



COTSWOLD

District Council

Delivering great services locally

PERFORMANCE REPORT:

April – June 2026

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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, East Hampshire, Horsham, Lewes, South Hams, Sevenoaks, 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

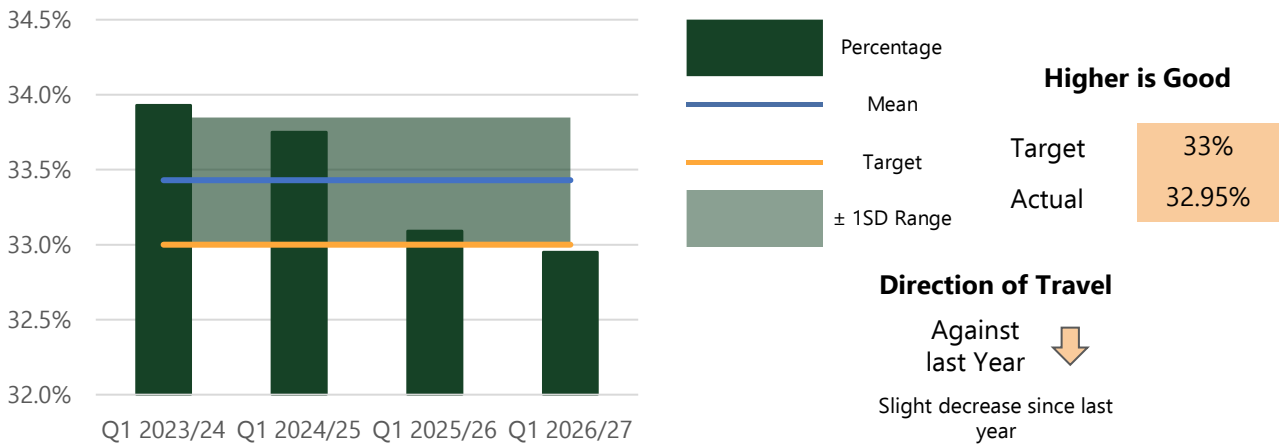
Overall, the Council delivered strong performance across most key services in Q1. Planning income target and Business Rates collection were above target, Council Tax was near target, major planning applications were processed well within agreed timescales, with minors and others near target. Customer satisfaction, regulatory compliance, waste services and leisure participation all remained strong. Affordable housing delivery also performed better than target. Processing times for Council Tax Support and Housing Benefit change events, performed excellently, and well below target.

A smaller number of services experienced ongoing pressures. Land Charges performance dipped following staffing shortages but is now recovering, planning appeals allowed remain above target but expected to reduce into Q2. Recycling rates declined marginally.

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

[INDEX](#)



How do we compare?

Benchmarking via Gov.uk Tables and Individual Council Websites using CIPFA Nearest Neighbours – Latest dataset is 2025-26 Collection Rates

2025-26 Benchmark	%	CIPFA Rank	Quartile
South Hams	98.51	1/16	Top
Babergh	98.26	3/16	Top
Cotswold	97.94	9/16	Third
Sevenoaks	97.77	11/16	Third
Chichester	97.07	16/16	Bottom

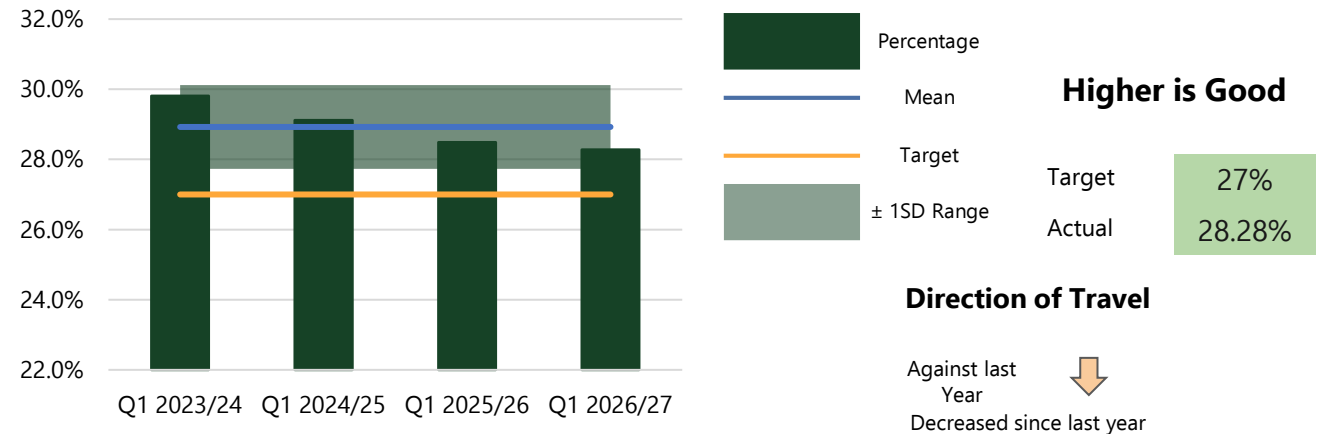
Council Tax Collection remained strong in Q1, with only a small year-on-year decline of 0.14%.

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.

	2023-2024	2024-2025	2025-2026	Total Outstanding
Balance at Quarter End	718,452.13	907,848.83	1,746,732.98	3,373,033.94
% Collected	99.30%	99.10%	98.20%	

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 2025-26 Collection Rates

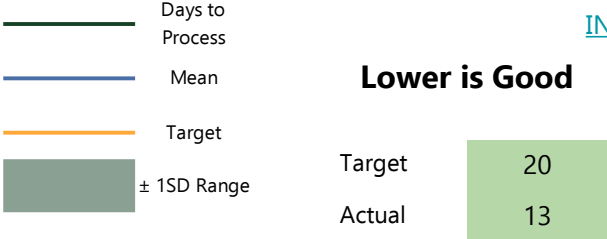
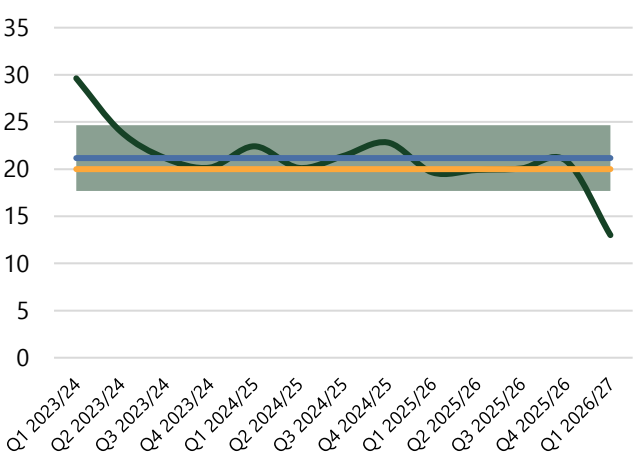
2025-26 Benchmark	%	CIPFA Rank	Quartile
Babergh	98.92	2/16	Top
South Hams	98.68	4/16	Top
Cotswold	96.83	13/16	Bottom
Chichester	96.44	14/16	Bottom
Sevenoaks	95.83	15/16	Bottom

Cotswold collected 28.28% in Q1, a variance of 0.21% compared to same period last year. Performance has been supported by recent work to keep billing and account updates fully up to date, helping performance remain above target despite the small year-on-year movement. 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:

	2023-2024	2024-2025	2025-2026	Total Outstanding
Balance at Quarter End	£194,146.19	£294,327.88	£774,147.36	£1,262,621
% collected	99.49%	98.87%	97.20%	

Processing times for Council Tax Support new claims



Direction of Travel

Against last Quarter



Against last Year



Decreased since last quarter and since last year

How do we compare?

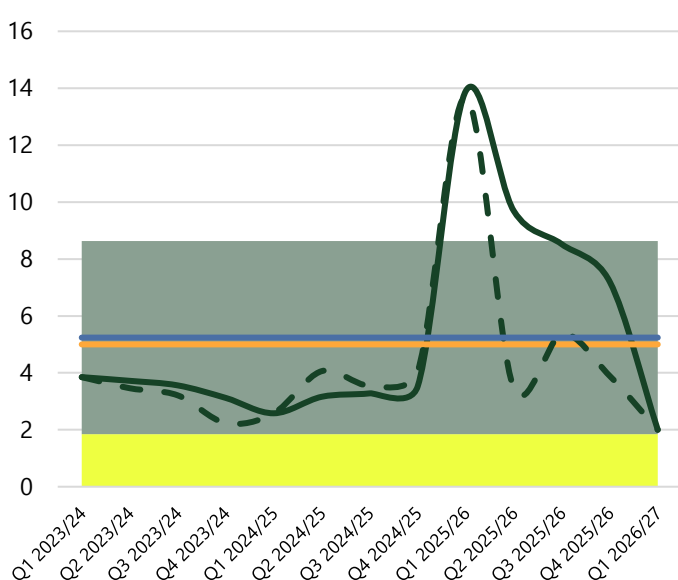
Gov.uk produces tables to show a snapshot of the number of CTS claimants at the end of each financial year. The below table shows number of claimants at the end of April 2026 and the percentage change from April 2025 for each authority.

Q4 2025–26 Benchmark	Number of Claimants at end of April 2026	Percentage Change since April 2025
Cotswold	3,742	-3.6%
Babergh	4,564	-1.72%
South Hams	4,844	-1.08%
Sevenoaks	5,708	-3.3%
Chichester	6,308	-1.02%

Processing times for Council Tax Support (CTS) new claims remained consistent across the year, with performance better than target in Q1.



Processing times for Council Tax Support Change Events



Cumulative Days to Process

Specific Days to Process

Mean

Target

± 1SD Range

Lower is Good

Target

5

Actual

2

Direction of Travel

Against last Quarter



Against last Year



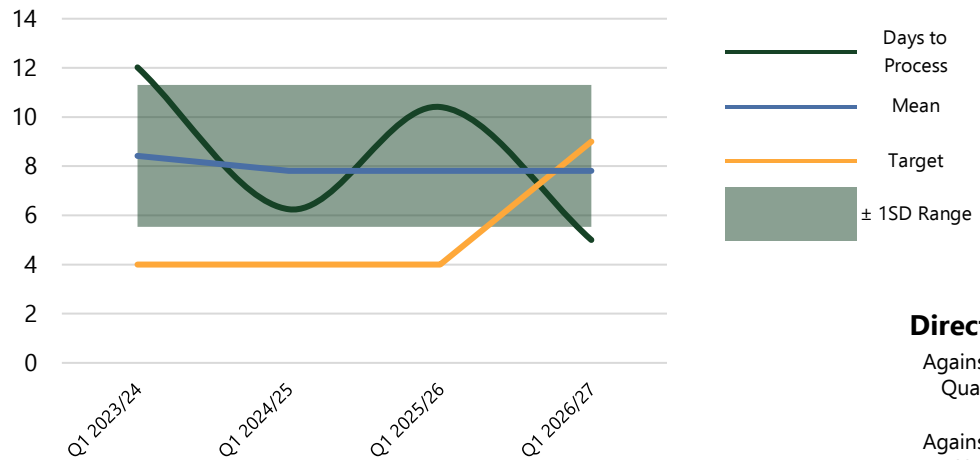
Decreased since last quarter and since last year

Processing times for Council Tax Support changes continued to improve through Q1, with steady week-on-week reductions strengthening the position. Q1 specific processing time was at 2 days, its lowest levels since last year.

How do we compare?

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

Processing times for Housing Benefit Change of Circumstances



Lower is Good

Target	9
Actual	5

Direction of Travel

Against last Quarter
↓

Against last Year
↓

Decreased since last quarter and since last year

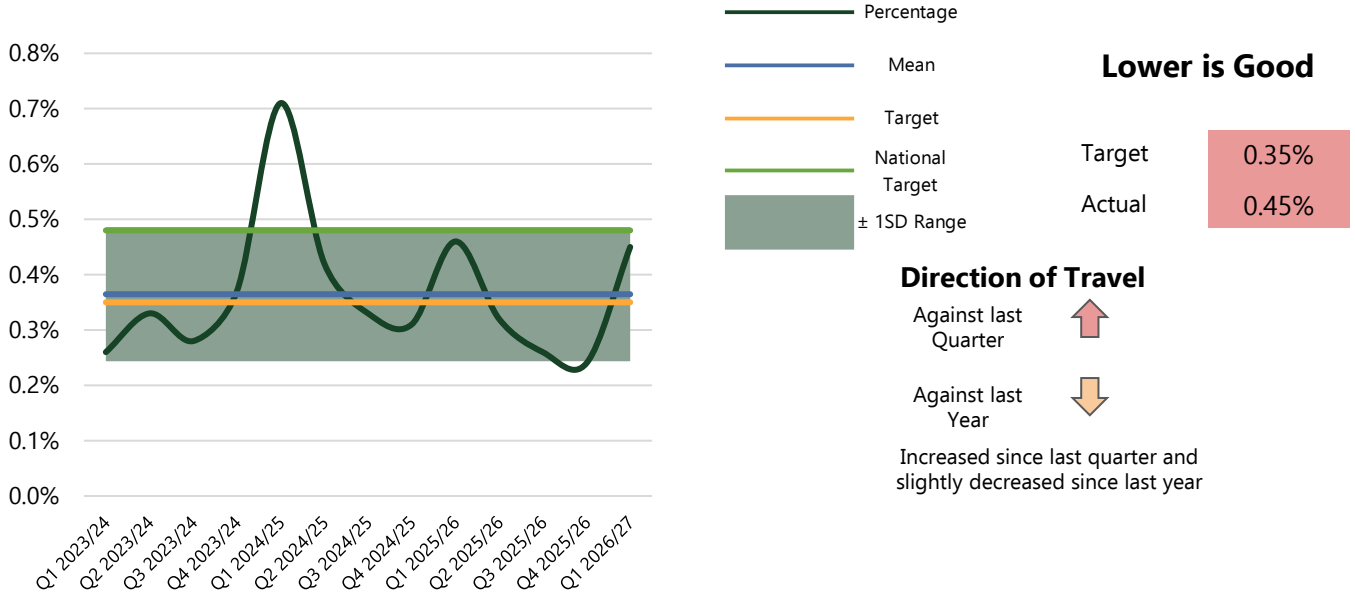
How do we compare?

Speed of processing for HB CoCs – LG Inform. Latest dataset is September - December (Q3 2025-26)

<i>Q3 2025-26 Benchmark</i>	Days	CIPFA Nearest Neighbours Rank	Quartile
Babergh	4	5/16	Top
South Hams	6	8/16	Second
West Oxfordshire	9	9/16	Third
Cotswold	12	12/16	Third
Sevenoaks	17	15/16	Bottom

During Q1, the average processing times for Housing Benefit change of circumstances continued to improve, reaching its lowest levels since last year. New targets were set for the service this year, to account for backlogs and processing delays in previous years. UC automation is now active, this alongside automated 7-day evidence prompts, are expected to encourage faster evidence submission and reduce processing timelines.

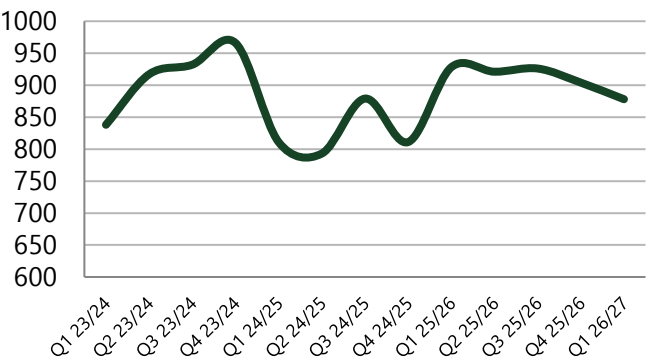
Percentage of Housing Benefit overpayment due to LA error/admin delay



How do we compare?
Benchmarking currently not available. The Data & Performance Team will investigate options.

The Council is above its local target of 0.35% but remains below the national threshold of 0.48%.
Performance is expected to return within local tolerance in Q2, with no subsidy loss at this rate.

(Snapshot) Long Term Empty Properties



Direction of Travel

Against last Quarter



Against last Year



Decreased since last quarter and since last year

Lower is Good

No Target

878

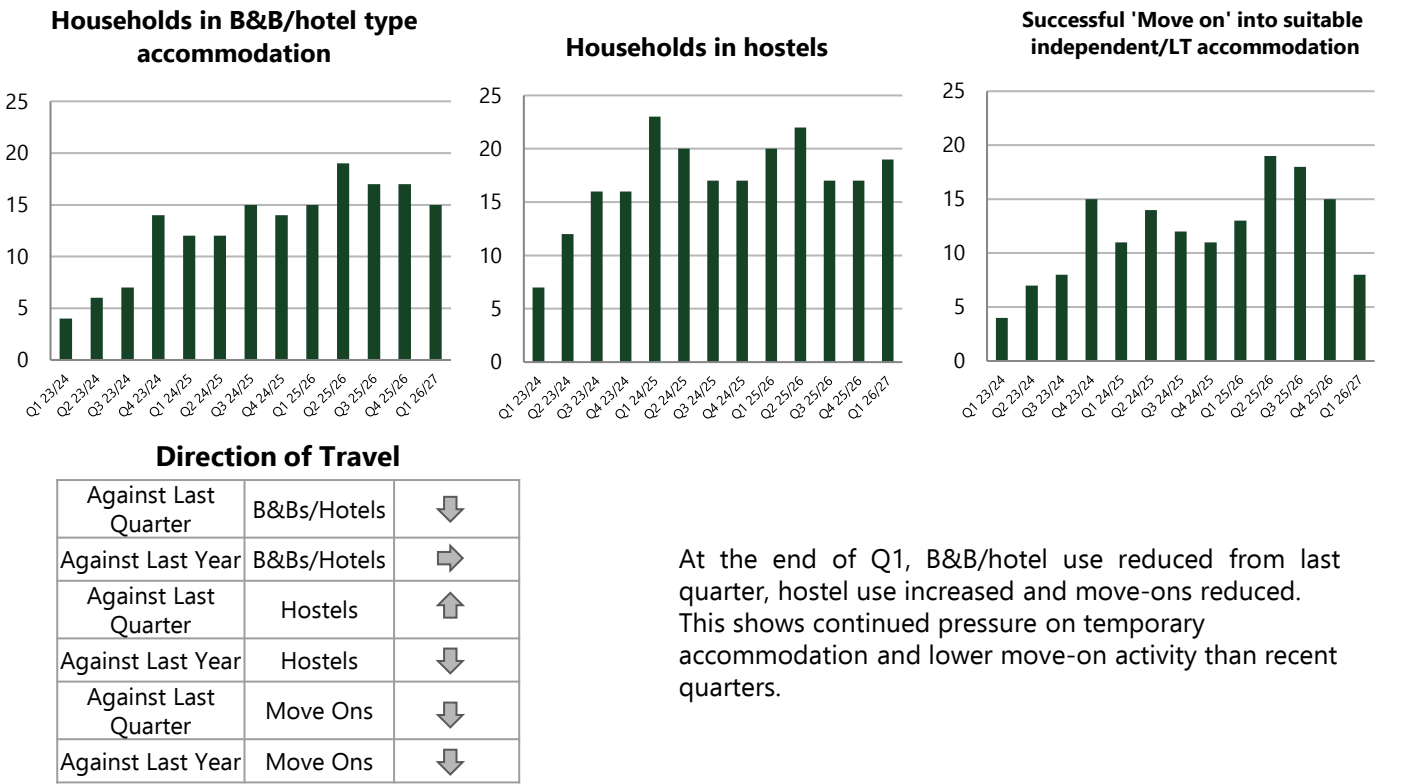
How do we compare?

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

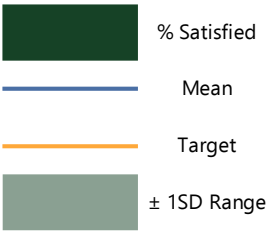
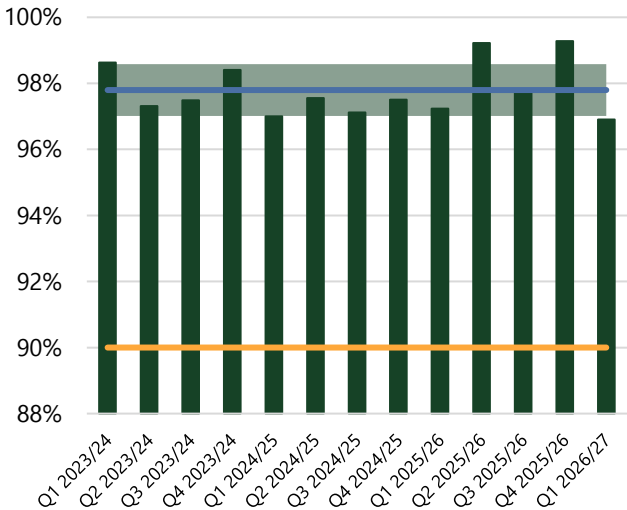
2025 Benchmark	Properties	CIPFA Nearest Neighbours Rank	Quartile
Tewkesbury	228	1/16	Top
West Devon	246	3/16	Top
South Hams	434	7/16	Second
Stroud	671	11/16	Third
Cotswold	938	14/16	Bottom
Stratford-on-Avon	1,181	16/16	Bottom

During Q1, the Council recorded a decrease in the number of long-term empty properties (defined as those vacant for six months or more).

Most long-term empty properties have been vacant for less than two years, with 61% falling into this timeframe. If the measure focused solely on properties empty for more than two years, the figures would reduce significantly to 375 properties.



Customer Satisfaction - Telephone



Higher is Good

Target	90%
Actual	97%

Direction of Travel

Against last Quarter



Against last Year



Decreased since last quarter and steady since last year

How do we compare?

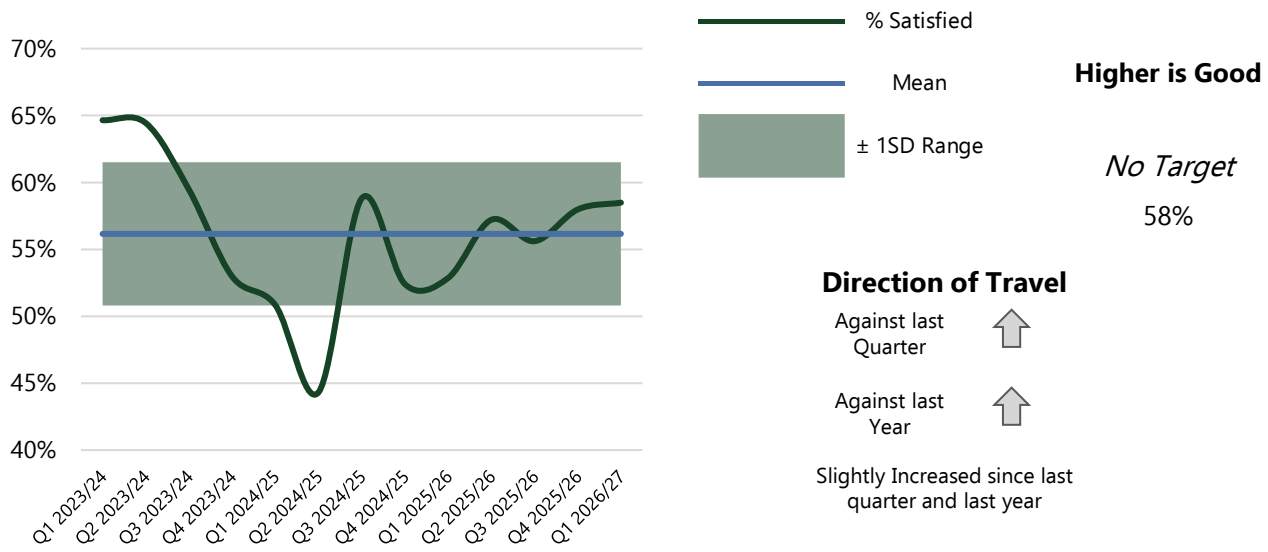
The Govmetric Channel Satisfaction Index is a monthly publication of the top performing councils across the core customer access channels. At least 100 customers need to be transferred to the survey to be included in the league table so even if satisfaction is high, it may not be included.

	Apr. Rank	Apr. Net Sat.	May. Rank	May. Net Sat.	June. Rank	June. Net Sat.
Cotswold	3	93%	3	96%	N/A	N/A
Forest	N/A	N/A	N/A	N/A	N/A	N/A
West	1	95%	1	99%	1	98%

Telephone satisfaction remained consistently high throughout Q1, supported by efforts to encourage survey participation and gather valuable feedback.

A total of 355 residents participated in the survey, of these, 344 customers reported being satisfied with the service, reflecting a high level of overall satisfaction.

Customer Satisfaction - Email

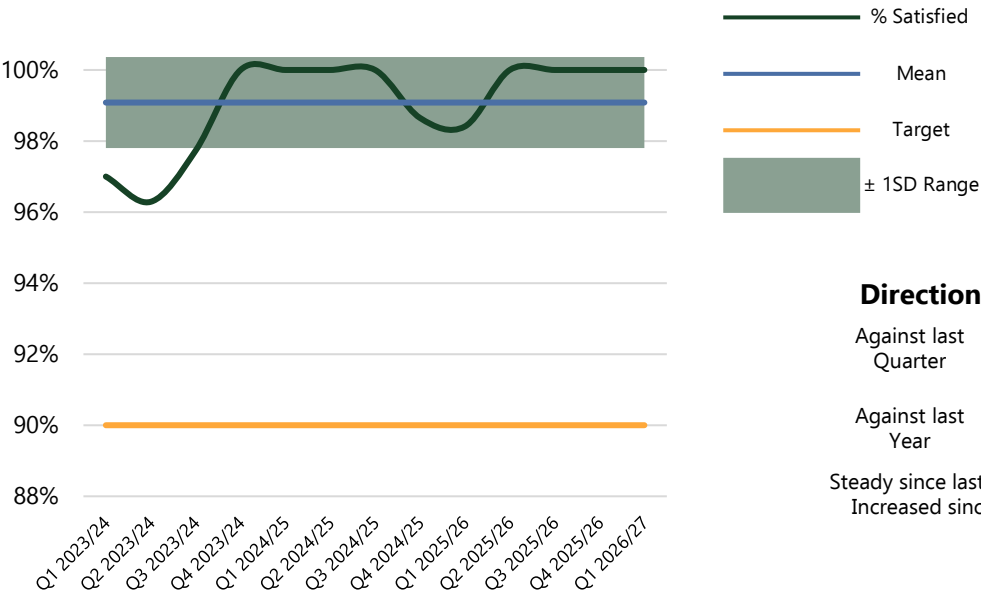


How do we compare?
No benchmarking currently available. The Data & Performance Team will investigate options

A total of 530 residents participated in the email satisfaction survey, with 310 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.

Customer Satisfaction - Face to Face



Higher is Good

Target	90%
Actual	100%

Direction of Travel

Against last Quarter 

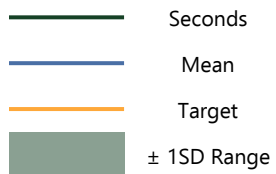
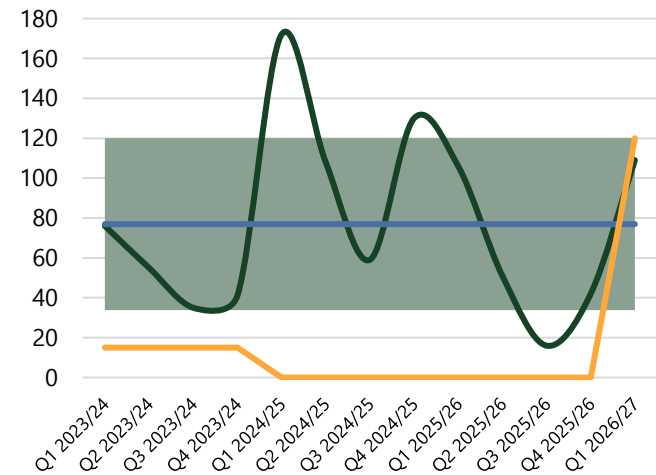
Against last Year 

Steady since last quarter and Increased since last year

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

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.

Customer Call Handling - Average Waiting Time



Lower is Good

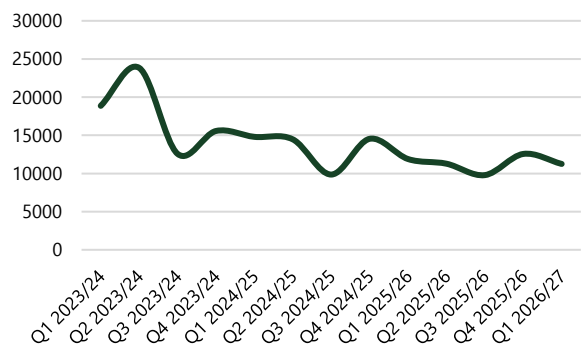
Target	120s
Actual	109s

Direction of Travel

Against last Year

Increased slightly since last year

Call Volume Over Time



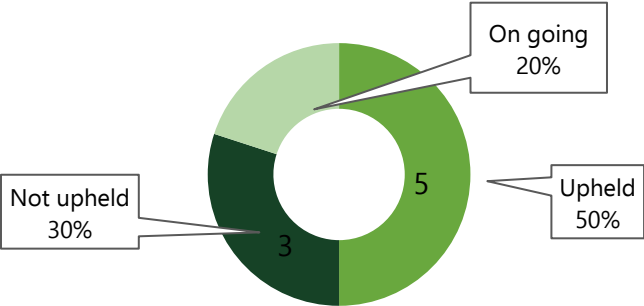
In Q1, average call waiting times in Cotswold increased by 3 seconds compared with the same period last year. Sickness, leavers and four new starters contributed to longer waits; new starter training also reduced available capacity. Three additional starters in August should strengthen performance once training is completed. Call volumes in Cotswold remain broadly in line with last year, and the seasonal peaks typical of Q1.

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 decreased 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	% Upheld	Upheld decision per 100,000 residents	% Compliance with Recommendations	% 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 following slide for a breakdown of upheld and partially upheld complaints.

A new Customer Feedback Procedure went live on 1 April 2025:

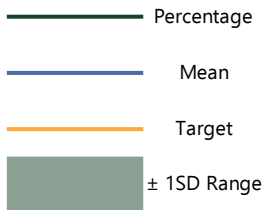
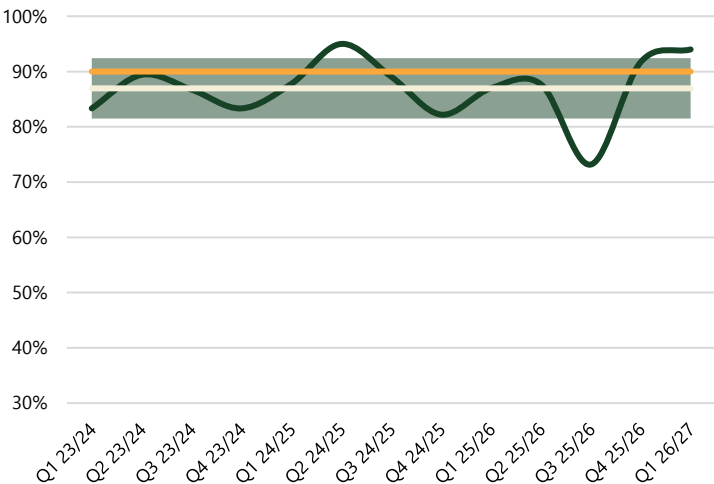
Stage 1: Operational Manager review; response within 10 working days.

Stage 2: Escalation acknowledged within five working days; Complaints Team investigation and final response within 20 working days. Customers can then refer complaints to the LGO.

Complaints Upheld or Partially Upheld Breakdown

Service area	Description	Outcome/learning	Decision	Response time (days)
Cotswold				
Housing	Request for waiver – Local connection requirement to Shared Ownership property	Review of processes within the Platform Housing Team to ensure requests of this nature can be handled without delay	Upheld	8
Housing	Delay in Stage I review	Process Review of Stage I reviews, how issues are logged and tracked	Upheld	8
Planning	Failure to communicate in timely manner	Fault accepted, review communication flow within the team	Upheld	10
Planning	Delays in communication plus issues with planning service	Fault accepted, review communication flow within the team	Upheld	9
Council Tax	Unhappy with legacy Council Tax charges	System errors made debt recovery more complex, this is being reviewed and permission sought to write off the debt	Upheld	10

Percentage of FOI requests answered within 20 days



Higher is Good

Target

90%

Actual

94%

Direction of Travel

Against last
Quarter



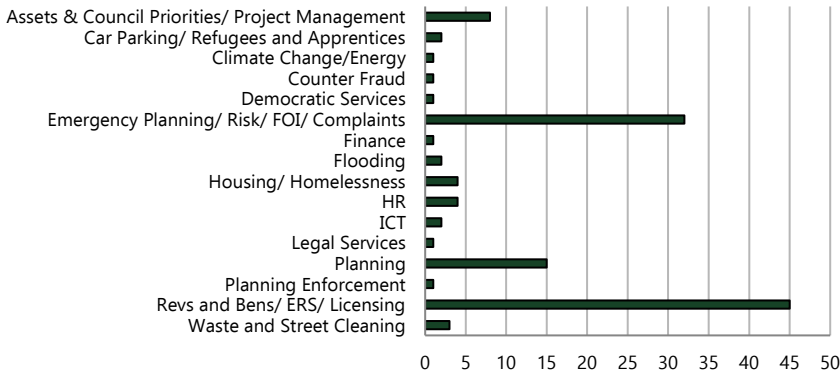
Against last
Year



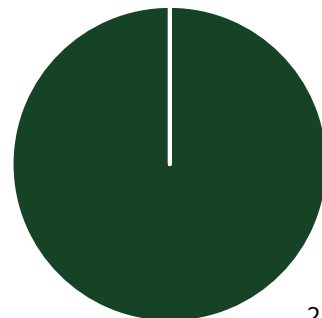
Increased since last quarter and since last year

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

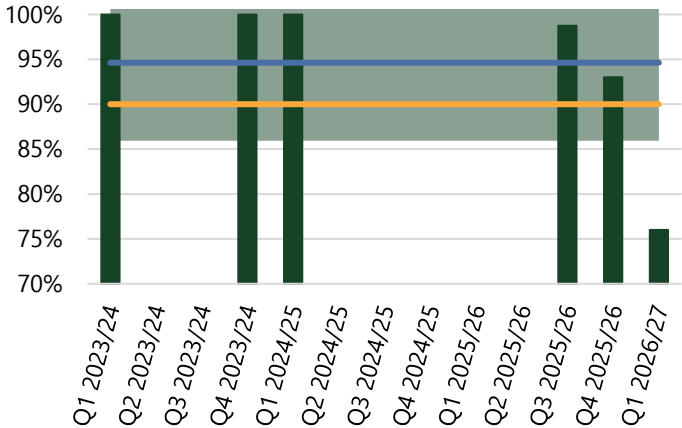
Requests by Service Area



■ Service Area
not provided
Information in
time



Building Control Satisfaction



% Satisfied

Mean

Target

± 1SD Range

Higher is Good

Target

90%

Actual

76%

Direction of Travel

Against last Quarter

↓

Against last Year

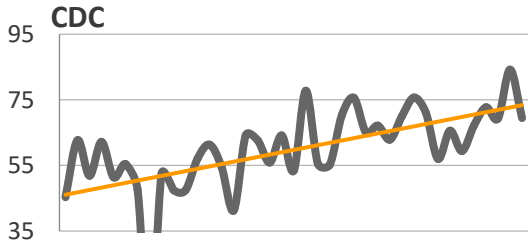
N/A

In Q1, Building Control satisfaction was below target, of the 5 responses received, only 3 were completely satisfied. Market share averaged 74%, with 162 applications processed, reflecting a 6% decrease in market share compared to last quarter.

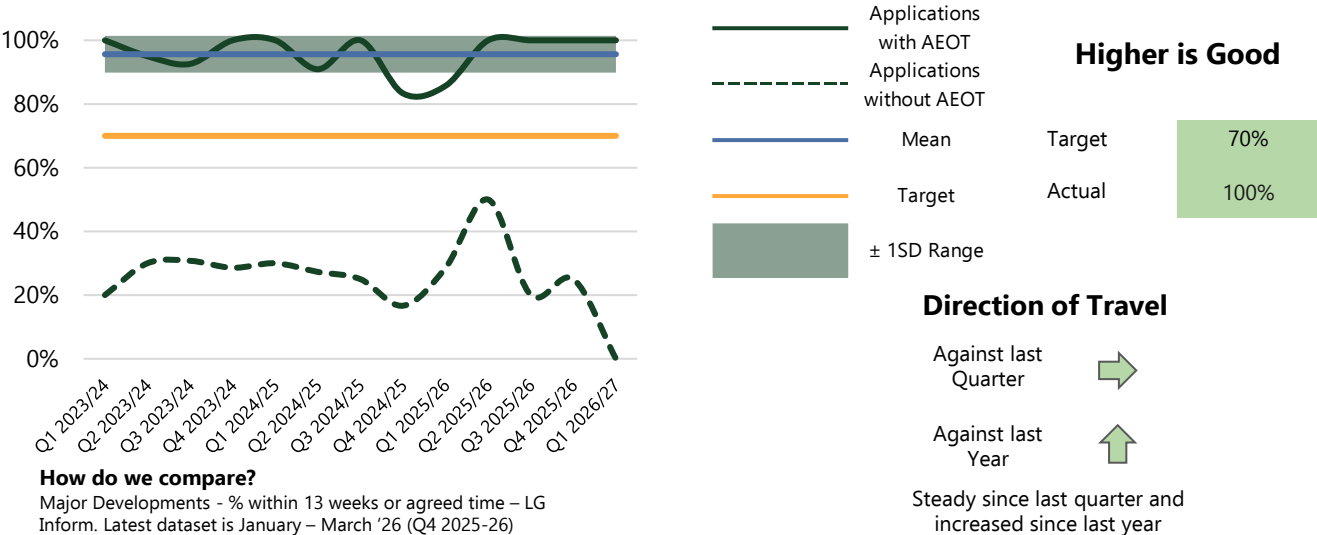
How do we compare?
Percentage of share in the market

Apr	May	Jun	Number of Apps for Quarter
69.33%	84.21%	69.44%	162

The below chart shows market share over time from April 2023



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



How do we compare?

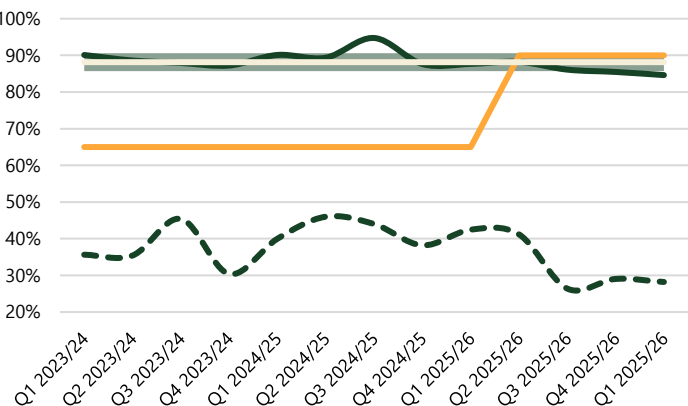
Major Developments - % within 13 weeks or agreed time – LG Inform. Latest dataset is January – March '26 (Q4 2025-26)

<i>Q4 25-26 Benchmark</i>	%	CIPFA Rank	Quartile
Sevenoaks	100	Joint - 7/16	Top
South Hams	100	Joint - 8/16	Top
Cotswold	100	Joint - 11/16	Top
Babergh	83	14/16	Bottom
Chichester	80	16/16	Bottom

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

During Q1, five major applications were determined.

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



Applications with AEOT

Applications without AEOT

Mean

Target

± 1SD Range

Higher is Good

Target	90%
Actual	85%

Direction of Travel

Against last Quarter

➡

Against last Year

⬇

Slightly declined since last quarter and last year

How do we compare?

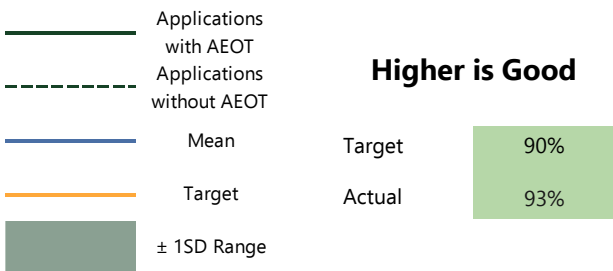
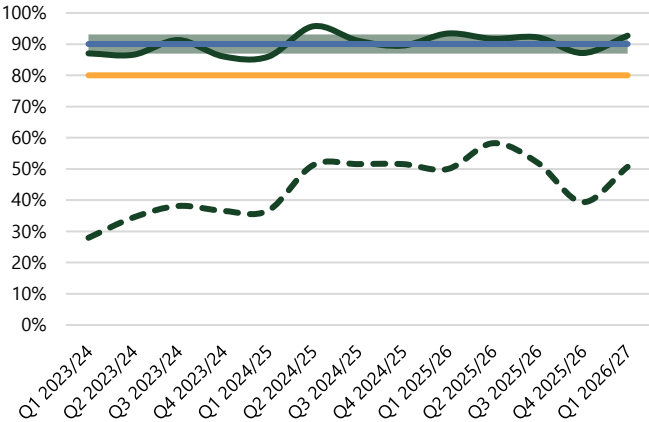
Minor Developments - % within 8 weeks or agreed time – LG Inform. Latest dataset is January – March '26 (Q4 2025-26)

Q4 25-26 Benchmark	%	CIPFA Rank	Quartile
Chichester	98	1/16	Top
South Hams	96	3/16	Top
Sevenoaks	96	4/16	Top
Cotswold	85	10/16	Second
Babergh	84	12/16	Third

This quarter, the Council maintained strong performance in processing minor planning applications within statutory timeframes. However, results fell 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 and improvements to enforcement.

A Pre-planning Application Agreement (PPA) strategy review is underway, with a draft template already produced. Revised fees and charges were agreed by Cabinet in January.

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



How do we compare?

Other Developments - % within 8 weeks or agreed time – LG Inform. Latest dataset is January - March'26 (Q4 2025-26)

Q4 25-26 Benchmark	%	CIPFA Rank	Quartile
South Hams	99	1/16	Top
Chichester	99	2/16	Top
Babergh	96	5/16	Second
Sevenoaks	94	6/16	Second
Cotswold	87	13/16	Bottom

Direction of Travel

Against last Quarter 

Against last Year 

Slightly increased since last quarter and steady since last year

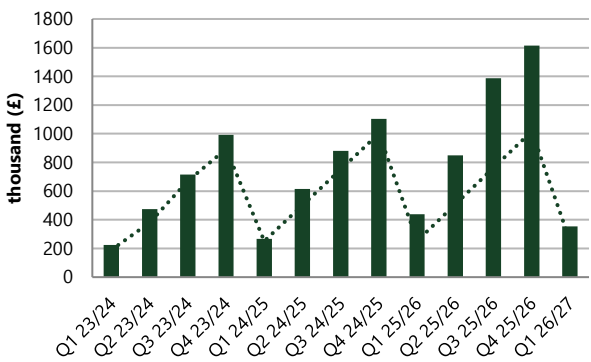
The Council has performed very well in processing Other applications within agreed timeframes.

In Q1, a total of 288 Other applications were determined.

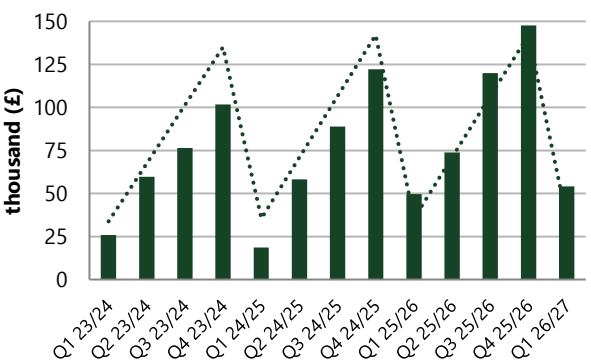
[See the Minor Developments slide for additional narrative](#)

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

Total planning income



Pre-application income



Direction of Travel

Total Planning Income

Against last Year



Pre-Application Income

Against last Year



Higher is Good

Total Planning Income (£)

Target 254,124

Actual 353,625

Pre-Application Income (£)

Target 35,500

Actual 54,121

Total Income – Decreased since last year

Pre-App Income – Increased since last year

The Council exceeded total planning income targets by about £99k delivering a strong performance for the quarter.

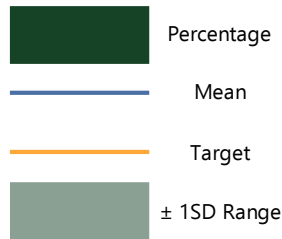
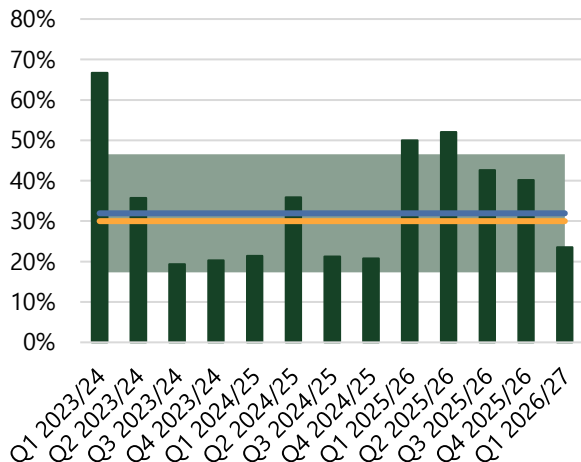
Q1 witnessed a significant surge in applications in January, driven by applicants submitting ahead of fee increases and increased speculative development activity.

Progress was made on the Planning Advisory Service (PAS) Action Plan, including the successful go live of a new enterprise IT case management system on 1 April, expected to improve workflow visibility and officer efficiency going forward.

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 24%

Direction of Travel

Against last Quarter

Against last Year

Improved since last quarter and since last year

How do we compare?

Percentage of planning appeals allowed (Specifically Q4 2025-26)

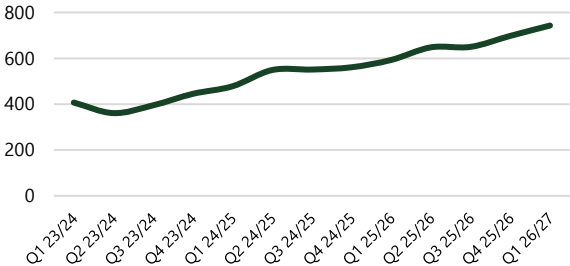
Q4 25-26 Benchmark	%	CIPFA Rank	Quartile
South Hams	14	1/16	Top
Malvern Hills	27	4/16	Top
Sevenoaks	29	6/16	Second
Babergh	30	8/16	Second
Cotswold	50	15/16	Bottom

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).

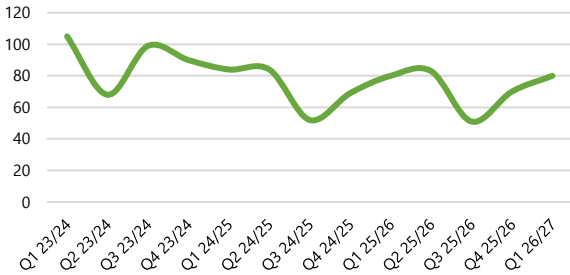
In Q1, seventeen appeals were decided, with four allowed in favour of the applicant, resulting in a 24% allowance rate for the quarter.

(Snapshot) Planning Enforcement Cases

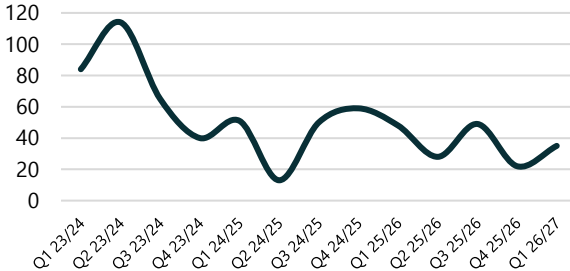
Open Cases at end of Quarter over Time



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



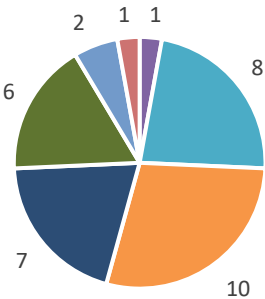
Lower is Good

No Target

Open Cases at End of Quarter

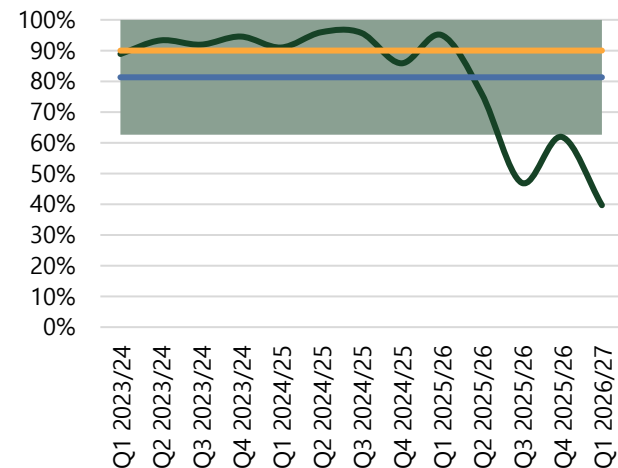
743

Reasons Cases Closed



During Q1, the Enforcement team continued improvement work. 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



Percentage

Mean

Target

± 1SD Range

Higher is Good

Target

90%

Actual

39.67%

Direction of Travel

Against last
Quarter



Against last
Year



Decreased since last quarter and
since last year

The Council experienced a decline in performance compared to Q4 against the 10-day target for completing official Land Charges searches with an average turnaround time of 13 days in Q1.

Land Charges performance has been volatile, a combination of resource intensive processes, products and staffing challenges have led to the current position. The service now has a strategic recovery plan, across 4 areas:

Initial access – the routes customers access the service

Triage and processing

Products

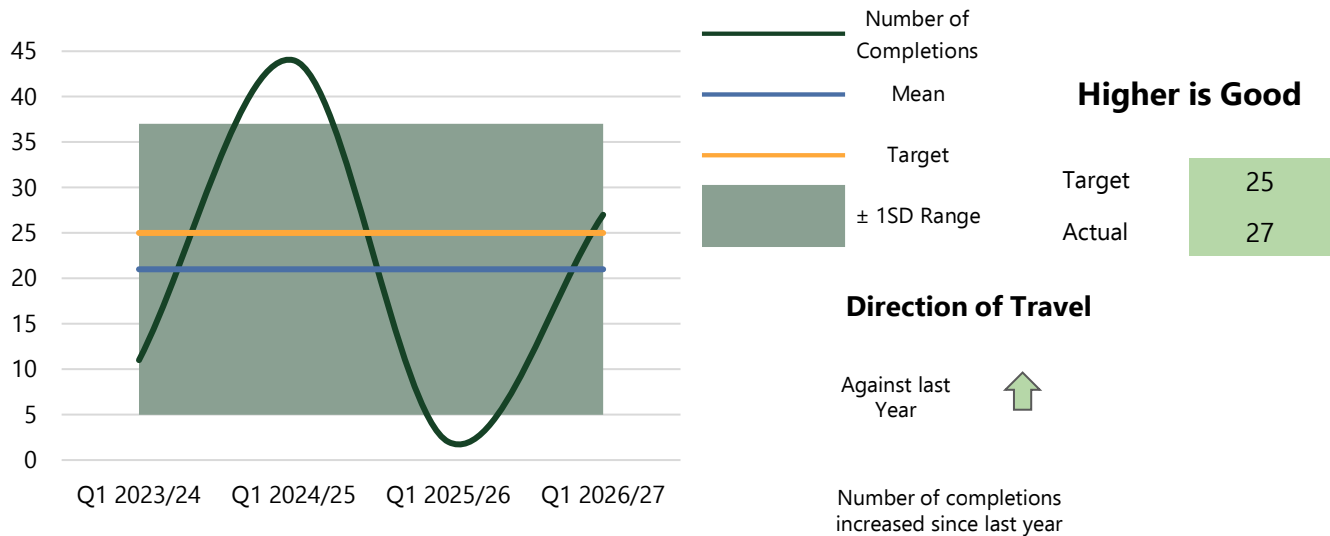
Review of fees and charges.

The plan focusses on developing new ways of working over the summer, with implementation and refinement in the Autumn.

How do we compare?

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

Number of affordable homes delivered (cumulative)



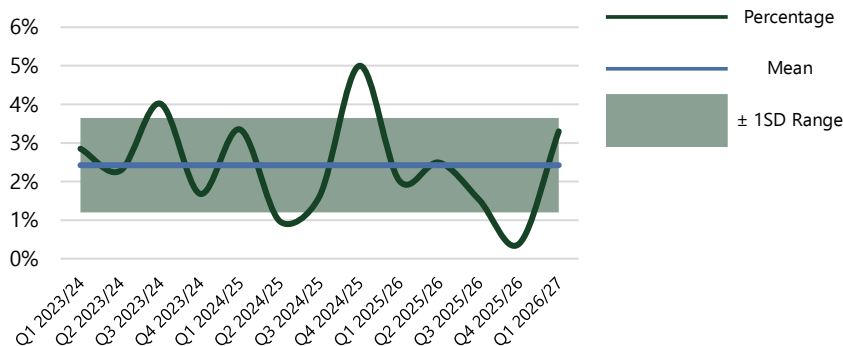
In Q1, 27 affordable homes were completed. These completions were delivered across schemes in South Cerney and Tetbury, Dunstall Farm, and Down Ampney.

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

↑

↓

No Target

Number of Fly Tips Collected

211

Percentage Enforcement Action

3%

Percentage Enforcement Action

Against last Quarter

Against last Year

↑

↑

How do we compare?

Number of Fly Tips reported for year 2024-25 for Local Authorities in England – Gov.uk. The latest dataset available is 2024-25

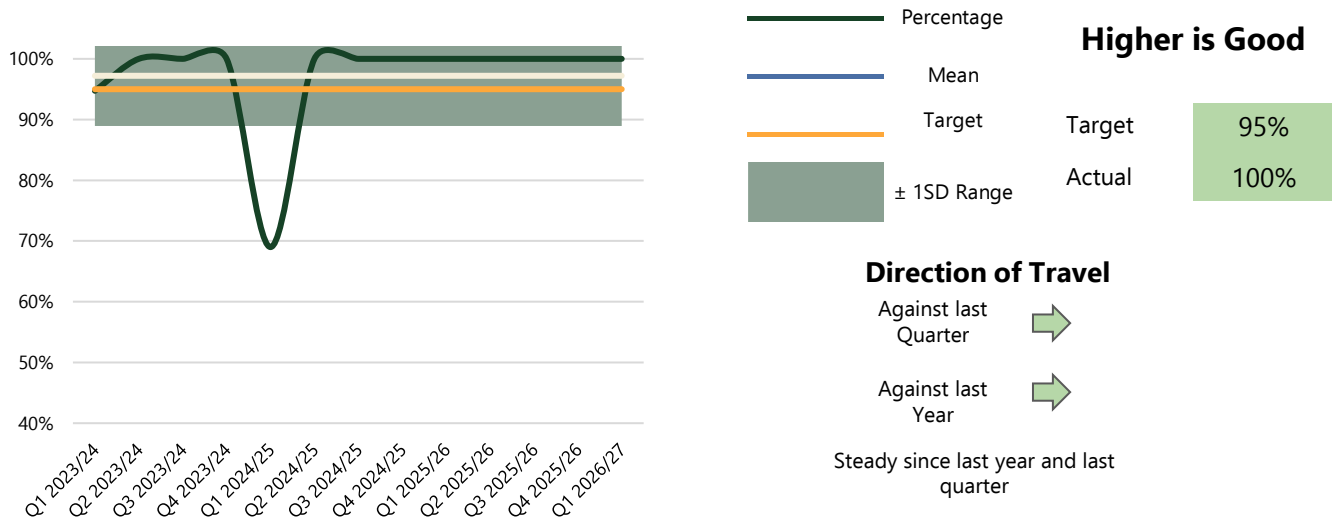
2024-25 Benchmark	Total Fly Tips	Total FPNs	% FPNs per Fly Tip	CIPFA Nearest Neighbours Rank	Quartile
Babergh	430	13	3.02	1/16	Top
Cotswold	922	12	1.23	10/16	Second
Chichester	816	1	0.12	6/16	Bottom
South Ham	662	0	0	16/16	Bottom

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

In Q1, the Council achieved a high enforcement rate of 3%, 7 enforcement actions in Q1. 3 FPNs Duty of Care, 2 FPN fly-tipping and 2 Warning Letters. Two multi-agency joint stop-and-search operations were carried out in Bourton-on-the-Water and Aston Down, where 86 vehicles were stopped in total.

A directed surveillance operation (RIPA) has been re-issued for another 13 weeks, targeting offenders fly-tipping large quantities of cannabis waste. Proposals to introduce a civil enforcement regime are being drafted to prevent littering from vehicles.

Percentage of high risk food premises inspected within target timescales



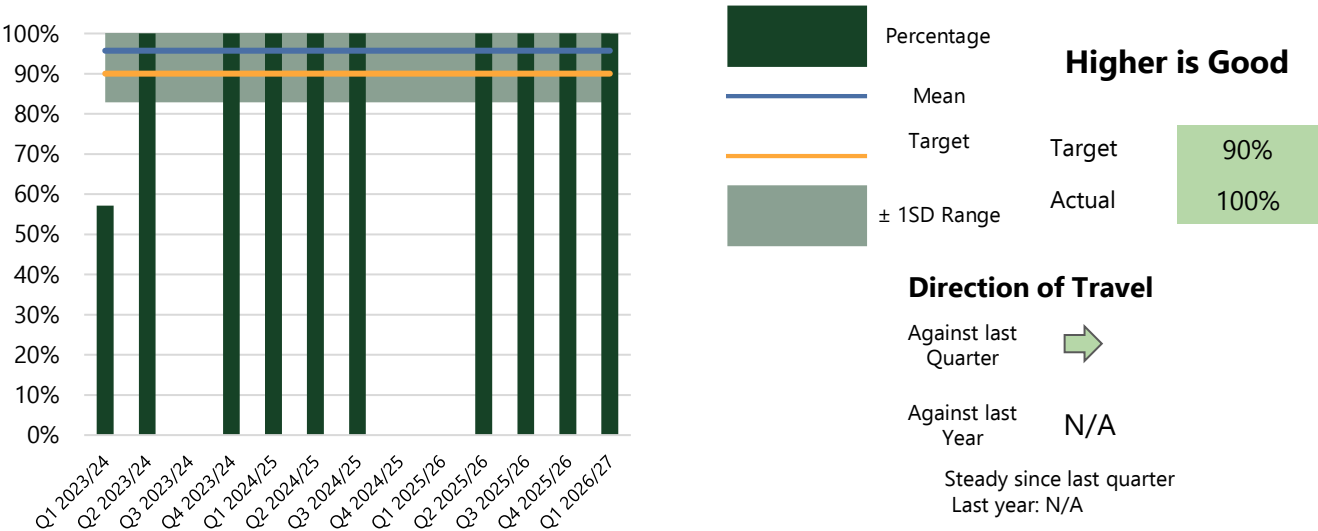
The Council conducted seven inspections during Q1. High-risk food inspections are prioritised due to their greater potential impact on public health and safety, enabling issues to be addressed swiftly. However, this focus can occasionally delay scheduled inspections for lower-risk food businesses. To 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)

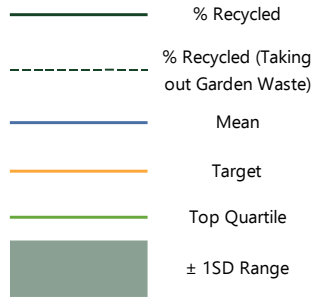
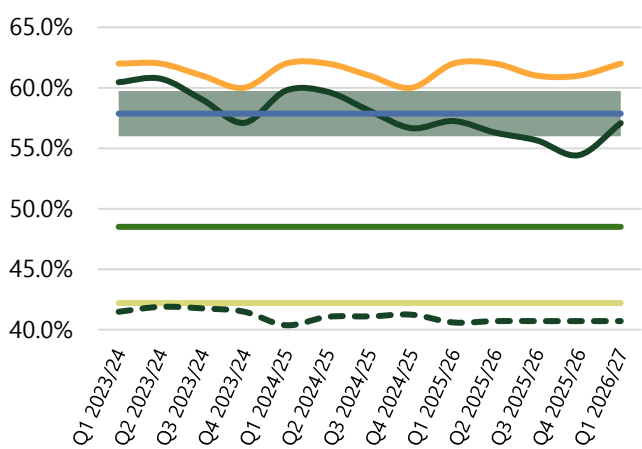


Seven high-risk notifications were received during Q1 relating to toilet waste, possible illegal eviction, asbestos removal and food alerts.

All were 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

57%

Direction of Travel

Against last Quarter



Against last Year



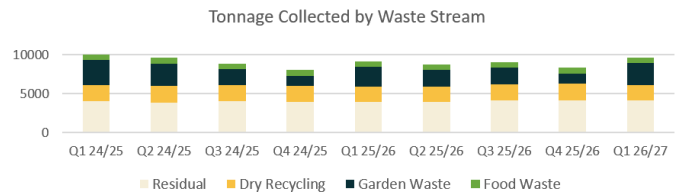
Increased since last quarter and steady since last year

How do we compare?

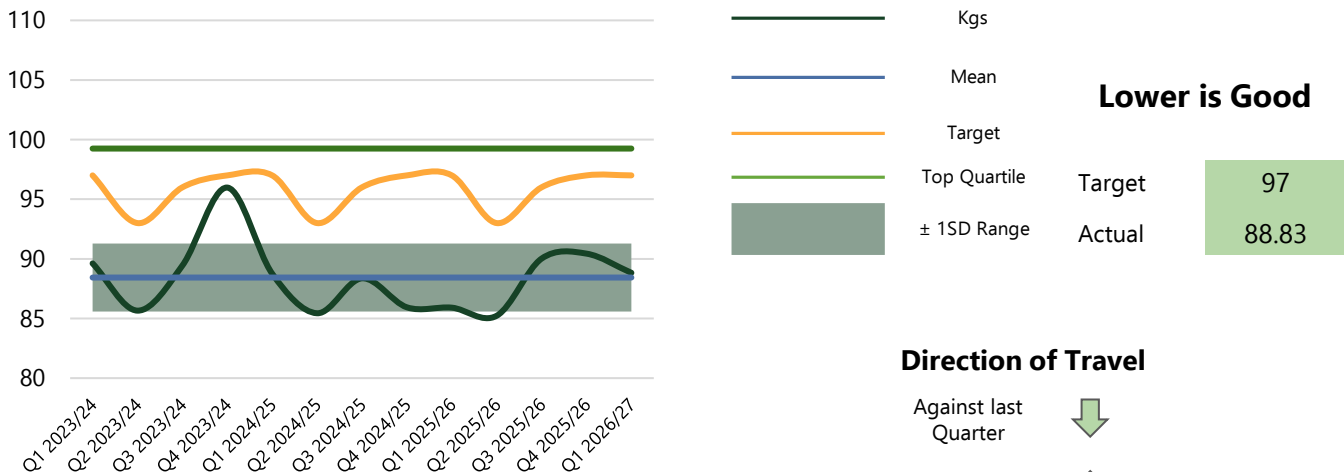
Percentage of household waste sent for reuse, recycling or composting – Gov.uk.

2024-25 Benchmark	%	CIPFA Rank	Quartile
Stratford-on-Avon	63.9	1/16	Top
Maldon	57.8	2/16	Top
Cotswold	56.7	4/16	Top
Derbyshire Dales	51.4	6/16	Second
South Hams	49.3	10/16	Bottom
East Hampshire	34.8	16/16	Bottom

The Council's recycling rate remained broadly stable compared with the same period last year, while staying below the 61% target. In 2024/25, household recycling rates across England varied widely, ranging from 17% to 63.9% among local authorities. The national average recycling rate is 41.23%.



Residual Household Waste per Household (kg)



Direction of Travel

Against last Quarter 

Against last Year 

Decreased since last quarter and increased slightly since last year

How do we compare?

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

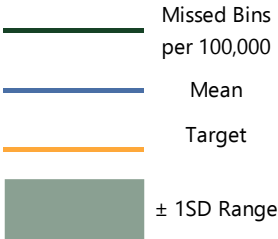
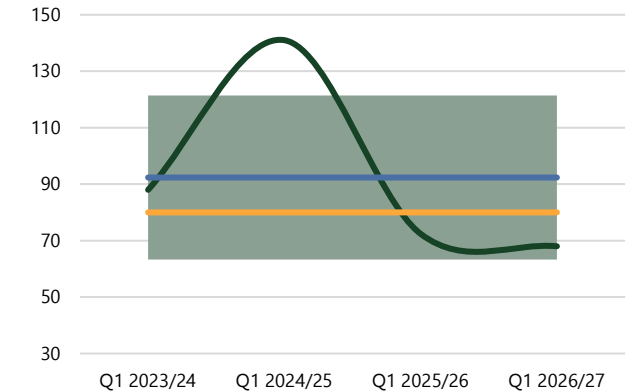
2023-24 Benchmark	Kg	CIPFA Rank	Quartile
Stroud	298.6	1/16	Top
Stratford-on-Avon	320.0	4/16	Top
Maldon	350.2	8/16	Second
Cotswold	358.0	9/16	Third
Wychavon	436.5	13/16	Bottom
Babergh	461.4	16/16	Bottom

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

In Q1, the Council remained below the residual waste targets and outperformed the Shire Districts' median of 111 kg per household. The Council 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 Council's 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	68

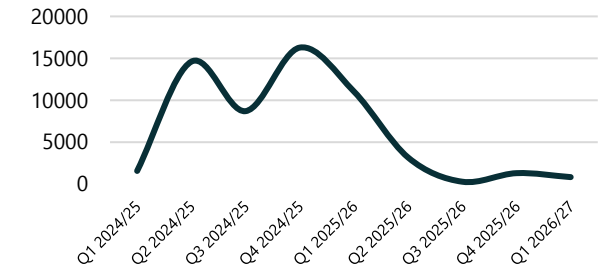
Direction of Travel

Against last Quarter 

Against last Year 

Decreased since last quarter and since last year

Household Service Failures



Unique Instances of Households being Affected by Service Failures This Quarter

820

Missed bins per 100,000 collections remained steady in Q1, 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.

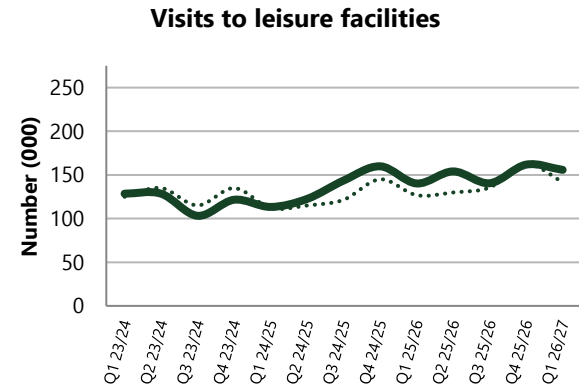
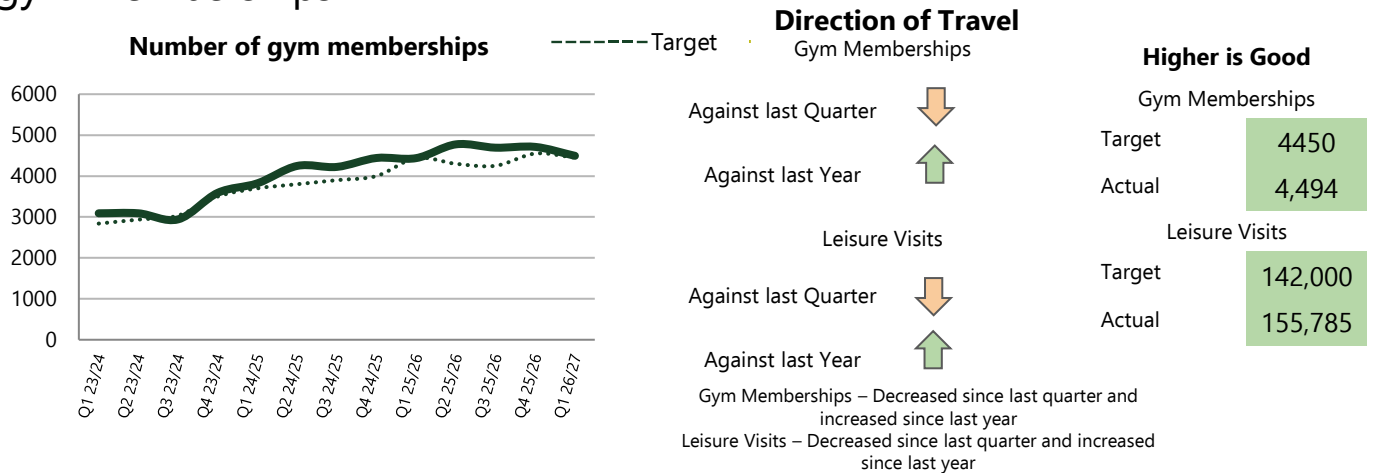
Cabinet have approved a new waste fleet replacement strategy, which should address the ageing fleet problem contributing to breakdowns and service reliability.

How do we compare?

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

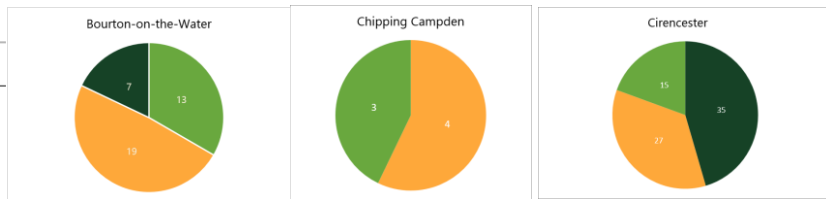
2022-23 Benchmark	Missed collections per 100,000 collections	Family Group Rank	Family Group Quartile	Whole Service Rank	Whole Service Quartile
Cotswold	109.89	12/14	Bottom	39/45	Bottom

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



Cotswold gym memberships exceeded target by 1%, while leisure visits exceeded target by 10%, reflecting strong usage and demand for the facilities.

A renewed focus on engagement this quarter has supported encouraging improvements in survey participation.



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.