



**COTSWOLD**  
DISTRICT COUNCIL

Delivering great services locally

**PERFORMANCE REPORT**  
**October 2022 - December 2022**

## 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).

The second annual benchmarking exercise has been completed for the most recent data available (2020-21), and includes CIPFA benchmarking charts and revised Shire Districts' median /top quartile lines. The 2021-22 benchmarking data will be released over the course of the new financial year, and generally concludes around December time, ready for the 2022-23 Q4 performance report.

Two comparator groups that are commonly used to benchmark Councils' performance are: all shire district councils and CIPFA Nearest Neighbours (NN). The CIPFA NN Model is based on family groups; it adopts a scientific approach to measuring the similarity between councils taking into account a range of demographic and socio-economic characteristics. The standard model provides the 15 nearest neighbours to each council. In contrast, the all shire districts comparator group is a much larger dataset of 181 councils, and there will inevitably be a much greater variation between the councils in this group.

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. Although the CIPFA NN Model groups councils on the basis of similarity, these factors are external and based on 'place'. The model 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.

Therefore, benchmarking data should be viewed as a 'guide' and as a starting point for discussion. It is important to understand performance within context, and there will be a variety of internal factors that determine performance including costs, workloads and quality.

### Note

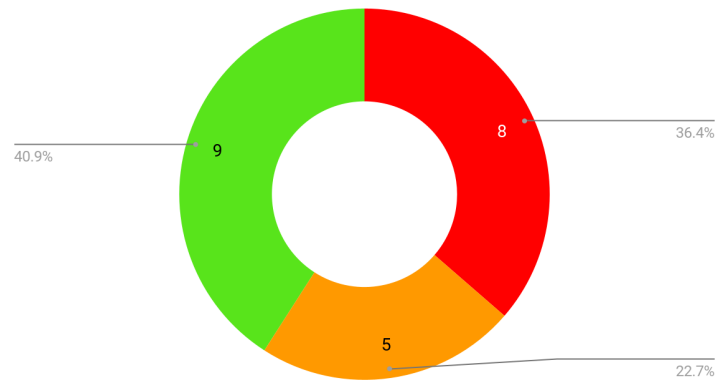
The data has been extracted from LG Inform, a benchmarking tool, which contains a range of routinely published data. It should be noted that:

- the extracted data may differ from the Council's own data;
- the median and top (best 25%) quartile lines are based on annual outturns but applied to the quarterly data;;
- 2021/22 benchmarks are not yet available, so the previous year's benchmarks have been used, and will be revised during each benchmarking exercise.

# KEY PERFORMANCE METRICS

## At a glance...

Summary of Performance



### OVERALL PERFORMANCE

Overall, performance appears to be mixed. There were improvements in some services such as Planning and Customer services, while other services such as Revenues and Benefits have found it a challenging quarter as they manage the impact of the cost of living crisis. The severe weather conditions in December 2022 affected waste collections, and to a lesser extent high risk food inspections.

Over the last year, a number of services have highlighted the potential impact of the cost of living crisis on households, businesses and the Council’s services in particular Revenues and Benefits, Planning, Housing Support and Leisure. Some services such as Revenues and Benefits have reported increased customer contact and workloads while Planning has reported a slow-down in applications and potentially fewer applications for large developments due to a loss of confidence in the housing market. The business rates collection rate has been depressed over the last couple of years due to Covid and may now take longer to recover.

There are a number of improvement programmes in progress across services focussed on improving customer communication and increasing automation and self-serve options for customers which should help to reduce customer contact including repeat customer contact

Indicators with targets	Status
Customer satisfaction - phones	
Customer satisfaction - F2F	
Satisfaction for Building Control service	
CT collection rate	
NNDR collection rate	
Average days to process CTS new claims	
Average days to process CTS change events	
Average days to process HB change events	
% HB overpayment due to LA error or admin delay	
% major planning applications determined within time	
% minor planning applications determined within time	
% other planning applications determined within time	
Total planning income	
Pre-application advice income	
% planning appeals allowed	
Affordable homes delivered	
% land charge searches dispatched within time	
% high risk notifications assessed within time	
% high risk food premises inspected within time	
Residual waste per household (kg)	Awaiting data
% combined recycling rate	Awaiting data
Missed bins per 100,000 collections	
Leisure visits	
Gym memberships	

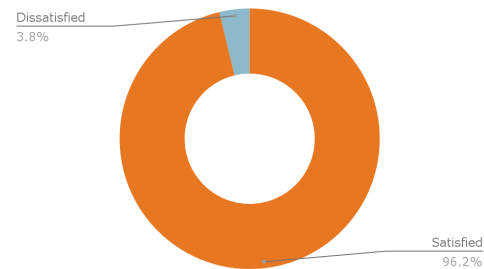
## CUSTOMER SERVICE

### Customer satisfaction

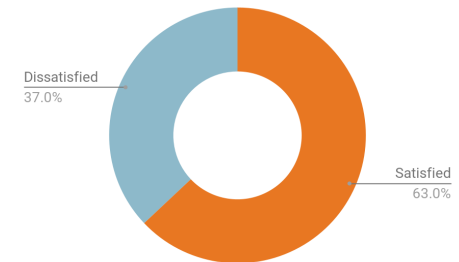
Face to face - 41 respondents



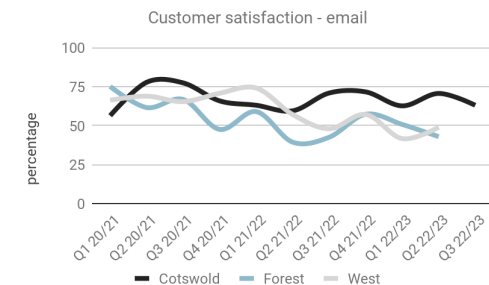
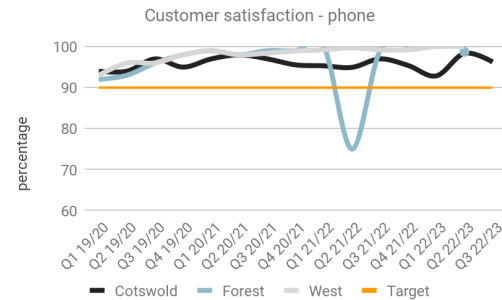
Phone - 213 respondents



Email - 351 respondents



### What's the trend?



#### OBSERVATION:

Satisfaction ratings for services delivered face to face and telephone are indicating high satisfaction for services, although the number of survey responses continues to be relatively low.

F2F surveys (left visible on the reception desk) and telephone surveys require intervention from the advisor, while email surveys are automatically triggered. A greater number of telephone surveys were completed in Q3 helped both by better capacity due to lower call volumes at this time of year; and the Customer Services Support officer who has been promoting the surveys within the service and ensuring that all advisors are trained in transferring customers to the survey to maximise the completion rate. During busy periods, calls waiting are prioritised.

In terms of email surveys, all outbound emails sent by customer services from Salesforce contain a link to the survey. Satisfaction ratings for services delivered via email is indicating a slight downward trend. Some work has been undertaken to ascertain the reasons for dissatisfaction and indicates that much of the dissatisfaction relates to service failure e.g. my bin was missed, rather than the overall experience of the service delivered

## Customer satisfaction for the Building Control service



Cotswold Target



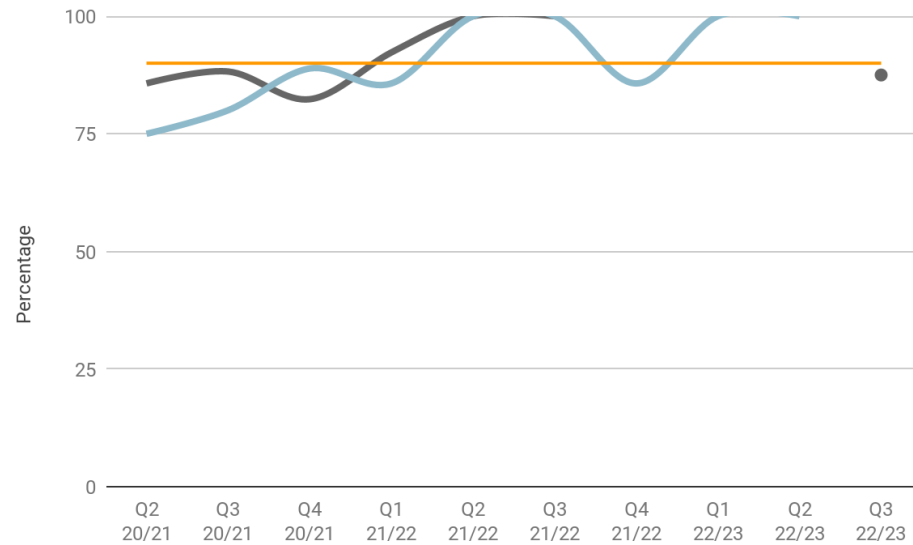
Cotswold



Forest of Dean



West Oxfordshire



### OBSERVATION:

The surveys have been paused temporarily due to a shortage of staff in the service, although a small number of surveys were completed in Q3. Of the eight surveys completed, seven were satisfied and one partially satisfied. The partial dissatisfaction related to the question on value for money.

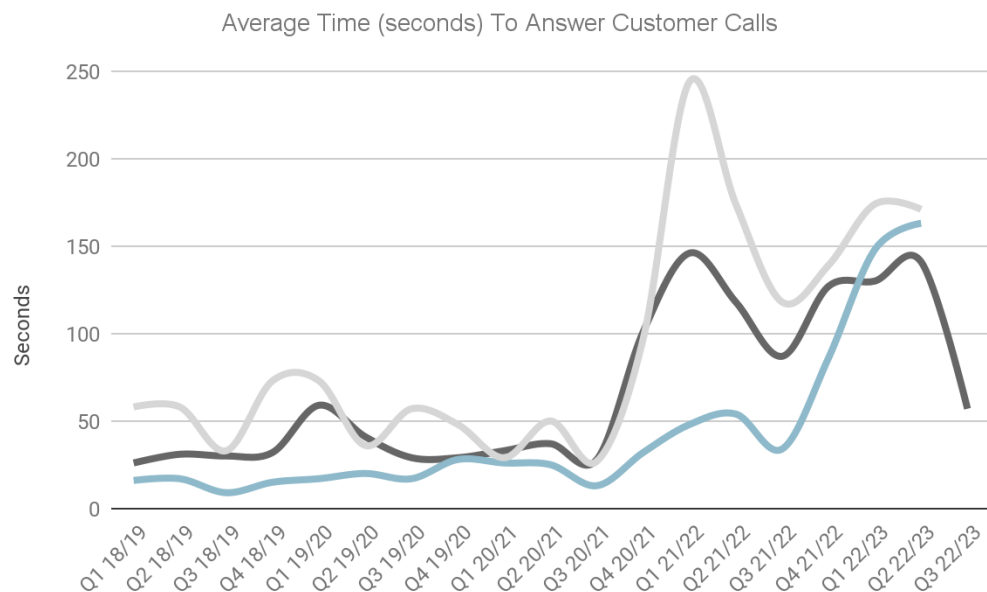
The service has a proactive approach to customer care. Overall, it receives very few formal complaints and there were no complaints in Q3.

Staff are prioritising workload including marketing letters which appear to be having a positive impact on market share. The Technical Support Officers are supporting the Surveyors, who are either in the process of becoming 'licenced' or who are preparing for the mandatory competency exam. Surveyors are preparing for this exam by undertaking a range of courses that run between 3 months and 9 months equating to a day a week but are staggered to reduce the impact on service delivery. All building control surveyors need to be licenced by April 2024.

Overall, the current survey yields a small number of responses and is relatively time consuming. Survey Monkey has previously been used but did not yield a high response rate. Alternative ways of surveying customers will be considered as a wider piece of work on customer satisfaction in services

## Telephone calls - average waiting time

Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire



### OBSERVATION

The Customer services team made significant improvement in the average call waiting time at 57 seconds in Q3, down from two minutes and 20 seconds in the previous quarter.

Lower volumes of calls into the Council (as expected at this time of the year), and recruitment to vacant posts during the quarter contributed to the improved performance.

Workloads are expected to be higher in Q4 due to annual billing, garden waste renewals and the introduction of voter ids.

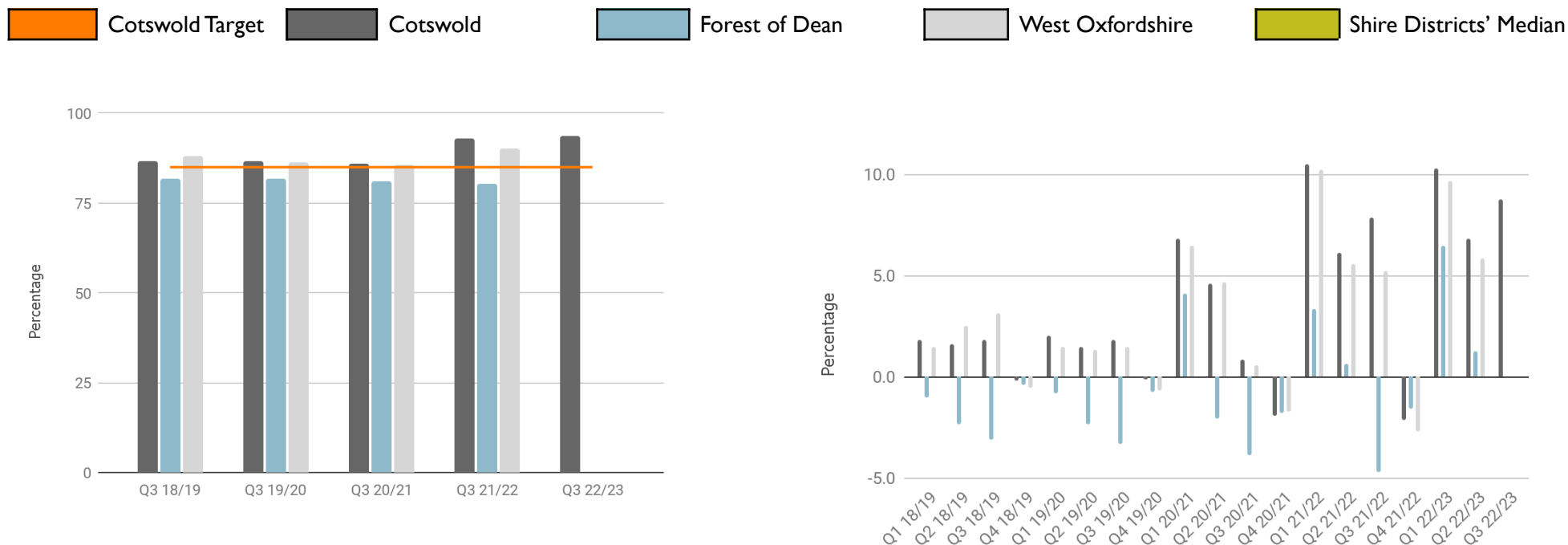
Retention of staff continues to be challenging and further recruitment is currently taking place as there are leavers in Q4. However, the pay uplift for 2022-23 could help to make this role more competitive and improve retention rates in the service.

There are a number of improvement projects in the service including the recent implementation of a new process for managing demand through improved engagement with other services. This will mean that communications with residents and customers will be staggered so that workloads are 'smoothed' and can be dealt with more effectively by the team.

Further work on automation and integration of forms to the back office systems is continuing, aimed at improving the on-line offer for customers and reducing call volumes and call length time. For example, the bulky waste online form was integrated with Salesforce and a new sign up to waste alerts was introduced which provides information on waste collection days and changes

## Revenues and Benefits

**(Cumulative) Percentage of council tax collected at the end of the quarter & the difference between the % of council tax collected and the target**



### OBSERVATION:

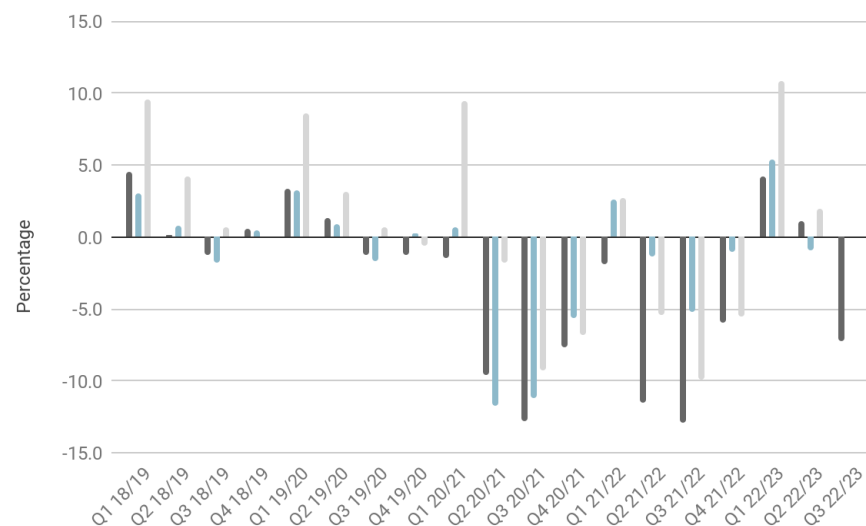
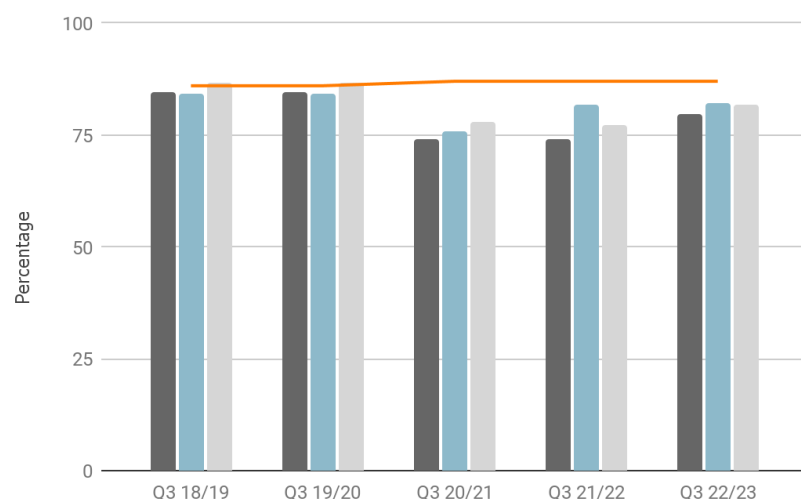
Overall, the collection rate at the end of Q3 is around one percentage point higher than a year ago. The improved collection rate will have been helped by recovery action beginning to take effect (following the pause during the first part of the pandemic) with those households in arrears now on repayment schedules, and potentially the roll out of the £150 council tax rebate (generally paid back to the householder's bank account but some will have had their accounts credited). Payments for both the £150 mandatory and discretionary schemes have been completed with a total of £3,965,954 paid to 26,052 households.

The rising cost of living could potentially affect the annual in-year collection rates and beyond. The service reports that overall customer contact with the service has increased and the number of applications for reductions in council tax in special circumstance (Section 13A) is rising. In January 2022, Cabinet approved the introduction of an exceptional hardship policy to support those households in severe financial difficulties. A revised Council Tax Support scheme designed to support more households will be introduced in 2023-24.

Workloads are expected to increase during Q4 as both the Revenues and Benefits teams will be implementing the additional £25 payment (as a credit on the CT account) to all working age and pension age individuals who are in receipt of Council Tax Support; as well as the alternative energy payments (on behalf of Department for Business, Energy & Industrial Strategy) to those households who do not have a direct contract with an energy supplier e.g. park homes and other shared communities, and therefore did not receive the £400 payment

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

Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire
  Shire Districts' Median



### OBSERVATION:

At the end of Q3, the collection rate had increased compared to the same period of the previous year, although it has not yet returned to the level achieved pre-Covid-19.

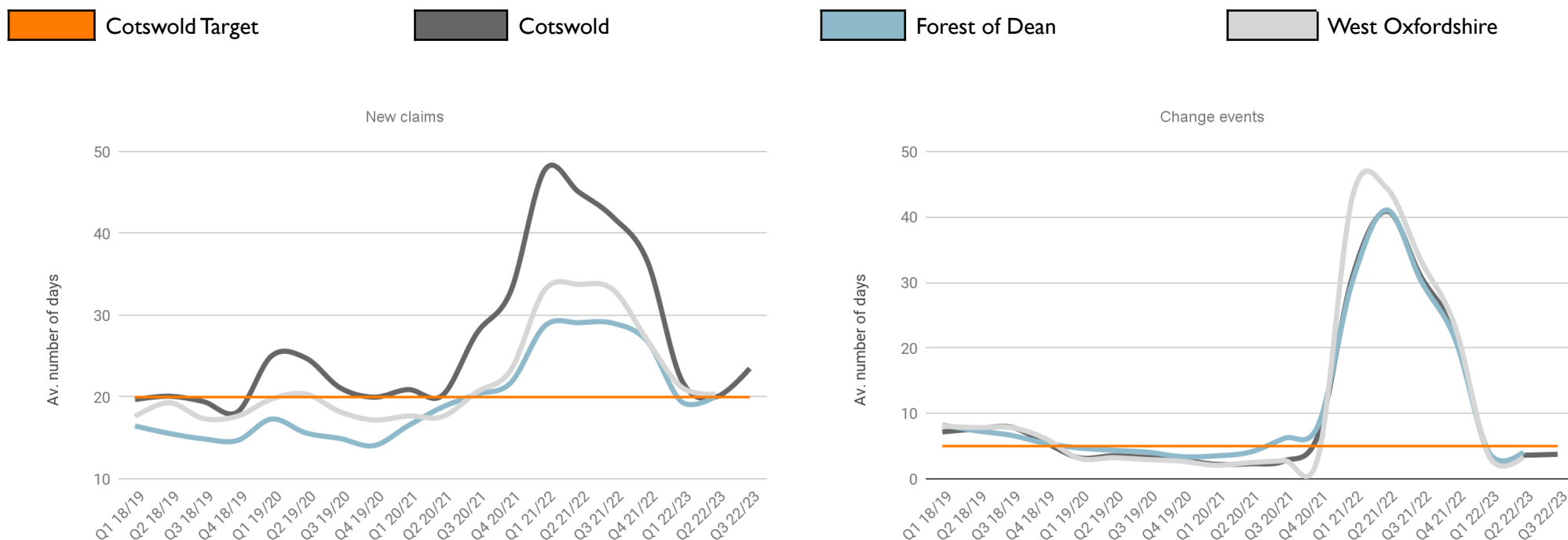
It is likely that the Covid Additional Relief Fund (CARF) distributed during the year has contributed to the improved collection rate. These businesses have had their business rates accounts credited. Although the grant relates to 2021-22, the timing of the receipt has meant that some businesses have used it to offset the current year's account.

The collection rate was expected to remain depressed as some businesses continue to struggle financially due to the cumulative impact of Covid-19, and the cost of living crisis. Extended retail relief will continue through 2022-23 at a relief of 50%, and will increase to 75% in 2023-24 for leisure and retail businesses. However, the criteria for eligibility is more stringent than during covid times so some businesses will miss out. The service will be writing to those businesses affected. In addition, some businesses will see their rates increase as a result of the business rates revaluation 2023-24.

The service is continuing to support homeowners and businesses including encouraging customers to contact the Council so that they can be supported via manageable repayment plans, or refer them on to other services both internally and externally. The debt, however, can only be secured through recovery action and issuing of a liability order. The service is up to date with in year processes for the recovery of both council tax and business rates. In addition, the Council has asked enforcement agents to put in additional steps during the early stages of debt recovery to help avert court action and higher costs later in the process. The service is also planning to redesign the recovery process during the first six months of 2023-24 with scoping work starting at the end of March 2023.



## (Cumulative) Average number of days taken to process Council Tax Support new claims and change events



### OBSERVATION:

At the end of Q3, the average days to process new CTS claims increased by three days to 23.5 days while the average processing days for CTS changes remained comfortably within the target at 3.8 days.

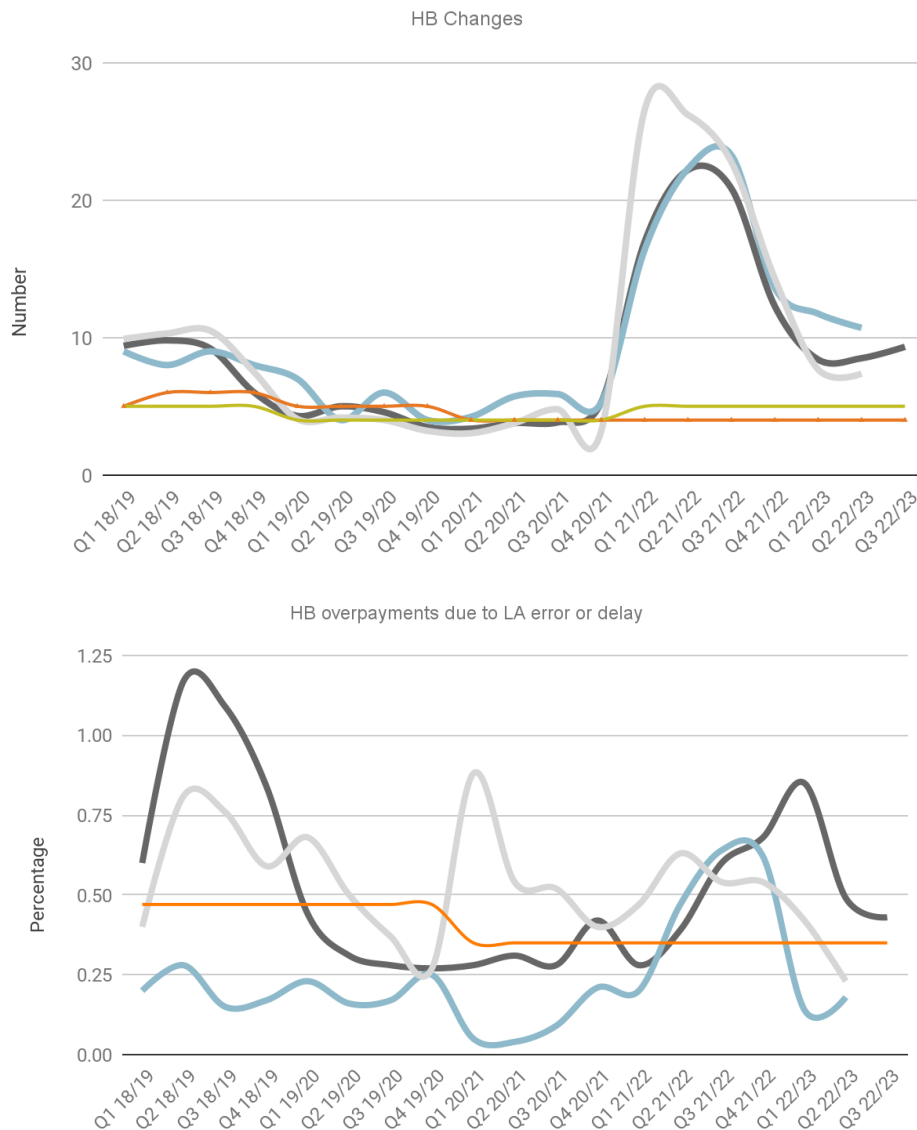
The service reports that the cost of living crisis has started to increase overall customer contact and workloads in the service. A combination of increased number of applications and reduced staffing during the quarter has resulted in longer processing times. During the quarter, the Benefits team was down by two full-time experienced officers and another officer left the team in December 2022. The team has been prioritising new claims as these households are likely to be in the greatest needs, but also mindful of the impact of any delay in processing HB changes.

The team is working to secure and restore/increase resources to deal with increased workloads and improve processing times. Overtime has also been offered to the team and one permanent post has been successfully recruited to and started in January 2023, however it takes one year to train up benefits staff. In addition, one external resource from Civica On Demand started in November 2022. Processing times for CTS new claims is expected to be within or close to the 20 day target at the end of Q4.

Customers are able to access information about their claim and awards on the OpenPortal. Further work on improving benefit forms to make them more customer friendly and accessible through the OpenPortal is planned which will help to reduce customer contact.

## (Cumulative) Average number of days taken to process Housing Benefit changes of circumstances & % HB overpayments due to LA error /delay

■ Cotswold Target 
 ■ Cotswold 
 ■ Forest of Dean 
 ■ West Oxfordshire 
 ■ Shire Districts' Median



### OBSERVATION:

The observation for CTS new claims and changes should be read in conjunction with the observation for HB indicators as the work is performed by the same team.

At the end of Q3, the average days to process HB changes has increased slightly due to higher workloads and reduced staffing. In addition, the service has been prioritising new claims as these households are likely to be in most need while also monitoring HB changes closely as delays could impact on the the HB subsidy that the Council receives.

Resource levels in the service are being addressed through recruitment, overtime and the use of Civica On Demand which should help to bring performance closer to the target next quarter. Processing times will also be helped by the auto processing of pension credit up ratings and new year rent increases from landlords which are applied during Q4.

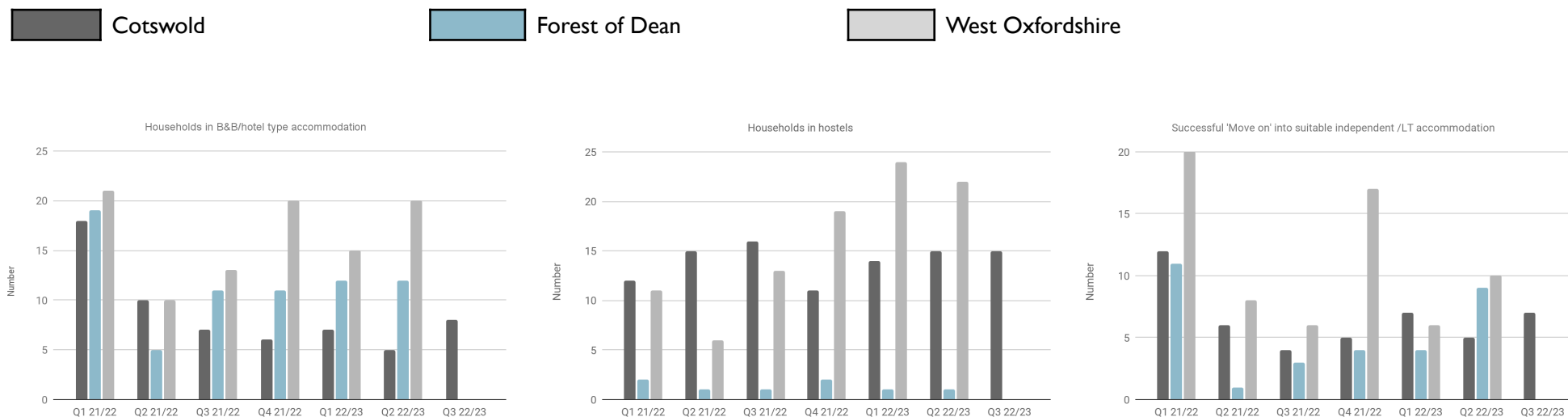
The % HB overpayment due to LA error/delay is continuing to improve and is inside the national target of 0.47%. This outturn is reported cumulatively from the April 2022 so should continue to improve as the caseload increases over the course of the year as long as there are no sizable errors or delays in processing HB changes.

The service continues to check a sample of cases each month as part of the Department for Work and Pension's (DWP) Housing Benefit Award Accuracy (HBAA) initiative to tackle fraud and error.

Note: the national target is 0.47%. In 2020-21, the service set a more stringent target of 0.35%

## Housing Support

**(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**



### OBSERVATION:

The numbers of people contacting the Housing Team continues to rise in the wake of the current cost of living crisis, the evolving Homes for Ukraine situation and the cold weather in December 2022, therefore the pressures on Housing services, systems and pathways remain high. The Housing Team has refocused more resources on the prevention approach as well as moving people on from emergency accommodation as quickly as possible.

The number of people contacting for advice is slightly lower in Cotswold District than Forest of Dean District and West Oxfordshire District. The cold weather, along with the cost of living crisis has resulted in some people who would normally be staying between family and friends become homeless which has particularly affected Forest and West requiring greater use of hotel placements. The Council's owned and managed hostels continue to operate at capacity.

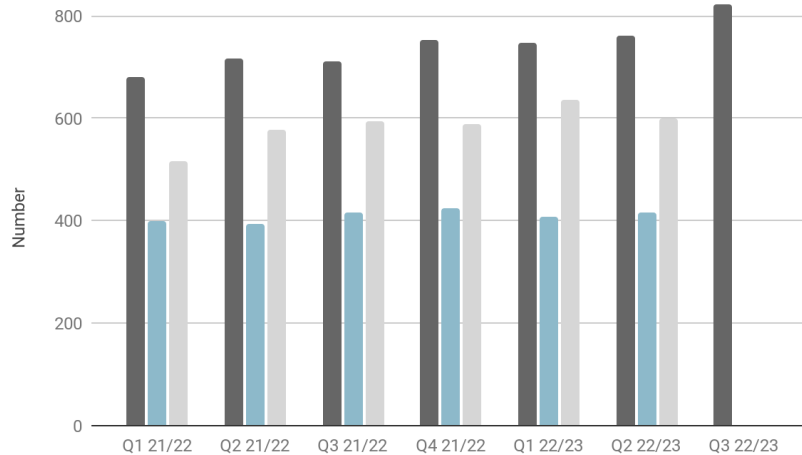
The Council has received additional Winter Pressures funding to support these increases in homeless cases and resulting pressures on services. Temporary resources have been brought in to assist with moving on people who were accommodated during the recent severe cold weather. The use of specialist Temporary Accommodation officers are able to offer dedicated support and bespoke solutions for helping clients move on successfully from emergency accommodation.

The availability of social housing stock remains low. This is partially due to prevention measures being put in place to assist those affected by the financial implications of the increasing cost of living. These measures are aimed at working with households to enable them to remain in their own home, with reducing rent arrears or covering the costs of increased bills. Accessing the Private Rented Sector in the District remains difficult due to affordability.

The team is also providing advice and assistance to Ukrainian families who will need to source their own accommodation as the scheme moves through the initial 12 month period. On 22 December 2022, there were 150 sponsors/hosts. The specialist Ukraine Housing Officer (funding secured from County) is working with families and hosts to prevent homelessness wherever possible and assist families to secure their own accommodation in the private sector. Where this is not possible, the Officer will source either rematches to different Hosts through the Homes for Ukraine scheme or source emergency accommodation when needed until a longer term solution can be found.

### (Snapshot) Number of Long Term Empty properties (six months and over)

Cotswold Forest of Dean West Oxfordshire



#### OBSERVATION:

During Q3, 154 properties were removed from the long term empty homes list and 216 added.

The service reports that properties are staying on the LTE list longer; anecdotal evidence suggests there are difficulties in getting building supplies for refurb work as well as the impact of the cost of living crisis. Most properties are individually owned and have to be followed up individually which is resource intensive, and will not result in the removal of large numbers from the LTE list. There is also a large number of housing association properties awaiting demolition.

A range of proactive work is being undertaken to both understand the reasons why properties are coming onto the list so that they can be managed and reduced as well as ensuring that the data is up to date so that these properties are having the correct levy applied and charged for. Improved reporting is helping to identify and better target properties

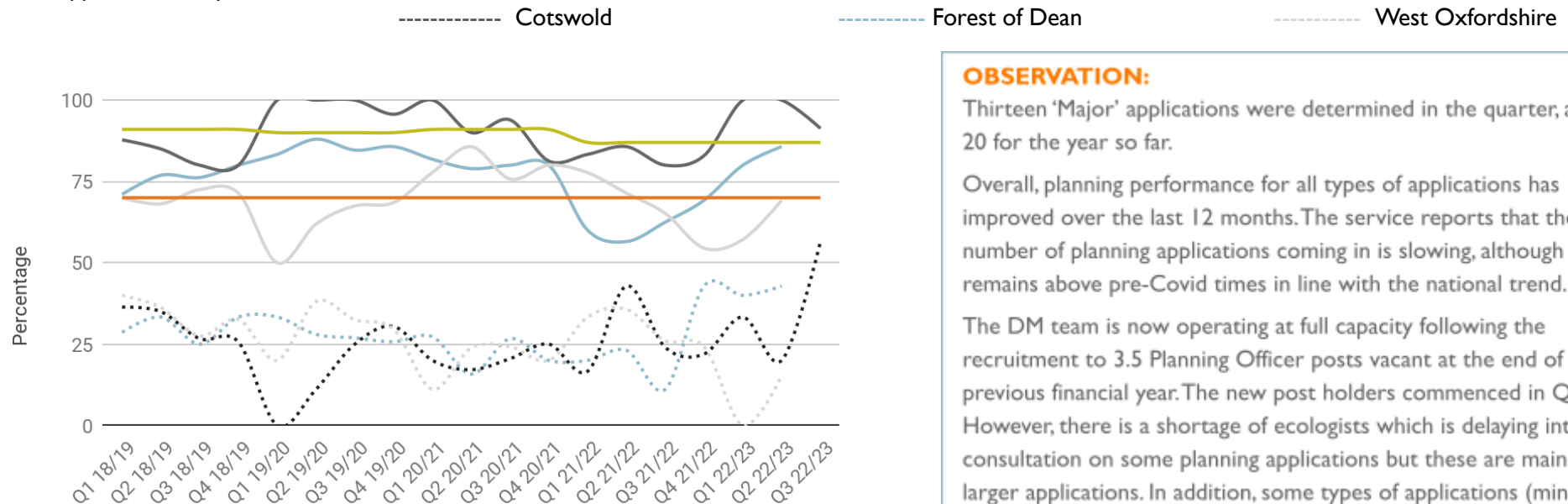
## Planning and Strategic Housing

### (Cumulative) Percentage of major planning applications determined

% of all applications completed within 13 weeks or an agreed timeframe



% of all application completed within 13 weeks



#### Note

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

Extensions of times are often a result of consultees requesting changes to the scheme or because the consultee response is essential but has not been received within the timetable. They are also used where officers are working proactively with applicants to improve schemes and make developments acceptable.

#### OBSERVATION:

Thirteen 'Major' applications were determined in the quarter, and 20 for the year so far.

Overall, planning performance for all types of applications has improved over the last 12 months. The service reports that the number of planning applications coming in is slowing, although it remains above pre-Covid times in line with the national trend.

The DM team is now operating at full capacity following the recruitment to 3.5 Planning Officer posts vacant at the end of the previous financial year. The new post holders commenced in Q2. However, there is a shortage of ecologists which is delaying internal consultation on some planning applications but these are mainly the larger applications. In addition, some types of applications (minors mainly) for residential and holiday accommodation have been delayed by Habitat Regulations Assessment issues (relating to land within the two special areas of conservation in neighbouring districts which also extend into the Cotswold District). A mitigation strategy for one area is now in place allowing these applications to be determined.

There is an improvement programme and roadmap in place, and progress is being made on improving communication with customers, reducing the backlog of enforcement cases; and a new Planning Checklist designed to improve the quality of the applications submitted and reduce the impact of invalid applications on the validation team went live on 1 February 2023.

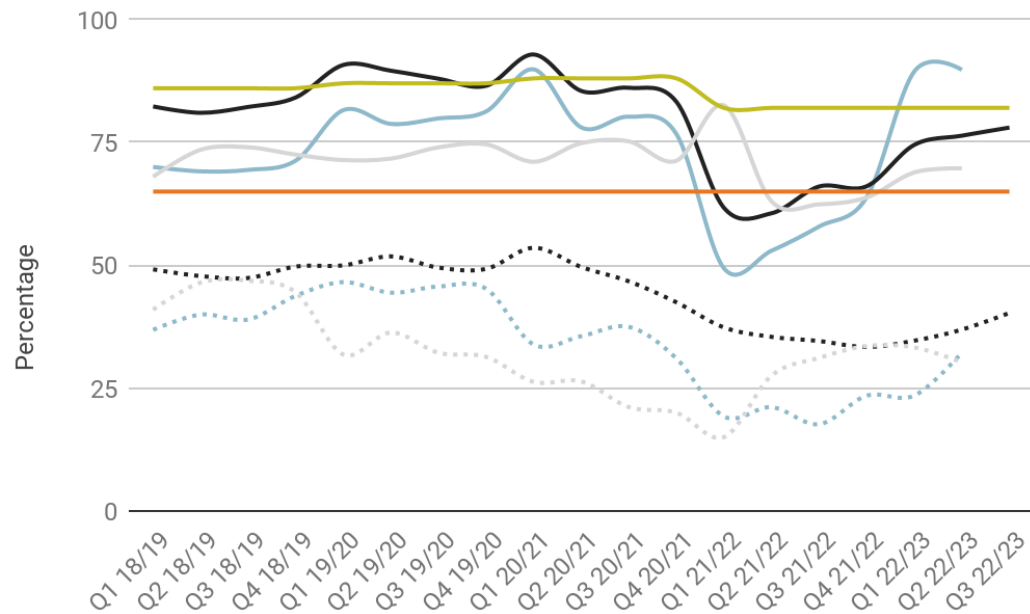
## (Cumulative) Percentage of minor planning applications determined

% of all applications completed within 8 weeks or an agreed timescale

Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire
  Shire Districts' Median

% of all applications completed within 8 weeks

----- Cotswold
 ----- Forest of Dean
----- West Oxfordshire



### OBSERVATION:

Performance for 'Minor' applications has been improving over the last few quarters.

97 minor applications were determined in Q3, compared to 110 applications in the same period of the previous year.

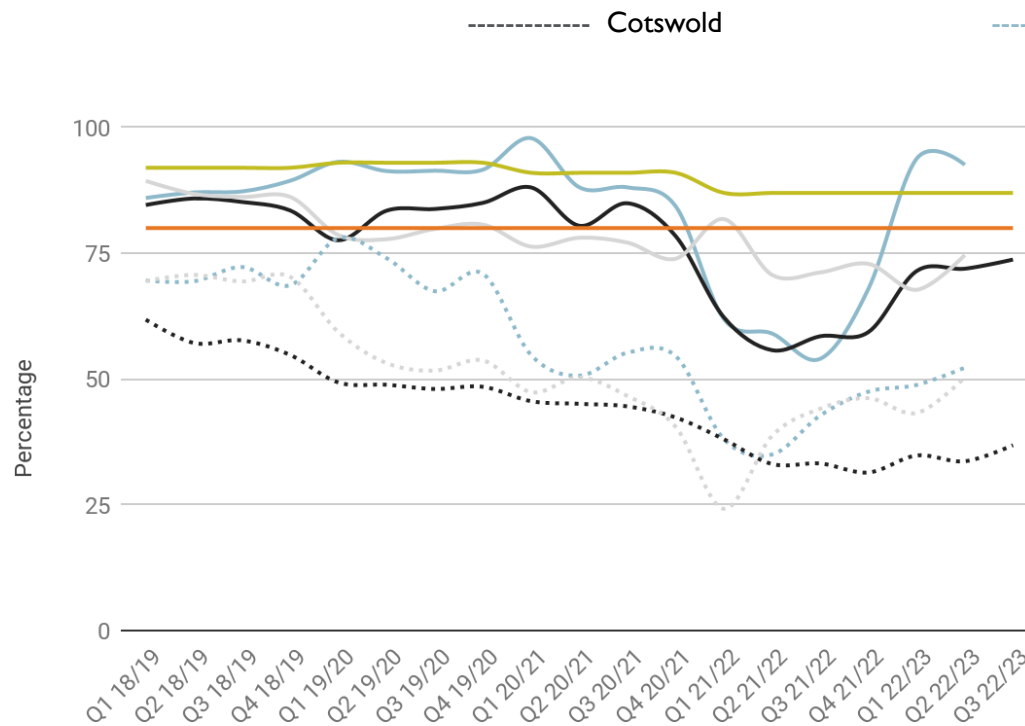
See Observation for Major applications for further explanation

## (Cumulative) Percentage of other planning applications determined

% of all applications completed within 8 weeks or an agreed timescale

Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire
  Shire Districts' Median

% of all applications completed within 8 weeks



### OBSERVATION:

Improvements are being made but at a slower rate than for 'Majors' and 'Minors' partly due to being unable to secure extensions of times. In addition, this outturn is reported cumulatively from the beginning of the year which means that fluctuations and improvements are flattened. The cumulative outturn to the end of Q3 was 73.8% while the quarterly outturns were 77.4% for Q3, up from 72.6% in Q2 and 71.5% in Q1. Improvements have continued into January with 80.52% of 'Other' applications determined in time (Target: 80%).

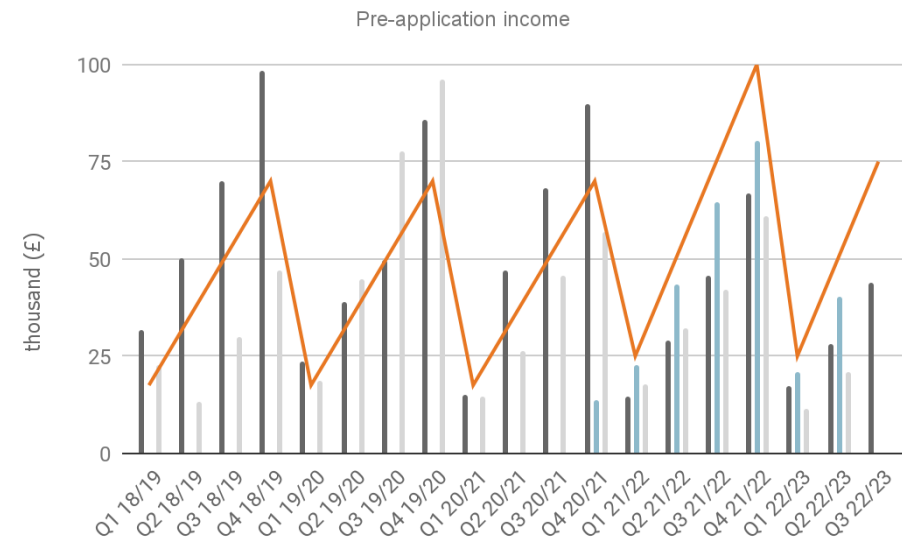
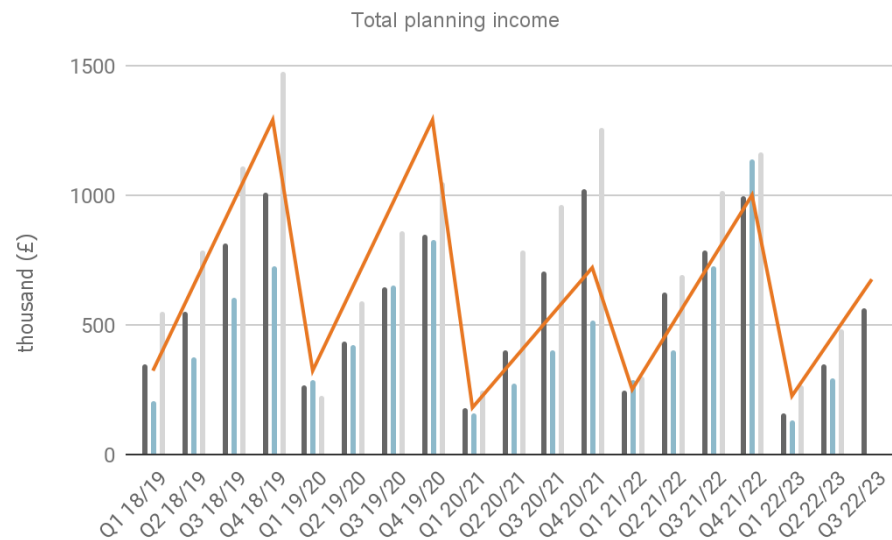
There is an acknowledged backlog of planning applications and officers are working through them, therefore it is likely that performance will fluctuate but on the whole will continue to show an upward trend.

Further service improvements will be rolled out over the next few months to help streamline processes and get applications out quicker.

See Observation for Major applications for further explanation



## (Cumulative) Planning income



### OBSERVATION:

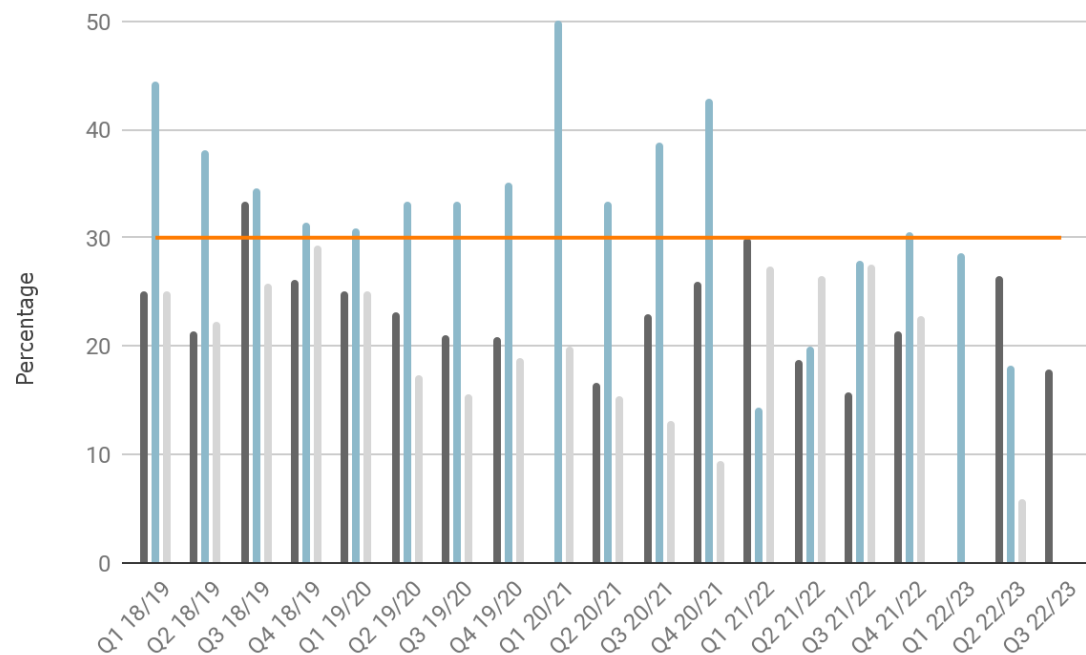
At the end of Q3, total planning income was short of its target. The number of applications received is slowing but remains higher than historical levels. Pre-application income was lower than expected due to fewer larger developments which attract a higher fee. It is likely that we will continue to see fewer larger developments due to loss of confidence in the housing market coupled with the fact that Cotswold has a 5 year land supply so gets fewer speculative applications which tend to attract large fees.

A full review of pre-app charges and other services that could be charged for has been undertaken and approved by Cabinet for roll out on 1 April 2023. For example, officer time to deal with enquiries will be charged for and an admin fee will be charged for returning invalid applications. The introduction of new fees and charges will have a positive impact on income; and charging for enquiries may also reduce the number of enquiries allowing officers to focus on determining planning applications. However, the number of applications and types of application is largely driven by external factors such as policy and the economy



## (Cumulative) Percentage of planning appeals allowed

Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire



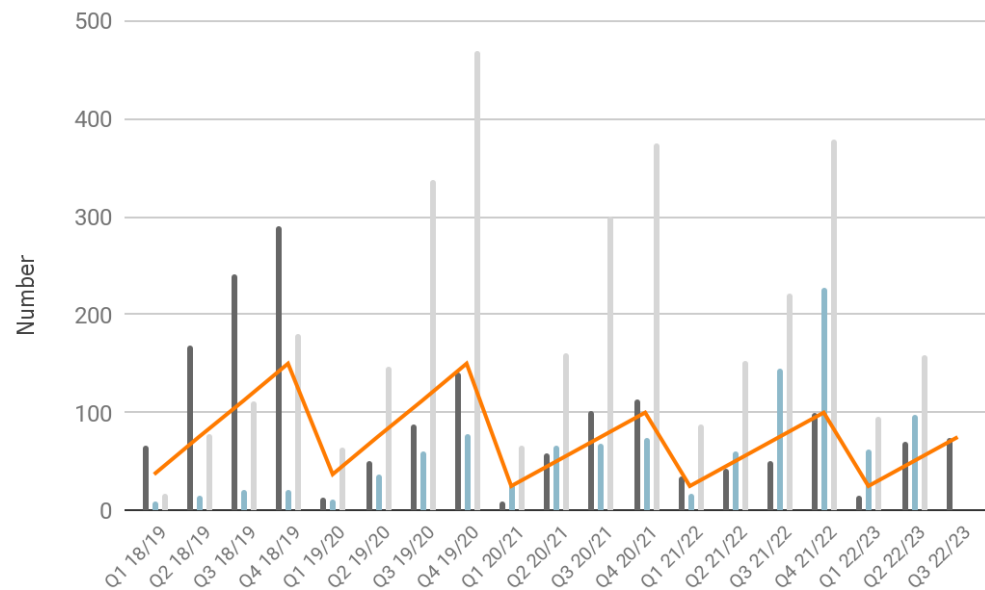
### OBSERVATION:

This indicator seeks to ensure that no more than 30% of planning appeals are allowed (low is good).

Between 1 April 2022 and 31 December 2022, twenty-eight appeals were decided; 23 decisions were supported.

All but one of the 12 appeals determined in Q3 were supported

## (Cumulative) Number of affordable homes delivered



### OBSERVATION:

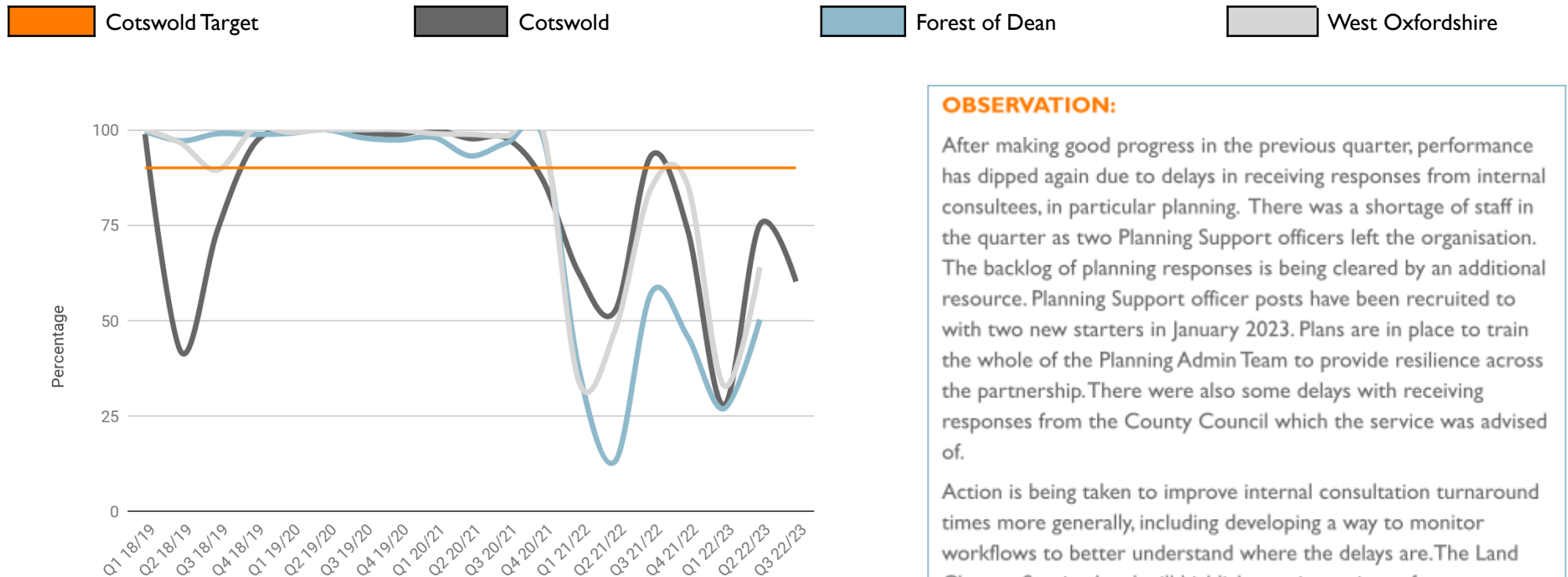
At the end of Q3, seventy-four affordable homes were completed against a target of 75.

There were three affordable homes completed in Q3, all at Dyers Lane, Chipping Campden. The service reports that completions fluctuate over the year. A housing development period is at least 12 months, with some schemes phased over several years.

The forecast is still to achieve the target of 100 affordable units in this financial year.

Note: this data is collected cumulatively from the beginning of the financial year to account for peaks and troughs

## Percentage of land charge searches despatched within 10 working days



### OBSERVATION:

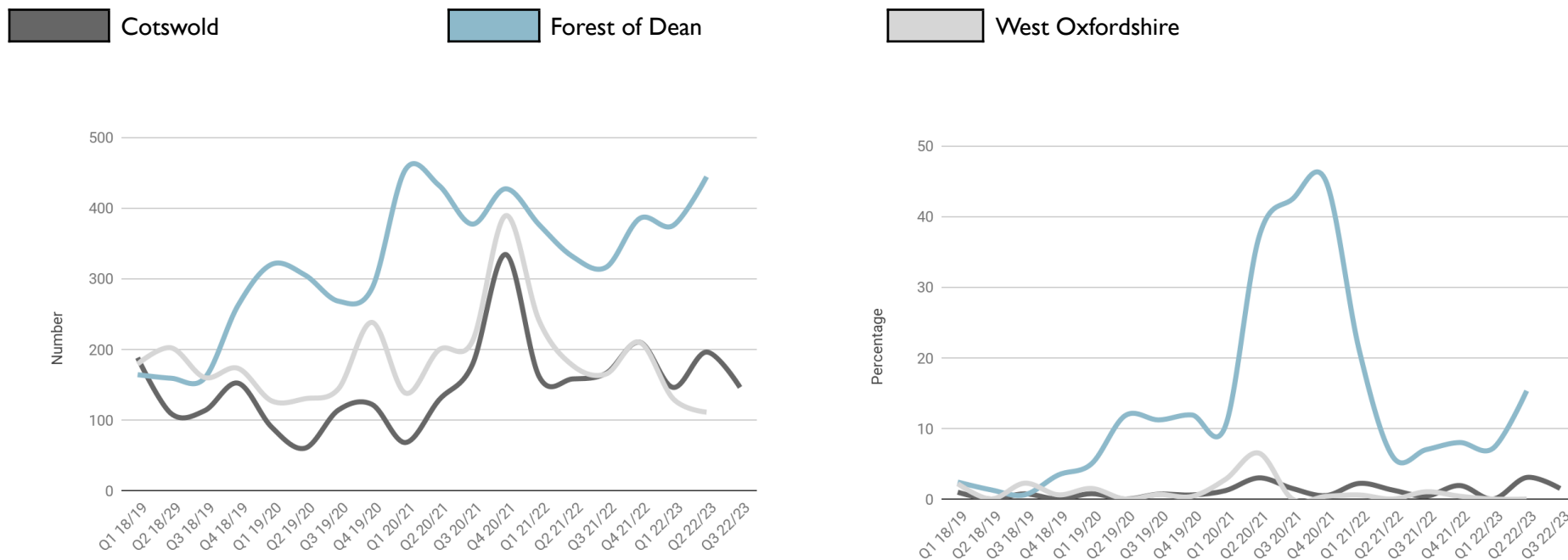
After making good progress in the previous quarter, performance has dipped again due to delays in receiving responses from internal consultees, in particular planning. There was a shortage of staff in the quarter as two Planning Support officers left the organisation. The backlog of planning responses is being cleared by an additional resource. Planning Support officer posts have been recruited to with two new starters in January 2023. Plans are in place to train the whole of the Planning Admin Team to provide resilience across the partnership. There were also some delays with receiving responses from the County Council which the service was advised of.

Action is being taken to improve internal consultation turnaround times more generally, including developing a way to monitor workflows to better understand where the delays are. The Land Charges Service Lead will highlight any issues in performance to the appropriate Service Manager. This new process will commence formally half way through Q4, and will require time to embed. Performance is expected to start returning to previous high levels from 2023-24 Q1

The Her Majesty's Land Registry (HMLR) project has commenced which involves the migration of LLCI searches to HMLR for all Local Authorities. The project is utilising specialist experience within the team, and will be closely and carefully managed internally, and by HMLR to help mitigate any potential impacts to service delivery

## Environmental and Regulatory

**Number of fly tips collected & % of fly tips that result in an enforcement action taking place (defined as a warning letter, fixed penalty notice, simple caution or prosecution)**



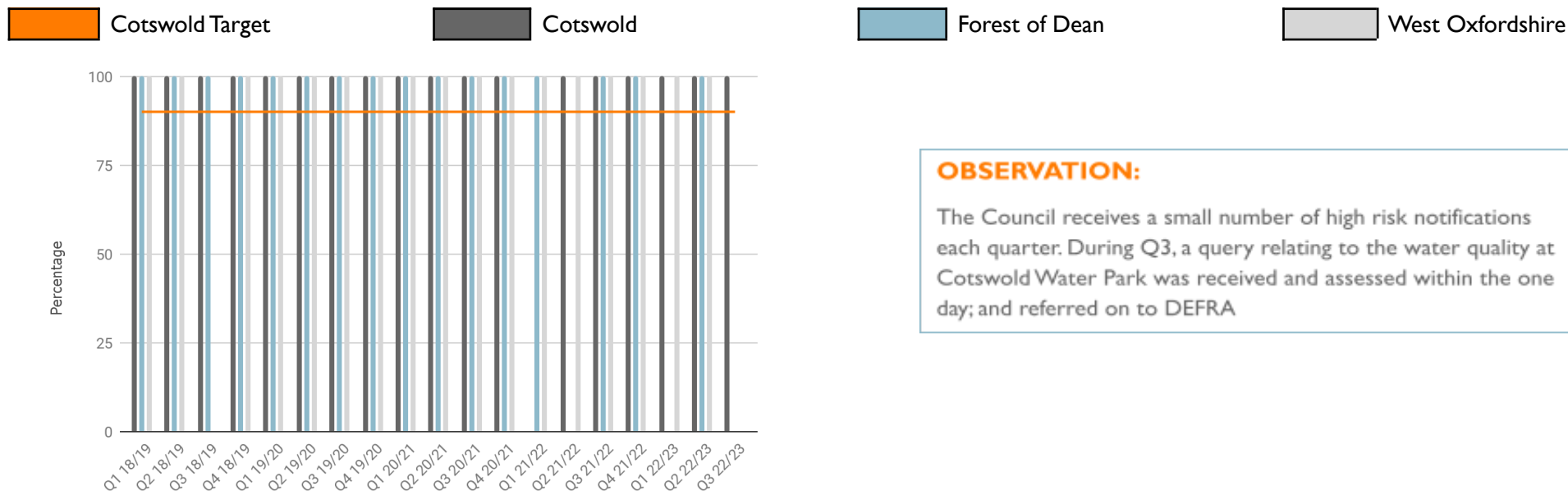
### OBSERVATION:

Fly tips increased during lock down and 'stay at home' messages. The number of fly tips collected has since reduced but does not appear to have fallen back to pre-Covid times. The cost of living crisis may be keeping the numbers relatively high due to an inability or reluctance to pay for the disposal of both household and business waste.

During Q3, 31 flytips were referred for investigation resulting in three FPNs. The Council takes a proactive and preventative approach to fly tipping, and duty of care work has been carried out with businesses and households to support them to manage their waste responsibly. A number of mobile surveillance cameras have been purchased and set up in areas that attract relatively high levels of fly tipping, accompanied by the relevant GDPR and privacy notices. Stop and Search /road side checks to ensure waste carriers have the appropriate transfer notes and permits are scheduled for January 2023.

Note: This data source does not contain all types of fly tips e.g. asbestos, at all locations e.g. bring sites. Forest of Dean appears to collect a higher number of fly tips than Cotswold and West as it counts fly tips at bring sites

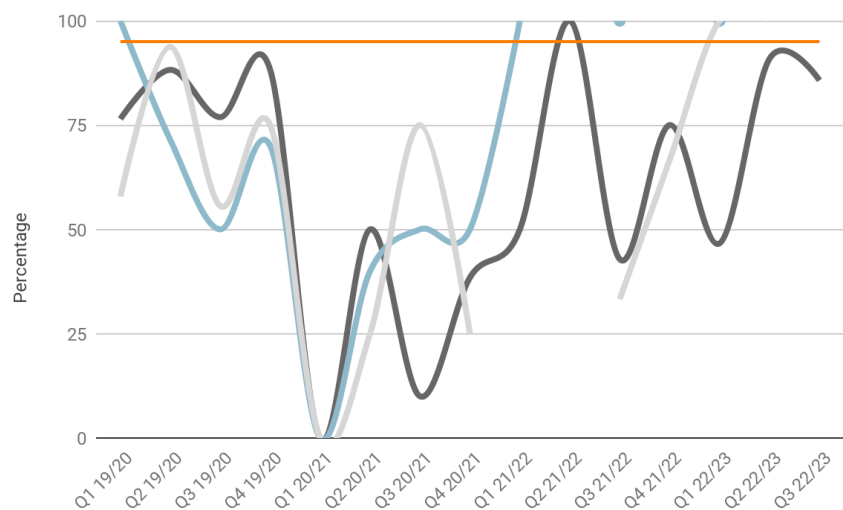
**Percentage of high risk notifications (including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries) risk assessed within 1 working day**



**OBSERVATION:**

The Council receives a small number of high risk notifications each quarter. During Q3, a query relating to the water quality at Cotswold Water Park was received and assessed within the one day; and referred on to DEFRA

**Percentage of high risk food premises inspected within target timescales**



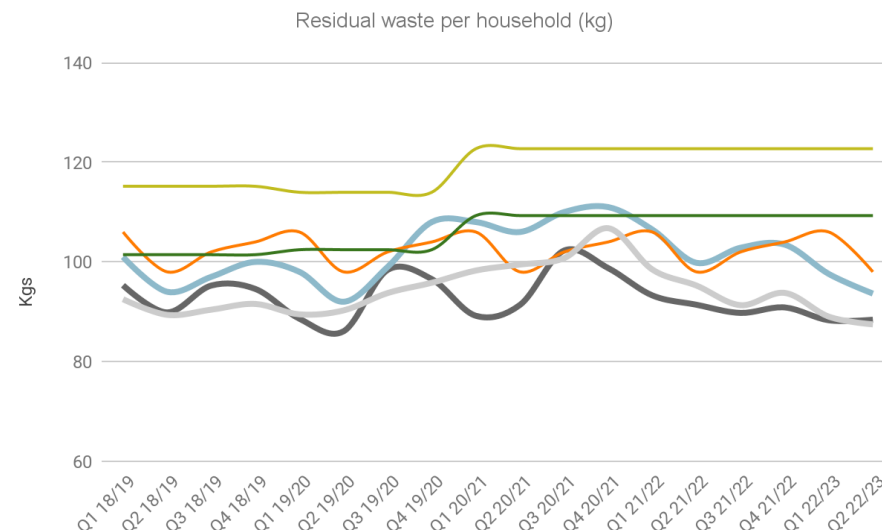
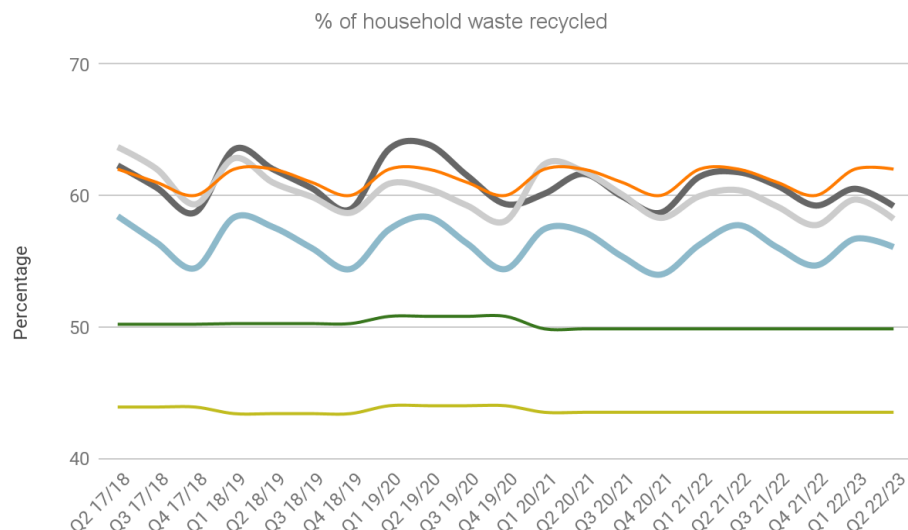
**OBSERVATION:**

Despite a shortage of staff during the quarter and poor weather conditions in December 2022 which made some properties inaccessible, a good level of performance has been achieved. During Q3, twenty-one high risk food inspections were due, of which 18 were completed within the target timescale. The remaining inspections have since been completed.

The service has previously been unable to recruit senior environmental health officers who are qualified to do high risk food inspections. The service is being re-designed to increase capacity at the senior level

## Waste Management

### (Cumulative) Percentage of household waste recycled & Residual household waste per household (kg)



#### OBSERVATION:

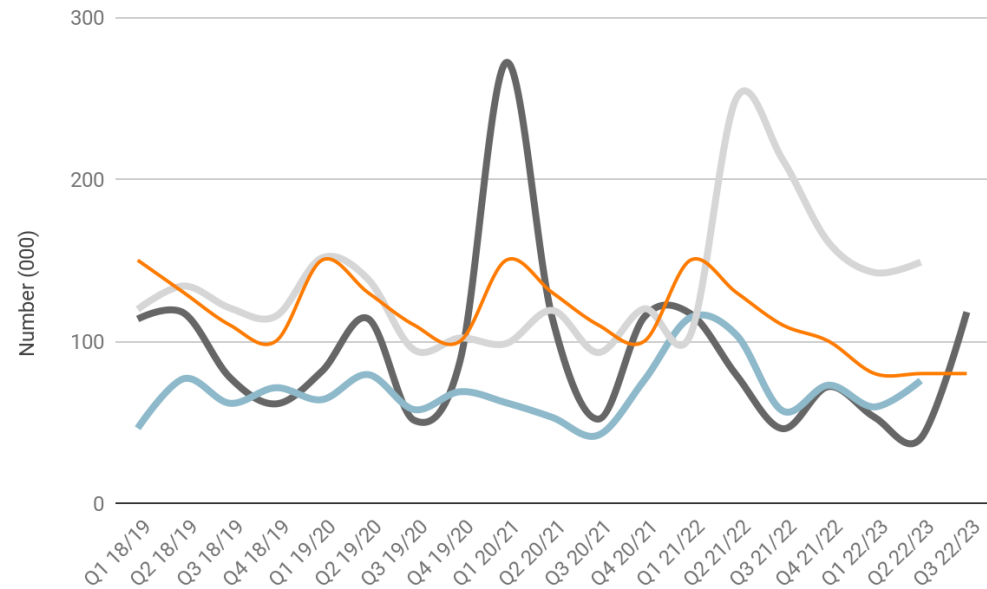
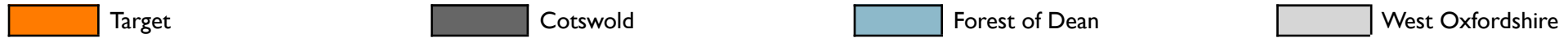
Awaiting December data. The combined recycling rate for April to November 2022 was 58.93% compared to 61.3% in 2021-22. The lower rate was mostly attributable to a fall in the composting rate due to the dry weather conditions over a prolonged period of time, as well as just over one half a percentage fall in the dry recycling rate. Although the dry recycling rate at 22.7% for the period to November 2022 has fallen over the last two years, it is higher than the pre-Covid year, 2019-20 at 21%.

Since emerging from the pandemic, total household waste (tonnages) have fallen, however, residual waste has not fallen as fast as other waste streams; and for the period to November 2022 is similar to the pre-Covid year. Taking into account the growth in households, the District produced 6 kg less residual waste per household between April and November 2022 than a year ago, and nearly 9 kg less than 2019-20.

The Council supported national 'Recycle Week 2022' in October. This year's theme was 'Let's Get Real' and challenged perceptions and myths around recycling, and targeted contamination to improve recycling behaviours. The Council produced a 'behind the scenes' video for social media showing residents what happens to their recycling once Ubico has collected it. There was also a focus on food waste recycling at both Halloween and Christmas as well as other specific messages on recycling and reduction at Christmas time.

Notes: Composting and food waste was a single waste stream prior to 2020-21. The quarterly recycling targets are profiled to account for seasonal differences. The data is also presented cumulatively which will flatten out some of these differences

## Number of missed bin per 100,000 scheduled collections



### OBSERVATION:

The number of missed bins per 100,000 increased in Q3 due to the severe weather in December 2022 and the suspension of the service for four days. This type of service failure would not usually be recorded as a 'miss', but the high volume of properties affected by the weather conditions created some technical difficulties with In-Cab. There will be a review and lessons learned session in the next few weeks.

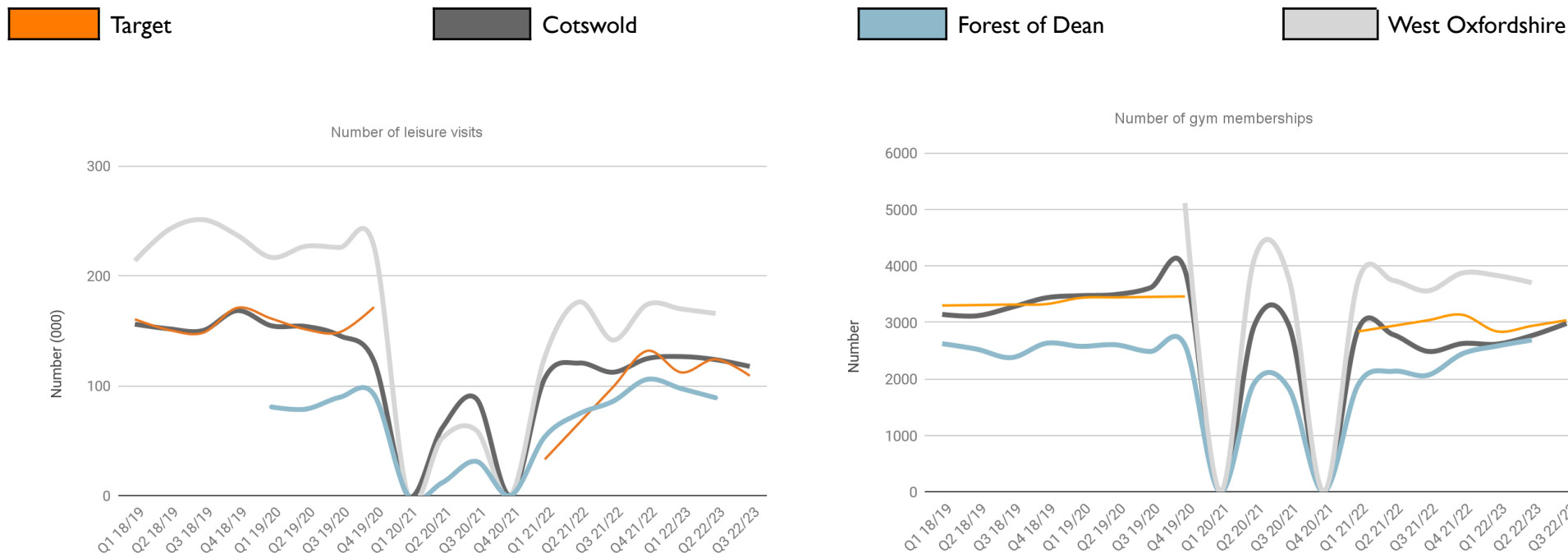
The number of missed bins for October and November 2022 was 64 per 100,000, well within the target. Performance has since returned to normal levels.

Note: since the implementation of In-Cab technology, the data source for missed collections is Alloy, In-Cab's back office system. This data source is more accurate than the previous data source.

The missed bins target was revised to 80 per 100,000 scheduled collections from 2022-23 Q1 to reflect improvements made over the previous year

## Leisure

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



#### OBSERVATION:

Cirencester Leisure and Bourton Leisure closed for two weeks at the end of September/beginning of October 2022 while they underwent a £380,000 refurbishment including new layouts and equipment to improve energy efficiency and reflecting current trends in exercising. There have been positive signs since the re-openings. The number of visits increased by nearly 5% on our position a year ago (note that Bourton was closed for 2 weeks in Q3) and overall, usage for the year to the end of Q3 has overachieved against the target (Actual: 367,561, Target: 359,100).

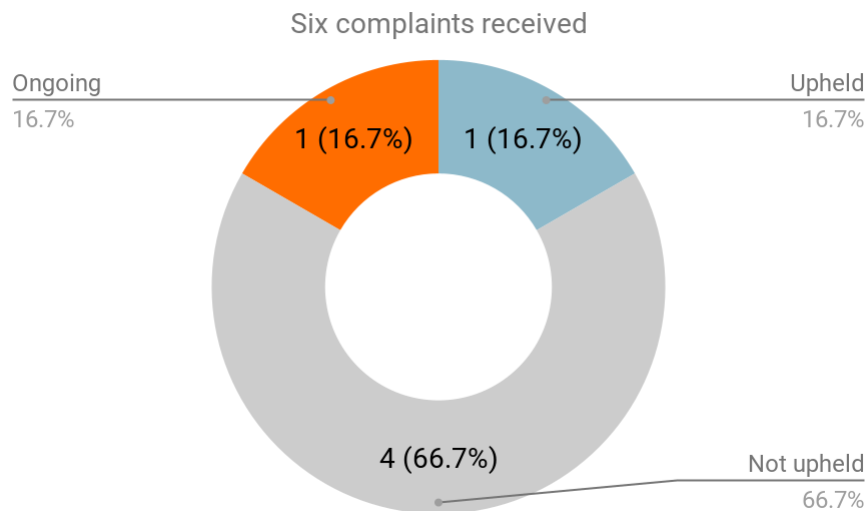
Memberships, although slightly short of the target, increased by nearly 20% compared to the same quarter a year ago. The service reports a positive response in the New Year, following a more historic pattern with increased interest and usage, but as the cost of living crisis continues to put pressure on customers, it is possible that the January boom will not be as strong as previous years. The learn to swim programmes have continued to rebuild and grow, with the current position being that waiting lists are forming due to a lack of swimming instructors. This is a national picture and operators are looking at ways to attract more staff into this field.

Following the announcement that the government scheme to protect high energy using companies will not include leisure centres the cost of energy continues to be a key issue for the leisure operators. The risk of current high prices will also impact on the Council where a risk share for higher than usual utility tariffs is included in the leisure contract. SLM will continue to raise its concerns with the relevant bodies.

Note: Gym memberships were frozen during the first and third lockdowns. No targets were set for 2020-21



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



### OBSERVATION:

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

The new process has the following stages:

**Stage 1:** Relevant service area responds to complaint within 10 working days

**Stage 2:** Complaint is reviewed by Corporate Responsibility Team, response is signed off by relevant Business Manager, and sent to complainant within 10 working days

**Stage 3:** Complaint is reviewed by relevant Business Manager, signed off by relevant Group Manager, and sent to complainant within 15 working days

The complaints shown below only include complaints which were upheld or partly upheld at Stage 1.

Service area	Description	Outcome/learning	Decision	Response time (days)
Waste and Recycling	Green waste bin was not collected for four weeks. The customer reported it via the correct channels on three occasions	An apology was offered and the bin was emptied on the next available date. Officers will look into why the issue was not resolved after being reported correctly so that lessons can be learned	Upheld	5