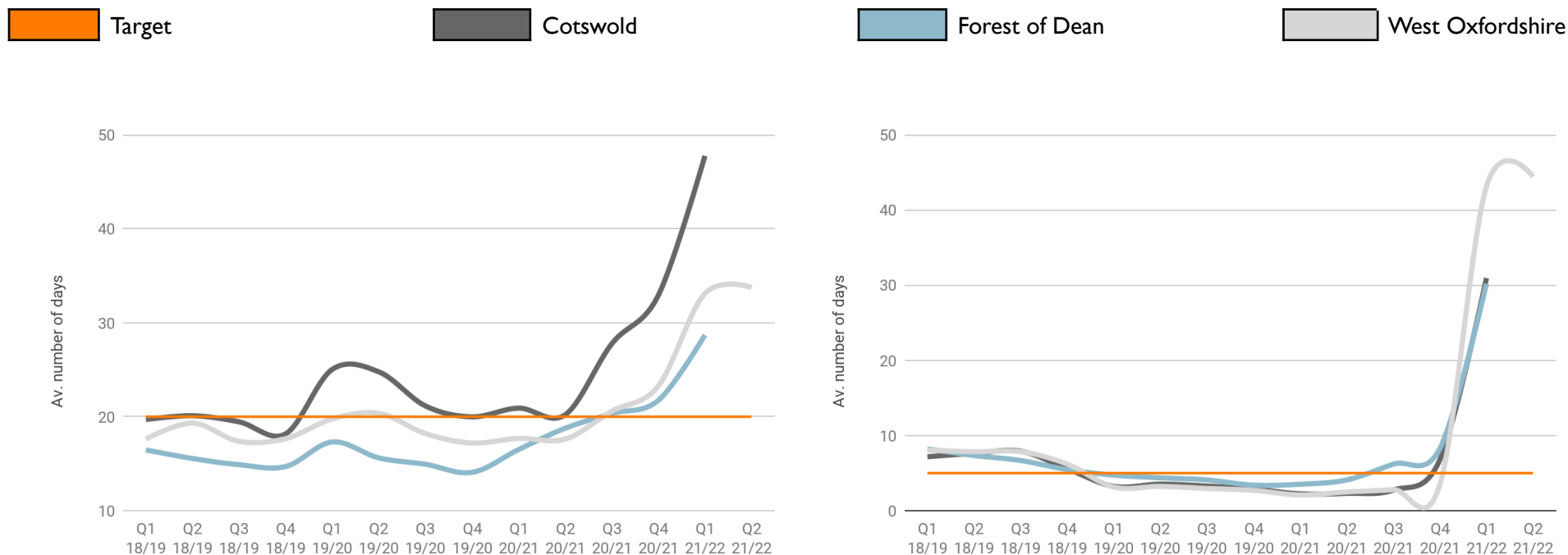
At the end of Q2, the collection of business rates continues to be lower than pre-Covid times. There is a backlog of business rates work due to the implementation of the revenues and benefits system, and reduced capacity within the team due to 50% of resource being allocated to processing business grants. The team is now almost back at capacity, and backlogs are improving, with a plan in place to bring backlogs down across the service.

The collection rate is expected to remain depressed as the Council has had to make some refunds due to changes in rateable value, as well as businesses 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:

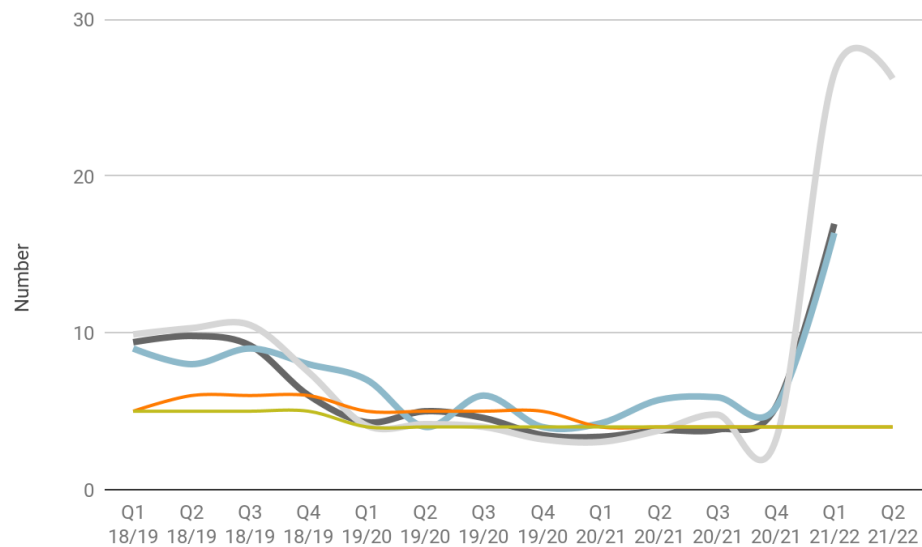
With the injection of additional resources during the quarter, the backlog of work is being managed and is reducing. In addition, three experienced temporary staff have either taken up their positions or will do shortly, and will work across the partnership.

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

Target
 Cotswold
 Forest of Dean
 West Oxfordshire
 Shire Districts' Median

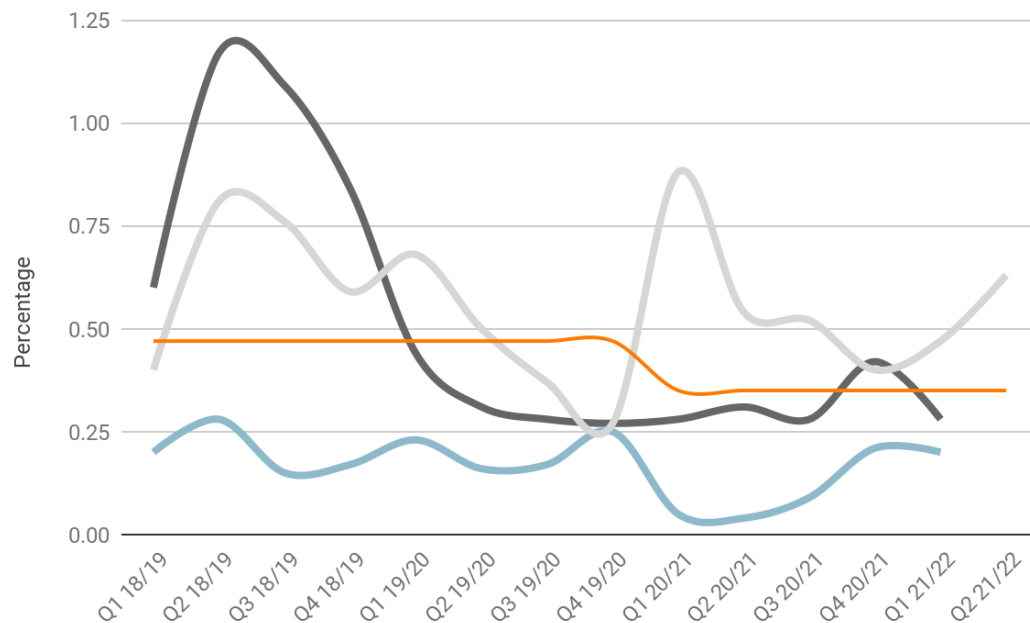


OBSERVATION:

Please see commentary for Council Tax new claims and changes

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

Target
 Cotswold
 Forest of Dean
 West Oxfordshire



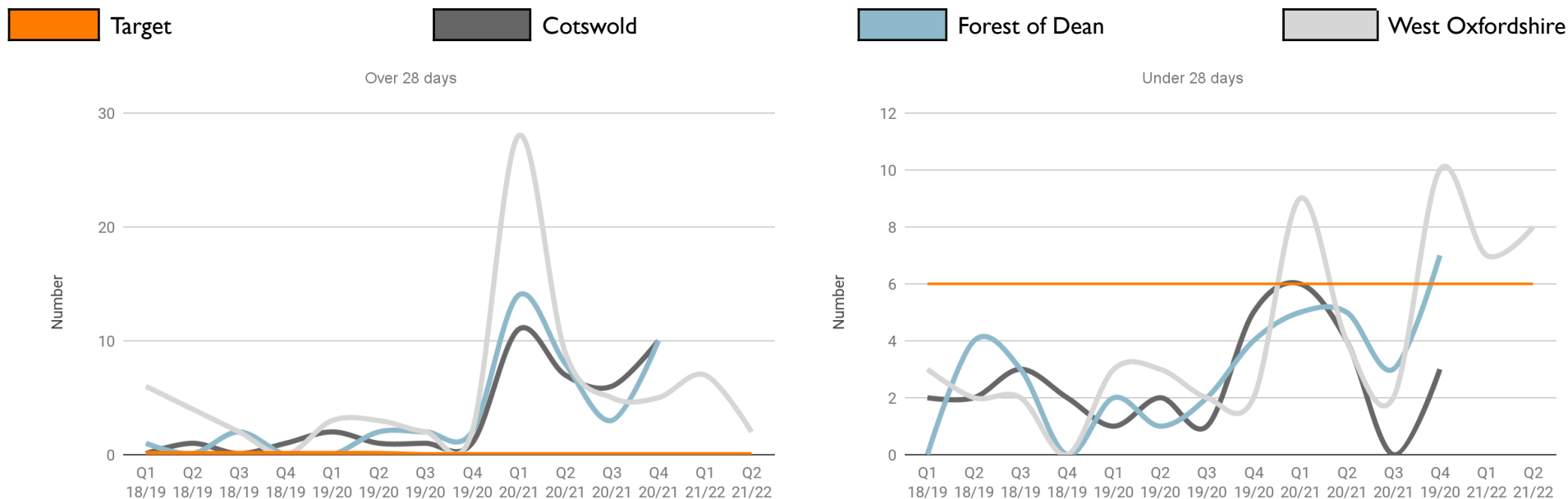
OBSERVATION:

Performance has fallen due to an increase in workload which has resulted in 'admin delay'. A backlog of work was 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 living in emergency accommodation for under 28 days & over 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.

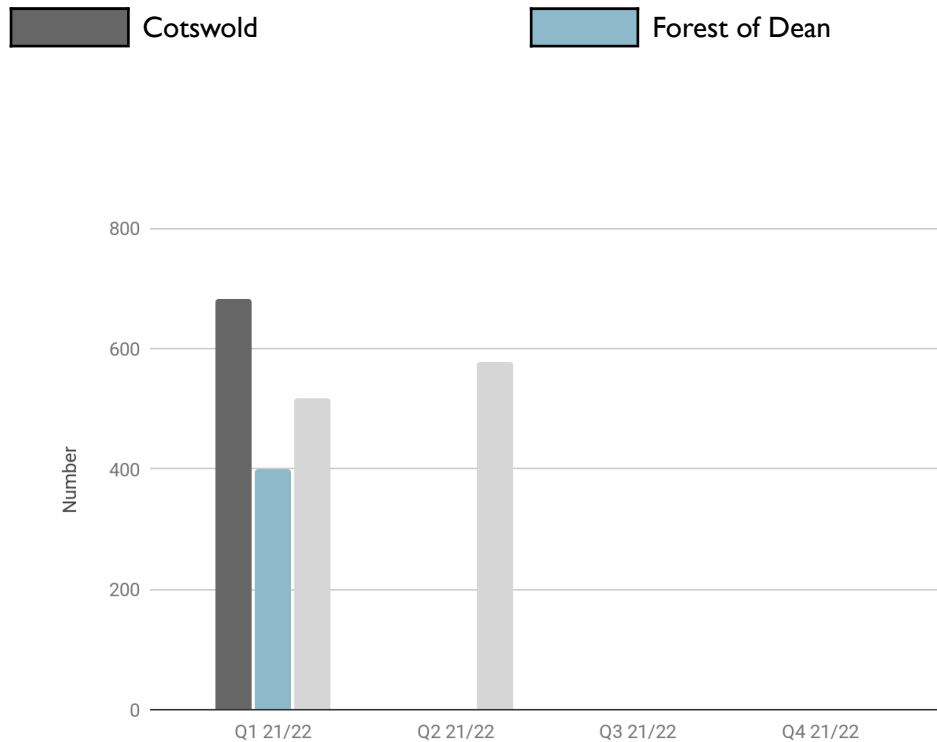
The numbers in emergency accommodation are reducing due to a focus on prevention in line with the Homelessness Reduction Act; and the use of specialist temporary accommodation officers who are able to offer dedicated support and bespoke solutions for helping clients move on successfully from emergency 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 are usually not affordable and have rents over and above allowable benefits, and 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.

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

Note: Following a review of performance indicators at the end of 2020-21, these indicators are no longer collected and reported for Cotswold and Forest

(Snapshot) Number of Long Term Empty properties



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 is not always informed when new builds have sold (80 new build properties owned by Sage were recently removed from the list as they were found to be occupied) 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. The Economic and Social Overview and Scrutiny received a report on LTE properties on 18 October

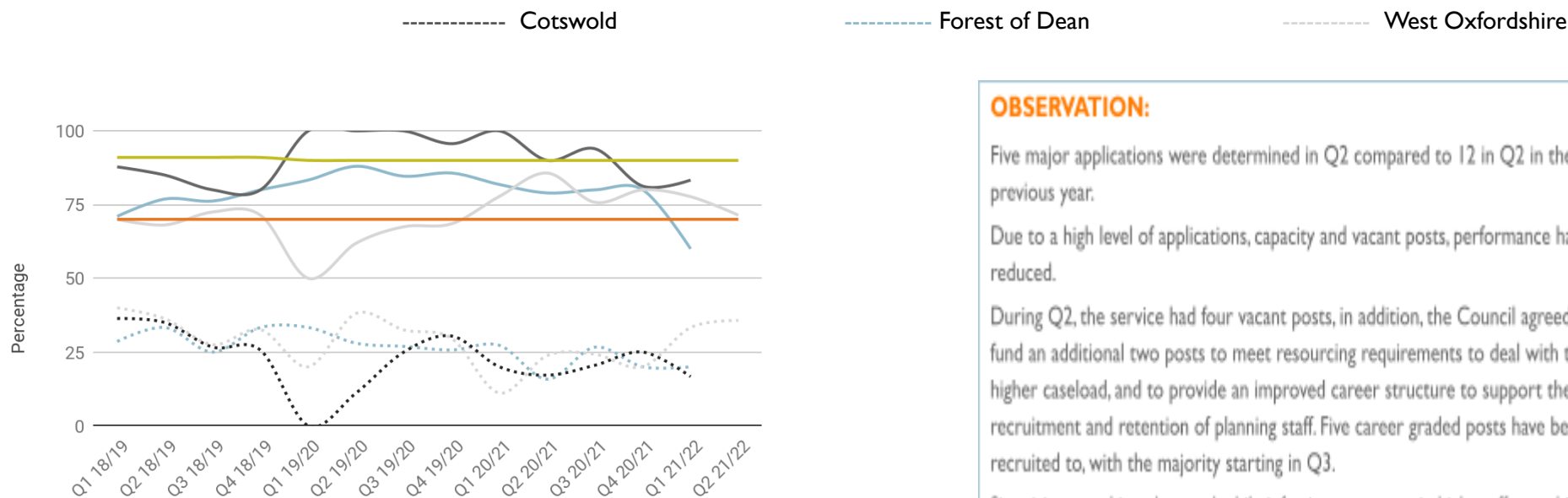
Planning and Strategic Housing

(Cumulative) Percentage of major planning applications determined

% of all applications completed within an agreed timeframe



% of all application completed within 13 weeks



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:

Five major applications were determined in Q2 compared to 12 in Q2 in the previous year.

Due to a high level of applications, capacity and vacant posts, performance has reduced.

During Q2, the service had four vacant posts, in addition, the Council agreed to fund an additional two posts to meet resourcing requirements to deal with the higher caseload, and to provide an improved career structure to support the recruitment and retention of planning staff. Five career graded posts have been recruited to, with the majority starting in Q3.

Site visits are taking place and while infection rates remain high, staff are taking extra precautions.

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.

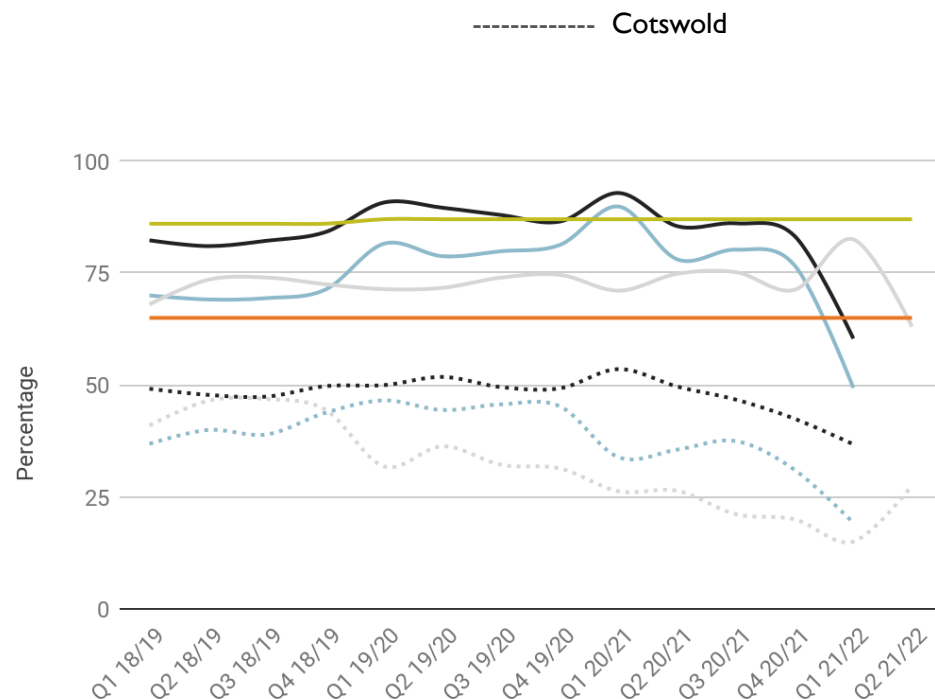
An improvement action plan for the next 12 months is in place across the whole of the DM service which will be overseen by both the Group and Business Manager

(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



OBSERVATION:

106 minor applications were determined in Q2 compared to 83 in Q2 of the previous year.

Due to a high level of applications, capacity and vacant posts, performance has reduced. 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.

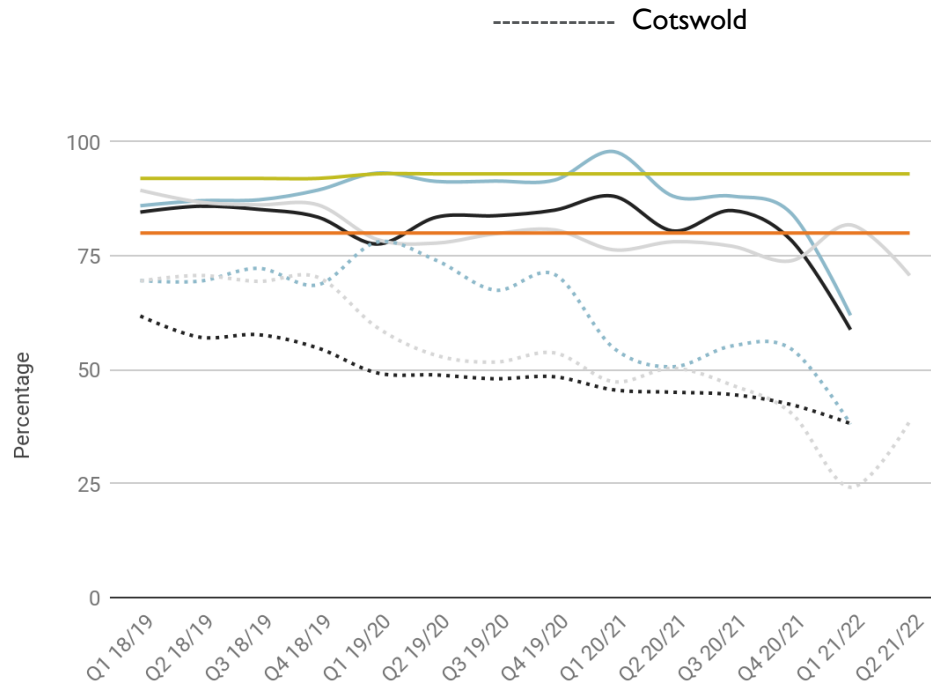
See Observation for Major applications for further explanation

(Cumulative) Percentage of other planning applications determined

% of all applications completed within agreed timescales

Target
 Cotswold
 Forest of Dean
 West Oxfordshire
 Shire Districts' Median

% of all applications completed within 8 weeks



OBSERVATION:

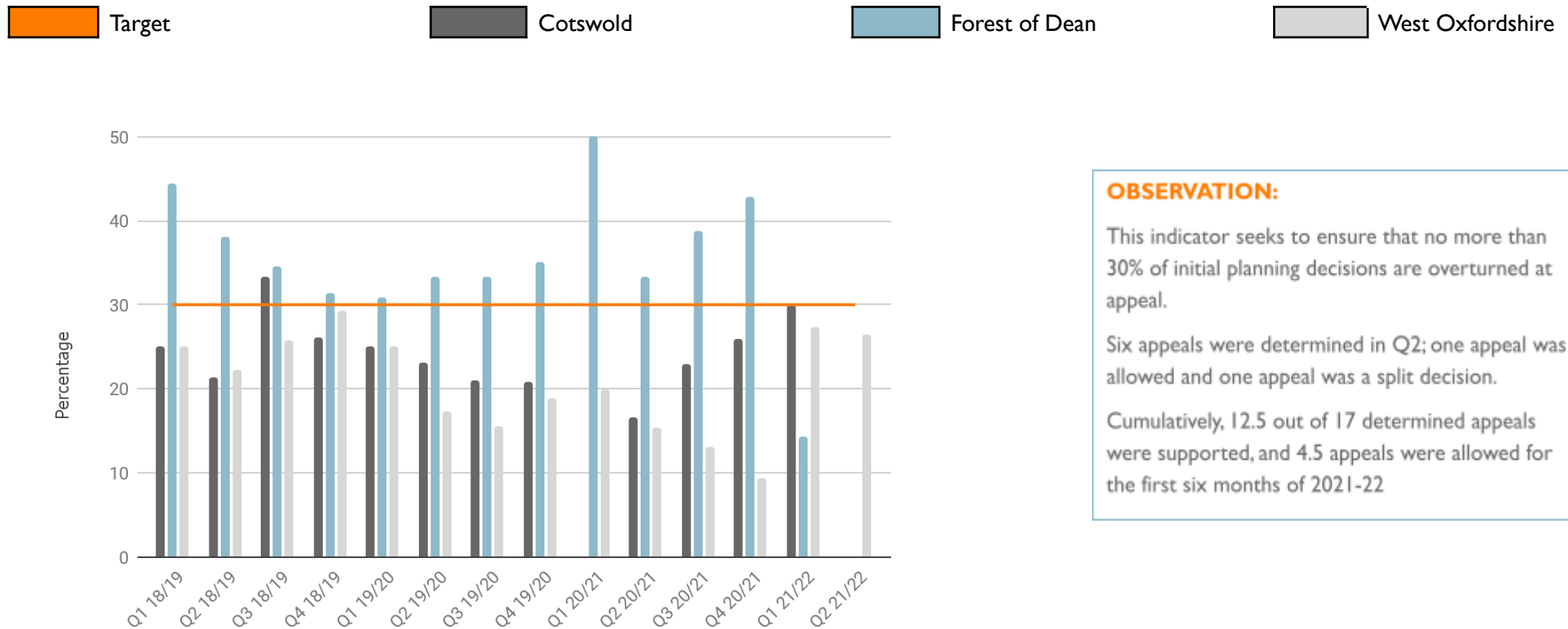
361 other applications were determined in the quarter compared to 247 in Q2 of the previous year.

These applications are mostly householder applications including garage conversions, loft conversions, extensions and garden rooms.

Due to a high level of applications, capacity and vacant posts, performance has reduced. 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 planning appeals allowed



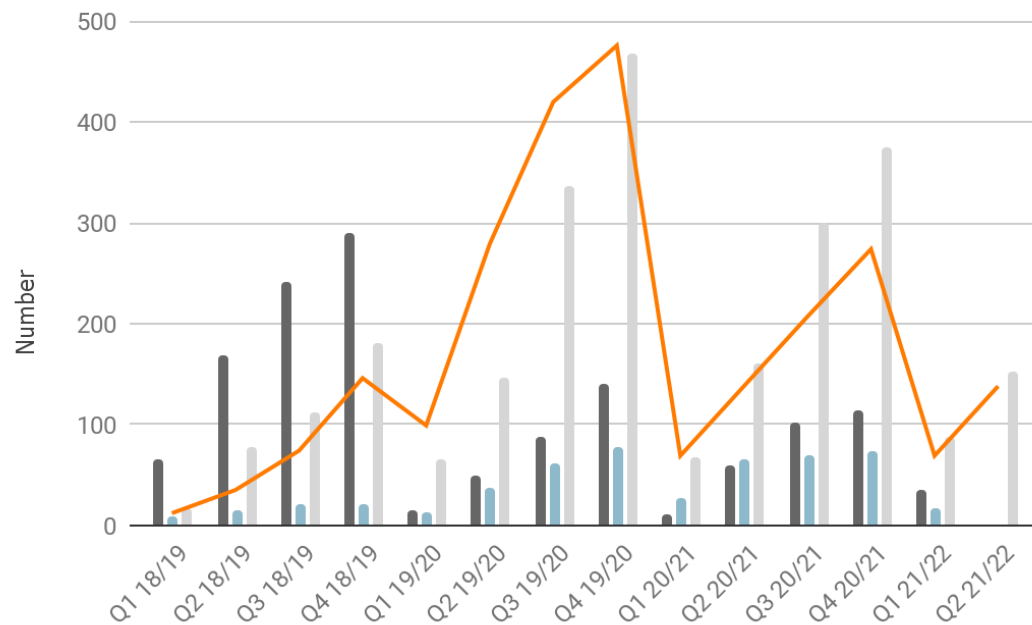
OBSERVATION:

This indicator seeks to ensure that no more than 30% of initial planning decisions are overturned at appeal.

Six appeals were determined in Q2; one appeal was allowed and one appeal was a split decision.

Cumulatively, 12.5 out of 17 determined appeals were supported, and 4.5 appeals were allowed for the first six months of 2021-22

(Cumulative) Number of affordable homes delivered



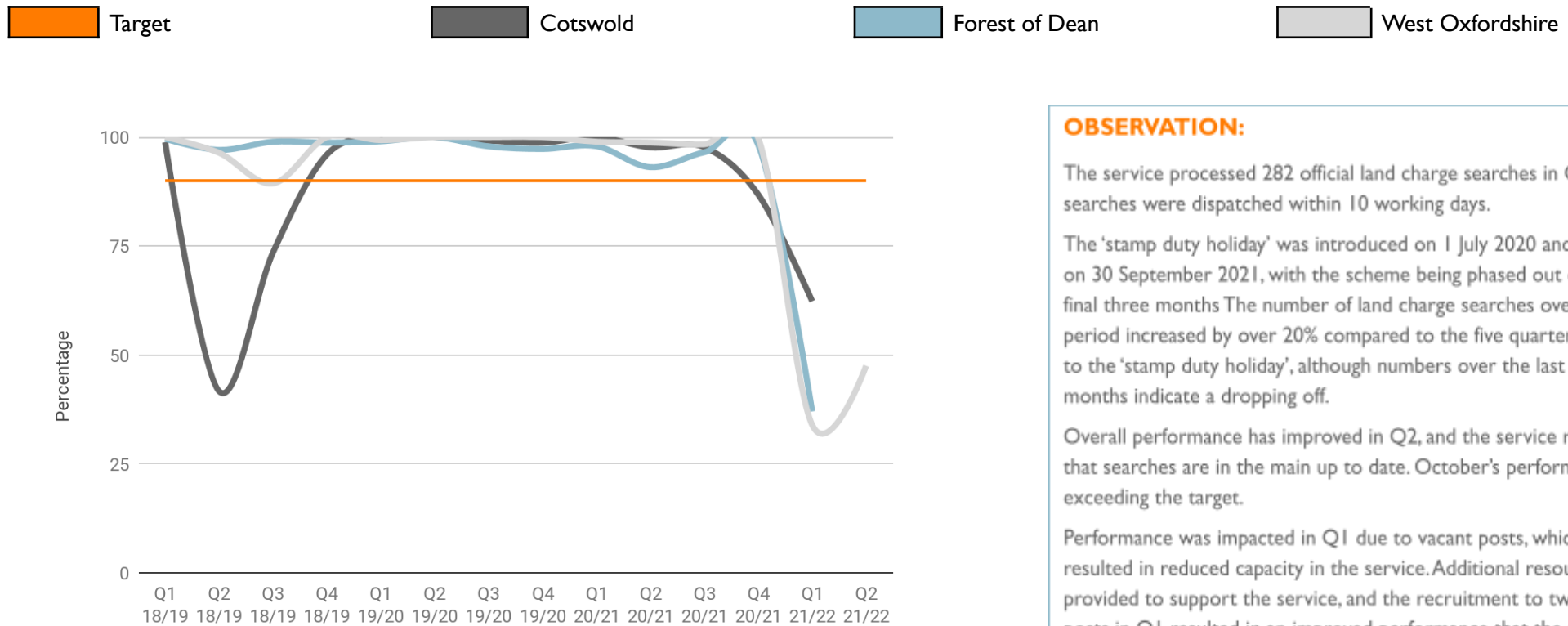
OBSERVATION:

Sixty-five affordable homes were completed in Q2; 44 affordable rent and 21 shared ownership. The completions included 14 at Bampton, 10 at Downs Rd, Witney; and nine each at E Carterton and Shilton Road, Buford.

The total completions for the first six months of the year was 153 affordable homes against a target of 138.

Developers are still experiencing delays in obtaining materials (concrete, roof tiles, plasterboard, kitchens, windows, and doors) which had a slight effect on the number of completed homes in Q2

Percentage of land charge searches dispatched within 10 working days



OBSERVATION:

The service processed 282 official land charge searches in Q2; 134 searches were dispatched within 10 working days.

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 over 20% compared to the five quarters prior to the 'stamp duty holiday', although numbers over the last six months indicate a dropping off.

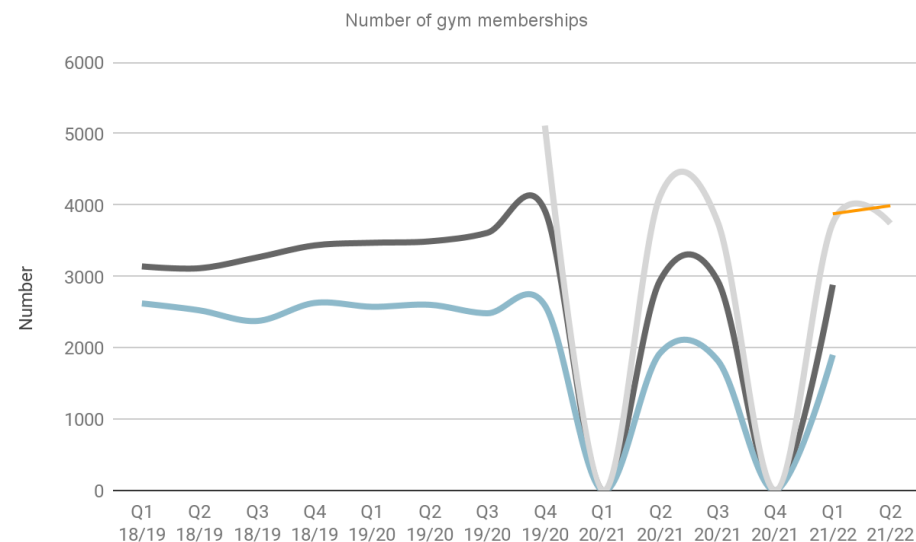
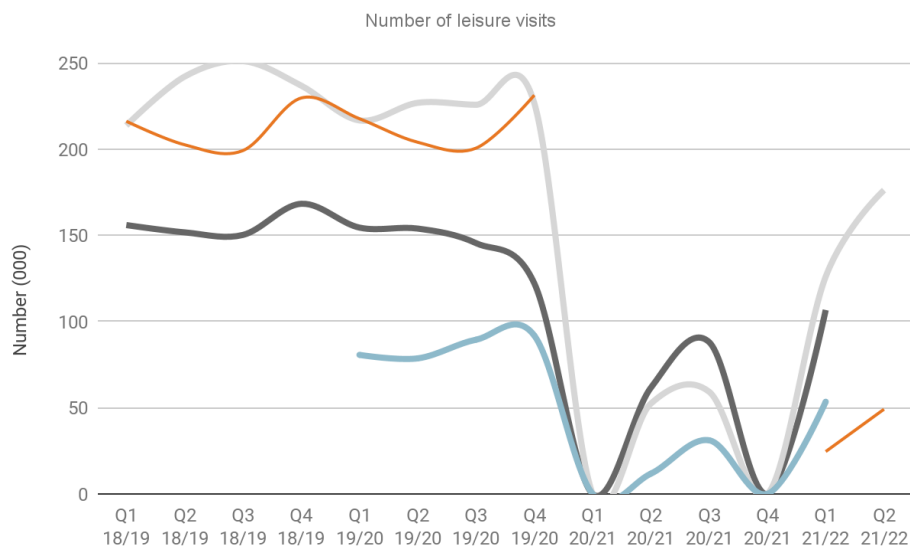
Overall performance has improved in Q2, and the service reports that searches are in the main up to date. October's performance is exceeding the target.

Performance was impacted in Q1 due to vacant posts, which resulted in reduced capacity in the service. Additional resources provided to support the service, and the recruitment to two vacant posts in Q1 resulted in an improved performance that the service was unable to sustain as some of the more complex tasks required more experienced staff. In addition, the service was 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.

Leisure

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



OBSERVATION:

Leisure Centre usage for the facilities in West Oxfordshire has been consistent this quarter, and is tracking at around 75% of the same quarter in 2019/20. The total number of active Gym Memberships fell by approximately 3% following a slight rise in Q1; and the total membership numbers are still down to approximately 70% when compared to this time in 2019/20.

The Windrush is continuing to face a challenge with membership sales due to competition from PureGym, and Witney Lakes Resort has recently invested in a range of leisure facilities including new exercise studios. In comparison, Chipping Norton Leisure Centre has high membership levels, while Carterton has shown growth in usage and has maintained the level of gym members. GLL is revising its marketing and promotions for Witney with consideration to the new local provision of PureGym, which is a self-serve 'no frills' gym offer, and Witney Lakes Resort.

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.).

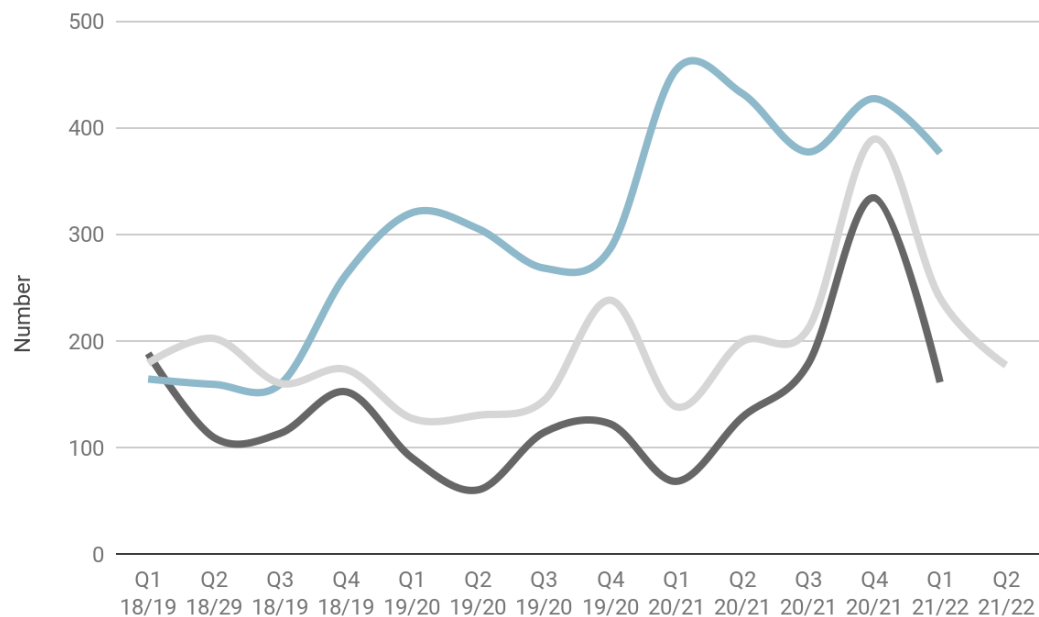
Preparations are being made for any potential Covid issues in the coming months. GLL has advised that it is revising its recovery forecasts as the sector is facing multiple challenges (utility price increases, low staff levels, reduced usage, uncertainty around winter closures, etc.).

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

Cotswold Forest of Dean West Oxfordshire



OBSERVATION:

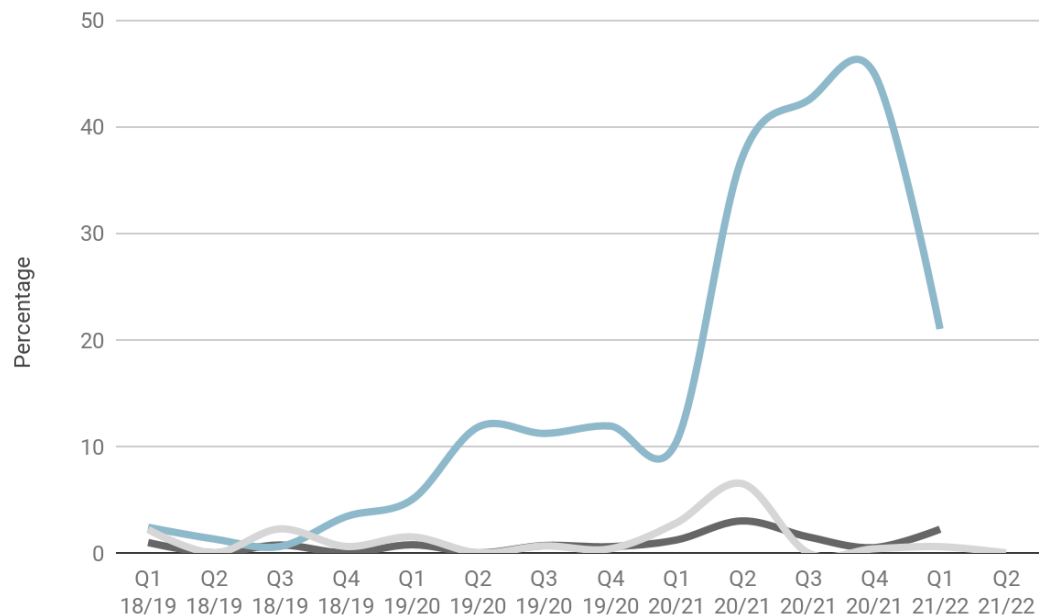
An increase in fly tips was reported nationally which coincided with the start of Covid-19, and this appeared to be reflected locally.

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

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:

The number of notifications increased during 2020-21 and reached 521 in Q4, but has since reduced and was 398 in the most recent quarter.

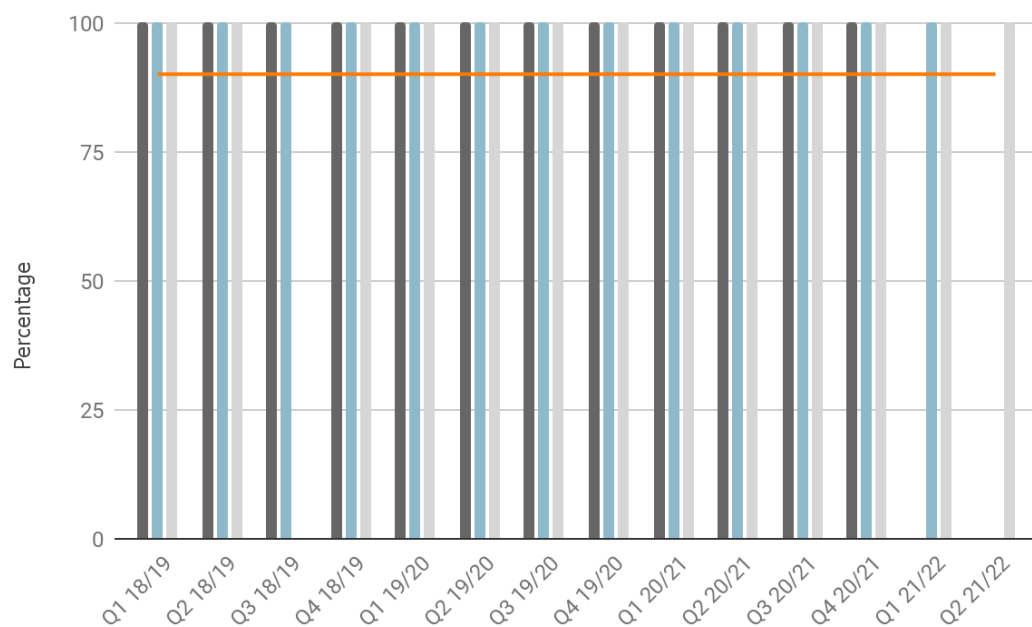
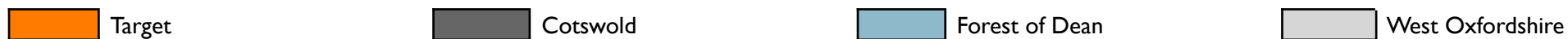
No enforcement action was taken in Q2. This was due to reported fly tips not having evidence present for investigation, as well as resourcing levels within the service. Officers have been prioritising anti-social behaviour and private sector housing cases, as these cases can often have a significant impact on those affected.

The service takes a risk based approach to fly tipping, and will only investigate fly tips where there might be evidence present. These numbers tend to be low, and the fly tips where evidence is found is a small proportion of this low number.

Instead, the Council prioritises the removal of fly tips, and targeted work is carried out when necessary e.g. bring sites.

Cotswold and West operate a small multidisciplinary team, although Cotswold will shortly have a dedicated enviro-crime team. Forest of Dean has operated a dedicated Community Warden team for some time

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

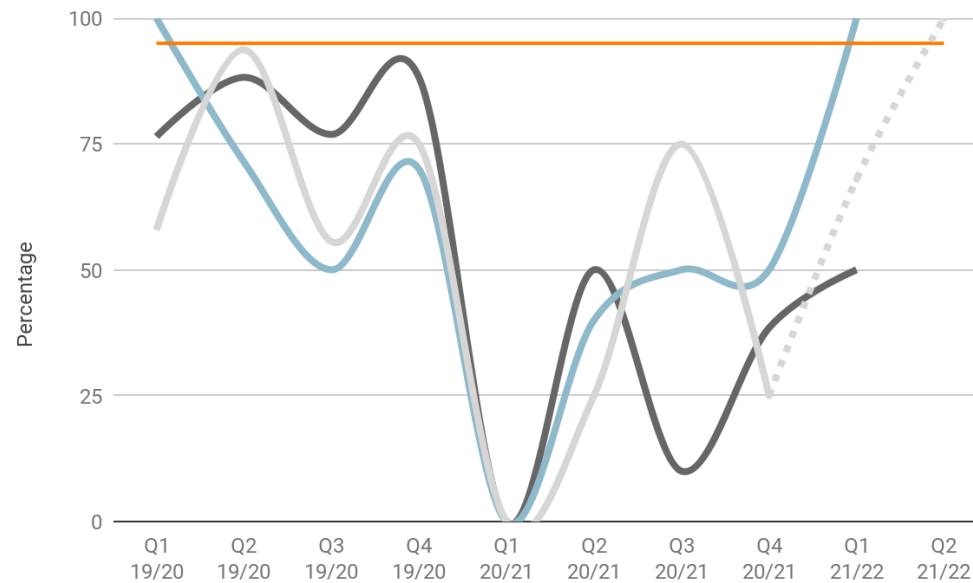


OBSERVATION:

Two notifications of a potential illegal eviction and no water to a Private Water Supply. Both were assessed within one day

Percentage of high risk food premises inspected within target timescales

Target
 Cotswold
 Forest of Dean
 West Oxfordshire



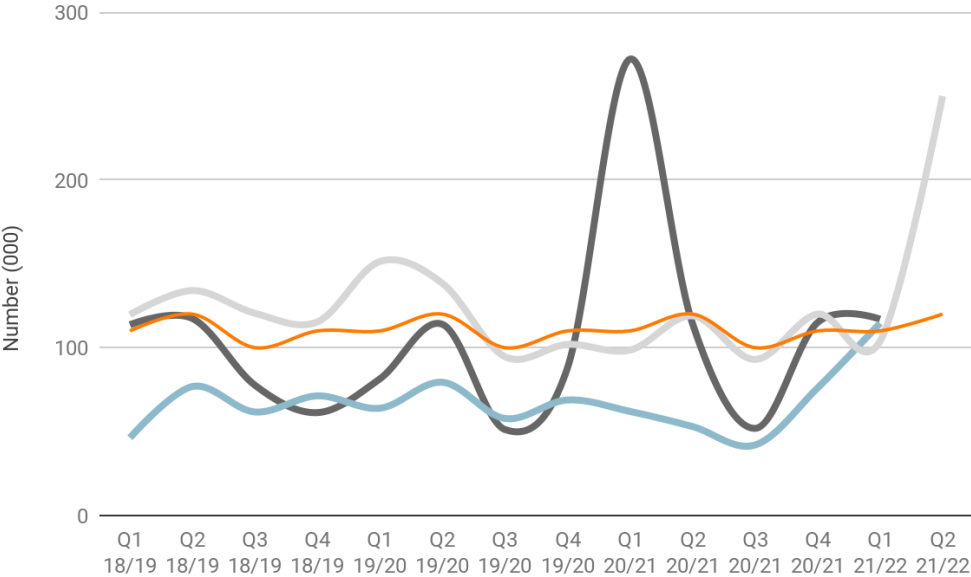
OBSERVATION:

No high risk premises were due a food inspection in Q1 or Q2.

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

Number of missed bin per 100,000 scheduled collections



OBSERVATION:

Over the last two years, the number of missed bins per 100,000 collections has broadly remained within the target.

There was a steep increase in missed bins this quarter due to a combination of reasons including positive Covid-19 cases and a shortage of HGV drivers, and the fuel shortage.

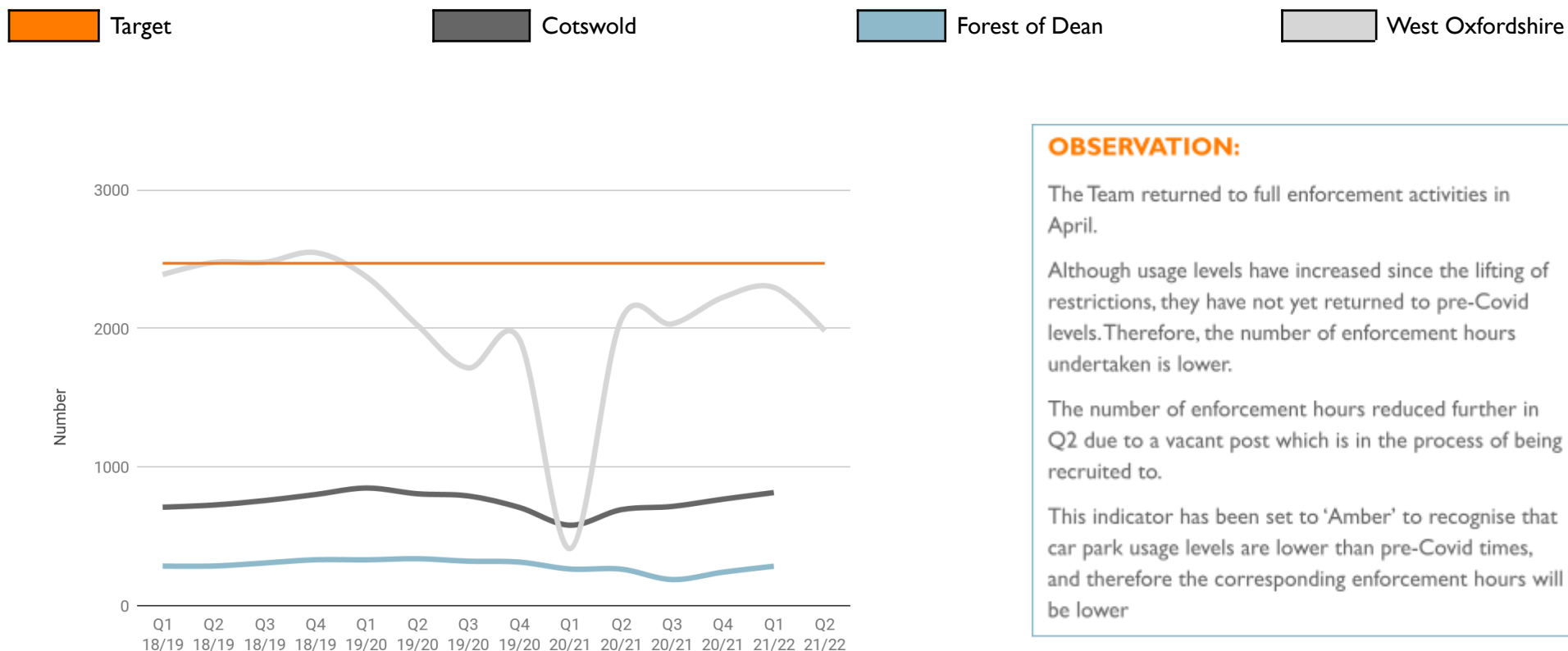
The fuel shortage had a major impact on waste and recycling collections. In addition to fuel refilling limits, Ubico had to use smaller vehicles as there are only three BP (contracted) garages in the District that can be accessed by full size waste vehicles. The smaller vehicles have less capacity and required multiple trips to be made which created a delay in collections, and therefore repeat reports of missed bins.

The use of agency staff and crew members who are unfamiliar with the allocated rounds will also have contributed to the increase in the number of misses.

The service reports that improvements are already evident. The introduction of In-Cab technology on 29 September is expected to improve efficiency in service delivery including reducing the number of misses by providing crew members with assistance to find all of the properties on their particular round

Parking

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



OBSERVATION:

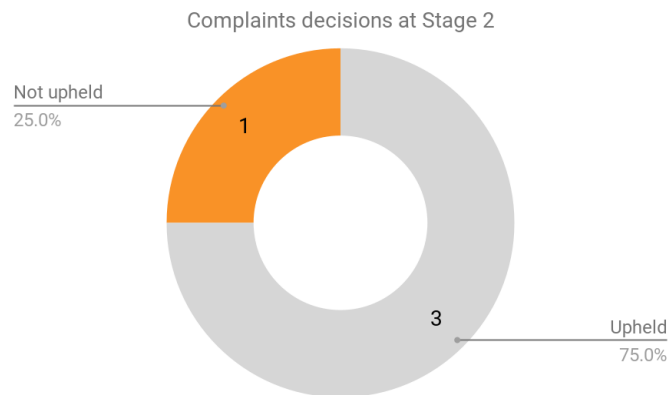
The Team returned to full enforcement activities in April.

Although usage levels have increased since the lifting of restrictions, they have not yet returned to pre-Covid levels. Therefore, the number of enforcement hours undertaken is lower.

The number of enforcement hours reduced further in Q2 due to a vacant post which is in the process of being recruited to.

This indicator has been set to 'Amber' to recognise that car park usage levels are lower than pre-Covid times, and therefore the corresponding enforcement hours will be lower

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



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	Complaint regarding lack of response to emails	It was found that the Council had failed to respond to emails from the complainant on three occasions, and an apology was offered	2	Upheld	10
Parking	Complainant unhappy with conduct of a Civil Enforcement Officer (CEO), and unhappy with lack of response to email communications about the alleged conduct	Upon investigation, it was concluded that the conduct of the CEO had been unacceptable and an apology was offered. An apology was also offered for the lack of response.	2	Upheld	9
Development Management	Complaint regarding delay to planning application, and subsequent lack of response to requests for updates	It was found that there had been a delay in processing the application due to a backlog of applications, as well as a lack of response to requests for updates. An apology was offered, and the service lead is now working with the complainant to rectify the situation.	2	Upheld	10

