



COTSWOLD

District Council

Delivering great services locally

PERFORMANCE REPORT:

October - December 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 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.

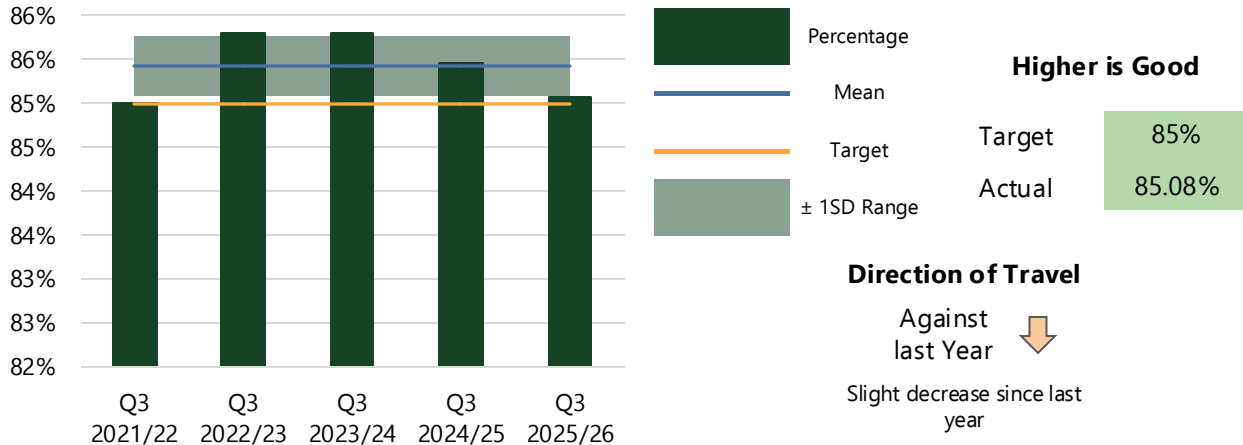
Overall Performance

Overall, the Council delivered strong performance across most key services in Q3. Council Tax and Business Rates collection were above target, planning applications were processed well within agreed timescales, and customer satisfaction, regulatory compliance, waste services and leisure participation all remained strong.

A smaller number of services experienced ongoing pressures. Processing times for Council Tax Support and Housing Benefit change events, although improving, remain above cumulative targets due to earlier delays and case complexity. Land Charges performance dipped following staffing shortages but is now recovering, planning appeals allowed remain above target on a cumulative basis, affordable housing delivery is below target and recycling rates were affected by seasonal reductions in garden waste.

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



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

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

Council Tax Collection remained strong in Q3, exceeding the target, with only a small year-on-year decline of 0.39%. The slight decline reflects more households moving to 12-month instalment plans, which lowers mid-year collection.

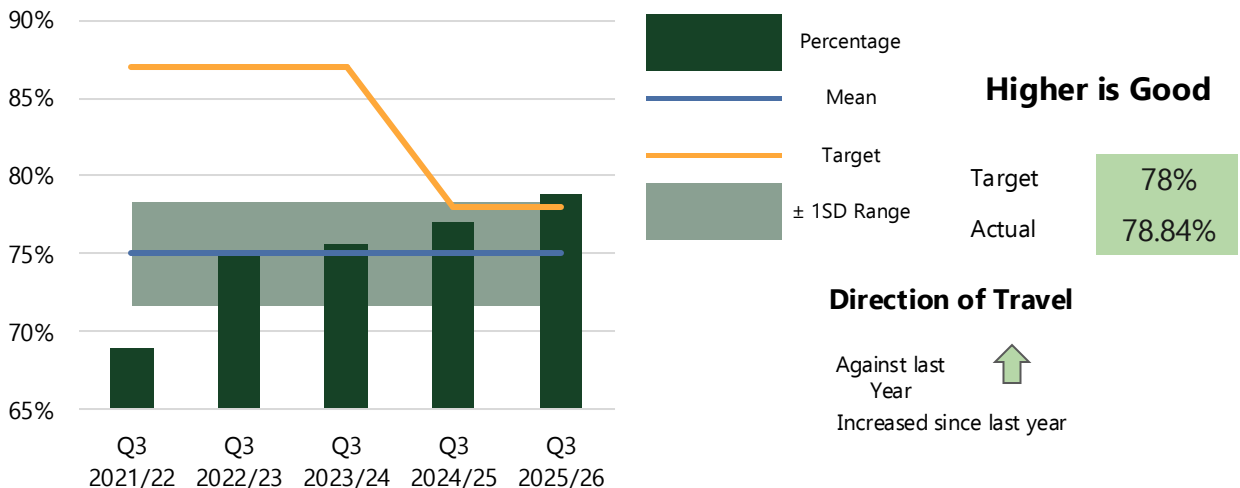
A refreshed Direct Debit campaign is planned to boost uptake and support future performance. Recovery work is fully up to date, and processing times remain steady at around five working days.

The table below shows historic Council Tax collection rates alongside outstanding balances.

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Outstanding
Balance at Quarter End	£419,228.87	£560,109.85	£611,987.53	£794,807.53	£1,069,550.83	£3,455,684.61
% collected	99.53%	99.36%	99.37%	99.23%	99.01%	



Percentage of Non-domestic rates collected



How do we compare?

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

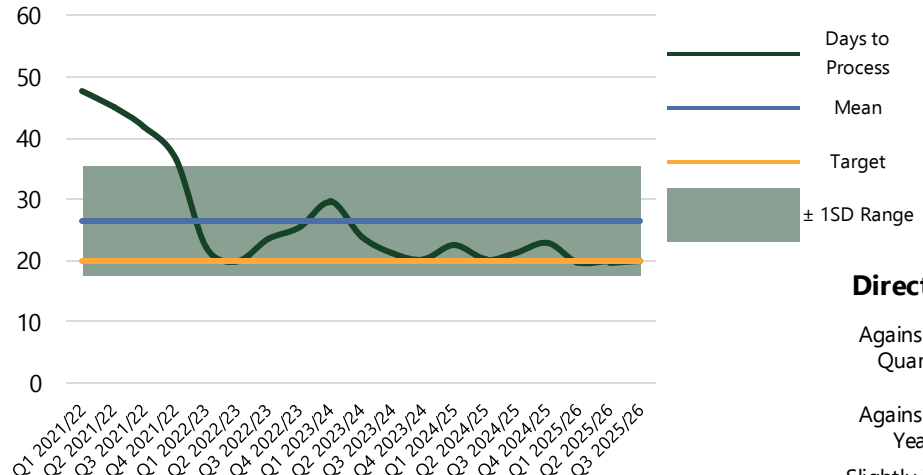
2024-25 Benchmark	%	CIPFA Rank	Quartile
Mid Devon	99.83	1/16	Top
South Hams	98.3	7/16	Second
Malvern Hills	97.59	11/16	Third
Cotswold	96.91	14/16	Bottom
Stratford-on-Avon	96.46	16/16	Bottom

Cotswold collected 78.84% of Business Rates in Q3, up from 77.03% last year and just above its 78% target. Performance has been supported by recent work to keep billing and account updates fully up to date, contributing to the steady year-on-year improvement. Operationally, NDR recovery work remains fully up to date, with processing backlogs stable at around 10 working days.

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	£92,878.46	£218,770.71	£238,102.84	£187,026.36	£418,430.40	£1,155,208.77
% collected	99.41%	99.20%	99.26%	99.49%	98.87%	


Processing times for Council Tax Support new claims




Lower is Good

Target	20
Actual	20.07

Direction of Travel

Against last Quarter 

Against last Year 

Slightly increased since last quarter but decreased since last year

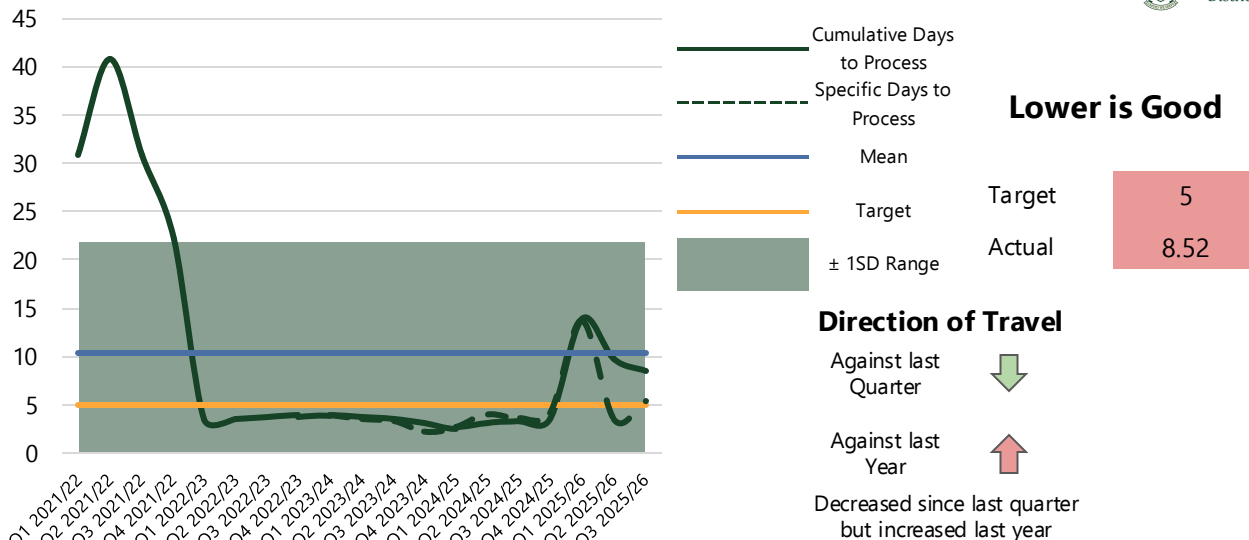
How do we compare?

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 September 2024 and the percentage change from September 2024 for each authority.

Q2 2025-26 Benchmark	Number of Claimants at end of June 2025	Percentage Change since June 2024
Malvern Hills	3,728	-4.29%
Cotswold	3,784	-3.47%
Wychavon	6,580	-1.48%
Tewkesbury	5,003	3.09%

Processing times remained steady in Q3, staying close to target and maintaining overall reliability. The council continued to deliver a series of proactive LIFT-supported campaigns, including outreach on energy support, identifying Universal Credit households not receiving CTS, and promoting Pension Credit and Attendance Allowance. Severe disability checks were completed with no impact on performance. Together, this work reflects a sustained focus on early, targeted support for residents who may be missing out on financial help.

Processing times for Council Tax Support Change Events



Processing times for Council Tax Support changes continued to improve through Q3, with steady week-on-week reductions strengthening the cumulative position. The Council recorded a cumulative average of just over 8 days, around two days faster than in Q2.

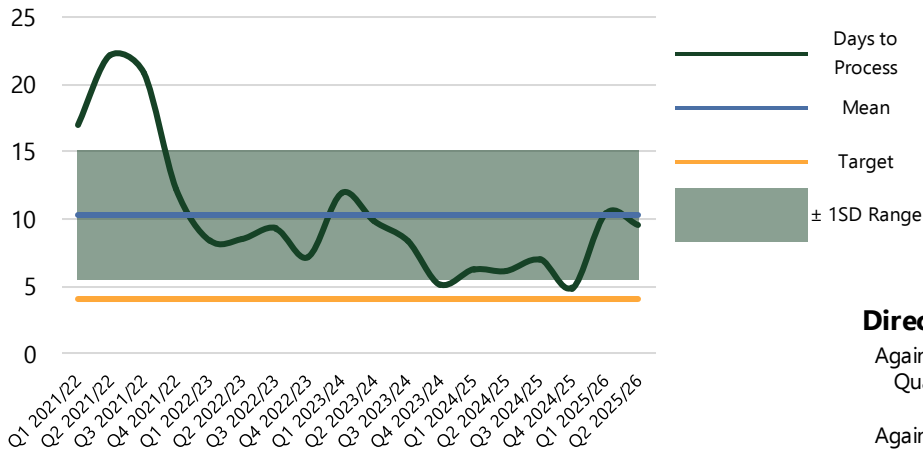
How do we compare?

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

Although the metric is cumulative, processing times have been consistently reducing by around 0.2 days per week. With automation fully embedded and workflows now optimised, further acceleration is naturally limited, but the current trajectory clearly shows the service is moving in the right direction.



Processing times for Housing Benefit Change of Circumstances



Lower is Good

Target	4
Actual	9.52

Direction of Travel

Against last Quarter

Against last Year

Slightly decreased since last quarter but increased since last year

How do we compare?

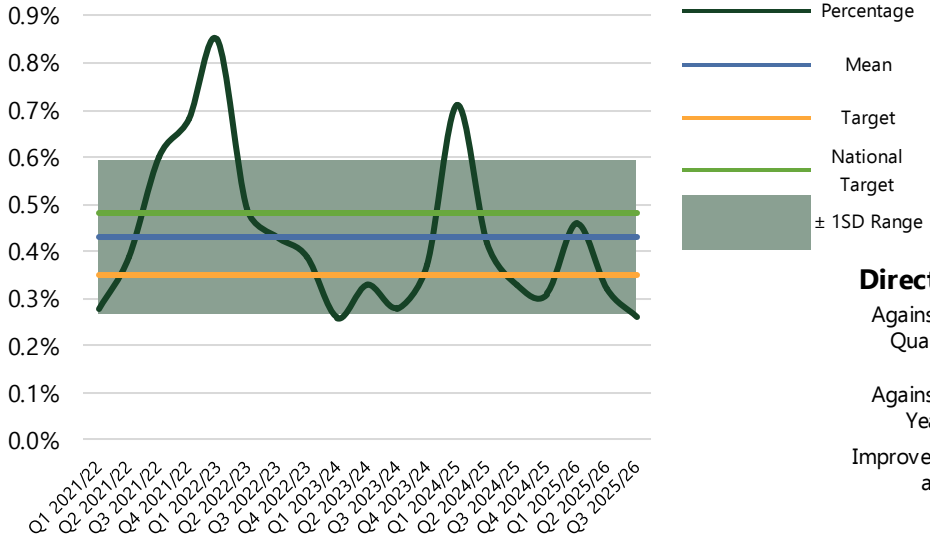
Speed of processing for HB CoCs – LG Inform. Latest dataset is April - June '25 (Q1 2025-26)

Q1 2025-26 Benchmark	Days	CIPFA Nearest Neighbours Rank	Quartile
Derbyshire Dales	1.91	1/16	Top
Tewkesbury	4.81	3/16	Top
Maldon	5.58	7/16	Second
South Hams	7.51	11/16	Third
West Oxfordshire	8.73	13/16	Bottom
Cotswold	10.69	16/16	Bottom

Processing times for Housing Benefit remained above target in Q3, affected by seasonal workload pressures and delays in receiving full evidence for Change of Circumstances and Full Claim Reviews. The planned pause to Universal Credit activity helped reduce parts of the backlog, and all CFU reviews were completed on time, while the full HBAA Claims Review continues into next year.

Caseload composition is broadly unchanged, with Pension Age, Temporary Accommodation and Supported Accommodation claims still dominating. With fewer change applications being submitted, missing evidence has a greater impact on average processing times. As a larger proportion of HB changes typically arrive in Q4, processing times may improve towards year-end.

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



Lower is Good

Target	0.35%
Actual	0.26%

Direction of Travel

Against last Quarter

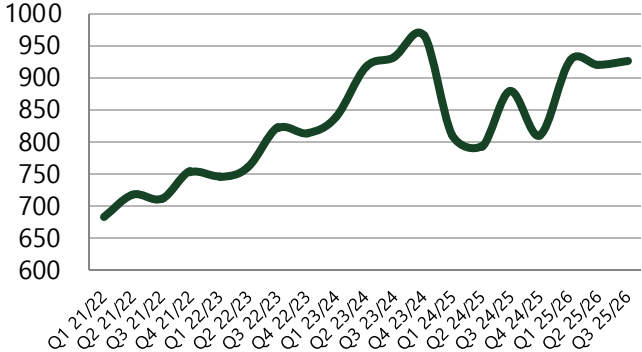
Against last Year

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



Direction of Travel

Against last Quarter 

Against last Year 

Decreased since last quarter but increased since last year

Lower is Good

No Target
921

How do we compare?

Long Term Vacant Properties within districts - Benchmarking via Gov.uk

2024 Benchmark	Properties	CIPFA Nearest Neighbours Rank	Quartile
West Devon	193	1/16	Top
Tewkesbury	259	3/16	Top
South Hams	354	7/16	Second
Stroud	615	11/16	Third
Cotswold	821	14/16	Bottom
Stratford-on-Avon	1090	16/16	Bottom

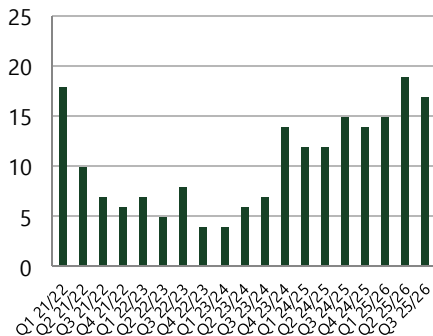
During Q2, the Council saw an increase in long-term empty properties in Q3, largely reflecting improvements in reporting systems that have strengthened the accuracy of identifying and monitoring empty homes.

It is also worth noting that the majority of long-term empty properties have been vacant for less than two years, with around 53% falling into this category. If the measure were based only on properties empty for over two years, the figures would reduce significantly to 431 properties.

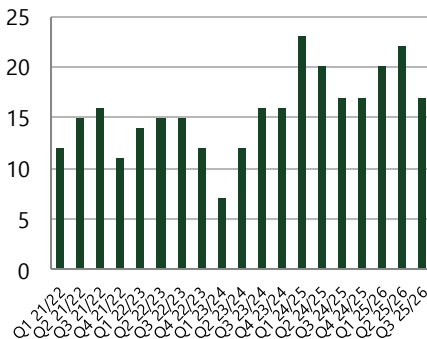


(Snapshot) Number of households in B&B/hotel-type accommodation & Hostels (LA owned or managed); and Number of successful 'Move On' into suitable independent/long-term accommodation from B&Bs/hotels/hostels

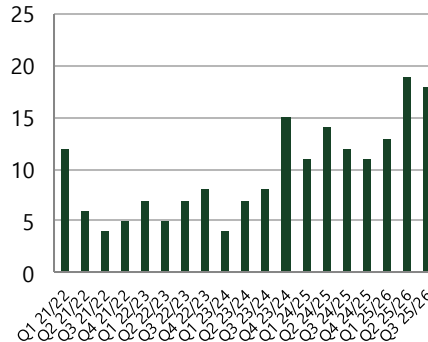
Households in B&B/hotel type accommodation



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 be a key priority, and in Cotswold the number of people seeking support has levelled off, suggesting that the council's proactive prevention work is having a sustained, positive impact.

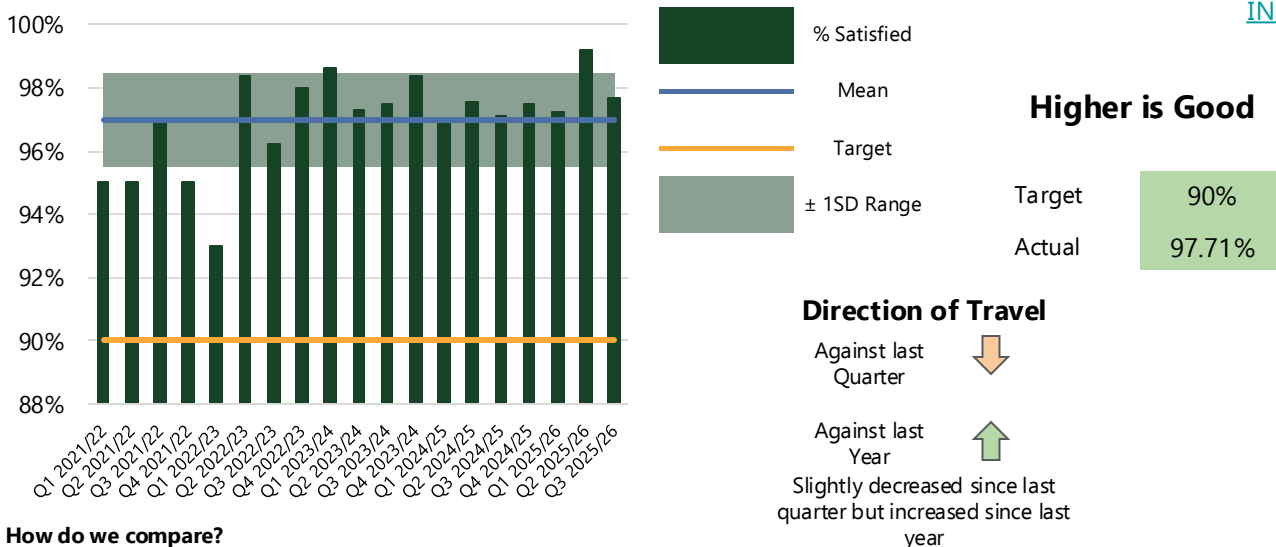
A slight seasonal rise in rough sleeping has been observed, increasing from typically zero or one individual to two or three. This pattern is expected during colder months, when individuals are more likely to engage with council services.

How do we compare?

The Institute for Government has published the Homelessness Performance Tracker, which evaluates the effectiveness of local homelessness services in England by analysing data on demand, funding and outcomes over time. The full report is available [here](#).



Customer Satisfaction - Telephone



How do we compare?

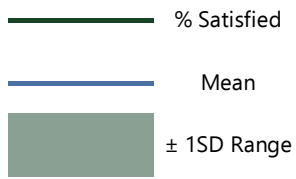
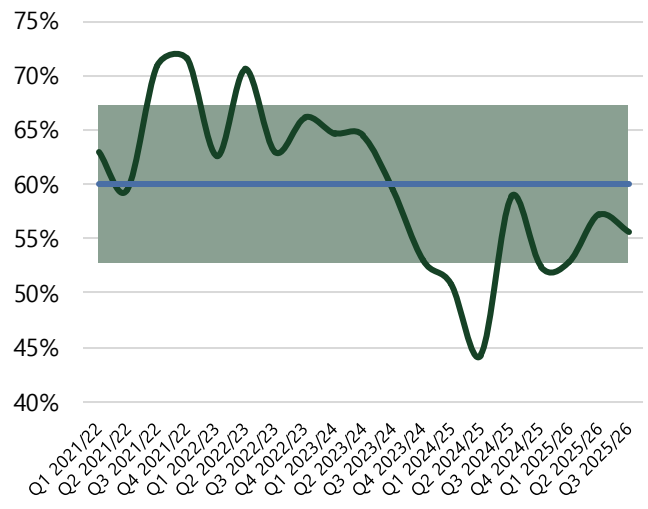
The Govmetric Channel Satisfaction Index is a monthly publication of the top performing councils across the core customer access channels. At least 100 customers need to be transferred to the survey to be included in the league table so even if satisfaction is high, it may not be included.

	July Rank	July Net Sat.	Aug Rank	Aug Net Sat.	Sept. Rank	Sept. Net Sat.
Cotswold	2	98%	2	99%	2	96%
Forest	1	99%	N/A	N/A	1	96%
West	4	92%	1	100%	4	94%

Telephone satisfaction remained consistently high throughout Q3, supported by efforts to encourage survey participation and gather valuable feedback.

A total of 467 residents participated in the survey, of these, 461 customers reported being satisfied with the service, reflecting a high level of overall satisfaction.

Customer Satisfaction - Email





Higher is Good

No Target

55.61%

Direction of Travel

Against last Quarter 

Against last Year 

Slightly decreased since last quarter and last year

A total of 401 residents participated in the email satisfaction survey, with 223 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.

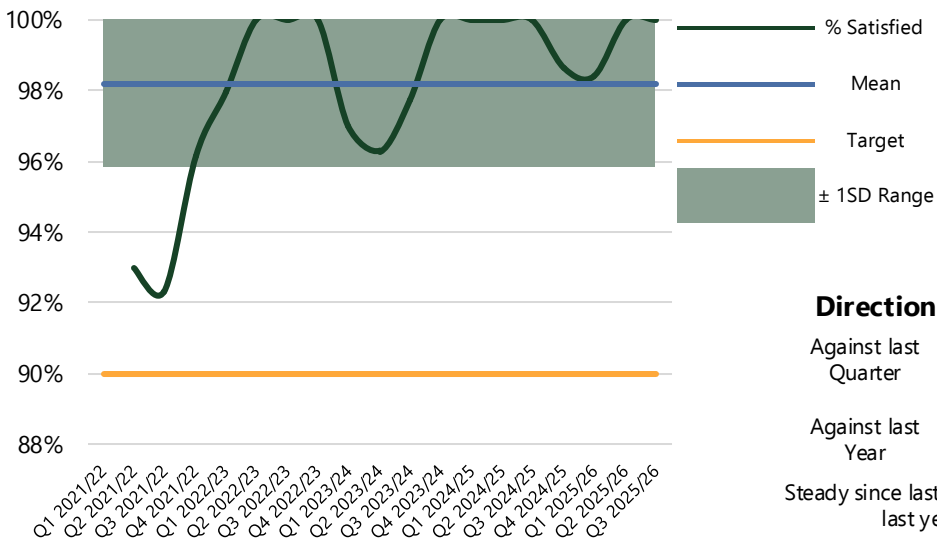
Following a previous rise in negative feedback, a review was undertaken to identify the underlying causes of dissatisfaction. The analysis highlighted recurring issues such as missed bin collections, delays in container deliveries. The customer service team continues to monitor feedback closely and proactively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



Higher is Good

Target	90%
Actual	100%

Direction of Travel

Against last Quarter

Against last Year

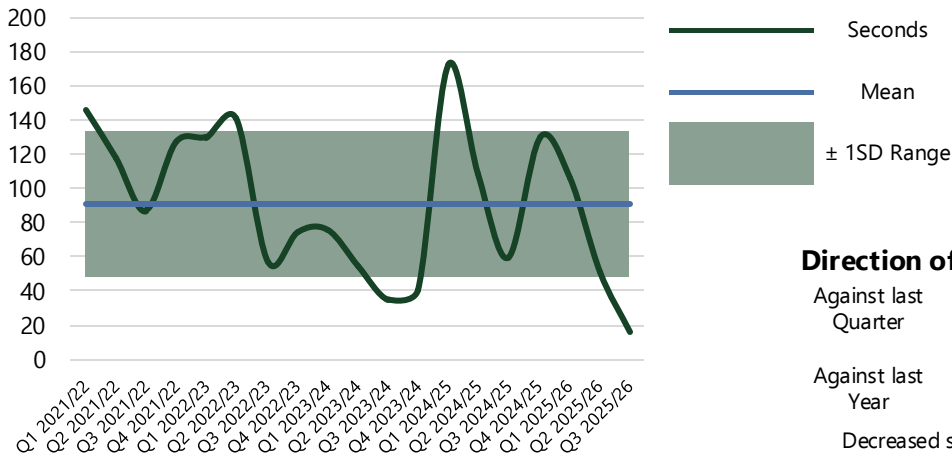
Steady since last quarter and last year

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





Lower is Good

No Target

16 Seconds

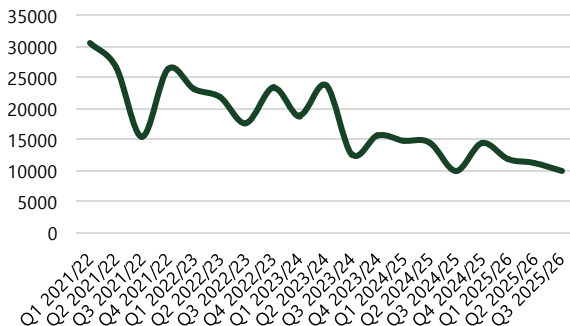
Direction of Travel

Against last Quarter 

Against last Year 

Decreased since last quarter and last year

Call Volume Over Time



In Q3, average call waiting times in Cotswold improved by roughly 45 seconds compared with the same period last year. The longer waits experienced last year were largely due to high staff turnover and a shortage of experienced advisors. With the service now fully staffed, performance has remained strong, even though sickness levels have been higher this quarter.

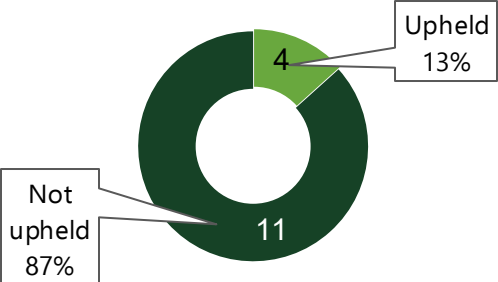
Regular training and refresher sessions have helped ensure advisors remain confident and consistent, supporting service continuity during periods of annual leave and sickness. Call volumes in Cotswold remain broadly in line with last year, and the seasonal lull typical of Q3 has contributed to smoother operations and more stable demand.

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 

Steady 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.

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.

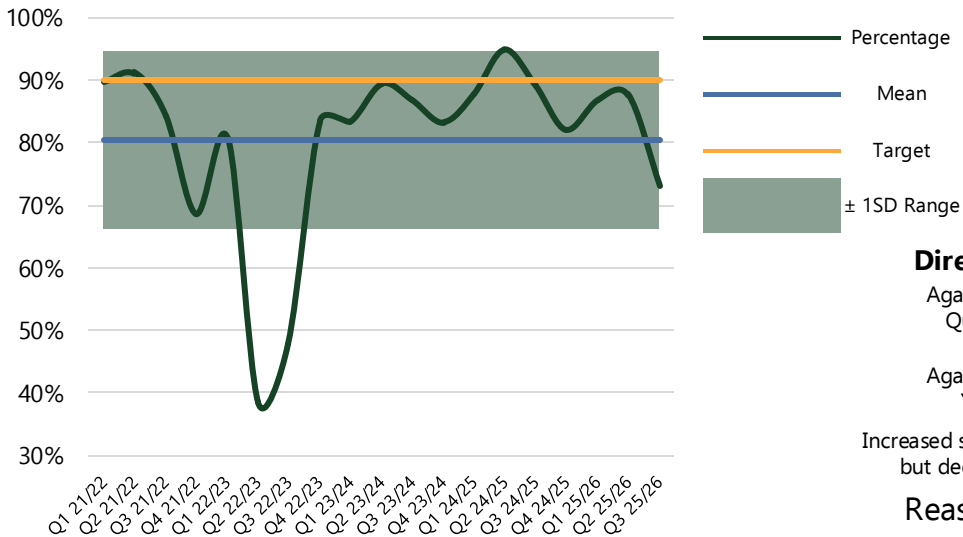
2024-25

	Complaints Investigated	Percentage Upheld	Upheld decisions per 100,000 residents	Percentage Compliance with Recommendations	Percentage Satisfactorily 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

Complaints Upheld or Partially Upheld Breakdown

Service area	Description	Outcome/learning	Decision	Response time (days)
Revenues & Benefits	A long-standing Single Person Discount was missed for around 15 years, leading to an overcharge. This occurred because the property's change from second-home status to main residence was not updated.	A refund was issued and an apology provided.	Upheld	10
Revenues & Benefits	A provisional council tax banding was not reviewed before the resident moved out. Although the account had been settled at the time, the charge was later increased once the banding was corrected.	The additional charge was withdrawn due to a lack of contact.	Upheld	10

Percentage of FOI requests answered within 20 days



Higher is Good

Target	90%
Actual	73.17%

Direction of Travel

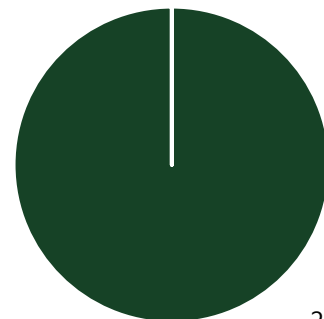
Against last Quarter

Against last Year

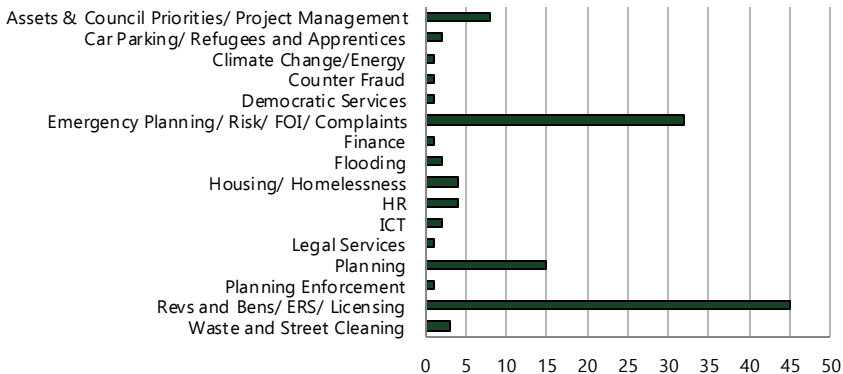
Increased slightly since last quarter but declined since last year

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

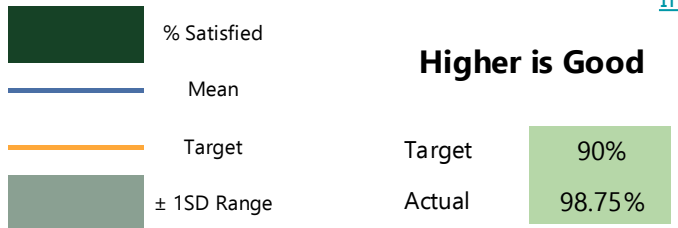
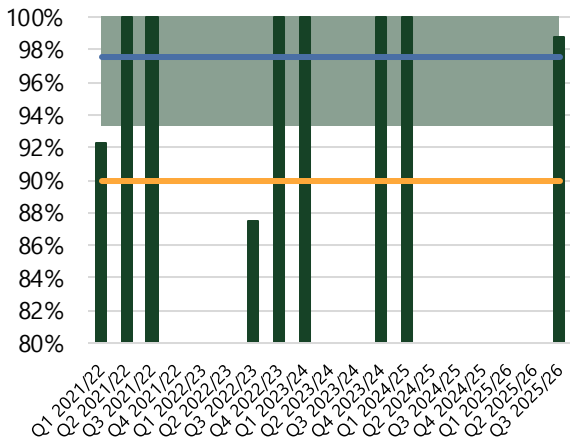
■ Service Area not provided Information in time



Requests by Service Area



Building Control Satisfaction



Direction of Travel

Against last Quarter: N/A

Against last Year: N/A

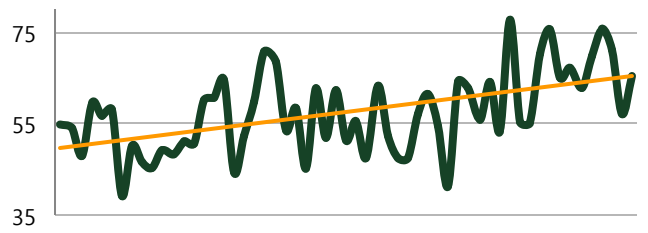
A new customer-feedback webform was introduced in October and issued with completion certificates. Early responses have been very positive, with customers commending the team’s knowledgeable support, friendly guidance, and efficient, responsive service.

In Q3, the market share averaged 64%, with 110 applications processed, reflecting a 6% increase in market share compared to the same period last year. However, application volumes remained steady, with only a slight year-on-year decrease of 2.

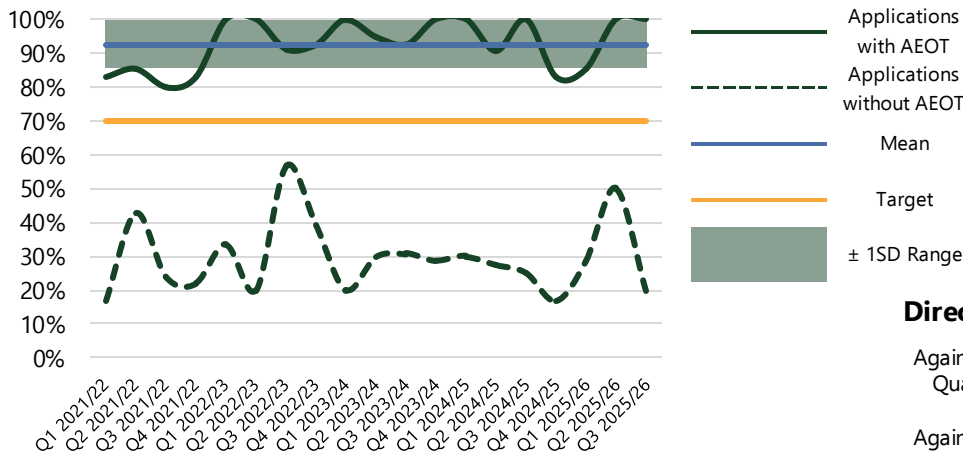
The below chart shows market share over time from April 2021

How do we compare?
Percentage of share in the market

October	November	December	Number of Apps for Quarter
71%	57%	66%	110



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



Higher is Good

Target	70%
Actual	100%

Direction of Travel

Against last Quarter →

Against last Year →

Steady since last quarter and last year

How do we compare?

Major Developments - % within 13 weeks or agreed time – LG Inform. Latest dataset is July - September '25 (Q2 2025-26)

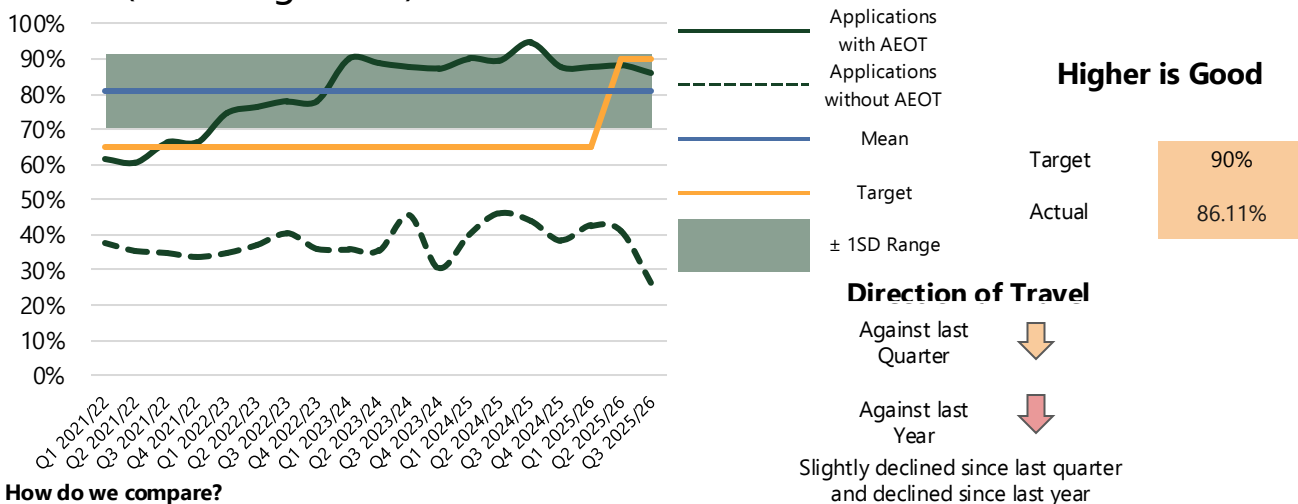
Q2 25-26 Benchmark	%	CIPFA Rank	Quartile
Cotswold	100	Joint - 1/16	Top
Babergh	100	Joint - 1/16	Top
Stratford-on-Avon	94	11/16	Third
Maldon	80	13/16	Bottom
Wychavon	79	15/16	Bottom
Derbyshire Dales	75	16/16	Bottom

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

During Q3, ten major applications were determined.

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

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



How do we compare?

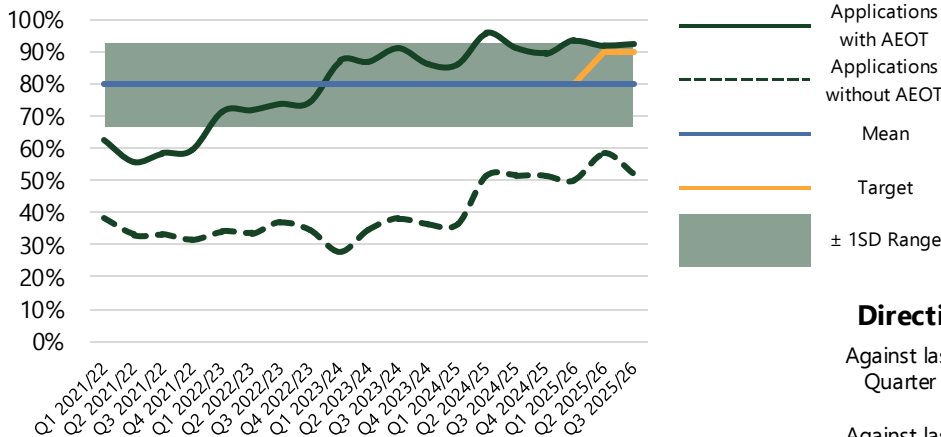
Minor Developments - % within 8 weeks or agreed time – LG Inform. Latest dataset is July - September '25 (Q2 2025-26)

Q2 25-26
Benchmark

Q2 25-26 Benchmark	%	CIPFA Rank	Quartile
West Oxfordshire	98	1/16	Top
Mid Devon	95	3/16	Top
Malvern Hills	92	6/16	Second
Cotswold	88	9/16	Third
Maldon	81	13/16	Bottom
Tewkesbury	75	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 with key priorities include the staffing restructure, improvements to enforcement, and a review of pre-application services. Among the sub-actions, the new negotiation protocol has been completed and fully implemented. A new PPA strategy is underway, with a draft template already produced. Additionally, revised fees and charges were agreed by Cabinet in January.

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



Higher is Good

Target 90%
Actual 92.16%

Direction of Travel

Against last Quarter

Against last Year

Slightly increased since last quarter and increased since last year

How do we compare?

Other Developments - % within 8 weeks or agreed time – LG Inform. Latest dataset is July - September '25 (Q2 2025-26)

Q2 25-26 Benchmark	%	CIPFA Rank	Quartile
Chichester	100	1/16	Top
Babergh	97	3/16	Top
Tewkesbury	96	5/16	Second
Malvern Hills	93	11/16	Third
Cotswold	92	13/16	Bottom
Derbyshire Dales	70	16/16	Bottom

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

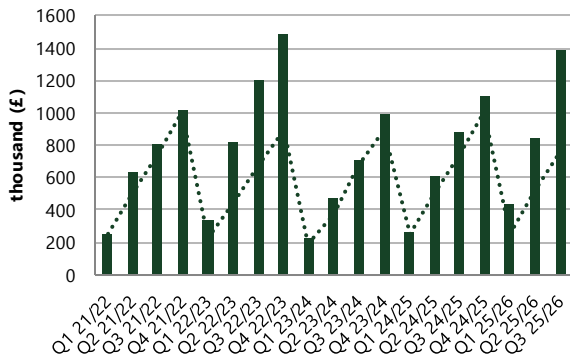
In Q3, a total of 204 Other applications were determined.

As of the end of the quarter, the Council's rolling average stands at 89.98%, 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

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 762,371

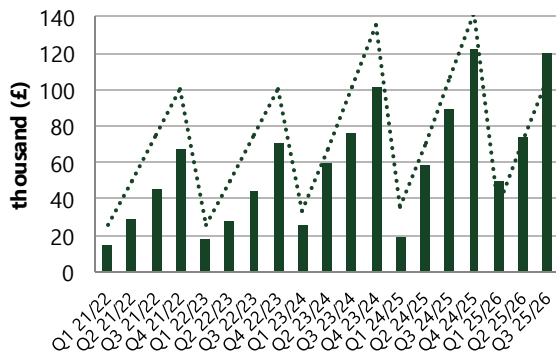
Actual 1,386,761

Pre-Application Income (£)

Target 106,500

Actual 119,892

Pre-application income



Total Income – Increased since last quarter and last year

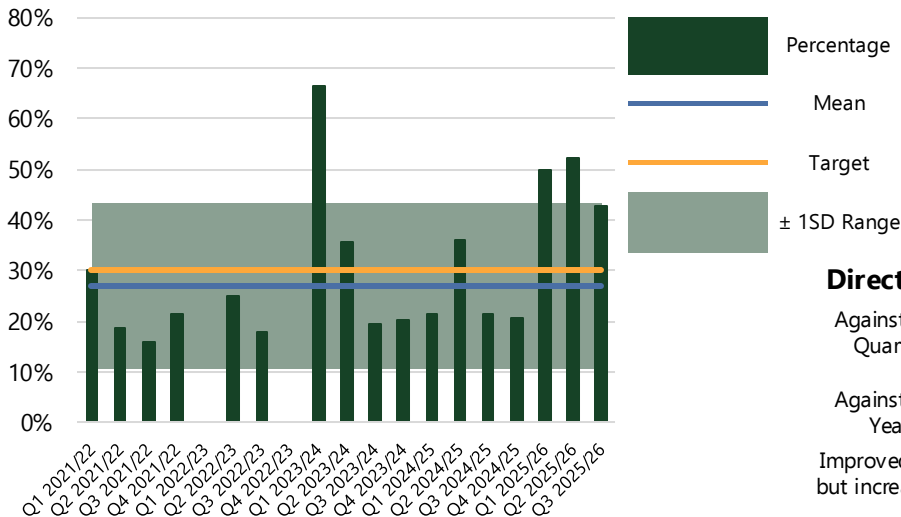
Pre-App Income – Increased since last quarter and last year

The Council maintained a steady flow of major applications and sustained pre-application interest, reflecting ongoing developer confidence and active site promotion. Major applications accounted for around 50% of total income for Q3, 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)




Lower is Good

Target	30%
Actual	42.65%

Direction of Travel

Against last Quarter 

Against last Year 

Improved since last quarter but increased since last year

How do we compare?

Percentage of planning appeals allowed (Specifically Q2 2025-26)

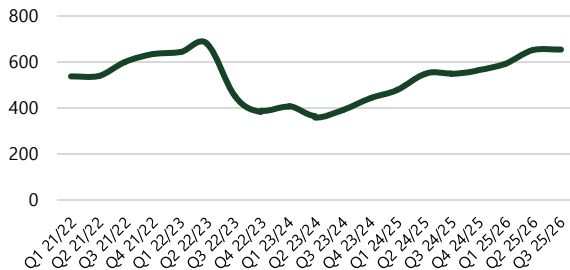
Q1 25-26 Benchmark	%	CIPFA Rank	Quartile
Mid Devon	0	1/16	Top
Stroud	8	4/16	Top
Tewkesbury	33	8/16	Second
Malvern Hills	36	10/16	Third
Chichester	45	13/16	Bottom
Cotswold	50	16/16	Bottom

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](https://www.gov.uk)).

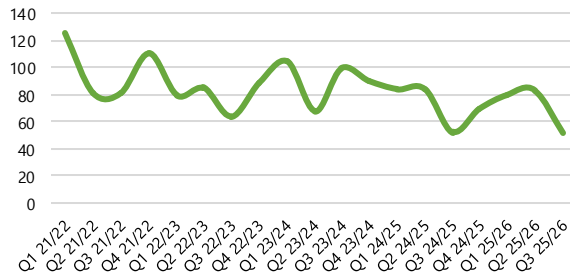
Between 1 October and 31 December 2025, ten appeals were decided, with two allowed in favour of the applicant, resulting in a 20% allowance rate for the quarter.

(Snapshot) Planning Enforcement Cases

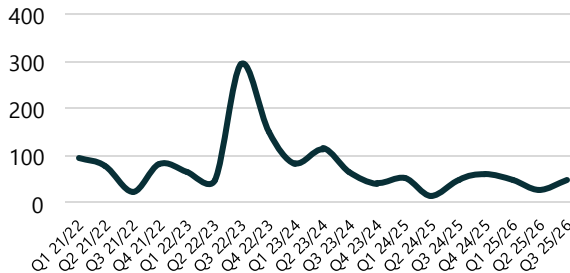
Open Cases at end of Quarter over Time




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 

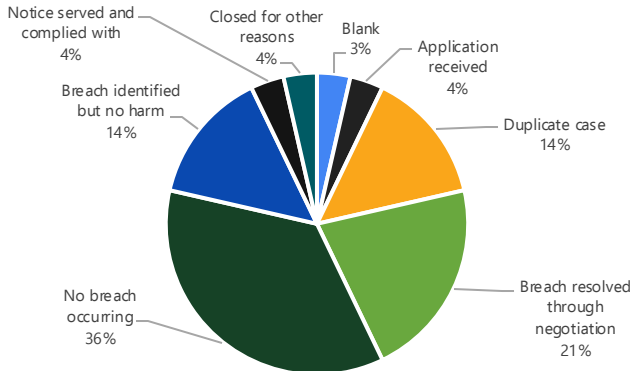
Against last Year 

Lower is Good

No Target

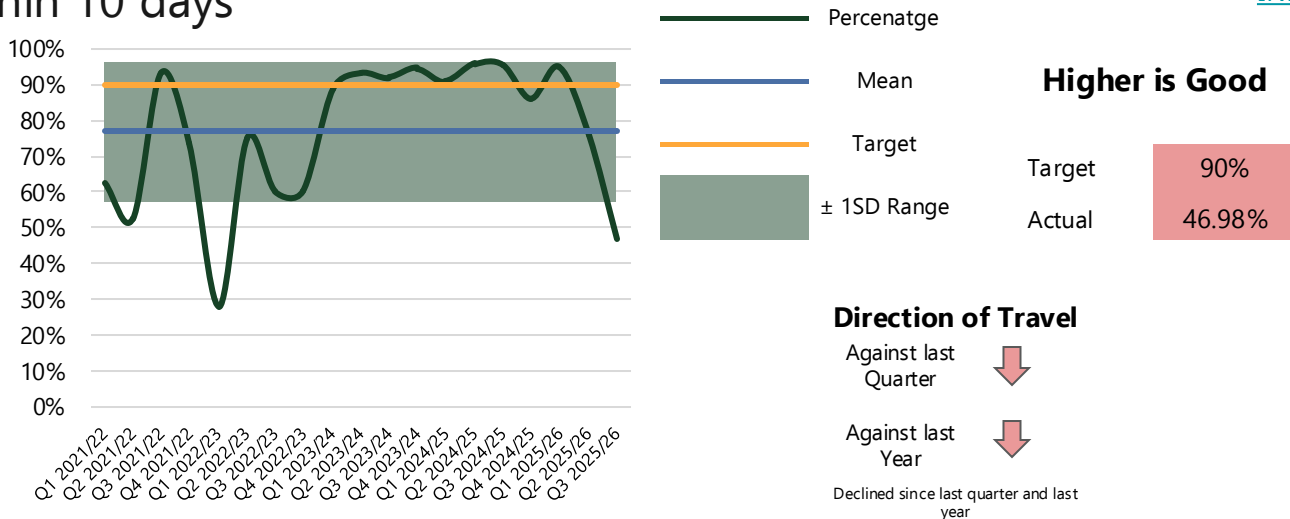
Open Cases at End of Quarter 650

Reasons for Closure



The Enforcement team has made steady progress this quarter. A new Enforcement Plan has been drafted and is now with managers for review. Staffing levels are improving, with two positions filled and recruitment ongoing for senior roles. The Transformation team is mapping key processes to identify quick wins and support a more streamlined service. This combined work is helping to strengthen capacity and improve the team's overall resilience.

Percentage of official land charge searches completed within 10 days

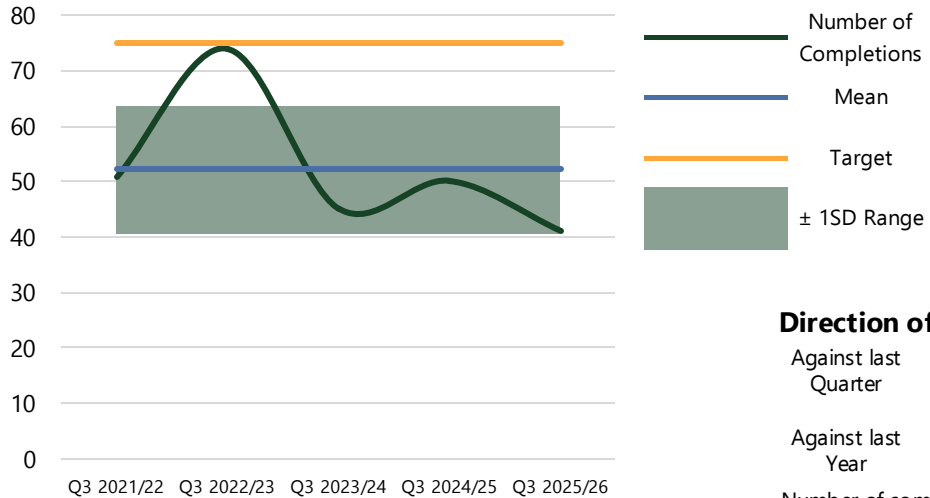


During Q3, the Council experienced a decline, dropping to 46.98% from Q2's 76.07%. This was primarily due to the loss of a member of the Land Charges team in September, which created a significant backlog at a time when search volumes remained steady. This was driven by the loss of a team member in September, which created a backlog at a time when search volumes remained steady. Additional administrative support from Customer Services and the Support Services Team has since helped stabilise the service by allowing specialist officers to focus on clearing older cases and managing workflow more effectively. Following the sharp downturn in September, Cotswold has shown a clear and sustained recovery. Performance rose from 17% in September to 72% in December, indicating that service levels are steadily returning toward expected standards.

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	75
Actual	41

Direction of Travel

Against last Quarter 

Against last Year 

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

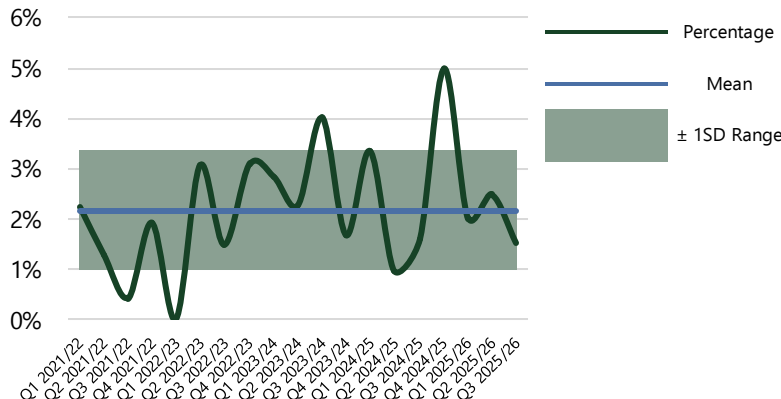
During Q3, twenty-one affordable homes were delivered. This included 6 homes by Sanctuary in Down Ampney and 15 homes by Cotswold Housing Association in Moreton-in-Marsh. Projections from Registered Providers indicate 70 completions for 2025/26, which is below the target of 100, making it unlikely the district will meet its annual goal. Delivery levels often fluctuate due to long build times and multi-year development phases, and early over-delivery under the current strategy has contributed to lower levels in more recent periods.

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 → *No Target*
 Against last Year → Number of Fly Tips Collected

147

Percentage Enforcement Action

Against last Quarter ↓ Percentage Enforcement Action
 Against last Year → 1.53%

Fly Tips – Steady since last quarter but slightly increased since last year
 Enforcement Action – Slightly declined since last quarter but steady since last year

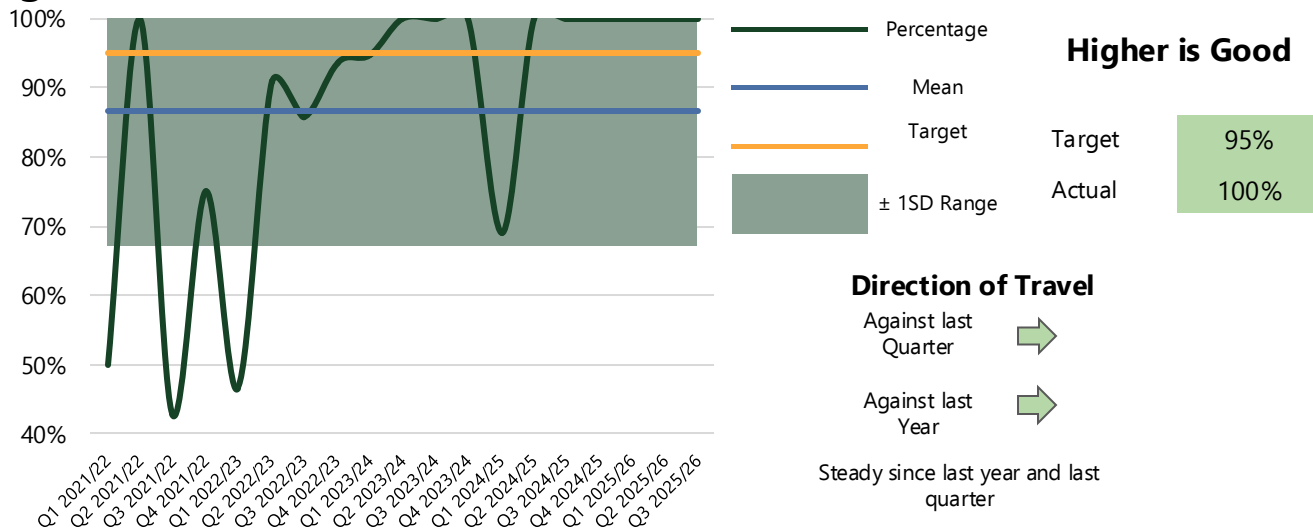
How do we compare?

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 FPNs	% FPNs per Fly Tip	CIPFA Nearest Neighbours Rank	Quartile
Maldon	364	13	3.57	1/16	Top
Cotswold	972	12	1.23	6/16	Second
Wychavon	835	3	0.36	10/12	Third
West Devon	346	0	0	16/16	Bottom

During Q3, the team delivered a joint stop-and-search with Police and Trading Standards at Aston Down, engaging 43 vehicles. A new initiative secured court approval for directed surveillance following large-scale cannabis fly-tipping. Public engagement included a BBC TV feature on Duty of Care, while enforcement actions resulted in warning letters, FPNs and case files for prosecution. Additionally, a vehicle linked to fly-tipping has been flagged for police seizure to strengthen deterrence.

Percentage of high risk food premises inspected within target timescales



The Council conducted eight inspections during Q3, all of which were completed within the timescale.

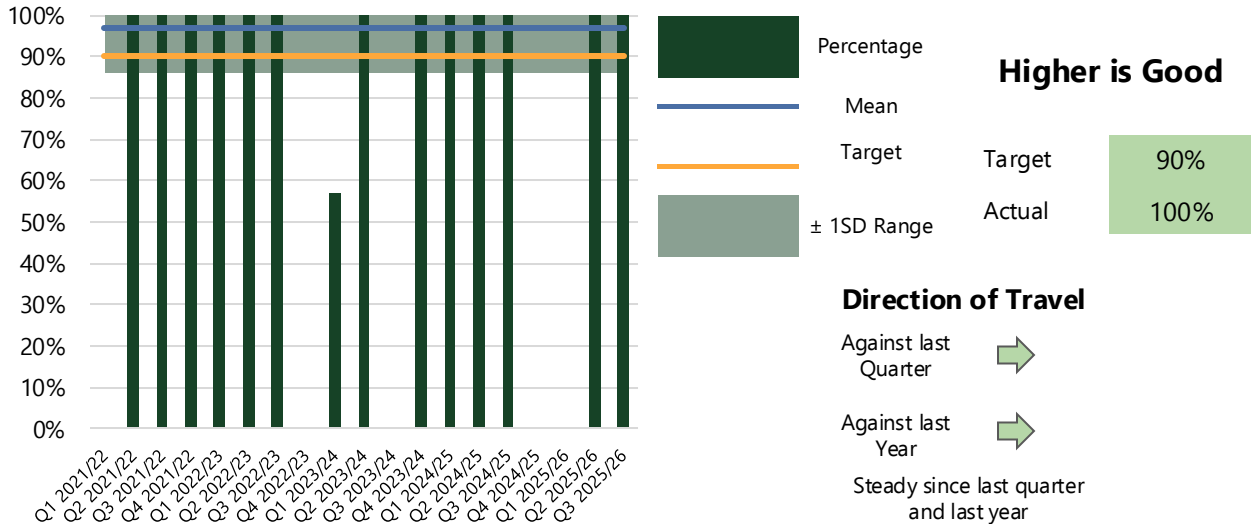
High-risk food inspections are prioritised due to their greater potential impact on public health and safety enabling issues to be addressed swiftly. However, this focus can occasionally delay scheduled inspections for lower-risk food businesses. To mitigate this, the service uses a dashboard to track 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

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

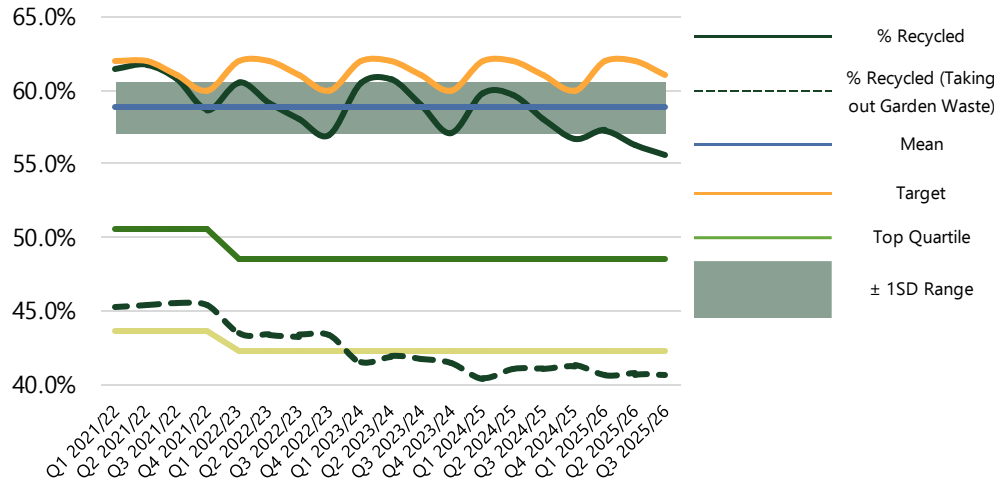


Three high-risk notification was received during Q3 relating to a sewage leak, which was assessed within the target timescale.

How do we compare?

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

Percentage of household waste recycled





Higher is Good

Target **61%**

Actual **55.64%**

Direction of Travel

Against last Quarter 

Against last Year 

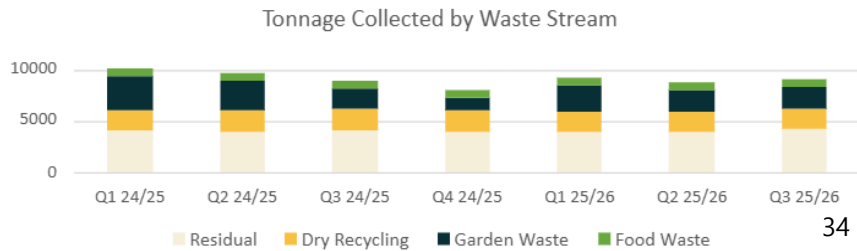
Declined since last quarter and last year

How do we compare?

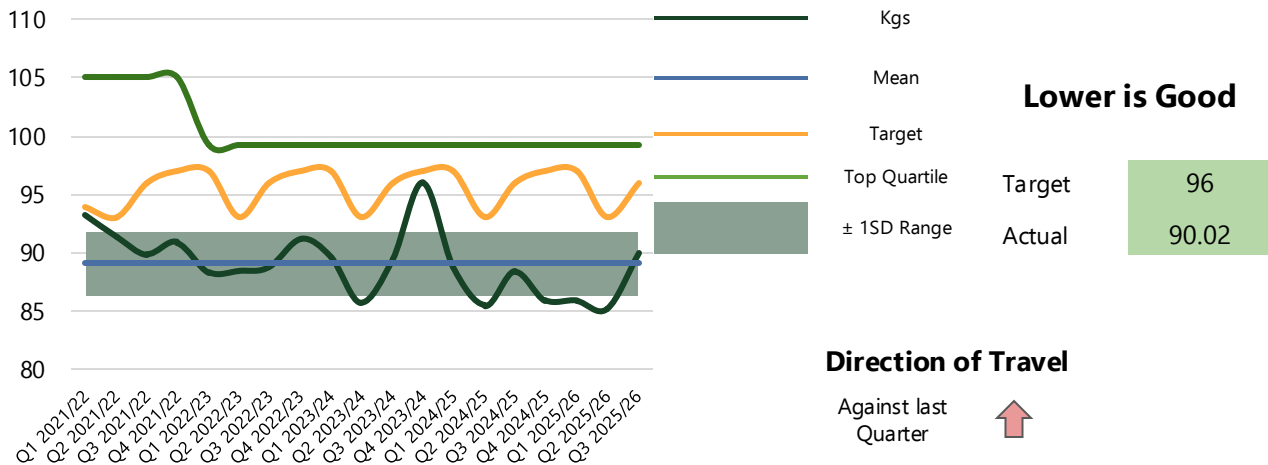
Percentage of household waste sent for reuse, recycling or composting – Gov.uk

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. In 2023/24, household recycling rates across England varied widely, ranging from 15.8% to 62.9% among local authorities. The national average recycling rate rose slightly to 42.3%, marking a 0.6 percentage point increase from the previous year.



Residual Household Waste per Household (kg)



How do we compare?

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

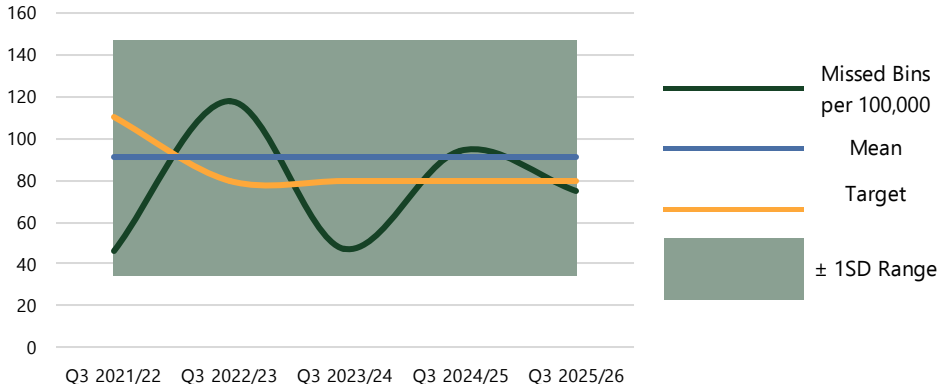
2023-24 Benchmark	Kg	CIPFA Rank	Quartile
Stroud	298.6	1/16	Top
Stratford-on-Avon	320.0	4/16	Top
Maldon	350.2	8/16	Second
Cotswold	358.0	9/16	Third
Wychavon	436.5	13/16	Bottom
Babergh	461.4	16/16	Bottom

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

In Q3, 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



Lower is Good

Target	80
Actual	75

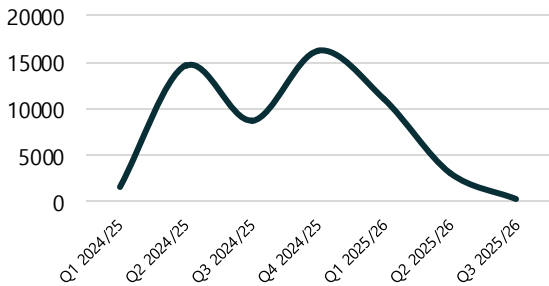
Direction of Travel

Against last Quarter

Against last Year

Increased since last quarter but decreased since last year

Household Service Failures



Unique Instances of Households being Affected by Service Failures This Quarter

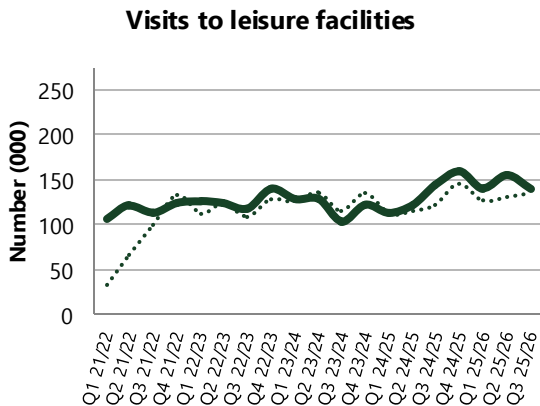
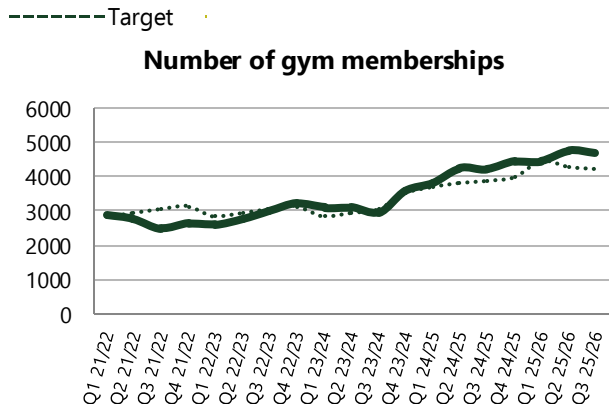
271

Missed bins per 100,000 collections rose to 75 during Q3, remaining below the target of 80. During the quarter, staff and process changes, along with improved communication through memos and toolbox talks, helped reinforce the importance of returning to missed collections. The ageing fleet also contributed to a number of breakdowns, which impacted service reliability; however, Cabinet have approved a new waste fleet replacement strategy to address this.

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

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

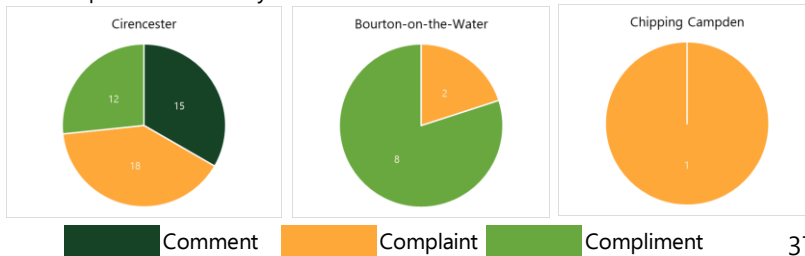
Gym Memberships

Target 4,250
Actual 4,693

Leisure Visits

Target 135,595
Actual 140,485

The Council exceeded its leisure targets in Q3, with memberships 10% above target and visits 4% above target, reflecting strong usage and demand for its facilities. A renewed focus on engagement this quarter has driven encouraging improvements in participation. To build on this momentum, several “Meet the Manager” sessions were held in October, successfully gathering member feedback and supporting service development. Recruitment has also progressed well, with a new support officer appointed and in post from January.



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.