



COTSWOLD

District Council

Delivering great services locally

PERFORMANCE REPORT:

January - March 2025

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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). 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. It 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.

Benchmarking has been included wherever possible ranking against Chartered Institute of Public Finance and Accountancy (CIPFA) Nearest Neighbours model which uses a range of demographic and socio-economic indicators to identify the local authorities most similar to our own. Cotswold's identified Nearest Neighbours are Chichester, Derbyshire Dales, East Hampshire, Lichfield, Maldon, Malvern Hills, Ribble Valley, Stratford-on-Avon, West Devon, West Oxfordshire and Wychavon. Additional investigations are underway to provide it for those metrics that are missing comparisons.

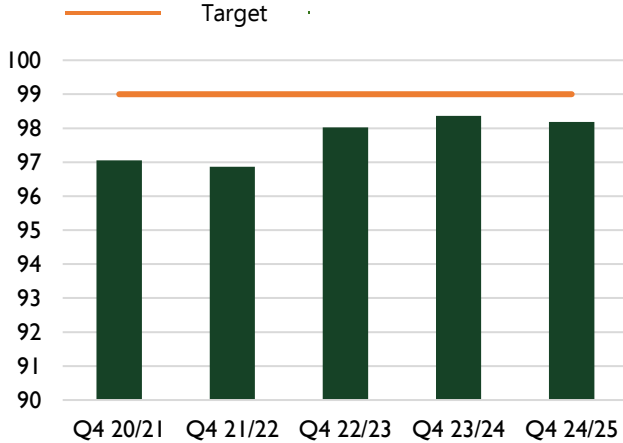
A RAG (red, amber, green) status has been applied to each KPI to provide a quick visual summary of the status of that KPI for the quarter. Additionally, RAG status has been added to the direction of travel for each metric to show how the performance against last quarter and the same quarter compared to last year is progressing.

Overall Performance


Overall, the Council's performance for the quarter has been largely positive. Highlights include strong results in Gym Memberships, visits to the Leisure Centres and customer satisfaction. Planning determination times, with all application types remain strong and Inspections of high-risk food premises exceed target. However, processing times for Council Tax Support new claims and the delivery of affordable homes are showing a negative trend.

The Council remains committed to further improving its performance and service delivery and actively investing in the development and implementation of automation and self-serve options for customers. By providing accessible and efficient self-help tools, customers can address their queries and concerns independently, leading to a decrease in the need for repeated interactions with services. It will continue to monitor and assess the impact of improvement programs in reducing customer contact and enhancing operational efficiency.

Percentage of Council Tax Collected



Direction of Travel

Against last Year 

Slight decrease since last year

Higher is Good

Target 99%

Actual 98.18%

At the end of Q4, the Council achieved a council tax collection rate of 98.18%, slightly below the 2023/24 outturn of 98.36%, and just short of the 99% target. Despite this marginal decrease, performance has remained strong and consistent throughout the year, with quarterly trends reflecting the continued effectiveness of in-year collection strategies.

The Council's recovery cycle remains on track, with ongoing efforts to recover outstanding balances from previous years. This ensures that collection performance remains robust while contributing to overall financial resilience. The table below outlines the percentage of tax collected for prior years alongside the total remaining balance.

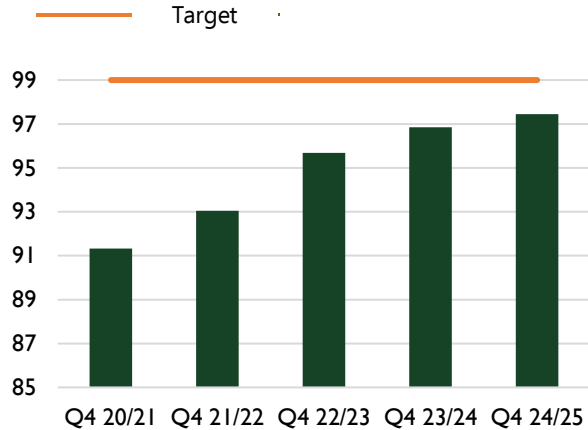
How do we compare?

Benchmarking via Gov.uk Tables and Individual Council Websites using CIPFA Nearest Neighbours – Latest dataset is 2023-24 Collection Rates


<i>2023-24 Benchmark</i>	%	CIPFA Rank	Quartile
Ribble Valley	99.12	1/12	Top
Cotswold	98.36	3/12	Top
West Devon	98.3	5/12	Second
Derbyshire Dales	97.82	8/12	Third
Malvern Hills	96.67	12/12	Bottom

	2020-2021	2021-2022	2022-2023	2023-2024	Total Outstanding
Balance at Quarter End	£460,388.95	£639,665.37	£710,551.14	£1,018,706.42	£2,829,311.88
% collected	99.48%	99.30%	99.27%	99.01%	7

Percentage of Non-domestic rates collected



Direction of Travel

Against last Year 
Improved since last year

Higher is Good

Target	99%
Actual	97.45%

At the end of Q4 2024/25, Cotswold District Council achieved a Non-Domestic Rates (NDR) collection rate of 97.45%, marking an improvement from 96.85% in 2023/24. Although slightly below the Council's annual target, this result reflects continued recovery and a positive post-pandemic trend.

The Council remains focused on refining its in-year recovery processes and working with local businesses to manage payments efficiently, contributing to overall financial sustainability.

The table below displays the percentage of Non-Domestic Rates collected in respect of previous years, along with the total outstanding amount:

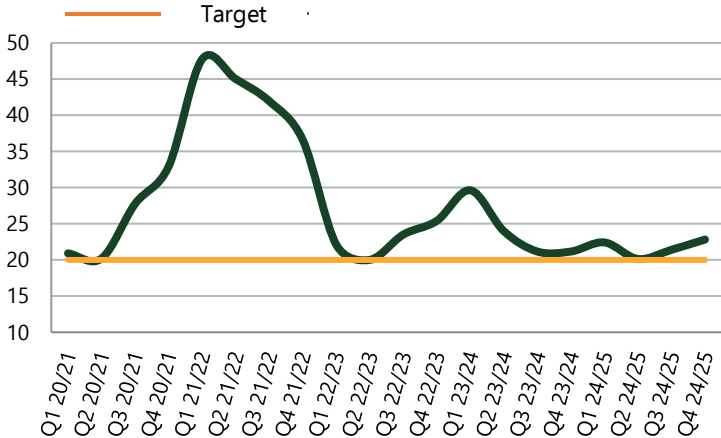
How do we compare?

Benchmarking via Gov.uk Tables and Individual Council Websites using CIPFA Nearest Neighbours - Latest dataset is 2023-24 Collection Rates


2023-24 Benchmark	%	CIPFA Rank	Quartile
Lichfield	99.53	1/12	Top
Ribble Valley	98.69	3/12	Top
East Hampshire	97.81	5/12	Second
Cotswold	96.91	11/12	Bottom
Stratford-on-Avon	96.44	12/12	Bottom


	2020-2021	2021-2022	2022-2023	2023-2024	Total Outstanding
Balance at Quarter End	£100,743.27	£219,901.23	£273,047.86	£290,955.18	£884,647.54
% collected	99.36%	99.22%	99.15%	99.16%	

Processing times for Council Tax Support new claims



Direction of Travel

Against last Quarter 

Against last Year 

Increased since last quarter and last year

Lower is Good

Target	20
Actual	22.82

How do we compare?

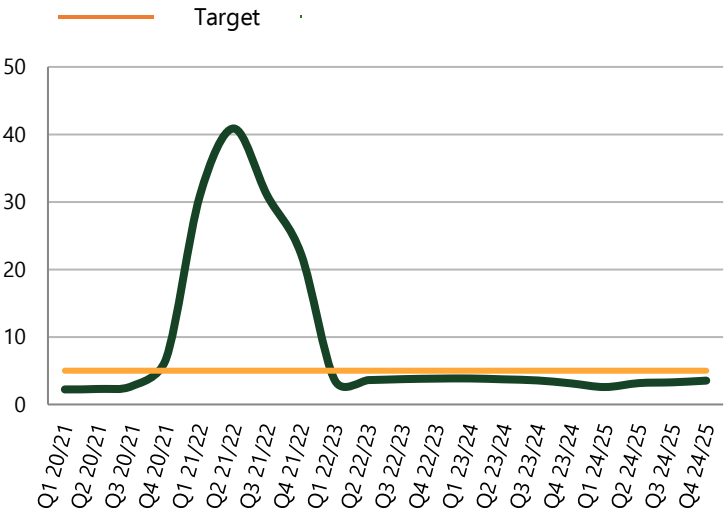
Gov.uk produces tables to show a snapshot of the number of CTS claimants at the end of each financial year. The below table shows number of claimants at the end of December 2024 and the percentage change from December 2023 for each authority.

Q3 2024-25 Benchmark	Number of Claimants at end of Dec 2024	Percentage Change since Dec 2023	CIPFA Nearest Neighbours Rank (Higher = biggest reduction)
Maldon	2,981	-4.21%	1/12
Cotswold	3,869	-0.95%	4/12
Stratford-on-Avon	3,920	-0.39%	7/12
East Hampshire	4,946	2.76%	12/12


In Q4 2024/25, Cotswold District Council reported an average processing time of 22.82 days for new Council Tax Support (CTS) claims. This is a slight increase from 21.4 days in Q3, but it still represents a significant improvement compared to the pandemic-era peak of over 47 days in 2021/22.


The minor rise in processing times was largely influenced by operational pressures, including a backlog caused by the office shutdown in December and a seasonal spike in customer phone enquiries, which are typically high during Q4. Despite these challenges, the council continues to show a positive long-term trend, demonstrating ongoing improvements in processing efficiency.

Processing times for Council Tax Support Change Events



Direction of Travel

Against last Quarter 

Against last Year 

Increased since last quarter but improved since last year

Lower is Good

Target	5
Actual	3.53

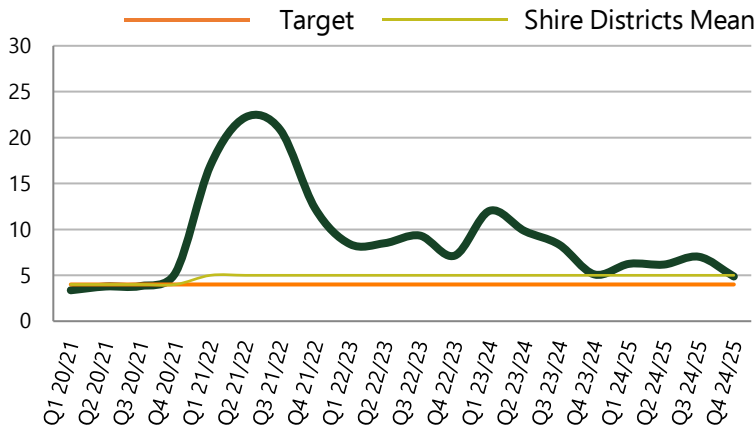
How do we compare?

Benchmarking currently not available. The Data & Performance Team will investigate options.

The processing times for Council Tax Support Change Events consistently remain well below the 5-day target.



Processing times for Housing Benefit Change of Circumstances



Direction of Travel

Against last Quarter



Against last Year



Improved since last quarter and last year

Lower is Good

Target

4

Actual

4.87

How do we compare?

Speed of processing for HB CoCs – LG Inform. Latest dataset is July - September '24 (Q2 2024-25)

Q2 2024-25 Benchmark	Days	CIPFA Nearest Neighbours Rank	Quartile
Derbyshire Dales	2.31	1/12	Top
West Devon	4.22	3/12	Top
Maldon	5.29	6/12	Second
Cotswold	6.09	7/12	Third
East Hampshire	9.43	10/12	Bottom
Malvern Hills	15.57	12/12	Bottom

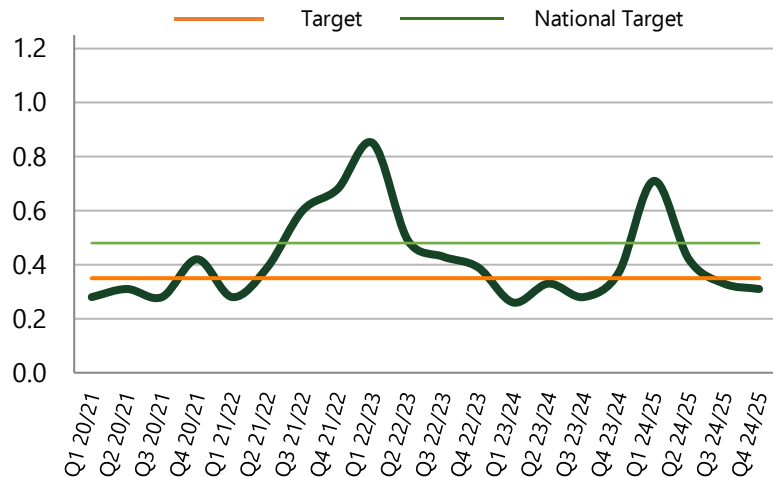
Please see [Processing times for Council Tax Support new claims.](#)

In Q4, the Council maintained steady performance in processing Housing Benefit changes of circumstances, with turnaround times slightly above target, but reflecting a consistent improvement trend. Cotswold also ran a successful Low Income Family Tracker (LIFT) campaign, helping 22 residents claim £88,000 in unclaimed benefits, with a lifetime impact of over £421,000.

The managed migration of Housing Benefit to Universal Credit began in April 2024, with some system errors identified. The expedited process may reduce the volume of changes but could increase processing times. A training session on Universal Credit batch processing is scheduled for Q1 2025/26 to address these issues.



Percentage of Housing Benefit overpayment due to LA error/admin delay



Direction of Travel

Against last Quarter

Against last Year

Improved since last quarter and last year

Lower is Good

Target	0.35%
Actual	0.31%

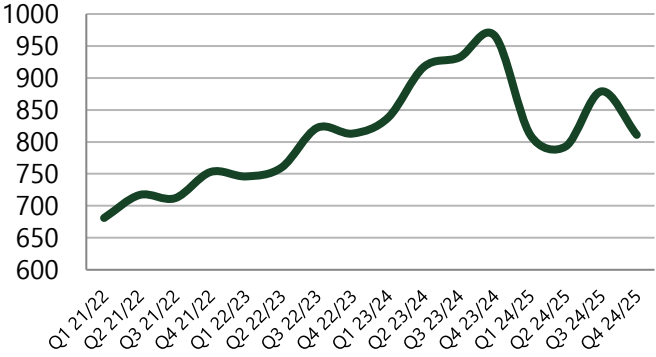
How do we compare?

Benchmarking currently not available. The Data & Performance Team will investigate options.


The Council sits comfortably below the national target of 0.48% and the stricter service target of 0.35%.


To minimise Housing Benefit (HB) overpayments resulting from local authority error, several measures are in place. Approximately 20% of the HB caseload is reviewed by Quality Assurance officers, who focus on high-error areas such as earnings calculations. Additionally, the service participates in the Department for Work and Pensions (DWP) Housing Benefit Award Accuracy (HBAA) initiative to address fraud and error.

(Snapshot) Long Term Empty Properties



Direction of Travel

Against last Quarter 

Against last Year 

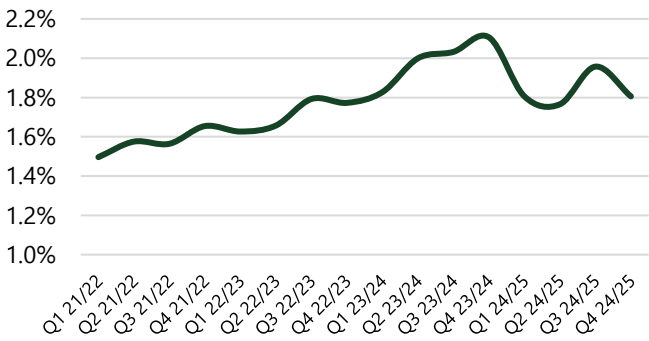
Decreased since last quarter and last year

Lower is Good

No Target

811

% Long Term Empties of the Total Housing Stock



In Q4 2024/25, Cotswold District Council saw a reduction in long-term empty properties, with the number falling to 811, down from a peak of 966 in Q4 2023/24. This improvement is attributed to the proactive efforts of the Long-Term Empty Properties Officer, who has been instrumental in reducing vacant properties. The council's ongoing focus on addressing this issue has contributed to the positive shift in long-term empty property numbers.

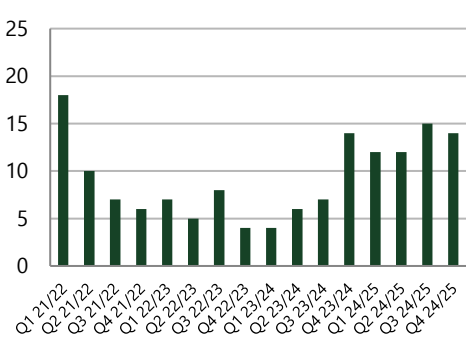
How do we compare?

No benchmarking currently available. The Data & Performance Team will investigate options

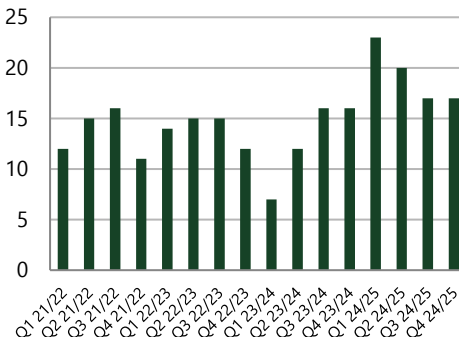


(Snapshot) Number of households in B&B/hotel-type accommodation & Hostels (LA owned or managed); and Number of successful 'Move On' into suitable independent/long-term accommodation from B&Bs/hotels/hostels

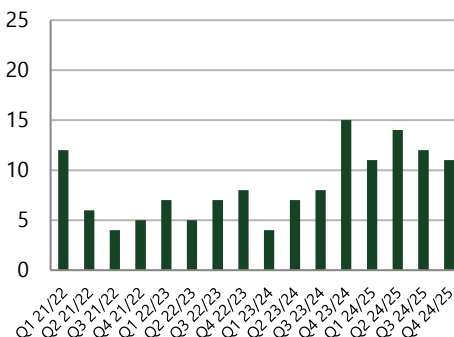
Households in B&B/hotel type accommodation



Households in hostels



Successful 'Move on' into suitable independent/LT accommodation



Direction of Travel

Against Last Quarter	B&Bs/Hotels	↓
Against Last Year	B&Bs/Hotels	→
Against Last Quarter	Hostels	→
Against Last Year	Hostels	↑
Against Last Quarter	Move Ons	↓
Against Last Year	Move Ons	↓

Homelessness continues to present a challenge in Cotswold, though there was a slight reduction in the number of households in temporary accommodation during Q4. The issue is exacerbated by factors such as full hostels, limited capacity within adult homelessness pathways, and a lack of affordable housing options beyond the social rented sector. Despite these pressures, the council has made encouraging progress in tackling rough sleeping, with consistently zero or very low numbers reported across the district.

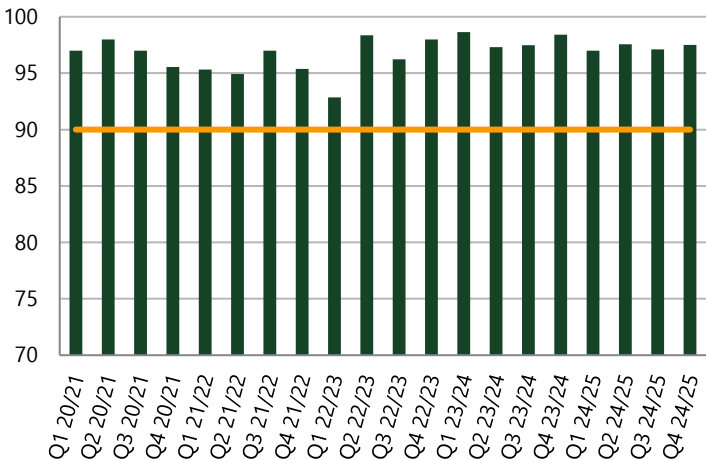
The council's housing team remains committed to early intervention and prevention, having successfully prevented homelessness for approximately 200 households over the financial year. This includes 142 cases resolved within the statutory 56-day prevention period, and a further 58 cases addressed before legal duties were triggered. These figures are provisional, pending final confirmation through government reporting channels.

How do we compare?

No benchmarking currently available. The Data & Performance Team will investigate options



Customer Satisfaction - Telephone



Target 90%

Direction of Travel

Against last Quarter

Against last Year

Improved since last quarter but slightly decreased since last year

Higher is Good

Target	90%
Actual	97.51%

How do we compare?

The Govmetric Channel Satisfaction Index is a monthly publication of the top performing councils across the core customer access channels. At least 100 customers need to be transferred to the survey to be included in the league table so even if satisfaction is high, it may not be included i.e. Forest in the below table.

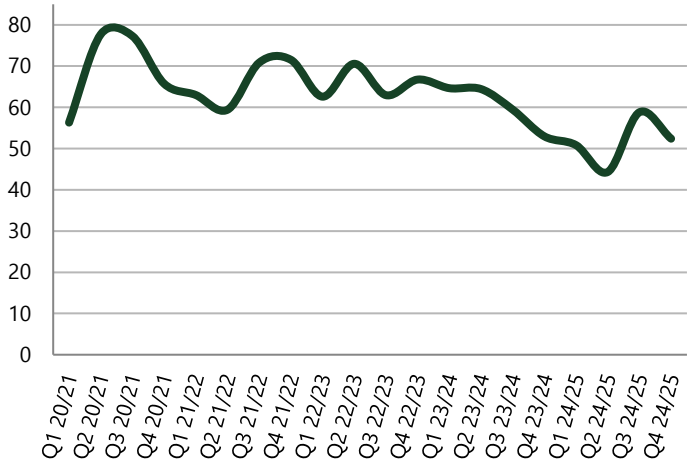
A total of 602 residents participated in the survey, of these, 587 customers reported being satisfied with the service, reflecting a high level of overall satisfaction.

The Council continues to achieve top-tier performance levels when a sufficient number of surveys are included in the Satisfaction Index. Although this is a very small proportion of our calls, the numbers are comparable to those of other Councils, hence the 'league tables' being a useful comparator.

This consistent performance highlights the partnership's ongoing commitment to delivering excellent customer care across all channels.

	Jan Rank	Jan Net Sat.	Feb Rank	Feb Net Sat.	Mar Rank	Mar Net Sat.
Cotswold	3	95%	5	92%	2	97%
Forest	N/A	N/A	1	96%	1	99%
West	1	95%	2	94%	3	95%

Customer Satisfaction - Email



Direction of Travel

Against last Quarter



Against last Year



Declined since last quarter and last year

Higher is Good

No Target

52.4%

542 residents responded to the survey, of which 284 were satisfied. This equates to a rate of 52.4% satisfaction for the quarter, down from 58.28% during Q3.

All outbound emails sent by customer services from Salesforce contain a link to the survey.

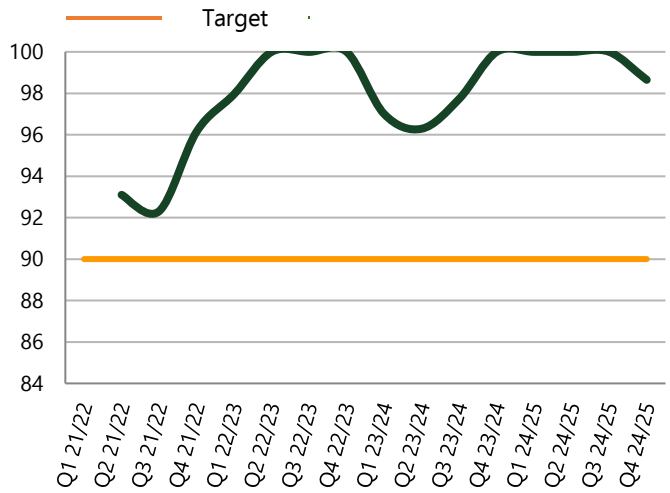
Previously, rising levels of negative feedback prompted a review to identify the underlying causes of dissatisfaction. The analysis highlighted that dissatisfaction primarily arose from service failures, such as missed bin collections, delays in container deliveries, and insufficient responses from Planning and Housing services.

How do we compare?

No benchmarking currently available. The Data & Performance Team will investigate options



Customer Satisfaction - Face to Face



Direction of Travel

Against last Quarter

Against last Year

Slightly decreased since last quarter and last year

Higher is Good

Target	90%
Actual	100%

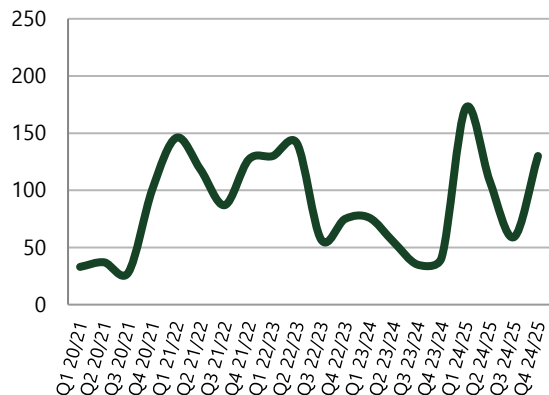
Customer satisfaction with face-to-face interactions remains consistently high, reaching 98.65% in Q4 2024/25. Of the 74 customers surveyed during the quarter, 73 reported being satisfied with the service received—demonstrating continued strong performance in delivering quality, in-person support.

How do we compare?


No benchmarking currently available. The Data & Performance Team will investigate options


Note that any gaps in the data indicate no surveys were returned. This is especially apparent when the offices were closed during the pandemic.

Customer Call Handling - Average Waiting Time



Direction of Travel

Against last Quarter 

Against last Year 

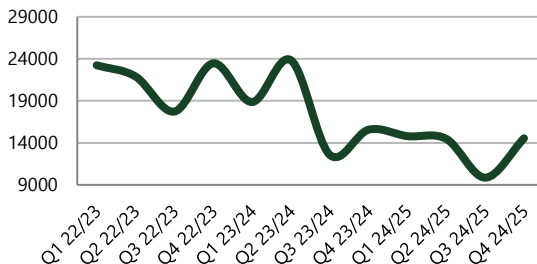
Increased since last quarter and last year

Lower is Good

No Target

130 Seconds

Call Volume over Time



During Q4, average wait times increased to around 130 seconds due to a seasonal rise in demand driven by annual billing, garden waste renewals and a surge in council tax queries related to second home premiums.

The team experiences heightened demand during Q4 due to seasonal pressures, with call volumes increasing by 49% between January and March, leading to a natural rise in average wait times. The following data highlights this pattern.

	Jan	Feb	March
Number of calls presented	854	959	1276
Average speed to answer	57	164	249

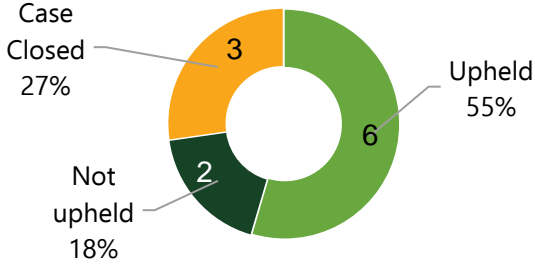
The Council continues to meet its £125,000 annual savings target from the reduction of the phone lines, and recent vacancies have now been filled, with teams operating effectively. The upgraded Alloy system went live in April, supporting further service efficiencies.

How do we compare?

SPARSE are investigating pulling together Customer Services benchmarking data and if there is sufficient demand and suitably similar metrics to provide comparison across similarly rural local authorities we will work with them to assess any crossover in metrics and potential presentation.


Number of complaints upheld


Complaints by Status



Direction of Travel

Complaints upheld or partly upheld at Stage 1

Against last Quarter 

Against last Year 

Increased since last quarter and last year

How do we compare?

The table outlines the complaints received by the Ombudsman over the period, the decisions made on these cases, and the Council's compliance with any recommendations issued by the Ombudsman during this time. Complaints received by the Ombudsman reflect cases where customers, having completed the Council's complaint process (see to the right), feel that the Council has not satisfactorily resolved the matter.

During Q4, the Council experienced an increase in the number of complaints received in comparison to last quarter. See the table on the following page for a breakdown of those upheld and partially upheld.

2023-24	Complaints Investigated	Percentage Upheld	Upheld decisions per 100,000 residents	Percentage Compliance with Recommendations	Percentage Satisfactory Remedy	CIPFA Rank	Quartile
Derbyshire Dales	1	0%	0	N/A	N/A	1/8	Top
Chichester	3	33%	0.8	100%	0%	4/8	Second
Cotswold	1	100%	1.1	100%	0%	6/8	Third
Wychavon	4	100%	3	N/A	100%	8/8	Bottom

A new Customer Feedback Procedure went live on the 1st October 2021.

The new process has the following stages:

- Stage 1: Relevant service area responds to complaint within 10 working days
- Stage 2: Complaint is reviewed by Corporate Responsibility Team, response is signed off by relevant Business Manager, and sent to complainant within 10 working days
- Stage 3: Complaint is reviewed by relevant Business Manager, signed off by relevant Group Manager, and sent to complainant within 15 working days

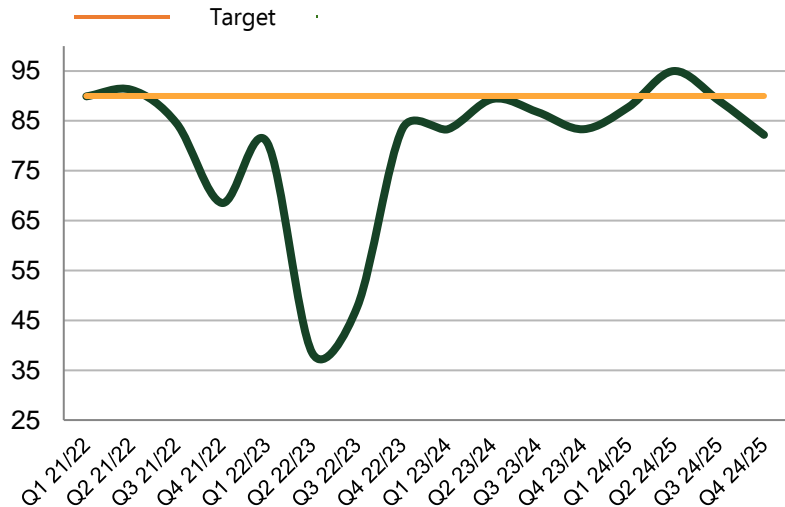
Complaints Upheld or Partially Upheld Breakdown

Service area	Description	Outcome/learning	Decision	Response time (days)
Housing	Upset with treatment by staff	It was acknowledged that the staff member could have communicated more clearly with the complainant. Further training will be provided on interacting with customers with autism and an apology was extended.	Upheld	10+
Housing	Unhappy with bidding process	Although the complaints process is not intended for challenging housing decisions, it was noted that more evidence should have been requested earlier in the process. Training will be updated accordingly.	Upheld	1
Housing	Treatment by officer	Additional training will be offered to ensure staff handle customers with domestic abuse issues in a more empathetic and inclusive manner.	Upheld	10+
Revenues and Benefits	Unhappy with treatment by staff	It was recognised that a confirmation email should have been sent along with the revised bill, and an apology was offered for this oversight	Upheld	4

Complaints Upheld or Partially Upheld Breakdown Contd.

Service area	Description	Outcome/learning	Decision	Response time (days)
Waste	Bins constantly not being collected	The customer's address was added to a monitoring list and an apology was extended.	Upheld	1
Revenues and Benefits	Erroneous council tax calculation/call to staff	An apology was offered for the phone call that, while not the fault of the staff member, led to a dissatisfactory experience.	Upheld	1

Percentage of FOI requests answered within 20 days



Direction of Travel

Against last Quarter



Against last Year

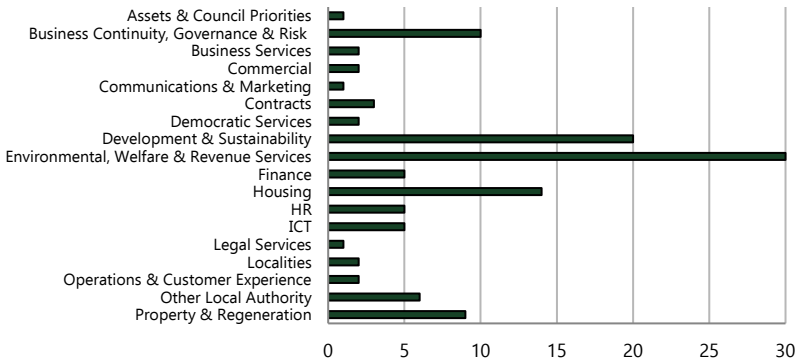


Declined since last quarter but steady since last year

Higher is Good

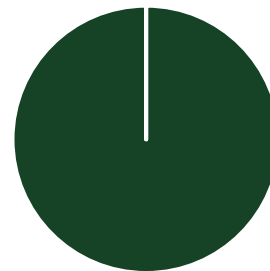
Target	90%
Q4 Actual	82.26%
2024-25 Actual	88.26%

Requests by Service Area



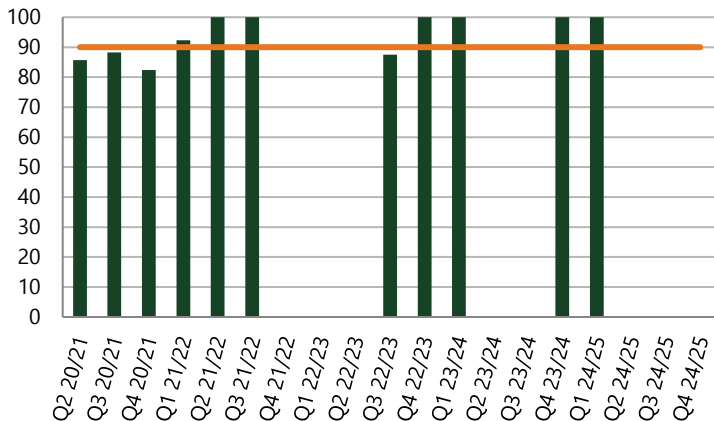
Reasons for Delays in Responding to FOI Requests Beyond the 20-Day Deadline

Service Area not provided Information in time



100%

Building Control Satisfaction



Direction of Travel

Against last Quarter: N/A
Against last Year: N/A

No Data

Higher is Good

Target: 90%
Actual: No Data

The team has used various methods to engage customers for satisfaction surveys, including paper forms, electronic forms, and phone calls. However, the response rate remains low, with no surveys returned in Q4. To address this, the team has collaborated with the Data Team to create a webform that will be emailed to customers with their completion certificate, aiming to improve the response rate.

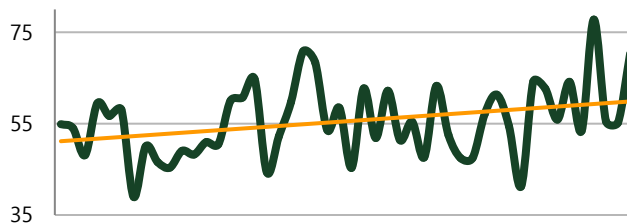
In Q4, the market share averaged 61%, with 137 applications processed, showing an 8% increase from Q1 and a 9% rise from the same period last year. Despite this growth, Building Control's income fell short of the £260,000 target, reaching £230,781. To enhance efficiency, the team has invested in new software and handheld devices for on-site use, helping officers maximise their time and improve service delivery.

The below chart shows market share over time from April 2021

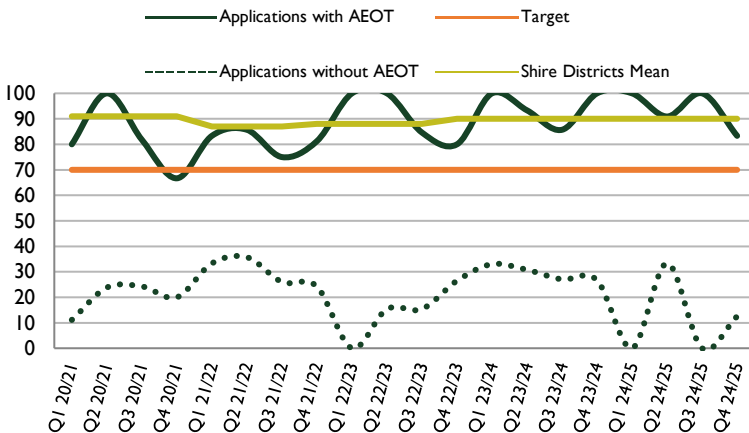
How do we compare?

Percentage of share in the market



Jan	Feb	March	Number of Apps for Quarter
56%	55%	70%	137



Percentage of major planning applications determined within agreed timescales (including Agreed Extensions of Time (AEOT))



Direction of Travel

- Against last Quarter 
- Against last Year 
- Declined since last quarter and last year

Higher is Good

Target	70%
Q4 Actual	83.33%
2024-25 Actual	93.55%

How do we compare?

Major Developments - % within 13 weeks or agreed time – LG Inform. Latest dataset is October - December '24 (Q3 2024-25)

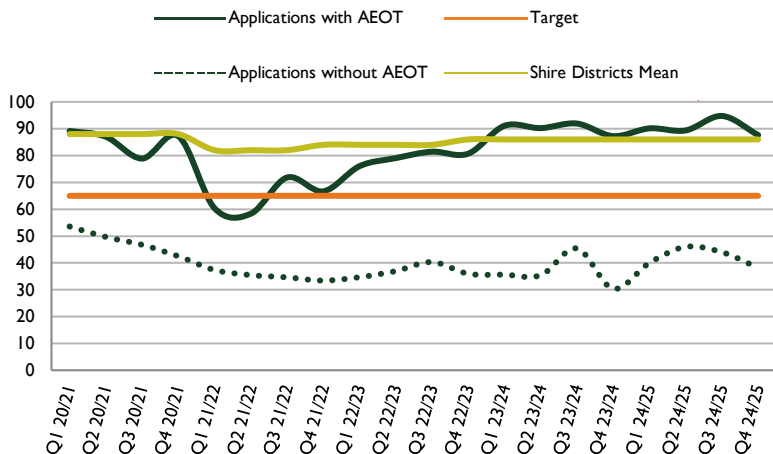
Q3 24-25 Benchmark	%	CIPFA Rank	Quartile
Cotswold	100	1/12	Top
West Devon	100	1/12	Top
Malvern Hills	93	5/12	Second
Wychavon	85	8/12	Third
Maldon	80	10/12	Bottom
Derbyshire Dales	58	12/12	Bottom

The service has maintained strong performance in processing Major applications within the agreed timeframes.



During Q4, six major applications were determined.

[See slide for Minor Developments for further narrative](#)

Percentage of minor planning applications determined within agreed timescales (including AEOT)



Direction of Travel

- Against last Quarter 
- Against last Year 
- Declined since last quarter but slightly improved since last year

Higher is Good

Target	65%
Q4 Actual	87.64%
2024-25 Actual	89.94%

How do we compare?

Minor Developments - % within 8 weeks or agreed time – LG Inform. Latest dataset is October - December '24 (Q3 2024-25)

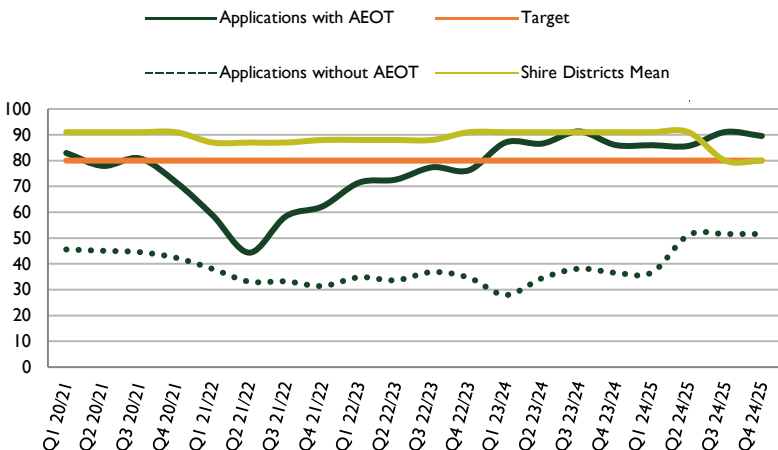
Q3 24-25 Benchmark	%	CIPFA Rank	Quartile
Lichfield	100	1/12	Top
Cotswold	96	2/12	Top
Wychavon	87	4/12	Second
Maldon	85	8/12	Third
East Hampshire	82	10/12	Bottom
Stratford-on-Avon	77	12/12	Bottom

This quarter, the Council has continued to demonstrate strong performance in processing minor applications within the required timeframes. Focused efforts on addressing long-standing applications and optimizing workflows have resulted in significant improvements. Notably, the proportion of applications awaiting a decision beyond statutory timeframes has decreased from 51% in October to just 24% by the end of Q4.


As of Q4 2024-2025, the Council's rolling average stands at 93.55%, well above the government's 70% threshold, highlighting the service's robust performance.


In total, 89 minor applications were determined during Q4.

Percentage of other planning applications determined within agreed timescales (including AEOT)



Direction of Travel

Against last Quarter 

Against last Year 

Slightly declined since last quarter but improved since last year

Higher is Good

Target	80%
Q4 Actual	89.53%
2024-25 Actual	86.68%

How do we compare?

Other Developments - % within 8 weeks or agreed time – LG Inform. Latest dataset is October - December '24 (Q3 2024-25)

Q3 24-25 Benchmark	%	CIPFA Rank	Quartile
Maldon	96	1/12	Top
Ribble Valley	95	3/12	Top
Wychavon	93	5/12	Second
Cotswold	90	8/12	Third
Stratford-on-Avon	89	10/12	Bottom
Malvern Hills	79	12/12	Bottom

The Council has performed very well processing Other applications within agreed times.

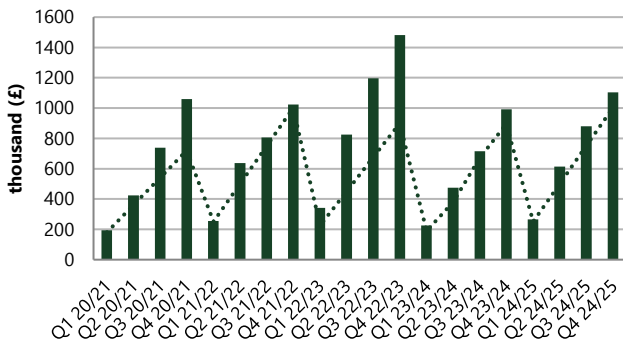
Notably, the proportion of applications determined without an agreed extension of time has consistently remained at around 50%, marking a 14% increase from the previous year. This highlights the effectiveness of the improvements implemented under the Development Management Improvement Plan.

In Q4, a total of 259 Other applications were determined

[See slide for Minor Developments for additional narrative](#) 26


Total Income achieved in Planning & Income from Pre-application advice


Total planning income



Direction of Travel

Total Planning Income

Against last Quarter 

Against last Year 

Pre-Application Income

Against last Quarter 

Against last Year 

Higher is Good

Total Planning Income (£)

Target 1,001,877

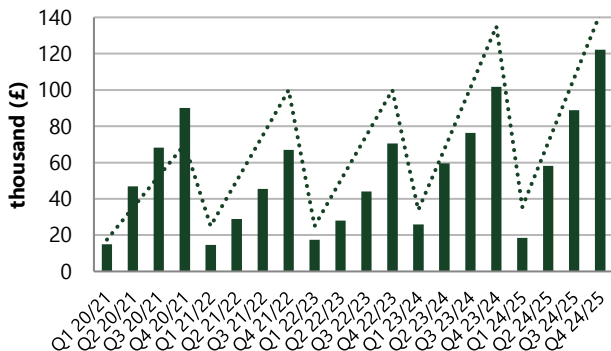
Actual 1,104,109

Pre-Application Income (£)

Target 142,000

Actual 122,202

Pre-application income



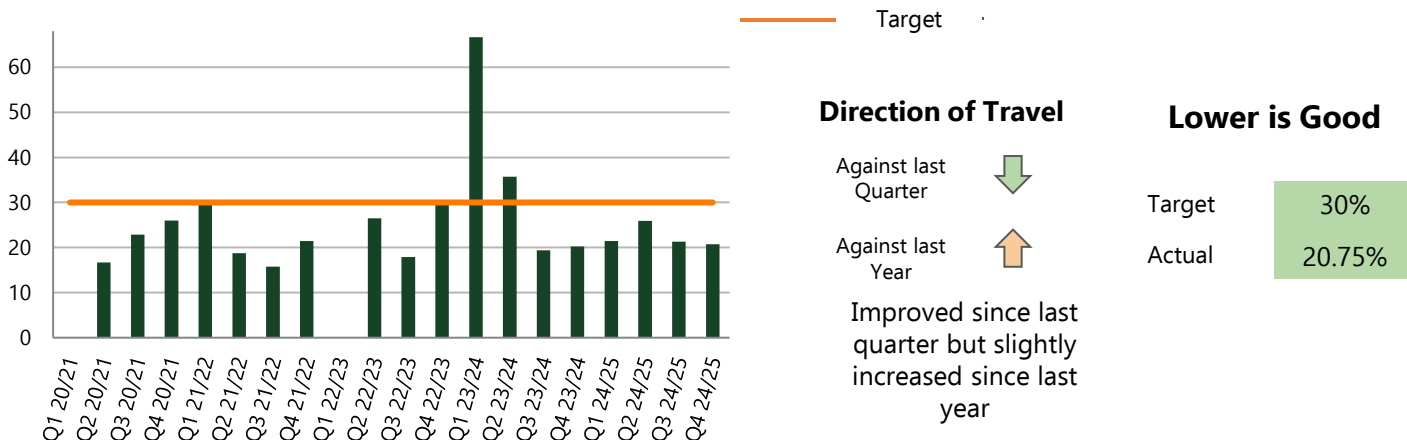
Total Income slightly declined since last quarter but increased since last year
Pre-App Income increased since last quarter and last year

At the end of Q4, total planning income for the Council exceeded its target. Compared to Q4 of 2023-24, total planning income saw an increase of approximately £110,000, while pre-application income rose by around £20,000.

How do we compare?

Planning Advisory Service (PAS) planned to benchmark back in 2021. No data is available in the public domain.

Percentage of Planning Appeals Allowed (cumulative)



How do we compare?

Percentage of planning appeals allowed – LG Inform. Latest dataset is October - December '24 (Q3 2024-25)

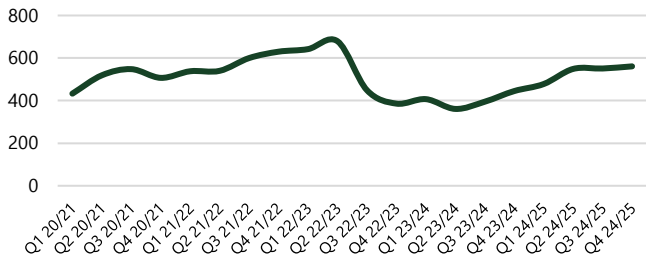
Q3 24-25 Benchmark	%	CIPFA Rank	Quartile
West Devon	17	1/12	Top
Cotswold	19	2/12	Top
Stratford-on-Avon	26	6/12	Second
Malvern Hills	50	8/12	Third
West Oxfordshire	60	10/12	Bottom
Ribble Valley	67	12/12	Bottom

This indicator aims to ensure that no more than 30% of planning appeals are allowed in favor of the applicant, with a lower percentage being more favorable. According to the latest statistics from the Planning Inspectorate, the national average for Section 78 planning appeals granted is 28% (source: [gov.uk](https://www.gov.uk)).

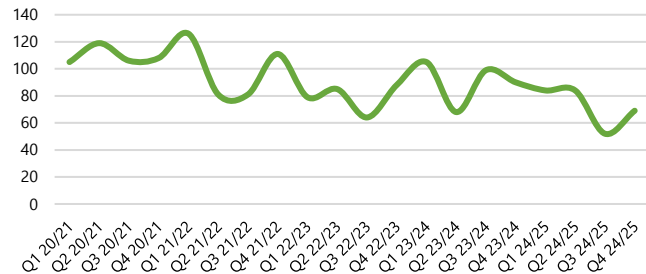
Between 1 January and 31 March 2025, six appeals were decided, with one allowed in favour of the applicant, resulting in a 16.67% allowance rate for the quarter. As this metric is cumulative, the end of year total stands at 53 appeals, with 11 allowed.

(Snapshot) Planning Enforcement Cases

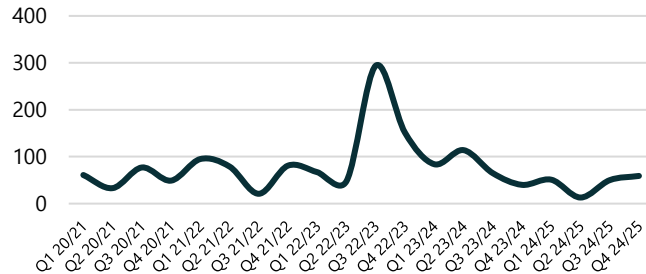
Open Cases at end of Quarter over Time





Number of Cases Opened During the Quarter over Time



Number of Cases Closed During the Quarter over Time



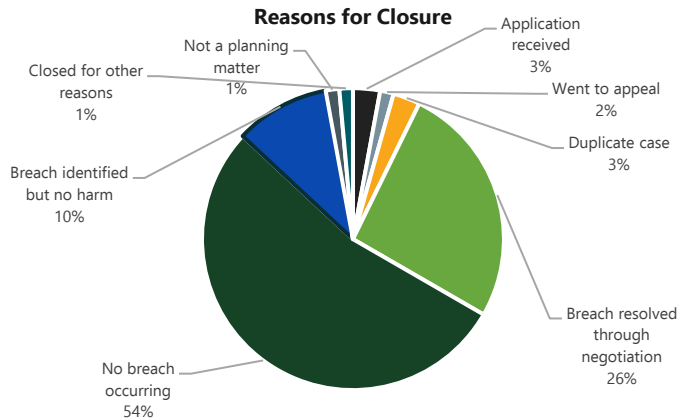
Direction of Travel for Open Cases at end of Quarter

- Against last Quarter 
- Against last Year 

Lower is Good

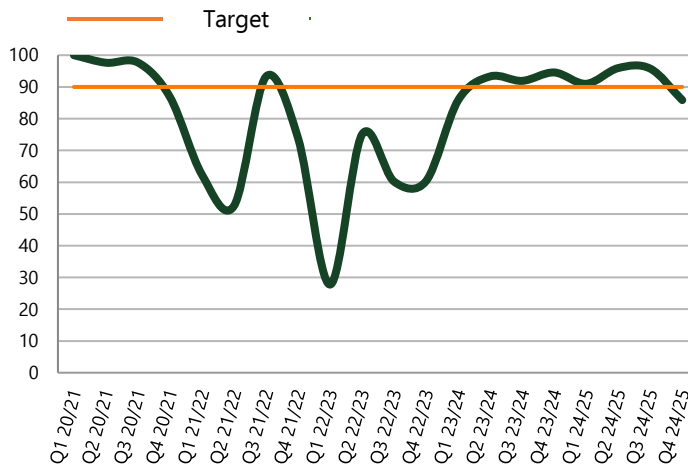
No Target

Open Cases at End of Quarter 561



The enforcement team has faced extended staff shortages, leading to a backlog of cases. However, with staffing levels now approaching full capacity, the team is actively addressing the backlog. Efforts are also underway to update and review the enforcement plan to enhance both service efficiency and effectiveness moving forward.

Percentage of official land charge searches completed within 10 days



Direction of Travel

Against last Quarter



Against last Year



Steady since last quarter but improved since last year

Higher is Good

Target

90%

Q4 Actual

85.85%

2024-25 Actual

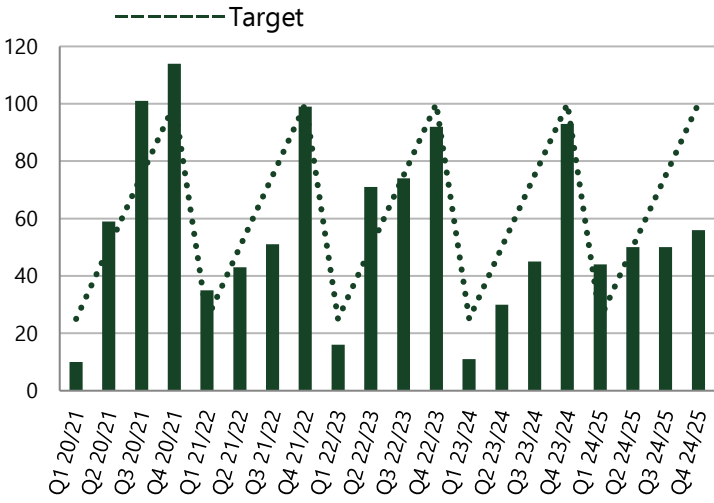
91.95%

During Q4, the Council fell slightly below its target for completing land charge searches within 10 days, achieving just under 86%, down from 96% in Q3. This dip in performance is primarily attributed to increased workloads and operational challenges. However, the Council has taken proactive steps to improve the situation. Efforts to strengthen communication and collaboration with the answering teams have proven successful, enhancing workload management and enabling team members to handle tasks more efficiently. These improvements are expected to contribute to higher productivity moving forward. Additionally, the Council has begun working on the HMLR (His Majesty's Land Registry) project, which aims to establish a national local land charges service. While still in its early stages, this initiative is expected to help accelerate the land charge search process and improve overall service delivery in the future.


How do we compare?


No benchmarking currently available. The Data & Performance Team will investigate options

Number of affordable homes delivered (cumulative)



Direction of Travel

Against last Quarter 

Against last Year 

Number of completions increased since last quarter but declined since last year

Higher is Good

Target	100
Actual	56

During 2024–25, 56 affordable homes were delivered across the district, compared to the 74 initially forecast by Registered Providers (RPs) at the start of the year. Delays at key sites—such as Down Ampney—due to project re-phasing have pushed some completions into 2025–26.

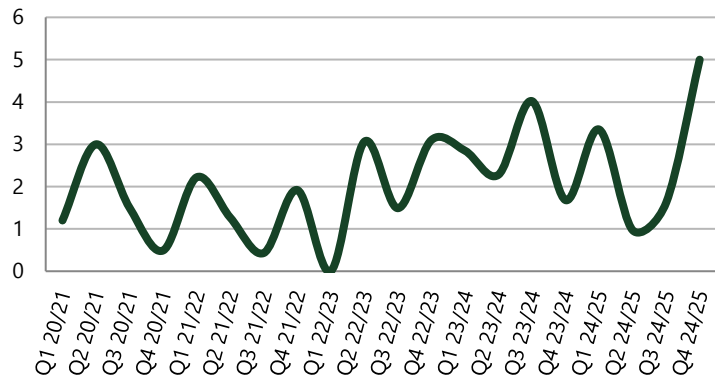
Affordable housing delivery tends to fluctuate, as most developments take over a year to complete, often progressing in multiple phases over several years. Early overdelivery at the start of the current strategy has also contributed to a dip in recent annual outputs. Since the adoption of the Local Plan in 2018, a total of 886 affordable homes have been delivered in the District, averaging 126 per year.

How do we compare?

No benchmarking currently available. The Data & Performance Team will investigate options

Number of fly tips collected and percentage that result in an enforcement action

(defined as a warning letter, fixed penalty notice, simple caution or prosecution)

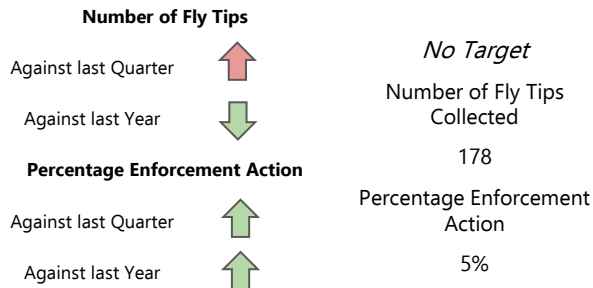


How do we compare?

Number of Fly Tips reported for year 2022-23 for Local Authorities in England – Gov.uk. The latest dataset available is 2023-24

2023-24 Benchmark	Total Fly Tips	Total Enforcement Actions	Total FPNs	% FPNs per Fly Tip	CIPFA Nearest Neighbours Rank	Quartile
Maldon	364	392	13	3.57	1/12	Top
Cotswold	972	58	12	1.23	5/12	Second
Wychavon	835	192	3	0.36	8/12	Third
West Devon	346	0	0	0	12/12	Bottom

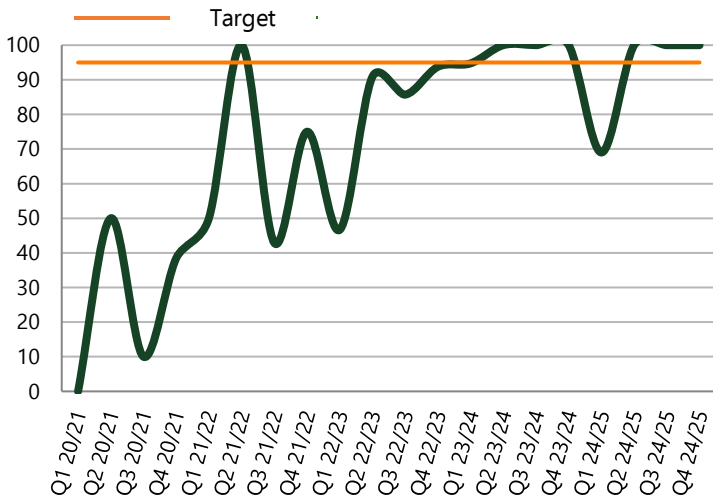
Direction of Travel




Fly Tips – Increased since last quarter but decreased since last year
 Enforcement Action – Improved since last quarter and last year


Fly-tipping incidents in Cotswold rose to 178 in Q4, up from 137 in Q3. While this marks a short-term increase, overall levels remain well below historic highs. At the same time, enforcement action reached 5%—the highest rate in over five years—demonstrating strengthened efforts supported by the S.C.R.A.P. campaign, 20 Fly-tipping Guardians, and £38,000 in government funding for enforcement and education.

Percentage of high risk food premises inspected within target timescales



Direction of Travel

Against last Quarter 

Against last Year 

Steady since last year and last quarter

Higher is Good

Target	95%
Q4 Actual	100%
2024-25 Actual	87.07%

The Council conducted two inspections during Q4, both of which were completed within the timescale.

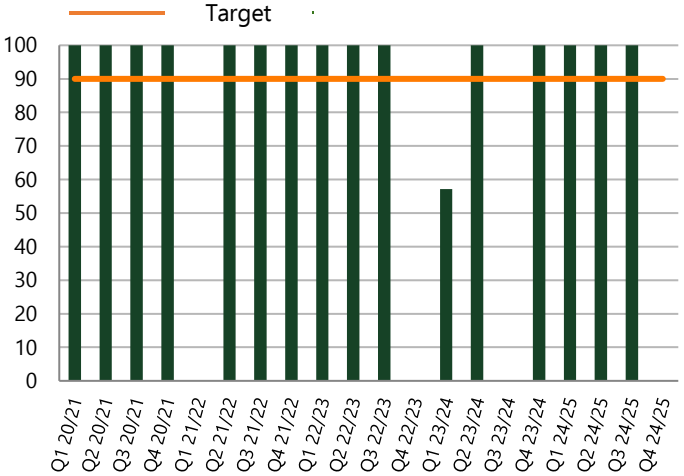
High-risk food inspections are prioritised due to their greater potential impact on public health and safety enabling issues to be addressed swiftly. However, this focus can occasionally delay scheduled inspections for lower-risk food businesses. To mitigate this, the service uses a dashboard to track both high- and lower-risk inspections, ensuring that, despite the emphasis on high-risk establishments, lower-risk inspections are still completed promptly to maintain overall compliance and safety standards.

How do we compare?

No benchmarking currently available. The Data & Performance Team will investigate options

% High risk notifications risk assessed within 1 working day

(including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries)



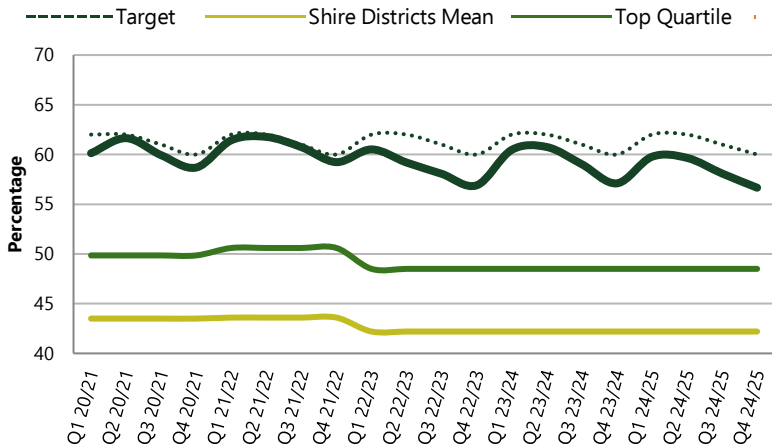
Direction of Travel		Higher is Good
Against last Quarter	N/A	Target 90%
Against last Year	N/A	Actual N/A
No Data		

No high-risk notifications were received during Q4.

How do we compare?

No benchmarking currently available. The Data & Performance Team will investigate options

Percentage of household waste recycled



Direction of Travel

Against last Quarter



Against last Year



Declined since last quarter and last year

Higher is Good

Target

60%

Actual

56.66%

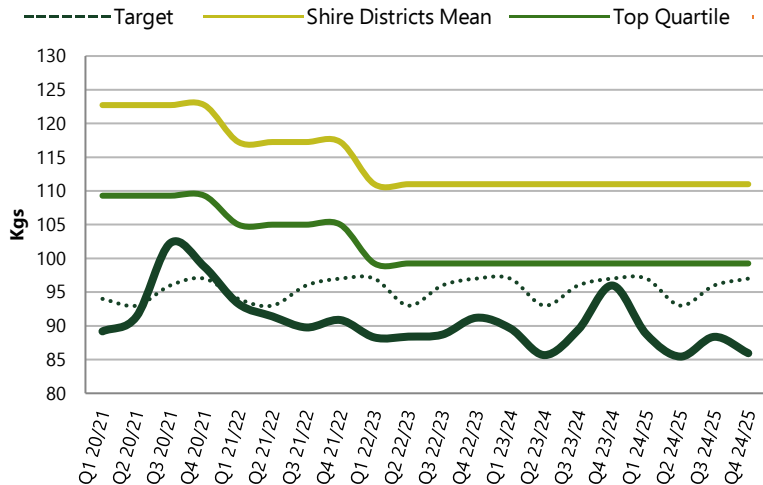
How do we compare?

Percentage of household waste sent for reuse, recycling or composting – LG Inform. The latest dataset available in January-March '24 (Q4 2023-24)

Q4 23-24 Benchmark	%	CIPFA Rank	Quartile
Stratford-on-Avon	55.18	1/12	Top
Maldon	52.47	3/12	Top
Cotswold	50.73	5/12	Second
Wychavon	38.14	8/12	Third
Lichfield	36.07	10/12	Bottom
East Hampshire	31.67	12/12	Bottom

The recycling rates for 2024–25 stand at 56.66%, which is approximately 0.4% lower than the same period last year. Within the quarter, rates dipped slightly in February to 47.98% after starting at 50.88% in January, but recovered strongly to 55.49% in March.

Residual Household Waste per Household (kg)



Direction of Travel

Against last Quarter 

Against last Year 

Decreased since last quarter and last year

Lower is Good

Q4 Target	80
Q4 Actual	85.94
2024-25 Target	383
2024-25 Actual	348.48

How do we compare?

Residual household waste per household (kg/household) – LG Inform. The latest dataset available in January-March '24 (Q4 2023-24)

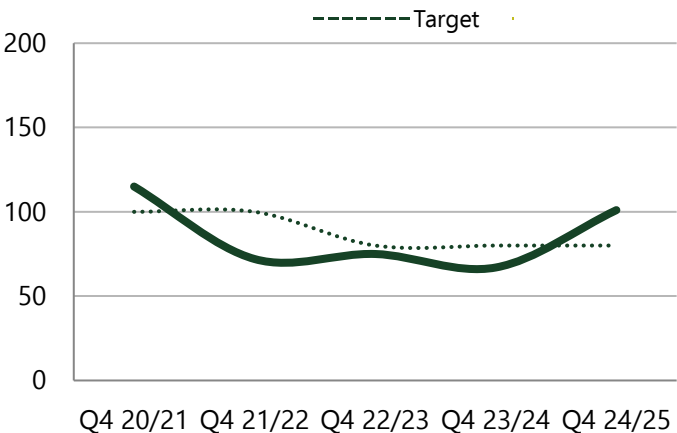
Q4 23-24 Benchmark	Kg	CIPFA Rank	Quartile
Stratford-on-Avon	79.41	1/12	Top
West Oxfordshire	85.42	3/12	Top
Cotswold	95.27	5/12	Second
Chichester	106.79	8/12	Third
Lichfield	119.37	10/12	Bottom
Ribble Valley	133.97	12/12	Bottom

Residual waste follows a cyclical pattern throughout the year, with targets set accordingly.

Residual waste per household decreased steadily over the quarter, from 31.92 kg in January to 27.50 kg in February, and 26.52 kg in March. January typically sees higher levels due to post-Christmas waste, so the downward trend that followed is in line with seasonal expectations.

Despite this seasonal fluctuation, the Council remains well within the first quartile of all English authorities, maintaining a comfortable margin of approximately 14kg.

Missed bins per 100,000



Direction of Travel

- Against last Quarter 
- Against last Year 
- Increased since last quarter and last year

Lower is Good

Target	80
Q4 Actual	101
2024-25 Actual	169.7

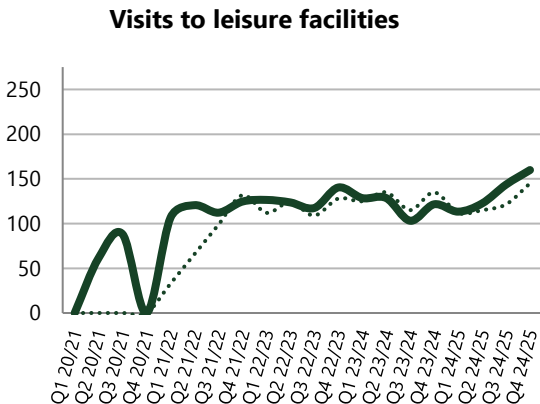
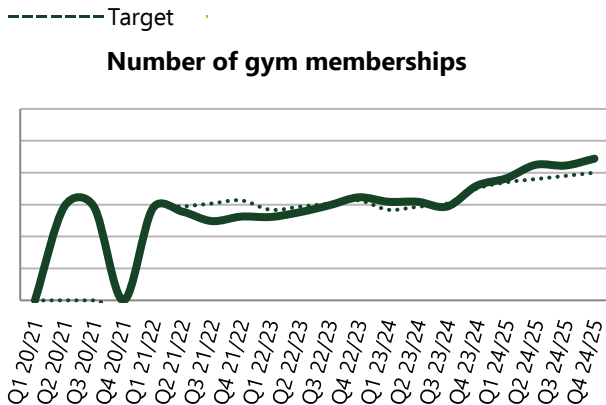
How do we compare?

Missed collections per 100,000 collections (full year) - APSE

2022-23 Benchmark	Missed collections per 100,000 collections	Family Group Rank	Family Group Quartile	Whole Service Rank	Whole Service Quartile
Cotswold	109.89	12/14	Bottom	39/45	Bottom


The rate of missed bin collections rose to 101 per 100,000 collections—exceeding the target of 80. This increase was primarily driven by operational challenges, including staffing shortages and the prolonged absence of a narrow access vehicle, which was off the road for two months. These issues particularly affected properties on routes that require specialist vehicles. Recruitment efforts are actively underway, with recent interviews held to address the staffing gap and improve service resilience. Additionally, flooding in January caused temporary disruption to collection schedules, further contributing to the spike in missed bins during the period.

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




Direction of Travel

Gym Memberships

Against last Quarter 

Against last Year 

Leisure Visits

Against last Quarter 

Against last Year 

Gym Memberships – Increased since last quarter and last year
Leisure Visits – Improved since last quarter and last year

Higher is Good

Gym Memberships

Target 4,000

Actual 4,441

Leisure Visits

Target 145,000

Q4 Actual 159,862

2024-25 Target 493,500

2024-25 Actual 539,319

In Q4, the Council recorded strong growth in gym memberships and leisure centre usage, reflecting continued recovery and rising engagement with local facilities. Gym membership rose by 218 members to reach a record high of 4,441—surpassing the target of 4,000. Compared to the same period last year, this marks a substantial increase of 851 members, underscoring the effectiveness of recent programming improvements and facility investments.

Leisure centre visits also saw a significant rise, climbing by over 18,000 from the previous quarter to a total of 159,862. This represents the highest quarterly figure on record and exceeds the target by nearly 15,000 visits. Year-on-year, visits increased by more than 35,000, highlighting growing community participation and a return to pre-pandemic activity levels.

How do we compare?

The Data Team are currently working with partners to compile the data return for APSE performance networks which will then provide benchmarking for this metric.

The service conducts monthly site inspections, assessing areas such as maintenance, staffing, and cleanliness. Each is rated from 1 to 5, with an average site rating for Q4 of 2.99.