COTSWOLD District Council

Delivering great services locally

PERFORMANCE REPORT:

July - September 2025

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District Council

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A note on performance benchmarking

COTSWOLD District Council

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 Babergh, Chichester, Derbyshire Dales, East Hampshire, Lichfield, Maldon, Malvern Hills, Mid Devon, South Hams, Stratford-on-Avon, Stroud, Tewkesbury, 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.

A note on Standard Deviation

Standard deviation is included in this report to provide insight into the consistency of performance, not just the average results. While averages show overall trends, standard deviation highlights how much variation exists around those averages. A low standard deviation suggests performance is stable and predictable, whereas a high standard deviation indicates inconsistency, which may warrant further investigation. This helps identify areas where performance may be less reliable, supporting more informed decision-making and targeted improvements. We have used 1 standard deviation in this report to help understand variation in performance and to monitor consistency over time. This approach highlights typical fluctuations around the average, allowing us to identify patterns and potential areas of concern without focusing solely on extreme outliers.

Overall Performance

COTSWOLD
District Council

Overall, the Council's performance shows strong progress in key areas, alongside some ongoing challenges. Council Tax collection is ahead of expectations, and Non-Domestic Rates continue to improve year on year. Planning determination times for major and other applications remain above target, and customer satisfaction is exceptionally high. Leisure services also performed well, with sustained engagement in gym memberships and leisure centre visits. However, processing times for Council Tax Support and Housing Benefit change events, while improving, remain above target due to cumulative averages and operational complexities linked to Universal Credit migration. Land Charges performance was affected by staffing pressures late in the quarter, and environmental performance faces challenges, with household recycling rates impacted by seasonal factors and wider national trends.

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

COTSWOLD District Council

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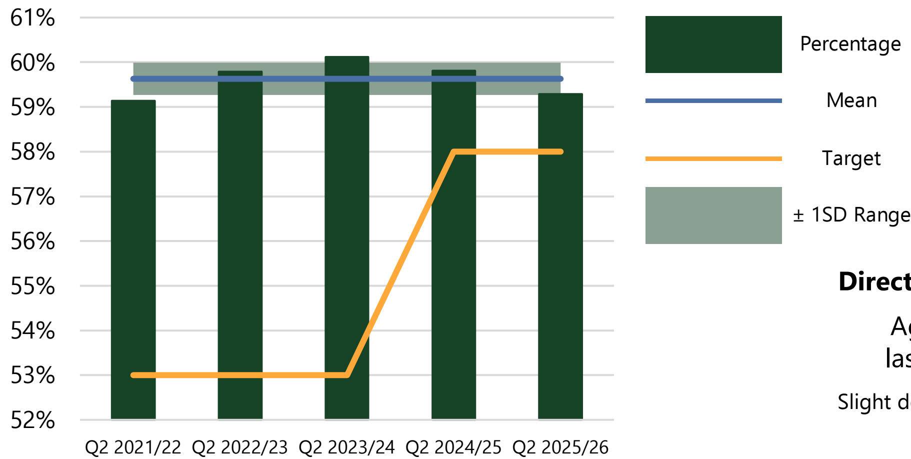


Higher is Good

Target	58%
Actual	59.29%

Direction of Travel

Against last Year

Slight decrease since last year

How do we compare?

Benchmarking via Gov.uk Tables and Individual Council Websites using CIPFA Nearest Neighbours – Latest dataset is 2024-25 Collection Rates

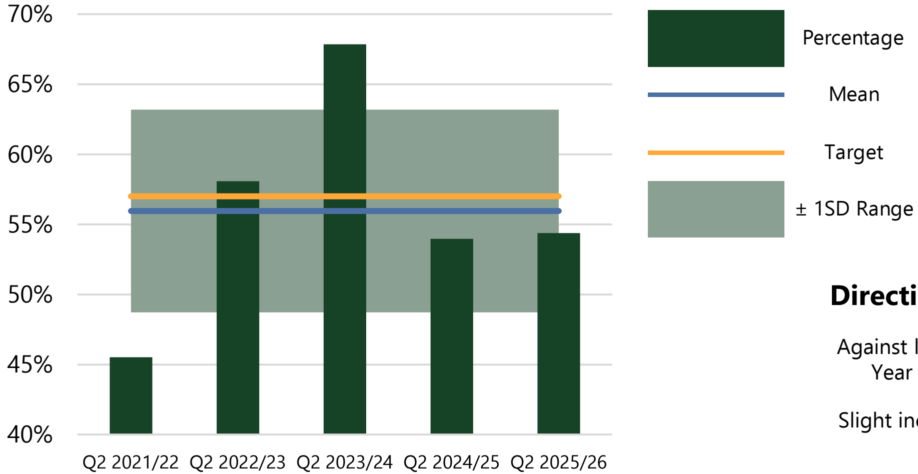
2024-25 Benchmark	%	CIPFA Rank	Quartile
Babergh	99.12	1/16	Top
Tewkesbury	98.53	4/16	Top
Cotswold	**98.3**	**7/16**	**Second**
Maldon	97.95	12/16	Third
Chichester	97.47	16/16	Bottom

The council exceeded its 58% target this quarter, though performance was slightly lower than the same period last year (by around 0.5%). However, it remains nearly 1% above pre-pandemic levels. A growing trend of residents spreading payments over 12 months is influencing early-year patterns, but overall collection rates remain stable.

The table below shows council tax collection rates for previous years alongside the outstanding balances.

	2020-2021	**2021-2022**	**2022-2023**	**2023-2024**	**2024-2025**	**Total Outstanding**
Quarter End	£438,453.87	£588,952.23	£648,467.93	£861,243.80	£1,240,601.13	£3,777,718.96
% collected	99.50%	99.36%	99.33%	99.17%	98.86%	

Percentage of Non-domestic rates collected



Higher is Good

Target	57%
Actual	54.37%

Direction of Travel

Against last Year

Slight increase since last year

How do we compare?

Benchmarking via Gov.uk Tables and Individual Council Websites using CIPFA Nearest Neighbours - Latest dataset is 2024-25 Collection Rates

2024-25 Benchmark	%	CIPFA Rank	Quartile
Mid Devon	99.83	1/16	Top
South Hams	98.3	7/16	Second
Malvern Hills	97.59	11/16	Third
Cotswold	**96.91**	**14/16**	**Bottom**
Stratford-on-Avon	96.46	16/16	Bottom

Cotswold fell just short of its 57% target but improved 0.41% year-on-year. The current target may be inflated due to historical anomalies, making the year-on-year gain a more meaningful measure of progress. Recovery work is up to date across all councils. Early staff training has enabled flexible working across Council Tax and NDR, helping reduce outstanding item age and boost resilience.

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Outstanding
Balance at Quarter End	£91,069.95	£203,470.67	£255,890.60	£196,767.74	£418,438.93	£1,165,637.89
% collected	99.36%	99.26%	99.17%	99.30%	98.21%	

Processing times for Council Tax Support new claims

COTSWOLD District Council

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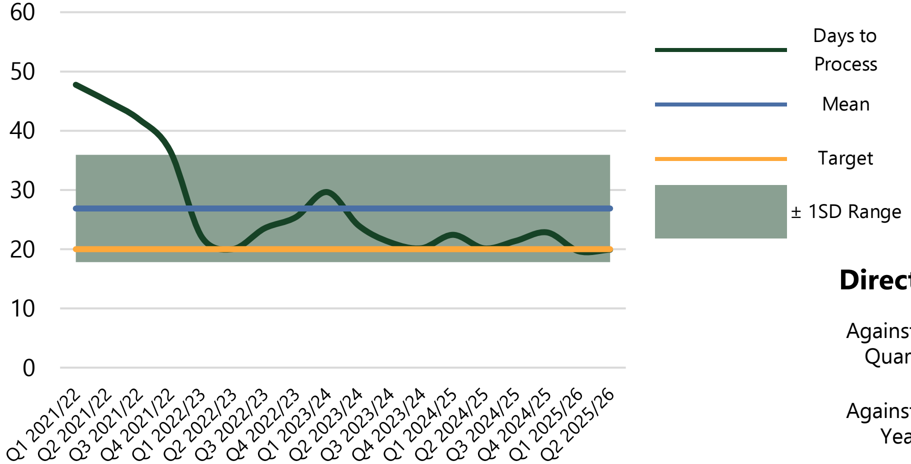

Lower is Good

Target	20
Actual	19.91

Direction of Travel

Against last Quarter

Against last Year

Slightly increased since last quarter but slightly decreased since last year

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 June 2025 and the percentage change from June 2024 for each authority.

Q1 2025-26 Benchmark	Number of Claimants at end of June 2025	Percentage Change since June 2024
Maldon	2,983	-3.21%
Cotswold	**3,807**	**-3.06%**
East Hampshire	4,897	-0.39%
Tewkesbury	4,918	1.13%

Processing times rose slightly this quarter, by 0.26 days, likely due to a 45% increase in applications between Q1 and Q2, but the 20-day target was still met. Performance remains consistent, reflecting strong operational focus.

The council continues to utilise the Low Income Family Tracker (LIFT) to support targeted outreach. Campaigns this quarter included promoting Council Tax Support and raising awareness of water tariff schemes, helping financially vulnerable households access additional support.

Processing times for Council Tax Support Change Events

COTSWOLD District Council

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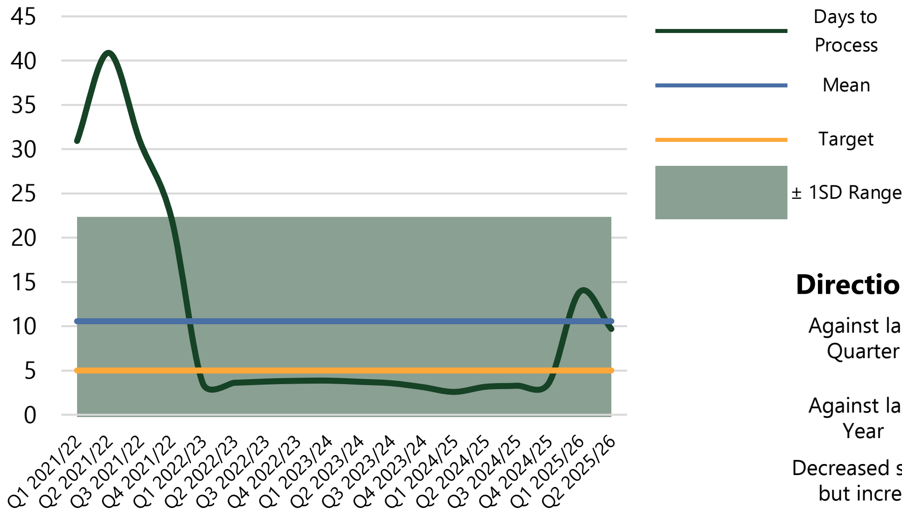

Lower is Good

Target	5
Actual	9.69

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter but increased last year

How do we compare?

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

During Q2, Cotswold recorded a cumulative average of 9.69 days for processing Council Tax Support Change of Events, a reduction of 4.21 days compared to Q1. This improvement reflects the full impact of automation enhancements and backlog clearance earlier in the year.

Around 85% of income-related changes were batch processed, contributing to faster turnaround times. Cotswold's monthly average from July to September was 3.45 days, within the 5-day target

Although the metric remains cumulative, processing times have been steadily reducing by around 0.2 days per week. With automation now maximised and workflows streamlined, further acceleration is limited.

Processing times for Housing Benefit Change of Circumstances

COTSWOLD District Council

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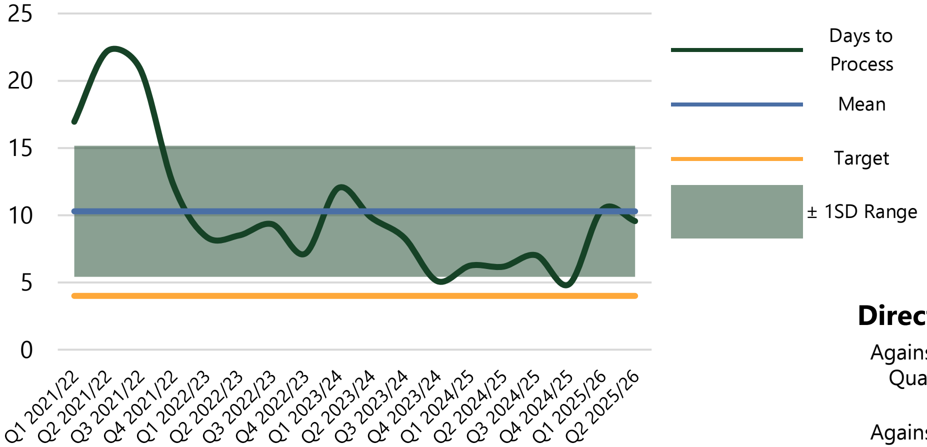

Lower is Good

Target	4
Actual	9.56

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter but increased since last year

How do we compare?

Speed of processing for HB CoCs – LG Inform. Latest dataset is January - March '25 (Q4 2024-25)

Q4 2024-25 Benchmark	Days	CIPFA Nearest Neighbours Rank	Quartile
Lichfield	1.49	1/16	Top
Mid Devon	1.81	3/16	Top
South Hams	2.19	7/16	Second
West Devon	2.47	11/16	Third
Cotswold	**3.27**	**13/16**	**Bottom**
West Oxfordshire	4.3	16/16	Bottom

In Q2, cumulative processing times for Housing Benefit Change Events in Cotswold improved but remained above the 4-day target. Housing Benefit remains a pressure point, with the team prioritising Full Claim Reviews mandated by the DWP. Delays in receiving full evidence and the 30-day open case rule can distort performance metrics. Caseloads now mainly consists of pension-age claimants and temporary accommodation cases. While pensioner claims are generally stable, the small volume means any delay can disproportionately affect processing times. Older claims are being flagged for review, particularly where capital may have changed. A bulk issue of Full Claim Reviews is expected soon, likely increasing activity. Most HB changes are anticipated around Christmas and into Q4.

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

COTSWOLD District Council

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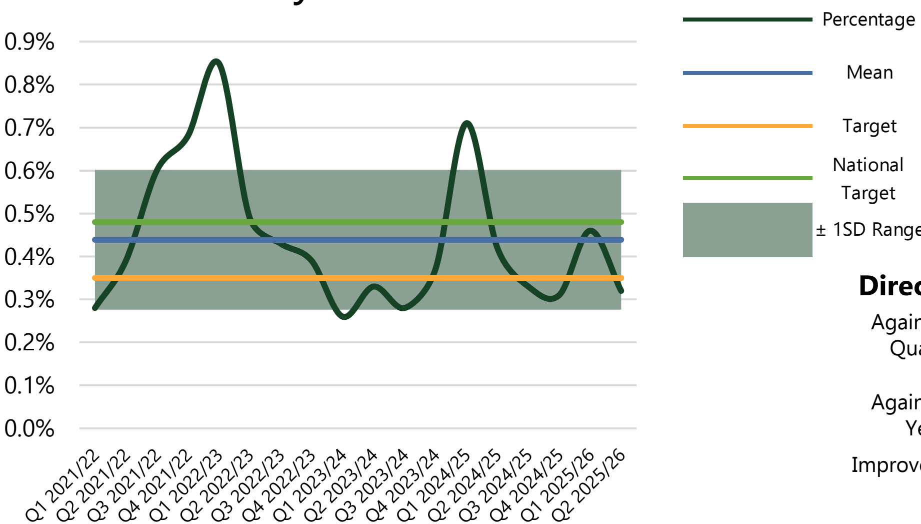

Lower is Good

Target	0.35%
Actual	0.32%

Direction of Travel

Against last Quarter

Against last Year

Improved since last quarter and last year

The Council is currently performing below both the national target of 0.48% and the stricter service target of 0.35%.

How do we compare?

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

(Snapshot) Long Term Empty Properties

COTSWOLD District Council

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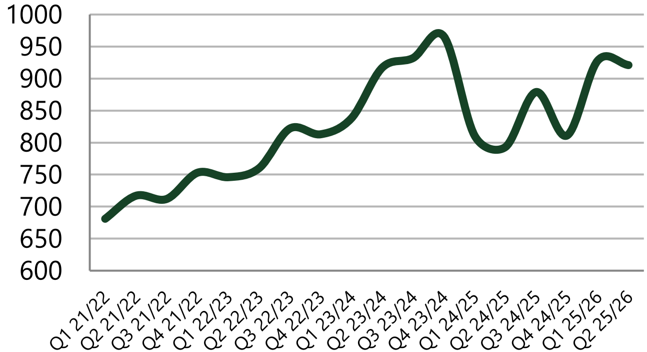


Direction of Travel

Against last Quarter

Against last Year

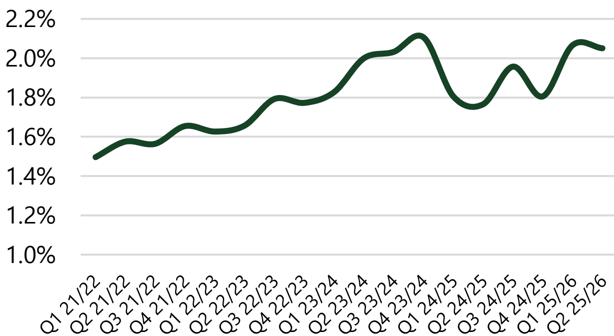
Decreased since last quarter but increased since last year

Lower is Good

No Target

921

% Long Term Empties of the Total Housing Stock



During Q2, the Council saw a slight reduction in the number of long-term empty properties (vacant for six months or more). This modest decrease may reflect seasonal patterns in the housing market, such as reduced activity during the summer holiday period.

It is also worth noting that the majority of long-term empty properties have been vacant for less than two years, with around 52% falling into this category. If the measure were based only on properties empty for over two years, the figures would reduce significantly to 442 properties.

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

COTSWOLD District Council

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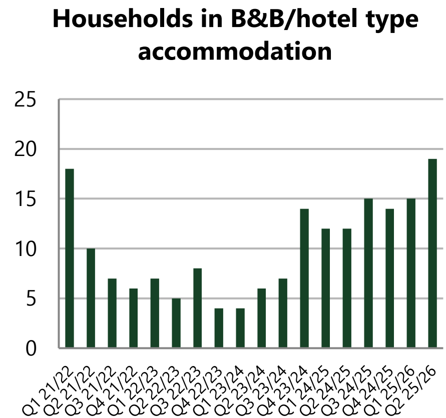

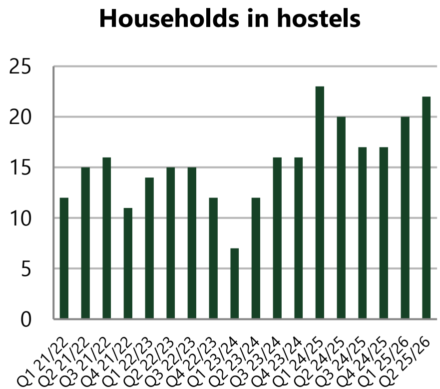

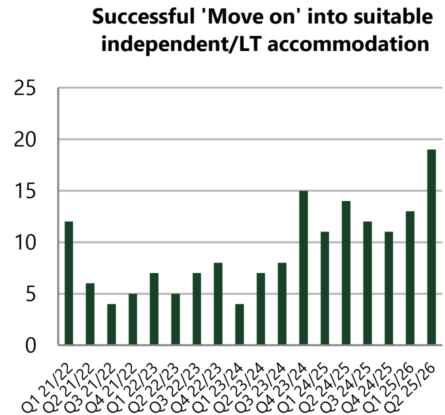

Direction of Travel

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 remains a key area of focus. In Cotswold, the number of people seeking support has levelled off, suggesting that the council's proactive prevention strategies are having a positive impact.

A slight seasonal rise in rough sleeping has been observed, increasing from typically zero or one individual to two or three. This pattern is expected during colder months, when individuals are more likely to engage with council services.

How do we compare?

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

Customer Satisfaction - Telephone

COTSWOLD District Council

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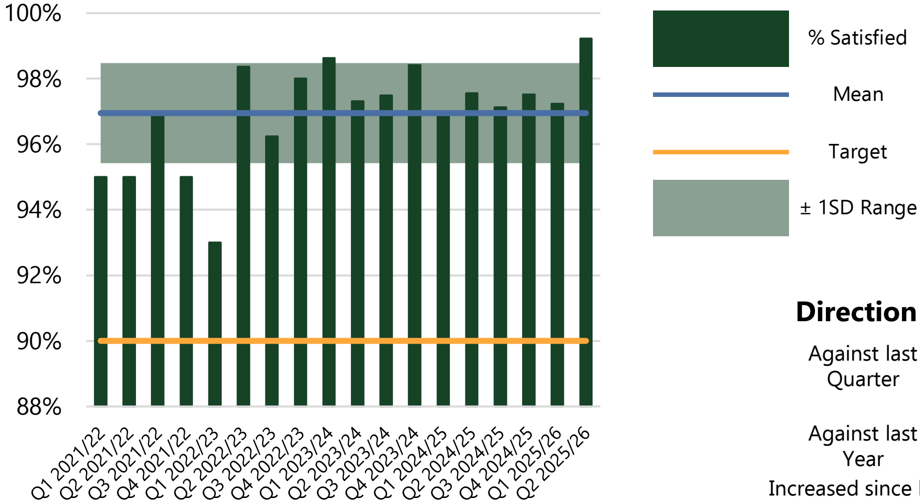

Higher is Good

Target	90%
Actual	99.22%

Direction of Travel

Against last Quarter ⇧

Against last Year ⇧

Increased since last quarter and last year

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.

	July Rank	July Net Sat.	Aug Rank	Aug Net Sat.	Sept. Rank	Sept. Net Sat.
Cotswold	1	99%	2	97%	1	99%
Forest	2	96%	1	98%	N/A	N/A
West	2	96%	4	95%	2	98%

Telephone satisfaction remained consistently high throughout Q2, supported by efforts to encourage survey participation and gather valuable feedback.

A total of 513 residents participated in the survey, of these, 509 customers reported being satisfied with the service, reflecting a high level of overall satisfaction.

Customer Satisfaction - Email

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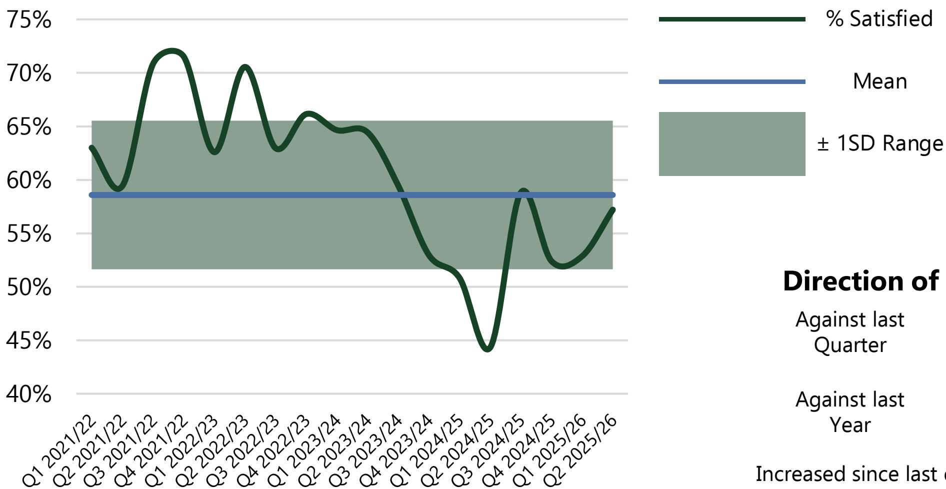

Higher is Good

No Target

57.21%

Direction of Travel

Against last Quarter ↑

Against last Year ↑

Increased since last quarter and last year

A total of 430 residents participated in the email satisfaction survey, with 246 respondents indicating they were satisfied with the service received. As part of efforts to strengthen customer insight, all customer service emails issued through Salesforce include a built-in survey link, enabling residents to provide feedback quickly and easily.

Following a previous rise in negative feedback, a review was undertaken to identify the underlying causes of dissatisfaction. The analysis highlighted recurring issues such as missed bin collections, delays in container deliveries. The customer service team continues to monitor feedback closely and proactively seeks opportunities to enhance the overall customer experience.

How do we compare?
No benchmarking currently available. The Data & Performance Team will investigate options

Customer Satisfaction - Face to Face

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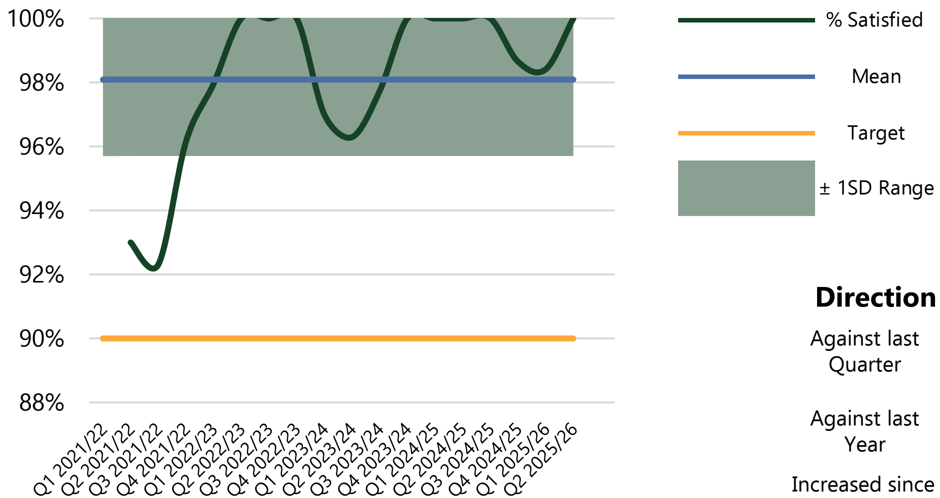

Higher is Good

Target	90%
Actual	100%

Direction of Travel

Against last Quarter

Against last Year

Increased since last quarter and steady since last year

Customer satisfaction with face-to-face interactions remains consistently strong. This continued performance underlines the value of maintaining accessible in-person services as a key part of delivering a positive and inclusive customer experience.

How do we compare?
No benchmarking currently available. The Data & Performance Team will investigate options

Customer Call Handling - Average Waiting Time

COTSWOLD District Council

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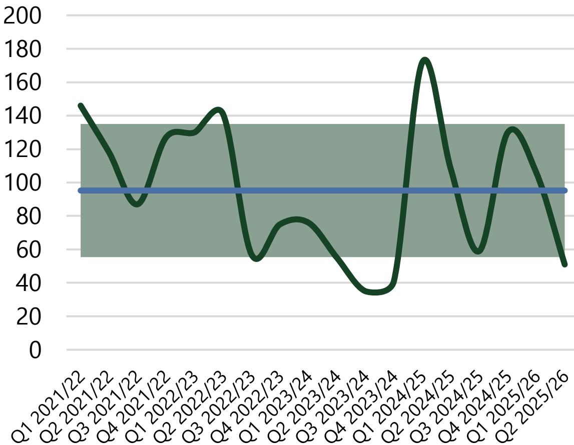


Seconds

Mean

± 1SD Range

Lower is Good

No Target

51 Seconds

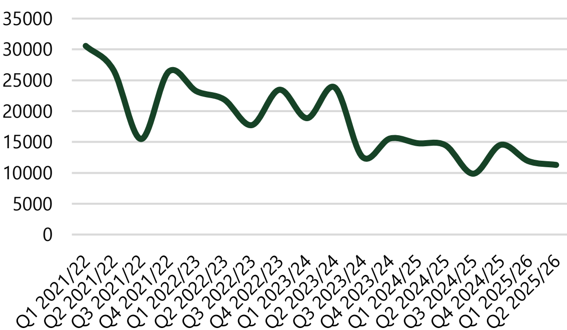
Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and last year

Call Volume Over Time



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.

In Q2, average call waiting times in Cotswold improved by around one minute compared to the same period last year, reflecting continued progress in service efficiency. Call volumes also declined, with 11,283 calls received, down 3,189 year-on-year, highlighting the success of the Channel Choice strategy in encouraging digital self-service. This shift in customer behaviour has supported the effectiveness of shorter phone hours and helped maintain performance levels. Quarter 2 is typically a steady time of year, which has helped minimise pressure on Customer Services. Despite seasonal challenges such as annual leave across services, strong operational oversight ensured continuity and stable performance. The team remained well-prepared and responsive, supported by regular training and refresher sessions that kept staff knowledge up to date.

Number of complaints upheld

COTSWOLD District Council
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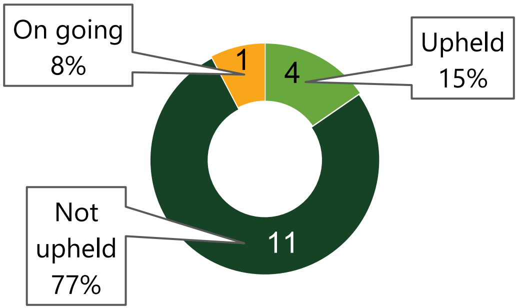
Complaints by Status



Direction of Travel

Complaints upheld or partly upheld at Stage 1

Against last Quarter

Against last Year

Decreased since last quarter but slightly increased since 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.

2024-25	Complaints Investigated	Percentage Upheld	Upheld decisions per 100,000 residents	Percentage Compliance with Recommendations	Percentage Satisfactory Remedy	CIPFA Rank	Quartile
Cotswold	**1**	**0%**	**0**	**N/A**	**N/A**	**1/13**	Top
Stroud	1	100%	0.8	100%	0%	4/13	Second
Chichester	2	100%	1.6	100%	0%	9/13	Third
South Hams	2	100%	2.2	100%	50%	13/13	Bottom

See the table on the following page for a breakdown of those upheld and partially upheld.
A new Customer Feedback Procedure went live on the 1st April 2025.
The new process has the following stages:

- Stage 1: A review of the complaint will be undertaken by an Operational Manager within the Service Area to which the complaint relates. A response needs to provide within 10 working days from the date that we advised that the complaint was valid.
- Stage 2: Requests for Stage 2 will be acknowledged and logged within five working days of the escalation request being received. Upon receipt of a Stage 2 request, an investigation into the complaint will be undertaken by the Complaint Officer or a member of the Complaints Team. A response will be provided to the customer within 20 working days from receipt of the request to escalate the complaint to Stage 2. Stage 2 is the organisation's final response; the complainant can then refer their complaint to the LGO.

Complaints Upheld or Partially Upheld Breakdown

Service area	Description	Outcome/learning	Decision	Response time (days)
ERS	The department did not provide a response regarding a licensing allegation.	Service explained that, as the matter is under police investigation, they are awaiting feedback from the police before proceeding. An apology was given for the delay.	Upheld	7
Revenues & Benefits	A system glitch caused the customer to receive incorrect council tax bills each month, which led to multiple summonses being issued.	Service explained the issue to the customer, and an apology was provided for the inconvenience.	Upheld	7

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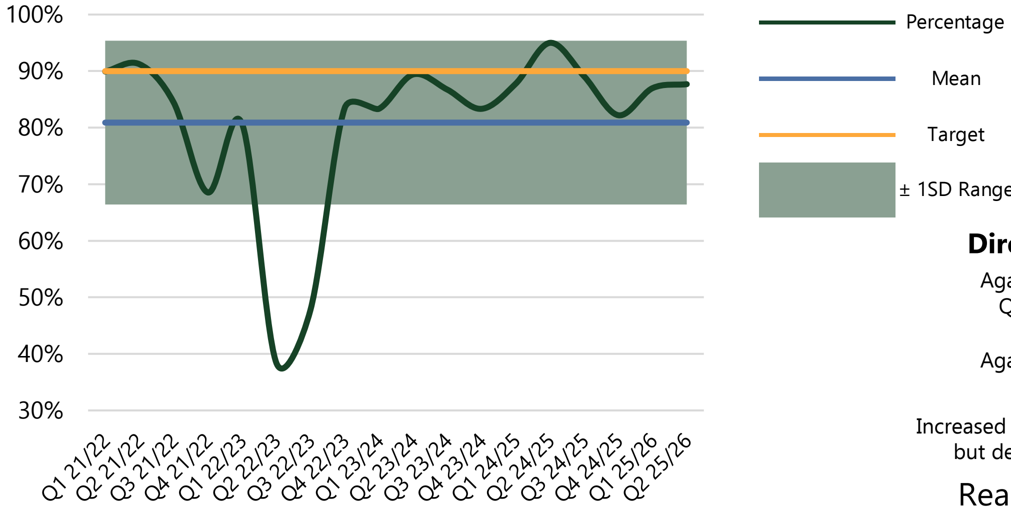
Percentage of FOI requests answered within 20 days



Higher is Good

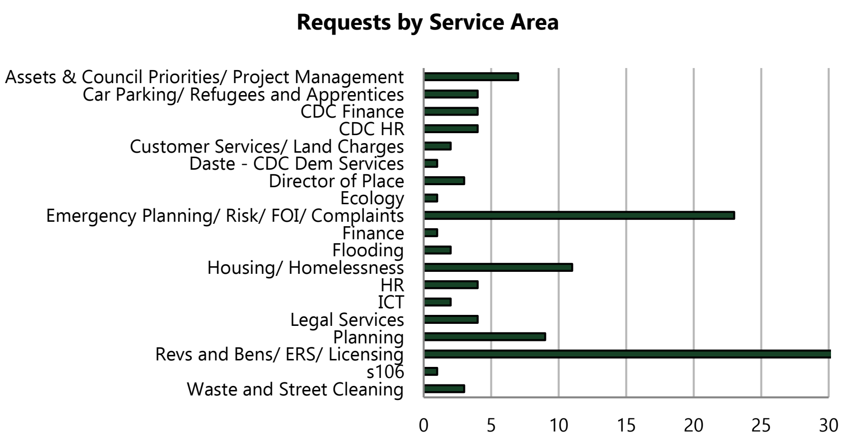
Target	90%
Actual	87.69%

Direction of Travel

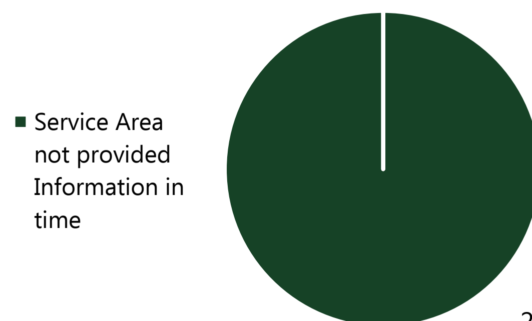
Against last Quarter ↑

Against last Year ↓

Increased slightly since last quarter but declined since last year



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



Building Control Satisfaction

COTSWOLD District Council

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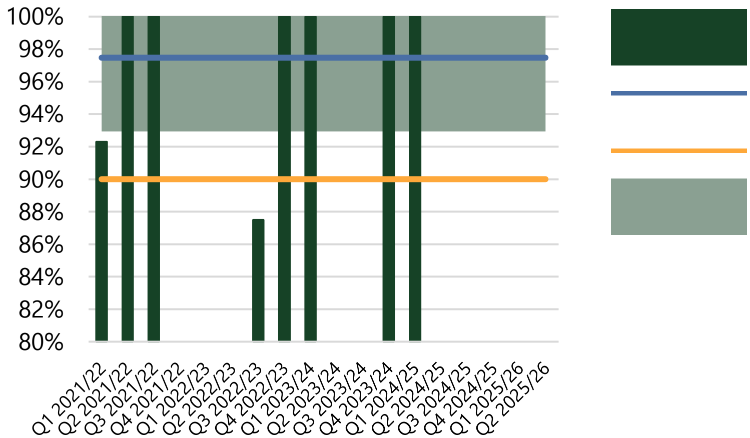


Higher is Good

Target	90%
Actual	No Data

Direction of Travel

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

No Data

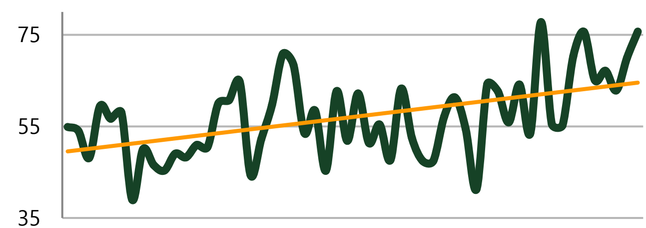
Satisfaction survey data continues to present challenges due to low response rates, with no surveys received this quarter. To improve this, a webform was developed and has been attached to completion certificates from October onwards.

In Q2, the market share averaged 70%, with 146 applications processed, reflecting a 8% increase in market share compared to the same period last year. However, application volumes remained steady, with only a slight year-on-year increase of 8.

The below chart shows market share over time from April 2021

How do we compare?
Percentage of share in the market

April	May	June	Number of Apps for Quarter
63%	70%	76%	146



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

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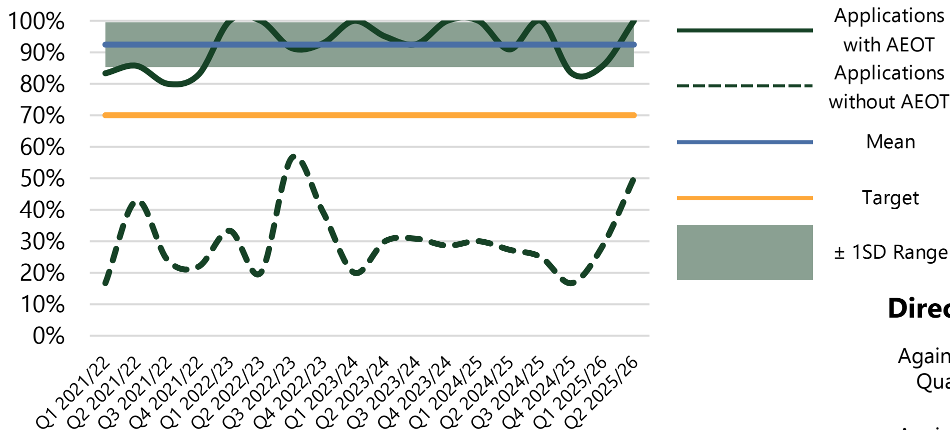

Higher is Good

Target	70%
Actual	100%

Direction of Travel

Against last Quarter ↑

Against last Year ↑

Increased since last quarter and last year

How do we compare?

Major Developments - % within 13 weeks or agreed time – LG Inform. Latest dataset is April - June '25 (Q1 2025-26)

Q1 25-26 Benchmark	%	CIPFA Rank	Quartile
Babergh	100	1/16	Top
South Hams	100	1/16	Top
Stratford-on-Avon	91	11/16	Third
Cotswold	**86**	**13/16**	**Bottom**
Lichfield	83	14/16	Bottom
Wychavon	77	16/16	Bottom

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

During Q2, twelve major applications were determined.

See slide for Minor Developments for further narrative

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

COTSWOLD District Council

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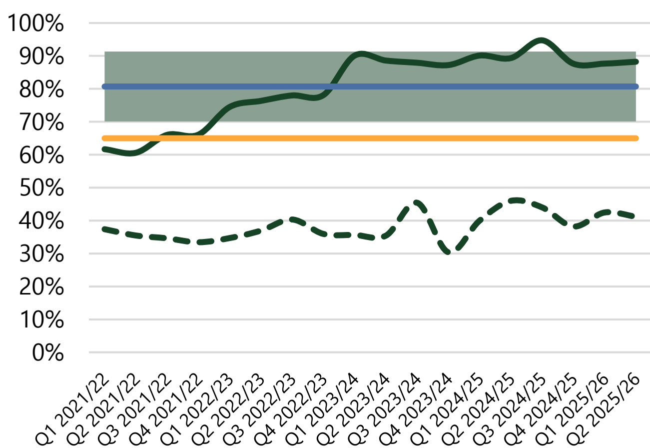


Higher is Good

Target	90%
Actual	88.24%

Direction of Travel

Against last Quarter ↑

Against last Year ↓

Improved since last quarter but slightly declined since last year

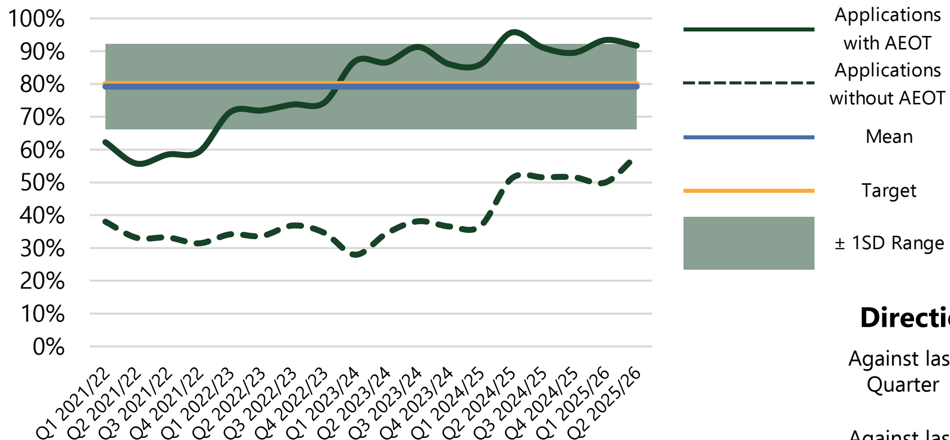
How do we compare?

Minor Developments - % within 8 weeks or agreed time – LG Inform. Latest dataset is April - June '25 (Q1 2025-26)

Q1 25-26 Benchmark	%	CIPFA Rank	Quartile
Mid Devon	99	1/16	Top
Chichester	96	3/16	Top
Malvern Hills	91	6/16	Second
Cotswold	**88**	**11/16**	**Third**
Maldon	85	15/16	Bottom
East Hampshire	68	16/16	Bottom

This quarter, the Council maintained strong performance in processing minor planning applications within statutory timeframes. However, results fell slightly short of the newly introduced 90% service target, which was implemented following recommendations in the Planning Advisory Service (PAS) report. The Planning team continues to make steady progress on delivering the PAS action plan, designed to improve service quality and tackle long-standing challenges. Key priorities include a staffing restructure, enhancements to enforcement processes, and a review of pre-application services. Several sub-actions are on track for launch by the next financial year, including a new negotiation protocol and a Planning Performance Agreement (PPA) strategy.

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



Higher is Good

Target	90%
Actual	91.7%

Direction of Travel

Against last Quarter ⇩

Against last Year ⇧

Slightly declined since last quarter but improved since last year

How do we compare?

Other Developments - % within 8 weeks or agreed time – LG Inform. Latest dataset is April - June '25 (Q1 2025-26)

Q1 25-26 Benchmark	%	CIPFA Rank	Quartile
Chichester	100	1/16	Top
West Devon	98	3/16	Top
Cotswold	**93**	**8/16**	**Second**
Maldon	92	11/16	Third
Mid Devon	91	13/16	Bottom
Derbyshire Dales	85	16/16	Bottom

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

In Q2, a total of 229 Other applications were determined.

As of the end of the quarter, the Council's rolling average stands at 90.06%, significantly above the government's 70% threshold for non-major applications. This reflects the service's robust and consistent performance over the past year.

See slide for Minor Developments for additional narrative

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

COTSWOLD District Council

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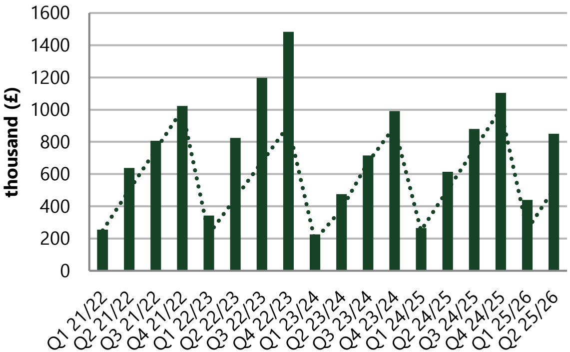
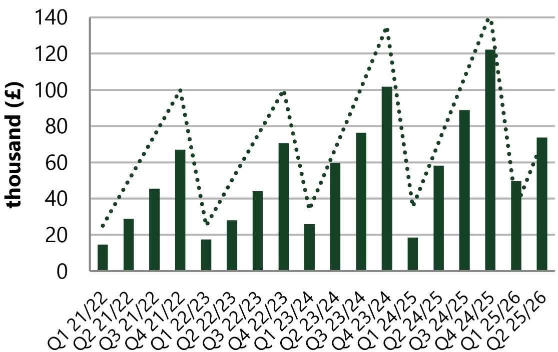
Total planning income



Pre-application income



Direction of Travel

Total Planning Income

Against last Quarter

Against last Year

Pre-Application Income

Against last Quarter

Against last Year

Total Income – Slightly decreased since last quarter but increased since last year
Pre-App Income – Decreased since last quarter but increased since last year

Higher is Good

Total Planning Income (£)

Target	508,248
Actual	849,881

Pre-Application Income (£)

Target	71,000
Actual	73,734

The Council maintained a steady flow of major planning applications this quarter, alongside strong pre-application interest—both indicators of ongoing developer confidence and active site promotion. Major applications accounted for around 20% of total income, underlining their significant contribution to the service. Additionally, pre-application income exceeded targets, further reinforcing the sustained interest in development opportunities across the district and suggesting continued confidence in the area's growth potential.

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)

COTSWOLD District Council

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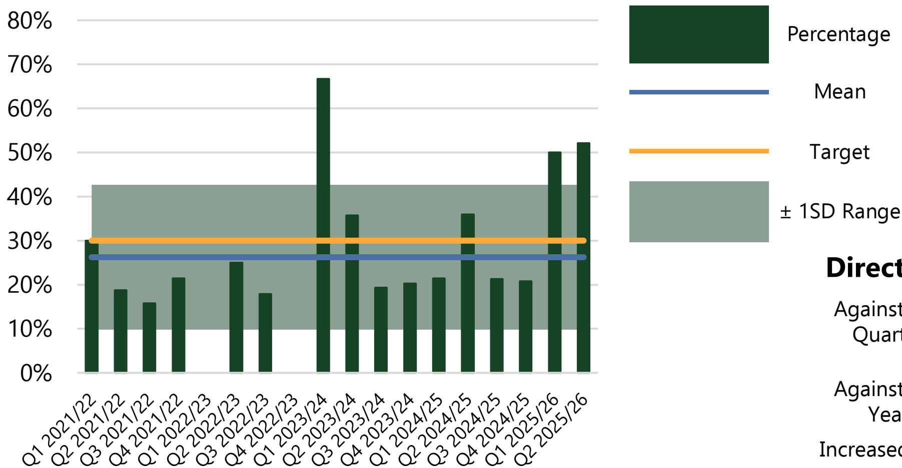

Lower is Good

Target	30%
Actual	52.08%

Direction of Travel

Against last Quarter

Against last Year

Increased since last quarter and last year

How do we compare?

Percentage of planning appeals allowed – LG Inform. Latest dataset is April - June '25 (Q1 2025-26)

Q1 25-26 Benchmark	%	CIPFA Rank	Quartile
Lichfield	0	1/16	Top
Chichester	29	4/16	Top
Maldon	38	8/16	Second
West Devon	44	11/16	Third
Cotswold	**50**	**13/16**	**Bottom**
Tewkesbury	57	16/16	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).

Between 1 July and 30 September 2025, seventeen appeals were decided, with nine allowed in favour of the applicant, resulting in a 52.94% allowance rate for the quarter.

(Snapshot) Planning Enforcement Cases

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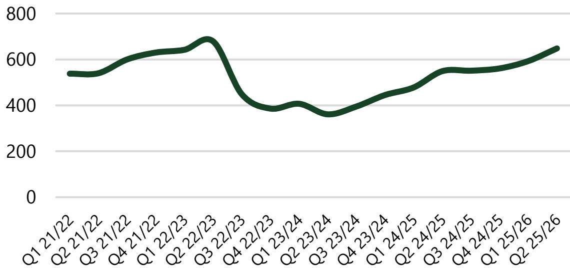
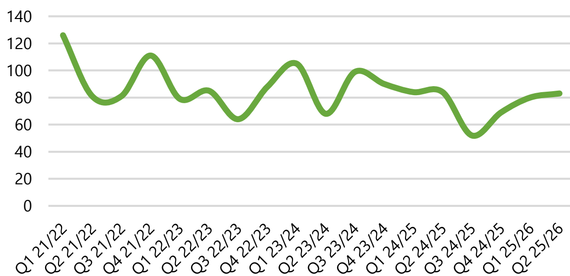
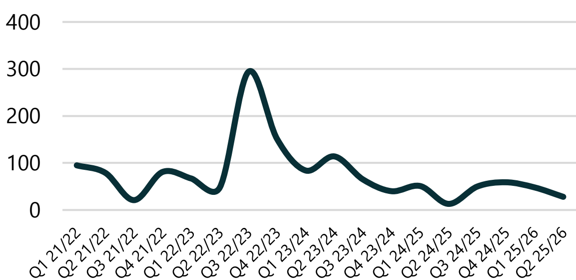
Open Cases at end of Quarter over Time



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 ↑

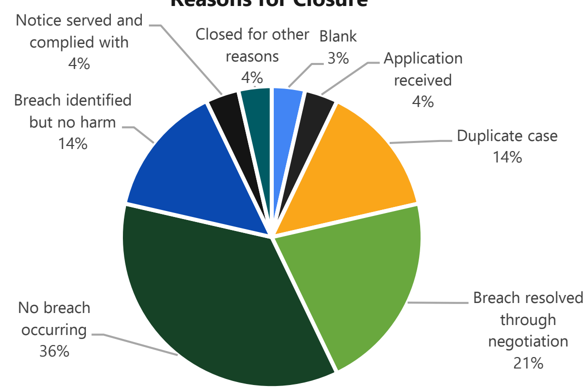
Against last Year ↑

Lower is Good

No Target

Open Cases at End of Quarter 648

Reasons for Closure



The Enforcement team was affected by staffing shortages over the summer. Staffing levels are now improving, and a backlog clearance plan is in development. The team is also reviewing its use of Uniform and updating the enforcement plan to enhance efficiency and effectiveness. A successful member briefing in September provided a valuable opportunity for feedback and clarification.

Percentage of official land charge searches completed within 10 days

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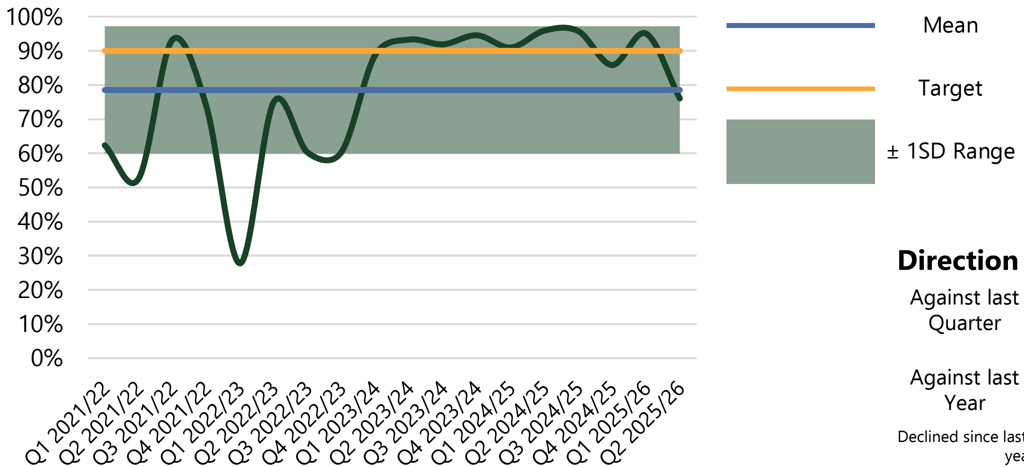


Higher is Good

Target	90%
Actual	76.07%

Direction of Travel

Against last Quarter ⇩

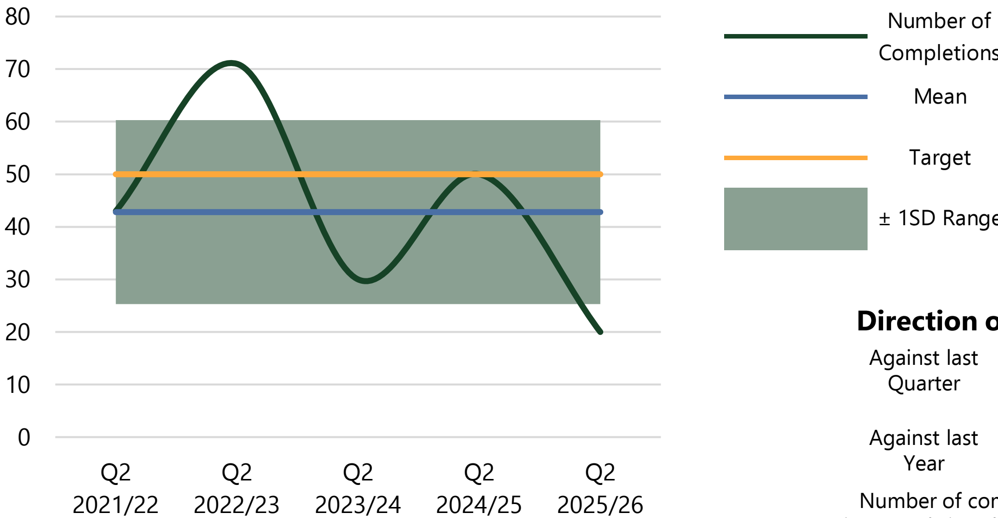
Against last Year ⇩

Declined since last quarter and last year

During Quarter 2, Cotswold's performance against the 10-day target for completing official Land Charges searches declined from 95.07% in Q1 to 76.07% in Q2, falling below the 90% target.
It is important to note that performance remained strong throughout July and August, with Cotswold achieving 97.64%, well above target.
The overall quarterly decline reflects a sharp fall in September, which coincided with the long-term absence of a Land Charges team member.
Looking ahead, support from the Customer Service and Support Service Team has been provided to improve resilience. This will help free up specialist staff to focus on completing searches, which is expected to improve performance and service continuity.

How do we compare?
No benchmarking currently available. The Data & Performance Team will investigate options

Number of affordable homes delivered (cumulative)



Higher is Good

Target	50
Actual	20

Direction of Travel

Against last Quarter ↑

Against last Year ↓

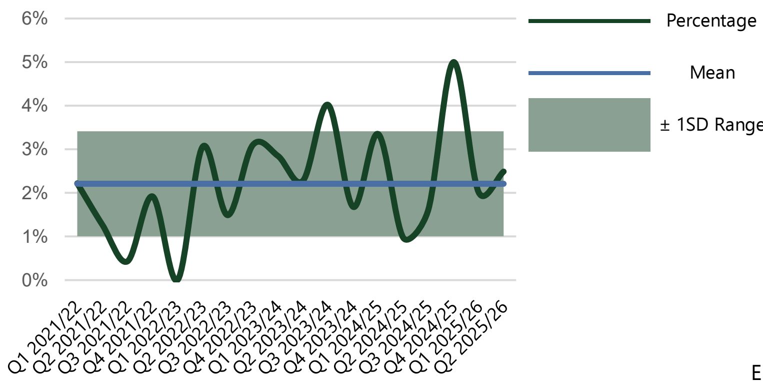
Number of completions increased since last quarter but declined since last year

In Cotswold, eighteen affordable homes were delivered during Q2. Projections from Registered Providers show 64 completions for 2025/26, well below the target of 100, making it unlikely the district will meet its goal. Delivery often fluctuates due to long build times and multi-year phases, and early over delivery under the current strategy has contributed to lower recent levels.

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)



Direction of Travel

Number of Fly Tips

Against last Quarter

Against last Year

Percentage Enforcement Action

Against last Quarter

Against last Year

No Target

Number of Fly Tips Collected

142

Percentage Enforcement Action

2.49%

Fly Tips – Steady since last quarter but declined since last year
Enforcement Action – Increased since last quarter and last year

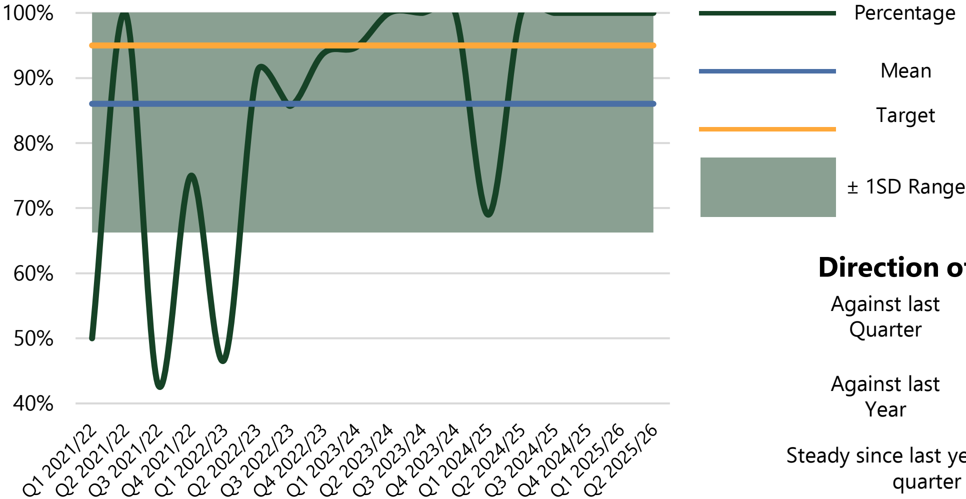
How do we compare?

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	1/16	Top
Cotswold	**972**	**58**	**12**	**1.23**	**6/16**	**Second**
Wychavon	835	192	3	0.36	10/12	Third
West Devon	346	0	0	0	16/16	Bottom

This summer, the Council delivered a highly successful SCRAP fly-tipping campaign, driving strong public engagement and widespread media coverage across radio, TV, and print. The campaign focused on raising awareness of residents' duty of care when disposing of waste and concluded with a multi-agency Stop and Search operation in Bourton, showcasing effective partnership working with Police and Trading Standards. The operation reinforced the campaign's message and built on its positive momentum, which included high social media reach and strong community response.

Percentage of high risk food premises inspected within target timescales



Higher is Good

Target	95%
Actual	100%

Direction of Travel

Against last Quarter

Against last Year

Steady since last year and last quarter

The Council conducted thirteen inspections during Q2, all 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

COTSWOLD District Council

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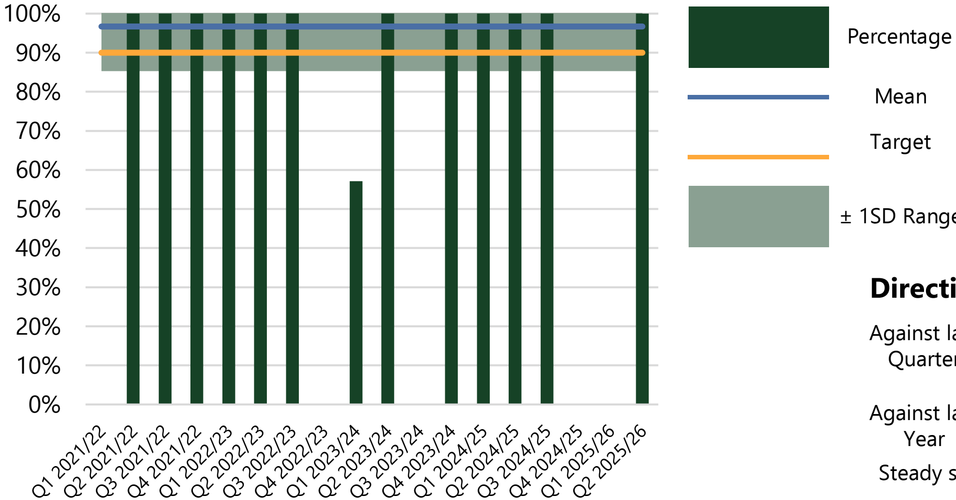
(including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries)



Higher is Good

Target	90%
Actual	100%

Direction of Travel

Against last Quarter: N/A

Against last Year: ⇨

Steady since last year

One high-risk notification was received during Q2 relating to a sewage leak, which was assessed within the target timescale.

How do we compare?

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

Percentage of household waste recycled

COTSWOLD District Council

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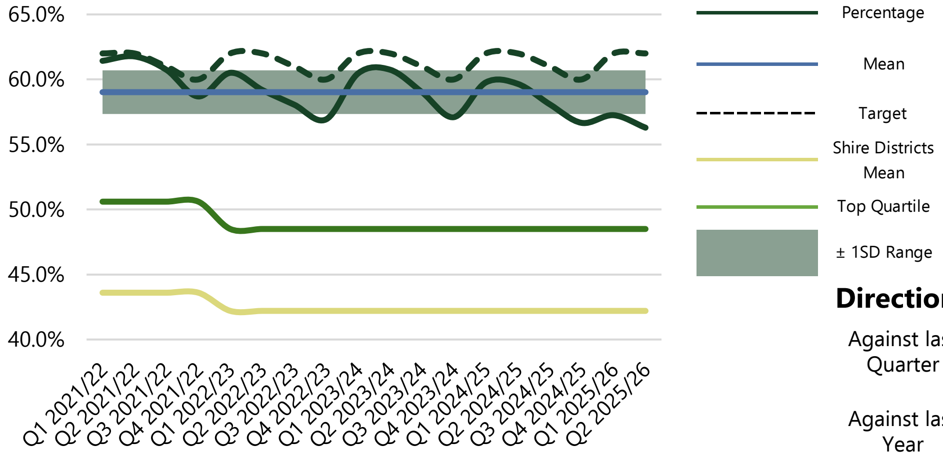

Higher is Good

Target	62%
Actual	56.29%

Direction of Travel

Against last Quarter

Against last Year

Declined since last quarter and last year

How do we compare?

Percentage of household waste sent for reuse, recycling or composting – Gov.uk. The latest dataset available in 2023-2024

2023-24 Benchmark	%	CIPFA Rank	Quartile
Stratford-on-Avon	61	1/16	Top
Maldon	57.2	3/16	Top
Cotswold	**57.1**	**5/16**	**Second**
South Hams	46.6	10/16	Third
Lichfield	45.1	13/16	Bottom
East Hampshire	34.5	16/16	Bottom

The Council's recycling rate declined by around 2.5% compared to the same period last year, reflecting a wider national trend. Unusually dry weather locally led to a 25% drop in garden waste tonnages—significantly impacting overall recycling performance, as garden waste forms a substantial part of the recycling stream. Despite this, the Council remains above the national average and in the top quartile of councils in England.

Residual Household Waste per Household (kg)

COTSWOLD District Council

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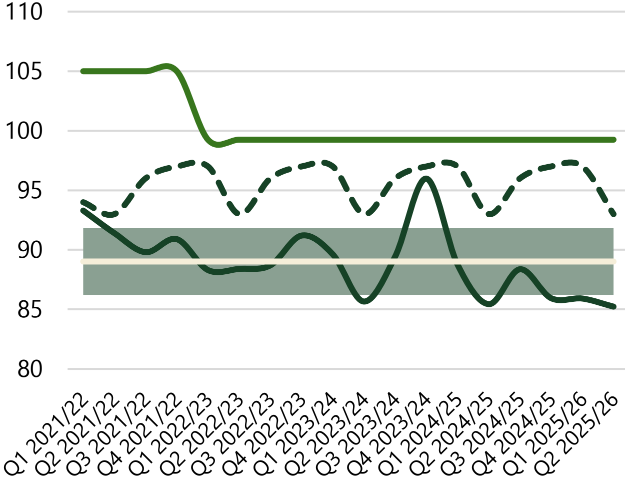

Lower is Good

Target	97
Actual	85.91

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and last year

How do we compare?
Residual household waste per household (kg/household) – Gov.uk. The latest dataset available in 2023-2024

2023-24 Benchmark	Kg	CIPFA Rank	Quartile
Stroud	298.6	1/16	Top
Stratford-on-Avon	320.0	4/16	Top
Maldon	350.2	8/16	Second
Cotswold	**358.0**	**9/16**	**Third**
Wychavon	436.5	13/16	Bottom
Babergh	461.4	16/16	Bottom

Residual household waste levels typically follow seasonal patterns, and targets are set accordingly.

In Q2, the Councils remained below their residual waste targets and also outperformed the Shire Districts' median of 111 kg per household. They also ranked within the top quartile of English District Local Authorities, with residual waste levels below the 99.25 kg threshold.

This continued strong performance highlights the Councils' effective waste reduction efforts and their position as national leaders in managing household waste.

Missed bins per 100,000

COTSWOLD District Council

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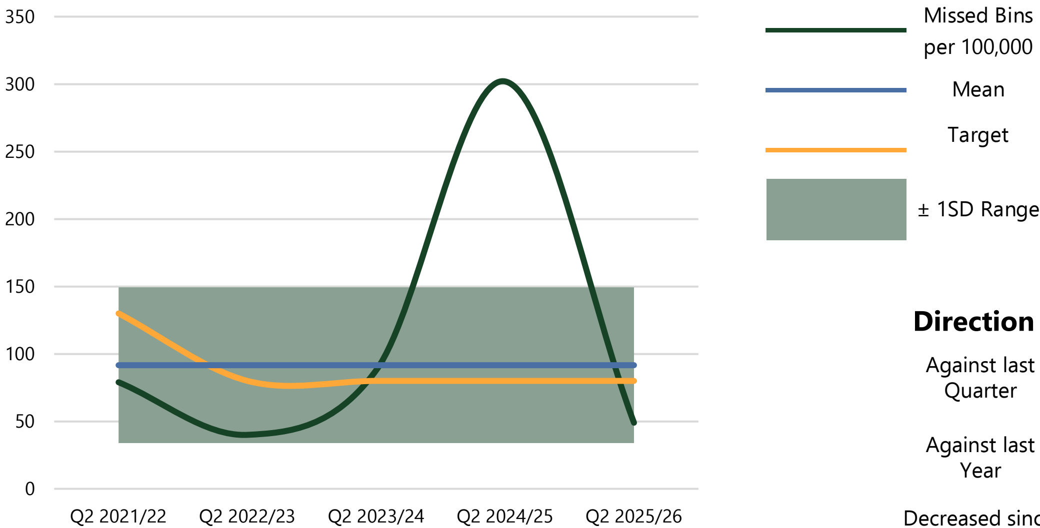


Lower is Good

Target	80
Actual	49

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and last year

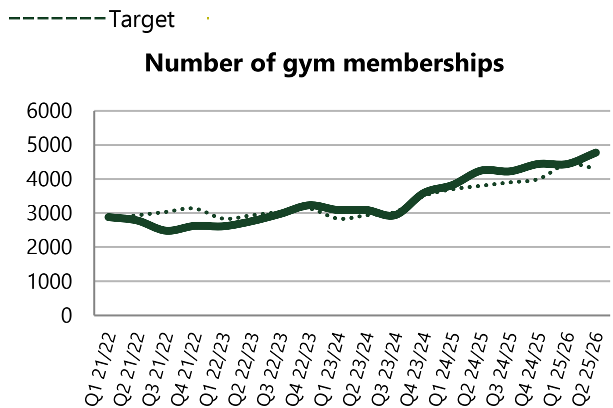
How do we compare?

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

Missed bin rates in Cotswold fell to 49 misses per 100,000 collections, below the target of 80. During the quarter, staff and process changes, plus improved communication via memos and toolbox talks, helped reinforce the importance of returning to missed collections. Work is ongoing to reassign approximately 700 properties to new rounds, locations repeatedly missed following the main service reorganisation.

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 – Increased since last quarter and last year

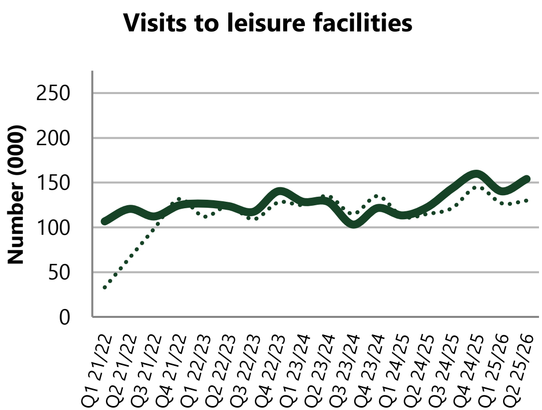
Higher is Good

Gym Memberships

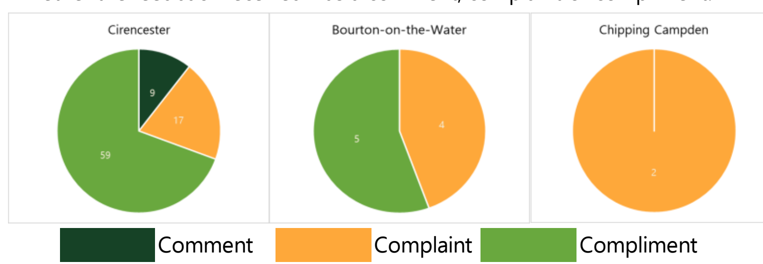
Target	4,300
Actual	4,774

Leisure Visits

Target	129,900
Actual	154,011



The Council exceeded its Q2 leisure targets, with memberships 11% and visits 18.6% above target. Learn to Swim participation has rebounded following COVID and instructor shortages, supported by recruitment and promotion. Recent engagement efforts have boosted participation, with "Meet the Manager" sessions planned for Q3 to gather feedback and support service development.
Freedom Leisure receives and reviews all submitted comment cards for each of its leisure centres. The information below is organised by centre and indicates whether the feedback received was a comment, complaint or compliment.



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.