



COTSWOLD
DISTRICT COUNCIL

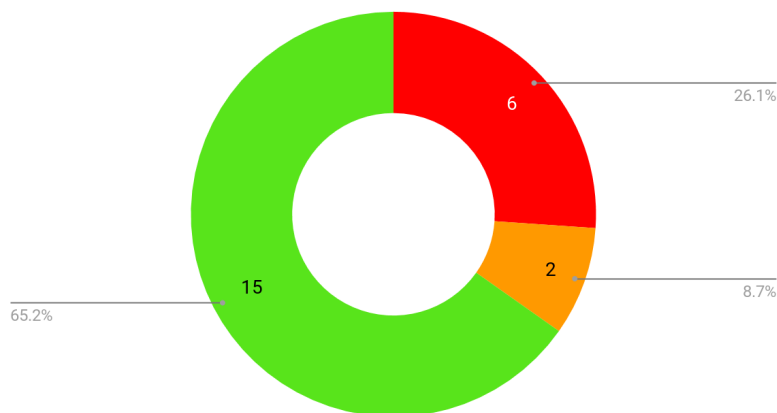
Delivering great services locally

PERFORMANCE REPORT:
July 2020 - September 2020

KEY PERFORMANCE METRICS

At a glance...

Summary of Performance



OVERALL PERFORMANCE

Due to Covid-19, some services were unable to operate in Q1. Following the lifting of restrictions in July, all services are now operational including the leisure centres, food safety, and parking enforcement.

Overall, services are performing well and have adapted to a new way of working. There does not appear to be a significant detriment to limiting the delivery of services to online, virtual or phone; and customer satisfaction for services delivered by phone remains high.

Indicator	Status
Customer satisfaction - phones	Green
Customer satisfaction - F2F	n/a
Customer satisfaction - website	Red
Customer satisfaction - email	no target set
% calls responded within 20 secs	Orange
% abandoned calls	Red
CT collection rate	Green
NNDR collection rate	Red
Average days to process HB new claims	Green
Average days to process HB change events	Green
% HB overpayment	Green
Households in Emergency Accommodation under 28 days	Red
Households in Emergency Accommodation over 28 days	Green
% major applications determined within time	Green
% minor applications determined within time	Green
% others applications determined within time	Green
% appeals allowed	Green
Affordable homes delivered	Green
% land charge searches dispatched within time	Green
% high risk notifications assessed within time	Green
% high risk food premises inspected within time	Red
Residual waste per household (kg)	Green
% combined recycling rate	Orange
Missed bins per 100,000	Green
Leisure visits	no target set
Gym memberships	no target set
Parking enforcement hours	Red

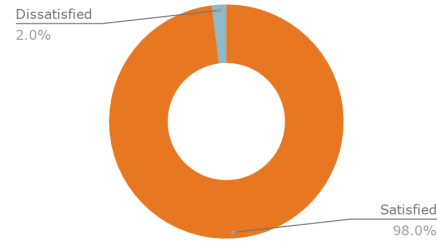
CUSTOMER SERVICE

Customer satisfaction

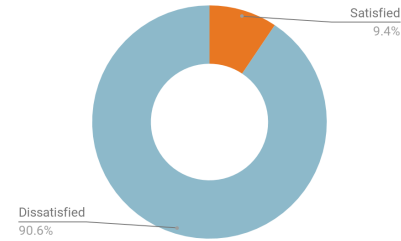
Face to face - no surveys due to Covid19



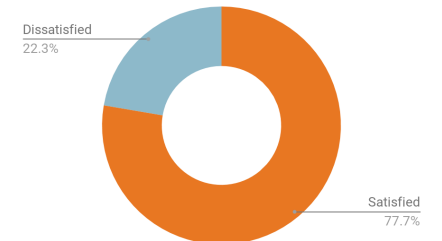
Phone - 1285 respondents



Website - 32 respondents

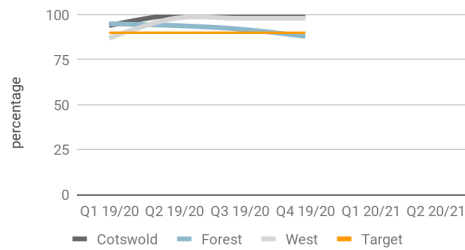


Email - 421 respondents

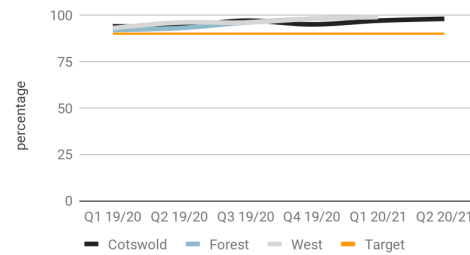


What's the trend?

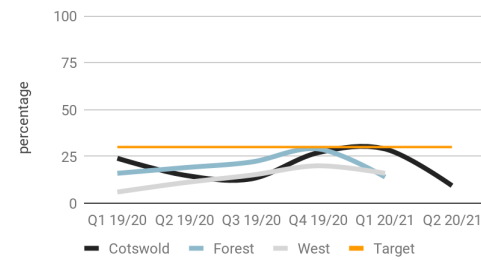
Customer satisfaction - face to face



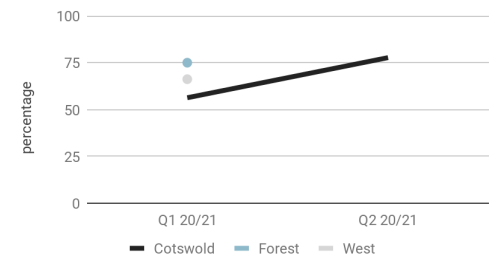
Customer satisfaction - phone



Customer satisfaction - website



Customer satisfaction - email



OBSERVATION

Due to Covid-19, the Council closed its reception areas and therefore no face to face surveys have been completed so far for the year.

Overall, satisfaction ratings for services delivered via the phone continue to be high, while satisfaction for services via the website appears to be low. However, 32 responses to the website survey is an extremely small proportion of the 367,850 visitors in Q2, and is therefore unlikely to be representative. A new website went live on 30 January 2020 designed to be more user friendly and allow people to transact with us, as well as acting as a source of information. Officers are continuing to make improvements to the content; and documents are also being reviewed to ensure that they are compliant with accessibility guidelines. The Council has a duty to provide the same level of access to services and information to all our customers and those using our website, regardless of their abilities.

The Council commenced collection of satisfaction ratings for services delivered via email on 2 April 2020; all outbound emails sent by customer services from Salesforce contain a link to the survey

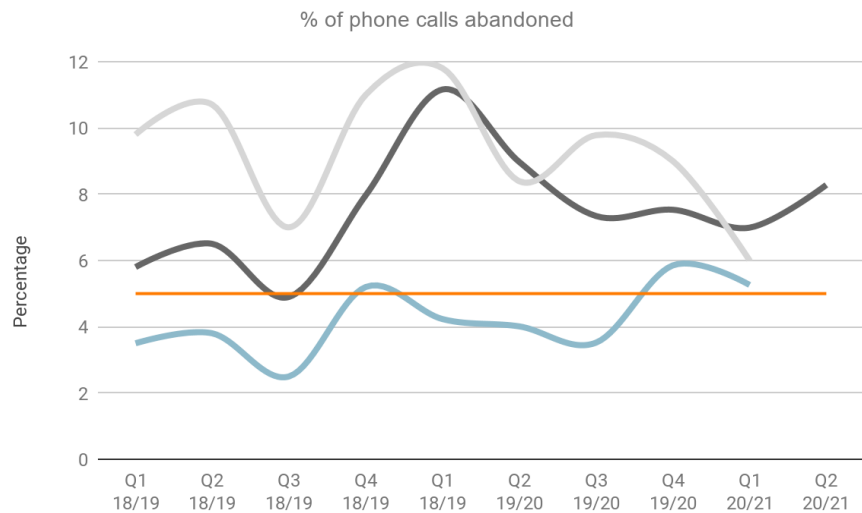
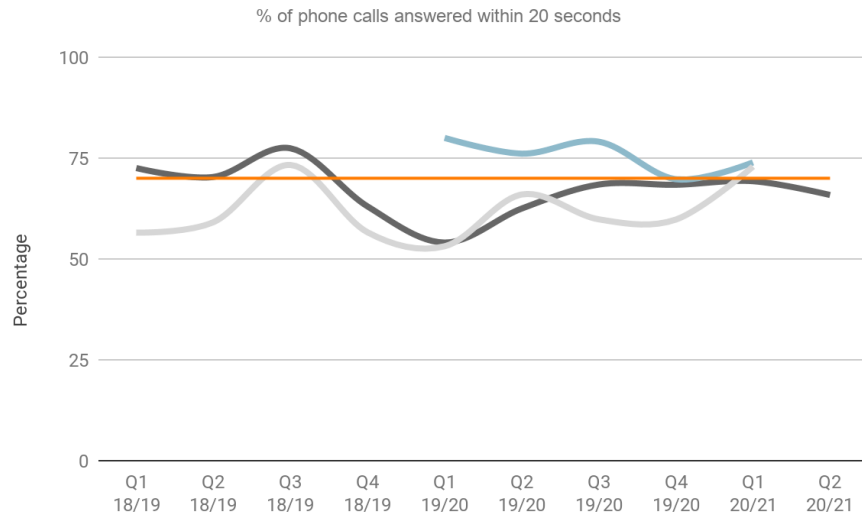
Telephone calls - response and abandonment

Target

Cotswold

Forest of Dean

West Oxfordshire



OBSERVATION

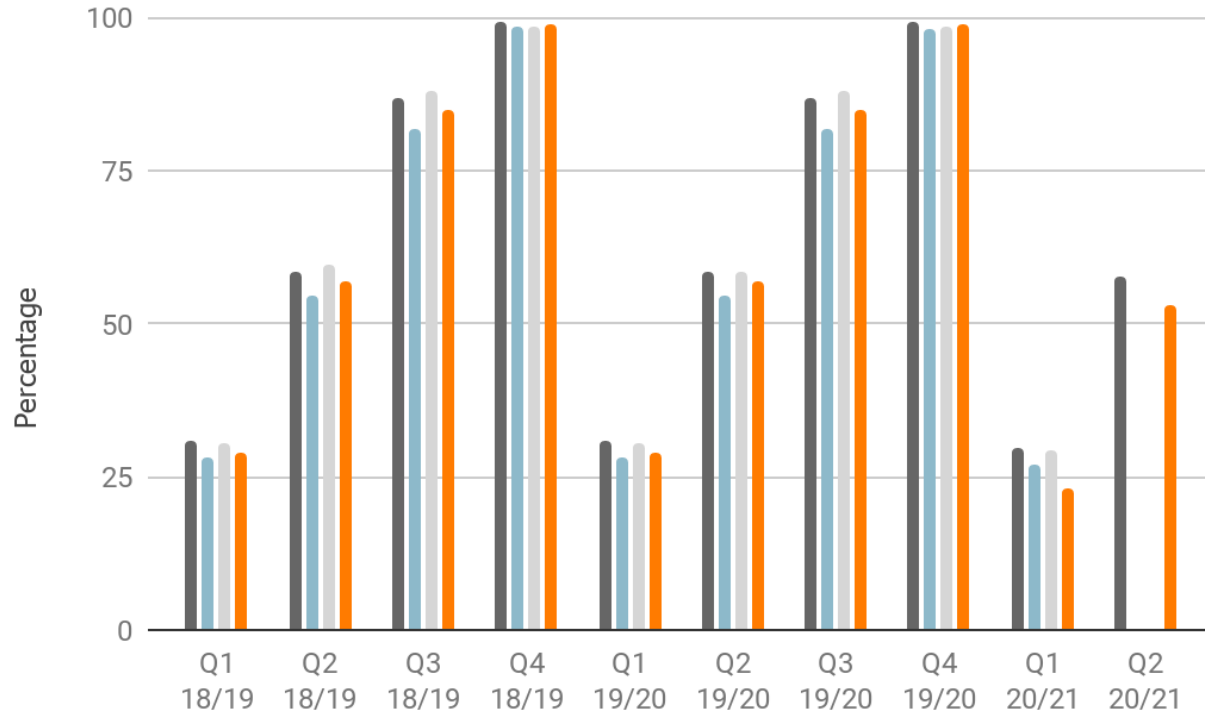
There was a higher call volume over the last nine months due to a combination of factors including the impact of Covid-19, the introduction of the new waste service, and the delay of garden waste service renewals; and more recently the implementation of a new process for the annual canvass generated more calls than expected.

Despite two FTE who usually provide face to face services being redeployed to the phones, performance has dropped off slightly in Q2. Staff have been encouraged to take their annual leave during the summer for their health and well-being.

Performance during 2019/20 was affected by the implementation of the new CRM system.

Revenues and Benefits

(Cumulative) Percentage of council tax collected



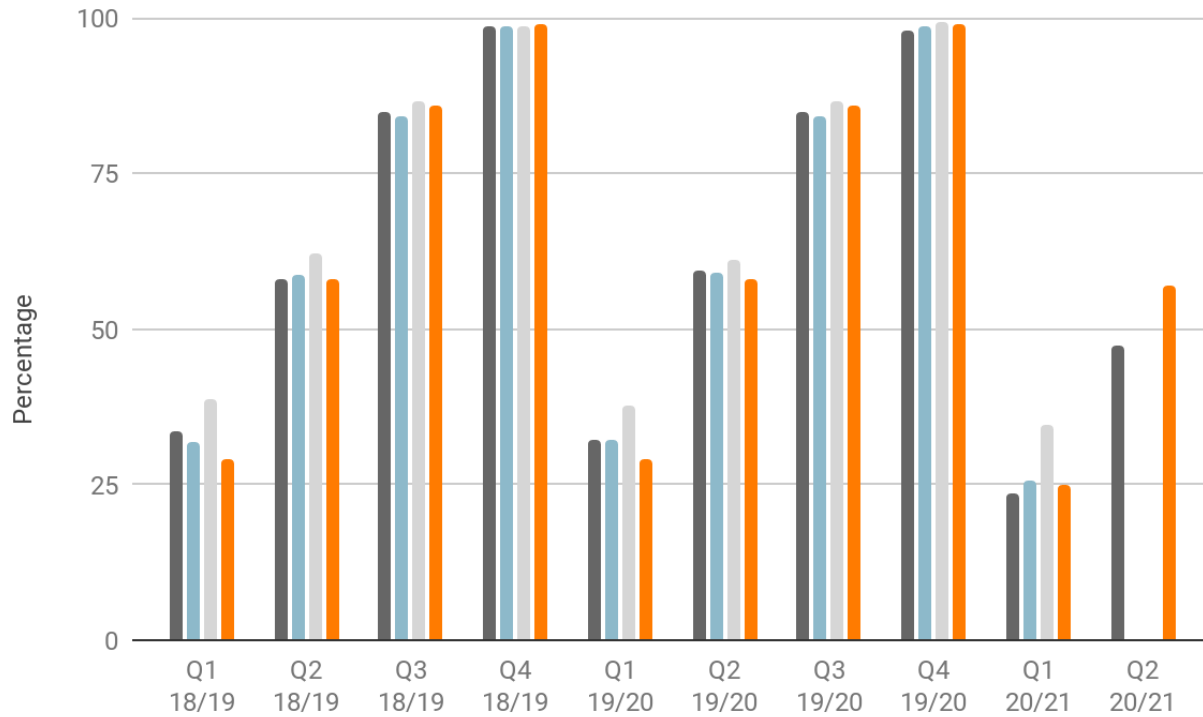
OBSERVATION:

At the end of Q2, there was a slight decrease in the collection rate compared to previous years.

Due to the impact of Covid-19, all recovery action was paused following government guidance and Member decision. The service is working with customers to re-align payment instalments to potentially run between June 2020 and March 2021.

The service had the go-ahead at the end of September to re-commence recovery actions which will consist of reminders and final payment letters. Currently, the Magistrates Courts are not holding any liability order hearings which will mean the Council is unable to enforce any debts incurred in 2020/21

(Cumulative) Percentage of business rates collected



OBSERVATION:

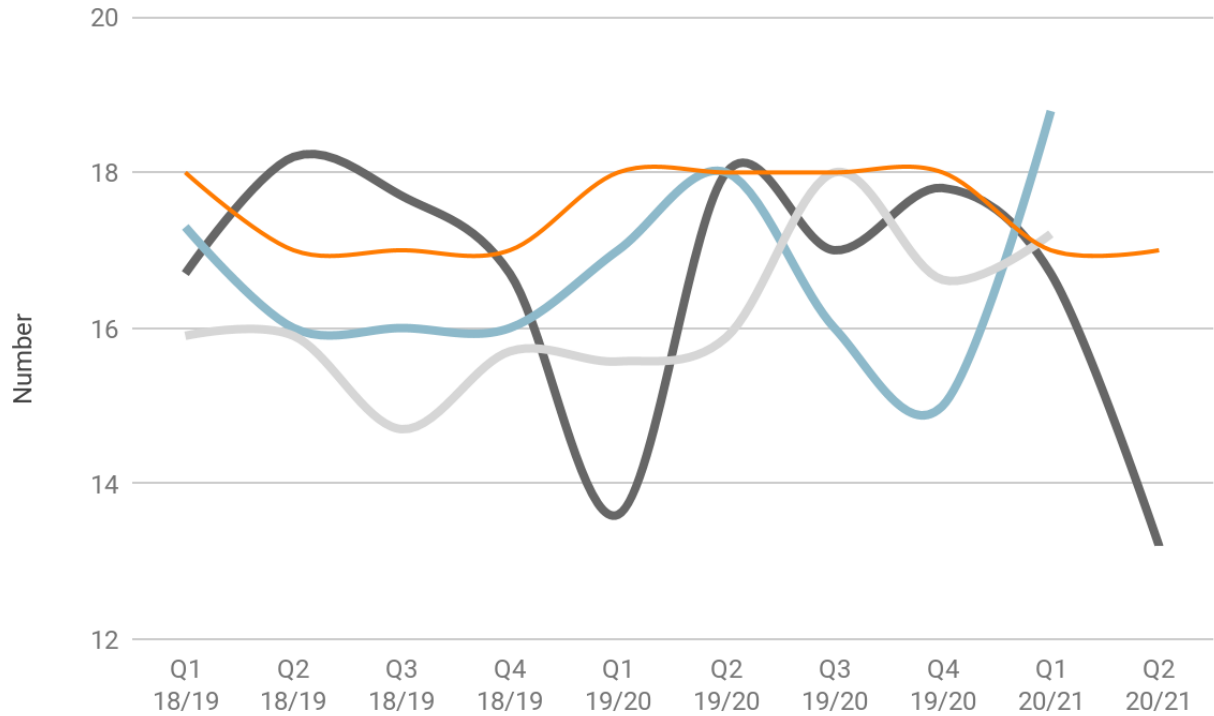
The collection rate at the end of Q2 was lower than previous years.

Due to the impact of Covid-19 and the lock down, many businesses were closed in Q1, and part of Q2; and all recovery action was paused.

Covid-19 is having a major impact on business rate collection figures throughout the country. Government have gone some way in helping certain businesses with 100% business rate relief, but there are still those businesses which have seen an impact on their out turn which have not received any assistance and are therefore struggling financially. We are working with businesses where we are able to and supporting them through manageable repayment plans

(Cumulative) Average number of days taken to process new housing benefit claims

Target
 Cotswold
 Forest of Dean
 West Oxfordshire



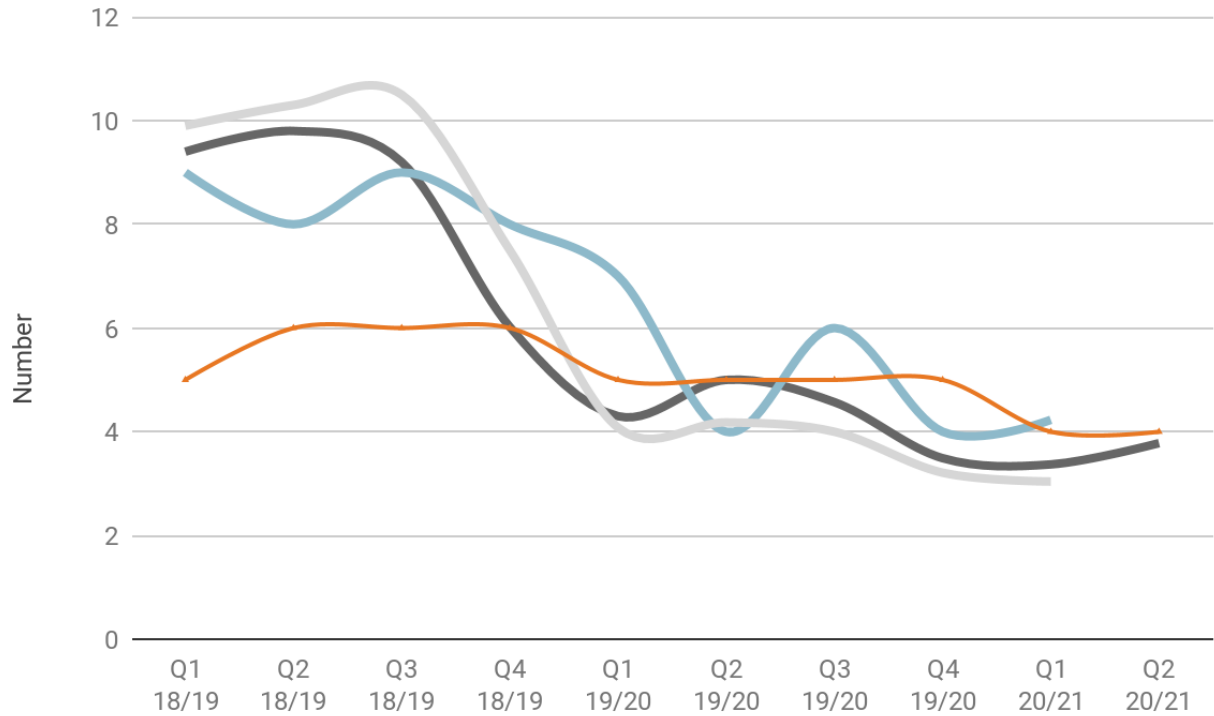
OBSERVATION:

The average days to process a new HB claim during the first six months of the year was 13.2 days, well within the target.

Overall, the number of new claims has been falling as claimants are moved to Universal credit. However, there has been an increase in temporary accommodation claims (which the council is responsible for) due to the impact of Covid-19. These types of claims can be difficult for some councils to administer as the claim requires a signature and claimants may be placed outside of the District or have difficulty returning forms to the Council especially during lock down.

Note that historically the quarterly targets have been profiled and have generally been maintained at 17 or 18 days

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



OBSERVATION:

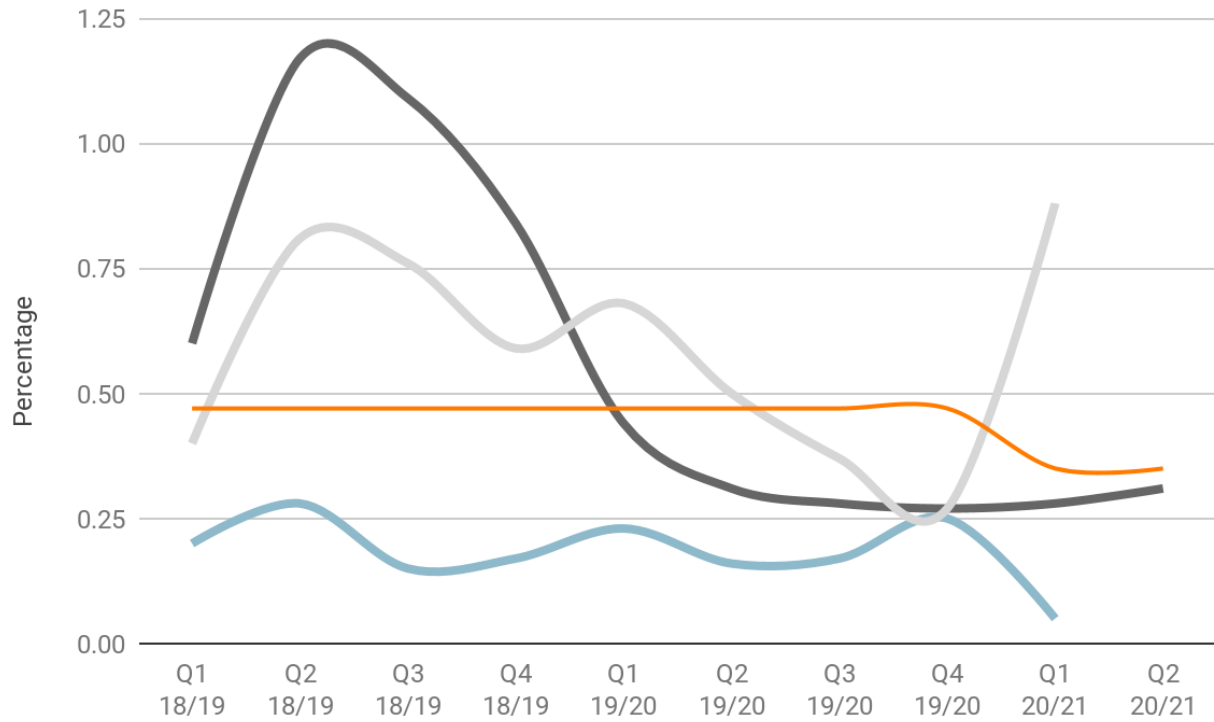
The number of Universal Credit claims has increased due to the impact of Covid-19, which in turn has resulted in an increase in changes that affect housing benefit and council tax support (the latter is not included in this indicator).

Currently, performance remains on target; however, staff have started to support the data migration and testing activities related to the roll out of the new revenues and benefits system which is likely to take capacity out of the service during Q3. However, the service is able to access additional (external) support on demand which will help to manage workloads.

Note that historically the quarterly targets have been profiled and have generally been maintained at 5 or 6 days. A more stringent target of 4 days has been set for 2020-21

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

Target
 Cotswold
 Forest of Dean
 West Oxfordshire



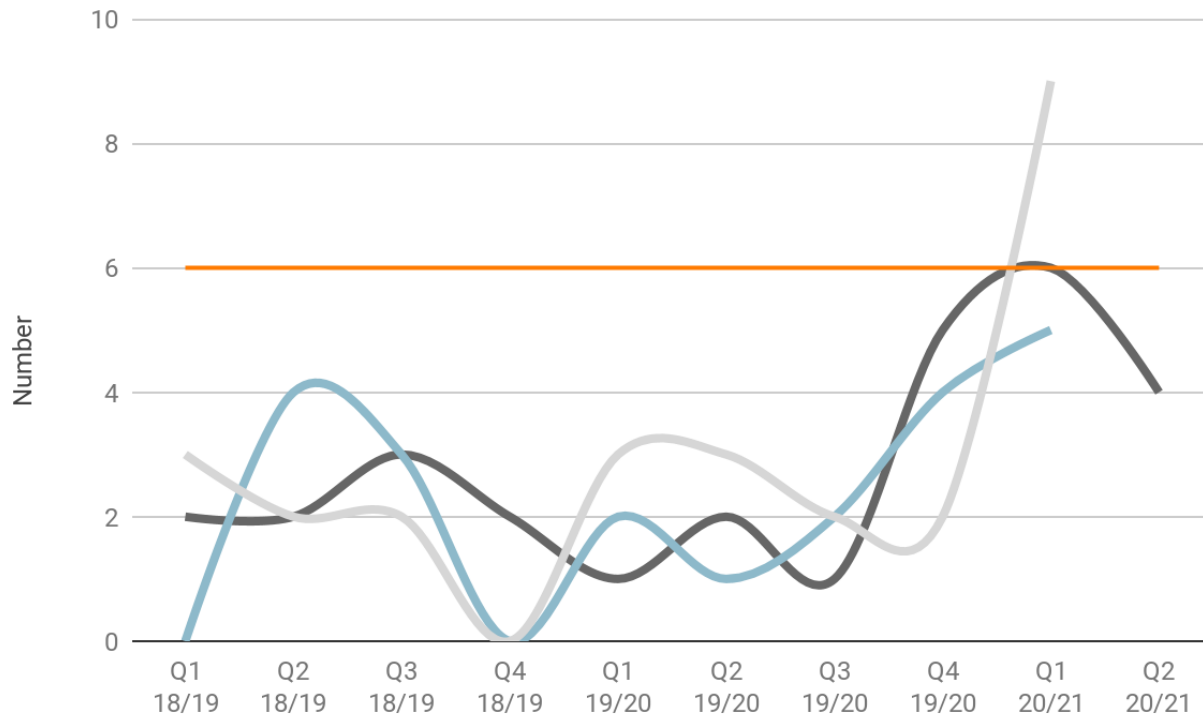
OBSERVATION:

We are continuing to involve a number of staff in quality assurance. Due to the high volume of change of circumstances, we take a sampling approach and target areas which we know have high error rates such as calculation of earnings.

In addition, workloads are being managed to ensure that there is no loss of subsidy due to administrative delay

Housing Support

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



OBSERVATION:

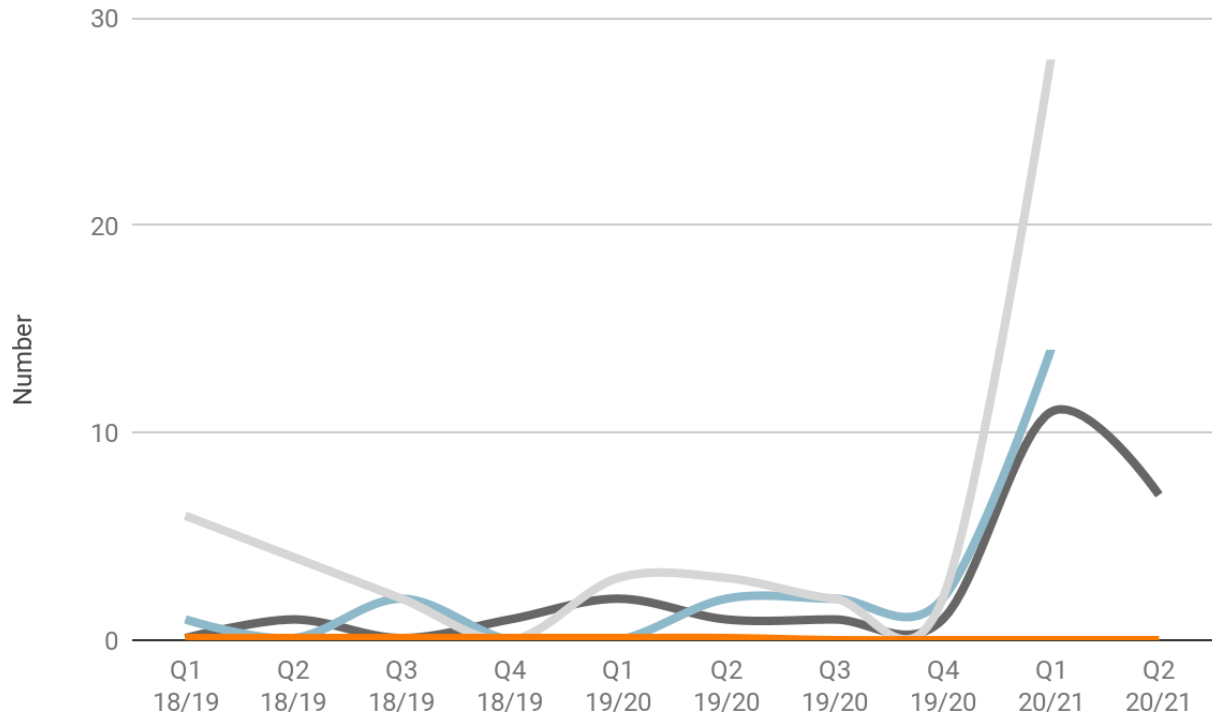
Due to Covid-19, councils are required to place all clients who are rough sleeping or at risk of imminent homelessness regardless of priority need who have approached the Council, into emergency accommodation.

The number of households living in emergency accommodation has started to decrease; the Housing team has been creating exit plans to move households into more secure tenancies including private rented, housing association, and supported accommodation. In addition, some households and rough sleepers have chosen to leave emergency accommodation.

A new hostel with nine self contained units is up and running in Tetbury.

As Covid-19 infections increase and further restrictions come into place during the Autumn and Winter months, it is likely that numbers will start to rise again

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

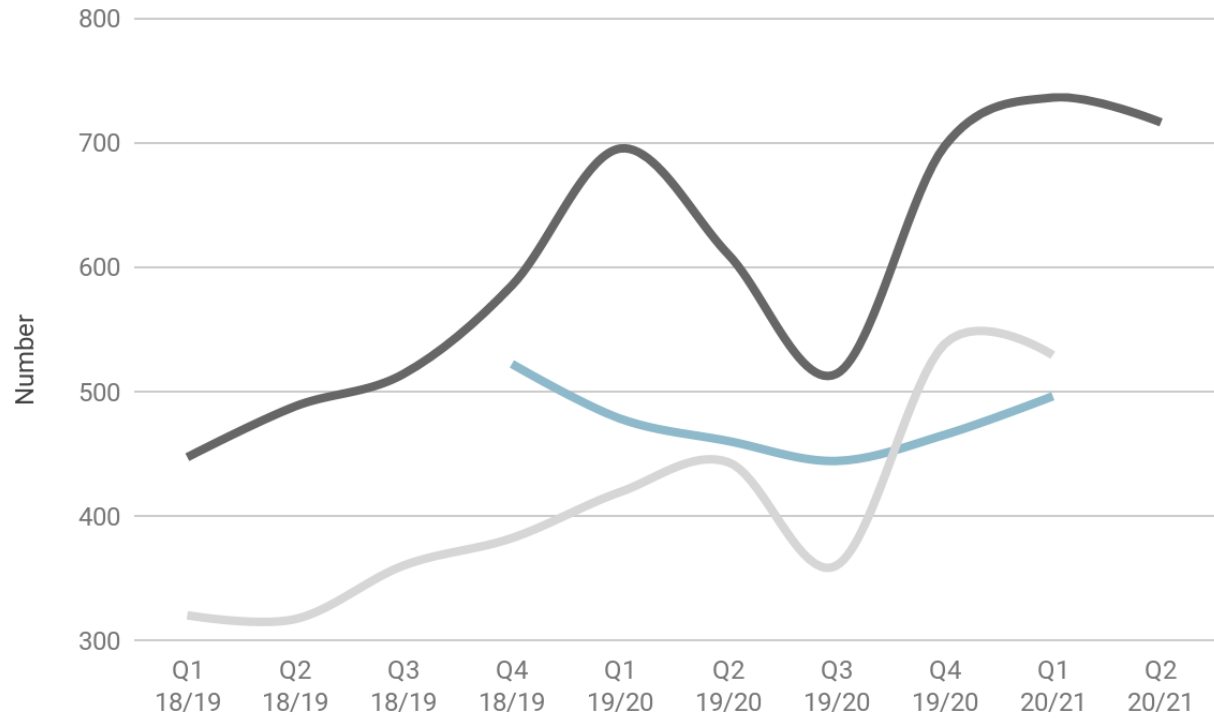


OBSERVATION:

The number of households living in emergency accommodation has started to decrease; the Housing team has been creating exit plans to move households into more secure tenancies including private rented, housing association, and supported accommodation. In addition, some households and rough sleepers have chosen to leave emergency accommodation

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

Cotswold
 Forest of Dean
 West Oxfordshire



OBSERVATION:

The number of long term empty properties has fallen slightly at the end of Q2 following an increase in the previous six months due to government instruction to pause house moves in order to contain Covid-19.

Bromford is undertaking an intensive redevelopment of their older properties so some properties are awaiting demolition, while other properties such as retirement properties remain vacant.

The LTE officer post is responsible for monitoring properties and working with landlords to support them to bring their properties back into use, however, this post is currently vacant. The post is currently grant funded for two years and will expire at end of March 2021. Therefore, it will require Cabinet approval to extend the contract

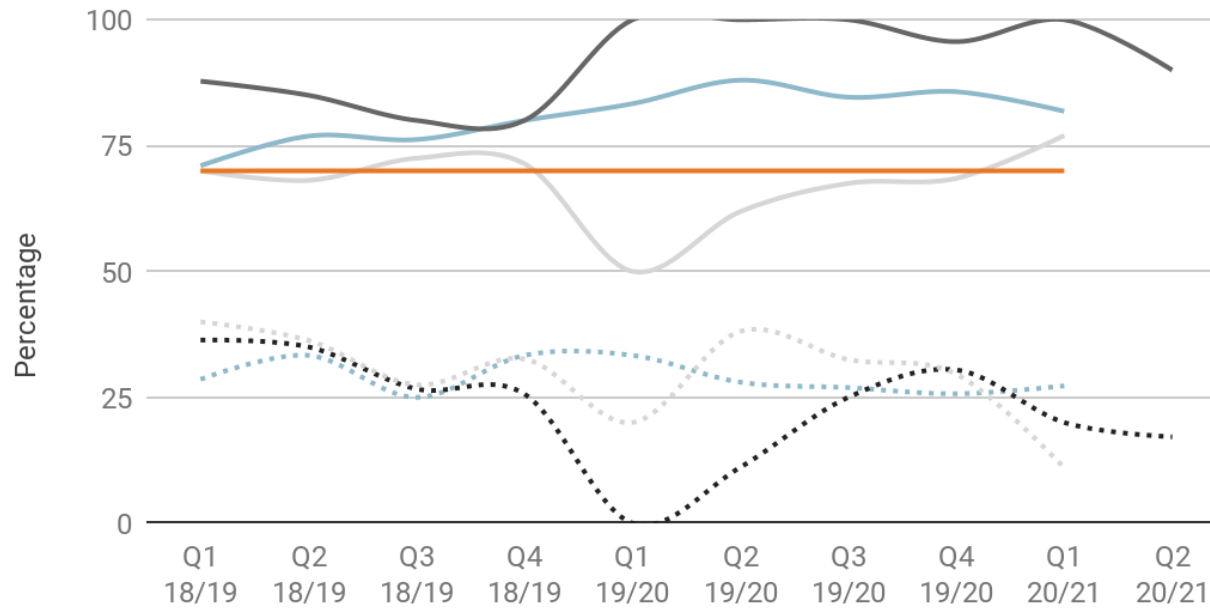
Planning and Strategic Housing

(Cumulative) Percentage of major planning applications determined

% of all applications completed within an agreed timeframe



% of all application completed within 13 weeks



OBSERVATION:

Seven major applications were determined in the quarter, and 11 for the first six months compared to nine for the same period a year ago.

The service has reported that the number of applications received over the summer has been a record nationally. The Council experienced a dip in numbers during lockdown which has been almost entirely eliminated by the higher volumes received since May. The Planning team has found the restrictions imposed by Covid (no meetings, limited site visits, largely home based working, limited availability of consultees etc.) have impacted on efficiency and with higher than normal volumes coming through, performance is likely to fall. Registration/validation is proving particularly problematic as a home based exercise and is reducing the time available to the planning officer to determine the application.

Note that 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.

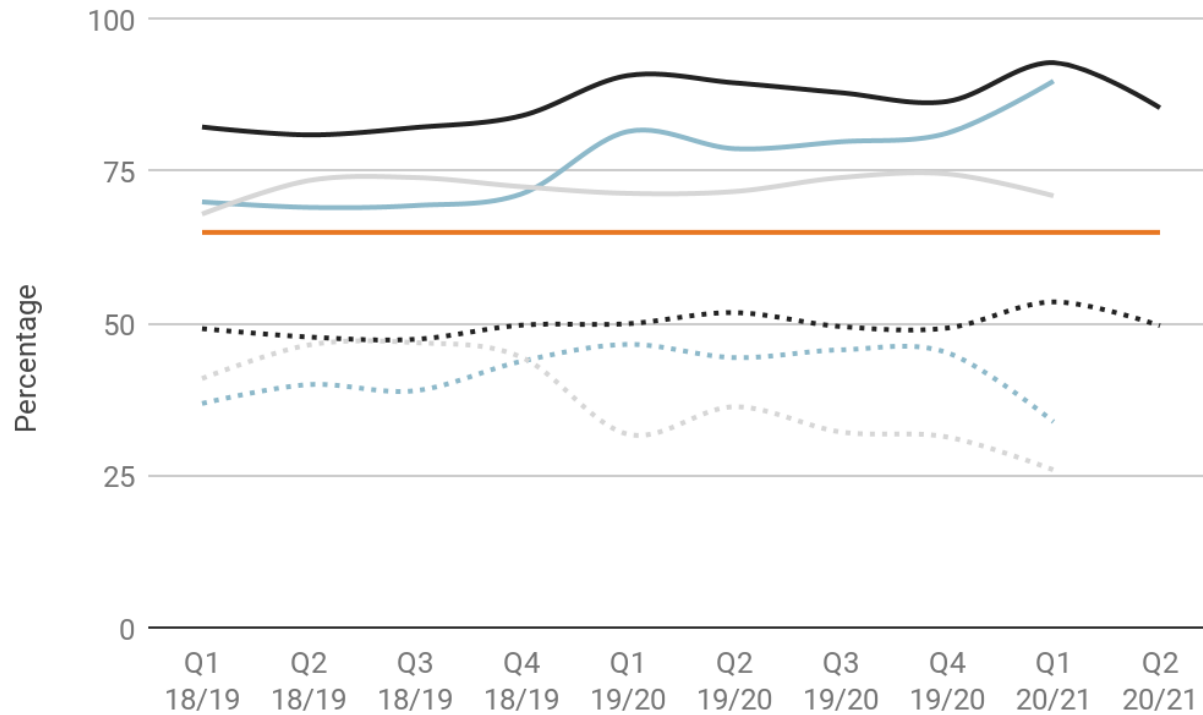
Extensions of times are often a result of consultees requesting changes to the scheme or because the consultee response is essential but has not been received within the timetable. They are also used where officers are working proactively with applicants to improve schemes and make developments acceptable.

(Cumulative) Percentage of minor planning applications determined

% of all applications completed within agreed timescales



% of all applications completed within 8 weeks



OBSERVATION:

82 minor applications were determined in the quarter, and 176 for the first six months compared to 219 for the same period a year ago.

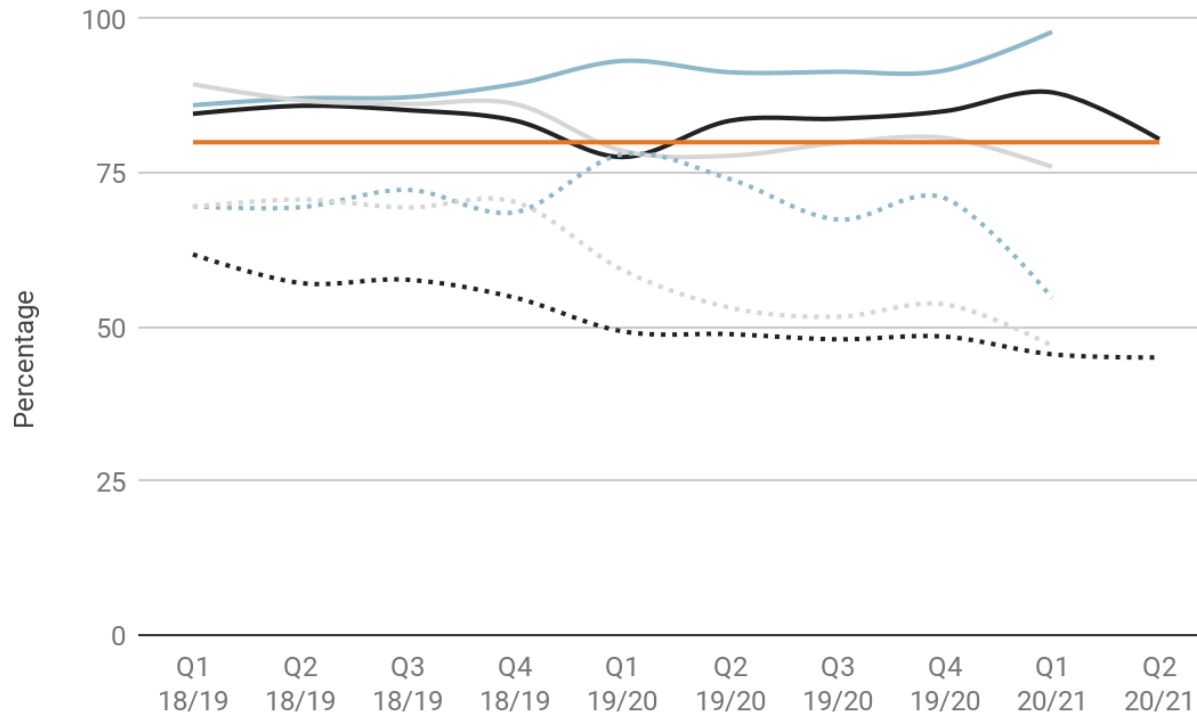
The challenging work conditions coupled with higher volumes of applications coming through is beginning to impact on performance. Registration/validation is proving particularly problematic as a home based exercise and is reducing the time available to the planning officer to determine the application

(Cumulative) Percentage of other planning applications determined

% of all applications completed within agreed timescales



% of all applications completed within 8 weeks



OBSERVATION:

245 other applications were determined in the quarter, and 456 for the first six months compared to 569 for the same period a year ago.

The challenging work conditions coupled with higher volumes of applications coming through is beginning to impact on performance. Registration/validation is proving particularly problematic as a home based exercise and is reducing the time available to the planning officer to determine the application

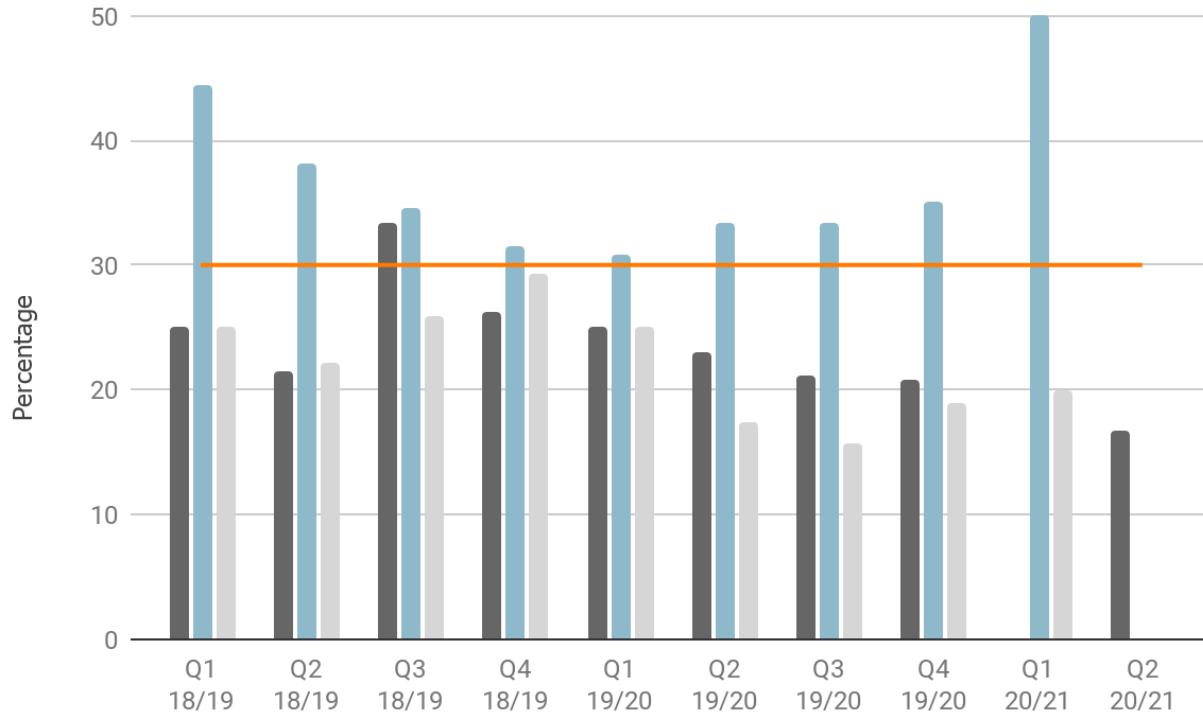
(Cumulative) Percentage of planning appeals allowed

Target

Cotswold

Forest of Dean

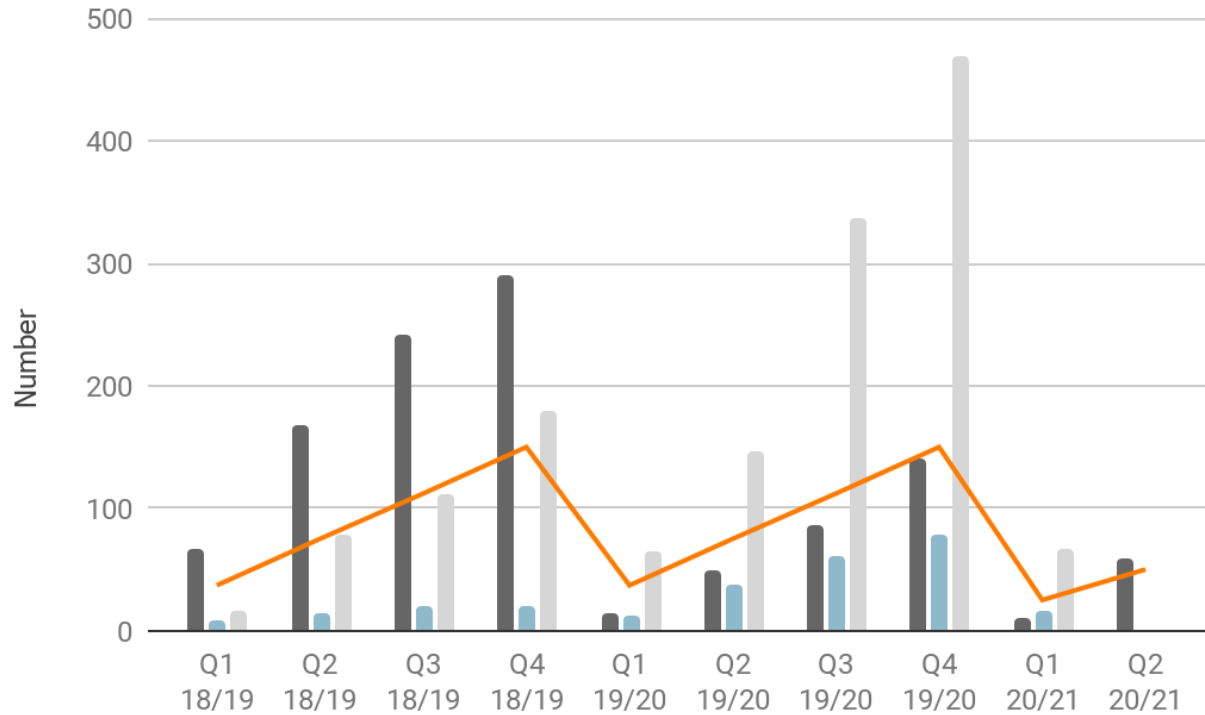
West Oxfordshire



OBSERVATION:

In the first six months of the year, 18 planning appeals were determined, three of which were allowed

(Cumulative) Number of affordable homes delivered



OBSERVATION:

Due to the lock down, no affordable homes were delivered in April and May.

Forty-nine affordable homes were delivered in Q2, totalling 59 for the year so far. A mix of flats and houses for local families and individuals in Cirencester, Ebrington, North Cerney, Tetbury and Moreton in Marsh was delivered in Q2; and included 12 new homes for local people at Churnbridge Row, North Cerney, a rural housing development grant funded by the Council.

Completions this quarter are slightly higher than expected as homes that were originally forecast to complete at the end of the last financial year or the first quarter of 2020/21 but were delayed due to Covid-19 restrictions, are now being delivered. It is anticipated that there will continue to be a delay in forecast completions for some time as developers are still not able to accelerate construction by increasing the labour force, as this would break current social distancing requirements

Percentage of land charge searches dispatched within 10 working days



Target



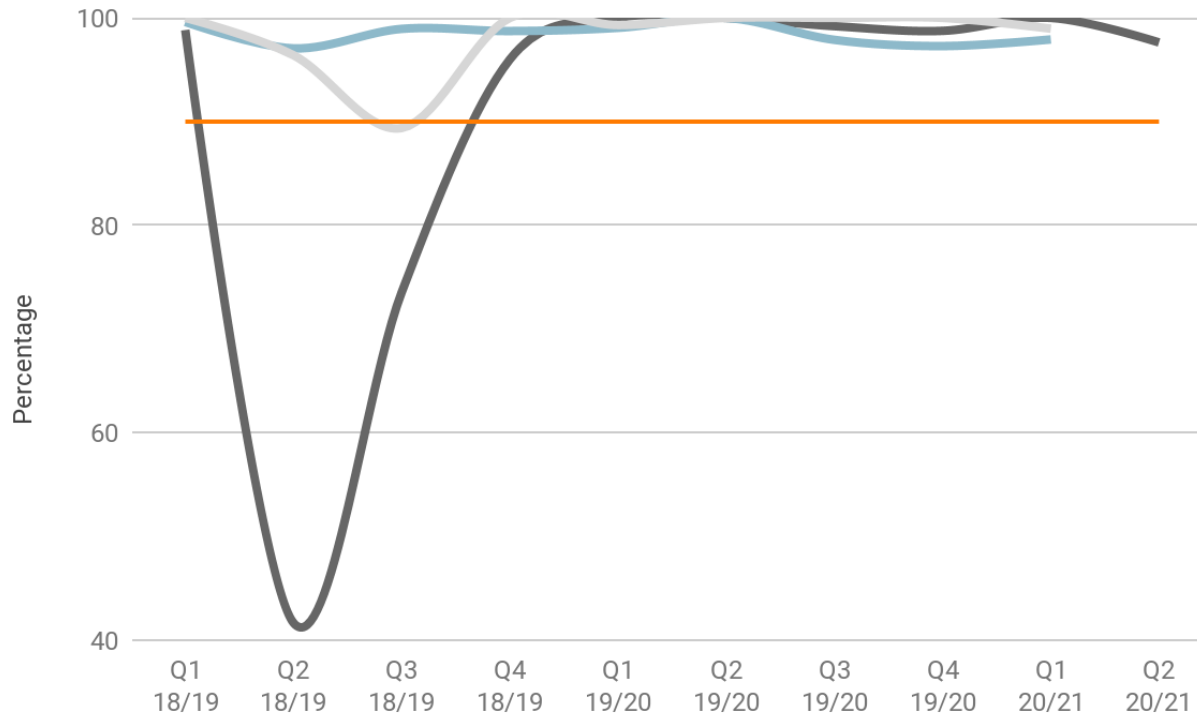
Cotswold



Forest of Dean



West Oxfordshire



OBSERVATION:

The service processed 464 official land charge searches; 453 searches were dispatched within 10 working days.

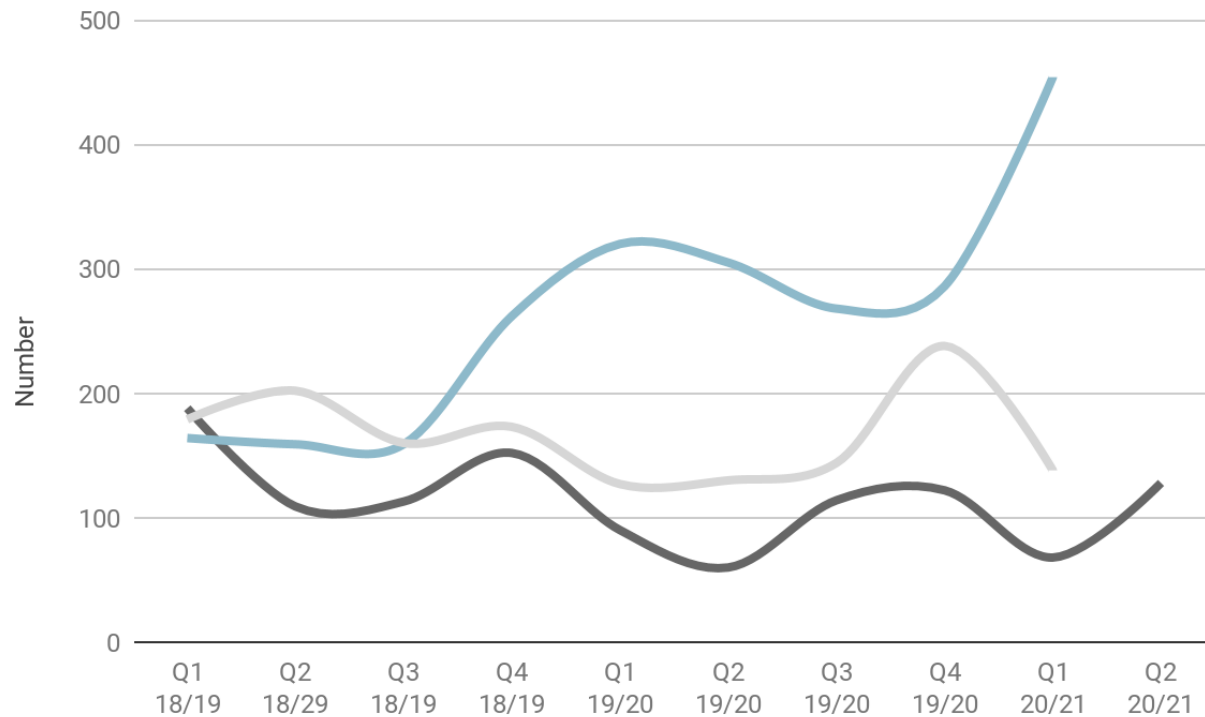
There has been an increase in the number of official land charge searches compared to the same period of the previous year (382) which may be due to the 'stamp duty holiday' and/or Brexit. Overall, the service is maintaining a high level of service delivery.

There was a dip in performance in 2018-19 as the planning element of the search had to be done manually while awaiting an upgrade to the Uniform system

Environmental and Regulatory

Number of fly tips collected

Cotswold Forest of Dean West Oxfordshire



OBSERVATION:

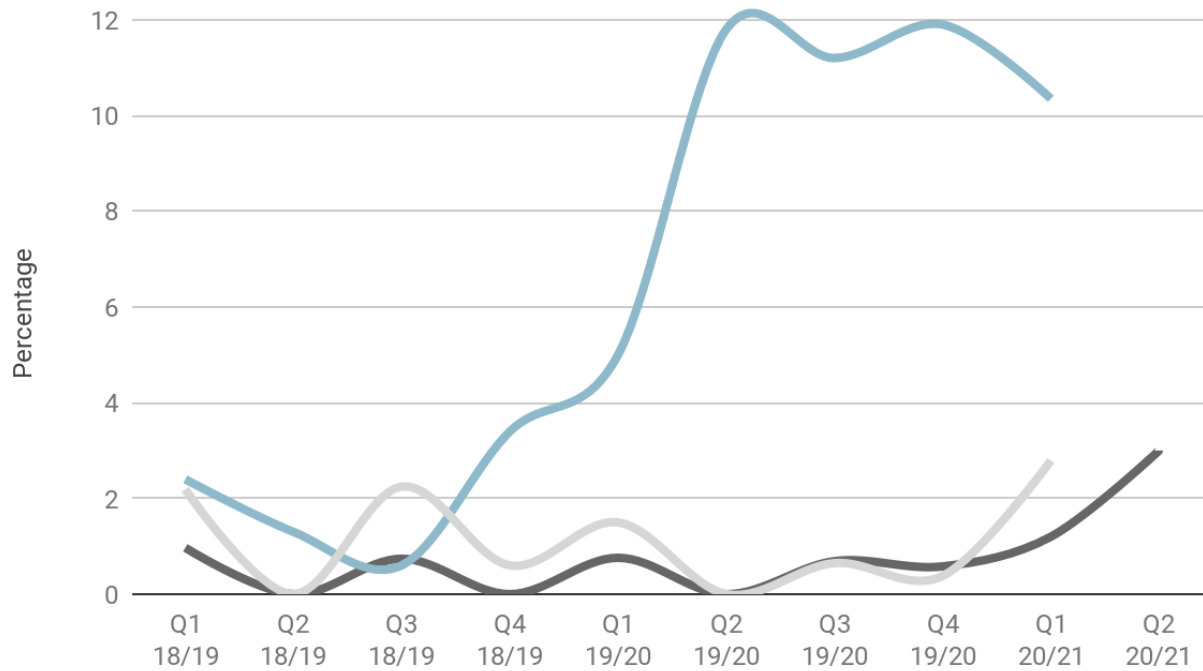
Due to Covid-19, increases in fly tips have been reported nationally, however this is not yet evident in Cotswold's figures.

The fly tipping service has been redesigned based on customer and user need with the introduction of new on-forms and web pages. The new process was introduced in October and will make it easier and quicker for residents to report flytips. It will also reduce duplication and therefore create a more efficient and responsive service.

Forest of Dean appears to collect a higher number of fly tips than Cotswold and West as it counts fly tips at recycling 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:

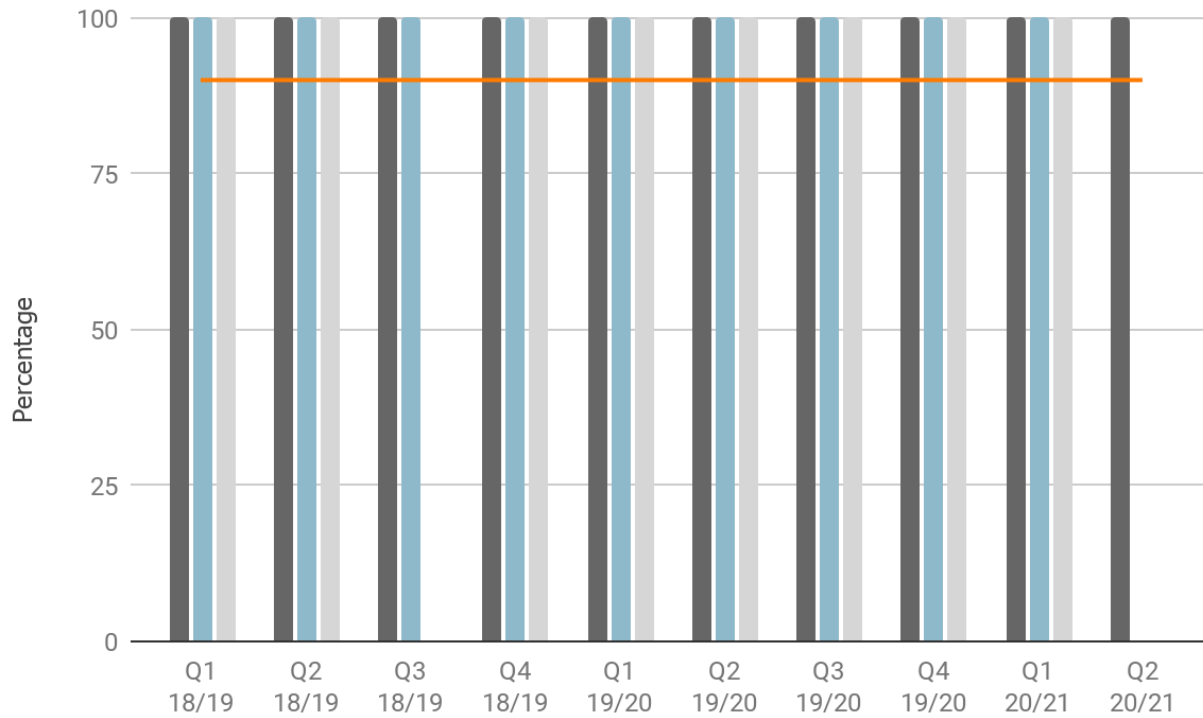
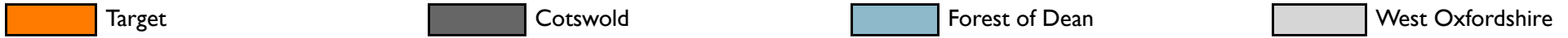
There were 200 notifications of fly tips in Q2 which resulted in six FPNs being served.

At Cotswold, fly tipping is investigated by ERS who take a risk based triage approach to investigation. Officers use their professional judgement to decide whether it is likely that the fly tip will contain evidence that could lead to enforcement action; this is based on an assessment of the waste type reported, for example, black rubbish bags are likely to contain evidence that could lead to enforcement action being taken while a fly tip of car tyres would be highly unlikely to contain the necessary evidence.

In contrast, at Forest of Dean, the Street Warden team usually investigate all fly tips, but is now also taking a risk based approach due to Covid-19 and the redeployment of some resources.

The ERS team visited 33 fly tips, a similar level to pre-Covid times. The Council will always take enforcement action if fly tipping is witnessed.

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:
 There were eight notifications in Q2 - an outbreak at a care home, a complaint against a taxi driver, a possible illegal eviction, a report of properties without a water supply, a legionella case, a possible contamination of swimming water at a water park, a possible carbon monoxide poisoning at a B&B and a possible food poisoning outbreak

Percentage of high risk food premises inspected within target timescales



Target



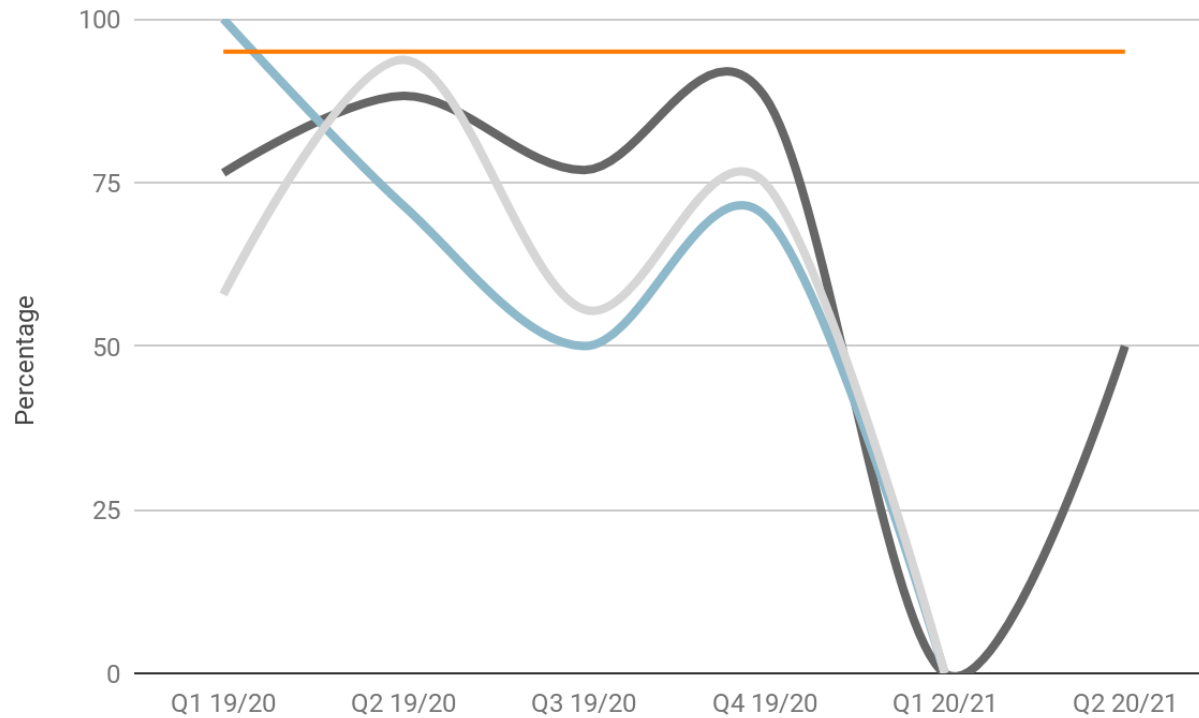
Cotswold



Forest of Dean



West Oxfordshire



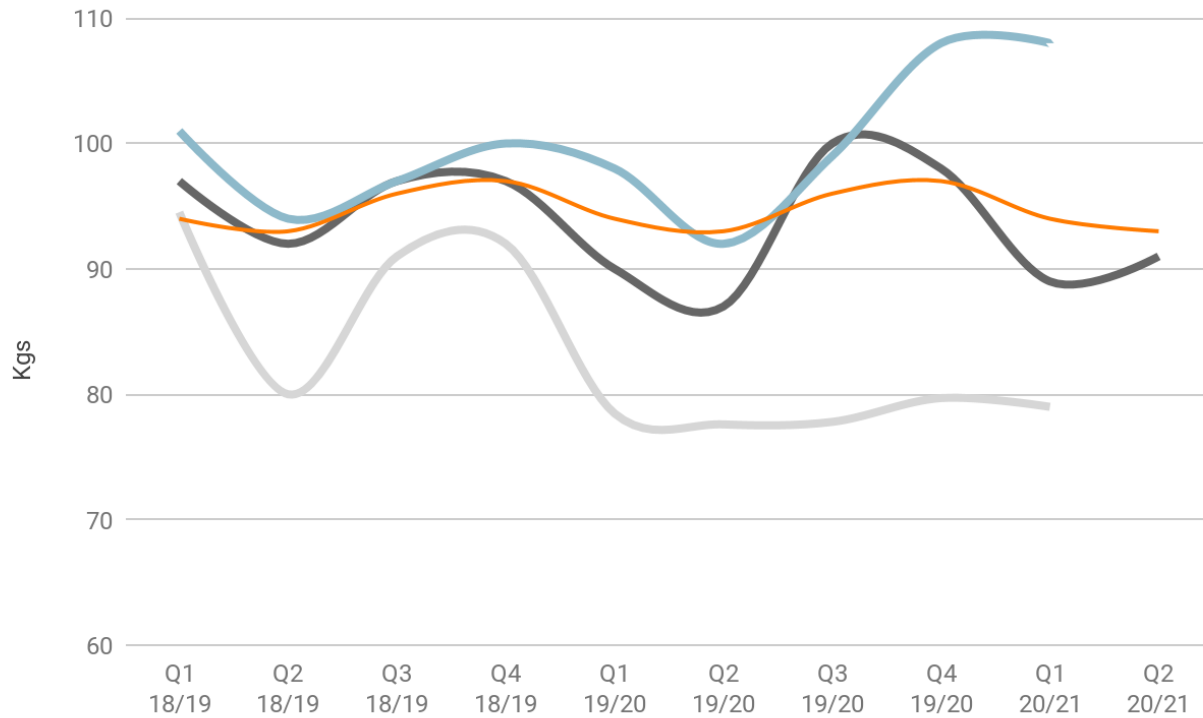
OBSERVATION:

In mid March, the service was advised to cease site visits due to Covid-19, which was followed by guidance from the Food Standards Agency to cease all Food Hygiene Interventions until 18th July.

Following that announcement, the FSA advised that some inspections could recommence at the end of June excluding those businesses which cater for vulnerable people. A backlog of inspections is now being undertaken in line with the guidance.

Ten inspections were due in Q2, five were completed within the 28 day timescale, and an additional four inspections have since been undertaken

Residual household waste per household (kg)

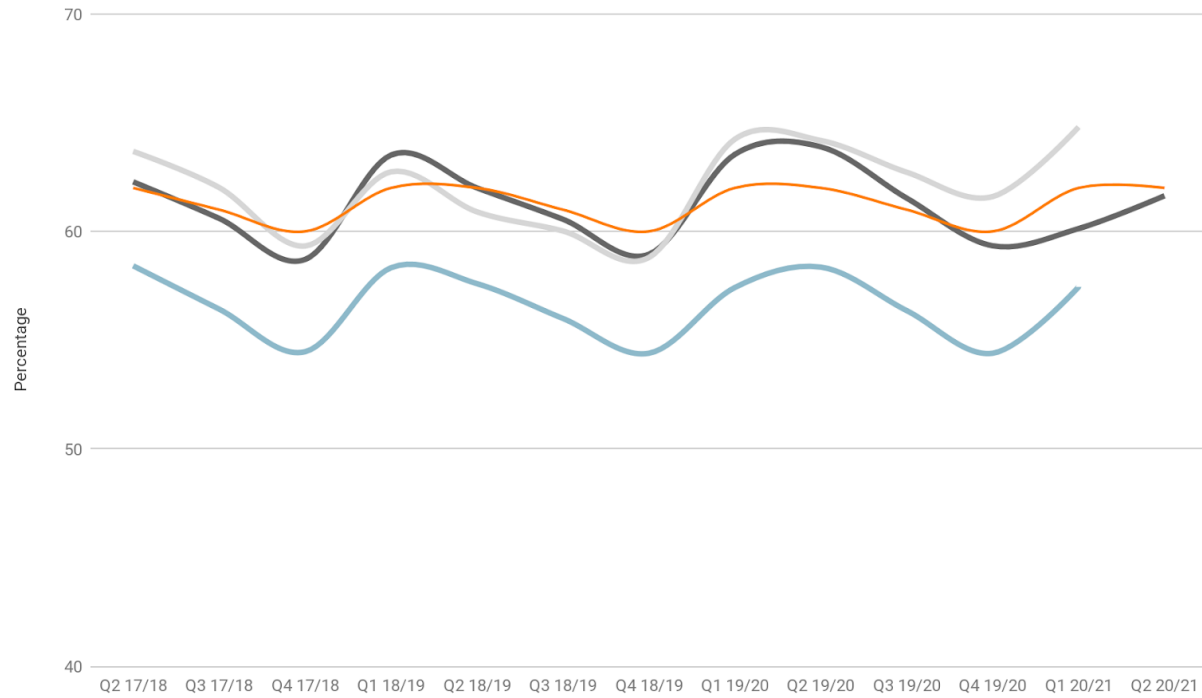


OBSERVATION:

The amount of residual waste generated per household in Q2 was slightly up on the previous year but remains within the target.

The launch of the new service on 18 March was expected to increase the recycling rate and reduce the amount of residual waste. Between April - September 2020, the dry recycling rate was up four percentage points on the same period of the previous year. Covid-19 restrictions on households and more homeworking, and potentially the expansion of the dry recycling service are likely to have contributed to this increase

(Cumulative) Percentage of household waste recycled



OBSERVATION:

The combined recycling rate for the period 1 April - 30 September was 61.64% compared to 63.89% for the same period of the previous year; this was due to a much lower composting rate.

Overall, composting and food tonnage for the period was down by 17% on the previous year. The garden waste service was suspended between 26 March and 12 May due to the impact of Covid-19 and lack of resources to deliver the service. In addition, poor weather conditions in August has also contributed to lower amounts of garden waste.

Conversely, dry recycling tonnage was 17% higher than the previous year and is likely to be due to Covid-19 restrictions and potentially the expansion of the dry recycling service.

The dry recycling rate for the first six months of the year was 25.26% (20.95% for the comparative period of the previous year), the re-use rate was 0.2%, and the composting and food rate was 36.18% (42.47% for previous year).

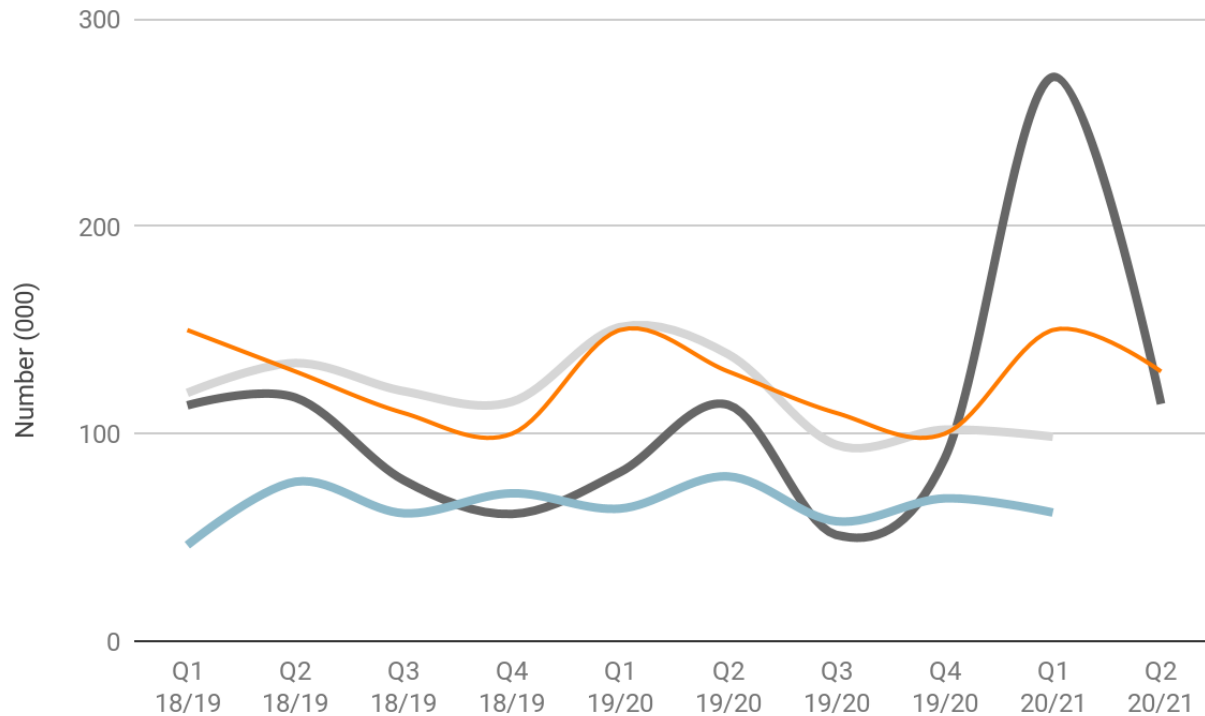
Notes:

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

Number of missed bin per 100,000 scheduled collections

Target
 Cotswold
 Forest of Dean
 West Oxfordshire



OBSERVATION:

As expected, the introduction of the new waste and recycling service on 18 March resulted in an increase in the number of missed collections as residents and Ubico staff get used to the changes. Concurrently, there was an increase in the amount of waste being produced in particular dry recycling due to the large number of home-workers and others self-isolating or shielding, which in turn increased the number of missed collections and service failures.

Mitigation work has been completed to increase capacity on the collection vehicles and improve geographical knowledge of Ubico staff, and this has resulted in the numbers of missed collections starting to return to normal levels.

The in-cab technology procurement project for the Waste Service has restarted following a pause due to Covid-19 and the diversion of resources to other priority areas. The implementation of in-cab technology will help to reduce the number of missed bins

Leisure

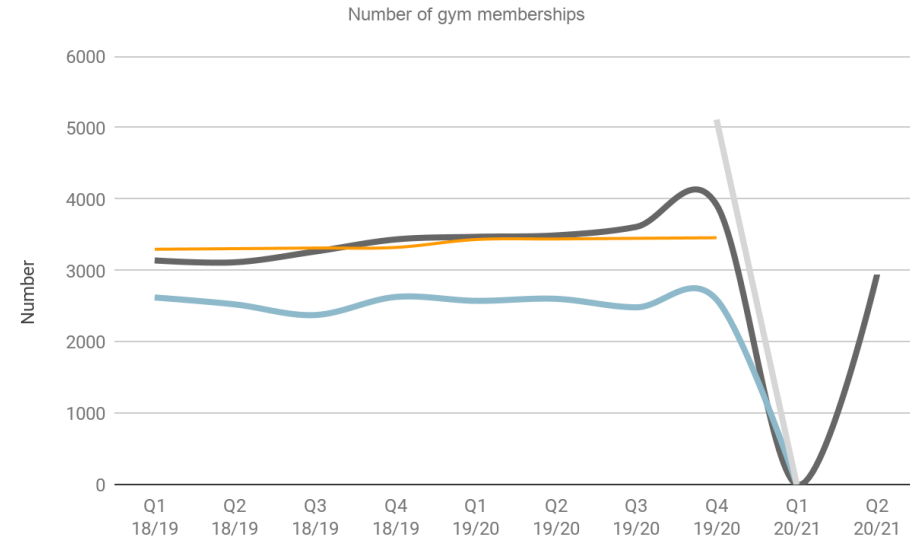
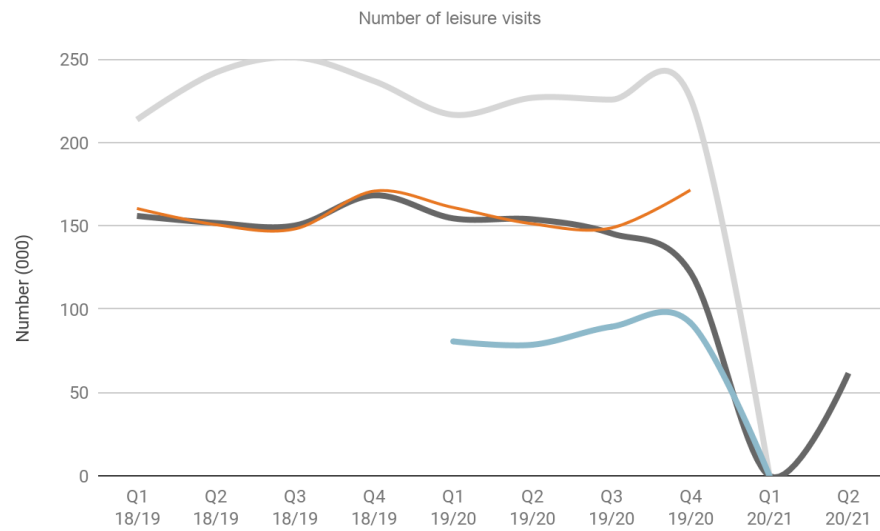
Number of visits to the three leisure centres & (Snapshot) Number of gym memberships

Target

Cotswold

Forest of Dean

West Oxfordshire



OBSERVATION:

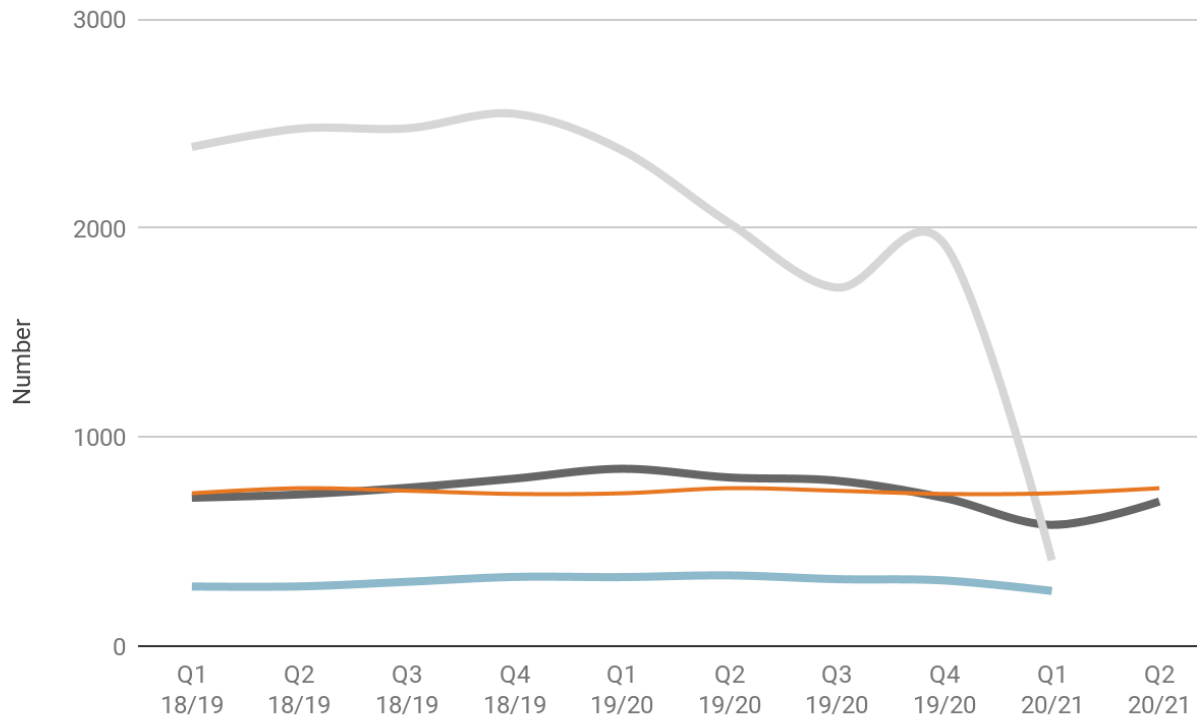
All facilities have now reopened providing the core activities of gym, group exercise, and swimming. Additional activities are also being restarted in line with government advice and in conjunction with Covid-19 protocols on social distancing, pre-booking, and enhanced cleaning. A financial package was agreed at Council on 29 July, and a contract variation is being agreed to cover the period until March 2021.

At the end of Q2, gym memberships have decreased by 25% from pre-Covid times.

Note that no targets have been set for 2020-21

Parking

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

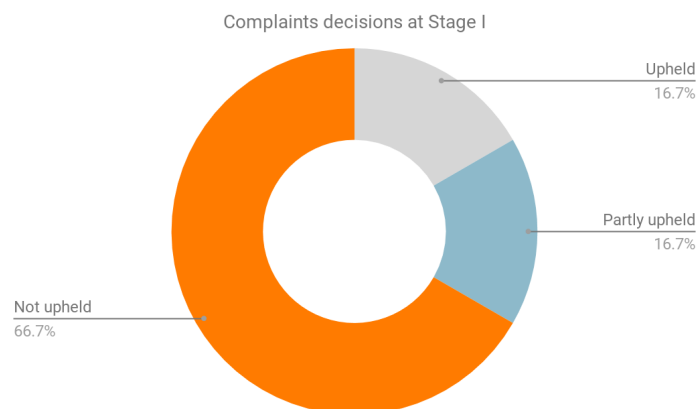


OBSERVATION:

Enforcement activities were suspended on 23 March until 15 June 2020 due to Covid-19. During the suspension, enforcement staff were regularly checking car parks, ensuring areas were safe and secure, and providing advice.

Enforcement hours were slightly down in Q2 as one post is being held vacant as usage levels in the car parks are relatively low (around 42% of capacity)

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 complaints shown below only include upheld or partially upheld complaints

Service area	Description	Outcome/learning	Stage	Decision	Response time (days)
Revenues & Benefits	Complainant felt insulted by the way they had been communicated with on two separate occasions.	An apology was issued for the first incidence, and the service leader assured the complainant that further staff training would be organised to ensure similar issues are handled sensitively should they arise in the future. A set statement that caused offence in email communications between the complainant and the Council has also been reviewed and revised	I	Upheld	3 days
ERS	Complainant felt inaccurate information had been given, and felt that the issuing of a community	A miscommunication on the part of the Council meant that the complainant was given incorrect information. An	I	Partly upheld	1 day

	protection warning letter presented a legal conflict	apology was given, and further training is being arranged for customer service advisors to ensure this does not happen again. However, the Council was unable to consider the matter of a legal conflict and suggested it was raised with Bromford			
Waste & Recycling	The Council website was displaying inaccurate information about the waste service, resulting in what the complainant deemed 'service failure'. The complainant was disappointed by the Council's subsequent failure to respond when the issue was raised	The information has been revised and an apology given. The complainant was advised of their options on waste collections. The Council had not failed to respond to emails from the complainant	I	Partly upheld	6 days
Sustainability	No response to complainant's Tree Preservation Order request	Due to high workloads and the complex nature of the request, the response took longer than it would normally have done. An apology was given.	I	Upheld	10 days
Housing	The Council had not followed the correct procedure when issuing a Notice to Vacate	It was found that the Council followed the correct procedure and gave the complainant adequate notice. However, it was decided that the Council could have kept the complainant better informed of procedure during their time in temporary accommodation, and for this the Council offered an apology	I	Partly upheld	10 days
Development Management	Complainant unhappy with the handling of a planning application.	It was acknowledged that there had been an error in the handling of the planning application, and an apology was issued. The complaint has now been escalated to Stage II.	II	Upheld at Stage I	10 days at Stage I

