WEST OXFORDSHIRE 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 other Local Authorities within Oxfordshire County Council. The Councils included are Cherwell, Oxford City, South Oxfordshire and Vale of White Horse.

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

Overall Performance

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The Council delivered strong performance across most priority services in Q1 2026/27. Planning income significantly exceeded target, customer satisfaction remained high and Revenues and Benefits performance improved, with Council Tax Support and Housing Benefit processing times all within target.
Leisure performance was also positive, with visits exceeding target and gym membership remaining strong.
A small number of services remained below target, including customer call waiting times, Land Charges processing and affordable housing delivery. Overall, performance remained strong, with improvement activity in place where required.

Moving forward, the Council remains committed to further enhancing its performance and service delivery.
A key focus is on the development and implementation of automation and self-service options, aimed at providing customers with accessible and efficient self-help tools. By enabling customers to independently address their queries and concerns, the Council anticipates a reduction in the need for repeated interactions, streamlining services and improving overall efficiency.
The Council will continue to monitor the impact of these improvement programmes, assessing their effectiveness in reducing customer contact and enhancing operational processes to ensure the delivery of high-quality services to the community.

Percentage of Council Tax Collected

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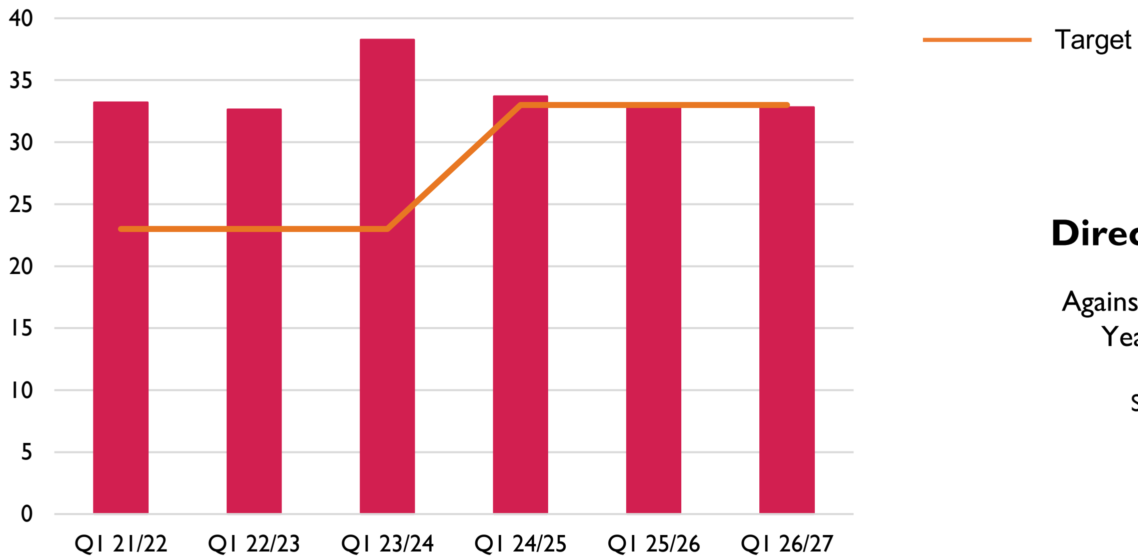


Direction of Travel

Against last Year

Slightly decreased since last year

Higher is Good

Target	33%
Actual	32.81%

How do we compare?

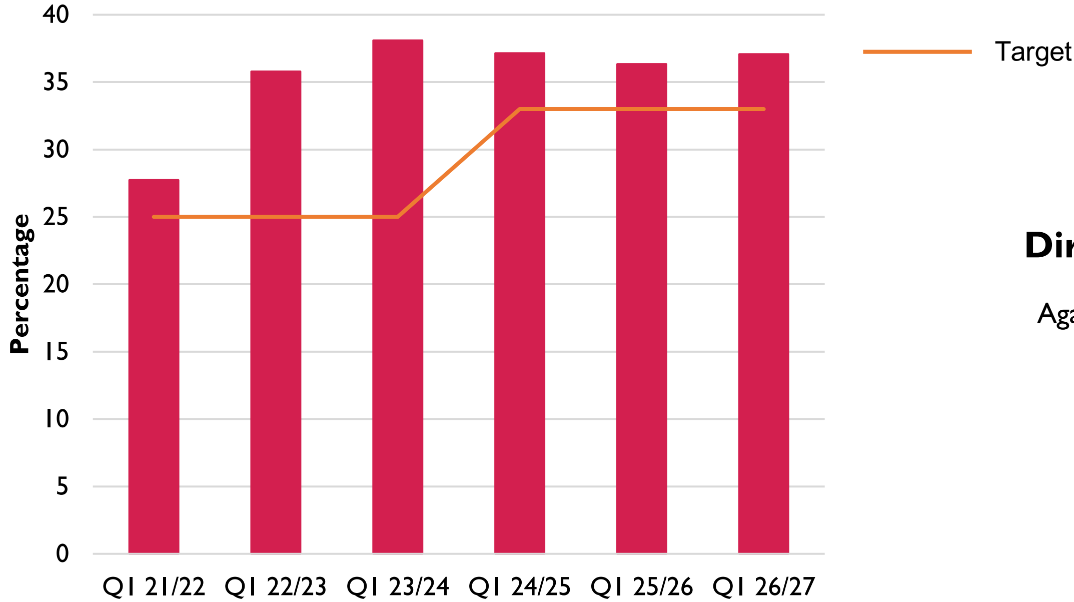
Benchmarking via Gov.uk Tables and Individual Council Websites using other Local Authorities within Oxfordshire - Current Dataset is up to March '26 (2025-2026)

2025-2026 Benchmark	%	County Rank	Quartile
West Oxfordshire	**97.89**	**1/5**	**Second**
Cherwell	97.81	2/5	Third
South Oxfordshire	97.66	3/5	Bottom
Vale of White Horse	97.43	4/5	Bottom
Oxford	95.13	5/5	Bottom

By the end of Q1, the Council slightly missed its collection target by 0.19 percentage points.

A refreshed Direct Debit campaign is ongoing to help strengthen collection in future years.

Percentage of Non-domestic rates collected



Higher is Good

Direction of Travel

Against last Year ↑

Increased since last year

Target	33%
Actual	37.08%

How do we compare?

Benchmarking via Gov.uk Tables and Individual Council Websites using other Local Authorities within Oxfordshire - Current Dataset is up to March '26 (2025-2026)

2025-2026 Benchmark	%	County Rank	Quartile
Oxford	97.86	1/5	Bottom
Cherwell	97.74	2/5	Bottom
Vale of White Horse	97.73	3/5	Bottom
West Oxfordshire	**97.09**	**4/5**	**Bottom**
South Oxfordshire	96.23	5/5	Bottom

By the end of Q1, the Council collected 37.08%, achieving 4.08% above its target and 0.74% higher compared to the same period last year.
Up-to-date billing and account maintenance have supported year-on-year improvement in collection rates.

Processing times for Council Tax Support new claims

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Direction of Travel

Against last Quarter ⇩

Against last Year ⇩

Decreased since last quarter and since last year

Lower is Good

Target	20
Actual	13

The Council performed well against its Q1 target for processing times for Council Tax new claims.

Processing times for Council Tax Support Change Events

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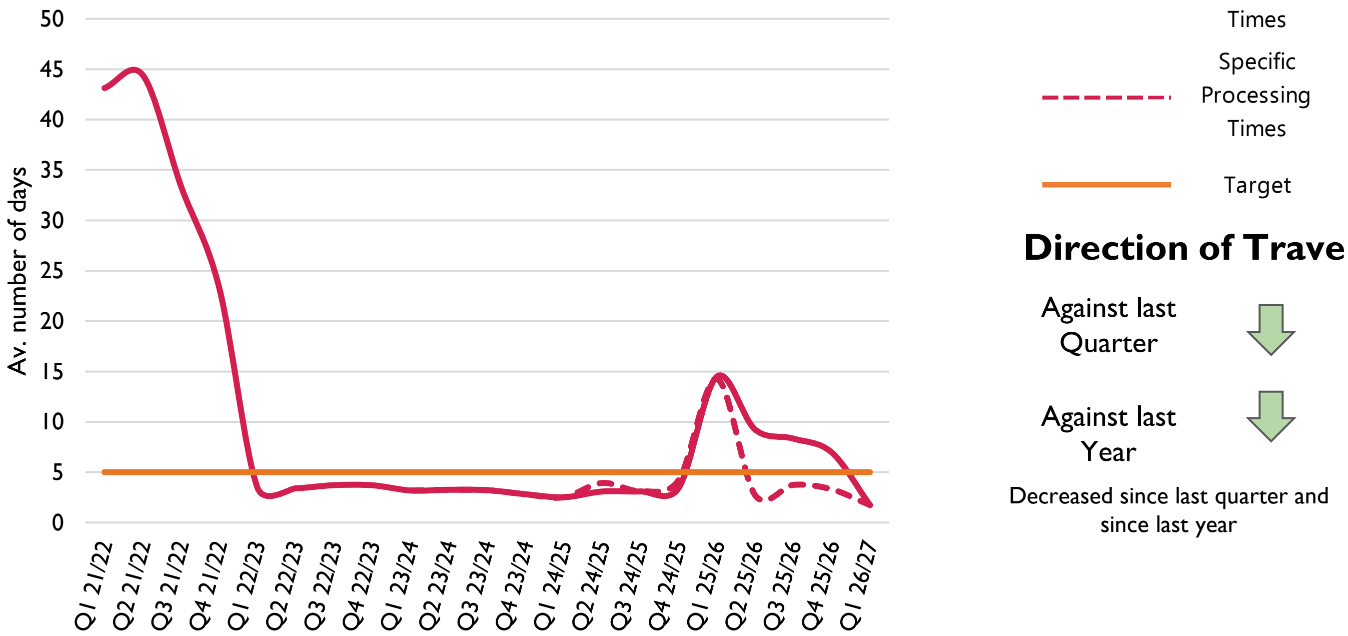

Lower is Good

Target	5
Actual	2

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and since last year

The cumulative processing time for Council Tax Support Change of Events performed well against target in Q1.

Processing times for Housing Benefit Change of Circumstances

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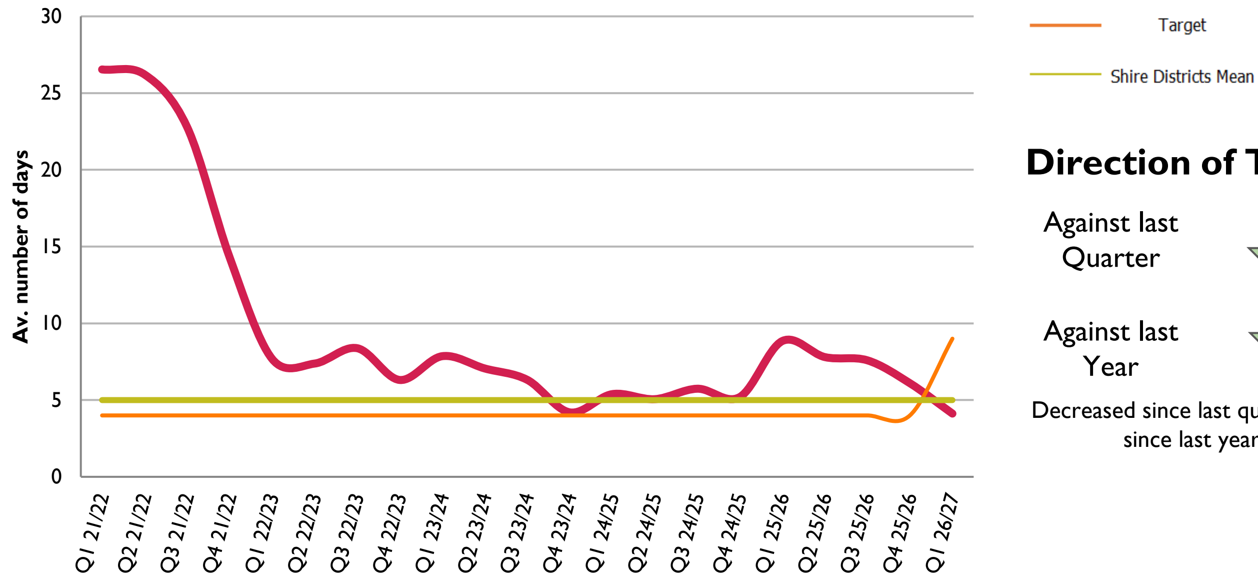

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and since last year

Lower is Good

Target	9
Actual	4

How do we compare?

Gov.uk produces tables showing statistics on the average number of days to process a change in circumstance of an existing Housing Benefit claim. Latest Release; January – March 2026 (Q4 25-26)

Q4 25-26 Benchmark	Days	County Rank	Quartile
Cherwell	2	1/5 - Joint	Top
South Oxfordshire	2	1/5 - Joint	Top
Vale of White Horse	2	1/5 - Joint	Top
West Oxfordshire	**4**	**4/5**	**Third**
Oxford	14	5/5	Bottom

Housing Benefit processing times improved significantly in Q1, performing well against target.
Back-office process changes to better identify HB-related evidence contributed to improved processing times, UC automation, better triaging and more effective backlog management have all delivered gains and improvements in the service this quarter.

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

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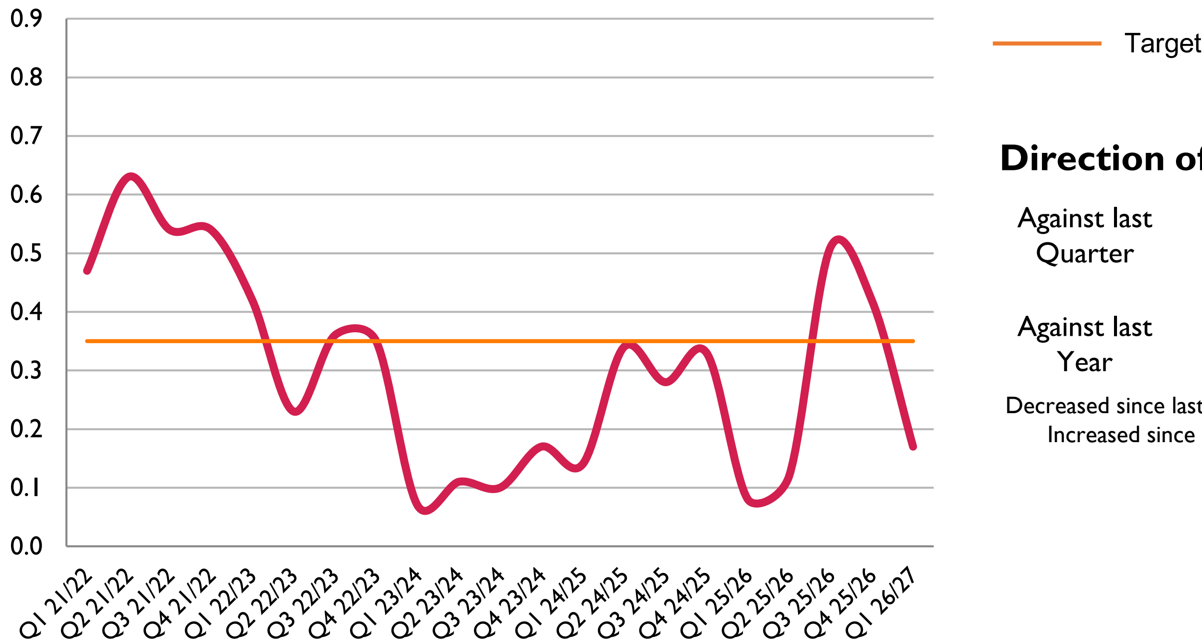

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and Increased since last year

Lower is Good

Target	0.35%
Actual	0.17%

The Council was below 0.35% target by the end of Q1.

(Snapshot) Long Term Empty Properties

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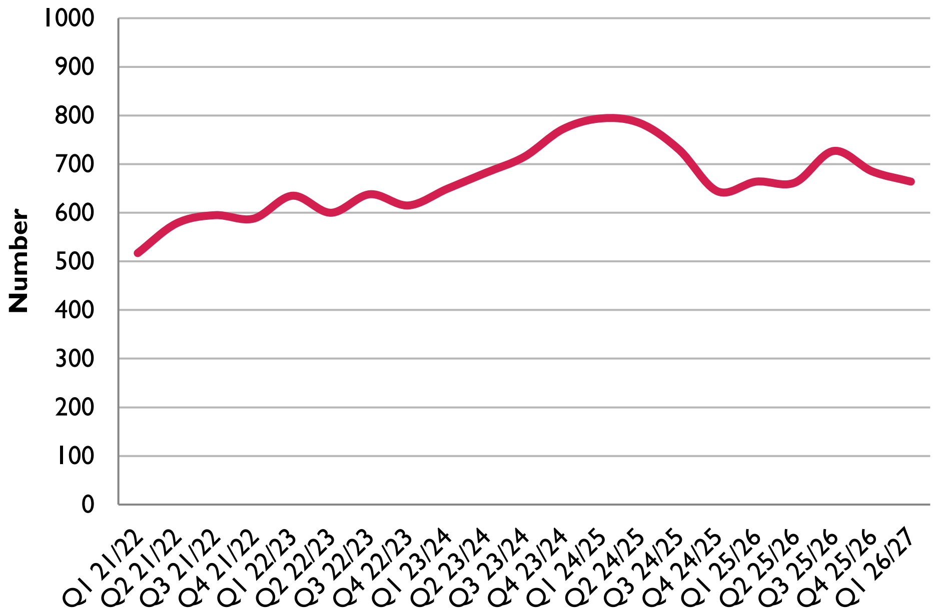

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and steady since last year

Lower is Good

664

How do we compare?

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

2025 Benchmark	Number	County Rank	Quartile
South Oxfordshire	434	1/5	Top
Vale of White Horse	446	2/5	Top
Cherwell	582	3/5	Second
West Oxfordshire	**610**	**4/5**	**Bottom**
Oxford	894	5/5	Third

The previous quarter had seen an decrease in long-term empty properties, driven primarily by improved reporting processes.

(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

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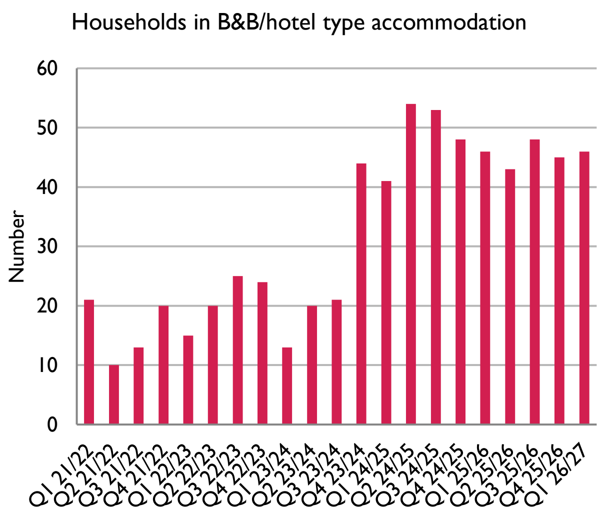

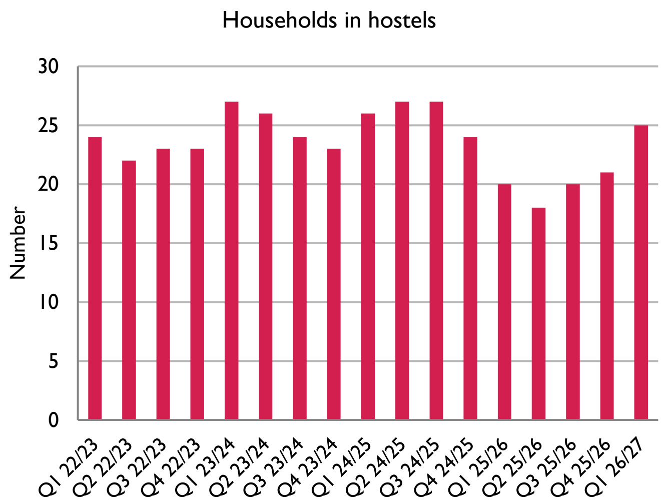

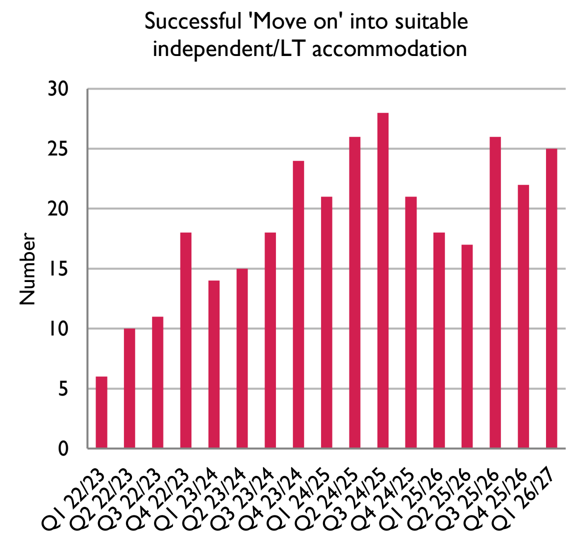

Direction of Travel

Against last Quarter	B&B/Hotels	↑
Against last Year	B&B/Hotels	→
Against last Quarter	Hostels	↑
Against last Year	Hostels	↑
Against last Quarter	Move Ons	↑
Against last Year	Move Ons	↑

The number in temporary accommodation increased slightly in Q1 due to the temporary accommodation provided for rough sleepers during the hot weather.

Programmes such as the Local Authority Housing Fund (LAHF) are increasing the supply of self-contained temporary accommodation. To stabilise the service, new properties have been purchased in West Oxfordshire and are currently being refurbished to provide 30 additional bed spaces.

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

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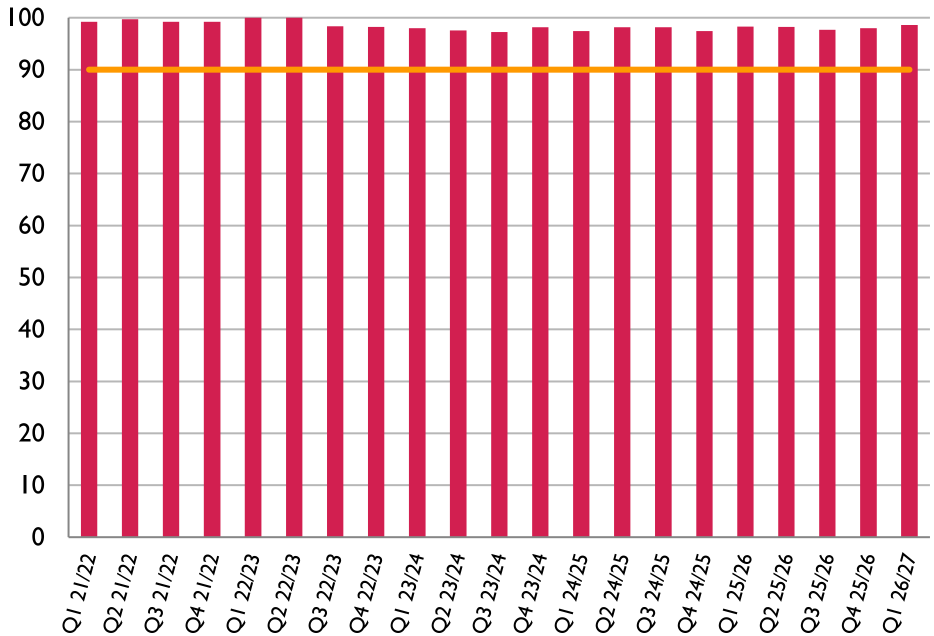

Direction of Travel

Against last Quarter

Against last Year

Slight increase since last quarter and since last year

Higher is Good

Target	90%
Actual	99%

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.
West	1	95%	1	99%	1	98%

In Q1 a total of 424 residents participated in the survey, of these, 418 customers reported being satisfied with the service, reflecting a high level of satisfaction overall.

Customer Satisfaction - Email

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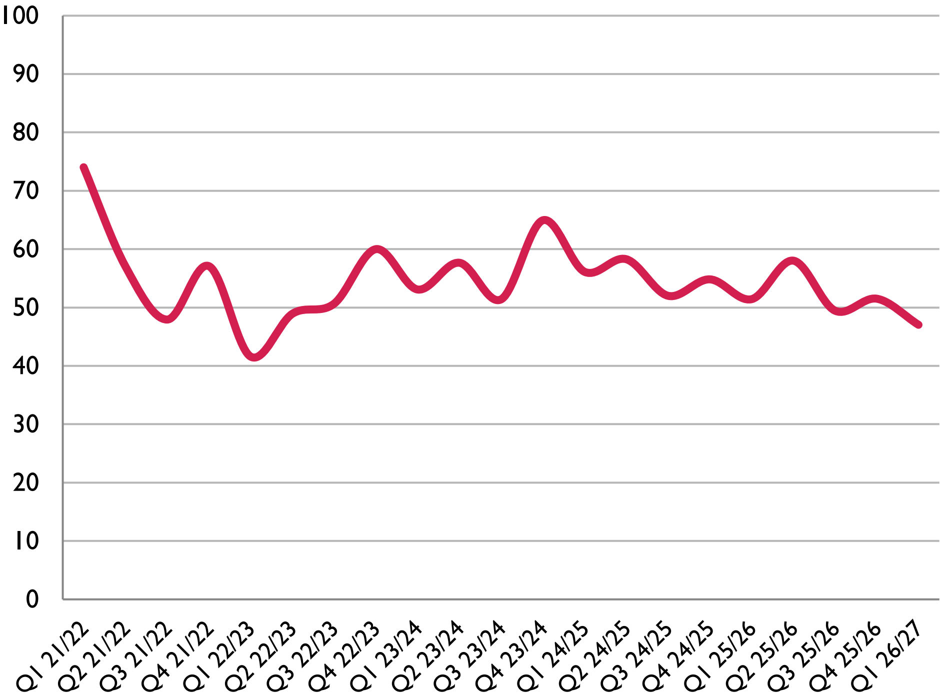

Direction of Travel

Against last Quarter ⇩

Against last Year ⇩

Slight decrease compared to last quarter and since last year

No Target

Higher is Good

Actual	47%

608 residents responded to the survey, with 286 expressing satisfaction (47%), down from 51.51% in Q4. West experienced a decline in satisfaction compared to the previous quarter, mostly due to complaints on waste container delivery.

The team continually monitors feedback closely and proactively seeks opportunities to enhance the overall customer experience.

Customer Satisfaction - Face to Face

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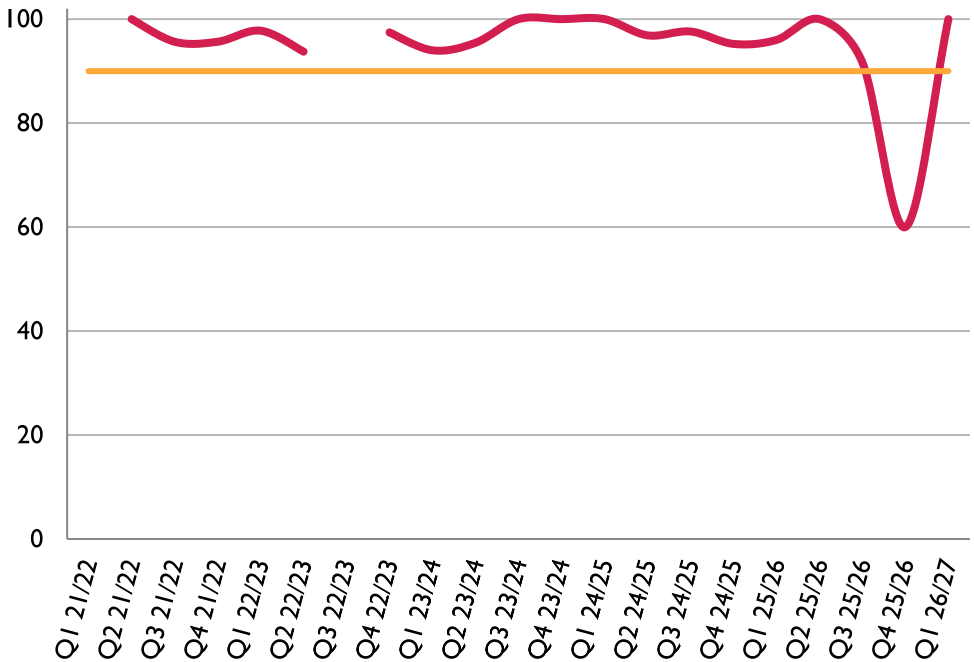

Direction of Travel

Against last Quarter ↑

Against last Year ↑

Increased since last quarter and since last year

Higher is Good

Target	90%
Actual	100%

Customer satisfaction performance was 100% with all 3 completed surveys reflecting high customer satisfaction.

Customer Call Handling - Average Waiting Time

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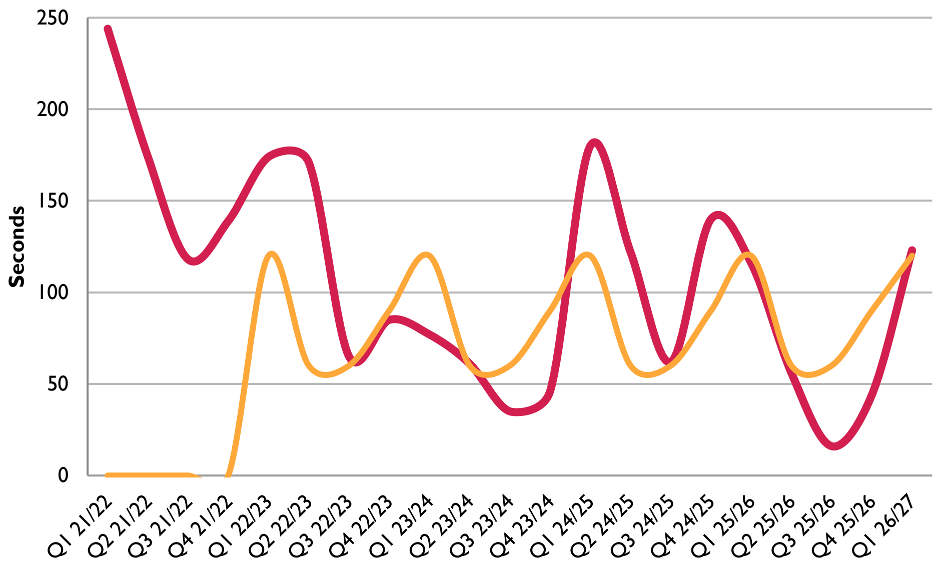


Lower is Good

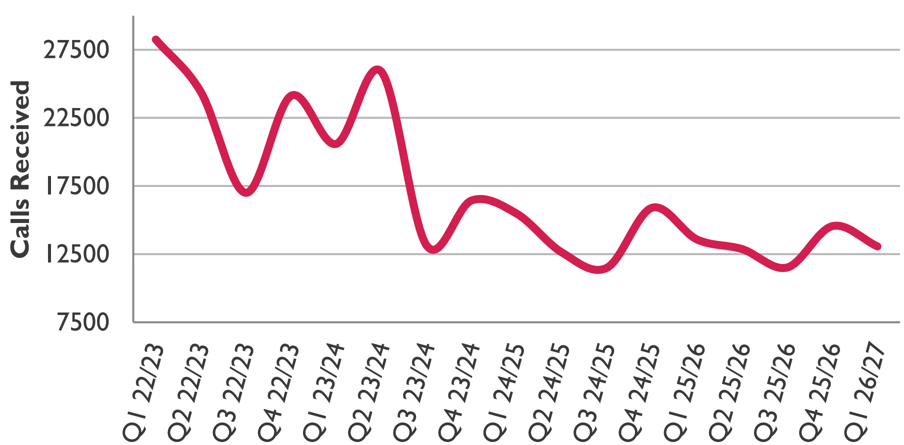
Direction of Travel

Against last Quarter

Against last Year

Increased since last quarter and since last year

Target	120s
Actual	123s



Average call waiting times increased by around seven seconds compared with the same period last year. Sickness, leavers and new starters all contributed to higher wait times in Q1.

Three additional starters in August will improve performance once training is completed.

Number of complaints upheld

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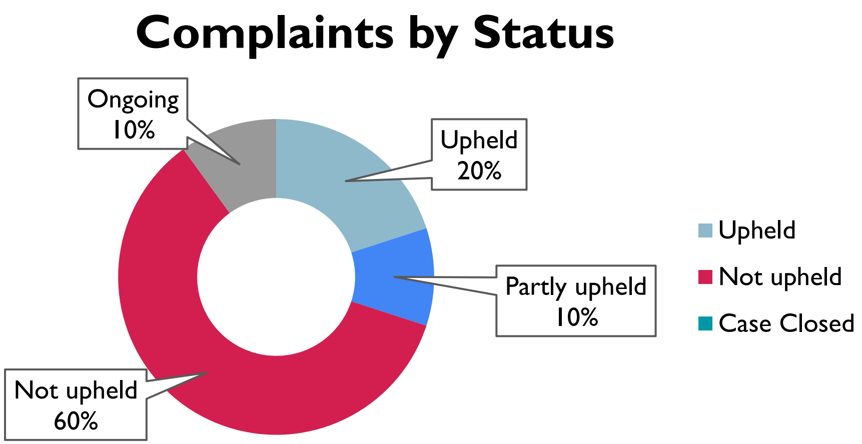

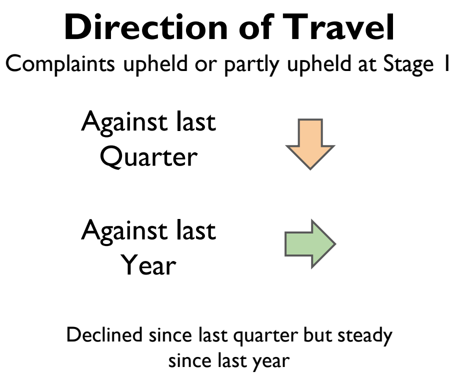

See the table on the following page for a breakdown of those upheld and partially upheld.

A new Customer Feedback Procedure went live on 1 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 be provided 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.

How do we compare?

There is some benchmarking available on the number of complaints received by the Ombudsman. These figures reflect cases where customers, having completed the Council's internal complaints process, feel that the matter has not been satisfactorily resolved. However, due to the very small number of Ombudsman complaints received, the data does not provide meaningful trends or insights for this period. Figures can be found here.

Complaints Upheld or Partially Upheld Breakdown

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Service area	Description	Outcome/learning	Decision	Response time (days)
West Oxfordshire				
Council Tax	Lack of response	Complaint upheld; apology issued	Upheld	6
Waste	Repeated missed collections	Operational failure identified and fixed	Upheld	5

Percentage of FOI requests answered within 20 days

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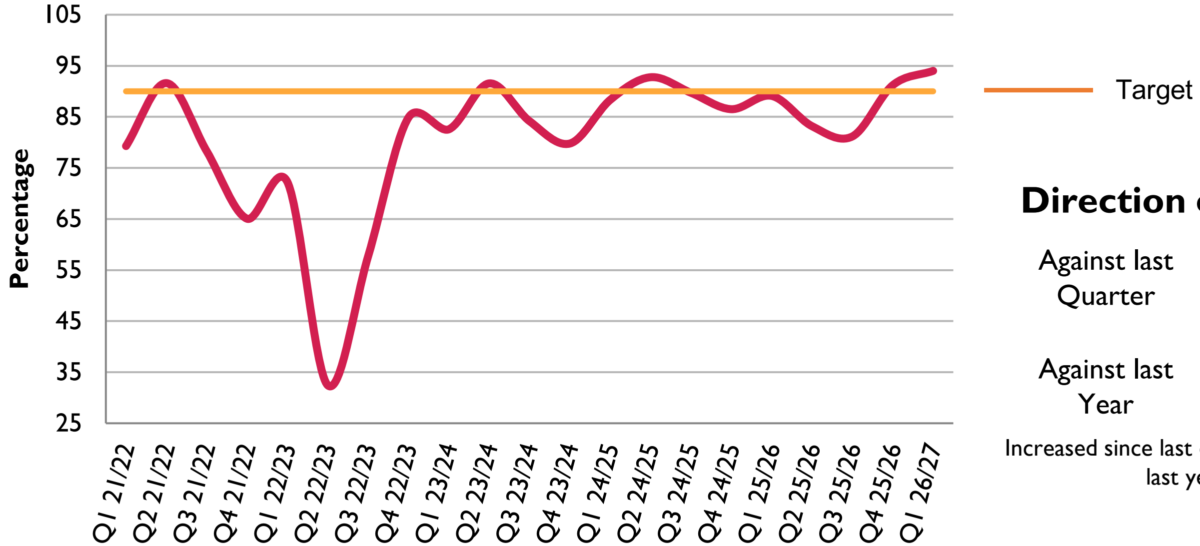


Direction of Travel

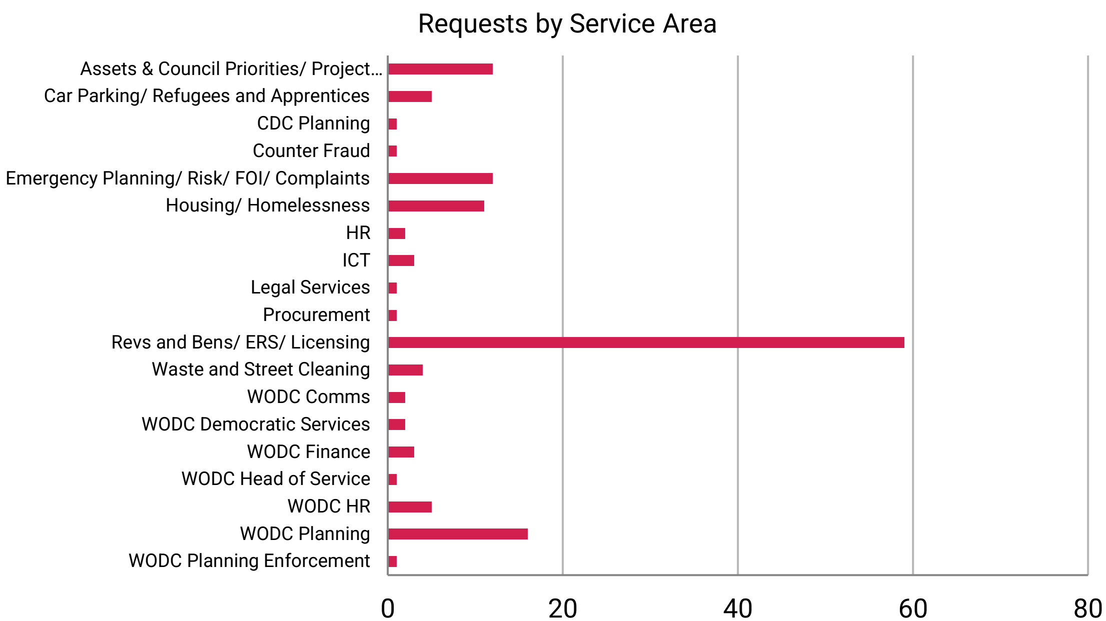
Against last Quarter ⇧

Against last Year ⇧

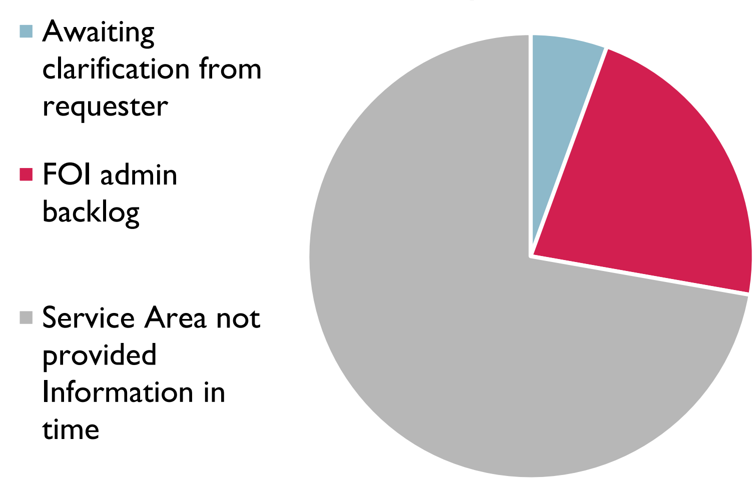
Increased since last quarter and since last year

Higher is Good

Target	90%
Actual	94%



Reason FOI request was not Answered within 20 Days



Building Control Satisfaction

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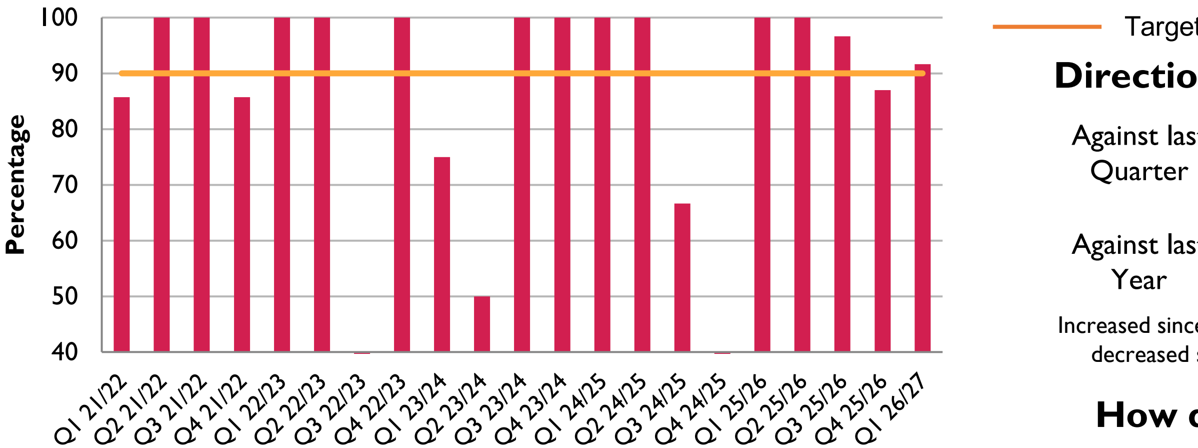


Direction of Travel

Against last Quarter ⇧

Against last Year ⇩

Increased since last quarter and decreased since last year

Higher is Good

Target	90%
Actual	92%

A new customer-feedback webform was introduced in October and issued with completion certificates. Early responses have been very positive, with customers praising the team's helpful, pragmatic support and swift turnaround.

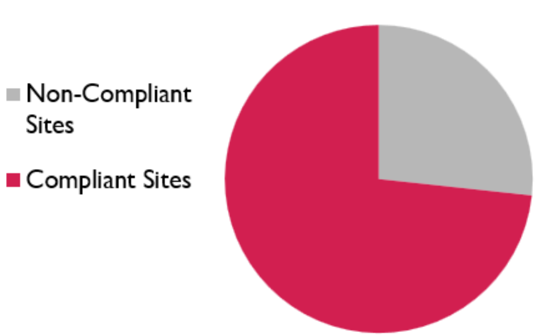
Of the eight responses, only one was less than 100%, noting that the requirement for a signed Declaration of Completion wasn't made clear at the outset.

How do we compare?

Percentage of share in the market

Apr	May	Jun	Number of Apps for Quarter
79%	**84%**	**100%**	**175**

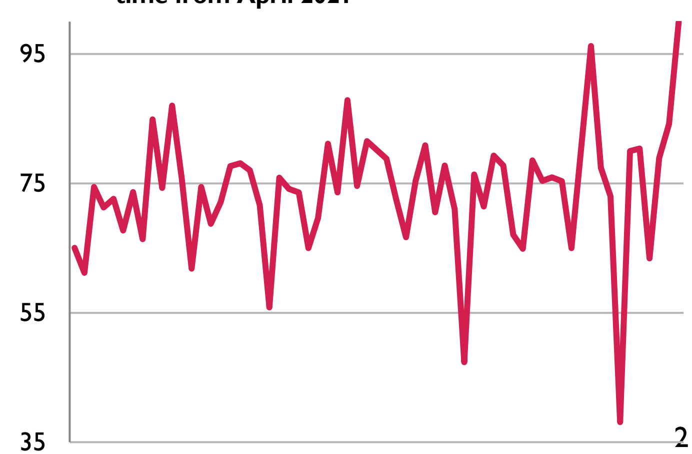
% of Sites that are Affected by Non-Compliance



<u>Interventions by Building Control</u>

In Q1, the team carried out 289 site inspections, with 77 non-compliances identified — 26% of all inspections. Across those 77 visits, a total of 289 non-compliances were recorded, including 47 electrical issues, 44 structural issues, 6 related to fire safety, and 25 thermal issues (covering Conservation of Fuel & Power and Overheating). The Building Control service aims to guide builders and customers toward achieving compliance, but when guidance is not followed or sought, the team steps in to ensure that minimum regulatory standards are met.

The below chart shows market share over time from April 2021



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

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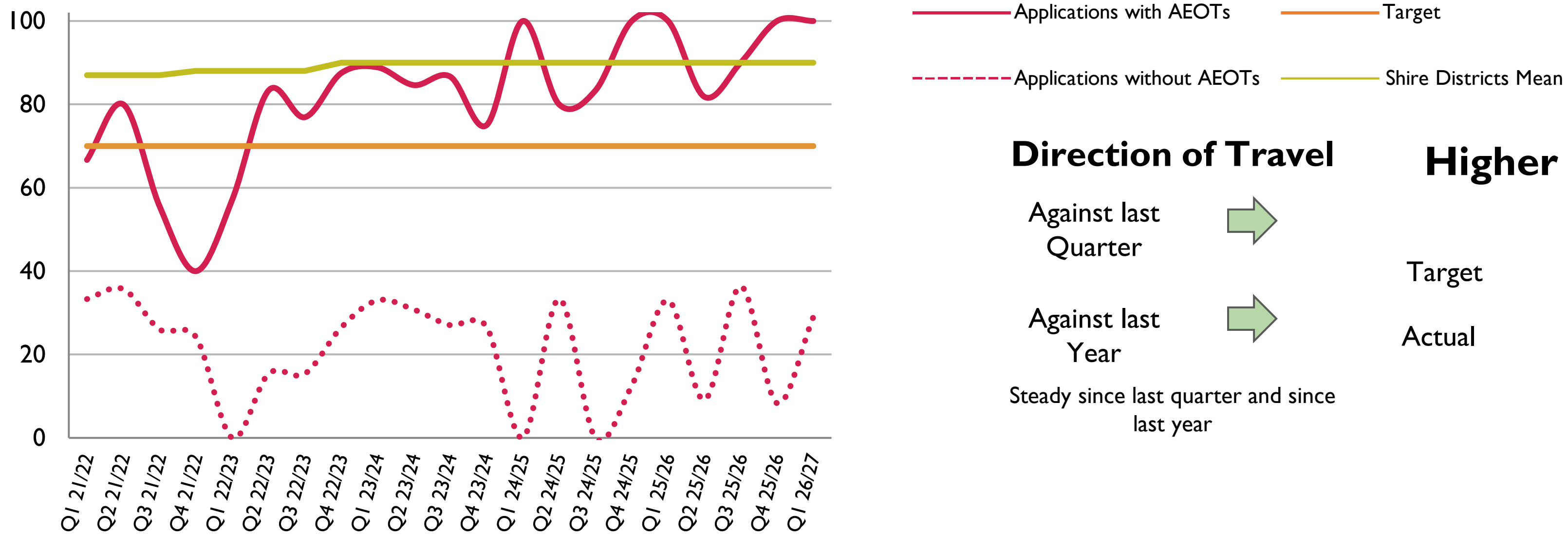

Direction of Travel

Against last Quarter

Against last Year

Steady since last quarter and since last year

Higher is Good

Target	70%
Actual	100%

How do we compare?

Major Developments - % within 13 weeks or agreed time – LG Inform

Q4 25-26 Benchmark	%	County Rank	Quartile
Oxford	100	1/5	Top
West Oxfordshire	**100**	**2/5**	**Top**
South Oxfordshire	93	3/5	Third
Cherwell	85	4/5	Bottom
Vale of White Horse	80	5/5	Bottom

The service demonstrated consistently strong performance in Q1, with all seven applications received processed within the agreed timescales.

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

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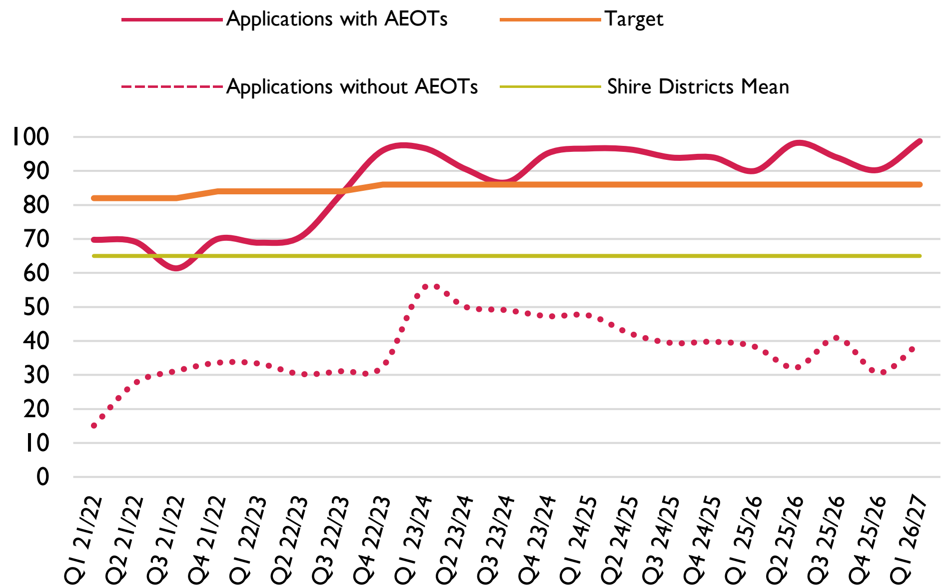

Direction of Travel

Against last Quarter

Against last Year

Increased since last quarter and since last year

Higher is Good

Target	65%
Actual	99%

How do we compare?

Minor Developments - % within 8 weeks or agreed time – LG Inform

Q4 25-26 Benchmark	%	County Rank	Quartile
Oxford	95	1/5	Top
Vale of White Horse	94	2/5	Top
West Oxfordshire	**90**	**3/5**	**Second**
South Oxfordshire	84	4/5	Bottom
Cherwell	66	5/5	Bottom

In Q1, performance was well above target.

West performed well above target, although lower application volumes may affect planning income next quarter.

Planning Performance Agreement (PPA) review is underway.

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

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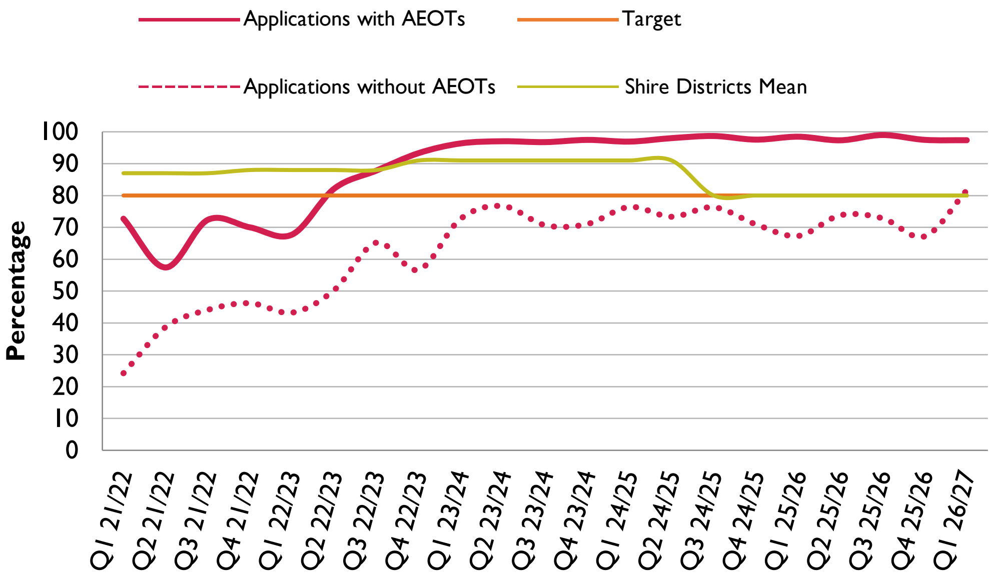

Direction of Travel

Against last Quarter

Against last Year

Steady since last quarter and slight decrease since last year

Higher is Good

Target	80%
Actual	97%

How do we compare?

Other Developments - % within 8 weeks or agreed time – LG Inform

Q4 25-26 Benchmark	%	County Rank	Quartile
West Oxfordshire	**97**	**1/5**	**Top**
Vale of White Horse	97	2/5	Top
South Oxfordshire	93	3/5	Third
Oxford	93	4/5	Third
Cherwell	83	5/5	Bottom

Determination times remain high, with 227 applications processed in Q1, including 221 within agreed timescales.

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

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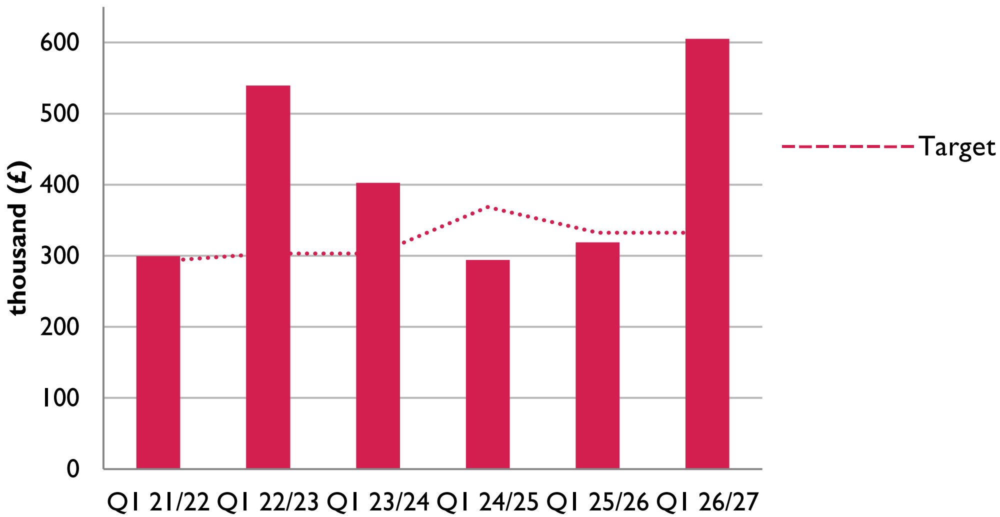
Total planning income



Direction of Travel

Higher is Good

Total Planning Income

Against last Year

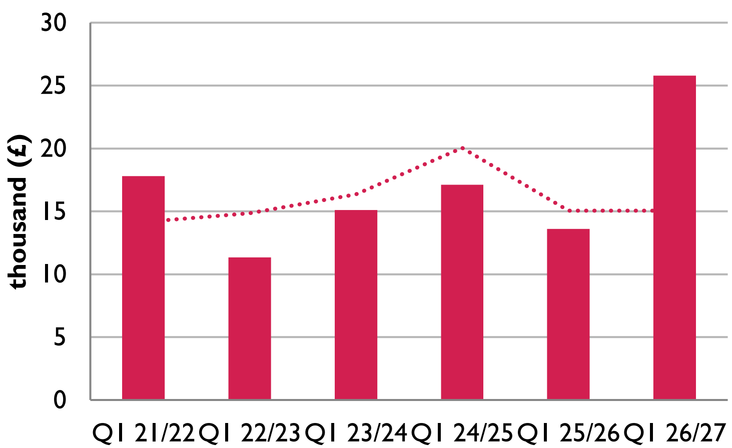
Total Planning Income (£)	
Target	332,543
Actual	605,021

Pre-Application Income

Against last Year

Pre-Application Income (£)	
Target	15,043
Actual	25,798

Pre-application income



Total Income increased compared to last year
Pre-App Income increased compared to last year

In Q1, the Council recorded high financial performance, with strong income received during the quarter contributing positively towards the annual target.

Percentage of Planning Appeals Allowed (cumulative)

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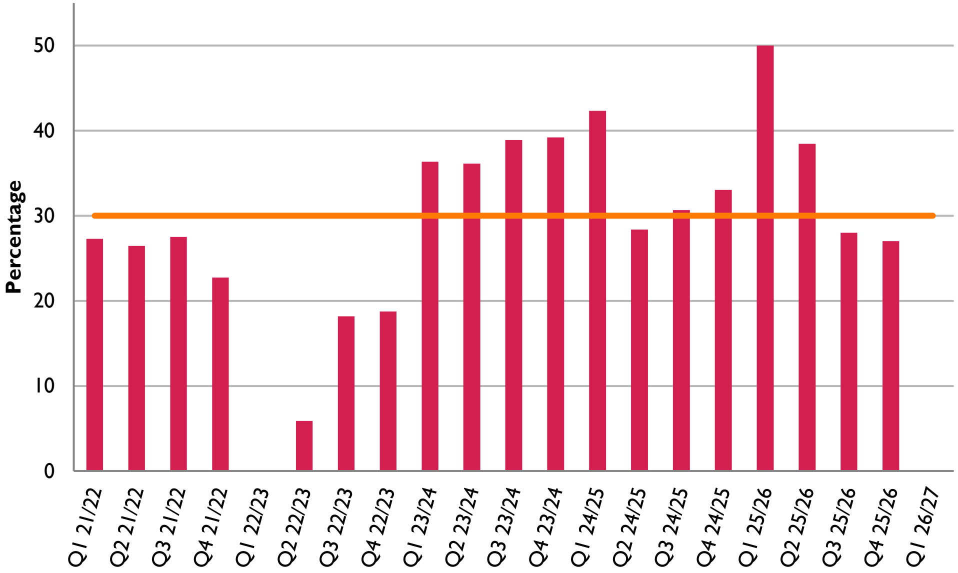

Direction of Travel

Against last Quarter	⇩
Against last Year	⇩

Declined since last quarter and since last year

Lower is Good

Target	30%
Actual	0%

How do we compare?

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

Q4 25-26 Benchmark	%	County Rank	Quartile
Vale of White Horse	14	1/5	Top
West Oxfordshire	25	2/5	Second
Cherwell	27	3/5	Second
Oxford	30	4/5	Second
South Oxfordshire	50	5/5	Bottom

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

Of the 8 appeals determined, none were allowed in Q1.

Percentage of official land charge searches completed within 10 days

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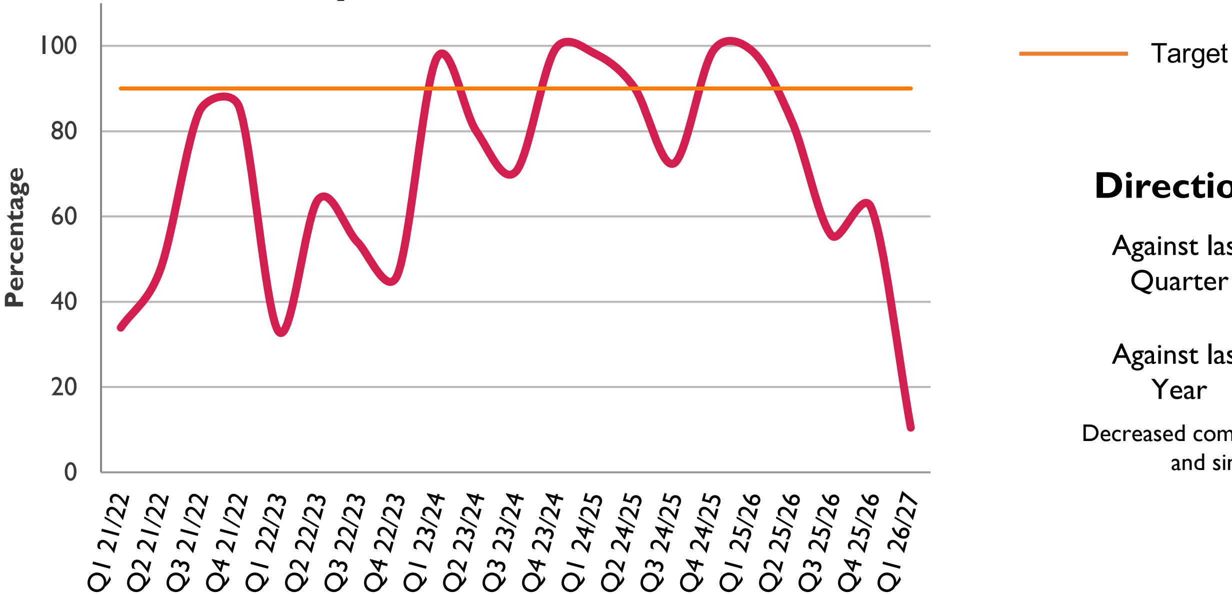

Direction of Travel

Against last Quarter ↓

Against last Year ↓

Decreased compared to last quarter and since last year

Higher is Good

Target	90%
Actual	10.47%

Land Charges performance has been volatile; resource-intensive processes, products and staffing challenges have contributed to the current position. An increase in workload increased average turnaround time from 10 days in Q4 to 16 days in Q1. This alongside record-high volumes of 3.9k partial searches have severely impacted the service.

The service now has a strategic recovery plan, across 4 areas:

- Initial access - Front Door
- Triage and processing
- Products
- Review of fees and charges.

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

Number of affordable homes delivered (cumulative)

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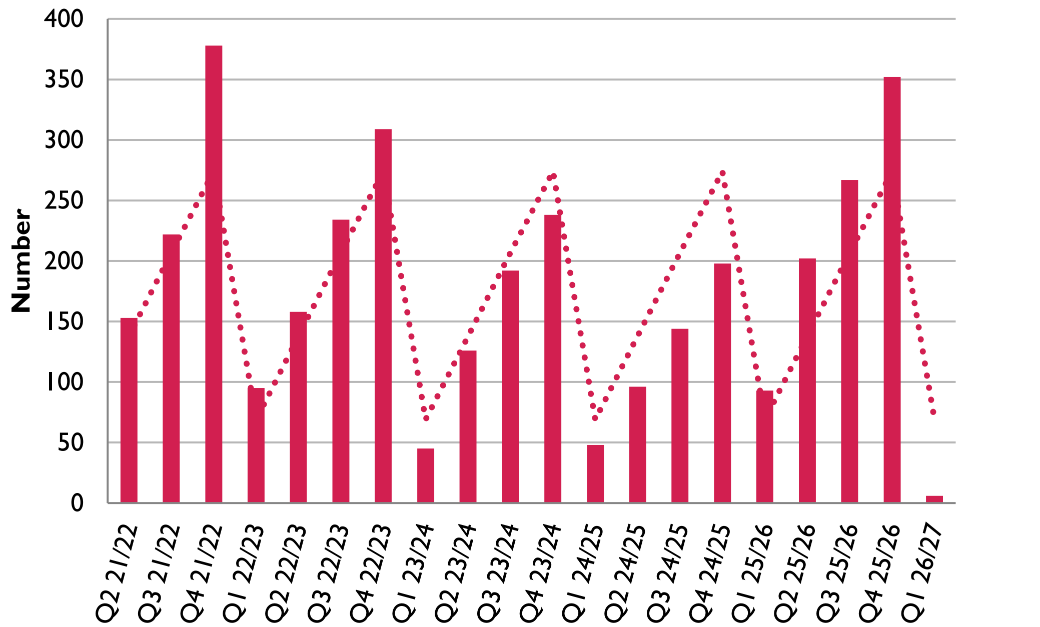


Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and since last year

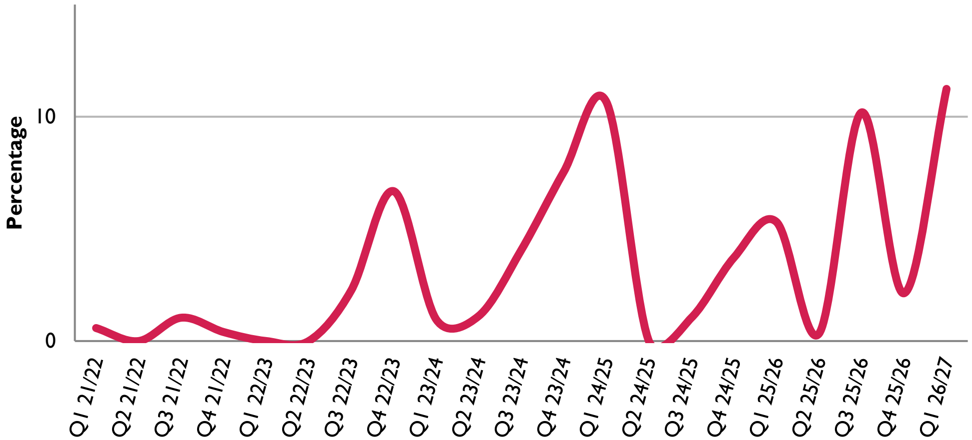
Higher is Good

Target	69
Actual	6

At West, 6 affordable homes were delivered in Q1. This performance is due to several sites completing in the last quarter causing a downturn in completions at the start of the year. Q1 completions were affordable rent homes at Park View Woodstock, with more completions anticipated at new sites in Hill Rise, Woodstock; Banbury Road, Chipping Norton; and Woodstock Road, Charlbury as well as continued completions at Park View Woodstock and East Carterton.

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

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



Direction of Travel

Number of Fly Tips

Against last Quarter

Against last Year

Percentage Enforcement Action

Against last Quarter

Against last Year

Number of Fly Tips Collected

178

Percentage Enforcement Action

11%

Fly Tips – Decreased since last quarter and increased since last year
Enforcement Action – Increased since last quarter and since last year

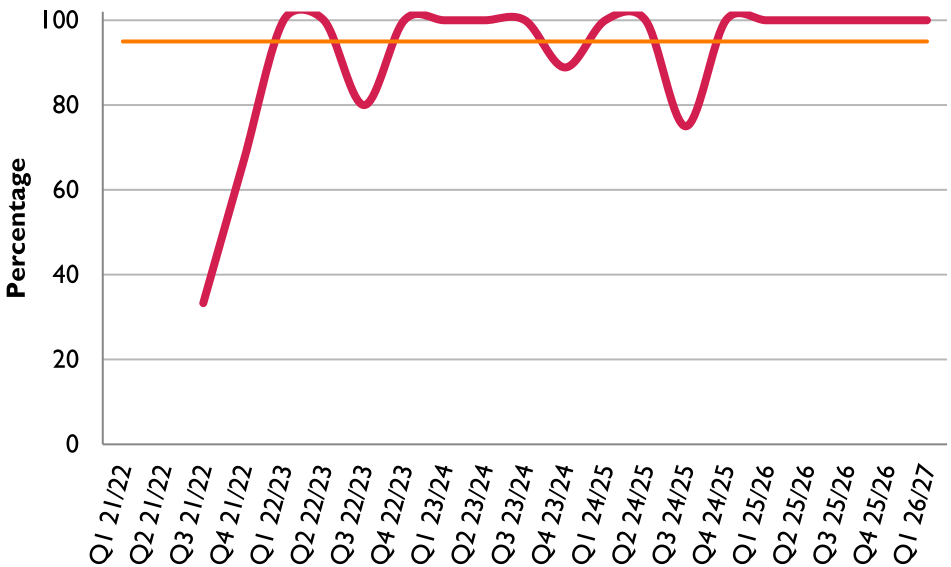
How do we compare?

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

	Total Fly Tips	Total FPNs	% FPNs per Fly Tip	County Rank	Quartile
Vale of White Horse	433	18	4.18%	1/5	Top
South Oxfordshire	651	25	3.84%	2/5	Top
West Oxfordshire	**985**	**21**	**2.13%**	**3/5**	**Second**
Cherwell	1332	29	2.18%	4/5	Third
Oxford	5181	14	0.27%	5/5	Bottom

In Q1, 20 enforcement actions were carried out across the Council.
A new regulatory support officer has been appointed to start in August, increasing capacity for environmental crime and fly-tipping enforcement activity.
A prosecution involving an unlicensed scrap metal dealer remains in progress, while draft dog-fouling legislation is being developed under the public protection order.

Percentage of high-risk food premises inspected within target timescales



Direction of Travel

Against last Quarter

Against last Year

Steady quarter-on-quarter and year-on-year

Higher is Good

Target	95%
Actual	100%

Ten High-risk food inspections were undertaken during Q1, all of which were completed within the target timeframes.

% 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)

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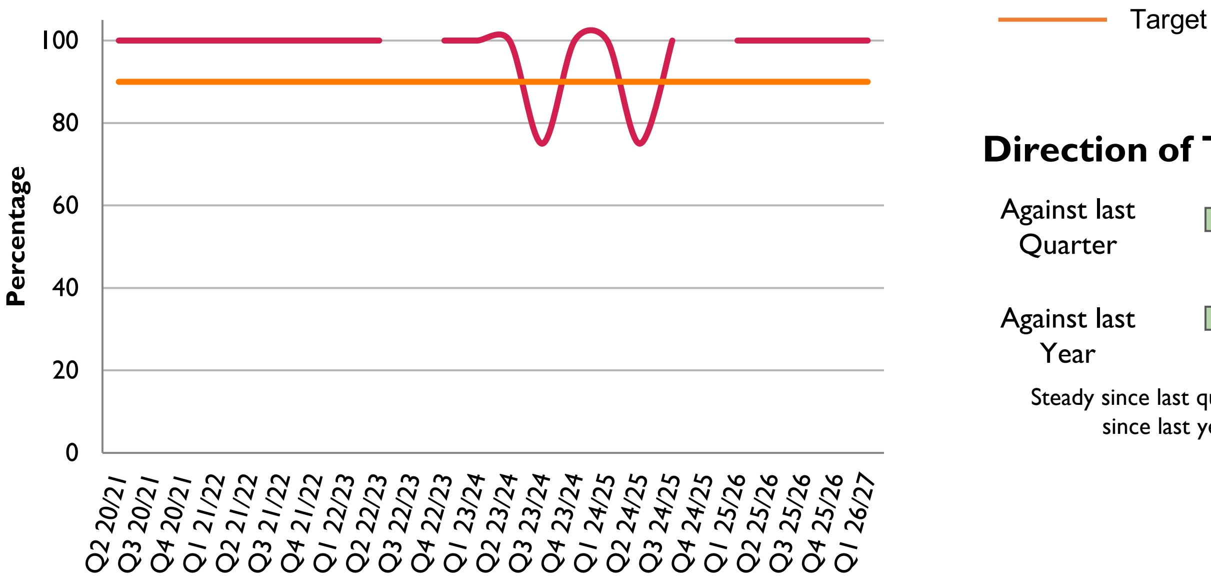

Direction of Travel

Against last Quarter

Against last Year

Steady since last quarter and since last year

Higher is Good

Target	90%
Actual	100%

Twelve notifications were received during Q1, all assessed within one working day.

Percentage of household waste recycled

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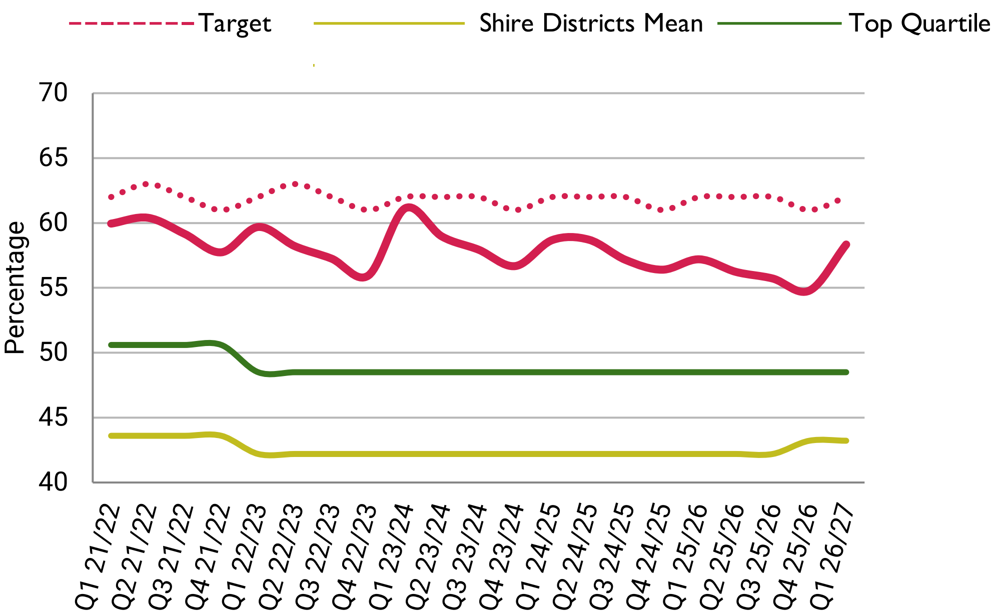

Direction of Travel

Against last Quarter	⇧
Against last Year	⇧

Increased since last quarter and since last year

Higher is Good

Target	62%
Actual	58%

Breakdown of Recycling

Dry Recycling	22.63%
Garden Waste	27.17%
Food	8.53%

How do we compare?

Percentage of household waste sent for reuse, recycling or composting – Gov.uk. The latest dataset available is from 2024-2025.

2024-25 Benchmark	%	County Rank	Quartile
South Oxfordshire	61.30%	1/5	Top
Vale of White Horse	58.9%	2/5	Top
West Oxfordshire	**57%**	**3/5**	**Second**
Cherwell	51.5%	4/5	Third
Oxford	48.2%	5/5	Bottom

Nationally, recycling rates vary significantly. In 2024/25, local authorities in England recorded household recycling rates ranging from 23.7% to 63.9%, with the provisional national average at 44.3%. This wider context highlights the substantial performance gap between leading and lower-performing authorities. Within this landscape, West Oxfordshire performed strongly, ranking 14th out of 164 waste collection authorities sampled in England for 2024–2025, achieving a household recycling rate of 57%. This places it among the top councils nationally and reflects continued commitment to high recycling performance across Oxfordshire.

Despite being below target in Q1, the Council's current rate of 58% remains significantly higher than the national average and consistent with the strong regional performance across Oxfordshire, where all district councils continue to perform well above national levels.

Residual Household Waste per Household (kg)

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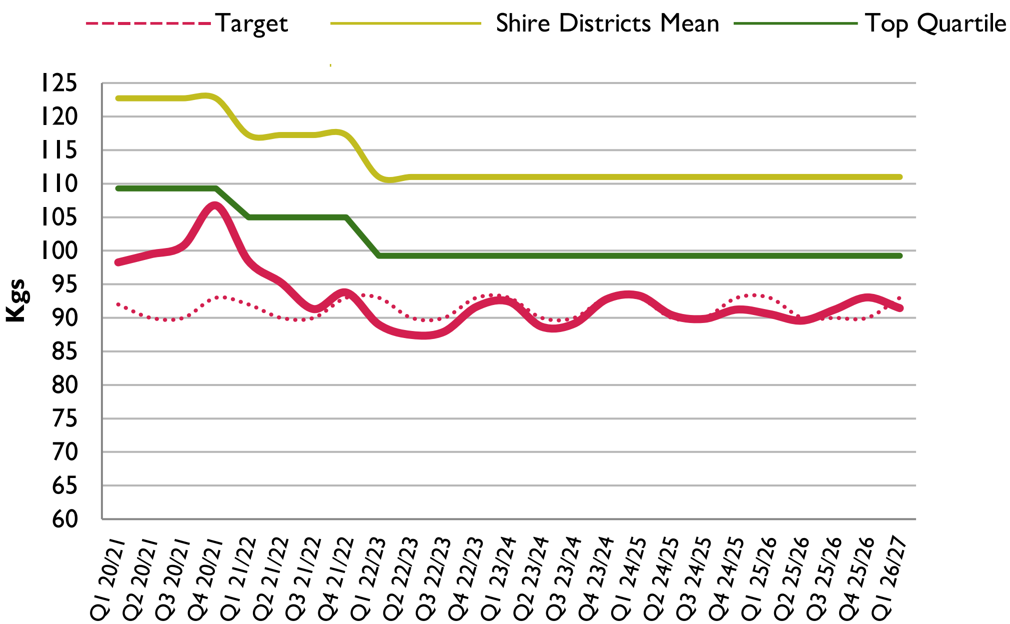

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and steady last year

Lower is Good

Target	93
Actual	91

How do we compare?

Residual household waste per household (kg/household) – Gov.uk. The latest dataset available is from 2024-2025

2024-25 Benchmark	Kg	County Rank	Quartile
South Oxfordshire	310.1	1/5	Top
Vale of White Horse	317.1	2/5	Top
Oxford	327.3	3/5	Second
West Oxfordshire	**342.0**	**4/5**	**Third**
Cherwell	399.4	5/5	Bottom

Residual household waste per household is currently 91kg, well below the 93 kg target.
Nationally, West Oxfordshire performed strongly, ranking 16th out of 164 waste collection authorities in the published England dataset for 2024–2025.

Missed bins per 100,000

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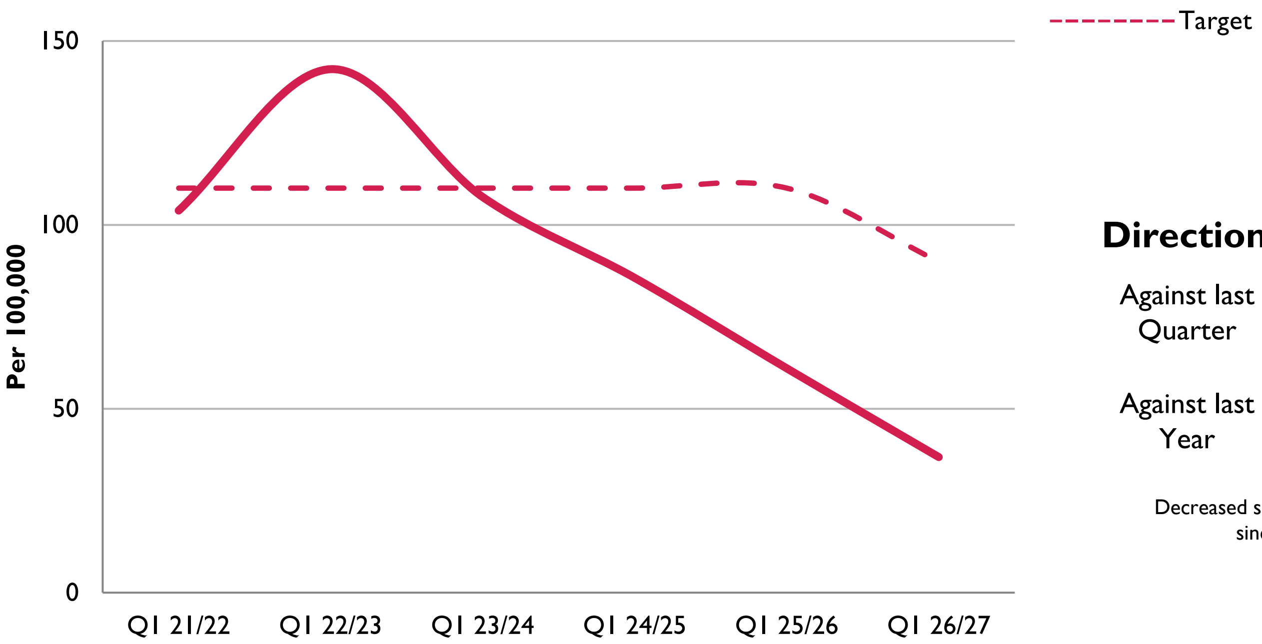

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and since last year

Lower is Good

Target	90
Actual	36.86

Missed bins fell to 36.86 per 100,000, remaining comfortably within target, and overall service performance has improved following recent measures. Q1 saw more service failures due to vehicle breakdowns related to hot weather conditions. Ageing fleet issues remain a concern, with procurement of new vehicles still underway. Despite these pressures, communication remains excellent, misses have continued to fall, service failures are at their lowest level in years, and recovery times have improved, with 90% of failures resolved within 24 hours.

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

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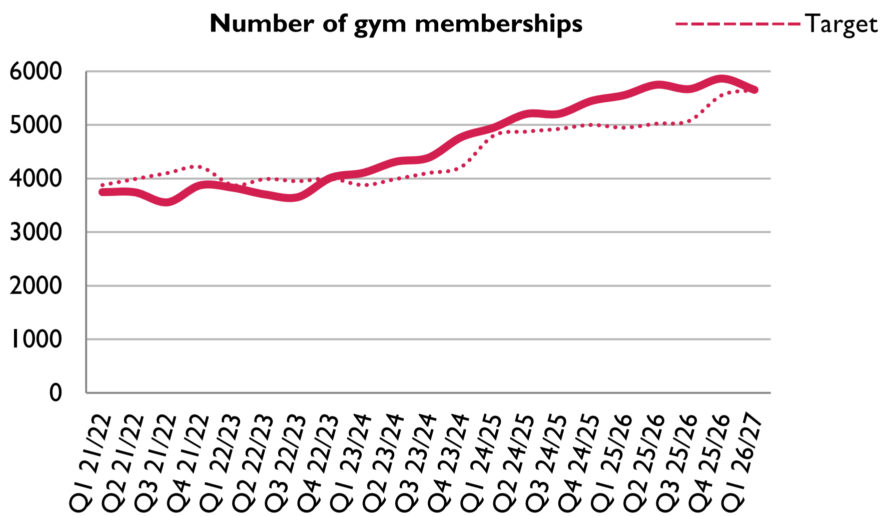


Direction of Travel

Gym Memberships

Against last Quarter ⇩

Against last Year ⇧

Leisure Visits

Against last Quarter ⇩

Against last Year ⇩

Gym Memberships – Decreased since last quarter and increased since last year
Leisure Visits - Decreased since last quarter and since last year

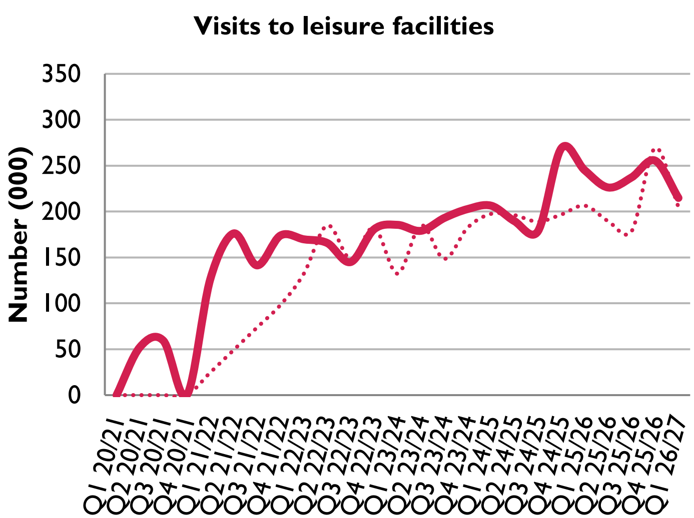
Higher is Good

Gym Memberships

Target	5,650
Actual	5,654

Leisure Visits

Target	205,000
Actual	214,820



The Council performed well in its leisure targets in Q1, meeting gym membership targets and exceeding visits by 5%.

<u>Breakdown of Leisure Visits per facility (last updated Q3 25/26):</u>

Facility	Q1 24-25	Q2 24-25	Q3 24-25	Q4 24-25	Q1 25-26	Q2 25-26	Q3 25-26
Bartholomew Sports Centre	9,681	9,747	5,506	16,712	20,268	17,195	23,301
Carterton Artificial Turf Pitch	6,840	6,840	6,840	9,252	2796	1810	2796
Carterton Leisure Centre	70,220	62,866	57,100	64,139	57,346	63,254	62,869
Carterton Pavilion	600	600	600	600	400	320	600
Chipping Norton Leisure Centre	22,907	21,717	18,804	54,713	47,750	40,080	52,563
Windrush Leisure Centre	76,286	65,250	73,237	103,947	95,596	81,676	69,235
Witney Artificial Turf Pitch	19,320	19,320	16,487	19,640	19,557	15,724	25,852
Woodstock Open Air Pool	516	3,126	0	0	1,137	6,143	0

Where no access controls are in place, such as at Carterton Pavilion, usage is estimated by multiplying the number of pitch bookings for the quarter by the typical number of players per booking.