

Report of:	Meeting	Date	Item No.
Cllr Alan Vincent, Leader and Resources Portfolio Holder and Clare James, Head of Finance (s.151 Officer)	Cabinet	18 October 2017	6

Cost Profiles – Benchmarking Results 2017/18

1. Purpose of Report

- 1.1 To consider the findings of the 2017/18 benchmarking study, a key element used to demonstrate that the council has proper arrangements in place for securing value for money.

2. Outcomes

- 2.1 The demonstration of value for money and an understanding of how well the council's overall service costs compare with others ultimately leading to better value for money services for local people.

3. Recommendations

- 3.1 That the Cabinet considers the benchmarking information attached and uses the findings to influence future service reviews.

4. Background

- 4.1 The council's External Auditors (KPMG) have a statutory responsibility, as set out in the National Audit Office's (NAO) Code of Audit Practice 2015, to give a value for money conclusion each year as part of their audit of the financial statements. Essentially, the VFM conclusion considers how the Authority "has proper arrangements to ensure it takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes for taxpayers and local people". For 2016/17 the auditors were required to give their statutory VFM conclusion based on the single criteria above, supported by three sub-criteria. These consider whether the Authority has proper arrangements in place for:

- Informed decision making;
- Sustainable resource deployment; and
- Working with partners and third parties.

- 4.2 The External Auditors follow a risk based approach to target audit effort on the areas of greatest audit risk. They consider the arrangements put in place by the Authority to mitigate these risks and plan their work

accordingly. No significant risks were identified in relation to the VFM conclusion, no additional work has therefore been completed and subsequently they have concluded that the Authority has made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2017.

- 4.3** In the past, Overview and Scrutiny Committee have used the results of the benchmarking study to inform value for money reviews as part of their annual work programme.

5. Key Issues and Proposals

- 5.1** LG Futures were commissioned to analyse statistics published by the Department for Communities and Local Government (DCLG) which allow us to analyse the money that councils plan to spend on their services each year. To put the spending into context, the information is expressed relative to a number of different denominators with the main one being the council's population.

- 5.2** Comparisons are based on the 'Nearest Neighbour Group' as recommended by CIPFA and last updated in 2014, with our costs being compared to those local authorities (15 excluding Wyre) that are considered to have similar characteristics, demographics, etc. Further comparison with English shire district authorities is then provided allowing us to review our position in relation to the national average.

- 5.3** The report identifies notional savings of £3.4m if Wyre set its unit costs in each service area to the bottom 20% of comparable authorities in England, with the greatest potential for savings in Cultural and Related Services (£1.7m). However it is important to state that distinctive features of planned spending are not by themselves either right or wrong and circumstances can vary significantly even between nearest neighbour authorities, with the following questions being raised:

- Is the difference in the council's spending associated with differences in the level of service it provides?
- Is the council's spending consistent with that of other council's providing services in a similar way or quality?
- Has the council's spending changed compared to others in the last three years?
- Is the scale of the service large enough to justify making distinctions between councils?

- 5.4** The Council's total expenditure per head of population for 2017/18 is £111.14 and this places us as the 3rd lowest spender in the group as can be seen in the chart on page 8 of the LG Futures report (Appendix 1) and slightly better than the national average of £120.

- 5.5** The population information used in the reports is taken from the mid year estimates of population published by the Office of National Statistics (ONS). Our spending plan for 2017/18 uses the Registrar General's population estimate in June 2016 of 109,550 which places us as the 8th smallest authority out of the 16 in the group.

5.6 The total expenditure cost of £111.14 per head of population is made up as follows:

	£	%
Highways and Transport Services	2.45	2
Housing Services	11.02	10
Cultural and Related Services	27.21	25
Environmental and Regulatory Services	34.88	31
Planning and Development Services	4.61	4
Central Services	30.97	28
Total	111.14	100

5.7 There are a number of detailed charts which relate to individual service areas for the 2017/18 financial year (Original Estimate) and these will be made available for use by service managers. Particular areas of interest are concentrated in the 'Highways and Transport', 'Housing' and 'Cultural and Related Services' areas where Wyre's unit costs are significantly higher in some areas than our Nearest Neighbour average. Overall, using a traffic light system, the report has identified eight 'red' categories and seven 'amber', most of which merit further investigation.

Service Category	Red	Amber	Green	Grey = Average	Overall
Highways and Transport Services	4	1	3	0	Red (1 st)
Housing Services	2	2	2	0	Green (15 th)
Cultural and Related Services	2	1	1	1	Red (3 rd)
Environmental and Regulatory Services	0	2	1	4	Green (13 th)
Planning and Development Services	0	1	3	3	Green (16 th)
Central Services	0	0	5	1	Green (16 th)
TOTAL	8	7	15	9	Green (14th)

Based on the above Red/Amber indicators and after removing those below a minimum budget threshold of £30,000 or offset by grant received, the remaining list of specific priority areas is as follows:

1. Highways Maintenance
2. Parking Services
3. Public Transport
4. Homelessness
5. Housing Welfare: Supporting People
6. Culture and Heritage
7. Open Spaces
8. Other Cultural and Related Services
9. Other Environmental and Regulatory Services
10. Business Support

5.8 Highways and Transport Services

At Wyre, net expenditure on highways and transport services is £2.45 per head of population, equivalent to just 2% of the total spend per head but is the most expensive in the group. The national average is a surplus of £6 per resident with the minimum unit cost an improvement of £43 on Wyre's. Looking at the areas classed as red or amber reveals the following:

- Highways maintenance, including support for the LCC agency agreement and non-agency roads, are £2.42 per head of population, the highest spend, with 8 authorities declaring a nil spend. This includes maintenance of roundabouts, shrub beds and other features installed on highway land owned by Wyre as well as the maintenance of unadopted highways following the housing stock transfer;
- The net income that we earn from car parking is £1.87 per head of daytime population with one authority earning less than us. Scarborough is the highest earning authority in the group reporting net income of £33.89 per head with North Devon being the next highest and earning £20.87 and Fylde report earnings of £3.98. If we add back in the rental income for the two car parks now operated by Booths our income rises to £3.33 per head but our ranking only improves by one place to third lowest in the group;
- Transport Planning, Policy and Strategy encompasses support service recharges totalling £11,340 only and although identified in the survey is below the threshold for further investigation.
- The cost for Public Transport, essentially the Fleetwood to Knott End Ferry, Bus Shelters and the Bus Station at Cleveleys is £1.55 per head. If the ferry is stripped out, our unit cost becomes £0.19 per head and our ranking moves to 6th overall with four group members declaring a nil spend.

5.9 Housing Services

Wyre is the 2nd lowest spender with expenditure on Housing Services of £11.02, 10% of the spending, slightly lower than the national average of £14 but £21 higher than the national minimum. Looking at the areas classed as red or amber reveals the following:

- The costs of the homelessness service at £31,875 per household accepted as homeless (8) place us as the second highest spender in the group. After stripping out any one-off grants our unit cost is still £26,746.25 and our ranking remains unchanged. Fylde have 9 cases of households accepted as homeless, so one more than Wyre, and their unit cost is around half Wyre's at £15,555.56;
- Administration of housing benefit at £124.56 per Housing Benefit claimant (6,872) places us 6th in the group prior to the receipt of government grant, with the true cost to the council after grant being only £69.76 per claimant.
- Discretionary rent rebates and rent allowances, where we voluntarily disregard war disablement and war widows' pensions, at £7.28 per Housing Benefit claimant place us as the 7th lowest spender, with Fylde reporting a surplus of £184.15, although this suggests it is an error. It should be remembered, however, that much of this cost is met

by the government in the form of housing subsidy. The real cost to the council for local housing benefit schemes in 2017/18 is £1.82 per Housing Benefit claimant.

- Only Fylde in addition to Wyre has categorised expenditure as 'supporting people' costs, with Wyre, reflecting its Care and Repair and Handy Persons Scheme, being the highest spender at £0.28. Again, some of this cost is met by government grant and contributions from Fylde to run their service, without which, the cost would rise to £2.05 per head. There is reason to explore this area further to investigate its potential as a fully self-sustaining service area.

5.10 Cultural and Related Services

This includes culture and heritage, recreation and sport, open spaces and tourism. Wyre is ranked as the 3rd most expensive, with a cost of £27.21 per head of population – 25% of spending and £7 higher than the national average. Only Scarborough and Shepway are spending more than Wyre, although the gap between the top spender and the 3rd place authority is around one third. Looking at the areas classed as red or amber reveals the following:

- Culture and heritage costs, incorporating the Marine Hall, Thornton Little Theatre, Marsh Mill, the Wyre Volunteer Project and Arts Development/Promotion, are the 6th highest spend in the family group at £5.16 with the highest spend being Scarborough at £13.77 and the second highest being Shepway at £7.60;
- Parks and open spaces costs which include Wyre Estuary Country Park, Rossall Point and the Allotments show us to be the 4th highest spender based on local authority area at £48.38. Dover and Tendring have comparable local authority areas in size and their unit costs are £23.83 and £17.95 respectively (both mid-table);
- Tourism costs of £2.31 place us as the 4th highest spender with Allerdale reporting a £3.17 surplus.

5.11 Environmental and Regulatory Services

The cost profiles show Wyre as the 4th lowest spender in the group with expenditure of £34.88 per head of population – 31% of spending and slightly better than the national average of £40 per head of population. Looking at the areas classed as amber reveals the following:

- Owing to the difficulty in accurately identifying contractor and client costs for the different waste streams, these two service areas (one amber and one green) have been combined. When Waste Collection, Waste Disposal and Recycling are combined our total spend of £19.59 is the 3rd lowest in the family group.
- Wyre is the 7th highest spender for Other Environmental and Regulatory Services which includes Trade Waste, Coast Protection, Flooding and Land Drainage at £4.19 per head of population, with Sedgemoor spending the most at £12.37 per head of population and both Allerdale and Adur generating surpluses of £2.14 and £2.24 respectively. In this category, Wyre's highest area of spend is in relation to sea defences (80%).

5.12 Planning and Development Services

Wyre is the lowest spender on planning and development services at £4.61 per head – 4% of spending – primarily due to the income from the council’s property portfolio. Interestingly, although in the bottom 20%, Wyre’s spend is still £142 higher than the national minimum being a surplus of £137 per resident.

- Business Support is the only amber category and includes Business Support and Wyred-Up at £12.03 per number of businesses in Wyre (4,655). This reveals Wyre to be the 5th highest spender of 10 authorities who report a spend, with 4 authorities reporting net income including Teignbridge, the highest at £100 per business.

5.13 Central Services

With expenditure of £30.97 for Central Services, approximately 28% of the budget, Wyre is the lowest spender in the family group and no red or amber category areas were identified. The national average for this category is £37 with the minimum being £13 per resident.

5.14 Further Work

The scrutiny programme for the current year includes a review of income from charging. The findings outlined in this report will hopefully assist the council in selecting any future service areas for review in 2018/19.

As part of the process of identifying our statutory and non-statutory service areas, ten priority areas classed as red or amber have been identified for further investigation and Service Directors have been presented with the benchmarking report and further analysis to assist them in working with Finance to identify opportunities for improving our unit costs and securing savings towards the ongoing efficiency programme.

Financial and legal implications	
Finance	The Council’s Medium Term Financial Plan identifies the need to secure efficiency savings in future years. The delivery of value for money services will not only assist with our financial planning but will also aid the prioritisation of resources.
Legal	None arising directly from the report.

Other risks/implications: checklist

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with a x.

implications	✓ / x
community safety	x
equality and diversity	x
sustainability	x
health and safety	x

risks/implications	✓ / x
asset management	x
climate change	x
data protection	x

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List of background papers:		
name of document	date	where available for inspection
None		

List of appendices

Appendix 1 – LG Futures Report

arm/ex/cab/cr/17/1810cj1



Financial Intelligence Toolkit

2017/18 Subscription

Financial Benchmarking - Unit Costs

Wyre

Overview

This report compares unit costs between local authorities in England, using budgeted expenditure from authorities' Revenue Account (RA) returns for 2017/18. The report is intended to act as an initial guide for further investigation into areas where unit costs differ to those of similar authorities and where there may potentially be scope for savings.

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Summary of Key Points

Potential Savings

- Overall, Wyre would generate notional savings of £3.4m if it set its unit costs in each service area to the bottom 20% of comparable authorities in England. Setting unit costs to the median would impose additional expenditure of £0.9m, while setting unit costs to the top 20% would impose additional expenditure of £5.4m.

Overall Unit Costs

- Overall, Wyre's unit costs (excluding schools) are 11.9% lower than the nearest neighbour average, and are ranked 14th highest out of the 16 authorities.
- Compared nationally, Wyre's unit costs are 7.2% below average, and are ranked 128th highest out of 201 comparable authorities.
- Wyre's overall unit costs decreased by 3.5% between 2016/17 and 2017/18. Compared to its nearest neighbours, its unit cost ranking remained unchanged at 14th highest in the group.

Unit Costs by Service

- Highways & Transport - Wyre's unit costs are 127.0% higher than the nearest neighbour average, and ranked the highest out of 16 authorities. Compared nationally, its unit costs were 138.4% higher than average, and ranked 19th highest out of 201 comparable authorities. Please note that unit costs exclude levies for Integrated Transport Authorities (paid by metropolitan districts), and transport costs borne by the Greater London Authority, which may affect national comparisons.
- Housing Services (General Fund only) - Wyre's unit costs are 30.9% lower than the nearest neighbour average, and ranked 15th highest out of 16 authorities. Nationally, its unit costs are 23.6% lower than average, and ranked 147th highest out of 201 authorities.
- Cultural & Related Services - Wyre's unit costs are 32.1% higher than the nearest neighbour average, and ranked 3rd highest out of 16 authorities. Compared nationally, its unit costs are 33.2% higher than average, and ranked 48th highest out of 201 comparable authorities.
- Environmental & Regulatory Services - Wyre's unit costs are 18.6% lower than the nearest neighbour average, and ranked 13th highest out of 16 authorities. Nationally, its unit costs are 13.8% lower than average, and ranked 143rd highest out of 201 authorities.
- Planning & Development Services - Wyre's unit costs are 71.2% lower than the nearest neighbour average, and ranked 16th highest out of 16 authorities. Nationally, its unit costs were 63.9% lower than average, and ranked 180th highest out of 201 comparable authorities.
- Central Services - Wyre's unit costs are 22.5% lower than the nearest neighbour average, and ranked 16th highest out of 16 authorities. Nationally, Wyre's unit costs are 16.4% below average, and ranked 140th highest out of 201 comparable authorities.

1. Methodology

Unit Cost Calculations

Unit costs are based on local authorities' planned expenditure for 2017/18, as reported in Revenue Account (RA) forms. **Expenditure on Fire and Rescue services is excluded from this report**, so as to enable a like-for-like comparison between authorities with otherwise identical functions and responsibilities.

When estimating unit costs, **expenditure is first deflated by the Area Cost Adjustment (ACA)**. This controls for geographical variations in the cost of providing services due to differences in wage and salary costs. These adjustments are based on the ACA figures for 2013/14 as published by DCLG.

To calculate unit costs, deflated expenditure is divided by relevant cost drivers; for example, the number of local residents, social care clients or weighted road length. The latest available data is used for these denominators, which varies from year to year. Details on each denominator are provided in Annex A.

Unit costs are based on Net Current Expenditure (NCE), which is comprised of expenditure on employees and running expenses, net of sales, fees and charges, internal recharges and other income. NCE excludes levies paid to Waste Disposal Authorities and Integrated Transport Authorities, and this should be borne in mind when making any comparisons between authorities where their costs may be recorded differently, due to differing structural arrangements for such services.

Relative Expenditure Bands

In parts of this report, your authority's unit cost is assigned to one of five colour-coded bands. Unless stated otherwise, each band is based on the percentage of authorities who have lower unit costs than your authority. For example, an authority is assigned to the highest band (red) if its unit costs are higher than 80% or more of other authorities. The colour codes used, and a description of its corresponding ranking, is described in the table below.

Table 1 - Bands used in this report

Band	Description of your authority's unit cost ranking	Simplified description
●	Higher than 80% or more of other authorities	Top 20% of authorities
●	Higher than 60% - 79% of other authorities	...
●	Higher than 40% - 59% of other authorities	Middle 20% of authorities
●	Higher than 20% - 39% of other authorities	...
●	Higher than 0% - 19% of other authorities	Bottom 20% of authorities

Note that each band described above can be loosely described as ranging from the top 20% of authorities (the red band) to the bottom 20% of authorities (the green band). This is a simplified description, as in some cases the number of authorities in the group cannot be exactly divided by five.

Comparator Authorities

For benchmarking purposes, two sets of comparator groups are used in this analysis: (a) Wyre's Nearest Neighbour group, and (b) all comparable authorities across England. These comparator groups are explained below.

(a) Nearest Neighbour Group

To enable a like-for-like comparison, this analysis makes use of CIPFA's statistical Nearest Neighbour groups. These identify councils with similar economic and social characteristics and groups them on a statistical basis. These groupings were last updated in late 2014.

For Wyre, the Nearest Neighbour group is shown in the table below:

Table 2 - Nearest Neighbour Group

■ Wyre	■ Tendring
■ North Devon	■ Allerdale
■ Fylde	■ Sedgemoor
■ Torridge	■ Shepway
■ Teignbridge	■ North Norfolk
■ Lancaster	■ Dover
■ Scarborough	■ Adur
■ Waveney	■ Arun

(b) National Comparator Group

When making national comparisons, it is necessary to consider the services provided by each authority. Unit costs should only be compared among authorities with similar functions and responsibilities.

It is not possible to simply compare all authorities with expenditure in a given service area. For example, both shire counties and shire districts provide Environmental and Regulatory services, but the precise nature of the services provided will differ between the two tiers.

To enable national comparisons, authorities are therefore categorised into three groups, according to whether they provide (1) both upper-tier and lower-tier services, (2) exclusively upper-tier services, or (3) exclusively lower-tier services.

As a Shire District, Wyre falls into Group 3, as shown in the table below. All national comparisons in this report are made with reference to this grouping of 201 authorities.

Table 3 - National Comparator Groups

Group	Authority Type	Lower tier	Upper tier	Fire*	No.
Group 1	Metropolitan districts, London boroughs and unitaries without fire responsibilities	✓	✓		120
	Unitaries with fire responsibilities	✓	✓	✓	3
Group 2	Shire counties with fire responsibilities		✓	✓	11
	Shire counties without fire responsibilities		✓		16
Group 3	Shire districts	✓			201

* Expenditure on fire and protective services is excluded from this report, so does not affect comparisons.

2. Potential Savings

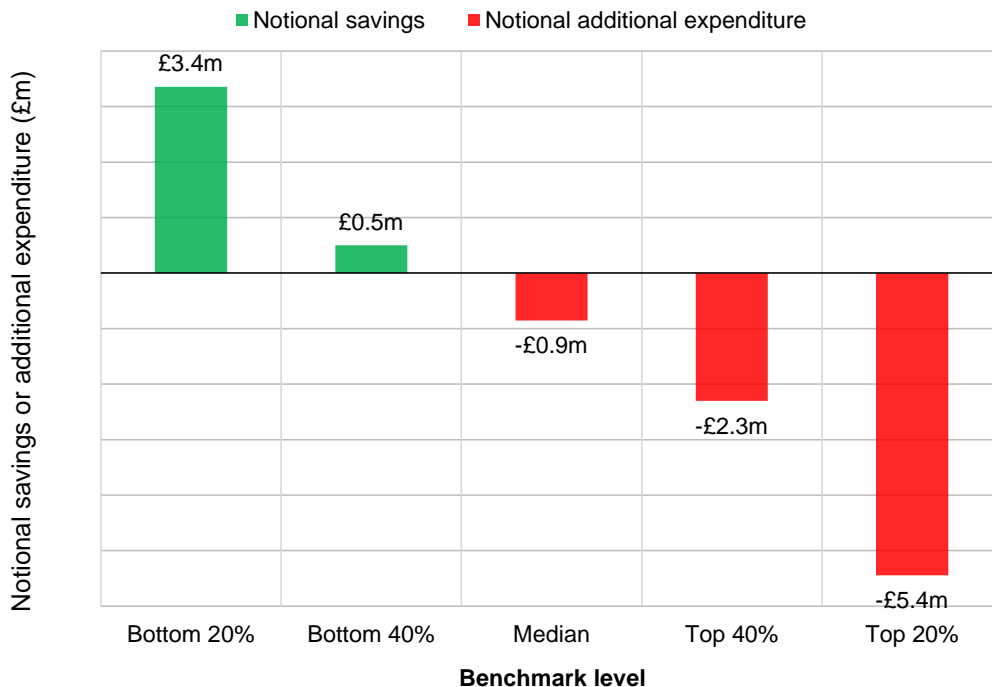
Overview of Potential Savings

This section considers the notional savings that could be achieved by setting your authority's unit costs to certain levels relative to other councils in England.

Benchmark unit costs were defined based on the cut-off point for the top 20% of authorities, the top 40% of authorities, the median, the bottom 40% of authorities, and the bottom 20%.

The chart below illustrates the theoretical savings that would result if Wyre set its unit costs to these benchmarks for every service. For example, setting its unit costs to the bottom 20% of all comparable authorities* in England, within every major service, would generate notional savings of £3.4m. Setting its unit costs to the top 20% of all comparable authorities would impose additional expenditure of £5.4m.

Chart 1 - Potential savings from alternative unit costs (£m)



* The 201 authorities with similar functions as Wyre, as described in Table 3 above.

The table below provides a breakdown of these potential savings (or additional expenditure) by service. Wyre's greatest potential savings are in Cultural & Related Services (£1.7m). This reflects both the relatively high unit costs in this service area, and its significant share of the overall budget.

Table 4 - Potential savings by major service

Notional savings  Additional expenditure

Service	Bottom 20%	Bottom 40%	Median	Top 40%	Top 20%
Highways & Transport	£1.5m	£0.9m	£0.7m	£0.6m	£0.2m
Housing Services (GFRA only)	£0.1m	-£0.2m	-£0.3m	-£0.5m	-£0.8m
Cultural & Related Services	£1.7m	£1.2m	£1.0m	£0.6m	-£0.3m
Environmental & Regulatory Services	£0.2m	-£0.2m	-£0.5m	-£0.9m	-£1.4m
Planning & Development Services	-£0.5m	-£0.9m	-£1.2m	-£1.3m	-£1.7m
Central Services	£0.4m	-£0.2m	-£0.5m	-£0.8m	-£1.5m
Total (excluding schools)	£3.4m	£0.5m	-£0.9m	-£2.3m	-£5.4m

Negative figures indicate increased expenditure. Your authority would incur additional expenditure if its unit costs are currently below the relevant benchmark level.

Please note that for shire districts, notional savings are not calculated for Education, Children's Social Care, Adults' Social Care or Public Health. This is due to a lack of expenditure data for these services.

3. Change in Unit Costs 2016/17 to 2017/18

This section highlights the change in Wyre's unit costs, compared to its nearest neighbours, between 2016/17 and 2017/18.

In 2017/18, Wyre's overall unit costs (excluding schools) decreased by 3.5%. Its ranking, relative to the nearest neighbour group, remained unchanged at 14th highest in the group. The change for each major service is presented in the table below.

Table 5 - Change in Unit Costs Relative to the Nearest Neighbour Group

Service Area	Unit Costs (£ per unit)			Nearest Neighbour Ranking (1 = high)			Units
	2016/17	2017/18	Change	2016/17	2017/18	Change	
Highways & Transport	2.36	2.45	●	1st	1st	●	Residents (all)
Housing (General Fund)	11.08	11.02	●	15th	15th	●	Residents (all)
Cultural & Related Services	27.07	27.21	●	4th	3rd	●	Residents (all)
Environmental & Regulatory Services	39.19	34.88	●	13th	13th	●	Residents (all)
Planning & Development Services	3.52	4.61	●	16th	16th	●	Residents (all)
Central Services	31.96	30.97	●	14th	16th	●	Residents (all)
Total Expenditure (exc. Schools)	115.17	111.14	●	14th	14th	●	Residents (all)

Key:

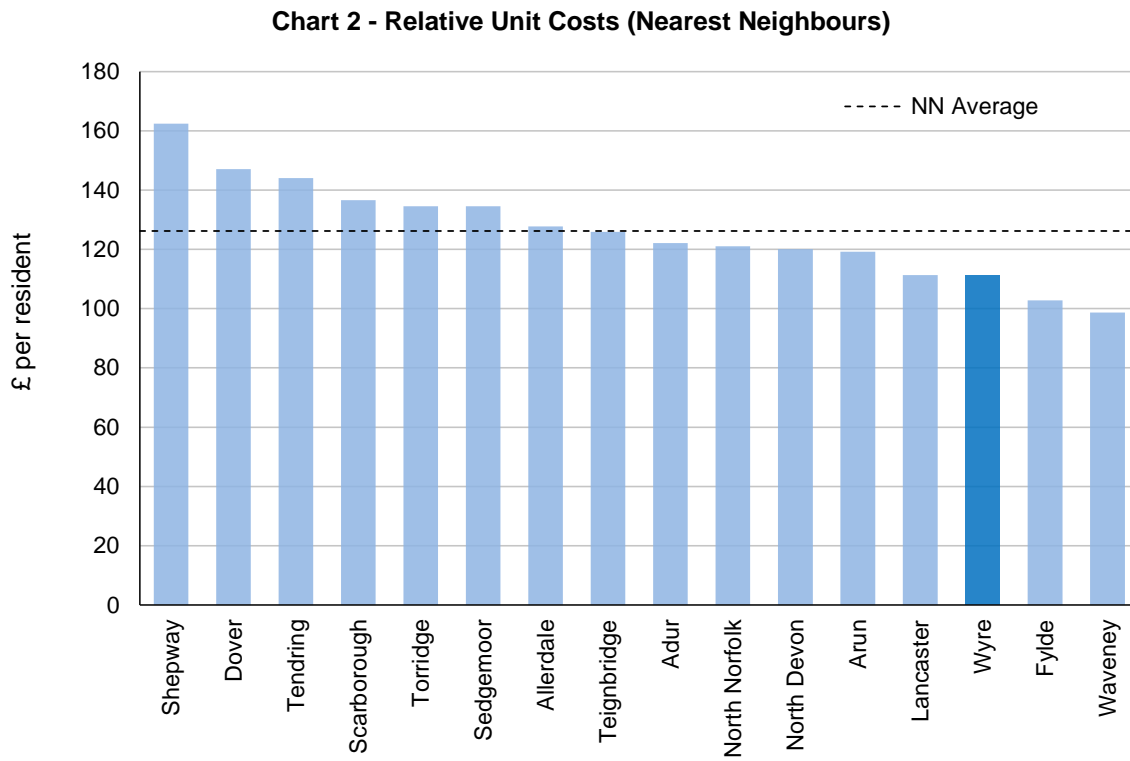
- Decreased unit costs / improved rank
- Unchanged unit costs / unchanged rank
- Increased unit costs / worsened rank

Annex A provides more details on the units used to calculate unit costs, as listed in the table above.

4. Overview of Unit Costs

Nearest Neighbour Comparison

In 2017/18, Wyre's expenditure per resident was 11.9% lower than the nearest neighbour average (excluding schools). It was ranked 14th highest out of the 16 authorities in the group, as shown below.



The table below shows Wyre's unit costs, in each major service area, relative to its nearest neighbours. As can be seen, the biggest difference, measured in percentage terms, was in Highways & Transport.

Table 6 - Unit Costs compared to Nearest Neighbours

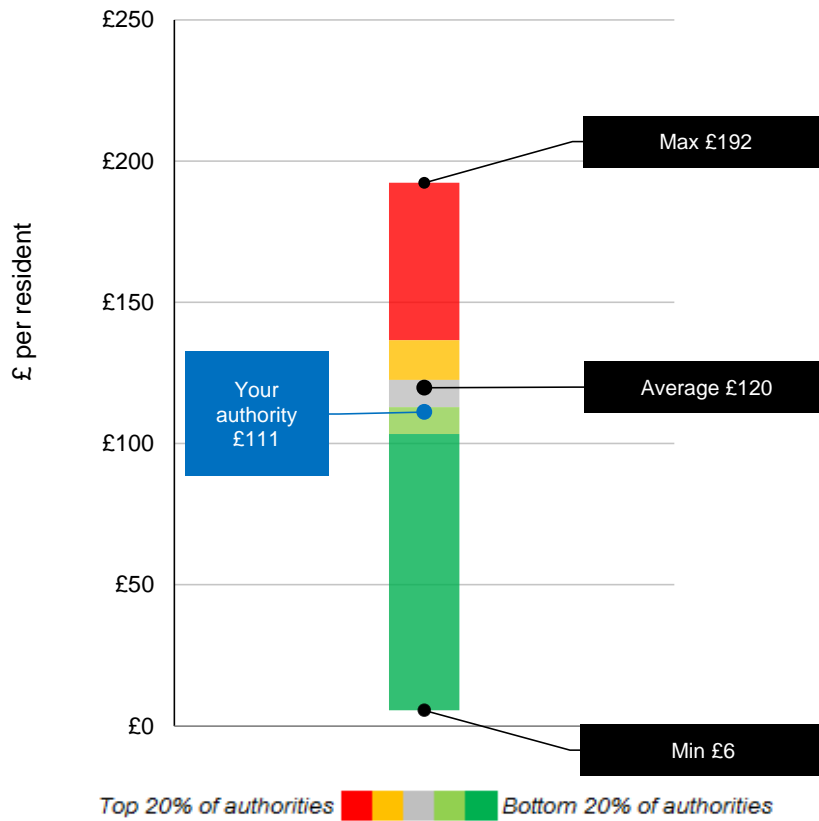
Service Area	Budget 2017/18 (£m)	Unit cost*		Difference from average		Rank out of 16 (1=high)	Units
		Your authority (£ per unit)	NN average (£ per unit)	(%)	(Band)		
Education (excluding schools)	0.000						
Adult Social Care	0.000						
Children's Social Care	0.000						
Public Health	0.000						
Highways & Transport	0.268	2.45	-9.07	127.0%	●	1st	Residents (all)
Housing Services (General Fund)	1.207	11.02	15.95	-30.9%	●	15th	Residents (all)
Cultural & Related Services	2.981	27.21	20.60	32.1%	●	3rd	Residents (all)
Environmental & Regulatory Services	3.821	34.88	42.83	-18.6%	●	13th	Residents (all)
Planning & Development Services	0.505	4.61	15.98	-71.2%	●	16th	Residents (all)
Central Services	3.393	30.97	39.97	-22.5%	●	16th	Residents (all)
Other Service Expenditure	0.000						
Total (excluding schools)	12.175	111.14	126.20	-11.9%	●	14th	Residents (all)
Total (including schools)	12.175	111.14	126.20	-11.9%	●	14th	Residents (all)

* In this report, unit costs are based on budgeted expenditure **deflated by the Area Cost Adjustment**, which reflects geographical differences in the costs of providing local services, primarily due to wage and salary costs. Values are left blank for 'Other Service Expenditure' (which varies widely between authorities) and for services where your authority does not have primary responsibility.

England Comparison

Relative to all comparable authorities across England, Wyre's unit costs were 7.2% lower than average, and ranked 128th highest out of 201 comparable authorities. Its relative position is illustrated in the chart below.

Chart 3 - Relative Unit Costs (All Comparable Authorities)



The table below provides details of Wyre's unit costs relative to all comparable authorities across England.

Table 7 - Unit Costs compared to England Average*

Service Area	Budget 2017/18 (£m)	Unit cost		Difference from average		Rank out of 201 (1=high)	Units
		Your authority (£ per unit)	England average (£ per unit)	(%)	(Band)		
Education (excluding schools)	0.000						
Adult Social Care	0.000						
Children's Social Care	0.000						
Public Health	0.000						
Highways & Transport	0.268	2.45	-6.36	138.4%	●	19th	Residents (all)
Housing Services (General Fund)	1.207	11.02	14.42	-23.6%	●	147th	Residents (all)
Cultural & Related Services	2.981	27.21	20.43	33.2%	●	48th	Residents (all)
Environmental & Regulatory Services	3.821	34.88	40.45	-13.8%	●	143rd	Residents (all)
Planning & Development Services	0.505	4.61	12.77	-63.9%	●	180th	Residents (all)
Central Services	3.393	30.97	37.04	-16.4%	●	140th	Residents (all)
Other Service Expenditure	0.000						
Total (excluding schools)	12.175	111.14	119.71	-7.2%	●	128th	Residents (all)
Total (including schools)	12.175	111.14	119.71	-7.2%	●	128th	Residents (all)

* In this report, unit costs are based on budgeted expenditure **deflated by the Area Cost Adjustment**, which reflects geographical differences in the costs of providing local services, primarily due to wage and salary costs. Values are left blank for 'Other Service Expenditure' (which varies widely between authorities) and for services where your authority does not have primary responsibility.

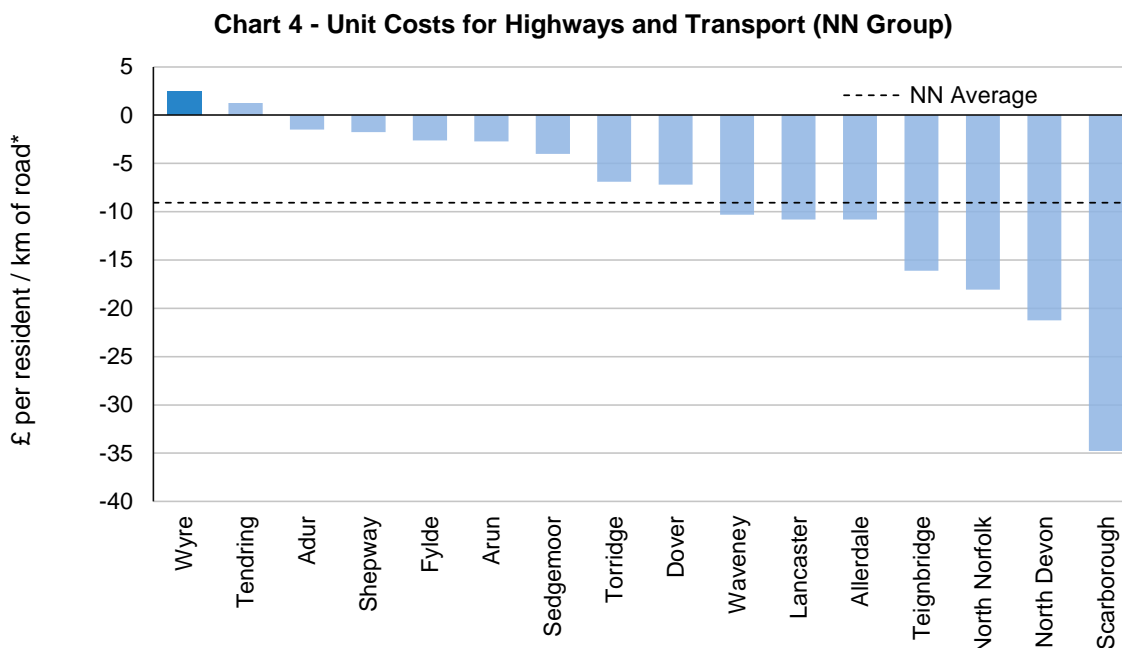
Section 5 provides additional details on each of these services.

5. Detailed Unit Costs by Service

Highways and Transport

Nearest Neighbour Comparison

For Highways and Transport, Wyre's unit costs were 127.0% higher than the nearest neighbour average, and ranked highest in the group. This is illustrated below.



The following table provides more details on Wyre's relative unit costs for this service.

Table 8 - Unit Costs for Highways and Transport (NN Group)

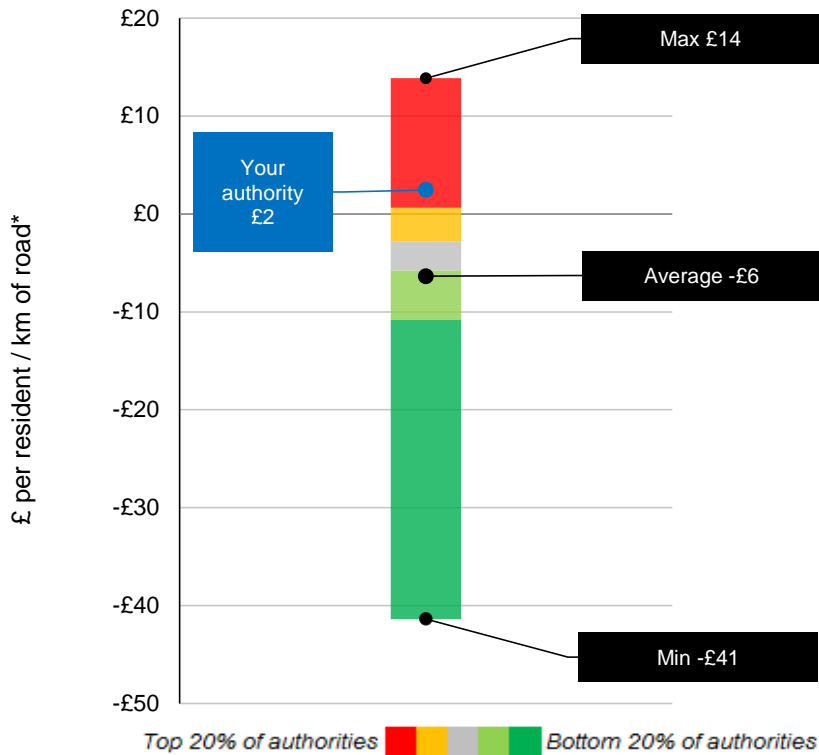
Service Area	Budget 2017/18 (£m)	Unit cost		Difference from average		Rank (1=high)	Units
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(Band)		
Highways Maintenance	0.265	2.42	0.46	428.9%	●	1st / 16	Residents (all)
Parking Services	-0.205	-1.87	-10.16	81.6%	●	2nd / 16	Daytime population
Street Lighting	0.027	0.25	0.31	-20.7%	●	6th / 16	Residents (all)
Transport Planning, Policy and Strategy	0.011	0.10	0.14	-29.1%	●	3rd / 16	Residents (all)
Winter Service	0.000	0.00	0.00		●	1st= / 16	Residents (all)
Traffic Management and Road Safety	0.000	0.00	0.10	-100.0%	●	4th= / 16	Residents (all)
Public Transport	0.170	1.55	0.27	469.7%	●	1st / 16	Residents (all)
Other Highways and Transport Services	0.000	0.00	-0.13	100.0%	●	3rd= / 16	Residents (all)
Total	0.268	2.45	-9.07	127.0%	●	1st / 16	Residents (all)

* For shire districts, the denominator is resident population, and for all other authorities the denominator is weighted road length. This is because road length data is not available for shire districts.

England Comparison

Compared to other authorities across England, Wyre's unit costs were 138.4% higher than average. Overall, its unit costs were ranked 19th highest out of 201 comparable authorities. Its relative position is illustrated in the chart below.

Chart 5 - Unit Costs for Highways and Transport (All Comparable Authorities)

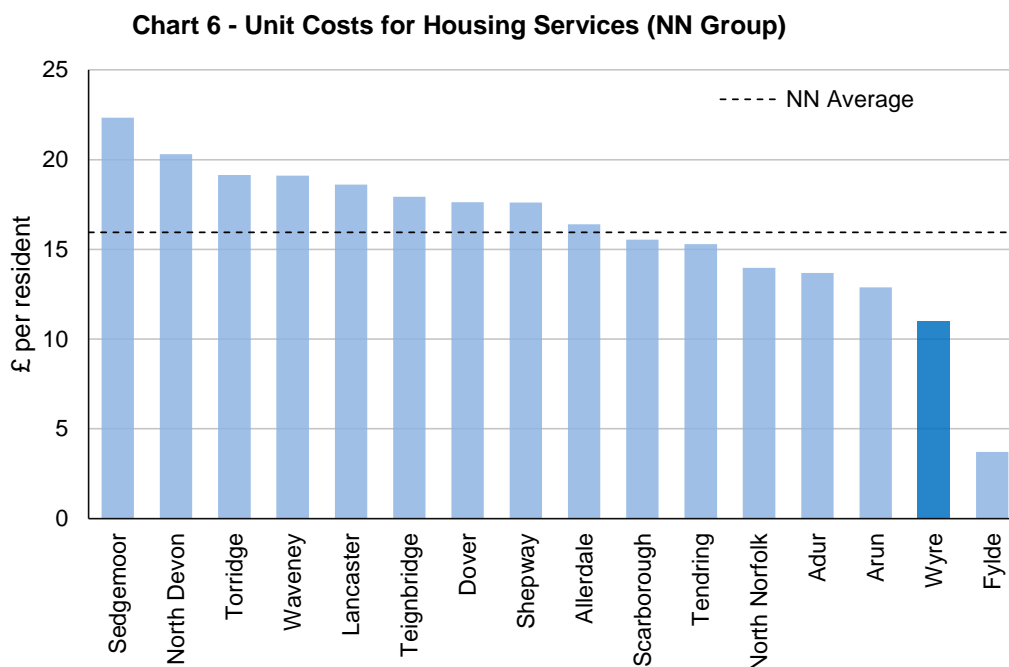


* For shire districts, the denominator is resident population, and for all other authorities the denominator is weighted road length. This is because road length data is not available for shire districts.

Housing Services (General Fund)

Nearest Neighbour Comparison

For Housing Services, Wyre's unit costs were 30.9% lower than the nearest neighbour average, and ranked 15th highest in the group. This is shown in the chart below.



A detailed breakdown of unit costs relative to the nearest neighbour average, is provided in the table below.

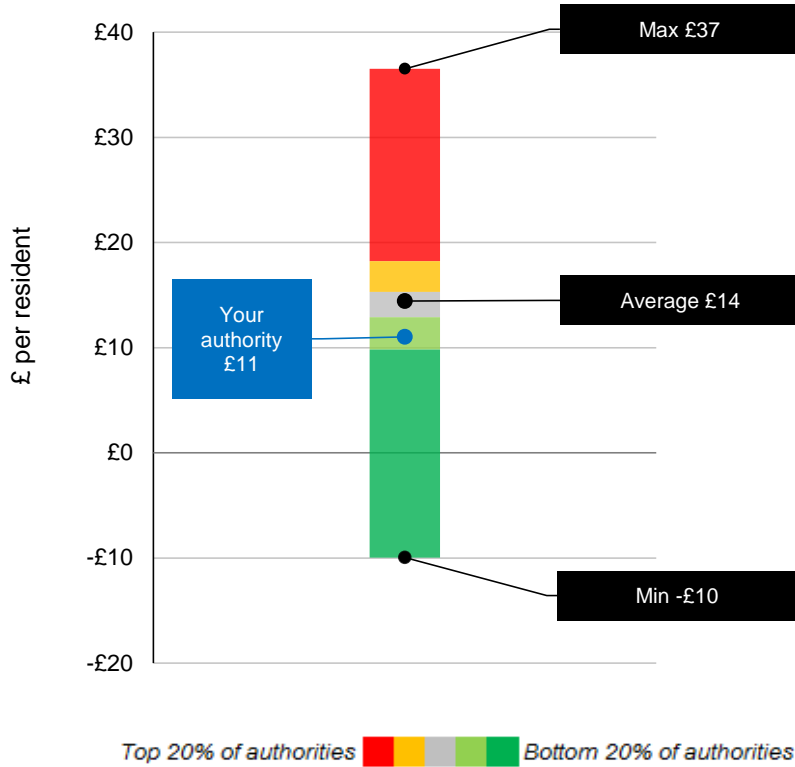
Table 9 - Unit Costs for Housing Services (NN Group)

Service Area	Budget 2017/18 (£m)	Unit cost		Difference from average		Rank (1=high)	Units
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(Band)		
Homelessness	0.255	31,875.00	13,045.27	144.3%	●	2nd / 16	Households accepted as homeless
Housing Benefits Administration	0.856	124.56	94.44	31.9%	●	6th / 16	Housing Benefit claimants
Housing Benefits: Rent Allowances and Rebates	0.050	7.28	2.27	220.0%	●	7th / 16	Housing Benefit claimants
Housing Strategy, Advice, Advances etc.	0.015	0.14	4.85	-97.2%	●	16th / 16	Residents (all)
Housing Welfare: Supporting People	0.031	0.28	0.02	1308.5%	●	1st / 16	Residents (all)
Other Housing Services	0.000	0.00	0.14	-100.0%	●	8th= / 16	Residents (all)
Total	1.207	11.02	15.95	-30.9%	●	15th / 16	Residents (all)

England Comparison

Compared to other authorities across England, Wyre's unit costs were 23.6% lower than average. Overall, its unit costs were ranked 147th highest out of 201 comparable authorities. Its relative position is illustrated in the chart below.

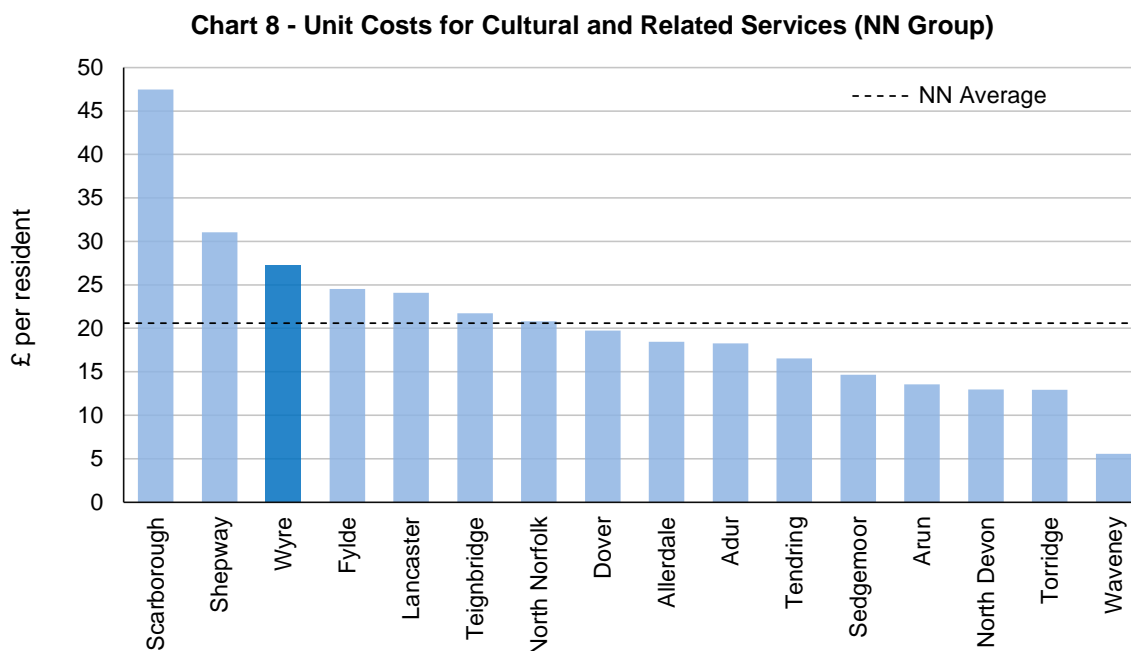
Chart 7 - Unit Costs for Housing Services (All Comparable Authorities)



Cultural and Related Services

Nearest Neighbour Comparison

For Cultural and Related Services, Wyre's unit costs were 32.1% higher than the nearest neighbour average, and ranked 3rd highest in the group.



A detailed breakdown of unit costs relative to the nearest neighbour average, is provided in the table below.

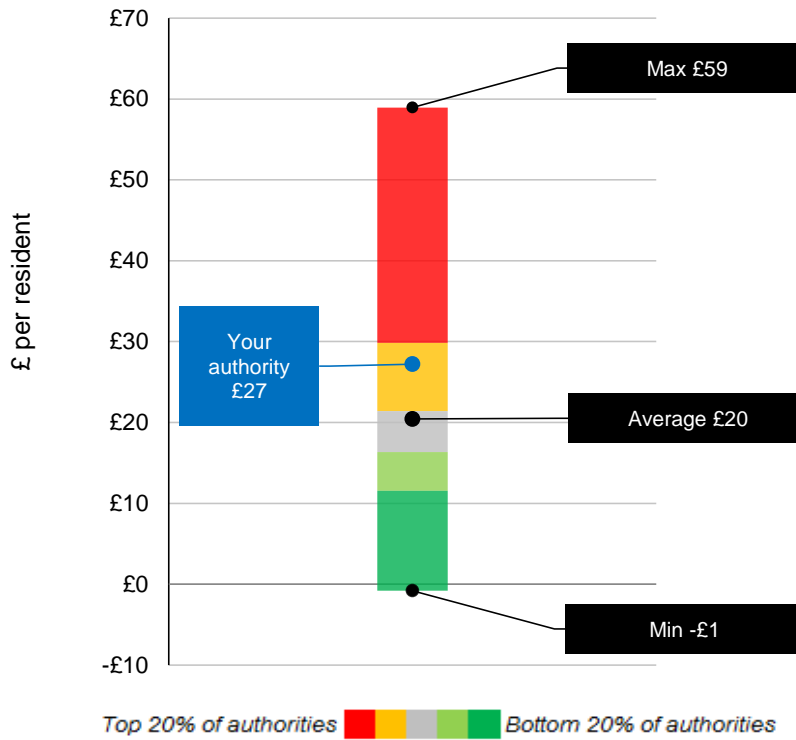
Table 10 - Unit Costs for Cultural and Related Services (NN Group)

Service Area	Budget 2017/18 (£m)	Unit cost		Difference from average		Rank (1=high)	Units
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(Band)		
Culture and Heritage	0.565	5.16	3.81	35.3%	●	6th / 16	Residents (all)
Library Service	0.000	0.00	0.00		●	1st= / 16	Residents (all)
Open Spaces	1.367	48.38	35.61	35.9%	●	4th / 16	LA Area (Hectares)
Recreation and Sport	0.796	7.27	6.69	8.6%	●	8th / 16	Residents (all)
Other Cultural and Related Services	0.253	2.31	1.17	96.7%	●	4th / 16	Residents (all)
Total	2.981	27.21	20.60	32.1%	●	3rd / 16	Residents (all)

England Comparison

Compared to other authorities across England, Wyre's unit costs were 33.2% higher than average. Overall, its unit costs were ranked 48th highest out of 201 comparable authorities, with its relative position illustrated below.

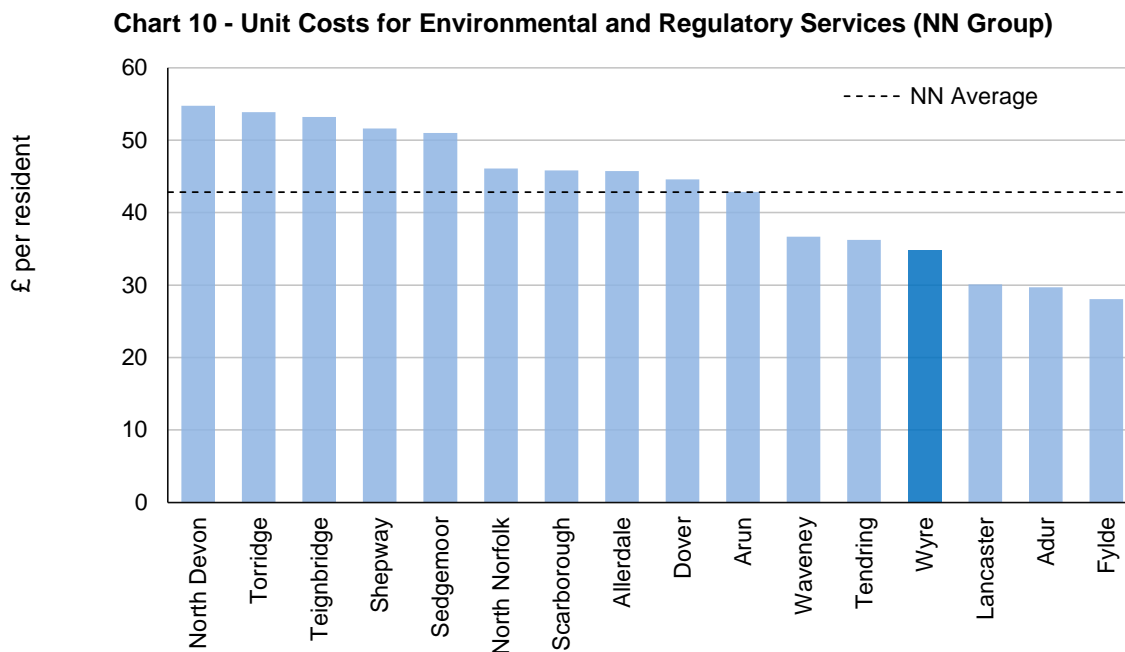
Chart 9 - Unit Costs for Cultural and Related Services (All Comparable Authorities)



Environmental and Regulatory Services

Nearest Neighbour Comparison

For Environmental & Regulatory Services, Wyre's unit costs were 18.6% lower than the nearest neighbour average, and ranked 13th highest in the group.



A detailed breakdown of unit costs relative to the nearest neighbour average, is provided in the table below.

Table 11 - Unit Costs for Environmental and Regulatory Services (NN Group)

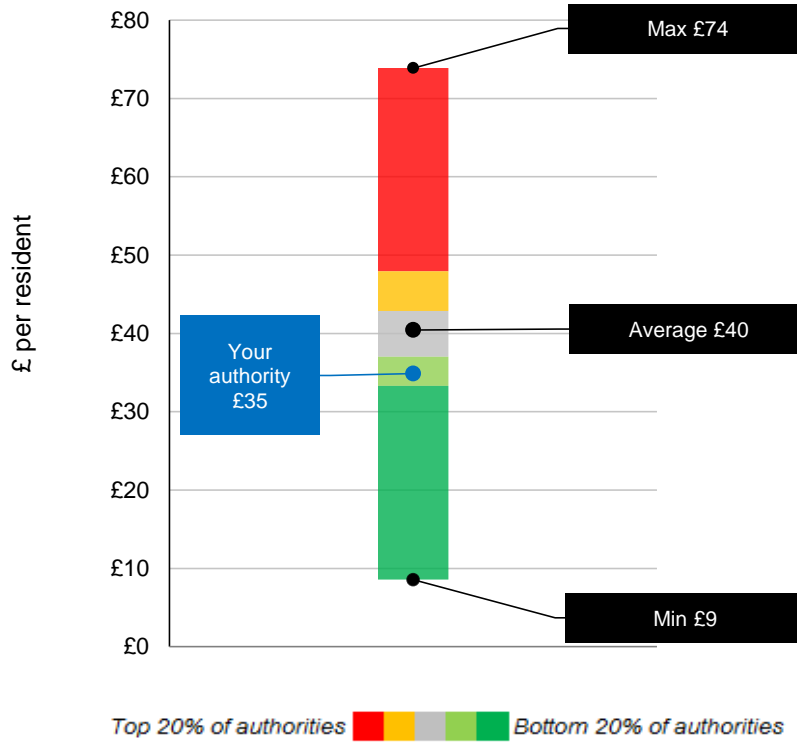
Service Area	Budget 2017/18 (£m)	Unit cost		Difference from average		Rank (1=high)	Units
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(Band)		
Cemetery, Cremation and Mortuary Services	0.018	0.16	-0.73	122.6%	●	10th / 16	Residents (all)
Community Safety	0.214	1.95	2.36	-17.4%	●	9th / 16	Residents (all)
Regulatory Services	1.172	10.70	11.55	-7.3%	●	10th / 16	Residents (all)
Street Cleansing	1.074	9.80	10.72	-8.6%	●	10th / 16	Daytime Population
Waste Collection	0.212	4.33	25.52	-83.0%	●	16th / 16	Number of Households
Waste Disposal & Recycling*	0.672	15.26	11.48	33.0%	●	6th / 16	Waste Collected (tonnes)
Other Environmental and Regulatory Services	0.459	4.19	2.97	40.9%	●	7th / 16	Residents (all)
Total	3.821	34.88	42.83	-18.6%	●	13th / 16	Residents (all)

* Net Current Expenditure (used to calculate unit costs) excludes levies paid to waste authorities, which will affect relative unit costs for Waste Disposal and Recycling.

England Comparison

Compared to other authorities across England, Wyre's unit costs were 13.8% lower than average. Overall, its unit costs were ranked 143rd highest out of 201 comparable authorities. Its relative position is illustrated in the chart below.

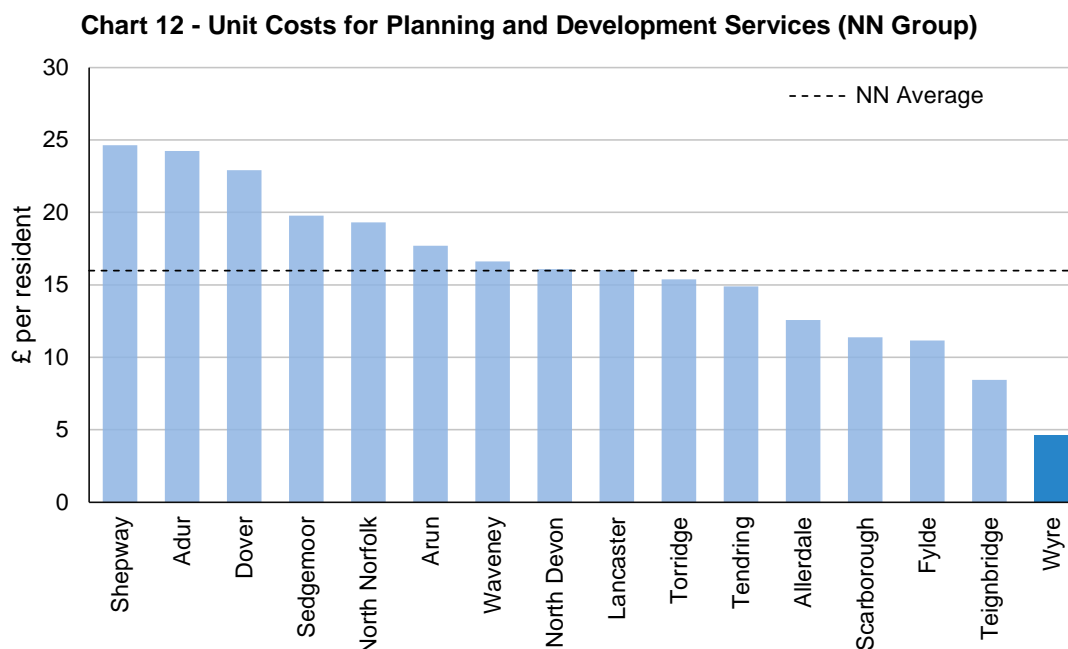
Chart 11 - Unit Costs for Environmental and Regulatory Services (All Comparable Authorities)



Planning and Development Services

Nearest Neighbour Comparison

For Planning & Development Services, Wyre's unit costs were 71.2% lower than the nearest neighbour average, and ranked 16th highest in the group.



More detailed unit costs for Wyre are presented in the table below.

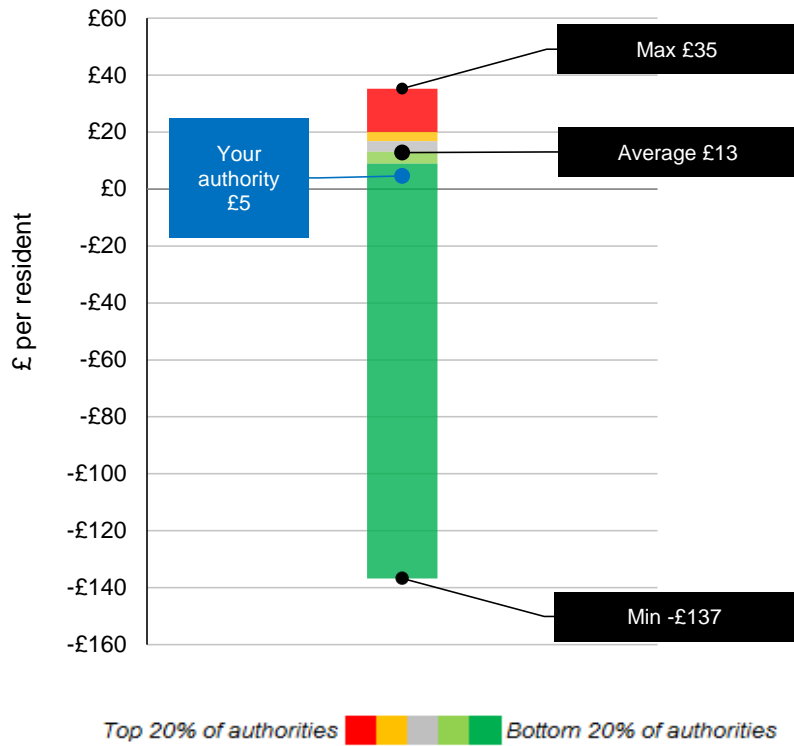
Table 12 - Unit Costs for Planning and Development Services (NN Group)

Service Area	Budget 2017/18 (£m)	Unit cost		Difference from average		Rank (1=high)	Units
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(Band)		
Building Control	0.098	132.79	169.61	-21.7%	●	9th / 16	Planning decisions
Business Support	0.056	12.03	5.77	108.4%	●	5th / 16	Number of businesses
Community Development	0.040	0.37	1.16	-68.6%	●	11th / 16	Residents (all)
Economic Research and Development	-0.307	-2.80	2.72	-203.1%	●	16th / 16	Residents (all)
Planning Policy	0.398	3.63	5.24	-30.7%	●	10th / 16	Residents (all)
Environmental Initiatives	0.006	0.05	0.40	-86.3%	●	9th / 16	Residents (all)
Development Control	0.214	289.97	573.27	-49.4%	●	15th / 16	Planning decisions
Total	0.505	4.61	15.98	-71.2%	●	16th / 16	Residents (all)

England Comparison

Compared to other authorities across England, Wyre's unit costs were 63.9% lower than average. Overall, its unit costs were ranked 180th highest out of 201 comparable authorities. Its relative position is illustrated below.

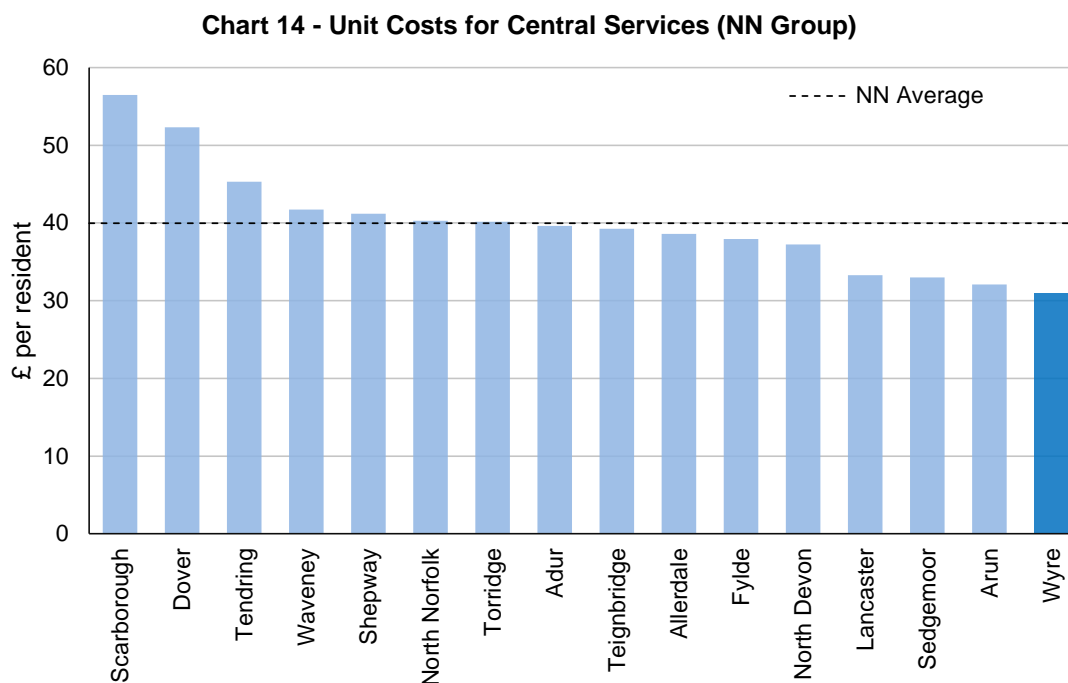
Chart 13 - Unit Costs for Planning and Development Services (All Comparable Authorities)



Central Services

Nearest Neighbour Comparison

Within Central Services, Wyre's unit costs were 22.5% lower than the nearest neighbour average, and ranked 16th highest in the group.



The following table provides more details on Wyre's unit costs for this service.

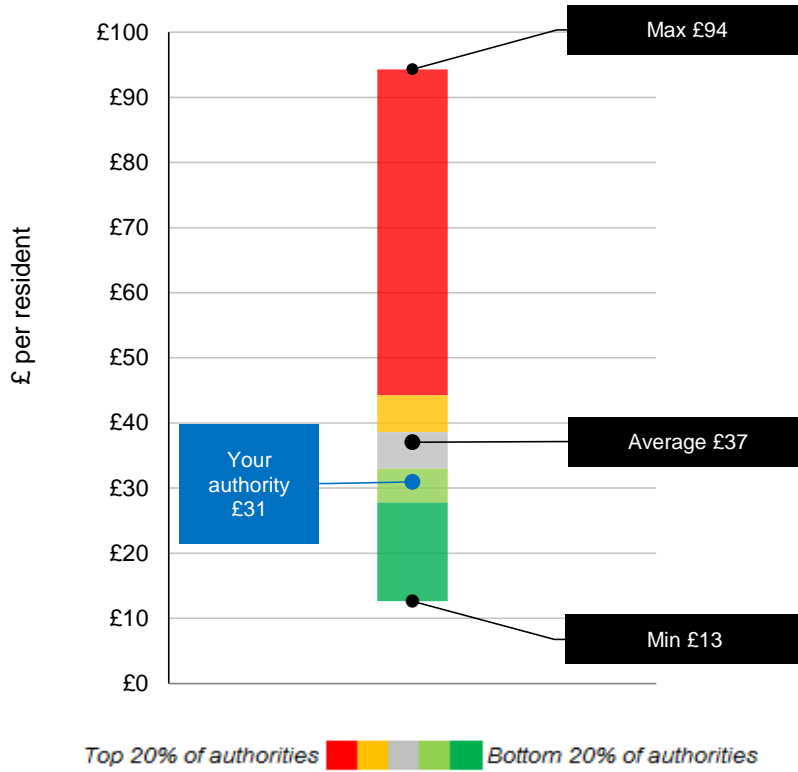
Table 13 - Unit Costs for Central Services (NN Group)

Service Area	Budget 2017/18 (£m)	Unit cost		Difference from average		Rank (1=high)	Units
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(Band)		
Coroners Court Services	0.000	0.00	0.00		●	1st= / 16	Residents (all)
Corporate and Democratic Core	1.470	13.42	14.98	-10.4%	●	10th / 16	Residents (all)
Emergency Planning	0.030	0.27	0.55	-50.1%	●	13th / 16	Residents (all)
Local Tax Collection	0.640	11.71	16.86	-30.5%	●	16th / 16	Taxable properties
Non-Distributed Costs	0.965	8.81	12.02	-26.7%	●	13th / 16	Residents (all)
Other Central Services	0.288	2.63	3.87	-32.1%	●	13th / 16	Residents (all)
Total	3.393	30.97	39.97	-22.5%	●	16th / 16	Residents (all)

England Comparison

Compared to other authorities across England, Wyre's unit costs were 16.4% lower than average. Overall, its unit costs were ranked 140th highest out of 201 comparable authorities. Its relative position is illustrated below.

Chart 15 - Unit Costs for Central Services (All Comparable Authorities)



Annex A - Denominator Data Sources

Then following table provides details on the data used to calculate unit costs in this report (presented in alphabetical order).

Table A1 - Data Sources

Denominator / Unit	Source	Description
Adult Clients (all categories)	HSCIS	Projected number of clients receiving long-term services during the period 2017/18. Based on the 2015/16 Short- and Long-Term (SALT) returns, projected forward by population growth. 'Older' = Older Adults, 'Younger' = Younger Adults, 'PS' = Physical & Sensory, 'LD' = Learning Disabilities, and 'MH' = Mental Health Needs.
Children in Need	DfE	Projected Children in Need for 2017/18. The number of children referred to the local authority and assessed as being in need of services in 2015/16, projected forward by population growth. (Source: Characteristics of Children in Need, DfE).
Daytime population	DCLG	The projected resident population in 2017, based on ONS's population projections, plus (i) estimated net in-commuters from the 2011 Census and (ii) estimated overnight visitors, based on historical rates published by CLG. For shire districts, data is available for net in-commuters only.
Households accepted as homeless	DCLG	Number of households accepted as homeless and in priority need, for 2015/16 or the most recent year for which data is published. (Source: Live Tables on Homelessness).
Housing Benefit claimants	DWP	Housing benefit caseload by local authority, average for the 12 months to February 2017. (Source: DWP Stat-Xplore).
LA Area (hectares)	ONS	Size of the local authority in hectares, from the UK Standard Area Measurement (SAM).
Looked After Children	DfE	Projected number of Looked After Children in 2017/18, based on children looked after in 2015/16, projected forward by population growth. (Source: Outcomes for Children Looked After).
Number of businesses	ONS	Count of the number of business units in each local authority in 2016 (Source: NOMIS).
Number of households	ONS	Projected number of households for 2017. (Source: Live Tables on Household Projections).
Obese & overweight adults	Public Health England	Estimate based on the proportion of obese and overweight people aged 16+ for the three years to January 2015, multiplied by the projected population aged 16+ in 2017. (Sources: Public Health Outcomes Framework).
Planning decisions	DCLG	Number of planning applications decided by the district level planning authority in the year to December 2016. (Source: Live Tables on Planning Application Statistics, CLG).
Pupils (primary, secondary and special)	DfE	Number of pupils in state-funded primary, secondary and special schools as at January 2016. Primary and secondary school pupil numbers exclude those in academies. (Source: Schools, Pupils and their Characteristics).

Continued over page

Table A1 - Data Sources (continued)

Denominator / Unit	Source	Description
Residents (all age categories)	ONS	2014-based Sub-national Population Projections (SNPP) for 2017. These take the 2011 census as the baseline, 'age on' the population each year, and reflect recent trends in births, deaths and migration.
Road Length	DCLG	Index in which built-up roads carry twice as much as non-built up roads (as published by CLG in the calculation of the Relative Needs Formula for 2013/14).
Smokers	Public Health England	Estimate based on smoking prevalence for people aged 18+ in 2015, multiplied by the projected resident population aged 18+ in 2017 (source: Public Health Profiles).
Taxable Properties	CLG, VOA	The sum of (i) chargeable dwellings for Council Tax purposes in 2016 and (ii) the number of rateable properties on the rating list as at October 2016. (Sources: Council Taxbase 2016 in England; Central and Local Rating Lists 2017).
Waste collected (tonnes)	DEFRA	Total waste collected (tonnes) in the year to 31 March 2016. (Source: Local Authority Collected Waste Statistics).