



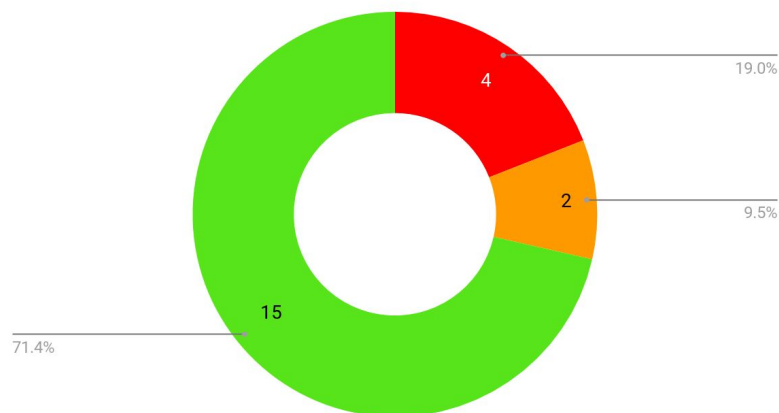
Delivering great services locally

**PERFORMANCE REPORT:
October 2020 - December 2020**

KEY PERFORMANCE METRICS

At a glance...

Summary of Performance



OVERALL PERFORMANCE

Many services have been impacted by Covid-19, and have had to either cease or find new ways of working during multiple national lockdowns. Other services have experienced higher workloads to meet customer/client demand.

Overall, services are performing well but some services continue to be significantly impacted by Covid-19 such as business rates collection, homelessness, leisure facilities and food safety inspections.

Services have adapted to new ways of working, and the majority of staff are still working from home. 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	
Customer satisfaction - F2F	n/a
Customer satisfaction - website	
Customer satisfaction - email	no target set
% calls responded within 20 secs	
% abandoned calls	
CT collection rate	
NNDR collection rate	
Average days to process HB new claims	
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	
% appeals allowed	
Affordable homes delivered	
% land charge searches dispatched within time	
% high risk notifications assessed within time	
% high risk food premises inspected within time	
Residual waste per household (kg)	awaiting data
% combined recycling rate	awaiting data
Missed bins per 100,000	
Leisure visits	no target set
Gym memberships	no target set
Parking enforcement hours	

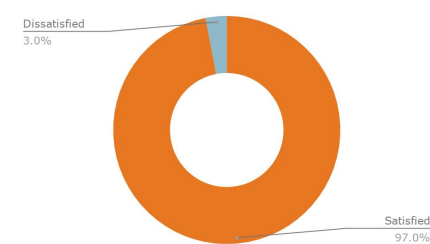
CUSTOMER SERVICE

Customer satisfaction

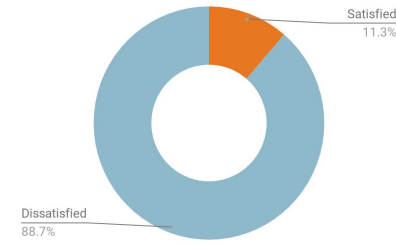
Face to face - no surveys due to Covid19



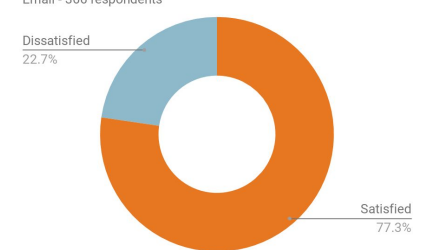
Phone - 714 respondents



Website - 71 respondents

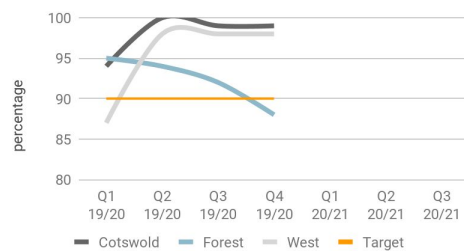


Email - 366 respondents

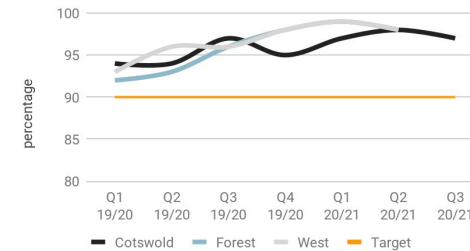


What's the trend?

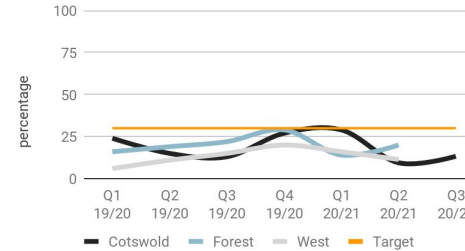
Customer satisfaction - face to face



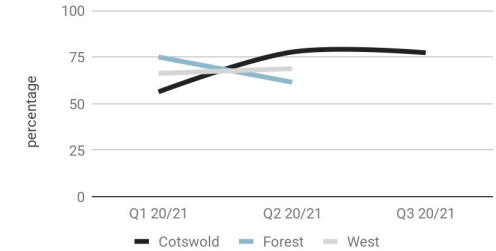
Customer satisfaction - phone



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. The process of rating the website and leaving feedback is simple with a feedback button on every web page. Despite this, the number of responses to the website survey, although up on the previous quarter at 77 (from 32) remains an extremely small proportion of the 395,985 visitors, and is therefore unlikely to be representative. It is possible that some of the negative feedback does not relate to the website; and further work is planned to identify issues and understand whether dissatisfaction is with the service or the website.

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

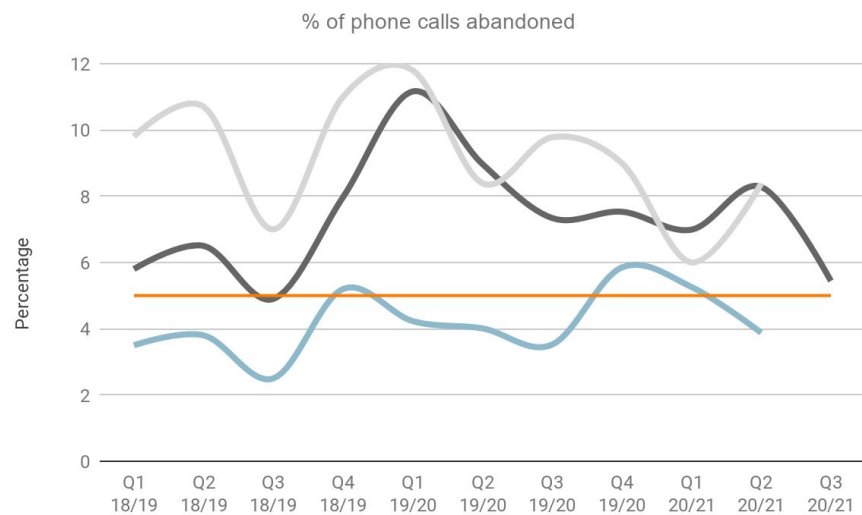
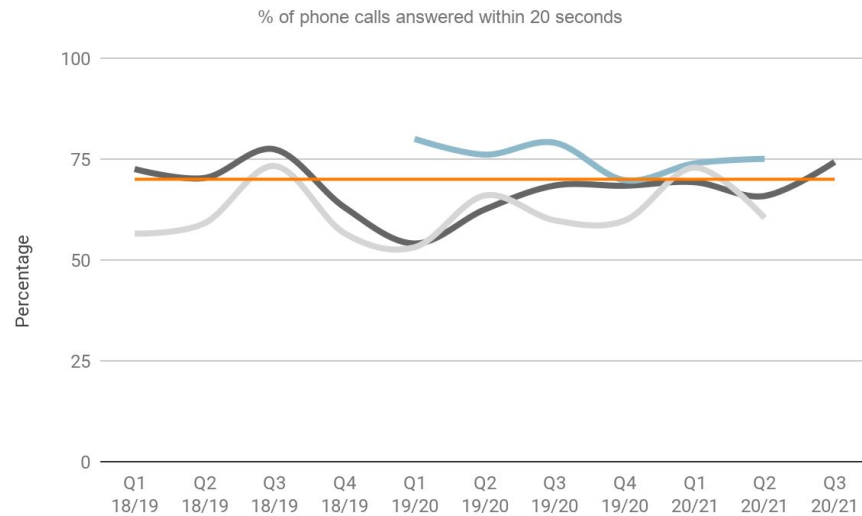
Telephone calls - response and abandonment

Target

Cotswold

Forest of Dean

West Oxfordshire



OBSERVATION

A good level of service was achieved this quarter; Q3 is usually a quieter quarter and the offices were closed between Christmas and New Year.

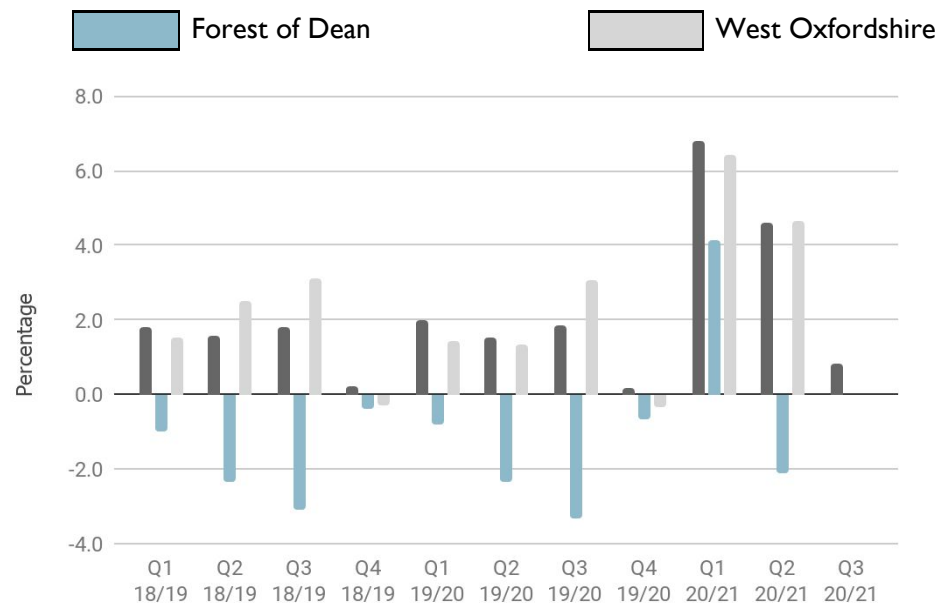
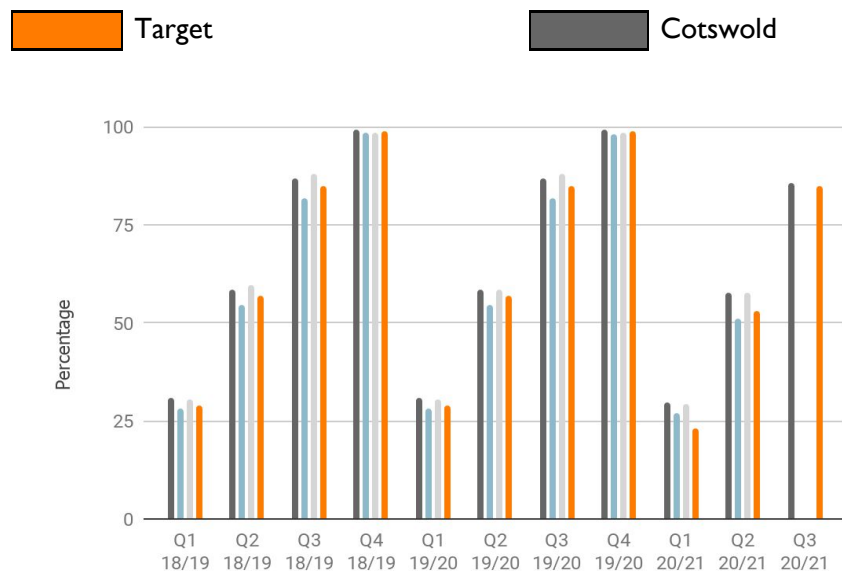
Over the previous three quarters, the Council experienced a higher call volume due to a combination of factors including the immediate impact of Covid-19, the introduction of the new waste service, the delay of garden waste service renewals, and the implementation of a new process for the annual canvass.

During the summer, staff were encouraged to take their annual leave 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 & the difference between the percentage of council tax collected and the target



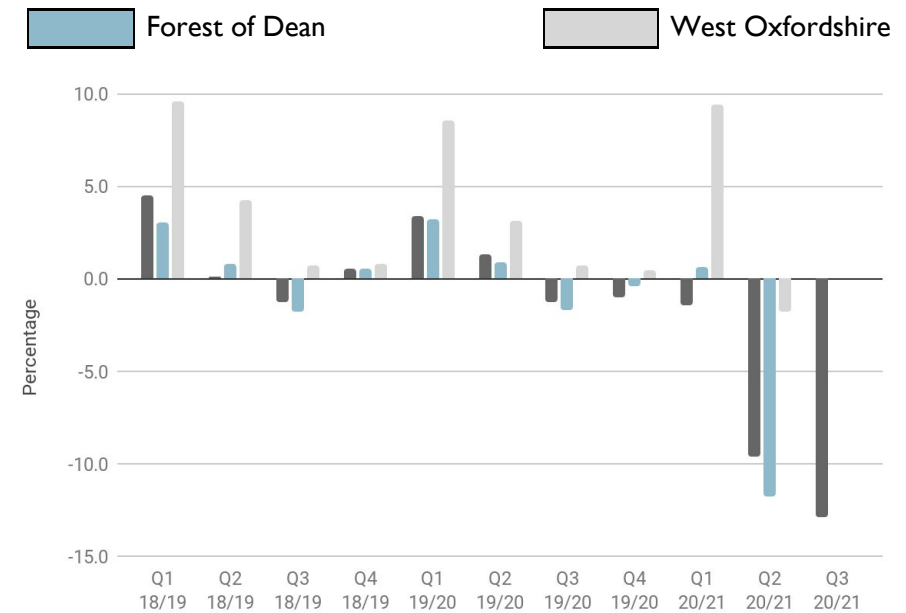
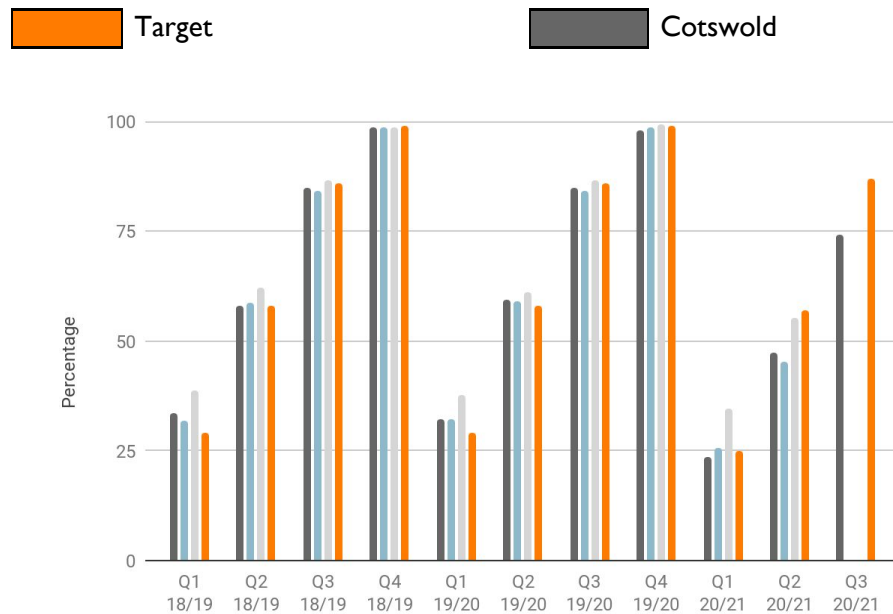
OBSERVATION:

At the end of Q3, the collection rate continues to be about one percentage point lower than previous years.

Due to the impact of Covid-19, all recovery action was paused initially following government guidance and Member decision; and the service worked with customers to re-align payment instalments. The service had the go-ahead at the end of September 2020 to re-commence recovery actions such as reminders and final payment letters. The service is 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.

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. The debt will be rolled over into the new financial year, and recovery action will continue.

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



OBSERVATION:

The collection rate at the end of Q3 was over ten percentage points lower than previous years.

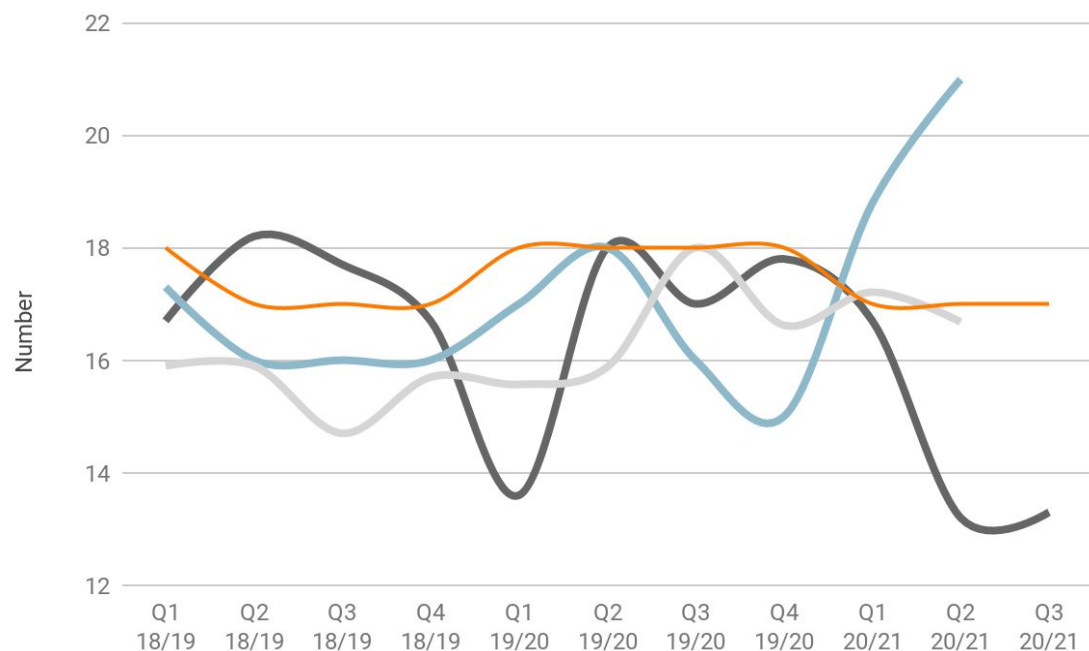
Due to the impact of Covid-19 restrictions and two lockdowns, many businesses were closed in Q1, and part of Q2 and Q3. Following an initial pause in undertaking recovery action, the service is sending out reminders, phoning and emailing businesses to encourage them to contact the Council so that we can support them via manageable repayment plans.

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, so the debt will be rolled forward into the next financial year.

The nation went into a third lockdown on 5 January; 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. The Council is continuing to distribute a number of grants that are available to eligible businesses

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

Target
 Cotswold
 Forest of Dean
 West Oxfordshire



OBSERVATION:

During Q3, staff were supporting the data migration and testing activities related to the roll out of the new revenues and benefits system which went 'live' on 10 December. As a result, only claims from 16 November are included in the outturn. In addition, there was a period of time between switching the old system off and the new system on which has created a backlog of applications which is likely to impact on processing times during the next quarter.

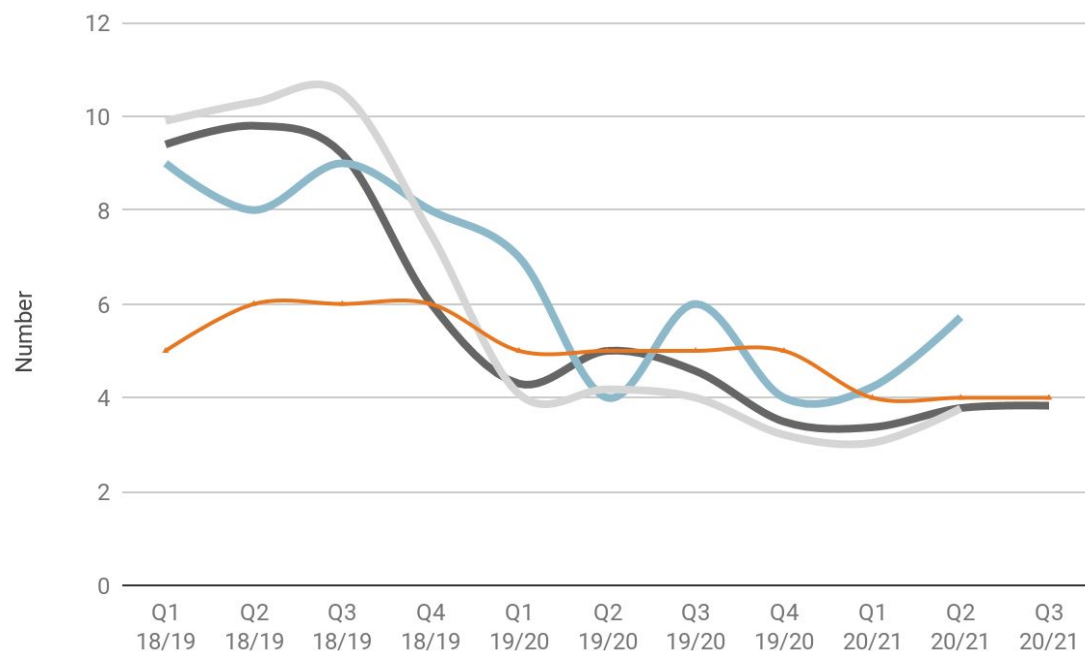
It will take time for staff to become accustomed to the new system. However, there are benefits of the new system including the ability to make online applications, and once the open portal is implemented later in the year, the back office system will be automatically updated.

The service is able to access support on demand from an external source.

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

Target
 Cotswold
 Forest of Dean
 West Oxfordshire



OBSERVATION:

During Q3, staff were supporting the data migration and testing activities related to the roll out of the new revenues and benefits system which has impacted on the 'day job'. The new system went 'live' on 10 December. As a result, only claims from 2 November are included in the outturn.

In addition, the service continues to receive data loads from the DWP that require checking.

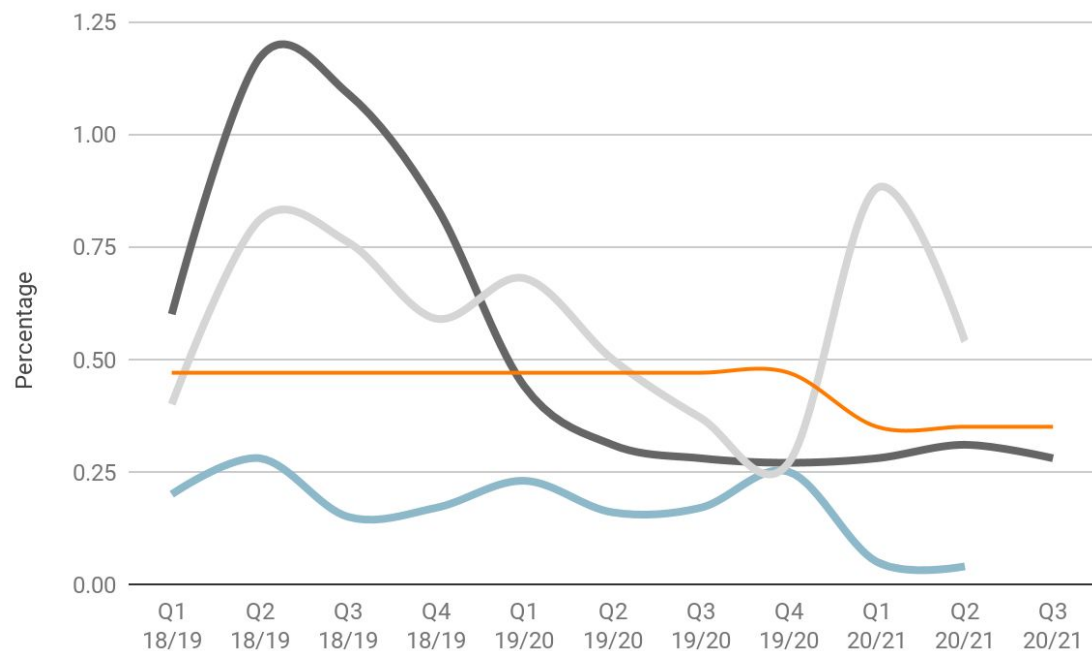
Processing times are expected to increase in the next quarter while staff become accustomed to the new system and continue to support other Covid-19 related activities.

The service is able to access support on demand from an external source.

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



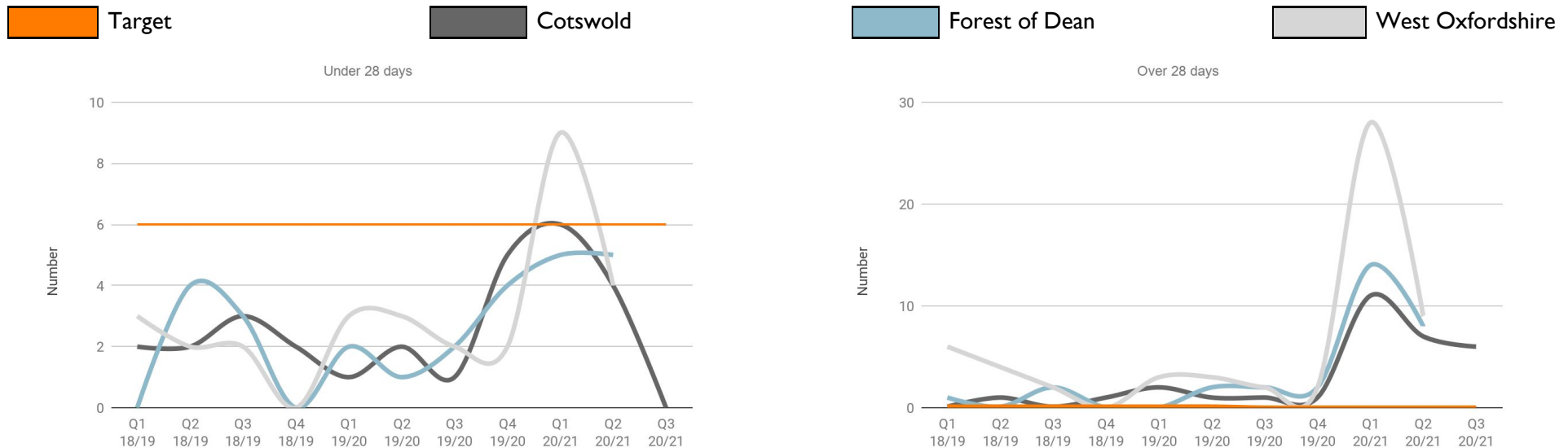
OBSERVATION:

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 & over 28 days



OBSERVATION:

At the beginning of the first lockdown, councils were 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, which resulted in a spike in numbers.

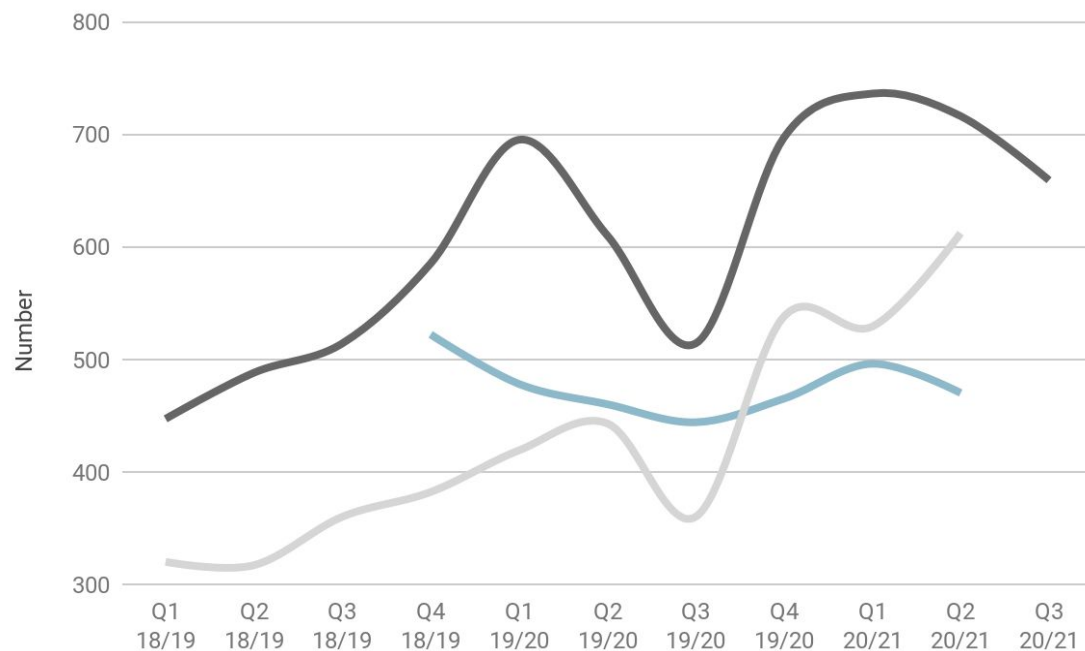
The number of households living in emergency accommodation has started to decrease as the Housing team has been creating exit plans to move households into more secure tenancies including private rented, housing association, and supported accommodation. In addition, some households and rough sleepers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

At the end of Q3, there were six households that had been in emergency accommodation for over 28 days. The households/individuals that remain in emergency accommodation for longer periods of time have more complex needs, and therefore, it is more difficult to source appropriate move-on accommodation.

As Covid-19 infections increase and a third lockdown commences on 5 January, it is likely that numbers will start to rise again

(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 on 7 December was 659. The new revenues and benefits system went live on 10 December, and new reports are being set up to ensure a consistent approach to reporting for the three partner Councils.

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.

Recruitment to the vacant LTE officer post has been approved. This post is responsible for monitoring properties and working with landlords to support them to bring their properties back into use. The new post will concentrate on those properties where the Council might be able to influence or take action, rather than on those properties that are being well maintained

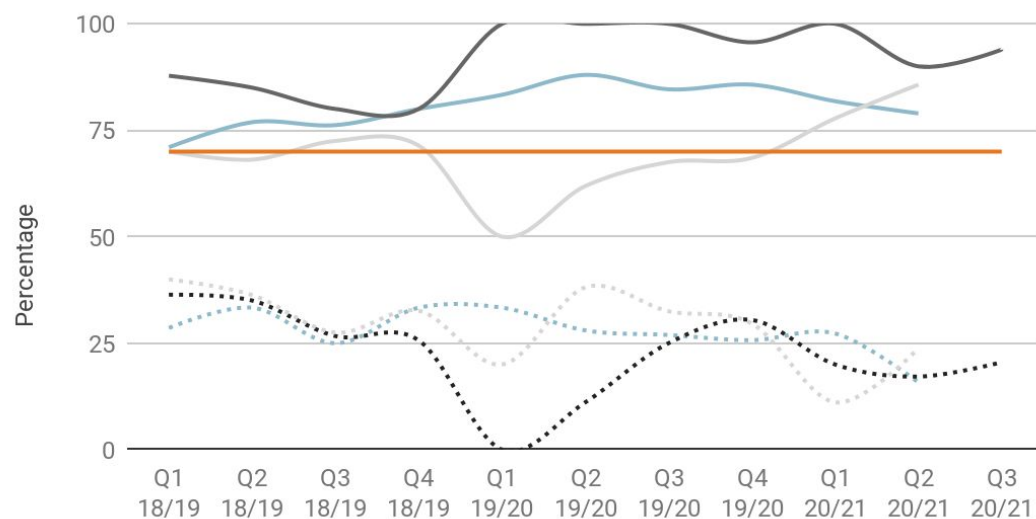
Planning and Strategic Housing

(Cumulative) Percentage of major planning applications determined

% of all applications completed within an agreed timeframe



% of all application completed within 13 weeks



OBSERVATION:

Eleven major applications were determined in the quarter, and 22 for the first nine months compared to 16 for the same period a year ago.

The service has reported that the number of applications received over the summer and then through to the end of December has been a record nationally and that trend is reflected locally. The Council experienced a dip in numbers during the first lockdown which has been eliminated by the higher volumes received since May. The Planning team has found the restrictions imposed by Covid-19 (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 maintaining performance has proved problematic and placed increased burdens upon staff. 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 albeit new validation processes have been designed and implemented at all three partner Council development management services over the Christmas/New Year period which, when embedded should help increase resilience and performance generally.

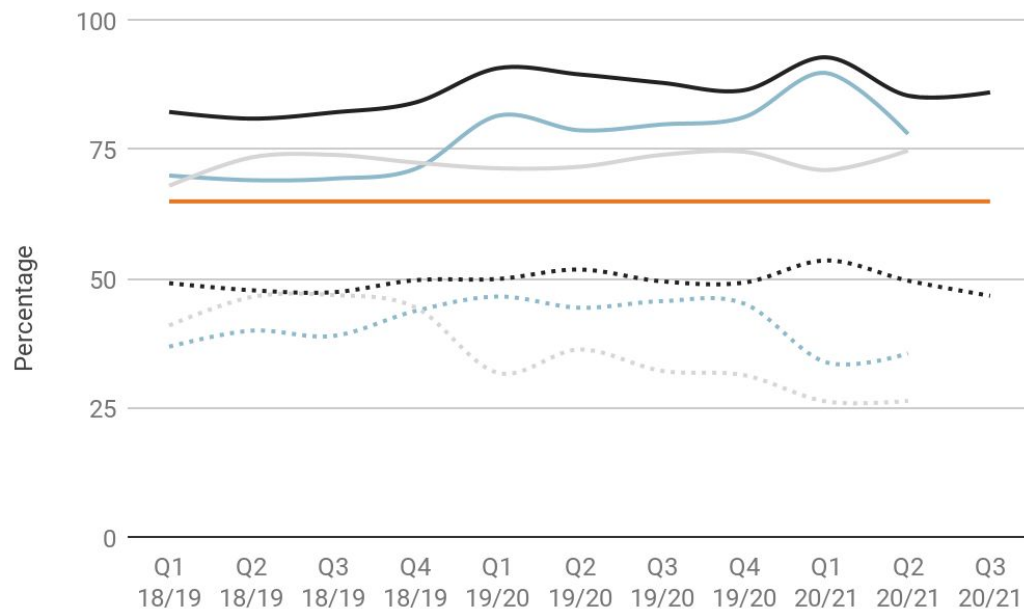
Note that the charts for the planning performance measures have been separated to demonstrate the number of applications that are completed within the set time frames and the number that are completed as a result of an agreed extension of time.

(Cumulative) Percentage of minor planning applications determined

% of all applications completed within agreed timescales



% of all applications completed within 8 weeks



OBSERVATION:

88 minor applications were determined in the quarter, and 264 for the first nine months compared to 322 for the same period a year ago.

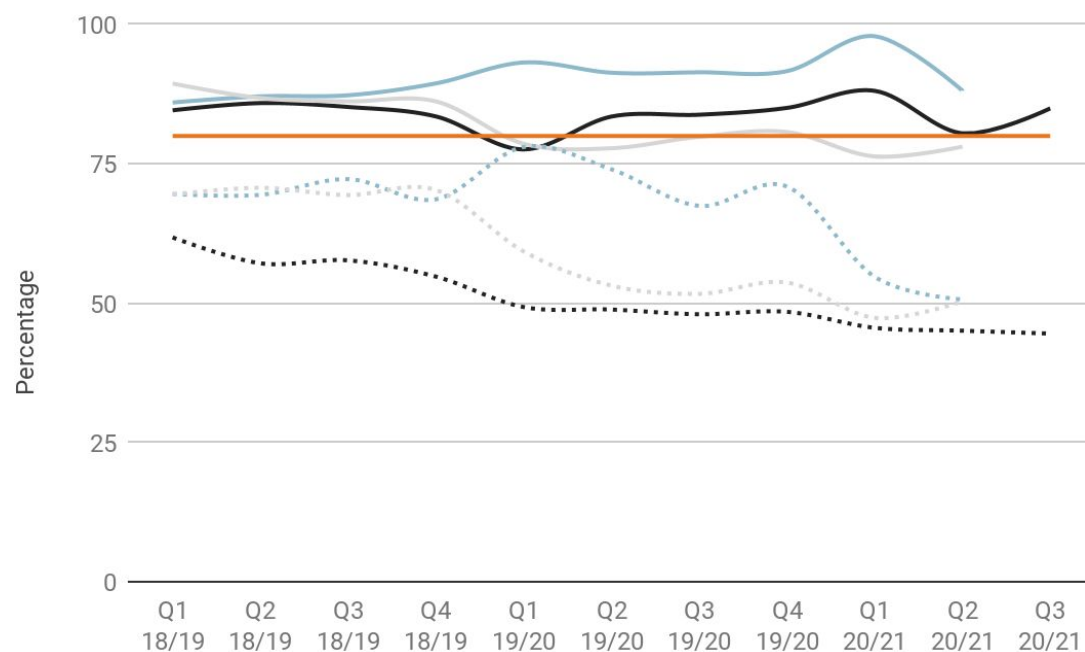
The challenging work conditions coupled with higher volumes of applications coming through is beginning to impact on performance. Registration/validation is proving particularly problematic as a home based exercise and is reducing the time available to the planning officer to determine the application. A new validation processes has been designed and implemented at all three partner Council development management services over the Christmas/New Year period which, when embedded should help increase resilience and performance generally

(Cumulative) Percentage of other planning applications determined

% of all applications completed within agreed timescales



% of all applications completed within 8 weeks



OBSERVATION:

277 other applications were determined in the quarter, and 733 for the first six months compared to 881 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. A new validation processes has been designed and implemented at all three partner Council development management services over the Christmas/New Year period which, when embedded should help increase resilience and performance generally

(Cumulative) Percentage of planning appeals allowed



Target



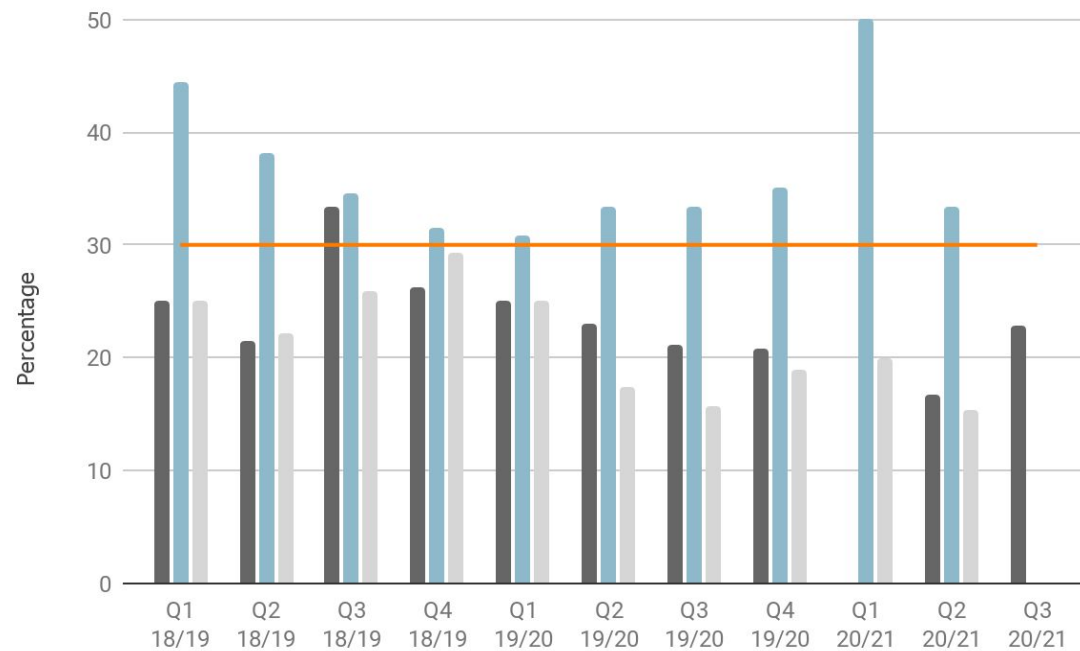
Cotswold



Forest of Dean



West Oxfordshire



OBSERVATION:

In the first nine months of the year, 35 planning appeals were determined, eight of which were allowed

(Cumulative) Number of affordable homes delivered



Target



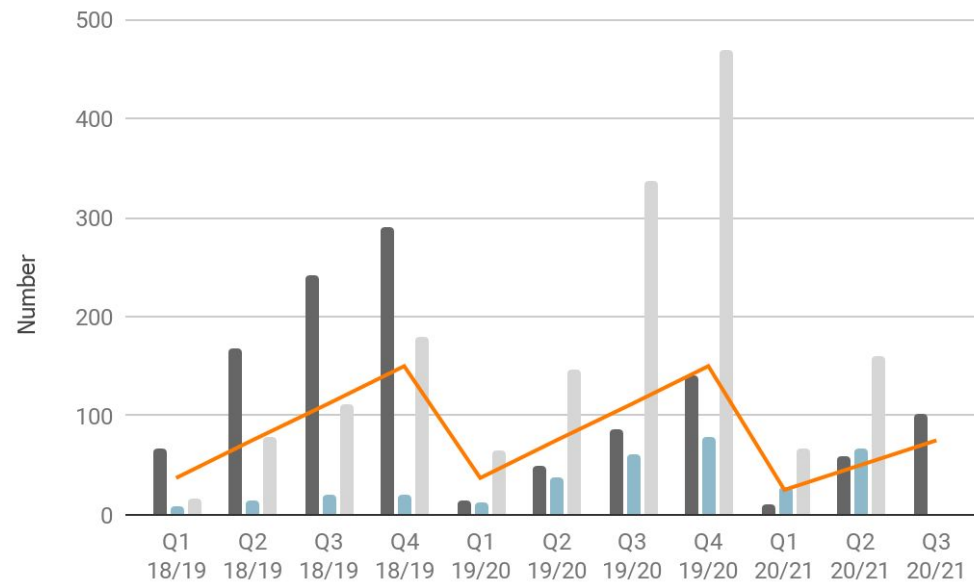
Cotswold



Forest of Dean



West Oxfordshire



OBSERVATION:

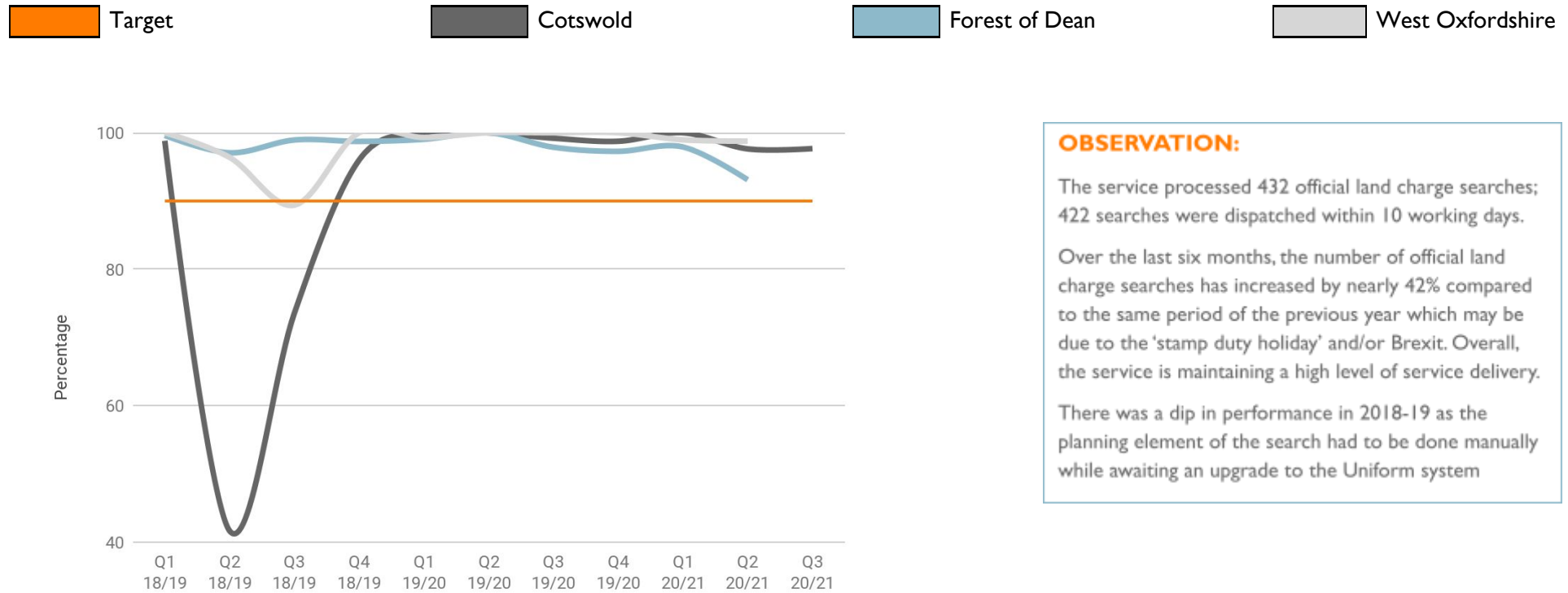
Due to the first lockdown, no affordable homes were delivered in April and May.

Forty-two affordable homes were delivered in Q3, totalling 101 for the year so far - a mix of flats and houses for local families and individuals across the District.

Five homes, a mixture of two, three and four bedroom houses, were completed for social rent in Tetbury and Moreton-in Marsh; and four one-bedroom bungalows in Chipping Campden; 13 key worker homes providing affordable rented accommodation for staff at Chipping Campden School; and 20 affordable homes, a mixture of affordable rent and shared ownership homes in Blockley, Moreton-in-Marsh and South Cerney.

The Council has delivered 101 units so far against an annual target of 100 units. There are over 30 more units in the revised programme for 2020/21. This forecast, whilst updated following the first national lockdown, does not take into account the impact of the November 2020 and current lockdown which will impact on construction starts and completions. We anticipate that up to 75% of the units forecast for Q4 could slip into Q1-Q2 2021/22.

Percentage of land charge searches dispatched within 10 working days



OBSERVATION:

The service processed 432 official land charge searches; 422 searches were dispatched within 10 working days.

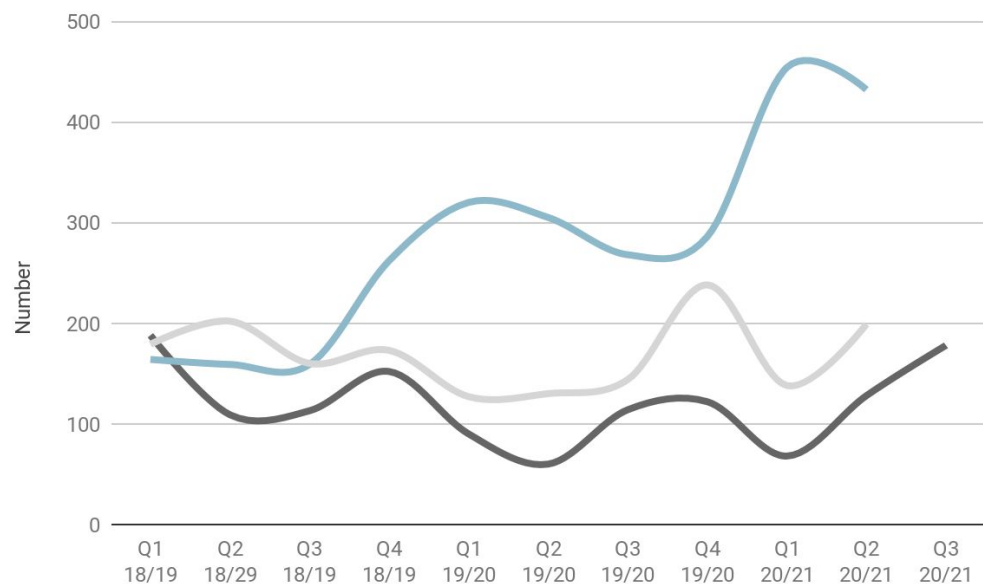
Over the last six months, the number of official land charge searches has increased by nearly 42% compared to the same period of the previous year which may be due to the 'stamp duty holiday' and/or Brexit. Overall, the service is maintaining a high level of service delivery.

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, and numbers over the last six months suggest that there may be an upward trend.

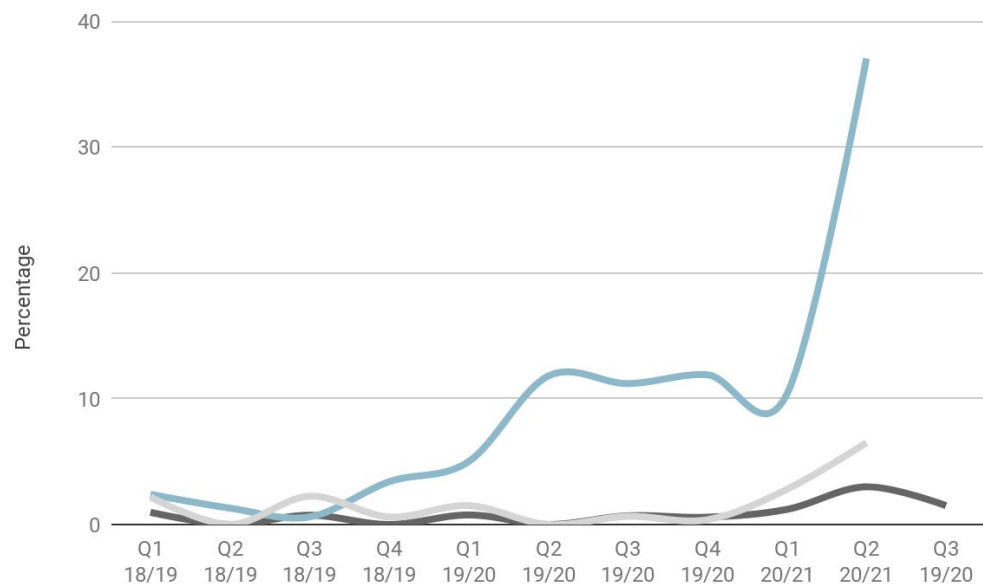
The Enviro-crime programme has been running for around 18 months, and is designed to tackle a range of enviro-crime including fly tipping, abandoned vehicles and dog fouling. Awareness raising campaigns through leafleting, articles in parish magazines and newspapers as well as visiting 55 businesses to check waste transfer notes (temporarily paused due to Covid-19) have been undertaken to support businesses and residents to manage their waste responsibly.

Furthermore, the fly tipping service for Cotswold and West has been redesigned based on customer and user need with the introduction of new on-line 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:

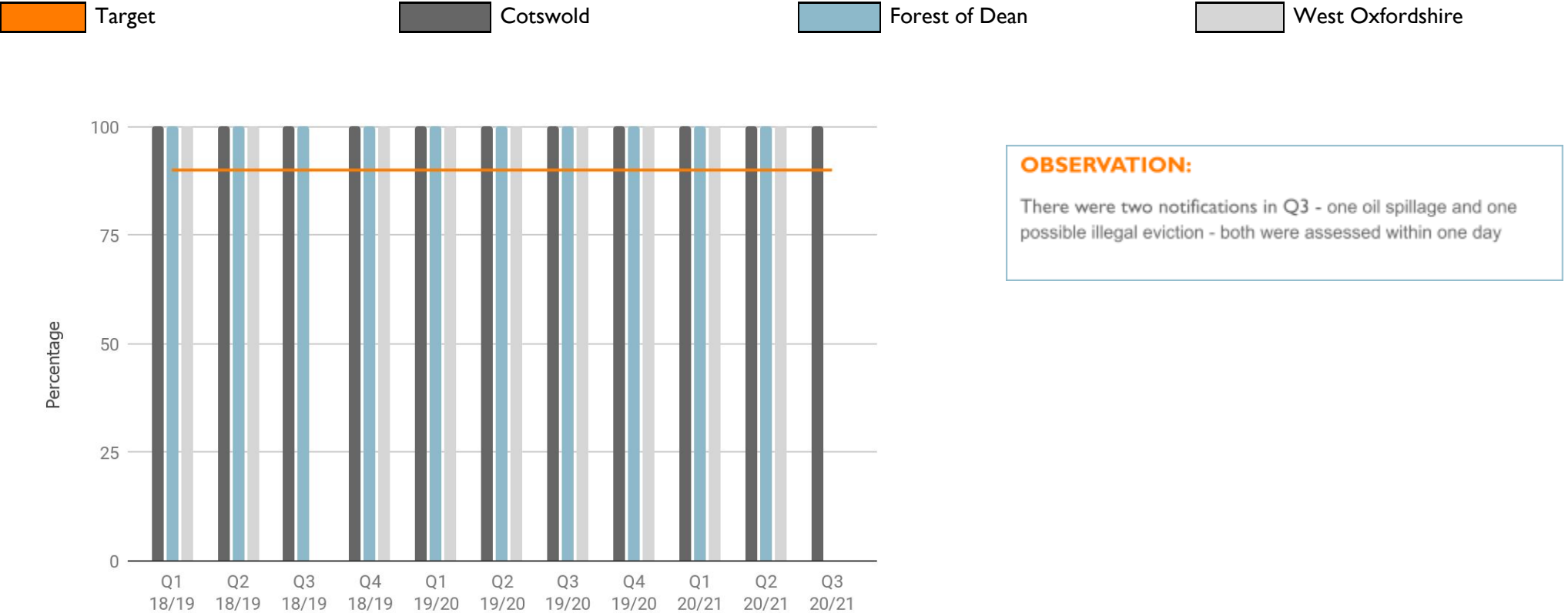
There were 265 notifications of fly tips in Q3 which resulted in three FPNs being served, and one formal caution.

A new fly tipping service was introduced in October 2020 making it easier and quicker for residents to report fly tips via our website which is integrated with Salesforce. A 'support service triage' has been set up to free up specialist officer time to deal with the fly tips that can be investigated further.

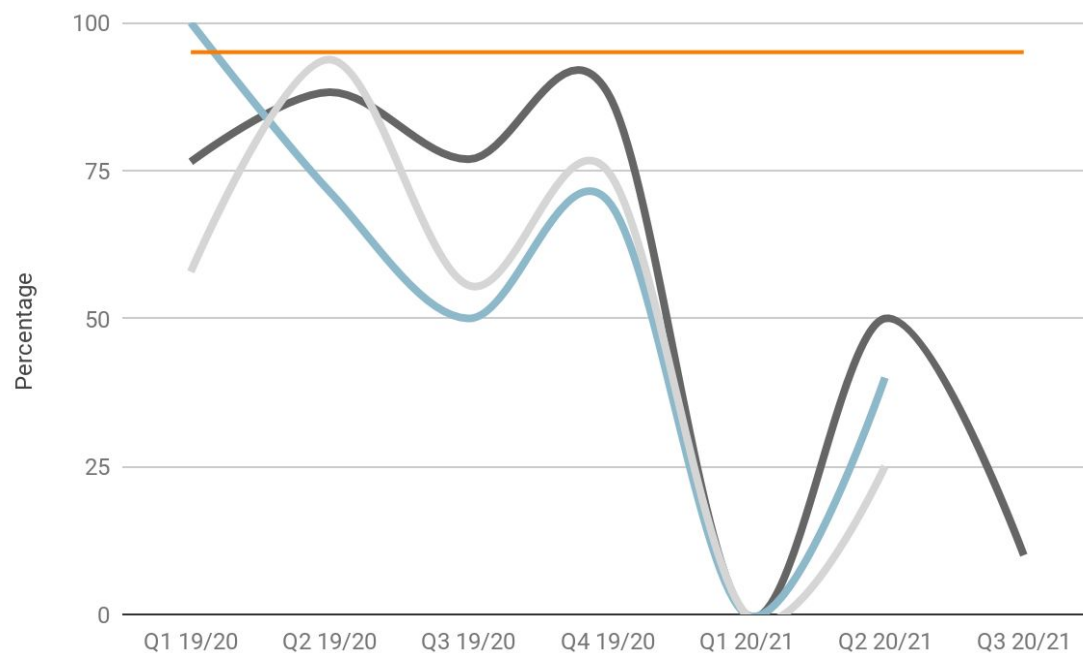
In Q3, twenty-three fly tips were referred to ERS specialists for further investigation. The Council will always take enforcement action if fly tipping is witnessed.

In contrast, at Forest of Dean, the Street Warden team usually investigate all fly tips

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



Percentage of high risk food premises inspected within target timescales



OBSERVATION:

All site visits ceased from mid-March to 18 July due to Covid-19. The FSA issued guidance on 17 July advising that routine inspections in high risk food businesses should recommence, excluding businesses catering for vulnerable people where they have previously been assessed as very good. All care homes have been contacted to ensure that the correct protocols are in place.

Ten high risk food inspections were due in Q3; although all ten premises received a remote inspection, only one premise received a site inspection within the 28 day timescale. The remote inspection is intended to highlight areas of concern, and if any should arise, those premises would receive a site inspection in line with the FSA guidance. The low number of site inspections undertaken was due to a number of factors including resources being diverted to support businesses and residents on covid-19 related work. In addition, the service was advised that no site visits should take place during each lockdown, unless absolutely necessary. A backlog of other types of inspections is building up, and the service is awaiting further guidance from the FSA on how to deal with the backlog.

Residual household waste per household (kg)



Target



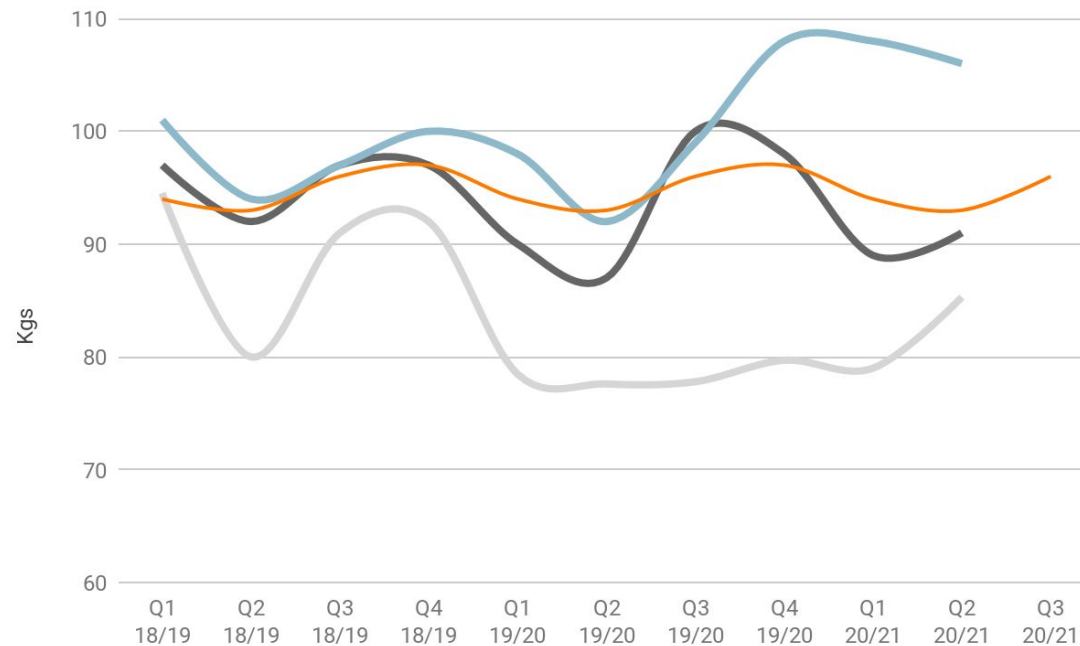
Cotswold



Forest of Dean



West Oxfordshire



OBSERVATION:

Awaiting waste management data for December 2020.

The amount of residual waste generated between April and November 2020 was 247 kg per household; no change on the same period of the previous year.

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 - November 2020, the amount of dry recycling was up nearly 16% 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:

Awaiting waste management data for December 2020

The combined recycling rate for the period 1 April - 30 November was 60.88% compared to 62.38% for the same period of the previous year; the reduction was due to a much lower composting rate.

Overall, composting and food tonnage for the period was down by nearly 14% 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, poorer weather conditions this year, in particular in August has also contributed to lower amounts of garden waste.

Conversely, dry recycling tonnage was nearly 16% higher than the previous year and is likely to be due to Covid-19 restrictions and potentially the expansion of the dry recycling service.

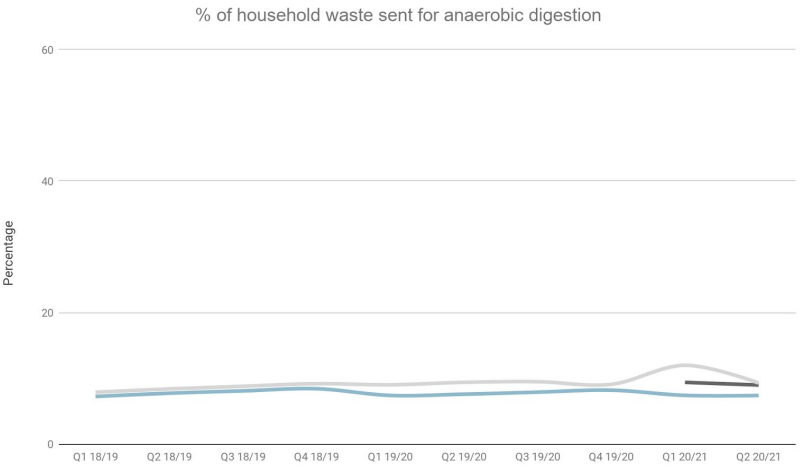
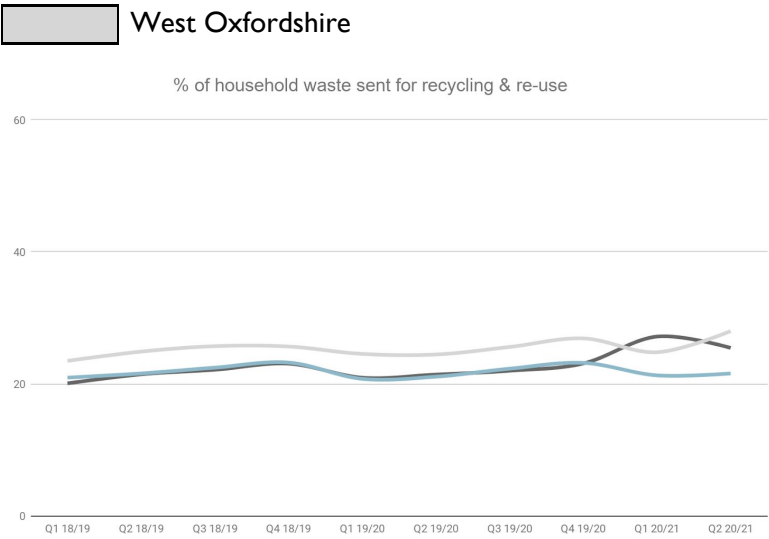
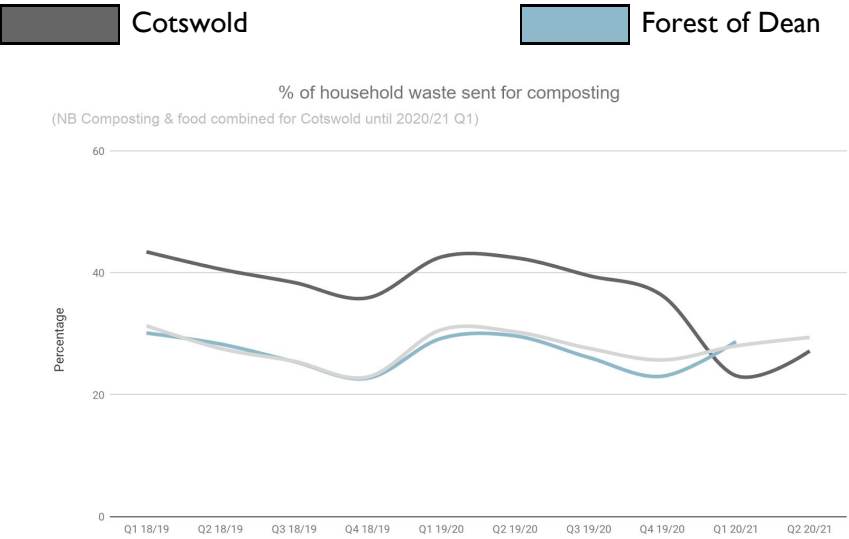
The dry recycling rate for the first eight months of the year was 24.81% (21.01% for the comparative period of the previous year), the re-use rate was 0.22%, and the composting and food rate was 35.84% (40.83% for previous year).

Notes:

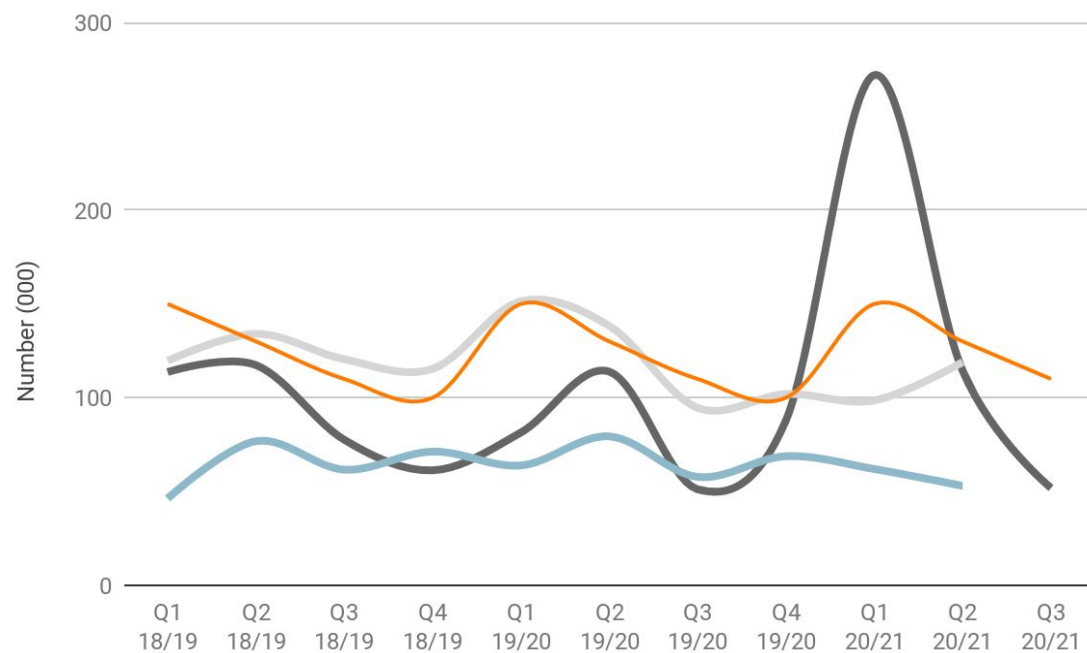
Composting and food waste was a single waste stream prior to 2020-21

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

(Cumulative) Percentage of household waste recycled by waste stream



Number of missed bin per 100,000 scheduled collections



OBSERVATION:

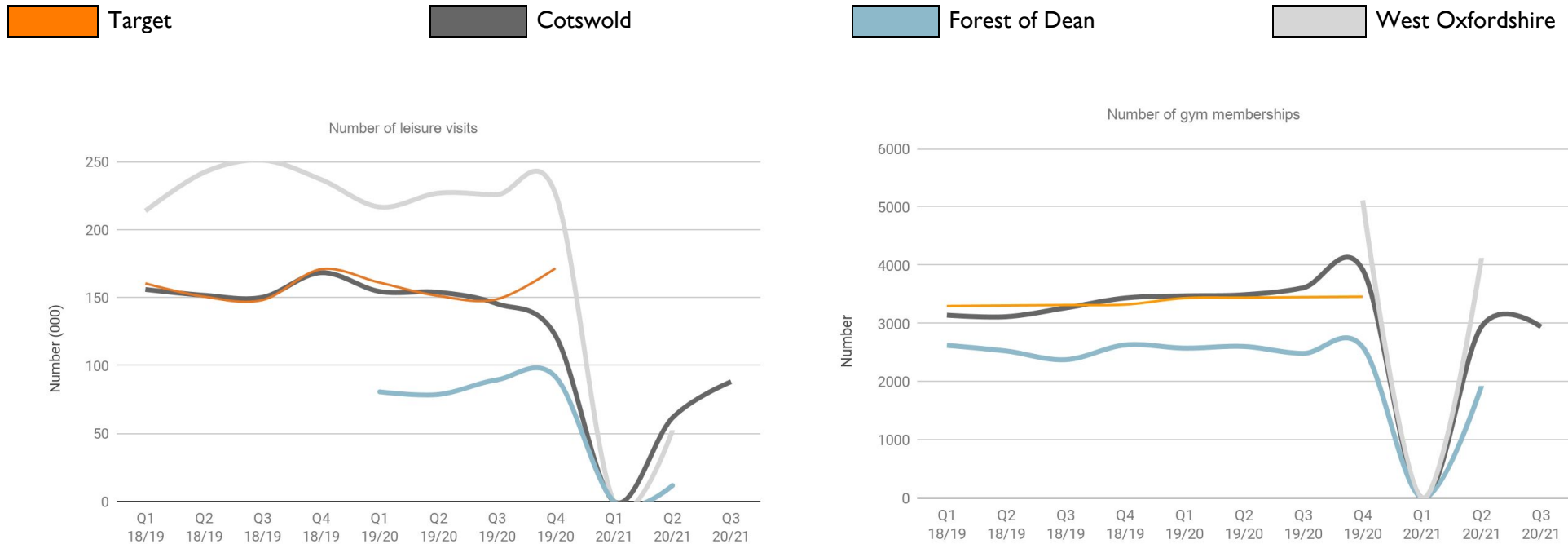
As expected, the introduction of the new waste and recycling service on 18 March resulted in an increase in the number of missed collections as residents and Ubico staff get used to the changes. Concurrently, there was an increase in the amount of waste being produced in particular dry recycling due 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 returning to normal levels.

The implementation of in-cab technology in the Spring is expected to further reduce the number of missed bins

Leisure

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



OBSERVATION:

Following the end of the first lockdown, a financial recovery package was agreed at a Special Council meeting on 29 July and all of the Council's leisure facilities reopened from 1 August 2020 under Covid-19 protocols. These included the application of social distancing rules, pre-booking of visits, enhanced cleaning etc.

The facilities initially opened providing the core activities of Gym, Group Exercise and swimming, and further services including Squash in Cirencester as well as Badminton (limited courts and guidelines on who can play at various times). There was also the phased return of some indoor clubs/groups (dance school for example and some martial arts groups) and the outdoor pitches at Chipping Campden were re-opened.

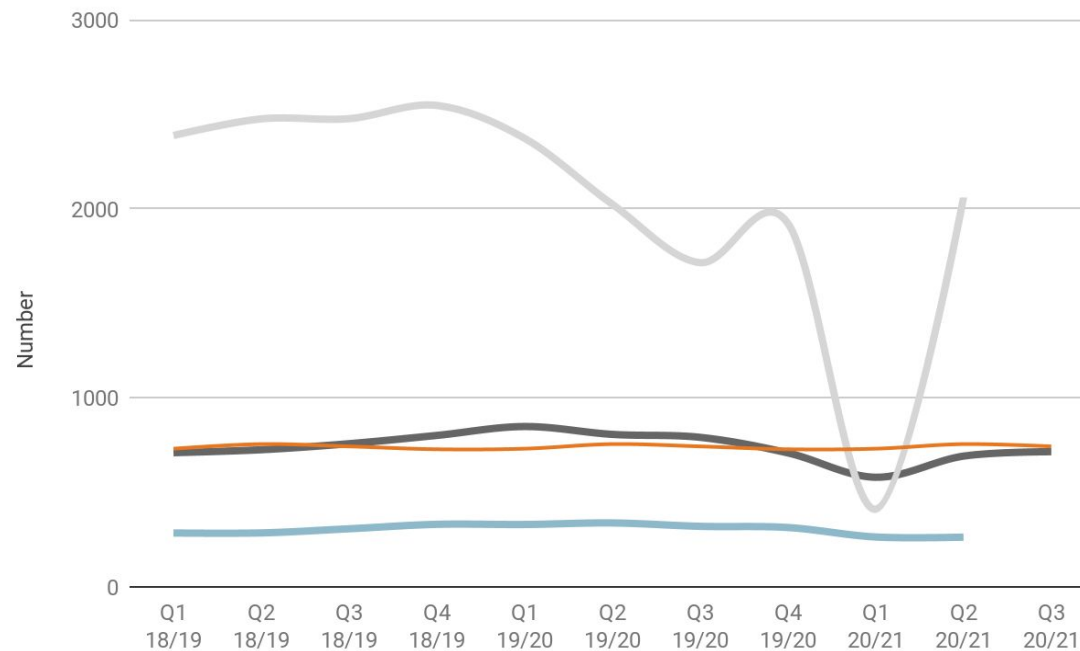
All leisure facilities were then closed from 5 November - 2 December as the nation went into the second lockdown. Facilities were re-opened in the lead up to Christmas but as Gloucestershire went into tier 4 on 31 December 2020, all leisure facilities have remained closed from this date.

A contract variation and further financial recovery packages have now been agreed to cover the period until March 2021

Note that no targets have been set for 2020-21

Parking

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



OBSERVATION:

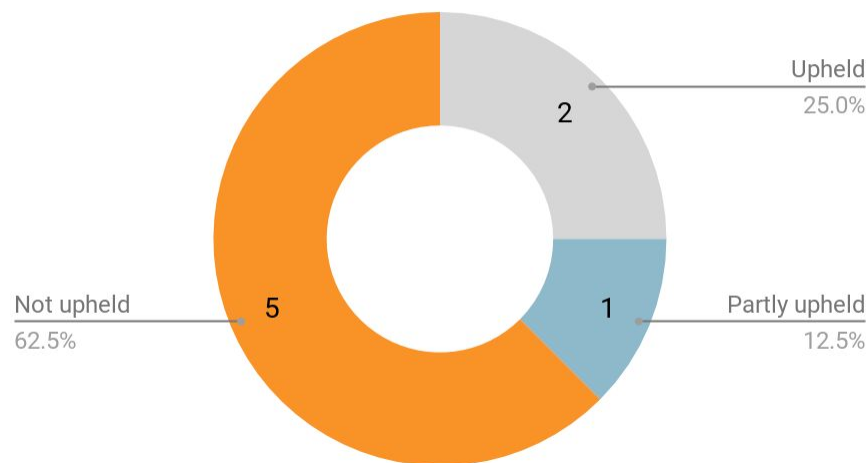
Enforcement hours were slightly down in Q3 as one part-time post (on contract) is being held vacant as usage levels in the car parks are relatively low; although usage did increase during December in the run up to Christmas.

During the second lockdown, enforcement staff were regularly checking car parks, ensuring areas were safe and secure, and providing advice.

In the third lockdown, some enforcement staff will be involved in targeting specific areas and reminding the public of the social distancing rules and giving advice on compliance

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

Complaints decisions at Stage 2



OBSERVATION:

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

The new process has the following stages:

Stage 1: Acknowledgement and Assessment

Stage 2: Investigation

Stage 3: Appeal

The complaints shown below only include upheld or partially upheld complaints

Service area	Description	Outcome/learning	Stage	Decision	Response time (days)
Revenues & Benefits	The complainant disputed the Council's inception of an official recovery procedure, objected to the format of the first reminder letter they received and claimed that they had not received a Council Tax Support application form	Upon investigation it was found that the Council had acted correctly in beginning the official recovery procedure, and had been lenient with the complainant in light of the ongoing pandemic and its impact on their personal circumstances. There was no evidence to show the complainant had requested an application form at any time. However, it was acknowledged that the first reminder letter was neither 'soft' nor 'polite', for which an apology was issued. Additionally, the wording of the reminder letters will be reviewed and revised in line with examples of best practice from other local authorities. These findings were supported at the Appeal stage	Appeal	Partly upheld	8 (Stage II) 7 (Appeal)

Revenues & Benefits	The complainant was unhappy that a site visit had been carried out at their property during lockdown, with no advance warning given	Whilst the inspector wore a mask, maintained social distancing and followed the correct procedure during the site visit, the investigation concluded that prior notification of the visit would have allowed for the owners of the property to manage any associated risk. An apology was offered for the lack of advance warning, and the team has been made aware that any future visits to the site must be agreed in advance with the owners	Stage II	Upheld	8
Housing	The complainant had contacted the Council on multiple occasions regarding a self-build registration but had received no response	Upon investigation, it was found that both the lack of communication regarding the self-build registration, and the subsequent delay in responding to the complaint fell short of the standard expected of the Council. An apology was given.	Stage II	Upheld	4