WEST OXFORDSHIRE
DISTRICT COUNCIL

Delivering great services locally

PERFORMANCE REPORT:
**January 2021 - March 2021**

# KEY PERFORMANCE METRICS LIST

| Finance and Management O & S Committee | Economic and Social O & S Committee | Environment O & S Committee |
|---|---|---|
| Customer satisfaction – face to face | Number of households living in emergency accommodation for under 28 days | Number of fly tips collected |
| Customer satisfaction – web | Number of households living in emergency accommodation for over 28 days | Percentage of fly tips that result in an enforcement action taking place |
| Customer satisfaction – telephone | Number of Long Term Empty properties | Percentage of high risk notifications risk assessed within one working day |
| Customer satisfaction - email | Percentage of major planning applications determined | Percentage of high risk food premises inspected within target timescales |
| Percentage of calls responded to within 20 seconds | Percentage of minor planning applications determined | Residual household waste per household (kg) |
| Percentage of telephone calls abandoned by the customer | Percentage of other planning applications determined | (Cumulative) Percentage of household waste recycled |
| (Cumulative) Percentage of council tax collected | Percentage of planning appeals allowed | (Cumulative) Percentage of household waste by waste streams |
| (Cumulative) Percentage of business rates collected | (Cumulative) Number of affordable homes delivered | Number of missed bin per 100,000 scheduled collections |
| (Cumulative) Average number of days taken to process new housing benefit claims | Percentage of land charge searches dispatched within 10 working days | Total hours spent undertaking on and off-street parking enforcement visits |
| (Cumulative) Average number of days taken to process housing benefit change of circumstances | Number of visits to leisure centres | |
| (Cumulative) Percentage of housing benefit overpayment due to LA error/Admin delay | Number of gym memberships | |

## 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).

A selection of publicly available benchmarking data has been included in the 2020-21 Q4 performance report on a trial basis. 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 192 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, the benchmarking data provided in this report 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;;
- 2020/21 benchmarks are not yet available, so the previous year's benchmarks have been used

# KEY PERFORMANCE METRICS

## At a glance...

### Summary of Performance



17.4% — 4
39.1% — 9
43.5% — 10
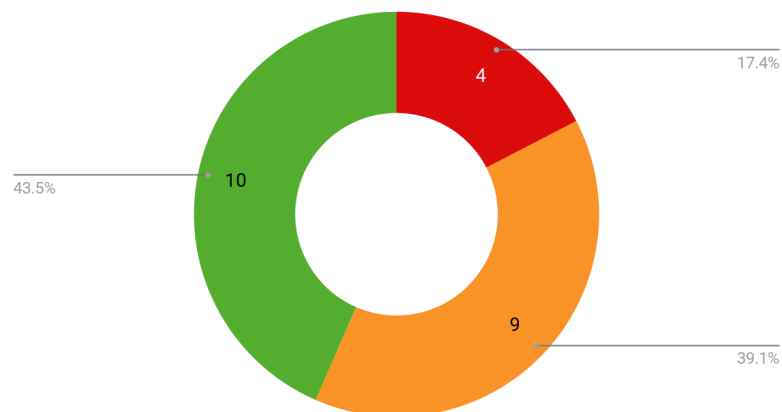
| Indicator | Status |
|---|---|
| Customer satisfaction - phones | |
| Customer satisfaction - F2F | n/a |
| Customer satisfaction - website | |
| Customer satisfaction - email | no target set |
| % calls responded within 20 secs | |
| % abandoned calls | |
| CT collection rate | |
| NNDR collection rate | |
| Average days to process HB new claims | |
| Average days to process HB change events | |
| % HB overpayment | |
| Households in Emergency Accomodation under 28 days | |
| Households in Emergency Accommodation over 28 days | |
| % major applications determined within time | |
| % minor applications determined within time | |
| % others applications determined within time | |
| % 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) | |
| % overall recycling rate | |
| Missed bins per 100,000 | |
| Leisure visits | no target set |
| Gym memberships | no target set |
| Parking enforcement hours | |

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### OVERALL PERFORMANCE

Many services have been impacted by Covid-19, and have had to either cease or find new ways of working during multiple national lockdowns. Other services have experienced higher workloads to meet customer/client demand or are supporting communities and businesses which are affected by the pandemic.

Some services continue to be significantly impacted by Covid-19 such as business rates collection, leisure facilities and food safety inspections. In addition, the implementation of a new revenues and benefits system combined with year end activities, has placed additional burdens on the service.

To comply with Covid-19 guidance and restrictions, the majority of staff are still working from home. Although many services have been able to deliver services 'virtually' and customer satisfaction for services delivered by phone remains high, other services such as Planning have found the process less efficient
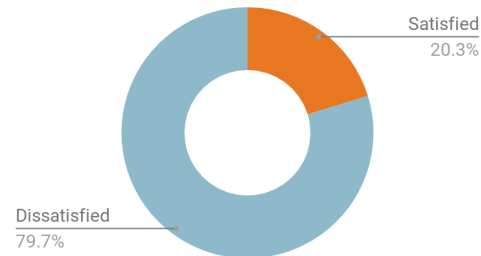
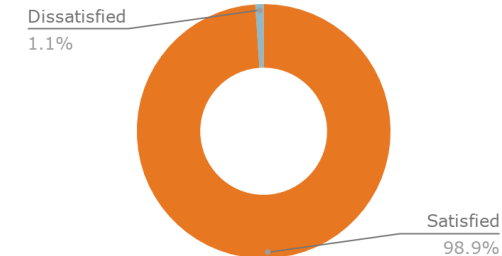# CUSTOMER SERVICE

## Customer satisfaction
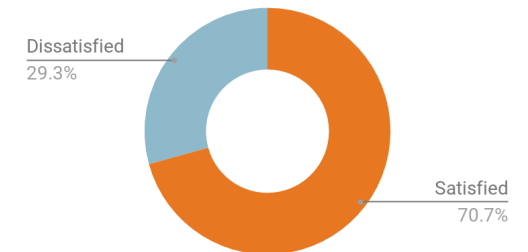
Face to face - no surveys due to Covid19

Website - 148 respondents
- Satisfied 20.3%
- Dissatisfied 79.7%

Phone - 1023 respondents
- Dissatisfied 1.1%
- Satisfied 98.9%

Email - 266 respondents
- Dissatisfied 29.3%
- Satisfied 70.7%

## What's the trend?

Customer satisfaction - face to face

Customer satisfaction - phone

Customer satisfaction - website

Customer satisfaction - email

Legend: Cotswold, Forest, West, Target
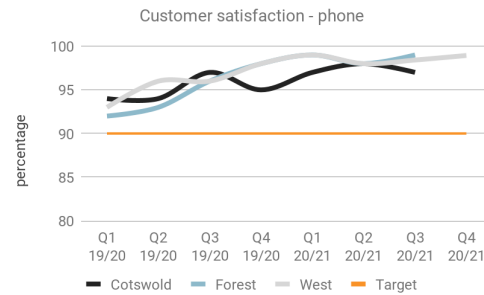
### OBSERVATION

The nation emerged from the third lockdown on the 29 March 2021 in phased stages. Although Woodgreen and the Town Centre shop re-opened to customers from 12 April 2021, footfall is currently low. Satisfaction surveys for services delivered by phone, website and email continue to be conducted.

Satisfaction for services delivered by the Council's website has shown improvements this quarter. Projects to review web content and improve the customer experience are in progress. However, the number of responses to the website survey, although up on the previous quarter at 345 (from 56) remains an extremely small proportion of the 594,893 visitors despite the process for rating the website and leaving feedback being simple. It is likely that the results from the survey are unrepresentative. An analysis of the survey data was completed to understand the issues and to determine whether satisfaction is with service provision or the website. A significant proportion of the qualitative feedback was found to be about service provision or were categorised as user error e.g. mistyping a postcode rather than comments about content or website functionality improvements. Therefore, this indicator has been set to 'Amber'. A new framework to measure the effectiveness of the Council's website and gather customer feedback is planned.

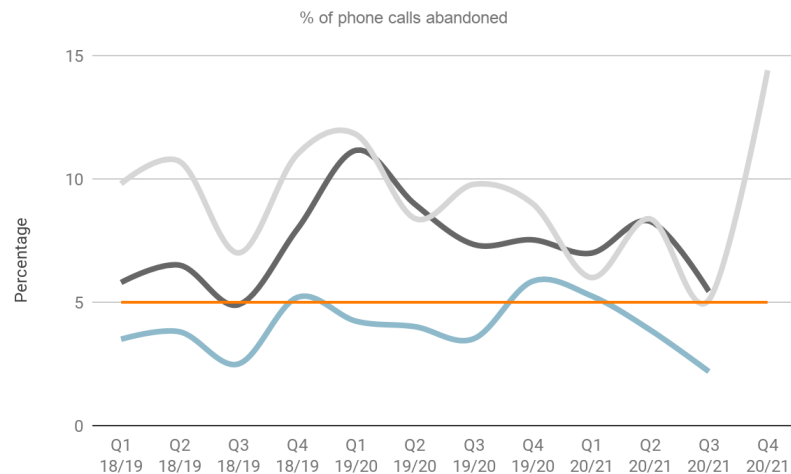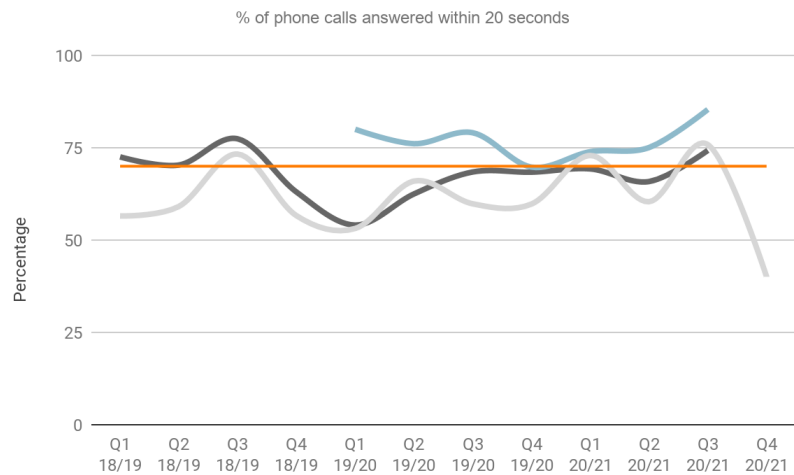Satisfaction ratings for services delivered by phone continue to be high.

**Telephone calls - response and abandonment**

Target | Cotswold | Forest of Dean | West Oxfordshire



% of phone calls answered within 20 seconds



% of phone calls abandoned

**OBSERVATION**

The service is currently reviewing its indicators and targets in preparation for 2021/22 to ensure that they are appropriate to customers' needs; so for example, ensuring that satisfaction for our services remains high while also taking into account the benefits of channel shift and providing more options for accessing our services.

Workloads are generally higher in Q4 due to normal annual billing processes. However, performance has reduced significantly due to staff turnover during the quarter and higher call volumes related to Covid-19, for example, responding to Covid-19 business grants calls and supporting calls to the Clinically Extremely Vulnerable, as well as taking garden waste payments and queries.

In addition, the time spent on a call increased as staff supported calls from revenues and benefit customers which involved the manual collection of information while the new system was being implemented. The call abandon rate increased due to the service managing call volumes by revising call waiting messages which provided advice /sign post customers to alternative ways to complete their transactions. Advisors are working to reduce the backlog of voicemails and emails that have built up; and recruitment to vacant posts has just taken place.

Note: a high abandon rate is not a sign of poor performance as customers may abandon their calls for many reasons including completing their transactions on the Council's website

**Revenues and Benefit**

**(Cumulative) Percentage of council tax collected & the difference between the percentage of council tax collected and the target**
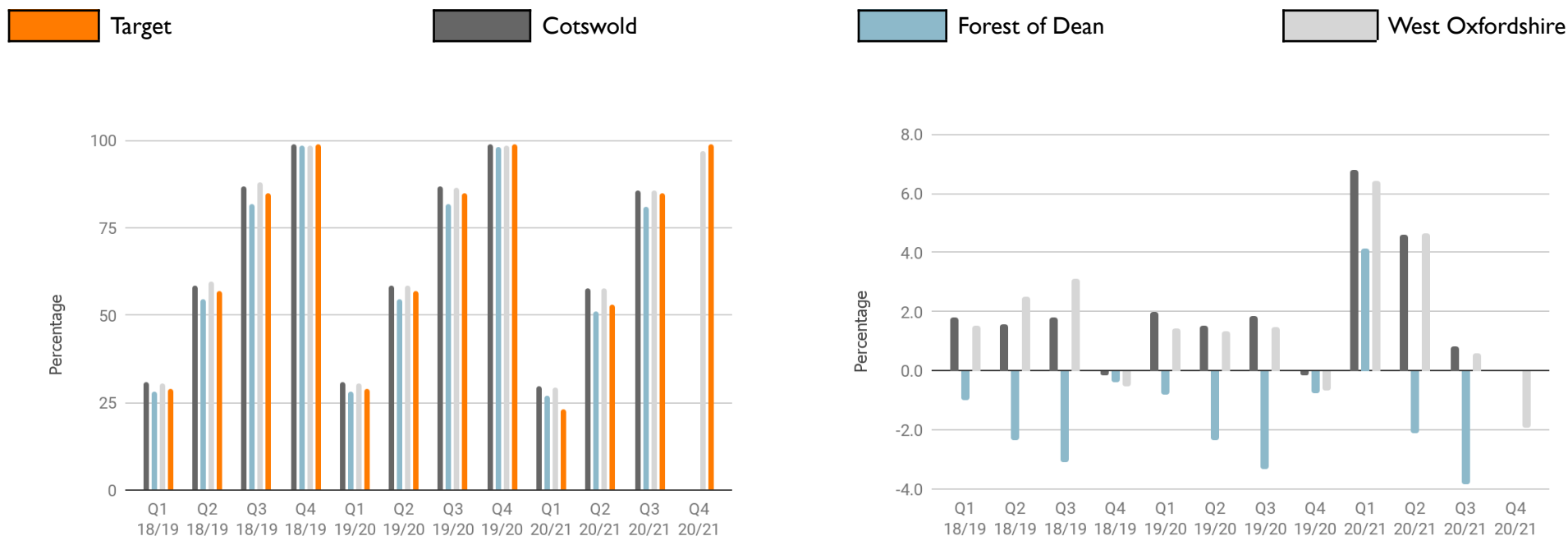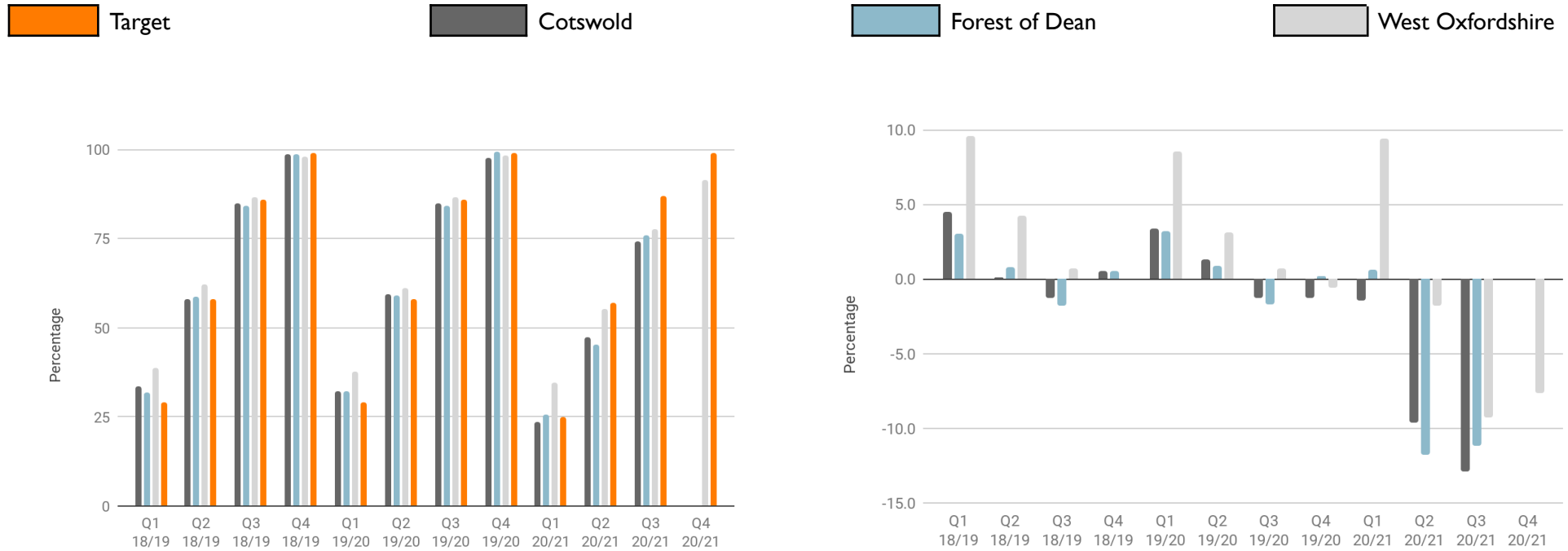


**OBSERVATION:**

At the end of Q4, the collection rate was just over one percentage point lower than previous years.

Due to the impact of Covid-19, all recovery action was paused initially following government guidance and Member decision; and the service worked with customers to re-align payment instalments. The service had the go-ahead at the end of September 2020 to re-commence recovery actions such as reminders and final payment letters. Some householder's income will have been impacted by job loss and furlough; the service is contacting customers by phone and email, as well as including a letter with reminders to encourage customers to contact the Council if they are experiencing problems with council tax payments. Furthermore, those residents in receipt of council tax support received an additional payment to their accounts from the government's Covid-19 Council Tax hardship fund.

Currently, the Magistrates Courts are not holding any liability order hearings which will mean the Council is unable to enforce any debts incurred in 2020/21. The debt will be rolled over into the new financial year, and added to residents' new payment schedules; and recovery action will continue

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



**OBSERVATION:**

The collection rate at the end of Q4 was around six percentage points lower than previous year; Covid-19 is having a major impact on business rate collection figures throughout the country.
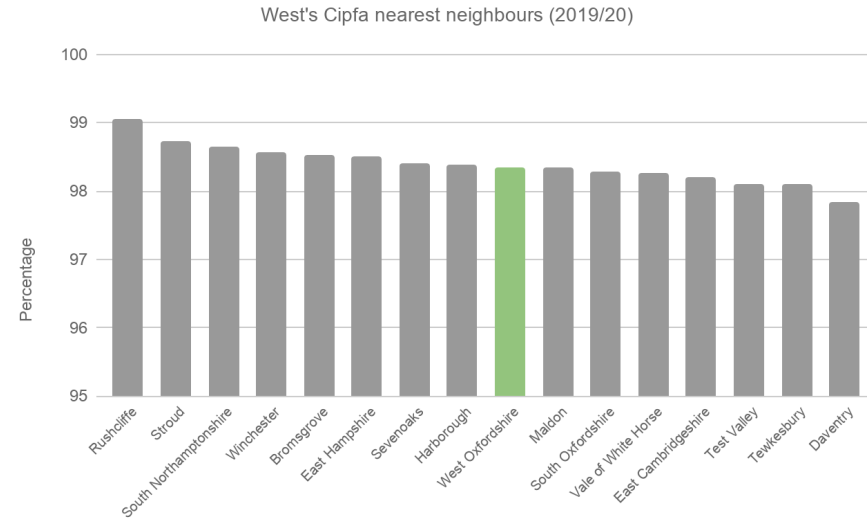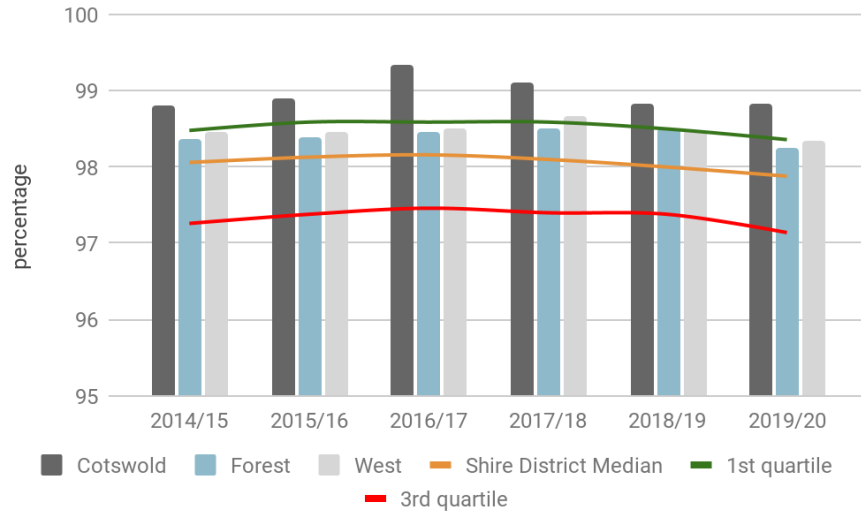
Due to the impact of Covid-19 restrictions and three national lockdowns, many businesses had to close for several months of the year or operate under restrictions. Following an initial pause in undertaking recovery action, the service is sending out reminders, phoning and emailing businesses to encourage them to contact the Council so that we can support them via manageable repayment plans. Currently, the Magistrates Courts are not holding any liability order hearings which will mean the Council is unable to enforce any debts incurred in 2020/21, so the debt will be rolled forward into the next financial year, and added to the new payment instalments for 2021-22.

Government has gone some way in helping certain businesses with 100% business rate relief, but there are still those businesses which have seen an impact on their out turn which have not received any assistance and are therefore struggling financially. A further tranche of business grants became available to cover the second and third lockdowns, and the Council is continuing to distribute a number of grants that are available to eligible businesses.
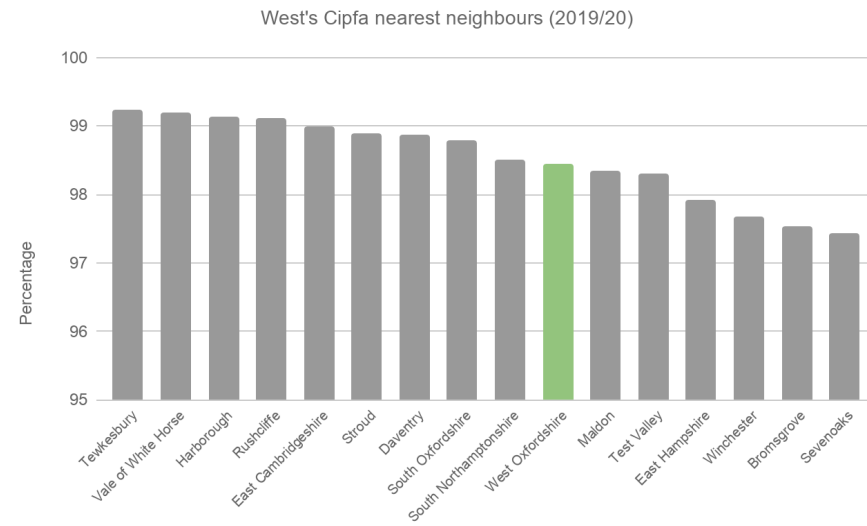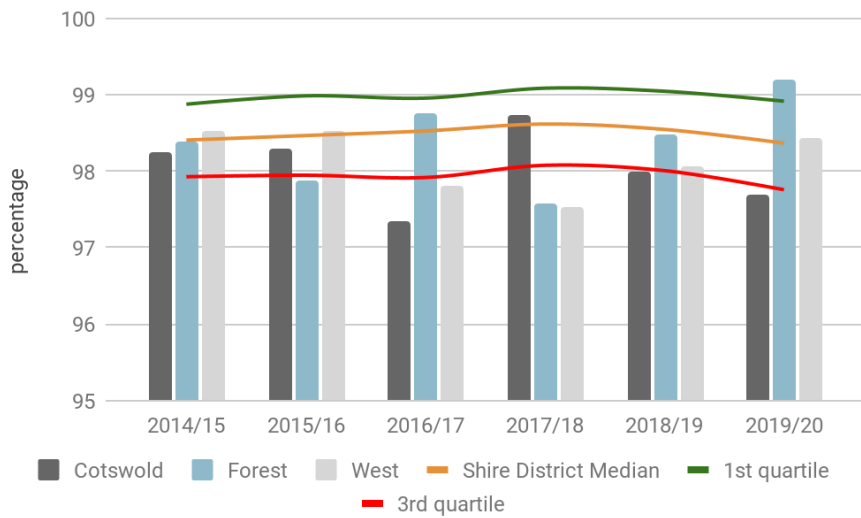
Note: central government funding to cover business rates relief is not included in the outturn

**Benchmarks against all Shire Districts and Cipfa nearest neighbours for council tax collection rates and business rates collection rates**
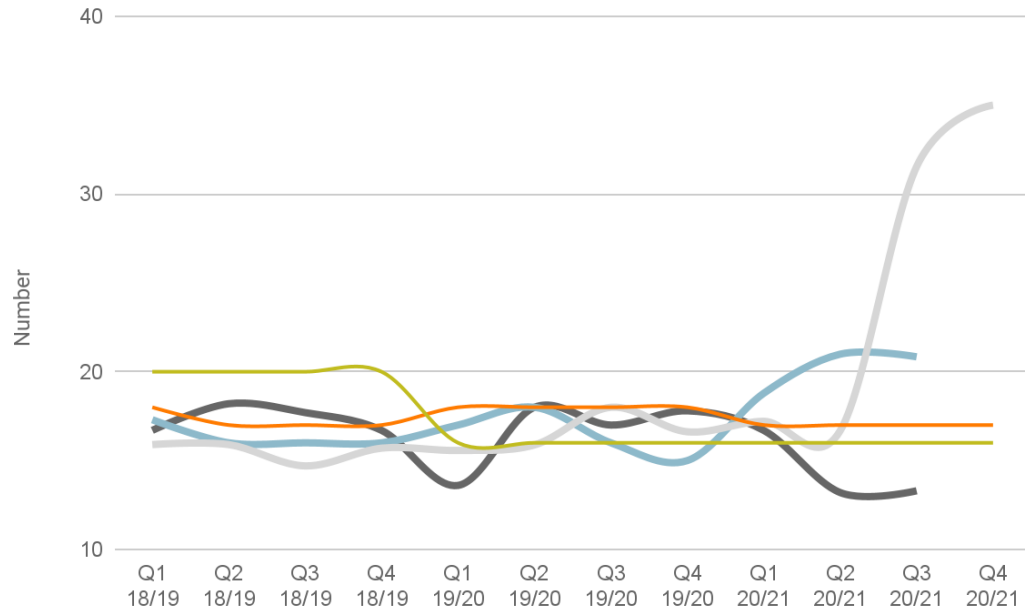
**Percentage of council tax collected**



West's Cipfa nearest neighbours (2019/20)

**Percentage of business rates collected**



West's Cipfa nearest neighbours (2019/20)

**(Cumulative) Average number of days taken to process new housing benefit claims**

Legend: Target · Cotswold · Forest of Dean · West Oxfordshire · Shire Districts' Median



Y-axis: Number (10, 20, 30, 40)

X-axis: Q1 18/19, Q2 18/19, Q3 18/19, Q4 18/19, Q1 19/20, Q2 19/20, Q3 19/20, Q4 19/20, Q1 20/21, Q2 20/21, Q3 20/21, Q4 20/21

**OBSERVATION:**

At the end of Q4, processing times have increased significantly due to the implementation of a new revenues and benefits system on 4 February. Prior to 'go live', there was a period of downtime between switching the old system off and the new system on, which created a backlog of applications which staff have been working through. During Q4, a range of end of year activities are administered including the benefit uprating and rent increases which require system parameter changes and testing, which has placed additional burdens on staff.

Furthermore, capacity has been reduced in the service as staff have taken time out to train Customer Services Advisors, while other officers have supported 'Track and Trace'. However, there are benefits of the new system including the ability to make online applications, and once the open portal is implemented later in the year, the back office system will be automatically updated.

Although performance was off target due to many external factors, assurances can be given that not one claimant suffered any financial loss or experienced any threat to their new or ongoing tenancy. If there was any threat to the claimant because of delays in administering their claim, the Council would have provided an emergency payment.

To manage workloads, the service has accessed support on demand from an external source.

Note: due to the significant reduction (over 70%) in new housing benefit claims since the implementation of Universal Credit in November 2017 in West Oxfordshire District, this indicator has become obsolete. It is proposed that a new indicator to measure Council Tax Support processing times is introduced as the majority of Universal Credit claims will have an associated CTS claim

**(Cumulative) Average number of days taken to process housing benefit change of circumstances**

Legend: Target | Cotswold | Forest of Dean | West Oxfordshire | Shire Districts' Median
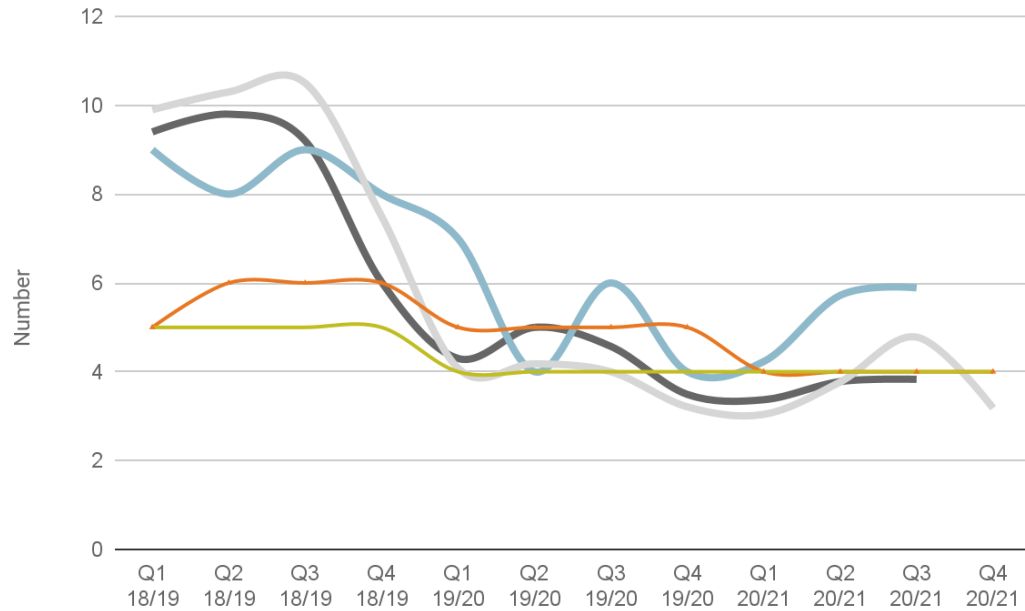


**OBSERVATION:**

Despite the additional workloads associated with the implementation of a new revenues and benefits system and year end activities, performance has come in on target at the end of Q4.

Some of the annual changes such as rent increases are simple to process and can be applied in bulk which has helped to reduce the average processing time

# (Cumulative) Percentage of housing benefit overpayment due to LA error/Admin delay

**Target**      **Cotswold**      **Forest of Dean**      **West Oxfordshire**
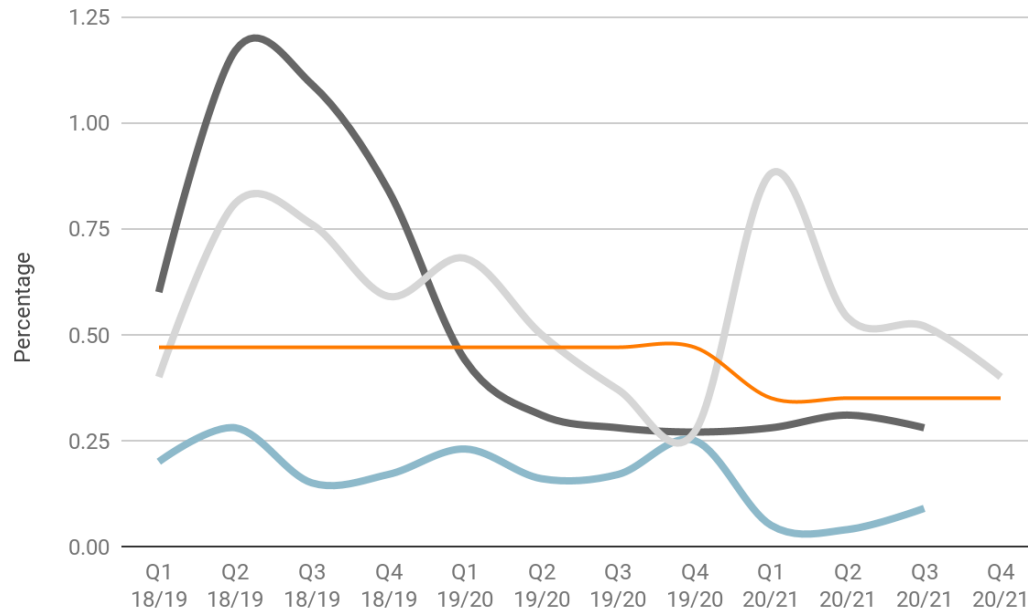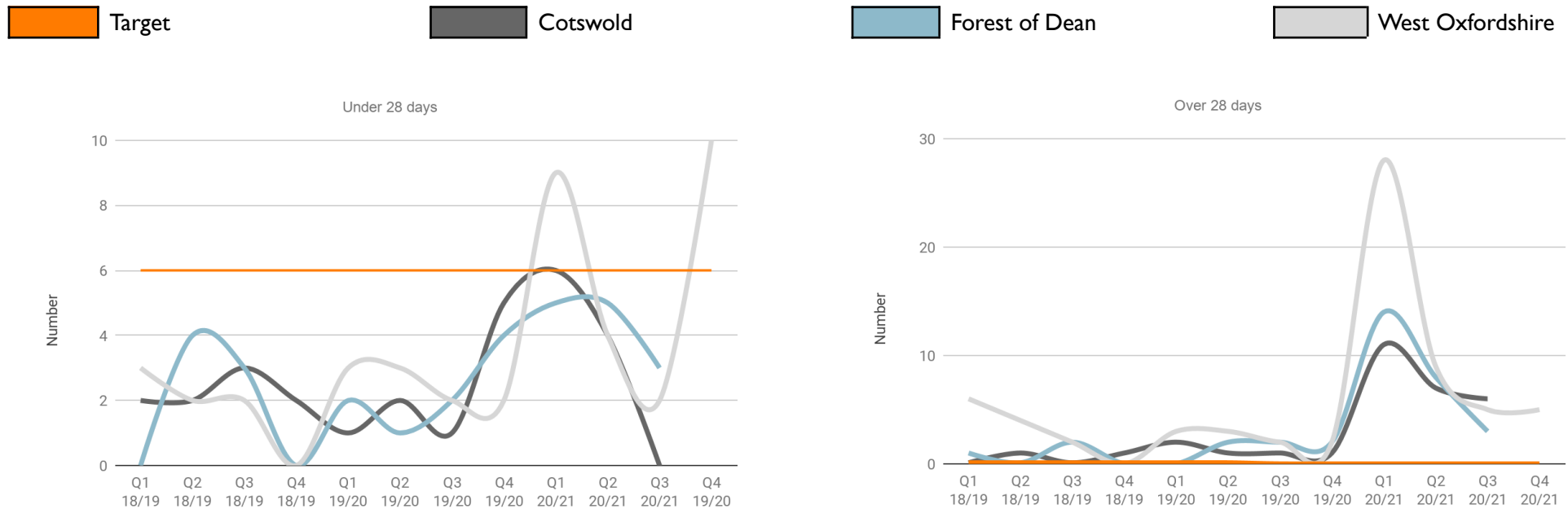


**OBSERVATION:**

The service continues to involve a number of staff in quality assurance. Due to the high volume of change of circumstances, a sampling approach is taken, and areas which have high error rates such as calculation of earnings, are targeted

There was a small number of errors relating to high value overpayments in Q4 of the previous year which were amended in Q1. We were expecting the spike to flatten out over the course of the year, and to achieve the annual target; however, the backlog created by the implementation of the new revenues and benefits system resulted in an increase in admin delay.

The bulk processing of some end of year changes in Q4 such as rent increases has helped to bring the outturn closer to the target

**Housing Support**

**(Snapshot) Number of households living in emergency accommodation for under 28 days & over 28 days**
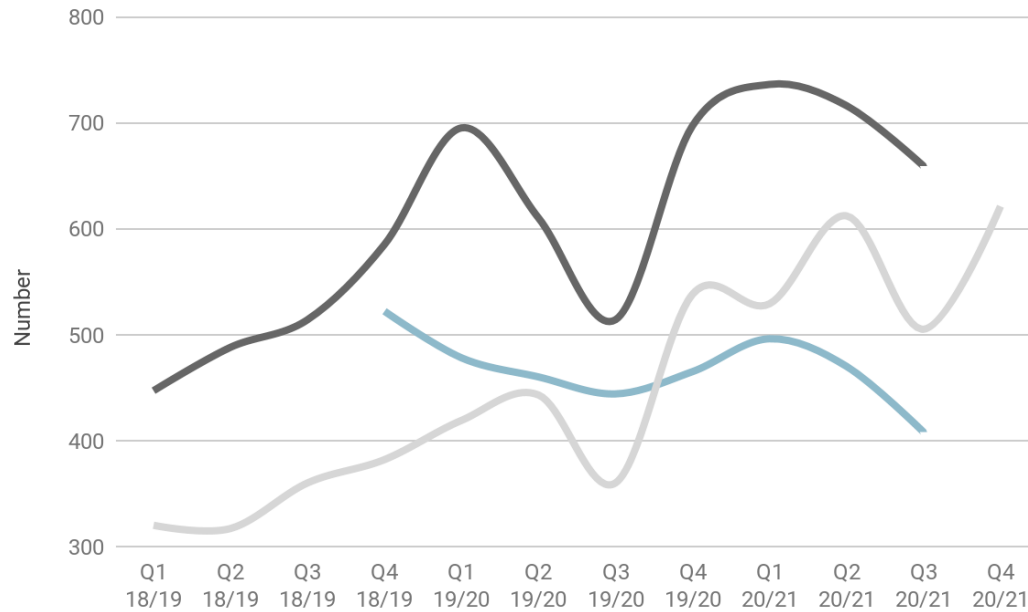


**OBSERVATION:**

At the beginning of the first lockdown, councils were required to place all clients who are rough sleeping or at risk of imminent homelessness regardless of priority need who have approached the Council, into emergency accommodation, which resulted in a spike in numbers.

The number of households living in emergency accommodation started to decrease as exit plans were created to move households into more secure tenancies including private rented, housing association, and supported accommodation. In addition, some households and rough sleepers chose to leave emergency accommodation.

In Q4, the number of homelessness presentations started to increase again as the nation entered the third lockdown, and as a result of the cold weather. The majority of the households in emergency accommodation over 28 days tend to be single people affected by the pandemic (rather than in priority need) who are difficult to move on due to the lack of one bedroom accommodation. The Oxfordshire councils are working together to the same standards; and hostels are helping to move people on creating greater fluidity and throughput

# (Snapshot) Number of Long Term Empty properties

**Legend:** Cotswold · Forest of Dean · West Oxfordshire

**OBSERVATION:**

Overall, the number of long term empty properties in the District is increasing which is likely to be due to a number of factors.

Initially, there was a pause in house moves which is likely to have contributed to the increase. In addition, no site visits to inspect properties were being undertaken by the LTE officer due to Covid-19.

The LTE post is responsible for monitoring properties and working with landlords to support them to bring their properties back into use. This post became vacant in September but has recently been recruited to. The new post will concentrate on those properties where the Council might be able to influence or take action, rather than on those properties that are being well maintained.

Cottsway has re-commenced the planned demolition of housing association properties, but there are still some retirement properties that have not sold
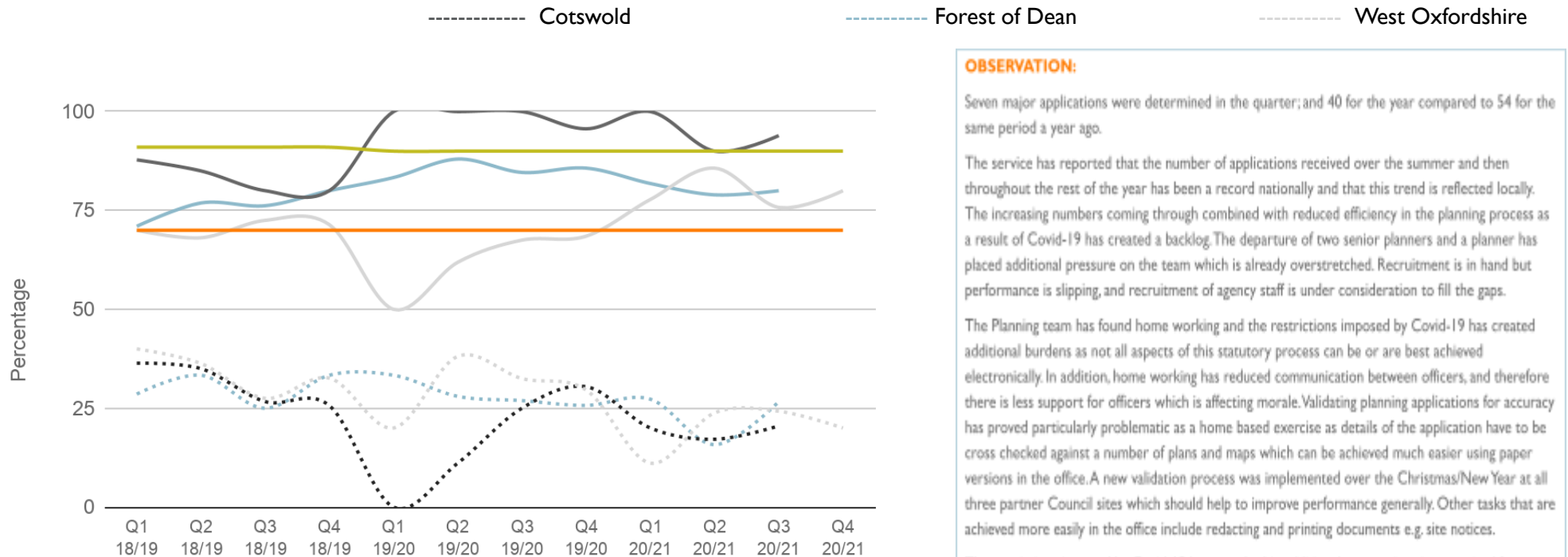
**Planning and Strategic Housing**

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

% of all applications completed within an agreed timeframe

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

% of all application completed within 13 weeks

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



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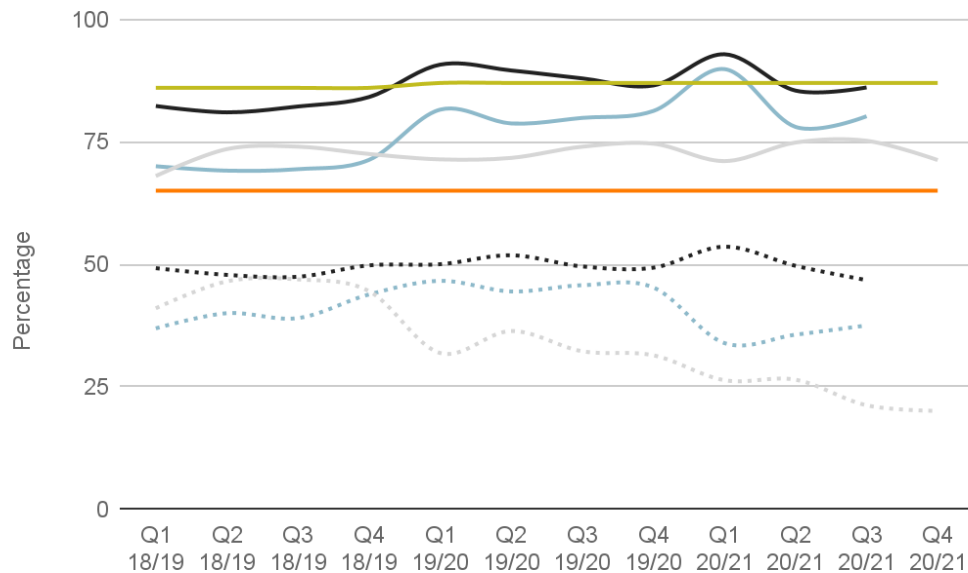
Extensions of times are often a result of consultees requesting changes to the scheme or because the consultee response is essential but has not been received within the timetable. They are also used where officers are working proactively with applicants to improve schemes and make developments acceptable

**OBSERVATION:**

Seven major applications were determined in the quarter; and 40 for the year compared to 54 for the same period a year ago.

The service has reported that the number of applications received over the summer and then throughout the rest of the year has been a record nationally and that this trend is reflected locally. The increasing numbers coming through combined with reduced efficiency in the planning process as a result of Covid-19 has created a backlog. The departure of two senior planners and a planner has placed additional pressure on the team which is already overstretched. Recruitment is in hand but performance is slipping, and recruitment of agency staff is under consideration to fill the gaps.

The Planning team has found home working and the restrictions imposed by Covid-19 has created additional burdens as not all aspects of this statutory process can be or are best achieved electronically. In addition, home working has reduced communication between officers, and therefore there is less support for officers which is affecting morale. Validating planning applications for accuracy has proved particularly problematic as a home based exercise as details of the application have to be cross checked against a number of plans and maps which can be achieved much easier using paper versions in the office. A new validation process was implemented over the Christmas/New Year at all three partner Council sites which should help to improve performance generally. Other tasks that are achieved more easily in the office include redacting and printing documents e.g. site notices.

The restrictions imposed by Covid-19 have resulted in additional preparation time required for committee meetings, and site visits which need to be unaccompanied and pre-arranged, often with a follow up online meeting or phone call.

Some consultees such as the County and the Environment Agency are struggling to meet response target dates which is also impacting on determination times.

# (Cumulative) Percentage of minor planning applications determined

% of all applications completed within agreed timescales

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

% of all applications completed within 8 weeks

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



**OBSERVATION:**

Eighty-four minor applications were determined in the quarter and 334 for the year compared to 382 for the previous year.

The challenging work conditions coupled with vacant planning posts and higher volumes of applications coming through has created a backlog which is impacting on performance. Planning officers are typically dealing with twice as many 'live' applications than in pre-covid times.
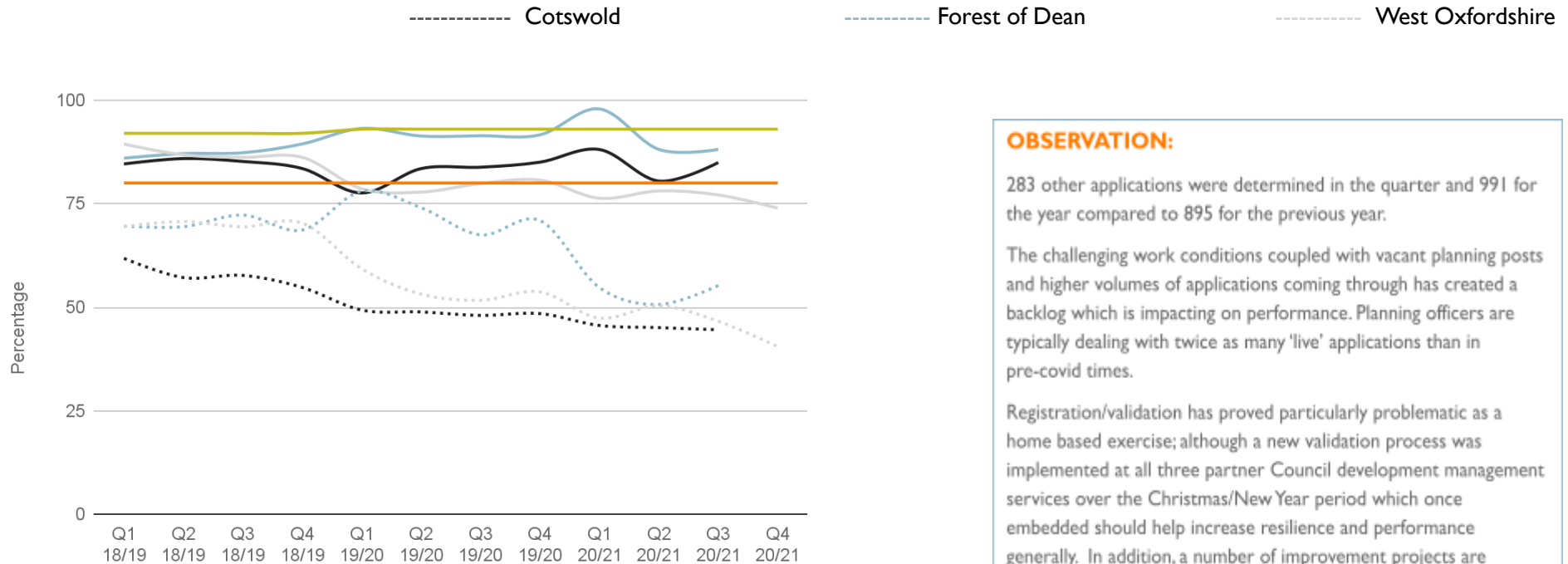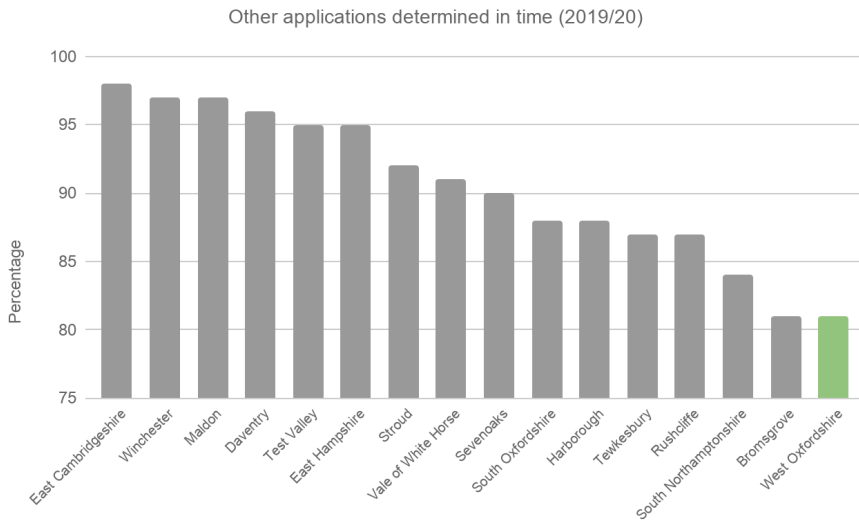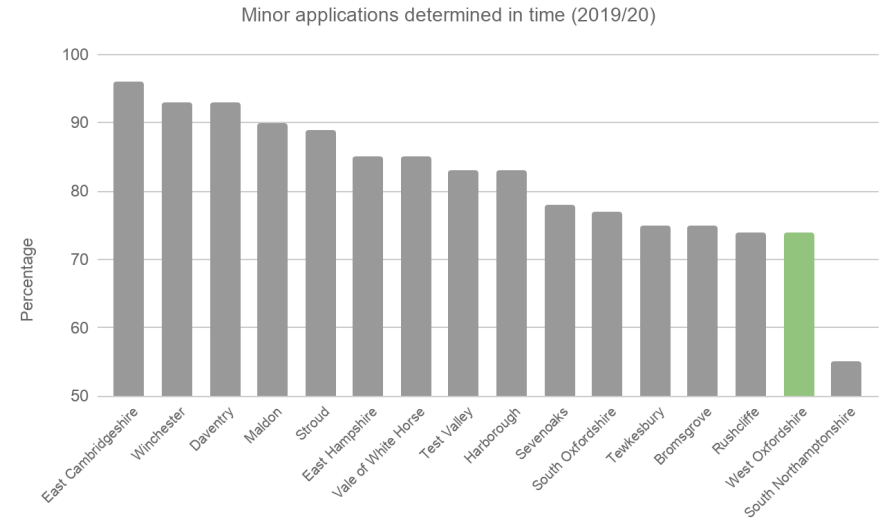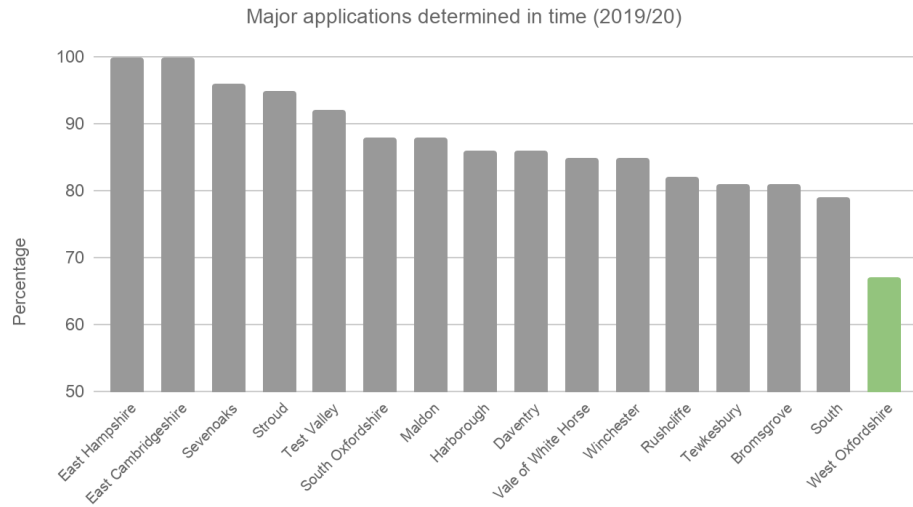
Registration/validation has proved particularly problematic as a home based exercise; although a new validation process was implemented at all three partner Council development management services over the Christmas/New Year period which once embedded should help increase resilience and performance generally. In addition, a number of improvement projects are scheduled which the Customer Experience Improvement Team (CEIT) will help deliver alongside the planning service. However, with such high workloads in the Planning service, the current focus for both the CEIT and the Planning teams is to clear the backlog of applications awaiting validation

# (Cumulative) Percentage of other planning applications determined

% of all applications completed within agreed timescales

| | | | | |
|---|---|---|---|---|
| ▇ Target | ▇ Cotswold | ▇ Forest of Dean | ▇ West Oxfordshire | ▇ Shire Districts' Median |

% of all applications completed within 8 weeks

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



**OBSERVATION:**

283 other applications were determined in the quarter and 991 for the year compared to 895 for the previous year.
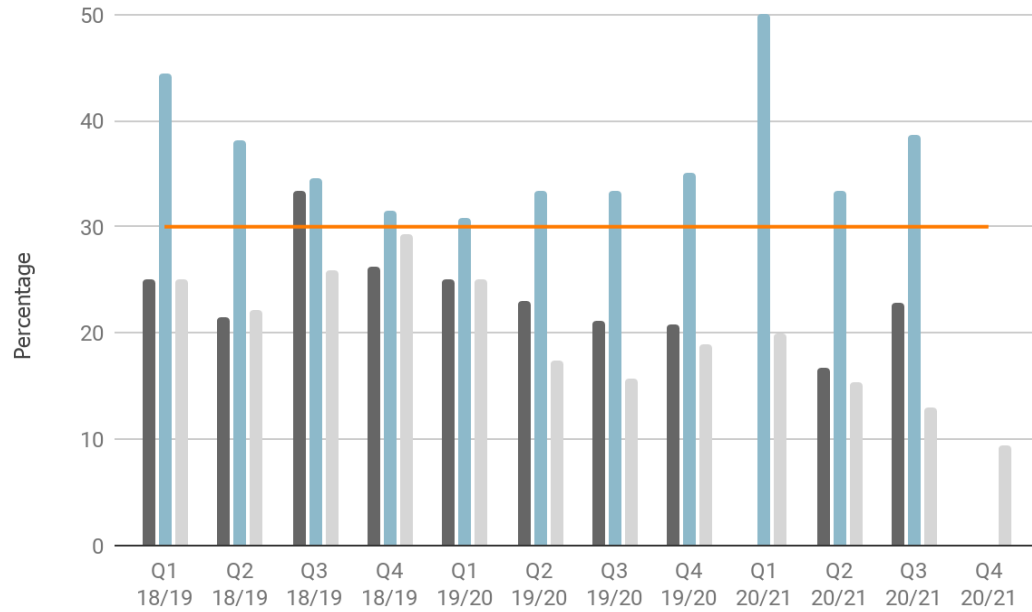
The challenging work conditions coupled with vacant planning posts and higher volumes of applications coming through has created a backlog which is impacting on performance. Planning officers are typically dealing with twice as many 'live' applications than in pre-covid times.

Registration/validation has proved particularly problematic as a home based exercise; although a new validation process was implemented at all three partner Council development management services over the Christmas/New Year period which once embedded should help increase resilience and performance generally. In addition, a number of improvement projects are scheduled which the Customer Experience Improvement Team (CEIT) will help deliver alongside the planning service. However, with such high workloads in the Planning service, the current focus for both the CEIT and the Planning teams is to clear the backlog of applications awaiting validation

**Benchmarks against Cipfa nearest neighbours for % of planning application determined within agreed timescales**



Major applications determined in time (2019/20)



Minor applications determined in time (2019/20)



Other applications determined in time (2019/20)

**(Cumulative) Percentage of planning appeals allowed**



Legend: Target (orange), Cotswold (dark grey), Forest of Dean (light blue), West Oxfordshire (light grey)

**OBSERVATION:**

None of the fifteen planning appeals determined in Q4 were allowed.

During 2020-21, three out of 32 appeals were allowed

**(Cumulative) Number of affordable homes delivered**



Legend: Target · Cotswold · Forest of Dean · West Oxfordshire
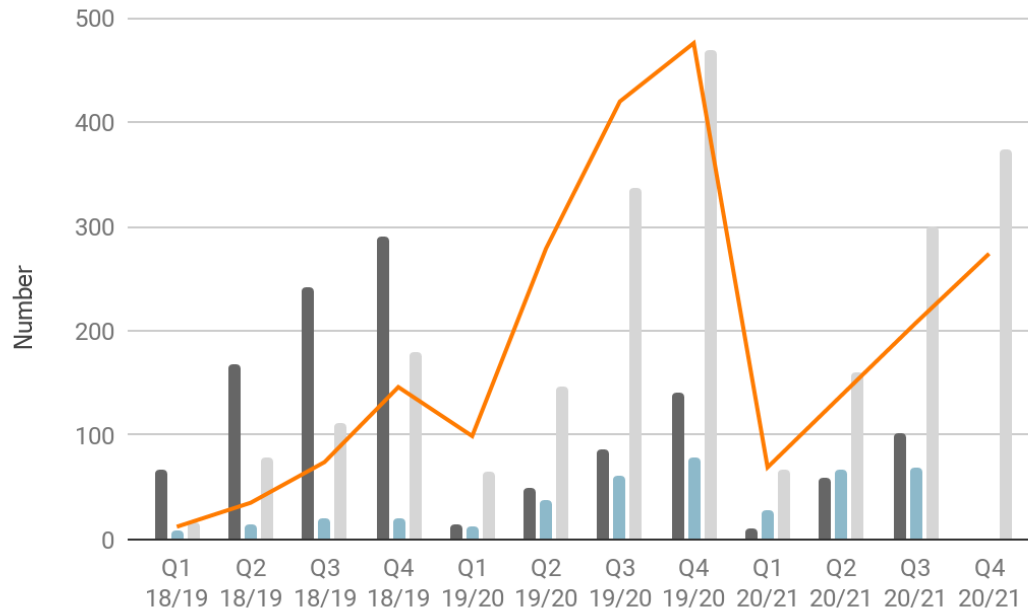
**OBSERVATION:**

Seventy-four affordable homes reached practical completion in Q4 for rent (53) and low cost home ownership (21), and a total of 374 for the year. 116 affordable homes were delivered by Cottsway, 123 by Sage, and 51 by Aster. The remaining units were delivered by Sovereign, Clarion and Blenheim (10 homes at Long Hanborough). Additionally, seven discount market sales have been delivered in Witney.

Clarion and Greensquare report that their Q4 completions for sites in Minster Lovell and Burford are lower than expected due to issues with material supply and staffing related to Covid-19 and a general labour shortage. These homes are now likely to be completed in the first six months of 2021/22

**Percentage of land charge searches dispatched within 10 working days**

Legend: ■ Target  ■ Cotswold  ■ Forest of Dean  ■ West Oxfordshire
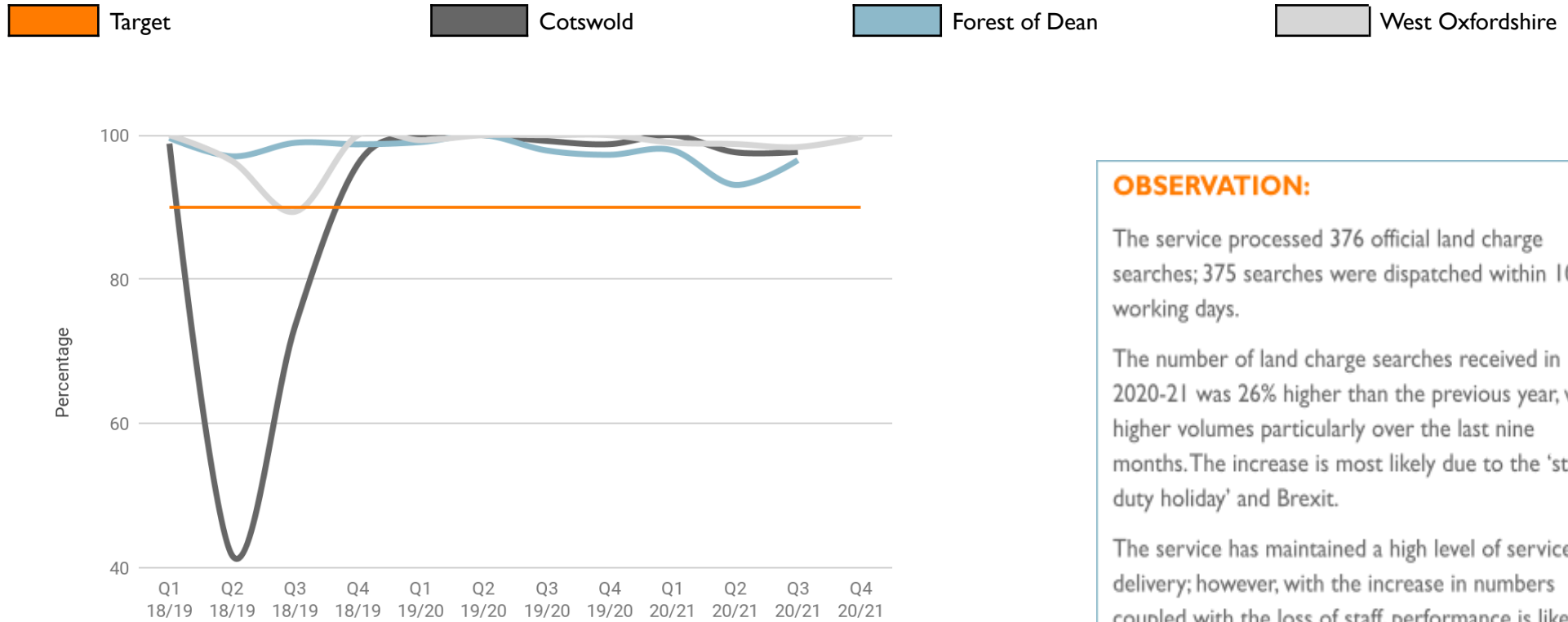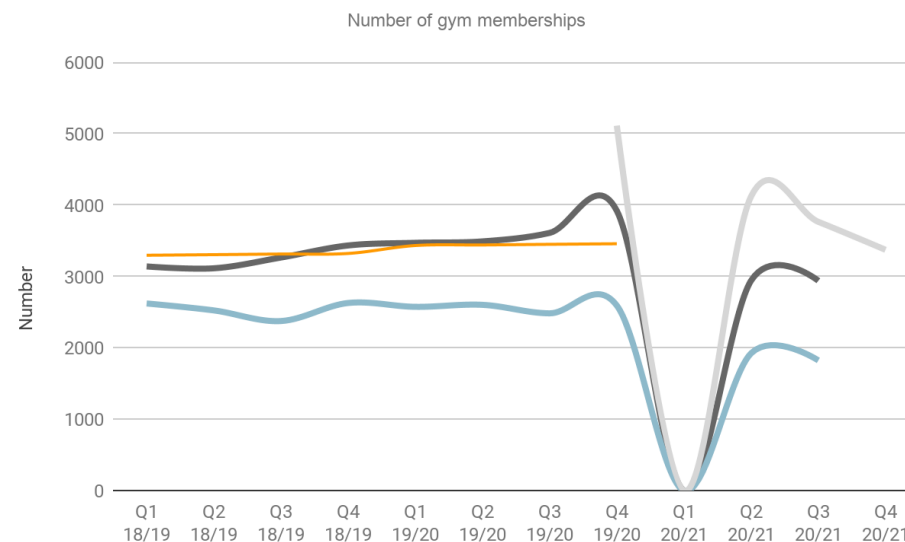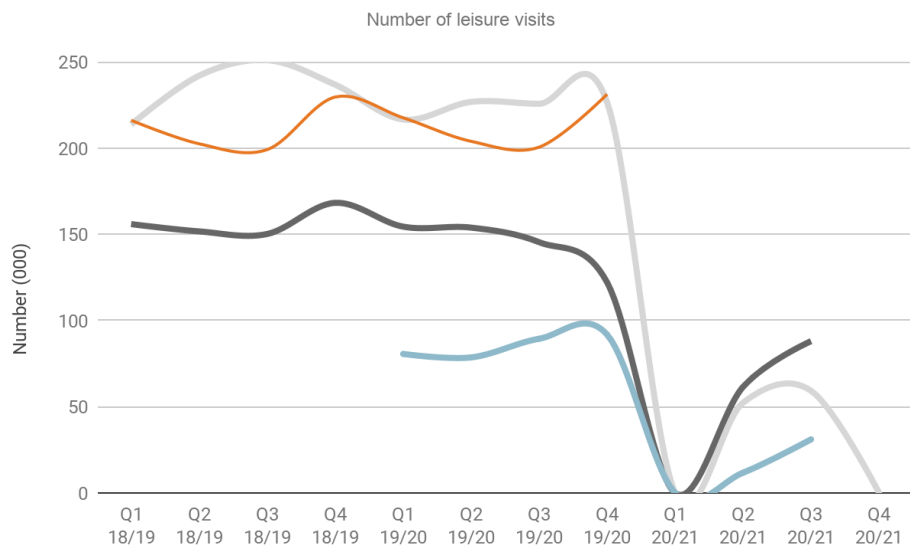


**OBSERVATION:**

The service processed 376 official land charge searches; 375 searches were dispatched within 10 working days.

The number of land charge searches received in 2020-21 was 26% higher than the previous year, with higher volumes particularly over the last nine months. The increase is most likely due to the 'stamp duty holiday' and Brexit.

The service has maintained a high level of service delivery; however, with the increase in numbers coupled with the loss of staff, performance is likely to fall

**Leisure**

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

Target     Cotswold     Forest of Dean     West Oxfordshire



Number of leisure visits



Number of gym memberships

**OBSERVATION:**

During the 2020/21, there have been three national lockdowns; March to June 2020, November 2020, and January to March 2021 which resulted in the closure of the Council's leisure facilities.

The Government set out the roadmap for 2021 for emerging out of the third lockdown which allowed leisure centres to re-open from 29 March (for outdoor activities with limited numbers and social distancing), this was followed by the return of indoor swimming and gym sessions from 12 April 2021. The current forecast is for a full return of all activities with no social restrictions from 21 June.

During 2020/21, the Council has given financial support packages to leisure operators to ease cash flow issues. Some grant funding has also been available from the government to cover Council losses through waiving management fees. A further tranche of funding was made available through Sport England that was directly applied to covering costs that the leisure operators were experiencing in lockdown, and to support re-opening.

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

**Environmental and Regulatory**

**Number of fly tips collected**



Legend: Cotswold, Forest of Dean, West Oxfordshire
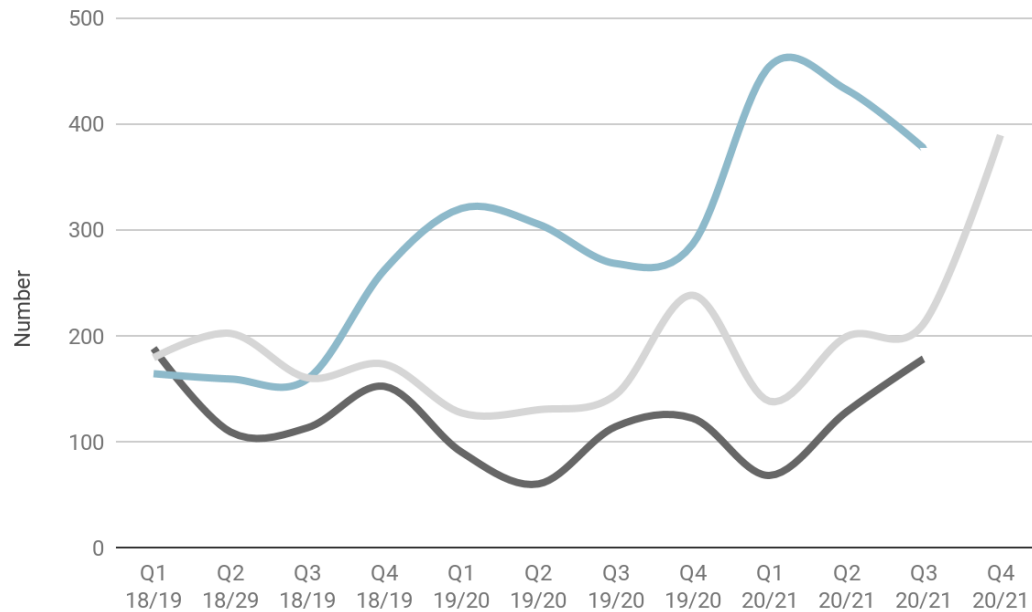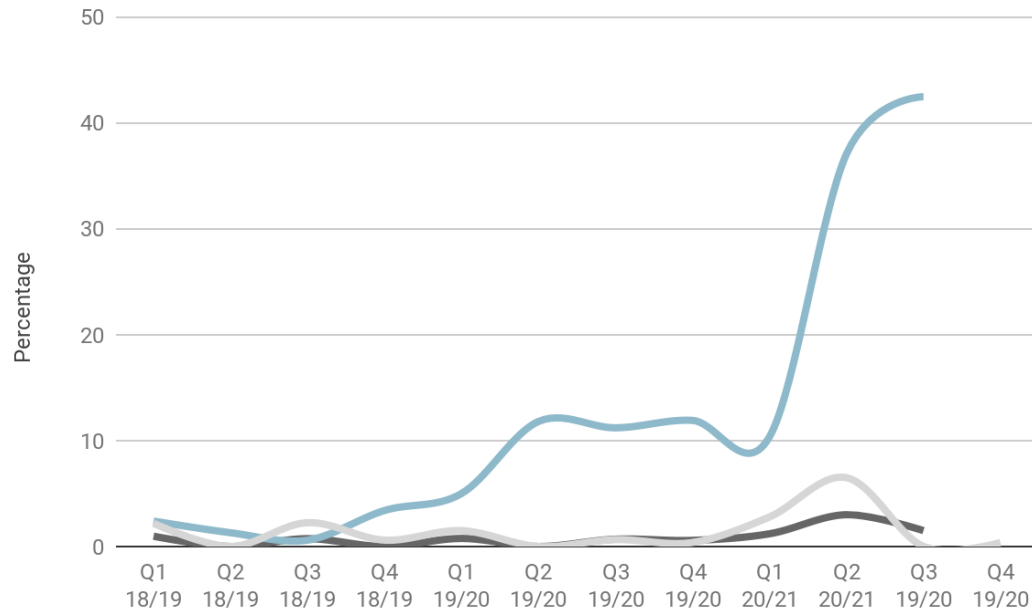
**OBSERVATION:**

Due to Covid-19, increases in fly tips have been reported nationally which appears to be reflected locally in particular over the last quarter. Recycling centres were closed in the first lockdown but have since been operating a booking system.

In addition, the fly tipping service was redesigned in Q3 with the introduction of new on-line forms and web pages making it easier and quicker for residents to report fly tips.

A high percentage of the fly tips at the Forest of Dean are at recycling sites, which are not counted by West and Cotswold

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

Legend: Cotswold ■ | Forest of Dean ■ | West Oxfordshire ■
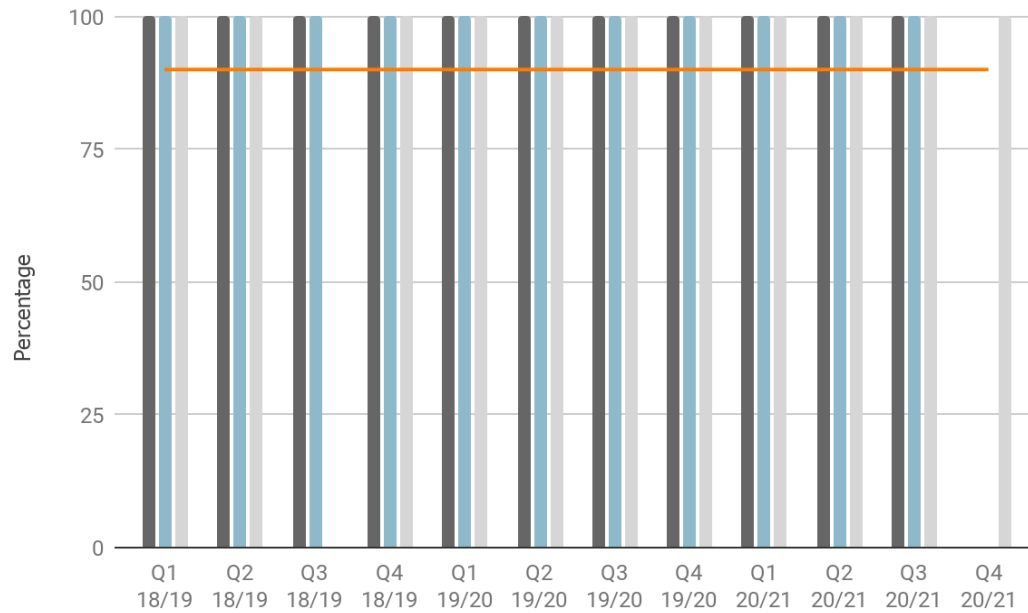


**OBSERVATION:**

In Q4, there were 521 notifications of fly tips, up from 301 notifications in the previous quarter. Two enforcement actions were issued, one Fixed Penalty Notice and one warning letter. In addition, officers have been focussing on tackling fly tips at bring banks, and issuing letters to residents.

There was an increase in enforcement activity in Q2 following the implementation of a new enforcement pack allowing cautions to be issued via the post. However, a short term loss of experienced resources in the team has resulted in less enforcement activity over the last six months. Recruitment to the vacant post is expected to commence shortly.

In addition, the fly tipping service was re-designed for Cotswold and West. A 'support service triage' has been set up to free up specialist officer time to deal with the fly tips that can be investigated further. In Q4, 34 fly tips were referred to ERS specialists for further investigation. The change in service will require time to 'bed in', and it is likely that the referral criteria will need to be broadened to ensure that a sufficient number of referrals come through for investigation.

Cotswold and West operate a small multidisciplinary team. In contrast, at Forest of Dean, there is a dedicated Community Warden team, which has also implemented a new enforcement pack

**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:

Five notifications in Q4, one oil spill, one report of flooding, two reports of sewage problems and one campylobacter case.

All notifications were assessed within one day

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

Target ▬ Cotswold ▬ Forest of Dean ▬ West Oxfordshire ▬
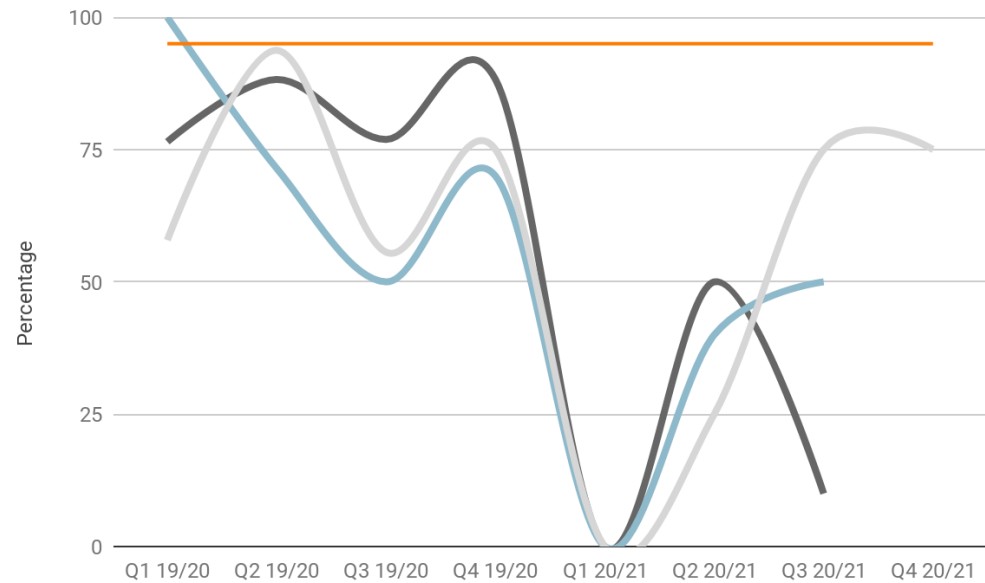


**OBSERVATION:**

This indicator has been set to 'amber' to recognise that the service has been impacted by Covid-19 restrictions.

During the year, there have been three national lockdowns. During these periods, remote inspections have been conducted, and site inspections were undertaken when the Covid infection rates had reduced to a level when it was safe to go out.
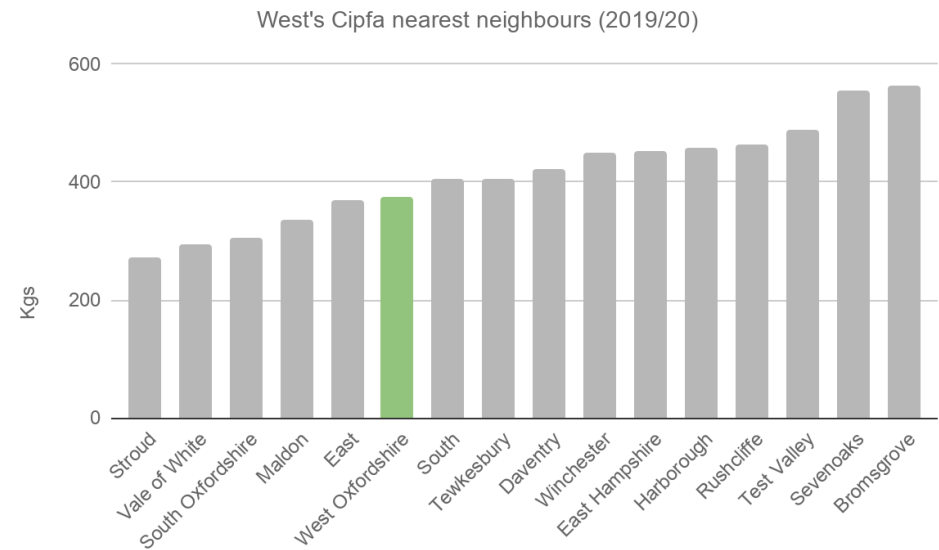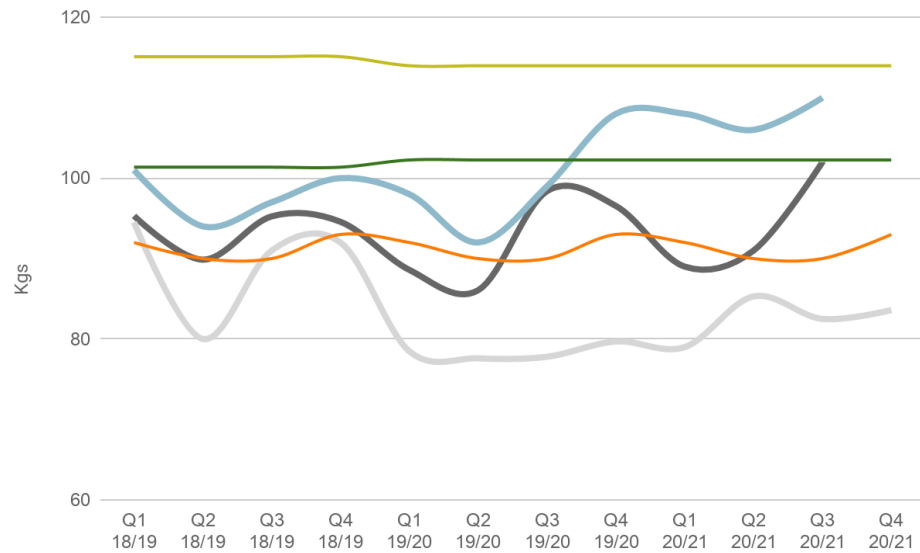
Four high risk food inspections were due in Q4, and all four received a remote inspection.

Following a risk assessment on site visits, and staff consultation, some staff commenced site inspections at the beginning of March 2021 (with the use of PPE) as the infection rate in Oxfordshire had reduced significantly. Two of the four food inspection due have been completed, although one was completed outside of the 28 day timescale. The two outstanding inspections relate to care homes which are excluded from site visits unless deemed necessary.

A backlog of other types of inspections including the inspection of new food businesses, has built up over the year, and the service is awaiting further guidance from the FSA in June on how to deal with the backlog.

All work deemed 'high priority' by the FSA has been undertaken and a site visit has taken place when required.

**Residual household waste per household (kg)**

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



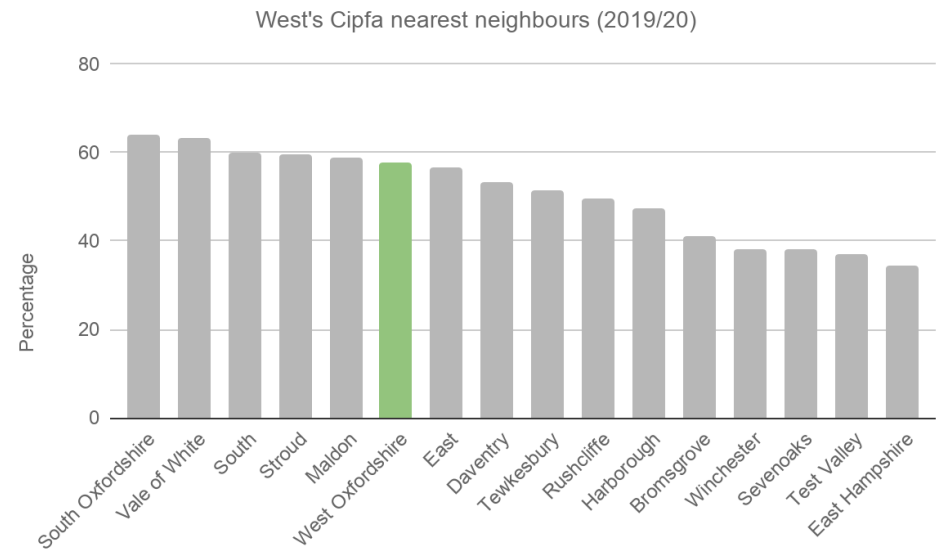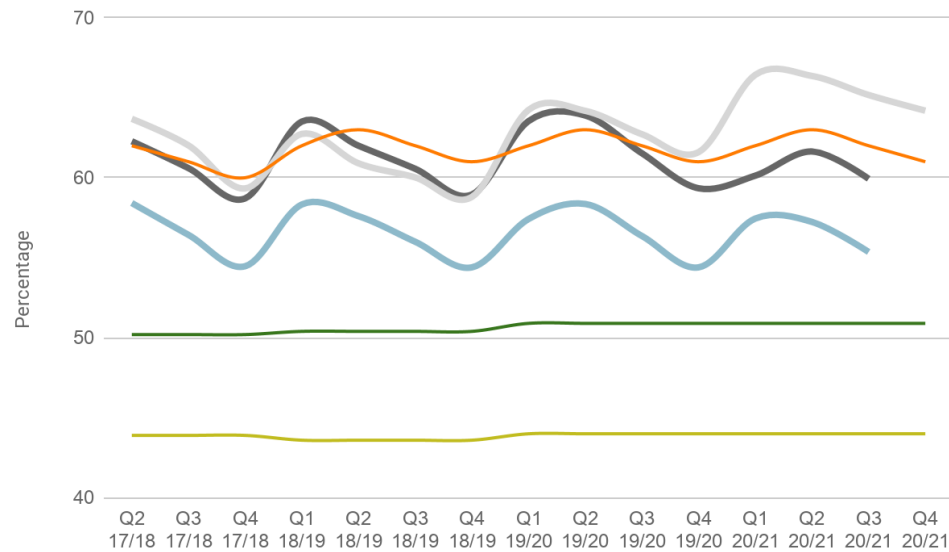West's Cipfa nearest neighbours (2019/20)



**OBSERVATION:**

Due to the impact of Covid-19, all waste and recycling stream tonnages have increased, and reached a peak in October 2020 but appear to be slowly reducing again.

The amount of residual waste produced during the year increased by over 10% compared to the previous year. All excess recycling and food waste is being collected at the kerbside if presented correctly.

Both the Council and the Oxfordshire Recycles (OCC partnership work) are using their social media channels to promote waste reduction

Note: These figures are provisional

## (Cumulative) Percentage of household waste recycled

Legend: Target | Cotswold | Forest of Dean | West Oxfordshire | Top Quartile | Shire Districts' Median



West's Cipfa nearest neighbours (2019/20)

**OBSERVATION:**

Due to the impact of Covid-19, residents are presenting higher amounts of all types of waste.

Dry recycling tonnages for the year were up over 35% on the previous year, garden waste tonnages were up 15%, and food tonnages, nearly 16%.

The combined recycling rate for the year was 64.2% compared to 61.6% a year ago; the increase was mainly driven by the increase in dry recycling.

The dry recycling rate was 29.6% (up 2.7 percentage points on the previous year), the composting rate was 24.4% and food waste sent for anaerobic digestion was 10.2%. Note that these figures are provisional.

The service is working closely with UBICO; and all additional recycling and food waste presented correctly at the kerbside by residents is being collected.
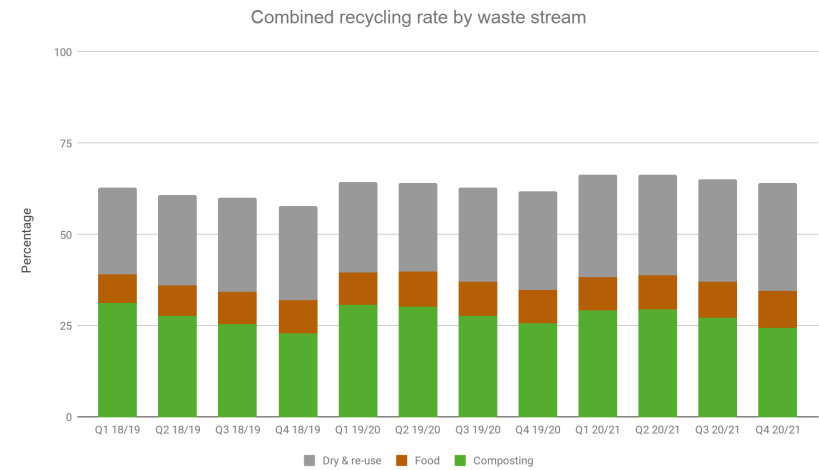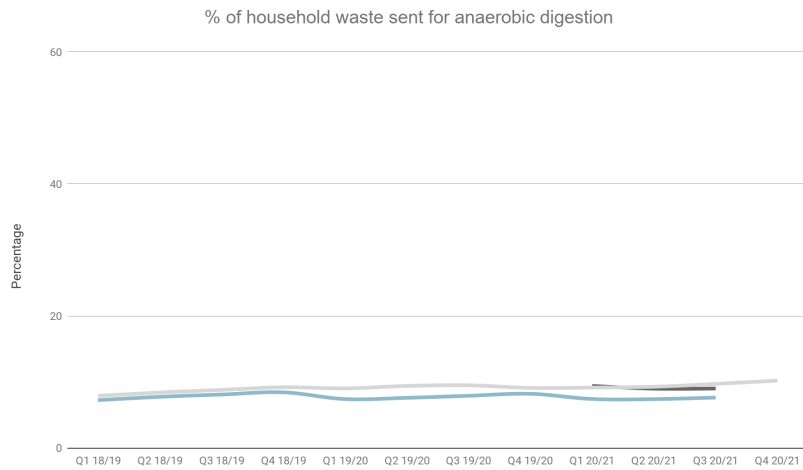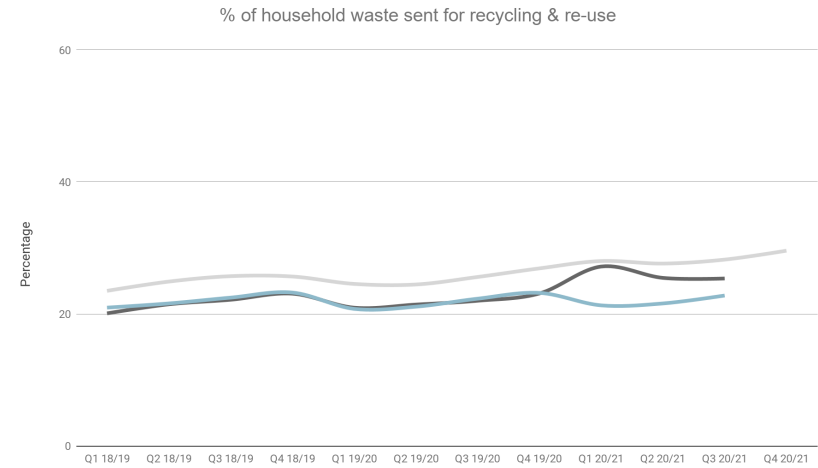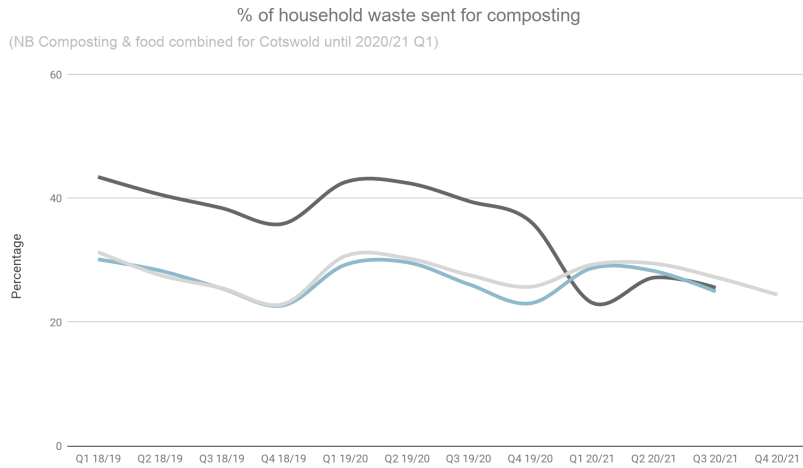
Note that the quarterly recycling targets are profiled to account for seasonal differences. The data is also presented cumulatively which will flatten out some of these differences

# (Cumulative) Percentage of household waste recycled by waste stream

Cotswold | Forest of Dean | West Oxfordshire

## % of household waste sent for composting

(NB Composting & food combined for Cotswold until 2020/21 Q1)



## % of household waste sent for recycling & re-use



## % of household waste sent for anaerobic digestion



## Combined recycling rate by waste stream



Dry & re-use | Food | Composting

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

**Target**     **Cotswold**     **Forest of Dean**     **West Oxfordshire**
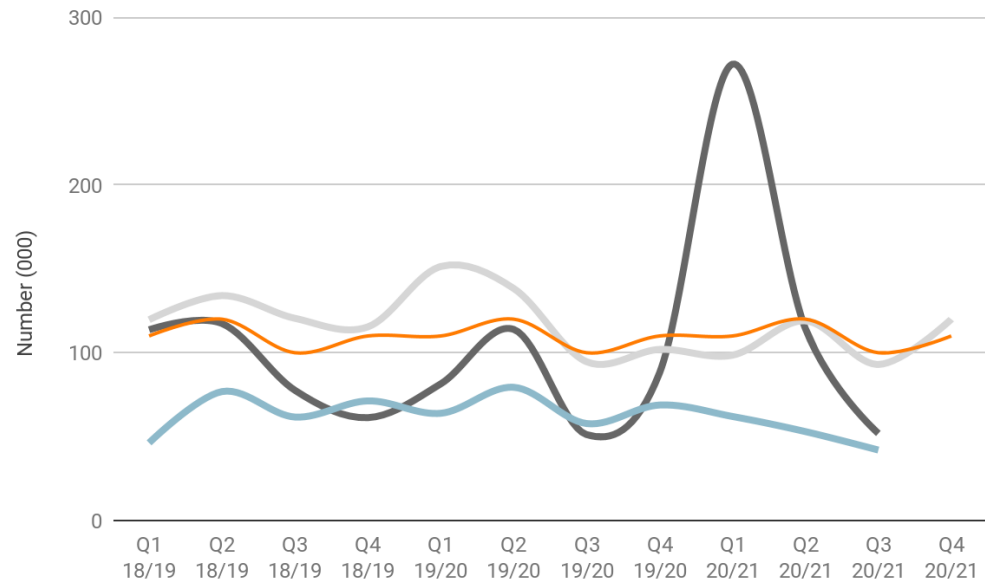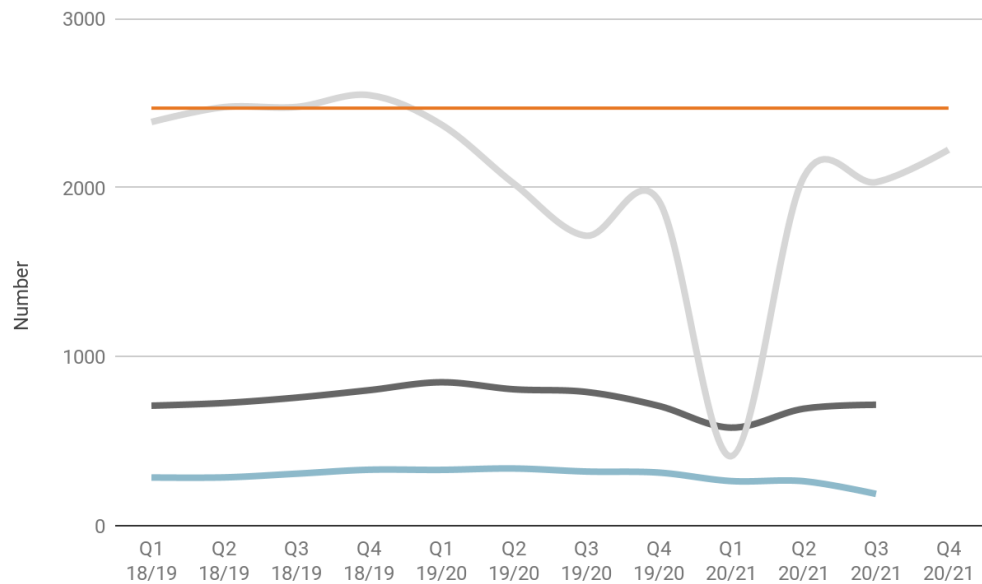


**OBSERVATION:**

Overall, there have been improvements over the last year, and performance has generally remained within the target despite an increase in the number of misses in the early part of the financial year due to staff absences related to Covid-19, and the use of more agency staff who did not possess local knowledge.

The number of misses also increased in Q4 which was due to a lack of capacity in customer services who would usually challenge reports of missed bins where appropriate, as well as a delay in distributing waste and recycling containers which can result in residents leaving out excess waste in sacks for collection.

The service is working closely with UBICO to reduce the number of missed bins

**Parking**

**Total hours spent undertaking on and off-street parking enforcement visits**

Target     Cotswold     Forest of Dean     West Oxfordshire



**OBSERVATION:**

All enforcement activities were suspended on 23 March until 15 June 2020 due to Covid-19. Following the first lockdown, enforcement officers have been taking a light touch approach to enforcement with the issuing of warning notices; and staff were redeployed to support communities.

The nation entered a third lockdown in January 2021. Although usage levels in car parks continue to be relatively low, enforcement officers have been patrolling the car parks and ensuring that they are safe, while supporting food deliveries and track and trace when requested.

From April 2021, there will be a return to full enforcement activities

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

Complaints decisions at Stage 2



Upheld
25.0%

Not upheld
75.0%
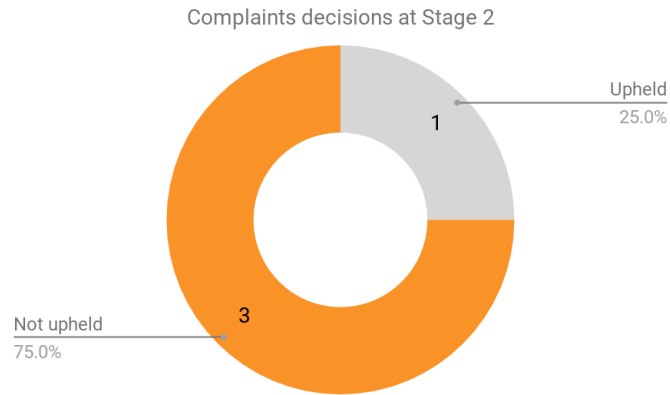
**OBSERVATION:**

A new Customer Feedback Procedure went live on the 1st July 2020. The Corporate Responsibility team is managing all complaints allowing services to focus on delivery.

The new process has the following stages:

Stage 1: Acknowledgement and Assessment
Stage 2: Investigation
Stage 3: Appeal

The complaints shown below only include upheld or partially upheld complaints

| Service area | Description | Outcome/learning | Stage | Decision | Response time (days) |
|---|---|---|---|---|---|
| | | | | | |
| Revenues & Benefits | Inaccurate advice on Covid Business Grants resulting in the complainant feeling unfairly disadvantaged | On investigation, it was found that some information regarding the case had not been logged on the system resulting in inaccurate advice being given. An apology was offered, and the Grant Assessment Team processed the application as a matter of urgency | II | Upheld | 5 |