WEST OXFORDSHIRE
DISTRICT COUNCIL

Delivering great services locally

PERFORMANCE REPORT:

July – September 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.

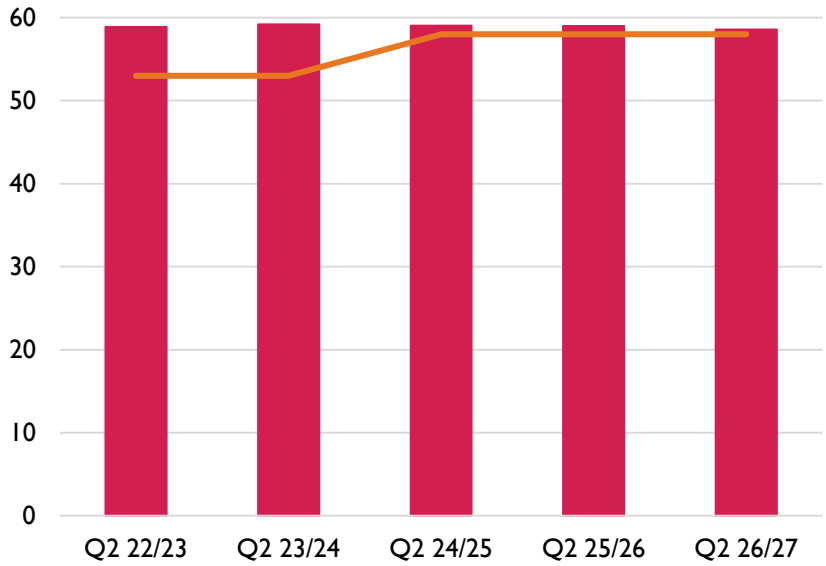
Overall Performance

The Council delivered strong performance across most priority services in Q2 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	58%
Actual	58.59%

How do we compare?

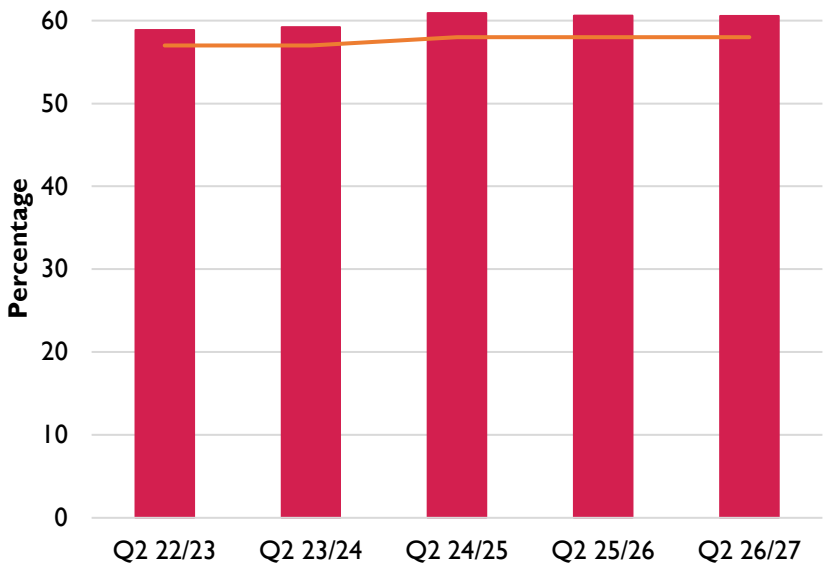
Benchmarking via Gov.uk Tables and Individual Council Websites using other Local Authorities within Oxfordshire - Current Dataset is up to March '26 (2025-2026)

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 Q2, the Council exceeded its collection target by 0.49% and experienced a slight decline of 0.40 percentage points compared to same period last year.

Percentage of Non-domestic rates collected

INDEX



Higher is Good

Direction of Travel

Against last Year

Stable since last year

Target	58%
Actual	60.58%

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)

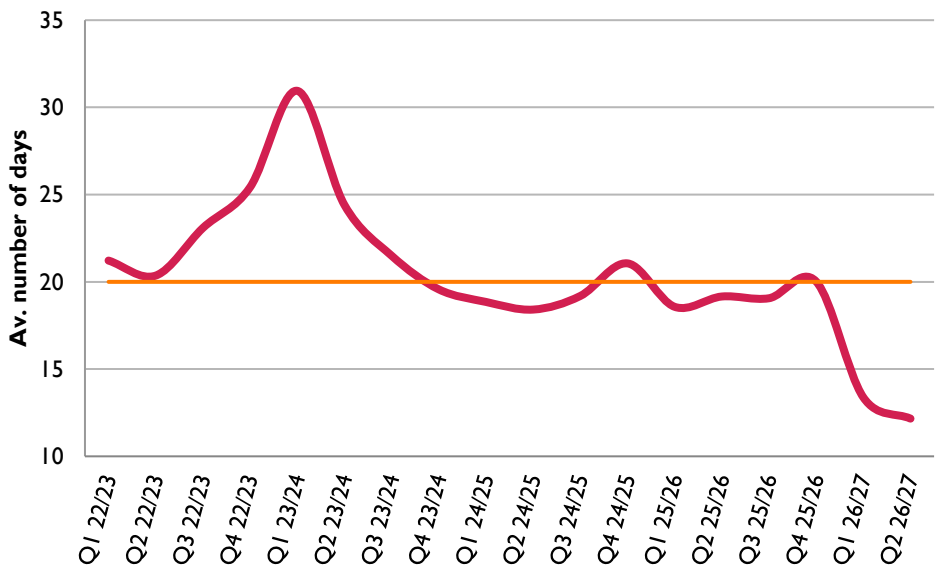
2025-2026 Benchmark	%	County Rank	Quartile
Oxford	97.86	1/5	Bottom
Cherwell	97.74	2/5	Bottom
Vale of White Horse	97.73	3/5	Bottom
West Oxfordshire	**97.09**	**4/5**	**Bottom**
South Oxfordshire	96.23	5/5	Bottom

By the end of Q2, the Council collected 60.58%, achieving 2.58% above its target and remained stable compared to the same period last year.
Up-to-date billing and account maintenance have supported 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

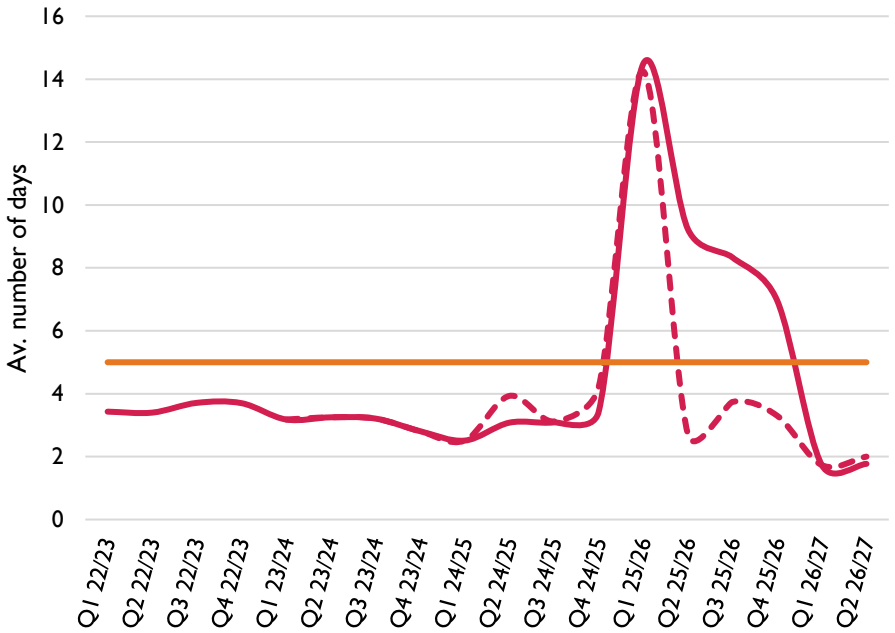
Lower is Good

Target	20
Actual	12

The Council performed well against its Q2 target for processing times for Council Tax new claims.

Processing times for Council Tax Support Change Events

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Cumulative Processing Times

Specific Processing Times

Target

Direction of Travel

Against last Quarter

Against last Year

Stable since last quarter and decreased since last year

Lower is Good

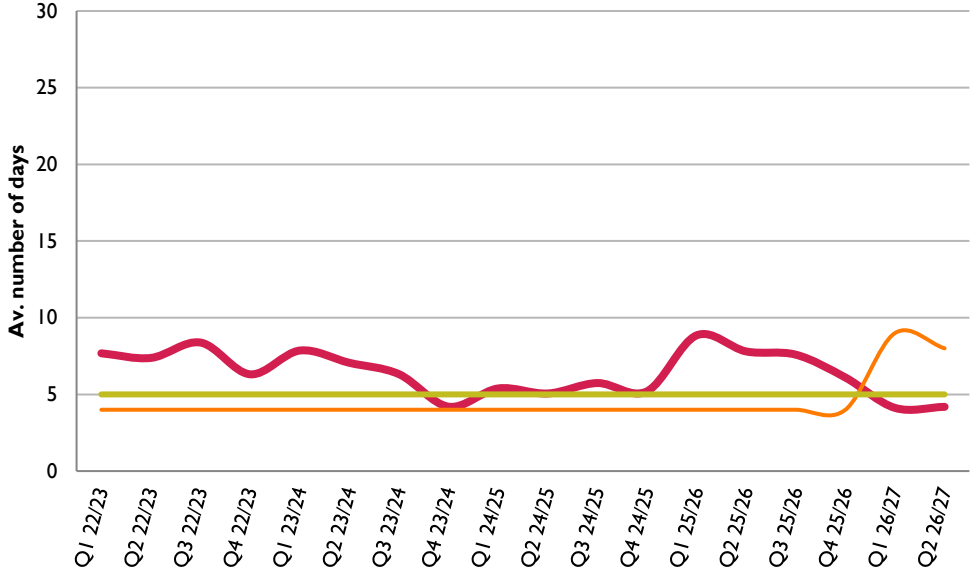
Target	5
Actual	2

The cumulative processing time for Council Tax Support Change of Events performed well against target in Q2.

Processing times for Housing Benefit Change of Circumstances

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Target

Shire Districts Mean

Direction of Travel

Against last Quarter

Against last Year

Stable since last quarter and decreased since last year

Lower is Good

Target	8
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)

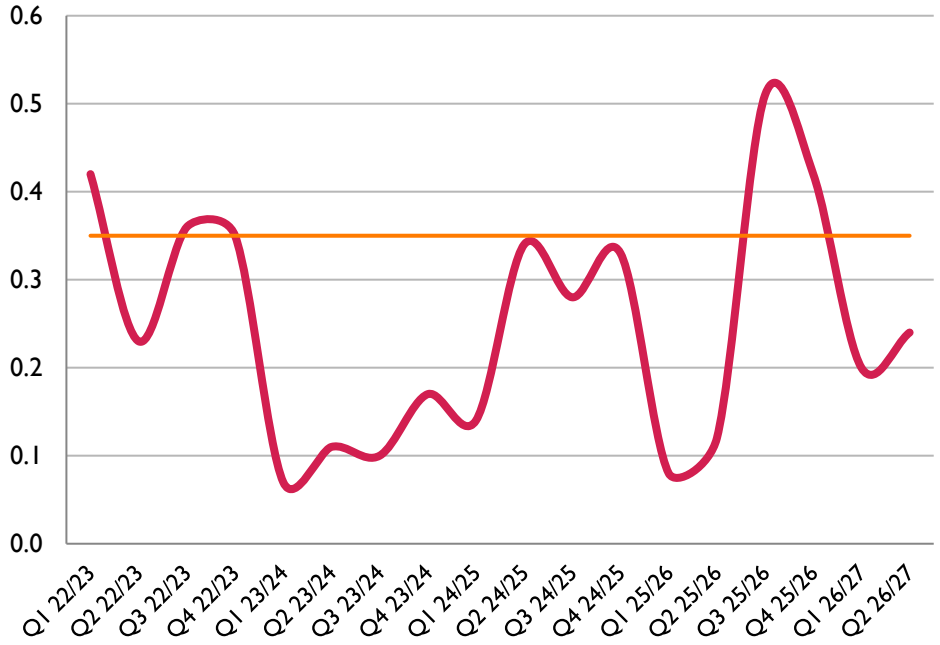
Q4 25-26 Benchmark	Days	County Rank	Quartile
Cherwell	2	1/5 - Joint	Top
South Oxfordshire	2	1/5 - Joint	Top
Vale of White Horse	2	1/5 - Joint	Top
West Oxfordshire	**4**	**4/5**	**Bottom**
Oxford	14	5/5	Bottom

Housing Benefit processing times improved significantly since the start of the year, Q2 figures shows the service is performing well within 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 since last 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

Increased since last quarter and Increased since last year

Lower is Good

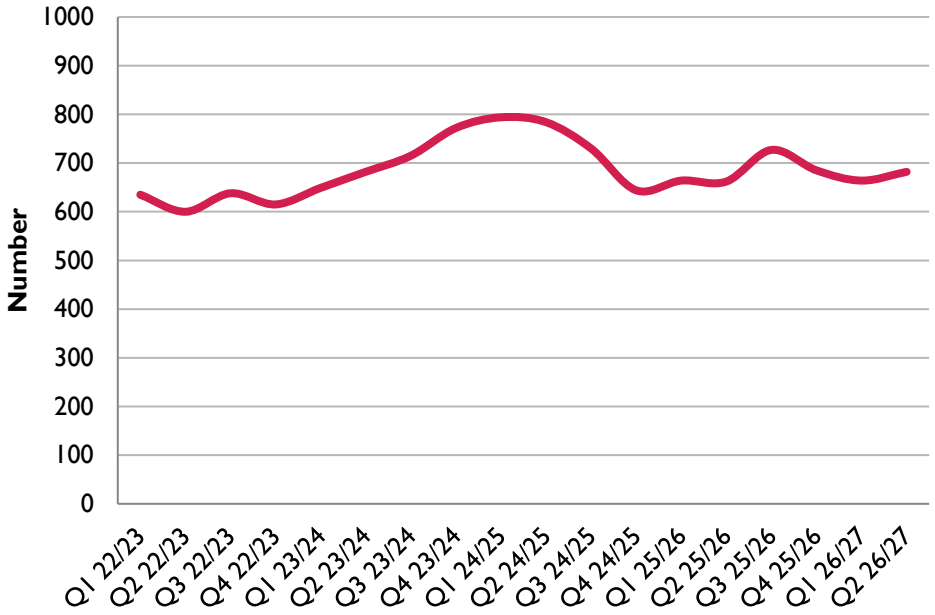
Target	0.35%
Actual	0.24%

The Council was below 0.35% target by the end of Q2.

(Snapshot) Long Term Empty Properties

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Direction of Travel

Against last Quarter ⇧

Against last Year ⇧

Slight Increase since last quarter and since last year

Lower is Good

682

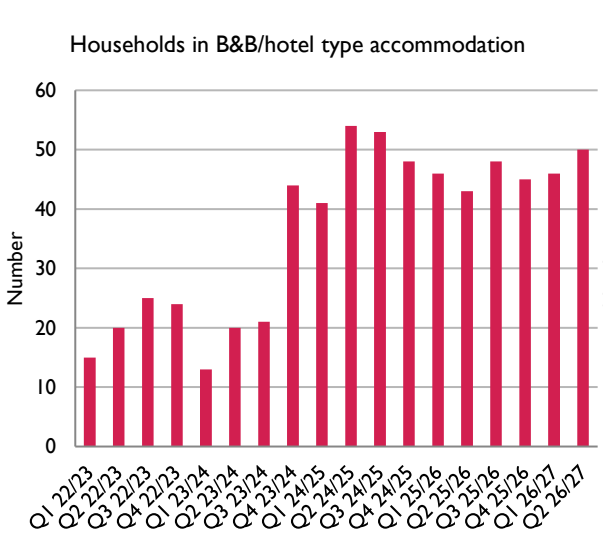
How do we compare?

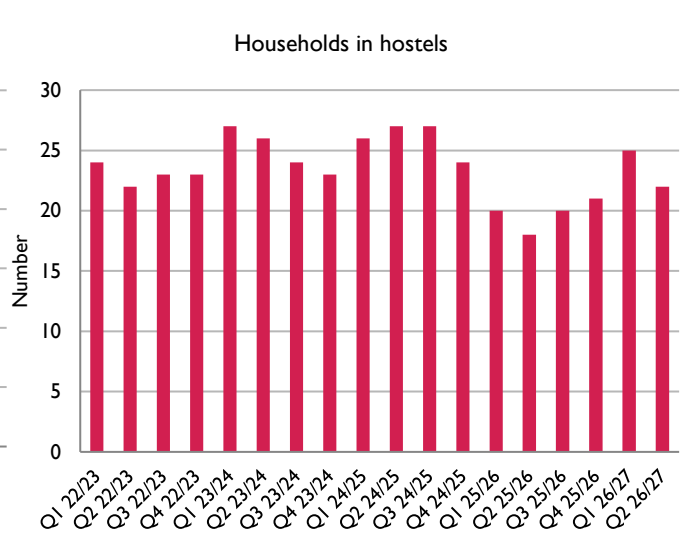
Long Term Vacant Properties within districts - Benchmarking via Gov.uk

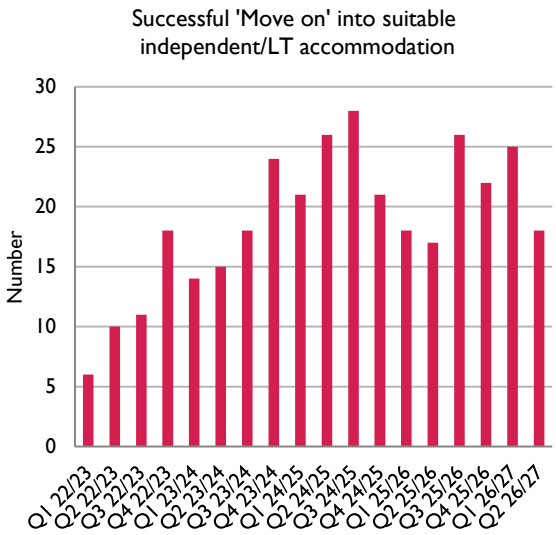
2025 Benchmark	Number	County Rank	Quartile
South Oxfordshire	434	1/5	Top
Vale of White Horse	446	2/5	Top
Cherwell	582	3/5	Second
West Oxfordshire	**610**	**4/5**	**Bottom**
Oxford	894	5/5	Bottom

Q2 had a slight increase in long-term empty properties.

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







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 Q2 due to the temporary accommodation provided for rough sleepers during the hot weather.

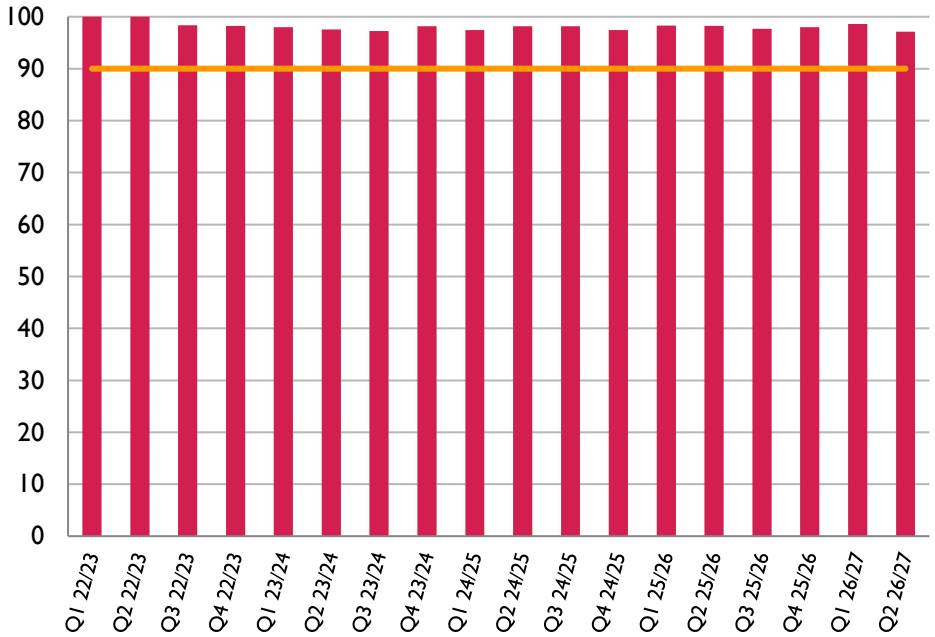
Programmes such as the Local Authority Housing Fund (LAHF) are increasing the supply of self-contained temporary accommodation. To stabilise the service, new properties have been purchased in the district and are currently being refurbished to provide 30 additional bed spaces.

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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Target

Direction of Travel

Against last Quarter ⇩

Against last Year ⇩

Slight decrease since last quarter and since last year

Higher is Good

Target	90%
Actual	97%

How do we compare?

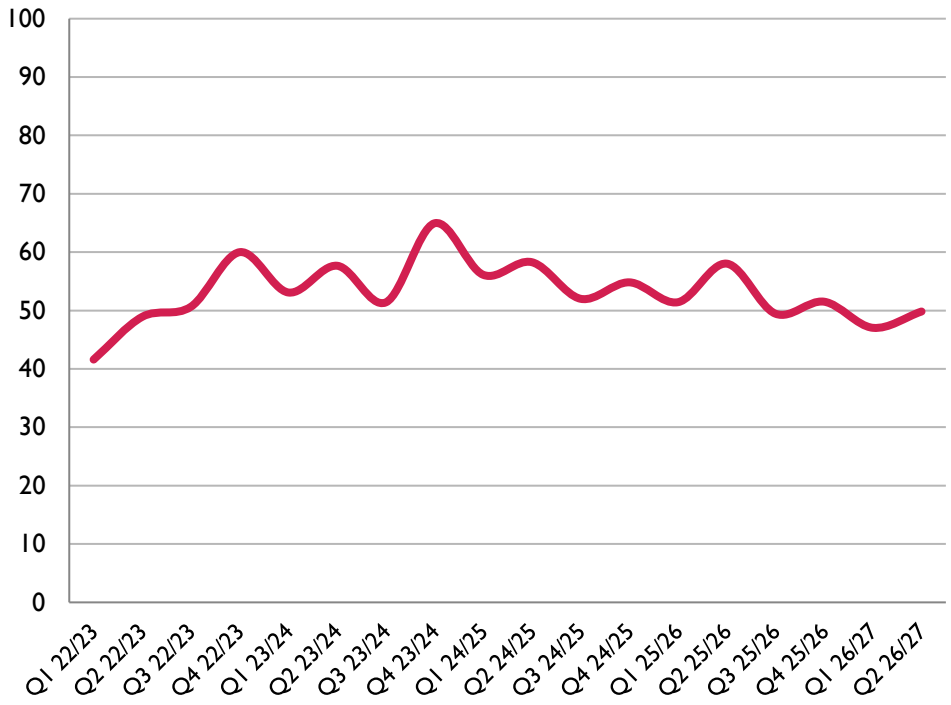
The Govmetric Channel Satisfaction Index is a monthly publication of the top performing councils across the core customer access channels. At least 100 customers need to be transferred to the survey to be included in the league table so even if satisfaction is high, it may not be included.

	July. Rank	July. Net Sat.	Aug. Rank	Aug. Net Sat.	Sep. Rank	Sep. Net Sat.
West	3	94%	3	94%	4	95%

In Q2 a total of 484 residents participated in the survey, of these, 470 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

Increased since last quarter and decreased since last year

No Target

Higher is Good

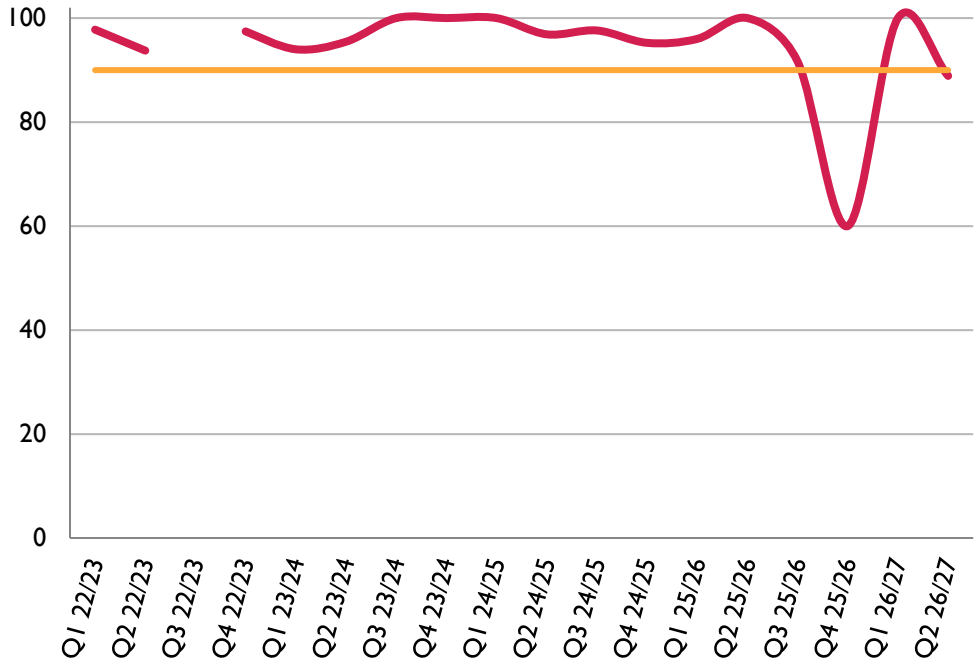
Actual	50%

A total of 588 residents responded to the survey, with 293 expressing satisfaction.
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 ↓

Decreased since last quarter and since last year

Higher is Good

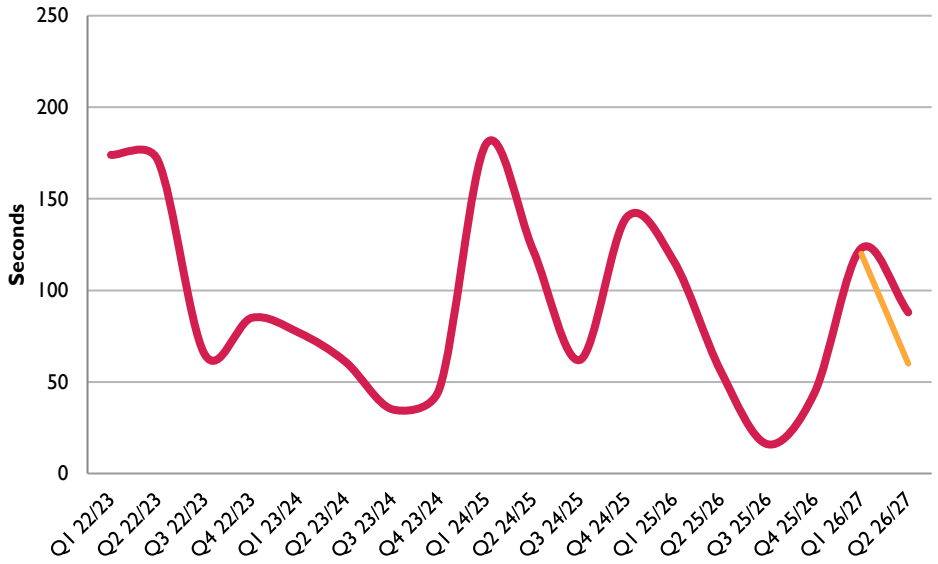
Target	90%
Actual	89%

In Q2, a total of 36 residents participated in the survey, 32 customers reported being satisfied with the service, reflecting a high level of satisfaction overall. Of those dissatisfied only one customer left feedback and this has been addressed by the team.

Customer Service advisors have commenced active engagement to drive participation in customer surveys during face-to-face interactions.

Customer Call Handling - Average Waiting Time

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Target

Direction of Travel

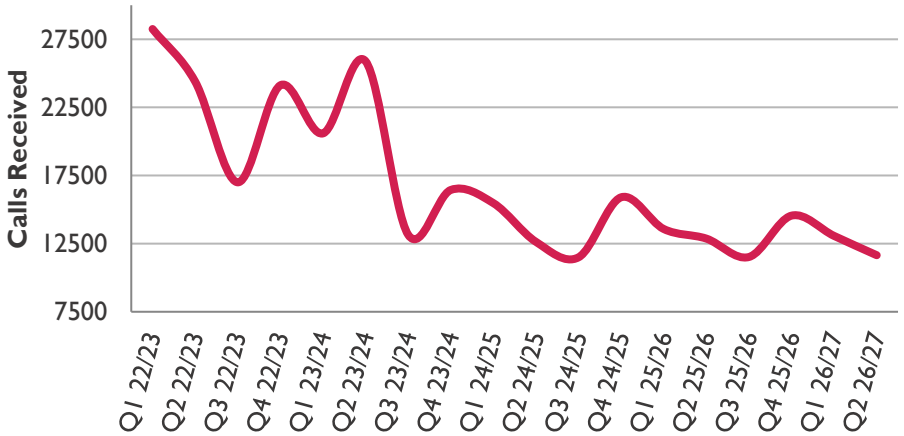
Against last Quarter

Against last Year

Decreased since last quarter and increased since last year

Lower is Good

Target	60s
Actual	88s



Average call waiting times increased by around 32 seconds compared with the same period last year.

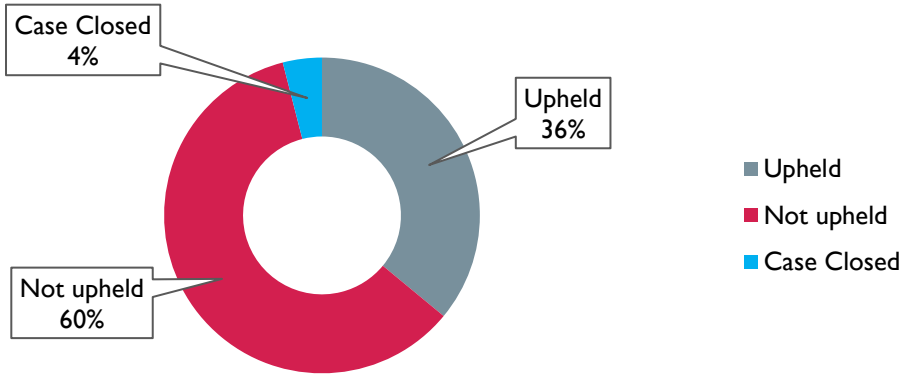
Q2 was a very challenging quarter for the customer service team. Annual leave and new starters, with new starter training reducing available capacity - all contributed to higher wait times in Q2. Once training is completed, performance is expected to improve.

Number of complaints upheld

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Complaints by Status



Direction of Travel

Complaints upheld or partly upheld at Stage 1

Against last Quarter ↑

Against last Year ↑

Increased since last quarter and since last year

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

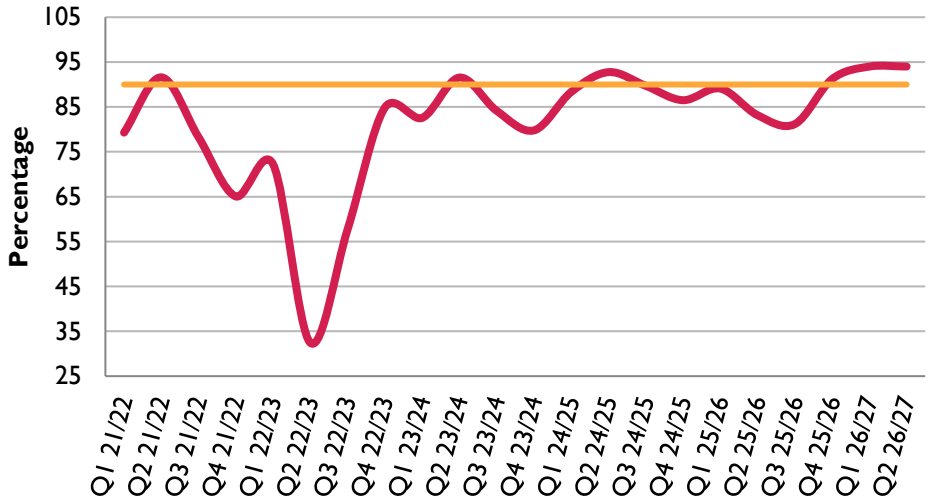
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Service area	Description	Outcome/Learning	Decision	Response time (days)
West Oxfordshire				
ERS	Licensing for animal trading	Information passed on correctly and apology issued	Upheld	10+
ERS	Lack of response to an enquiry	Apology issued, contacted the relevant department and enquiry was opened	Upheld	8
Assets	Lifts not working at council property	Fixed the lift - maintenance schedule was explained with an advice for visible notices around the councils next time lifts are out of order.	Upheld	7
Housing	Delay in housing response	Apology issued, and information provided	Upheld	5
Housing	Delay in housing response	Got the information to the complainant – apology issued	Upheld	10+
Council Tax	Incorrect bill	Reissued and solved – apology. The team was informed of this, better structure in place to minimise such errors	Upheld	9
Council Tax	Trouble with process of paying the bill	Customer shown how to call the automatic payment line	Upheld	7
Council Tax	Council tax support issue - different calculations led to a confusing billing period.	This was resolved and an apology was issued	Upheld	4
Parking	Permit was withdrawn without notice	Criteria for permit was explained and apology issued for lack of notice. Process review within the team to forestall reoccurrence.	Upheld	8

Percentage of FOI requests answered within 20 days

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Direction of Travel

Against last Quarter

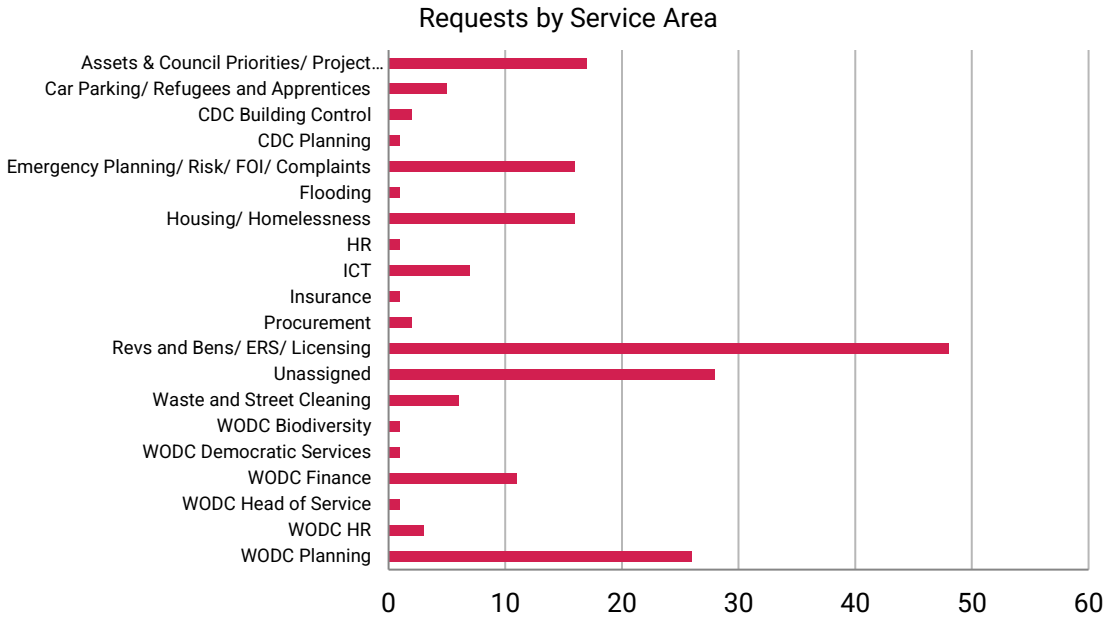
Against last Year

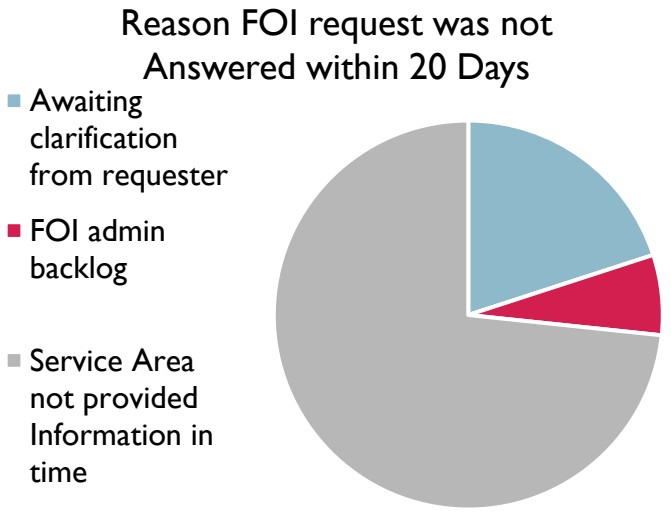
Steady since last quarter and increased since last year

Higher is Good

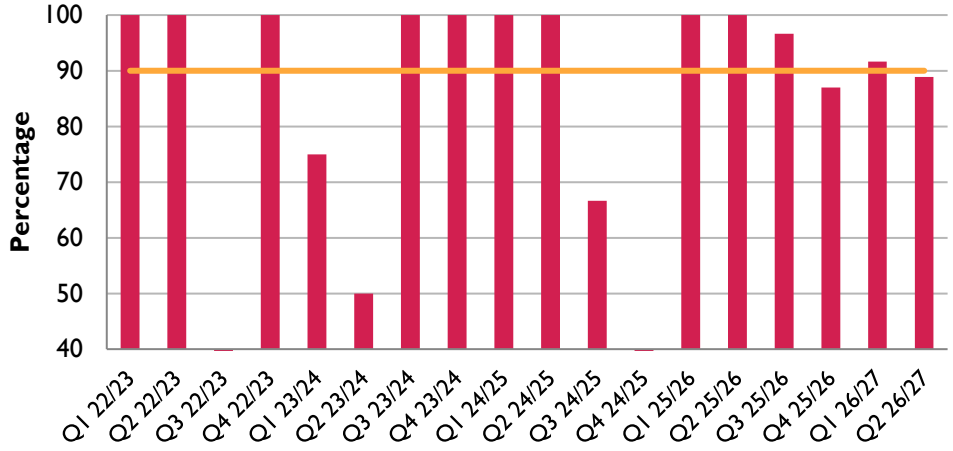
Target	90%
Actual	94%

197 FOIs were received in Q2, with 185 responded to within 20 days





Building Control Satisfaction



Direction of Travel

Against last Quarter ↓

Against last Year ↓

Decreased since last quarter and since last year

Higher is Good

Target	90%
Actual	89%

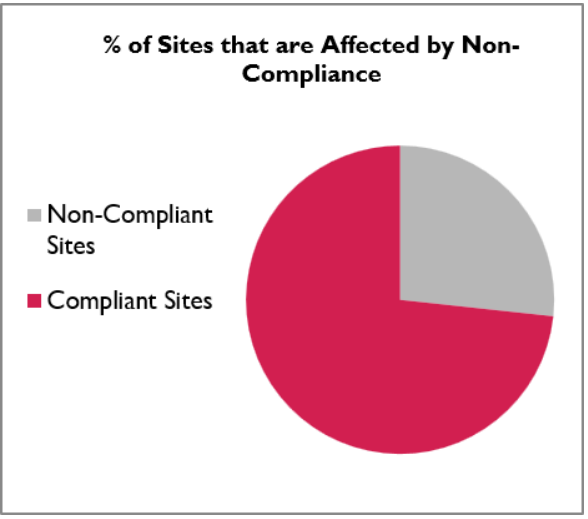
A new customer-feedback webform was introduced in October and issued with completion certificates. Early responses have been very positive, with customers praising the team's helpful, pragmatic support and swift turnaround.

Of the three 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

July	Aug	Sep	Number of Apps for Quarter
82%	**62%**	**64%**	**154**

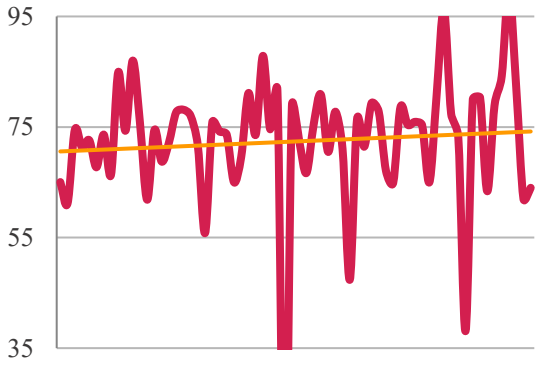


Interventions by Building Control

In Q2, a total of 235 non-compliances were recorded, including 44 electrical issues, 32 structural issues, 35 related to fire safety, and 32 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.

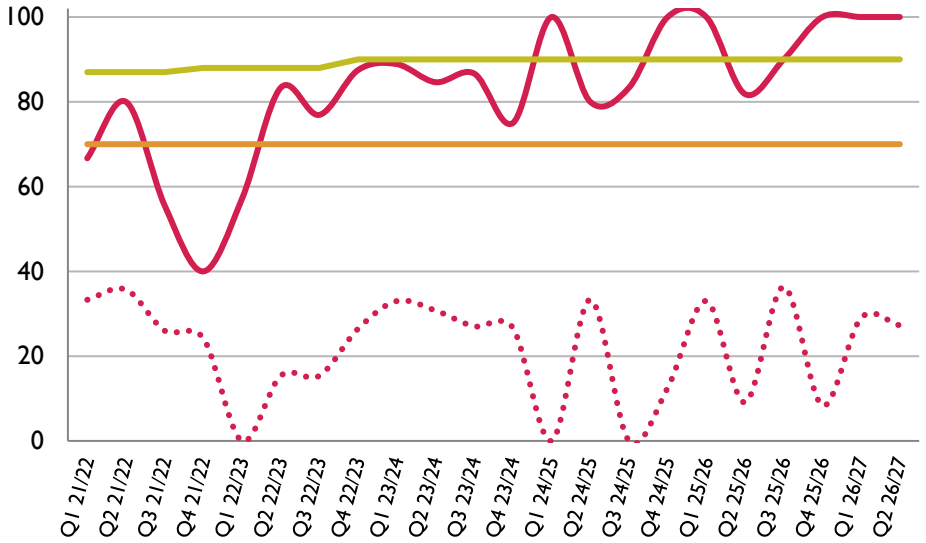
The below chart shows market share over time from April 2021



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

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Applications with AEOTs — Target

Applications without AEOTs — Shire Districts Mean

Direction of Travel

Against last Quarter

Against last Year

Steady since last quarter and increased since last year

Higher is Good

Target	70%
Actual	100%

How do we compare?

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

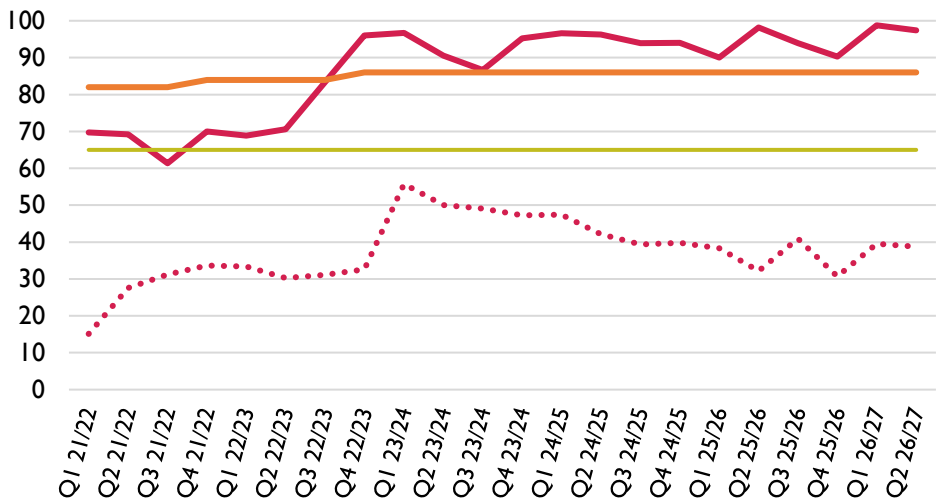
Q1 26-27 Benchmark	%	County Rank	Quartile
West Oxfordshire	**100**	**Joint - 1/5**	**Top**
Vale of White Horse	100	Joint - 1/5	Top
South Oxfordshire	90	3/5	Third
Cherwell	85	4/5	Bottom
Oxford	0	5/5	Bottom

The service demonstrated consistently strong performance in Q2, with all four applications received processed within the agreed timescales.

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

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Applications with AEOTs — Target

Applications without AEOTs — Shire Districts Mean

Direction of Travel

Against last Quarter ⇩

Against last Year ⇩

Slight decrease since last quarter and since last year

Higher is Good

Target	65%
Actual	97%

How do we compare?

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

Q1 26-27 Benchmark	%	County Rank	Quartile
West Oxfordshire	**99**	**1/5**	**Top**
Oxford	95	2/5	Top
Vale of White Horse	90	3/5	Second
South Oxfordshire	87	4/5	Third
Cherwell	75	5/5	Bottom

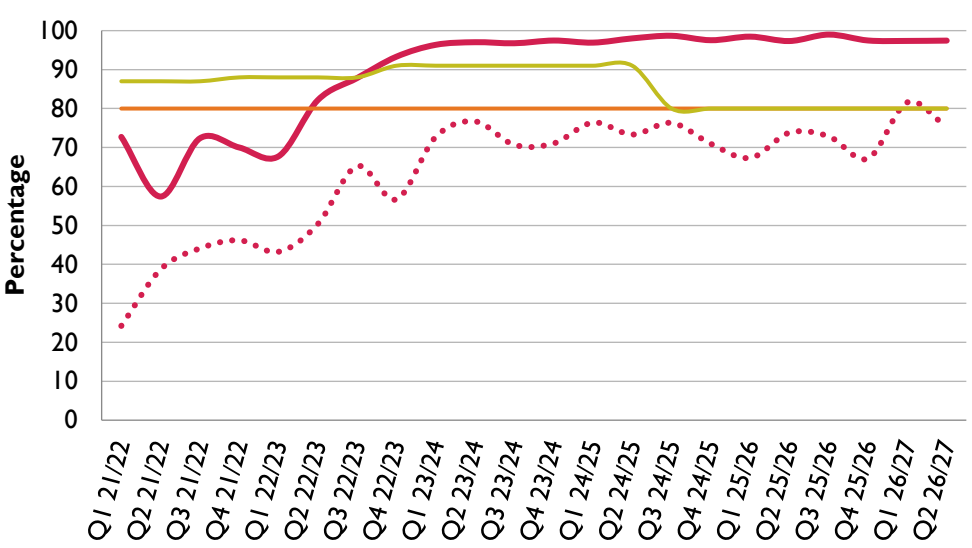
In Q2, performance was well above target. 74 minor applications were determined.

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)

WEST OXFORDSHIRE DISTRICT COUNCIL

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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	80%
Actual	97%

How do we compare?

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

Q1 26-27 Benchmark	%	County Rank	Quartile
West Oxfordshire	**97**	**1/5**	**Top**
Vale of White Horse	94	2/5	Top
Oxford	89	3/5	Third
South Oxfordshire	85	4/5	Bottom
Cherwell	75	5/5	Bottom

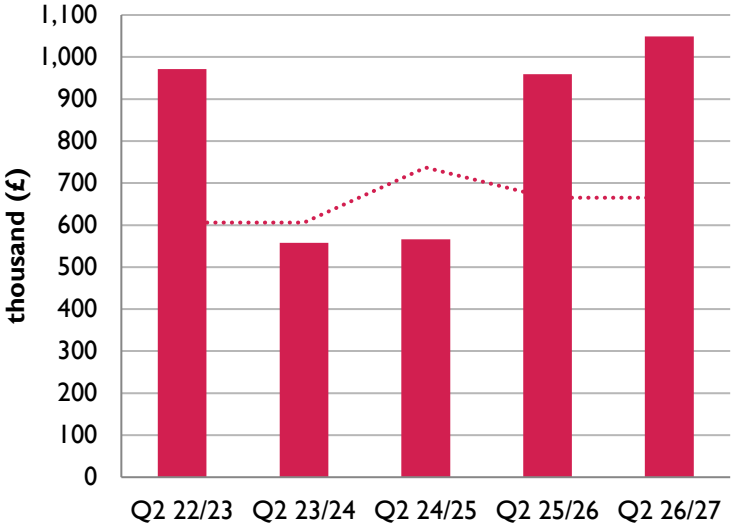
Determination times remain high, with 202 applications processed in Q2, including 152 within agreed timescales.

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

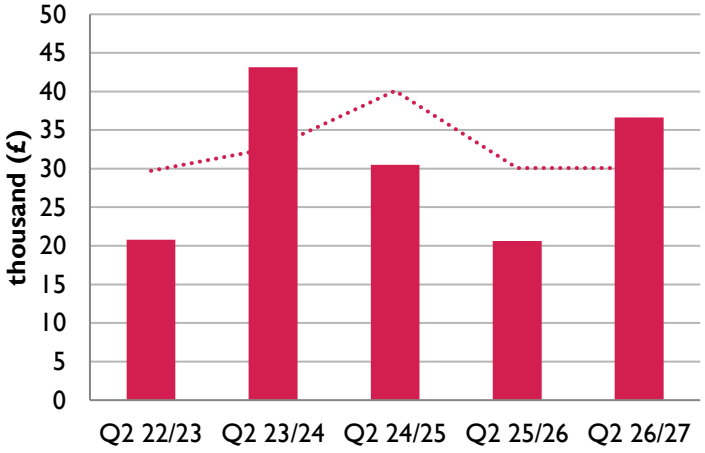
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Total planning income



Pre-application income



Direction of Travel

Higher is Good

Target

Total Planning Income

Against last Year ↑

Total Planning Income (£)	
Target	665,087
Actual	1,048,928

Pre-Application Income

Against last Year ↑

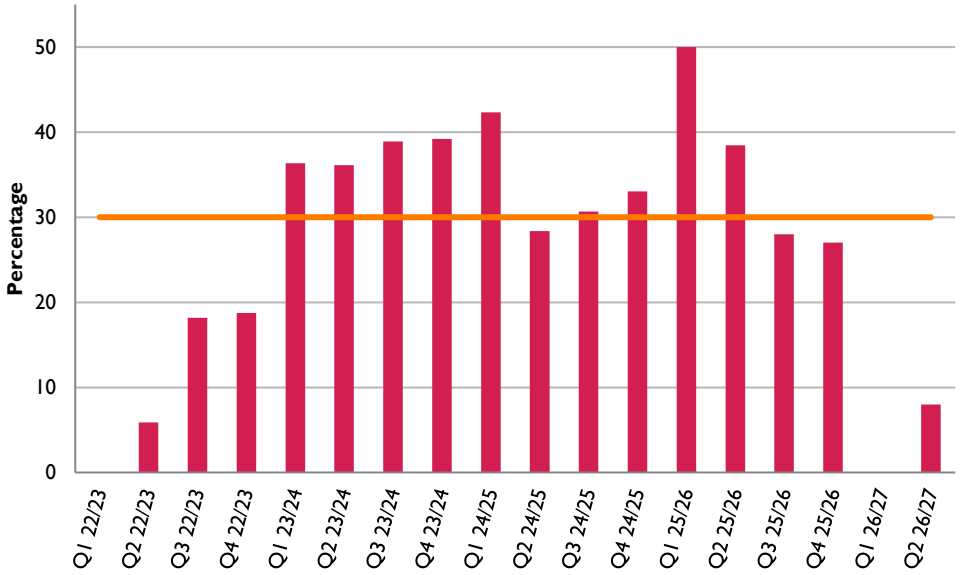
Pre-Application Income (£)	
Target	30,087
Actual	36,644

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

In Q2, 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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Target

Direction of Travel

Against last Quarter ↑

Against last Year ↓

Increased since last quarter and decreased since last year

Lower is Good

Target	30%
Actual	8%

How do we compare?

Percentage of planning appeals allowed (Specifically Q1 2026-27)

Q1 26-27 Benchmark	%	County Rank	Quartile
Vale of White Horse	0	Joint - 1/5	Top
West Oxfordshire	**0**	**Joint - 1/5**	**Top**
Oxford	30	3/5	Second
Cherwell	43	4/5	Bottom
South Oxfordshire	69	5/5	Bottom

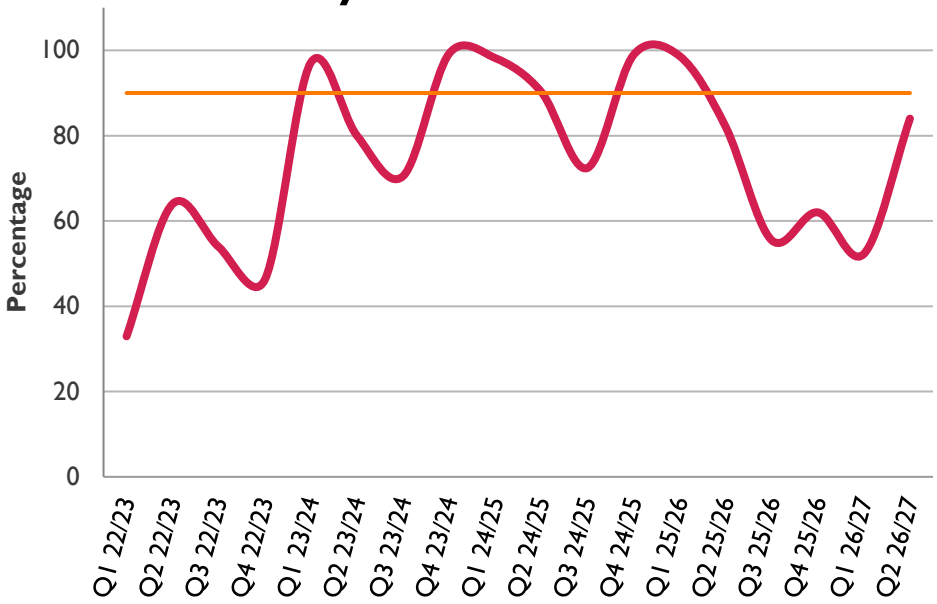
This indicator aims to ensure that no more than 30% of planning appeals are allowed in favour of the applicant, with a lower percentage being more favourable. According to the latest statistics from the Planning Inspectorate, the national average for Section 78 planning appeals granted is 28% (source: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

Of the 4 appeals determined, one was allowed in Q2 leading to a cummulative allowance of 8%.

Percentage of official land charge searches completed within 10 days

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Direction of Travel

Against last Quarter ↑

Against last Year ↑

Increased compared to last quarter and Increased since last year

Higher is Good

Target	90%
Actual	84%

Land Charges performance is improving but still under target. Average turnaround time has reduced from 16 days in Q1 to 10 days in Q2. There were also record-high volumes of 3.9k partial searches.

The Improvement Plan is still underway and further improvements in performance should be seen in Q3.

Number of affordable homes delivered (cumulative)

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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	138
Actual	12

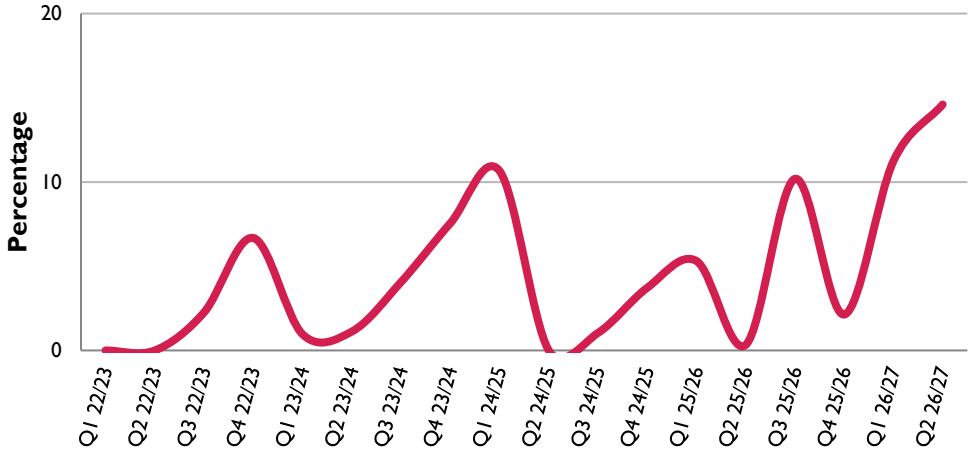
Six affordable rent homes were delivered in Q2, at Park View Woodstock.
More completions are anticipated at the end of the year at new sites in Hill Rise, Woodstock; Banbury Road, Chipping Norton; and Woodstock Road, Charlbury.

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

WEST OXFORDSHIRE DISTRICT COUNCIL

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(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 ↑

Number of Fly Tips Collected

198

Percentage Enforcement Action

Against last Quarter ↑

Against last Year ↑

15%

Fly Tips – Increased 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	4.16%	1/5	Top
South Oxfordshire	651	25	3.84%	2/5	Top
Cherwell	1332	29	2.18%	4/5	Second
West Oxfordshire	**985**	**21**	**2.13%**	**3/5**	**Second**
Oxford	5181	14	0.27%	5/5	Bottom

In Q2, 29 enforcement actions were carried out across the Council.

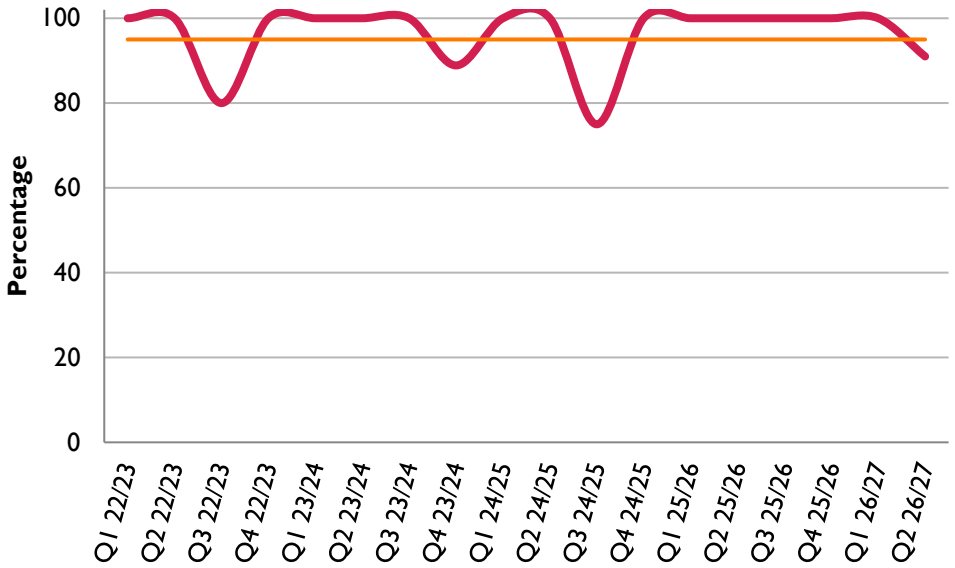
A new regulatory support officer started in August, increasing capacity for environmental crime and fly-tipping enforcement activity.

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

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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	95%
Actual	91%

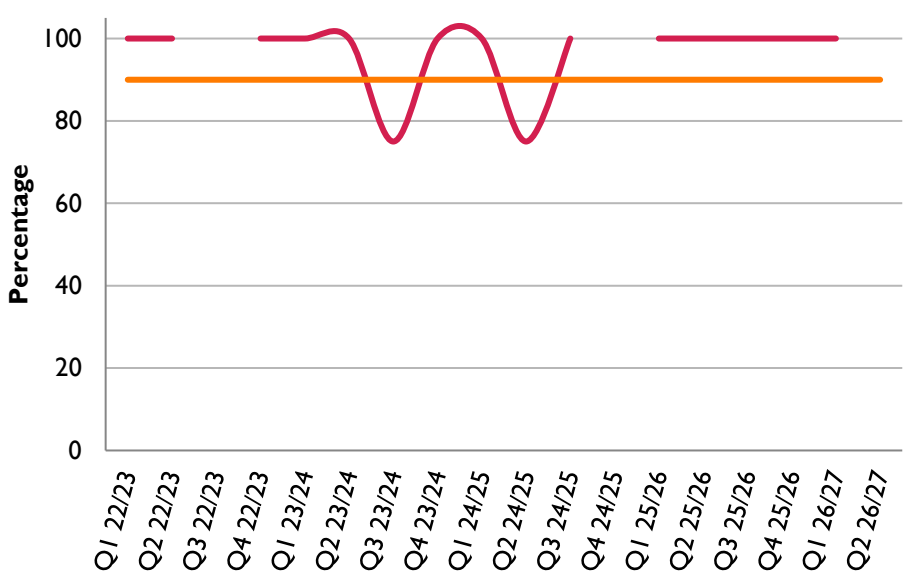
Eleven High-risk food inspections were undertaken during Q2, ten of which were completed within the target timeframes.

% 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

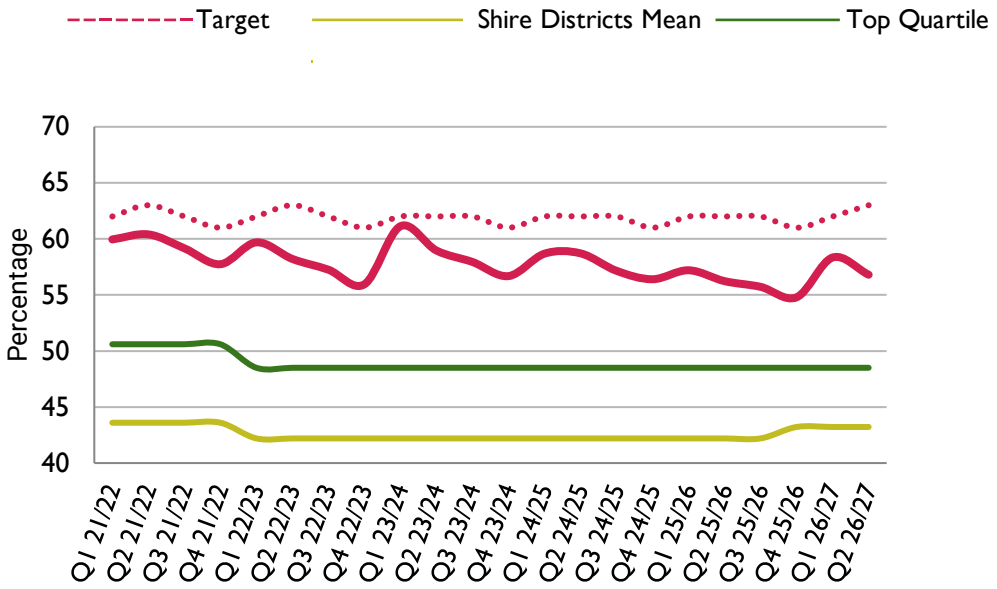
Against last Quarter	N/A
Against last Year	N/A

Higher is Good

Target	90%
Actual	N/A

No High risk notifications available in Q2.

Percentage of household waste recycled



Direction of Travel

Against last Quarter ⇩

Against last Year ⇧

Decreased since last quarter and increased since last year

Higher is Good

Target	63%
Actual	57%

Breakdown of Recycling

Dry Recycling	23%
Garden Waste	25%
Food	9%

How do we compare?

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

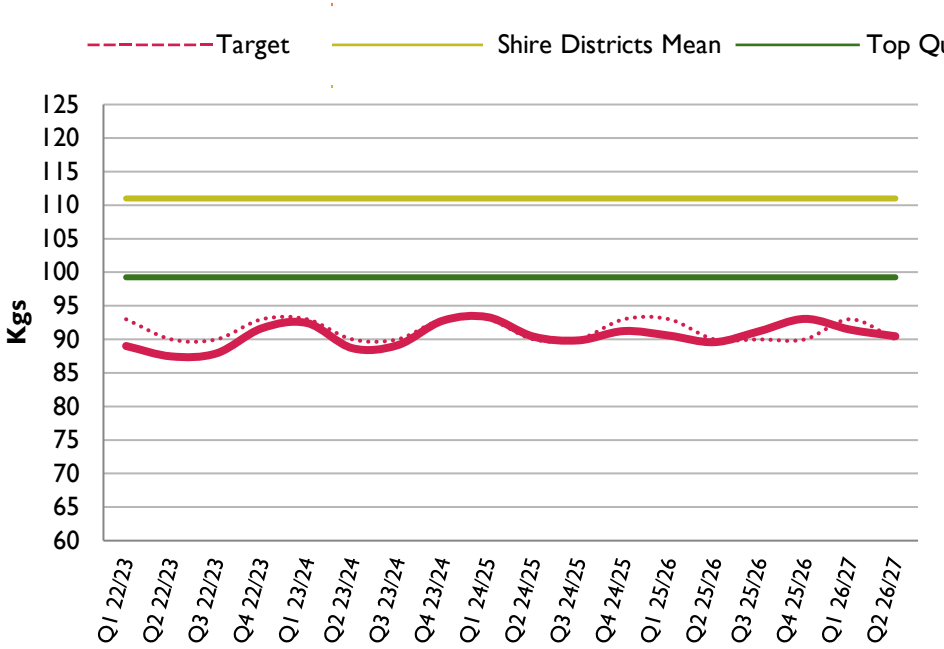
2024-25 Benchmark	%	County Rank	Quartile
South Oxfordshire	61.30%	1/5	Top
Vale of White Horse	58.9%	2/5	Top
West Oxfordshire	**57%**	**3/5**	**Second**
Cherwell	51.5%	4/5	Third
Oxford	48.2%	5/5	Bottom

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 national 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 Q2, the Council's current rate of 57% 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	90

How do we compare?

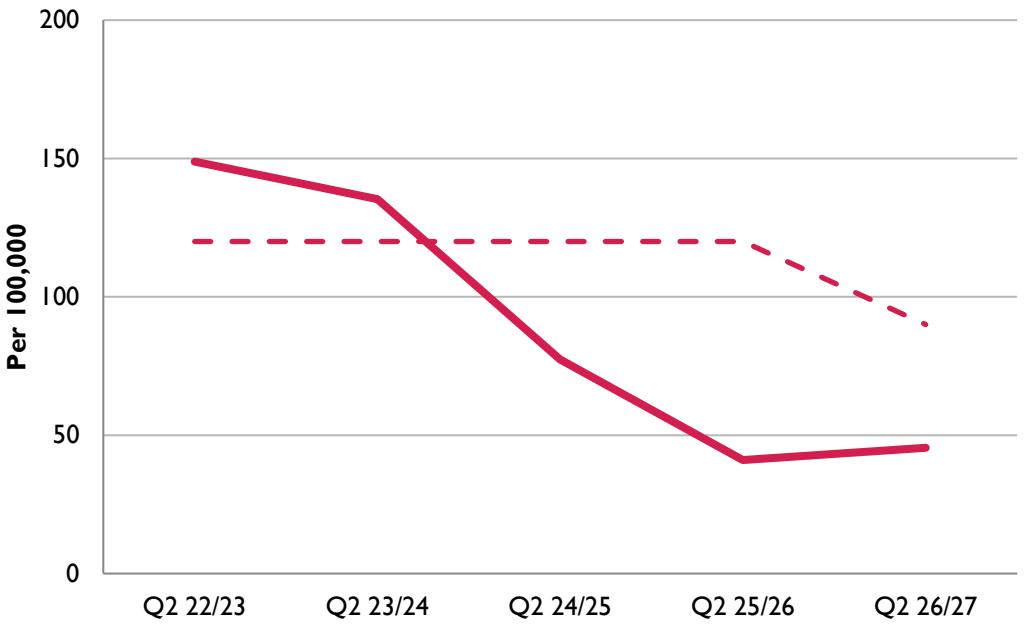
Residual household waste per household (kg/household) – Gov.uk. The latest dataset available is from 2024-2025

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 90kg, 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

Increased since last quarter and since last year

Lower is Good

Target	90
Actual	45

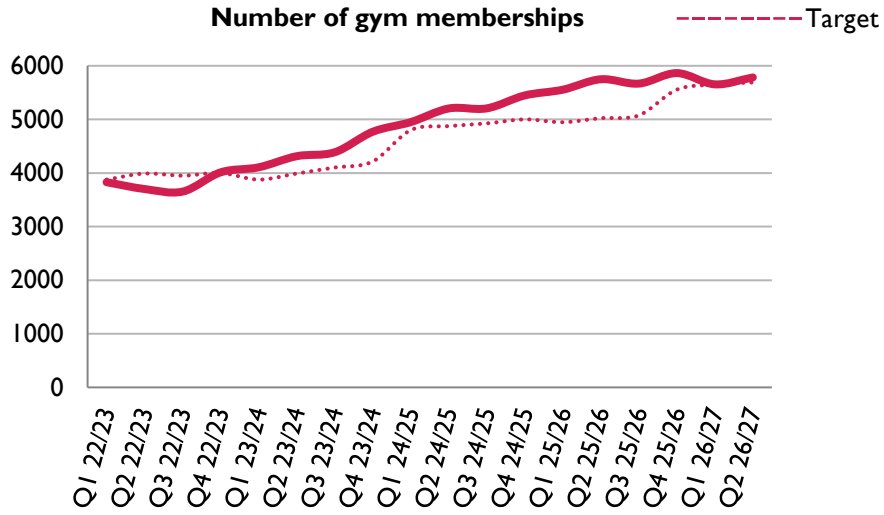
This quarter missed bins rose to 45.39 per 100,000, remaining comfortably within target. Q2 saw more service failures due to vehicle sensor breakdowns related to hot weather conditions.

Ageing fleet issues remain a concern, with procurement of new vehicles still underway. Despite these pressures, communication remains excellent, 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

WEST OXFORDSHIRE DISTRICT COUNCIL

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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 – Increased since last quarter and since last year
Leisure Visits - Increased since last quarter and since last year

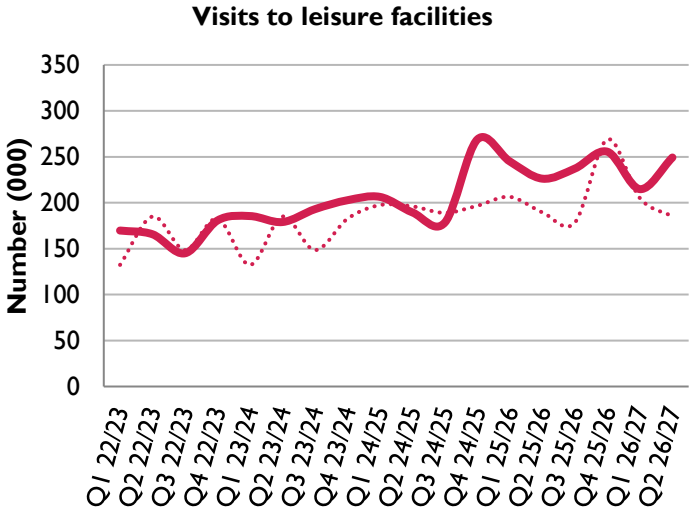
Higher is Good

Gym Memberships

Target	5,690
Actual	5,783

Leisure Visits

Target	185,000
Actual	249,230



The Council performed well in its leisure targets in Q2, meeting gym membership targets and exceeding visits by 35%.

Breakdown of Leisure Visits per facility:

Facility	Q1 25-26	Q2 25-26	Q3 25-26	Q4 25-26	Q1 26-27	Q2 26-27
Bartholomew Sports Centre	20,268	17,195	23,301	11,473	15,621	4,445
Carterton Artificial Turf Pitch	2,796	1,810	2,796	61,432	16,988	16,426
Carterton Leisure Centre	57,346	63,254	62,869	78,365	78,209	85,928
Carterton Pavilion	400	320	600	N/A	N/A	N/A
Chipping Norton Leisure Centre	47,750	40,080	52,563	63,423	50,321	60,423
Windrush Leisure Centre	95,596	81,676	69,235	85,592	87,795	94,541
Witney Artificial Turf Pitch	19,557	15,724	25,852	9,669	5,894	0
Woodstock Open Air Pool	1,137	6,143	0	0	3,607	13,192

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.