

Appendix B Efficiency Measures (2014/15 end of year)

Efficiency Measure	Performance	Baseline plus two years rank (2013/14)	Baseline plus one year rank (2012/13)	Baseline year rank (2011/12)
<p>Time taken to process Housing Benefit/Council Tax Support: new claims</p> <p>(2014/15 Actual: 11.8 days, Target: 12 days)</p>	<p>The average time to process a new claim for housing benefit/council tax support was within the 12 day target. Although slightly slower than processing times in the previous two years, a good level of service continues to be delivered (the 2013/14 shire district average was 21 days (housing benefit only)).</p> <p>During the year, there have been some resourcing constraints, in addition to new burdens which require local authorities to investigate and reassess claims where inconsistencies in declarations of earnings or non-state pension [for HB purposes] have been identified by the Department for Work and Pensions (DWP). The service is in the process of recruiting additional posts to improve both service delivery and resilience.</p>	<p>6</p> <p>(11 days)</p> <p>DWP reported HB only</p>	<p>5</p> <p>(9.4 days)</p> <p>Council reported</p>	<p>14</p> <p>(12.3 days)</p> <p>Council reported</p>
<p>Percentage of council tax collected</p> <p>(2014/15 Actual: 98.81%, Target: 99.00%)</p>	<p>At the end of 2014/15, we had collected 98.8% of the council tax due. Although this Council localised council tax support from April 2014, it does not appear to have had a large impact¹ on the collection rate.</p> <p>A new payments system was implemented in November which enables officers to be more proactive in recovering council tax and domestic rates. This should help towards achieving future annual targets.</p> <p>¹ the collection rate for shire district councils dipped slightly in 2013/14 which was attributed to the introduction of local council tax support schemes which increased the amount of council tax to be collected.</p>	<p>12</p> <p>(98.9%)</p>	<p>17</p> <p>(98.9%)</p>	<p>4</p> <p>(99.2%)</p>

Efficiency Measure	Performance	Baseline plus two years rank (2013/14)	Baseline plus one year rank (2012/13)	Baseline year rank (2011/12)
<p>Percentage of household waste sent for reuse, recycling and composting</p> <p>(2014/15 Actual: 58.00%, Target: 62%)</p> <p>Recycling rate=22.87% Composting rate = 34.94% Re-use rate = 0.19%</p>	<p>There was no change in the combined recycling rate compared to the previous year (Actual: 58.05%). After the introduction of the new waste service in June 2008, we were able to achieve a combined recycling rate of over 60%. However, over the last four years, the combined recycling rate has dipped below 60%, and is mostly attributable to a decline in the dry recycling rate.</p> <p>Nationally, the combined recycling rate has plateaued over the last three years; the rate for 2013/14 was 43.5%.</p> <p>In the absence of further significant service change, maintaining recycling momentum is challenging. However, the Council has embarked on a number of initiatives to promote waste Reduction, Re-use and Recycling in the District including:</p> <ul style="list-style-type: none"> • a 'gRRReen communities awards' competition sponsored by Ubico Ltd to promote awareness of the three R's – Reduce, Re-use, Recycle – was won by Cirencester Deer Park School who developed an organic plot on what was previously waste land; • a refreshed communications campaign including new vehicle livery to promote the three R's, increased use of social media, and an information sheet sent out with Cotswold News in November; • the improvement of the bring bank network offering greater opportunities to recycle which is due to be concluded by the end of June 2015. <p>In addition, the Joint Waste Committee will shortly be targeting households which do not recycle food waste and through increased promotion and the rollout of bin stickers, it is hoped that there will be a positive effect on performance.</p>	<p>9</p> <p>(58.05%)</p>	<p>9</p> <p>(58.57%)</p>	<p>11</p> <p>(58.65%)</p>

Efficiency Measure	Performance	Baseline plus two years rank (2013/14)	Baseline plus one year rank (2012/13)	Baseline year rank (2011/12)
Residual household waste per household (2014/15 Actual: 383 kg, Target: 354 kg)	<p>The District is producing more residual waste per household in comparison to previous years. The issue of higher levels of waste arisings, in particular increased residual waste is an issue for all Gloucestershire Districts, and nationally.</p> <p>In 2014/15, residual household waste per household increased slightly on the previous year. In 2013/14, Cotswold District produced 379 kg per household compared to 511 kg in Gloucestershire, 526 kg for the South West and 555 kg for England.</p> <p>The Joint Waste Committee has proposed that the county-wide increase in waste arisings is due to the upturn in the economy, and that it is also probable that as recycling schemes have matured, in the absence of further changes, some households may have lost impetus in recycling. In addition, light weighting of packaging and a reduction in paper and glass in the waste stream is affecting the overall weight of recyclables.</p>	18 (379 kg)	15 (361 kg)	12 (362 kg)
The number of working days lost due to sickness absence per full-time equivalent (2014/15 Actual: 8.9 days, Target: 6 days)	<p>The Council's sickness absence rate increased in 2014/15, following low levels of sickness absence in the previous year (5.9 days per fte compared to the shire districts' median of 7.9 days per fte). There were higher levels of both long term sickness, in particular the longevity of the cases, and short term sickness. Nearly 4 days per fte were lost due to long term sickness absence, and 5 days to short term sickness absence (Target: 4 days).</p> <p>The Council has an active approach to managing sickness absence; managers are able to access a wide range of management tools including management reports, and occupational health referrals; and HR Business Partners monitor the frequency of return to work interviews. All cases of sickness absence are managed and progressed under the Council's Absence Management Policy, and case reviews are undertaken when 'trigger' points have been reached.</p>	25 (5.9 days)	142 (9.1 days)	142 (8.5 days)

Efficiency Measure	Performance	Baseline plus two years rank (2013/14)	Baseline plus one year rank (2012/13)	Baseline year rank (2011/12)
<p>Unemployment claimant rate (Job Seekers Allowance)</p> <p>(March 2015 Actual: 0.7%, Target: top 25%)</p>	<p>Historically, the claimant rate in the Cotswold District has been relatively low, with rates below 1% prior to the economic crisis, rising to a peak of 2.2% in April 2009, and falling back below 2% a year later. Since then, the claimant rate has generally continued to fall, and in May 2014, the rate dipped below 1% for the first time since September 2008.</p> <p>The claimant rate for March 2015 was 0.7% (354 claimants), slightly higher than December 2014 at 0.6% (315 claimants), but much lower than the rate a year ago (March 2014, 1.1%, 527 claimants).</p>	<p>12 (0.6%)</p>	<p>17 (1.0%)</p>	<p>20 (1.4%)</p>
<p>Overall cost of Council services per head of population in 2015/16 (from Revenue Estimates)²</p> <p>(2015/16 Provisional: £102.85, Target: n/a)</p>	<p>The Council has made reductions in its overall cost of services. Efficiency savings have been made from revisions to the joint senior management structure with West Oxfordshire and other shared working opportunities within the units.</p> <p>The Medium Term Financial Strategy 2015/16 to 2018/19 and the Budget 2015/16 was approved by Council in February. The MTFS includes savings targets which will be delivered in the main by the 2020 Vision for Joint Working.</p> <p>²The calculation has been revised to remove the use of General Fund Working Balances as the decisions on how to fund revenue expenditure is not relevant to the overall cost of Council services. All figures except the baseline figure have been prepared using this methodology.</p>	<p>78 (£104.70)</p>	<p>77 (£109.25)</p>	<p>77 (£109.81)</p>
<p>Rate of increase in council tax in 2015/16</p> <p>(2015/16 Actual: -5%, Target: 0%)</p>	<p>One of the Council's priorities is to freeze council tax until 2016. For 2015/16, we reduced [our portion of] council tax for the third consecutive year; having already frozen council tax in the previous two years. Of all the shire district councils, this is again the largest percentage reduction. Furthermore, this council is one of only five shire district councils to reduce council tax by 3% or more.</p> <p>The cost of [our portion] of council tax for an average Band D property has reduced from £144.38 in the baseline year to £126.40 in 2015/16.</p>	<p>1 (-3%)</p>	<p>1 (-5%)</p>	<p>36 (0%)</p>

Efficiency Measure	Performance	Baseline plus two years rank (2013/14)	Baseline plus one year rank (2012/13)	Baseline year rank (2011/12)
<p>Overall crime rate per 1,000 population in 2014/15</p> <p>(2014/15 36.8 (provisional), Target: top 25%)</p>	<p>Police recorded crime³ fell in this District between 2006/07 and 2012/13. Following an increase in recorded crime in 2013/14 (3323 crimes (excluding fraud) compared to 3036 in the previous year), the latest data provided by Gloucestershire County Council shows that overall crime in 2014/15 has fallen back to 2012/13 levels, with falls in most categories of crime including shop lifting, anti-social behaviour, and criminal damage (in particular vehicles), and theft from motor vehicles.</p> <p>In 2013/14, there was a higher incidence of some types of acquisitive crimes such as shop lifting and non-domestic burglaries (in particular sheds and garages). Non-domestic burglaries continued to rise in the first six months of the year, spiking in the summer of 2014; however, over the last six months, non-domestic burglaries have fallen back to pre-October 2013 levels. The Community Safety Officer continues to work closely with local policing teams, to support local communities in the District to adequately secure their sheds and garages.</p> <p>The District has nine Neighbourhood Co-ordination Groups; meetings are held throughout the year, and residents can come and discuss their concerns with the local neighbourhood team and local partner agencies, including officers from this Council. With our partners, officers also provide advice at the Crime Prevention Stall which visits Cirencester Charter Market on a regular basis.</p> <p>In July 2015, the six existing policing areas are expected to be replaced with a single neighbourhood command as part of the Gloucestershire Police Force restructure. This may have implications for this District as Police Community Support Officers (PCSOs) may be deployed beyond their own neighbourhood policing area.</p> <p>³Police recorded crime data no longer meets the required standard for designation as National Statistics.</p>	<p>70 (39.5)</p>	<p>40 (36.4)</p>	<p>40 (40.4)</p>