



Financial Intelligence Toolkit

2024/25 Subscription

Financial Benchmarking - Unit Costs

Newtimber

Overview

This report compares unit costs between local authorities in England, using budgeted expenditure from authorities' Revenue Account (RA) returns for 2024/25. 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


































Notional savings

- The notional impact of setting your authority's unit costs, across every service, equal to:
 - The **bottom 20%** of authorities in England: ↑ additional expenditure of £0.7m
 - The **top 20%** of authorities in England: ↑ additional expenditure of £60.0m

Annual change in unit costs

- Change in your authority's unit costs between 2023/24 and 2024/25: ↑ **20.6%**
- Your authority's ranking changed from 16th highest to 15th highest in its nearest neighbour (NN) group.

Unit costs

Service:	Relative unit costs:	Your authority's relative unit cost:
Overall unit costs (exc. schools)	Your authority  Neighbours  England 	Expenditure per resident: ■ 9.7% below the NN average ■ 9.9% below the England average
Education (exc. schools)	Your authority  Neighbours  England 	Expenditure per resident: ■ 11.8% below the NN average ■ 15.7% below the England average
Adult Social Care	Your authority  Neighbours  England 	Expenditure per resident (ages 18 plus): ■ 4.2% below the NN average ■ 5.5% below the England average
Children's Social Care	Your authority  Neighbours  England 	Expenditure per resident (ages 0 to 17): ■ 13.9% below the NN average ■ 8.4% below the England average
Public Health	Your authority  Neighbours  England 	Expenditure per resident: ■ 23.2% below the NN average ■ 16.6% below the England average
Highways & Transport*	Your authority  Neighbours  England 	Expenditure per km of road (weighted): ■ 13.3% below the NN average ■ 5.3% above the England average
Housing (General Fund)	Your authority  Neighbours  England 	Expenditure per resident: ■ 7.8% above the NN average ■ 36.2% below the England average
Cultural & Related	Your authority  Neighbours  England 	Expenditure per resident: ■ 40.2% below the NN average ■ 22.3% below the England average
Environmental & Regulatory	Your authority  Neighbours  England 	Expenditure per resident: ■ 51.6% below the NN average ■ 57.2% below the England average
Planning & Development	Your authority  Neighbours  England 	Expenditure per resident: ■ 54.6% above the NN average ■ 21.5% above the England average
Central Services	Your authority  Neighbours  England 	Expenditure per resident: ■ 27.4% below the NN average ■ 27.8% below the England average

* Excludes levies for transport authorities and expenditure by the GLA, which may affect national comparisons.

1. Methodology

Unit costs are based on local authorities' planned expenditure for 2024/25, 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 the now MHCLG.

To calculate unit costs, deflated expenditure is divided by relevant cost drivers; for example, the number of local residents 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.

Where local authorities have been restructured, it has been necessary in some cases to estimate expenditure or activity levels using data that relates to now-abolished authorities.

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.

2. Comparator groups

For benchmarking purposes, two sets of comparator groups are used in this analysis: (a) Newtimber's nearest neighbour group, and (b) all comparable authorities across England.

Nearest neighbour group

Please note that some authorities did not submit budgeted expenditure (RA) data in 2024/25. In cases where data is missing for your authority's nearest neighbours, these have been replaced by the next closest authorities from LG Futures' nearest neighbour model.

To enable a like-for-like comparison, this analysis makes use of LG Futures' statistical 'nearest neighbours' groups. These identify councils with similar economic, social and geographic characteristics and groups them on a statistical basis. These were last updated in 2024.

Newtimber's nearest neighbour group is shown in the table below:

Table 1 - Nearest neighbour group

■ Newtimber	■ Authority H
■ Authority A	■ Authority I
■ Authority B	■ Authority J
■ Authority C	■ Authority K
■ Authority D	■ Authority L
■ Authority E	■ Authority M
■ Authority F	■ Authority N
■ Authority G	■ Authority O

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.

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.

Based on the services it provides, Newtimber falls into Group 1, as shown in the table below. All national comparisons in this report are made with reference to this group of councils. In 2024/25, data was available for 125 of these authorities.

Table 2 - National comparator groups

Group	Authority Type	Lower tier	Upper tier	Fire*	No.
Group 1	Metropolitan districts, London boroughs and unitaries without fire responsibilities	✓	✓		122
	Unitaries with fire responsibilities	✓	✓	✓	3
Group 2	Shire counties without fire responsibilities		✓	✓	12
	Shire counties with fire responsibilities		✓		9
Group 3	Shire districts	✓			155

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

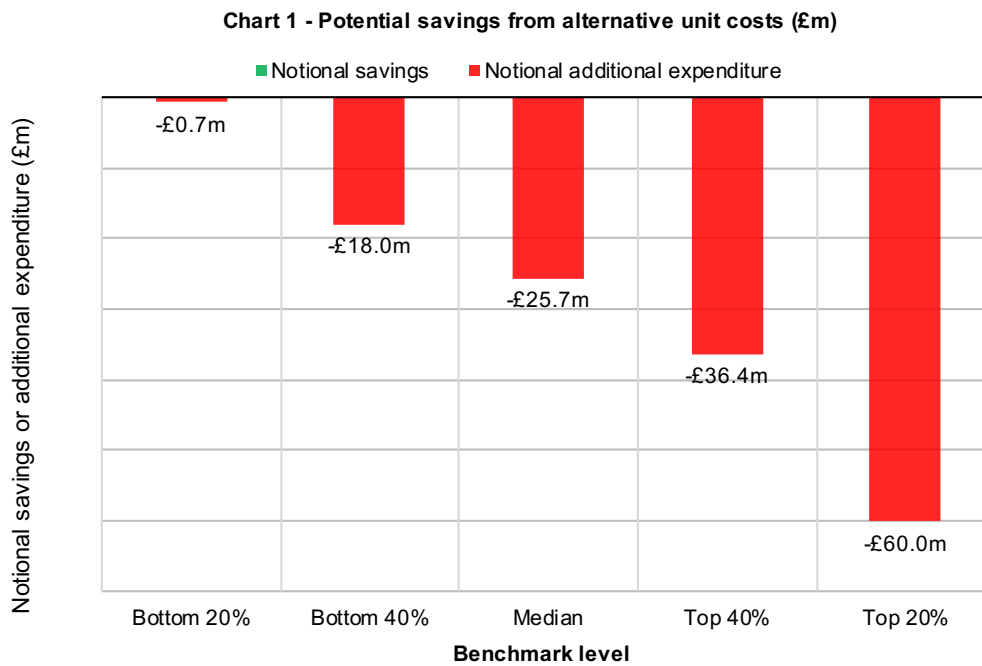
3. Potential savings

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

Benchmarks are set relative to Newtimber's nearest neighbour group.

Benchmark unit costs are defined as the cut-off points 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 Newtimber set its unit costs to these benchmarks for every service. For example, setting its unit costs to the bottom 20% of authorities in the nearest neighbour group, within every major service, would impose additional expenditure of £0.7m. Setting its unit costs to the top 20% of all comparable authorities would impose additional expenditure of £60.0m.



Please note that these notional savings will vary from those presented in LG Futures' Adults' Social Care Report and Children's Social Care Report, due to different data and methodologies used.

The table below provides a breakdown of these potential savings (or additional expenditure) by service.

Table 3 - Potential savings by major service

Notional savings  Additional expenditure 

Service	Bottom 20%	Bottom 40%	Median	Top 40%	Top 20%
Education (excluding schools)	£1.8m	-£1.1m	-£1.8m	-£2.7m	-£4.4m
Adult Social Care	£0.0m	-£2.2m	-£2.6m	-£4.9m	-£5.9m
Children's Social Care	-£0.4m	-£2.4m	-£5.9m	-£8.0m	-£16.8m
Public Health	-£0.9m	-£2.6m	-£3.5m	-£4.5m	-£6.6m
Highways & Transport	£0.9m	£0.3m	£0.1m	-£0.4m	-£3.3m
Housing Services (GFRA only)	£1.2m	£0.7m	£0.5m	£0.0m	-£0.5m
Cultural & Related Services	-£2.2m	-£3.0m	-£3.8m	-£4.7m	-£6.6m
Environmental & Regulatory Services	-£3.2m	-£9.0m	-£9.4m	-£10.7m	-£13.4m
Planning & Development Services	£2.4m	£2.2m	£1.6m	£0.8m	£0.7m
Central Services	-£0.2m	-£0.9m	-£1.0m	-£1.3m	-£3.3m
Total (excluding schools)	-£0.7m	-£18.0m	-£25.7m	-£36.4m	-£60.0m

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

4. Change in unit costs 2023/24 to 2024/25

This section highlights the change in Newtimber's unit costs, compared to its nearest neighbours, between 2023/24 and 2024/25.

In 2024/25, Newtimber's overall unit costs (excluding schools) increased by 20.6%. Its ranking, relative to its nearest neighbours, changed from 16th highest to 15th highest in the group. The change for each major service is shown in the table below.

Table 4 - Change in unit costs relative to the nearest neighbour group

Service Area	Unit Costs (£ per unit)			Nearest Neighbour Ranking (1 = high)			Units
	2023/24	2024/25	Change	2023/24	2024/25	Change	
Education (exc. schools)	48.17	72.70	●	15th	12th	●	Residents (all)
Adults' Social Care	300.25	334.80	●	13th	12th	●	Residents (18+ weighted)*
Children's Social Care	801.11	1,107.51	●	15th	14th	●	Residents (0-17)
Public Health	54.45	61.76	●	16th	16th	●	Residents (all)
Highways & Transport	3,617.39	4,283.94	●	11th	8th	●	Road length
Housing (General Fund)	25.37	28.93	●	7th	7th	●	Residents (all)
Cultural & Related Services	28.76	31.94	●	16th	16th	●	Residents (all)
Environmental & Regulatory Services	36.37	41.46	●	16th	16th	●	Residents (all)
Planning & Development Services	15.14	24.75	●	10th	3rd	●	Residents (all)
Central Services	42.82	34.80	●	8th	14th	●	Residents (all)
Total Expenditure (exc. Schools)	849.01	1,023.79	●	16th	15th	●	Residents (all)

Key: ● Decreased unit costs / improved rank
 ● Unchanged unit costs / unchanged rank
 ● Increased unit costs / worsened rank

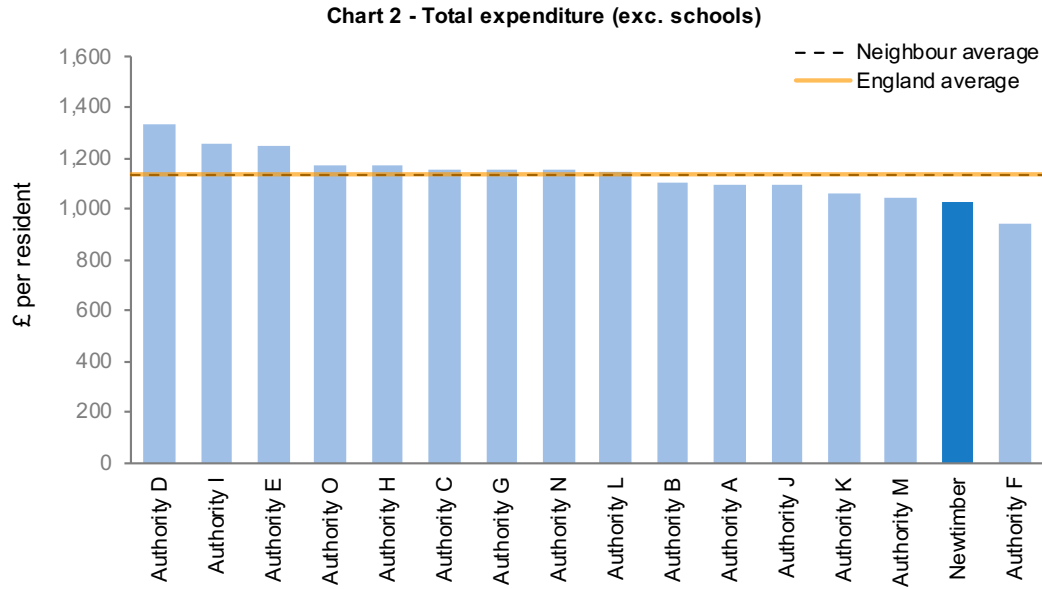
* Adults aged 65+ are assigned 3.07 times the weight of adults aged 18 to 64. Based on an analysis of historical local authority expenditure by age band.

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

5. Overview of unit costs

In 2024/25, Newtimber's total expenditure per resident (excluding schools) was 9.7% lower than the nearest neighbour average. It was ranked 15th highest out of the 16 authorities in the group.

Its position relative to its nearest neighbours is illustrated in the chart below.



The table below shows Newtimber's unit costs, in each major service area, relative to its nearest neighbours.

Table 5 - Unit costs compared to nearest neighbours

Service Area	Budget 2024/25 (£m)	Unit cost*		Difference from nearest neighbour average		Rank out of 16 (1=high)	Units
		Your authority (£ per unit)	NN average (£ per unit)	(%)	(Band)		
Education (exc. schools)	14.385	72.70	82.38	-11.8%	●	12th	Residents (all)
Adults' Social Care	77.022	334.80	349.35	-4.2%	●	12th	Residents (18+ weighted)**
Children's Social Care	49.315	1,107.51	1,285.65	-13.9%	●	14th	Residents (0-17)
Public Health	12.186	61.76	80.47	-23.2%	●	16th	Residents (all)
Highways & Transport	5.238	4,283.94	4,941.70	-13.3%	●	8th	Road length
Housing (General Fund)	5.731	28.93	26.85	7.8%	●	7th	Residents (all)
Cultural & Related Services	6.327	31.94	53.40	-40.2%	●	16th	Residents (all)
Environmental & Regulatory Services	8.214	41.46	85.68	-51.6%	●	16th	Residents (all)
Planning & Development Services	4.903	24.75	16.01	54.6%	●	3rd	Residents (all)
Central Services	6.893	34.80	47.96	-27.4%	●	14th	Residents (all)
Other Services	11.996						
Total (excluding schools)	202.210	1,023.79	1,133.98	-9.7%	●	15th	Residents (all)
Total (including schools)	337.913	1,709.51	1,766.28	-3.2%	●	8th	Residents (all)

Bottom 20% of NN group ●●●● top 20% of NN group

* 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 Services' (which varies widely between authorities) and for services where your authority does not have primary responsibility.

** Within Adult Social Care, adults aged 65+ are assigned 3.07 times the weight of adults aged 18 to 64. This is based on an analysis of historical local authority expenditure by age band.

England comparison

Relative to all comparable authorities in England, Newtimber's unit costs were 9.9% lower than average, and ranked 94th highest out of 125 authorities.

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

Table 6 - Unit costs compared to England average

Service Area	Budget 2024/25 (£m)	Unit cost		Difference from England average		Rank out of 125 (1=high)	Units
		Your authority (£ per unit)	England average (£ per unit)	(%)	(Band)		
Education (exc. schools)	14.385	72.70	86.19	-15.7%	●	83rd	Residents (all)
Adults' Social Care	77.022	334.80	354.26	-5.5%	●	76th	Residents (18+ weighted)
Children's Social Care	49.315	1,107.51	1,209.60	-8.4%	●	73rd	Residents (0-17)
Public Health	12.186	61.76	74.02	-16.6%	●	77th	Residents (all)
Highways & Transport	5.238	4,283.94	4,066.69	5.3%	●	74th	Road length
Housing (General Fund)	5.731	28.93	45.38	-36.2%	●	71st	Residents (all)
Cultural & Related Services	6.327	31.94	41.10	-22.3%	●	78th	Residents (all)
Environmental & Regulatory Services	8.214	41.46	96.91	-57.2%	●	125th	Residents (all)
Planning & Development Services	4.903	24.75	20.37	21.5%	●	38th	Residents (all)
Central Services	6.893	34.80	48.22	-27.8%	●	93rd	Residents (all)
Other Services	11.996						
Total (excluding schools)	202.210	1,023.79	1,136.59	-9.9%	●	94th	Residents (all)
Total (including schools)	337.913	1,709.51	1,742.17	-1.9%	●	68th	Residents (all)

Bottom 20% of authorities ●●●● top 20% of authorities

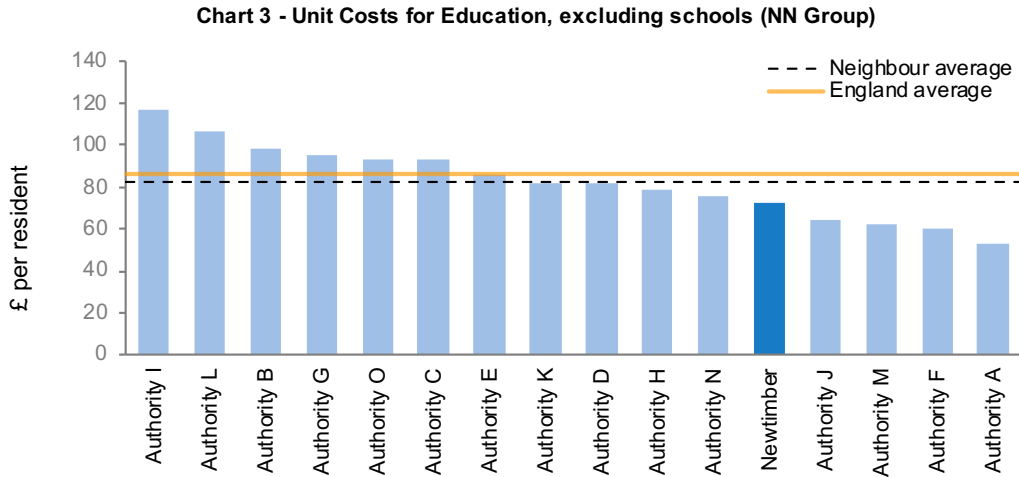
The following section provides additional details on each of these services.

6. Unit costs by service

Education

For Education (exc. schools), Newtimber's unit costs were 11.8% lower than the nearest neighbour average, and ranked 12th highest in the group.

Compared nationally, its units costs were 15.7% lower than average (and ranked 83rd highest out of 125 authorities).



Detailed unit costs, relative to its nearest neighbours, are shown in the table below.

Table 7 - Detailed unit costs for Education (NN Group)

Service Area	Budget 2024/25 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Post-16 Provision	3.105	342.26	286.09	19.6%	●	8th / 16	Residents (16-19)
Other Education & Community	11.280	57.00	68.80	-17.2%	●	12th / 16	Residents (all)
Early Years*	22.834	1,993.87	1,958.97	1.8%	●	11th / 16	Residents (0-4)
Primary Schools*	50.504	4,942.19	6,649.59	-25.7%	●	16th / 16	Pupils (primary)
Secondary Schools*	43.867	10,390.92	8,890.42	16.9%	●	2nd / 14	Pupils (secondary)
Special Schools*	18.498	99,509.71	66,810.31	48.9%	●	3rd / 14	Pupils (special)
Total (excluding schools)	14.385	72.70	82.38	-11.8%	●	12th / 16	Residents (all)
Total (including schools)	150.088	3,081.99	3,013.77	2.3%	●	8th / 16	Residents (0-19)

* School functions

Bottom 20% of NN group ●●●● top 20% of NN group

Adult Social Care

For Adult Social Care, overall unit costs are based on the weighted number of residents aged 18 and over. Residents aged 65 and over are assigned 3.07 times the weight of younger adults, reflecting higher average costs for this age band (based on an analysis of local authorities' historical spending).

For Adult Social Care, Newtimber's unit costs were 4.2% lower than the nearest neighbour average, and ranked 12th highest in the group.

Compared nationally, its units costs were 5.5% lower than average (and ranked 76th highest out of 125 authorities).

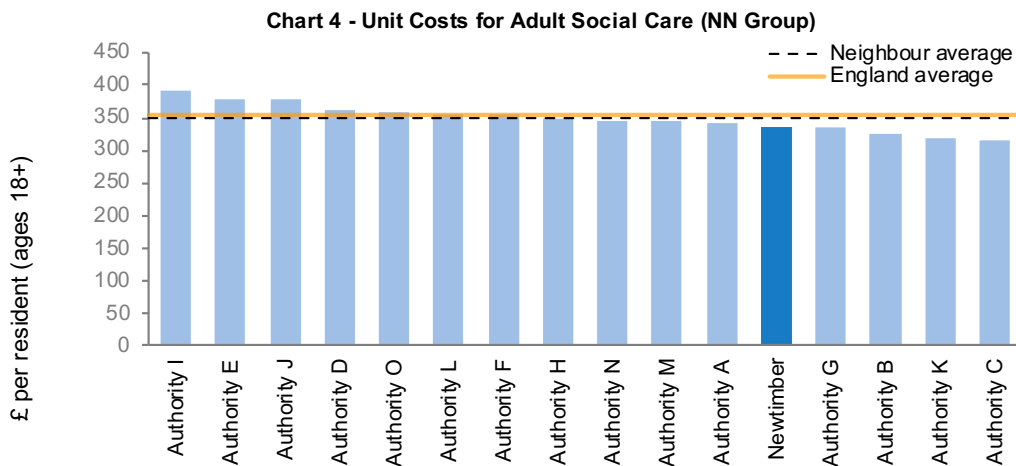


Table 8 - Detailed unit costs for Adult Social Care (NN group)

Service Area	Budget 2024/25 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Older Adult Social Care	39.016	1,045.00	769.64	35.8%	●	1st / 16	Residents (65+)
Younger Adults - Physical & Sensory	6.496	56.28	53.79	4.6%	●	6th / 16	Residents (18-64)
Younger Adults - Mental Health & Cognition	5.148	44.60	39.09	14.1%	●	7th / 16	Residents (18-64)
Younger Adults - Learning Disabilities	9.201	79.71	224.49	-64.5%	●	16th / 16	Residents (18-64)
Commissioning and Service Delivery	3.150	13.69	20.86	-34.4%	●	14th / 16	Residents (18+ weighted)
Social Care Activities	9.303	40.44	33.77	19.7%	●	5th / 16	Residents (18+ weighted)
Other Adult Social Care	4.708	20.46	12.12	68.8%	●	3rd / 16	Residents (18+ weighted)
Total	77.022	334.80	349.35	-4.2%	●	12th / 16	Residents (18+ weighted)

Bottom 20% of NN group ●●●●● Top 20% of NN group ●●●●●

Children's Social Care

For Children's Social Care, Newtimber's unit costs were 13.9% lower than the nearest neighbour average, and ranked 14th highest in the group.

Compared nationally, its units costs were 8.4% lower than average (and ranked 73rd highest out of 125 authorities).

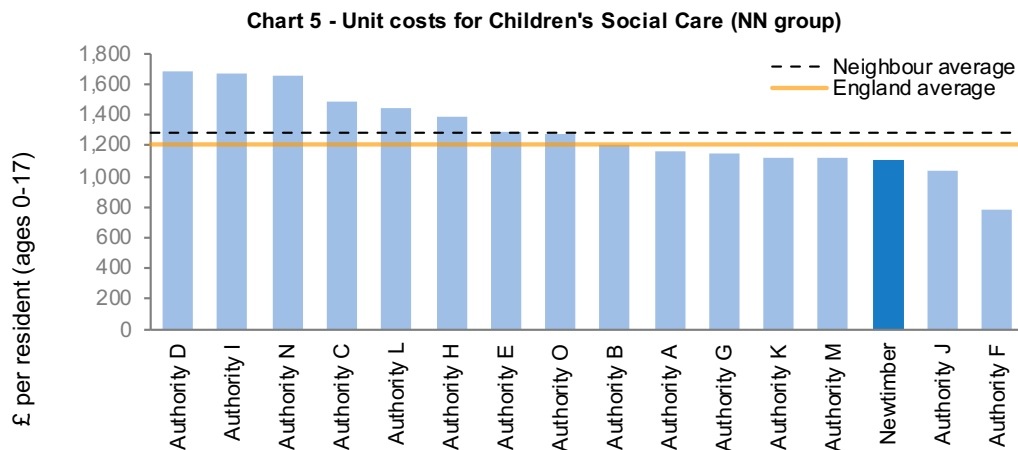


Table 9 - Detailed unit costs for Children's Social Care (NN group)

Service Area	Budget 2024/25 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Children Looked After	28.186	633.00	770.33	-17.8%	●	12th / 16	Residents (0-17)
Safeguarding Children's Services	11.510	258.49	271.08	-4.6%	●	10th / 16	Residents (0-17)
Sure Start and Early Years	0.489	42.83	185.15	-76.9%	●	15th / 16	Residents (0-4)
Services for Young People	1.358	80.55	58.04	38.8%	●	4th / 16	Residents (13-19)
Family Support Services	6.942	155.90	125.59	24.1%	●	3rd / 16	Residents (0-17)
Youth Justice	0.830	39.90	61.50	-35.1%	●	11th / 16	Residents (10-17)
Other Children's and Families Services	0.000	0.00	16.94	-100.0%	●	14th= / 16	Residents (0-17)
Asylum seekers	0.000						
Total	49.315	1,107.51	1,285.65	-13.9%	●	14th / 16	Residents (0-17)

Bottom 20% of NN group ●●●● top 20% of NN group ●●●●

Public Health

For Public Health, Newtimber's unit costs were 23.2% lower than the nearest neighbour average, and ranked 16th highest in the group.

Compared nationally, its units costs were 16.6% lower than average (and ranked 77th highest out of 125 authorities).

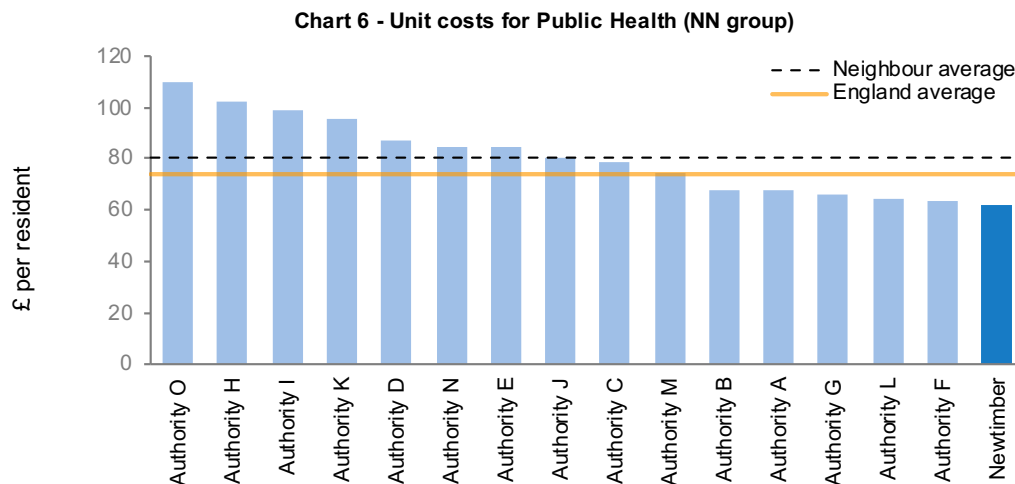


Table 10 - Detailed unit costs for Public Health (NN group)

Service Area	Budget 2024/25 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Children 5-19 Public Health Programmes	1.643	44.24	31.15	42.0%	●	5th / 16	Residents (5-19)
0-5 Children's Services	3.968	288.82	281.33	2.7%	●	8th / 16	Residents (0-5)
Obesity	0.338	3.46	6.27	-44.8%	●	11th / 16	Obese & overweight adults
Physical Activity	0.338	1.71	4.66	-63.2%	●	14th / 16	Residents (all)
Sexual Health Services	2.007	15.65	14.67	6.7%	●	5th / 16	Residents (13-64)
Smoking and Tobacco	0.262	13.48	25.09	-46.3%	●	14th / 16	Smokers
Substance Misuse	2.846	18.63	24.47	-23.9%	●	12th / 16	Residents (18+)
Other Public Health Services	0.784	3.97	16.85	-76.4%	●	16th / 16	Residents (all)
Total	12.186	61.76	80.47	-23.2%	●	16th / 16	Residents (all)

Bottom 20% of NN group ●●●● top 20% of NN group ●●●●

Highways and Transport

For Highways and Transport, Newtimber's unit costs were 13.3% lower than the nearest neighbour average, and ranked 8th highest in the group.

Compared nationally, its units costs were 5.3% higher than average (and ranked 74th highest out of 125 authorities).

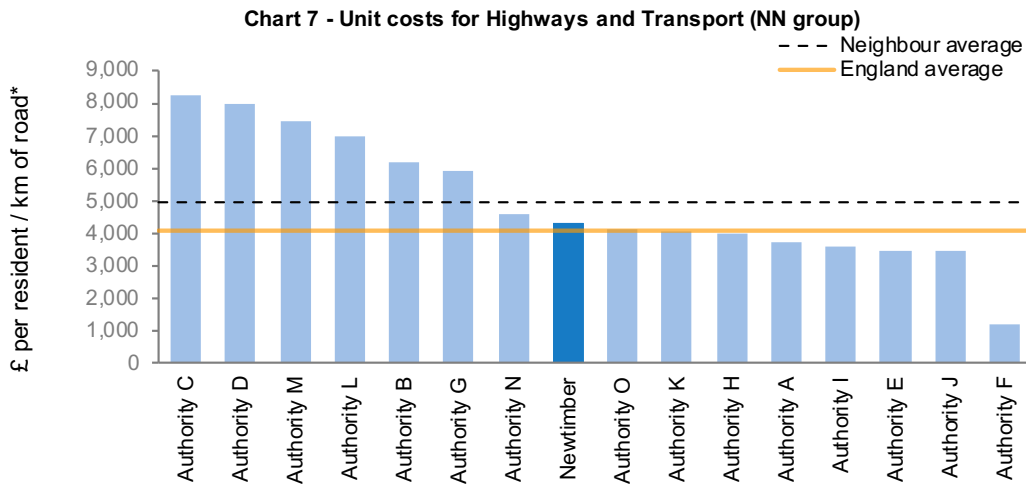


Table 11 - Detailed unit costs for Highways and Transport (NN group)

Service Area	Budget 2024/25 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Highways Maintenance	1.558	1,274.22	2,099.22	-39.3%	●	14th / 16	Road length
Parking Services	-0.661	-3.36	-5.22	35.6%	●	8th / 16	Daytime population
Street Lighting	2.981	2,438.04	1,569.20	55.4%	●	3rd / 16	Road length
Transport Planning, Policy and Strategy	0.136	111.23	498.22	-77.7%	●	13th / 16	Road length
Winter Service	0.359	293.61	394.34	-25.5%	●	10th / 16	Road length
Traffic Management and Road Safety	0.865	707.45	253.85	178.7%	●	1st / 16	Road length
Public Transport	0.000	0.00	932.01	-100.0%	●	8th= / 16	Road length
Other Highways and Transport Services	0.000	0.00	-16.62	100.0%	●	2nd= / 16	Road length
Total	5.238	4,283.94	4,941.70	-13.3%	●	8th / 16	Road length

Bottom 20% of NN group ●●●● top 20% of NN group

* 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.

Additional notes on Highways & Transport

Note that national comparisons of unit costs are heavily influenced by a number of London boroughs (such Westminster, Kensington & Chelsea, Islington, and Hammersmith & Fulham), which generate significant net income from parking, and so have large negative unit costs for this service area.

Net current expenditure on Highways & Transport (which is used to calculate unit costs) excludes expenditure carried out on behalf of local authorities by combined authorities or other transport authorities. This will affect the relative unit costs of the Metropolitan Districts (and some Unitaries). Similarly, expenditure by the Greater London Authority means unit costs for the London boroughs are likely to be lower than the costs for other unitary authorities, all else being equal. These caveats should be borne in mind when interpreting the unit costs presented above.

Housing Services (General Fund)

For Housing Services, Newtimber's unit costs were 7.8% higher than the nearest neighbour average, and ranked 7th highest in the group.

Compared nationally, its units costs were 36.2% lower than average (and ranked 71st highest out of 125 authorities).

Chart 8 - Unit costs for Housing Services (NN group)

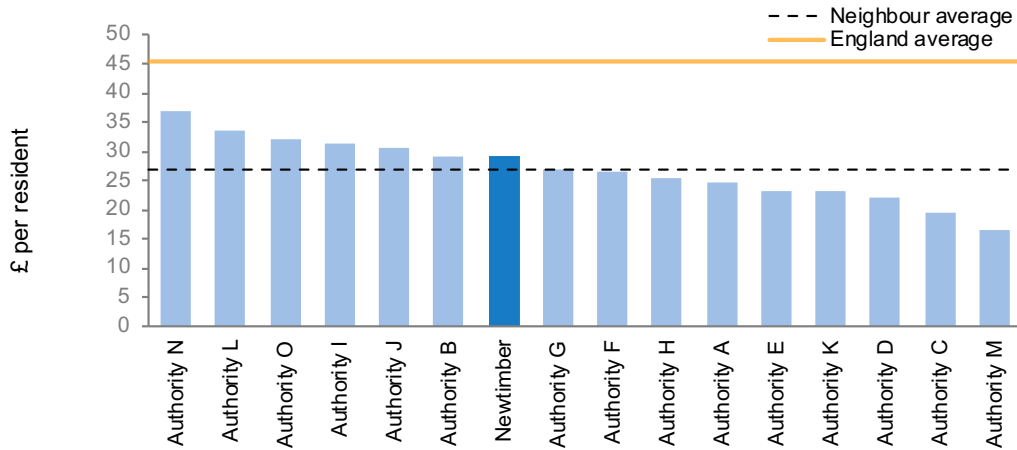


Table 12 - Detailed unit costs for Housing Services (NN group)

Service Area	Budget 2024/25 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Homelessness	0.975	4,362.13	7,305.95	-40.3%	●	13th / 16	Homeless households
Housing Benefits Administration	1.822	285.81	153.15	86.6%	●	2nd / 16	Housing Benefit claimants
Housing Benefits: Rent Allowances and Rebates	0.199	31.22	38.42	-18.7%	●	12th / 16	Housing Benefit claimants
Housing Strategy, Advice, Advances etc.	0.989	4.99	3.71	34.6%	●	5th / 16	Residents (all)
Housing Welfare: Supporting People	1.746	8.81	5.50	60.1%	●	3rd / 16	Residents (all)
Other Housing Services	0.000	0.00	0.08	-100.0%	●	7th = / 16	Residents (all)
Total	5.731	28.93	26.85	7.8%	●	7th / 16	Residents (all)

Bottom 20% of NN group ●●● top 20% of NN group ●●●

Cultural and Related Services

For Cultural and Related Services, Newtimber's unit costs were 40.2% lower than the nearest neighbour average, and ranked 16th highest in the group.

Compared nationally, its units costs were 22.3% lower than average (and ranked 78th highest out of 125 authorities).

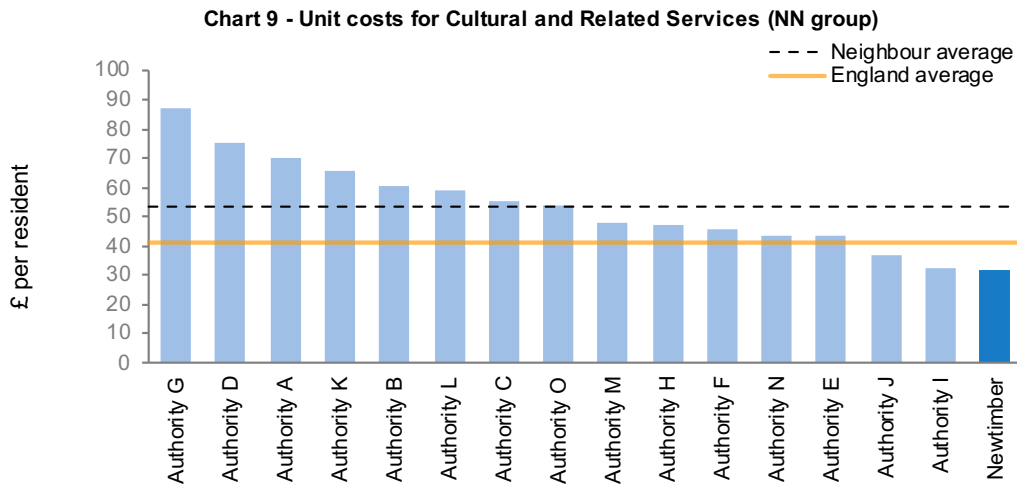


Table 13 - Detailed unit costs for Cultural and Related Services (NN group)

Service Area	Budget 2024/25 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Culture and Heritage	0.604	3.05	9.24	-67.0%	●	15th / 16	Residents (all)
Library Service	1.658	8.37	13.68	-38.8%	●	15th / 16	Residents (all)
Open Spaces	2.316	228.99	272.00	-15.8%	●	8th / 16	LA area (hectares)
Recreation and Sport	1.632	8.24	12.59	-34.6%	●	12th / 16	Residents (all)
Other Cultural and Related Services	0.117	0.59	1.58	-62.7%	●	14th / 16	Residents (all)
Total	6.327	31.94	53.40	-40.2%	●	16th / 16	Residents (all)

Bottom 20% of NN group ●●●● top 20% of NN group ●●●●

Environmental and Regulatory Services

For Environmental & Regulatory Services, Newtimber's unit costs were 51.6% lower than the nearest neighbour average, and ranked 16th highest in the group.

Compared nationally, its units costs were 57.2% lower than average (and ranked 125th highest out of 125 authorities).

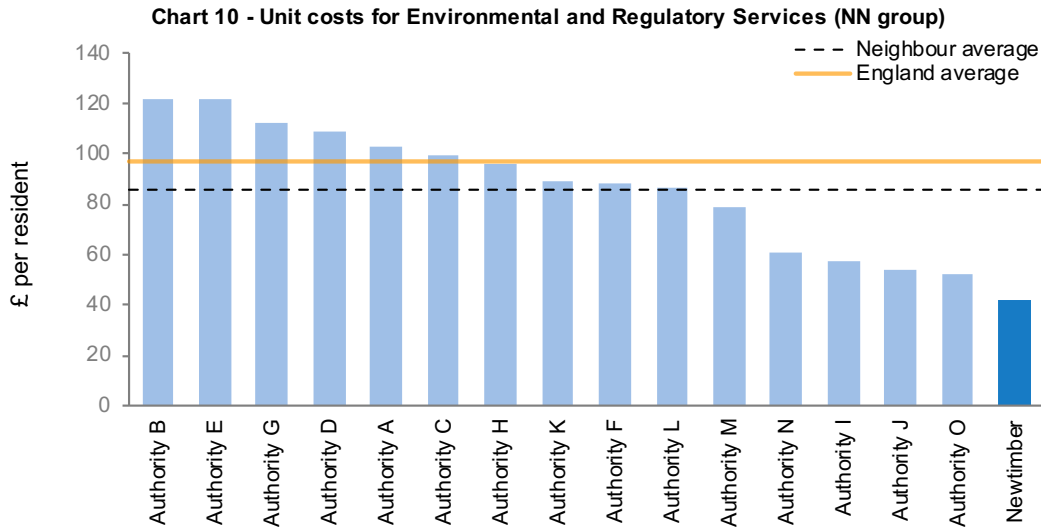


Table 14 - Detailed unit costs for Environmental and Regulatory Services (NN group)

Service Area	Budget 2024/25 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Cemetery, Cremation and Mortuary Services	-0.368	-1.86	-2.79	33.4%	●	7th / 16	Residents (all)
Community Safety	-0.082	-0.41	5.98	-106.9%	●	16th / 16	Residents (all)
Regulatory Services	1.704	8.60	8.64	-0.4%	●	9th / 16	Residents (all)
Street Cleansing	1.950	9.84	12.48	-21.1%	●	12th / 16	Daytime population
Waste Collection	1.910	22.53	50.29	-55.2%	●	15th / 16	Number of households
Waste Disposal & Recycling*	3.175	50.93	99.97	-49.0%	●	13th / 16	Waste collected (household)
Trade Waste & Waste Minimisation*	-0.201	-3.00	-1.82	-64.7%	●	11th / 16	Waste collected (all)
Other Environmental and Regulatory Services	0.126	0.64	2.02	-68.5%	●	13th / 16	Residents (all)
Total	8.214	41.46	85.68	-51.6%	●	16th / 16	Residents (all)

Bottom 20% of NN group ●●●● top 20% of NN group ●●●●

* Net Current Expenditure (used to calculate unit costs) excludes levies paid to waste authorities, which will affect relative unit costs for these services.

Planning and Development Services

For Planning & Development Services, Newtimber's unit costs were 54.6% higher than the nearest neighbour average, and ranked 3rd highest in the group.

Compared nationally, its units costs were 21.5% higher than average (and ranked 38th highest out of 125 authorities).

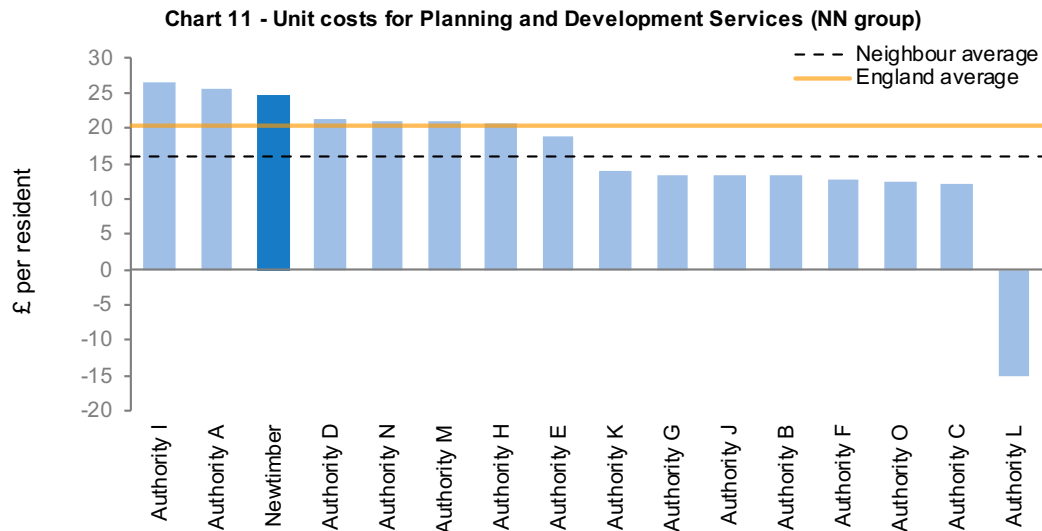


Table 15 - Detailed unit costs for Planning & Development Services (NN group)

Service Area	Budget 2024/25 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Building Control	0.191	232.17	296.07	-21.6%	●	10th / 16	Planning decisions
Business Support	0.737	82.45	-64.96	226.9%	●	3rd / 16	Number of businesses
Community Development	0.557	2.81	3.37	-16.6%	●	8th / 16	Residents (all)
Economic Research and Development	0.000	0.00	6.54	-100.0%	●	16th / 16	Residents (all)
Planning Policy	2.209	11.15	3.40	228.3%	●	1st / 16	Residents (all)
Environmental Initiatives	0.064	0.32	0.99	-67.3%	●	10th / 16	Residents (all)
Development Control	1.145	1,391.81	750.18	85.5%	●	4th / 16	Planning decisions
Total	4.903	24.75	16.01	54.6%	●	3rd / 16	Residents (all)

Bottom 20% of NN group ●●●● top 20% of NN group ●●●●

Central Services

Within Central Services, Newtimber's unit costs were 27.4% lower than the nearest neighbour average, and ranked 14th highest in the group.

Compared nationally, its units costs were 27.8% lower than average (and ranked 93rd highest out of 125 authorities).

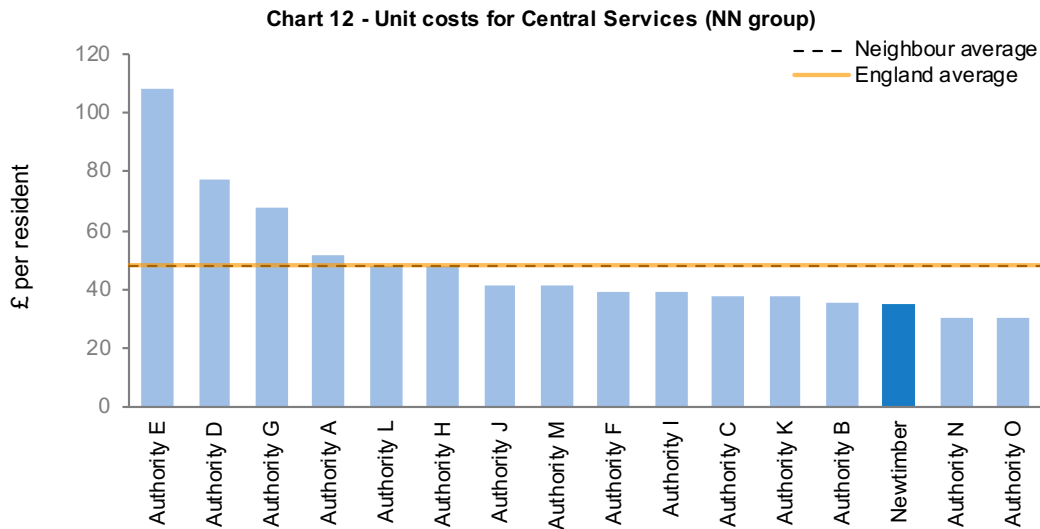


Table 16 - Detailed unit costs for Central Services (NN group)

Service Area	Budget 2024/25 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Coroners Court Services	0.975	4.92	2.81	75.4%	●	2nd / 16	Residents (all)
Corporate and Democratic Core	3.824	19.30	23.39	-17.5%	●	8th / 16	Residents (all)
Emergency Planning	0.000	0.00	0.61	-100.0%	●	13th= / 16	Residents (all)
Local Tax Collection	0.000	0.00	14.63	-100.0%	●	15th / 16	Taxable properties
Non-Distributed Costs	0.000	0.00	4.39	-100.0%	●	13th= / 16	Residents (all)
Other Central Services	2.094	10.57	9.84	7.5%	●	4th / 16	Residents (all)
Total	6.893	34.80	47.96	-27.4%	●	14th / 16	Residents (all)

Bottom 20% of NN group ●●● top 20% of NN group ●●●

Annex A - Denominators and 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
Daytime population	MHCLG, ONS	The projected resident population in 2024, based ONS's population projections, adjusted for the ratio of net in-commuters from the 2021 Census. (Source: ONS and LG Futures' calculations).
Homeless households	MHCLG	Number of households assessed and owed a duty by the local authority (prevention or relief), average of eight quarters to Q3 23/24. (Source: Live Tables on Homelessness, MHCLG).
Housing Benefit claimants	DWP	Housing benefit caseload by local authority, average for the 12 months to February 2024. (Source: DWP Stat-Xplore).
LA Area (hectares)	ONS	Size of the local authority in hectares, from the UK Standard Area Measurement (SAM).
Number of businesses	ONS	Count of the number of business units in each local authority, as at March 2023. (Source: NOMIS, UK Business Counts).
Number of households	ONS	Projected number of households in 2024. (Source: 2018-based Household Projections for England, ONS).
Obese & overweight adults	Public Health England	Estimate based on the percentage of adults classified as overweight or obese (average 2019/20 to 2022/23), multiplied by the projected adult population in 2024. (Source: Public Health Outcomes Framework, NHS).
Planning decisions	MHCLG	Number of planning applications decided by the district level planning authority in the year to Mar 2024. (Source: Live Tables on Planning Application Statistics, MHCLG).
Pupils (primary, secondary and special)	DfE	Number of pupils in LA-maintained primary, secondary and special schools in 2023/24. Primary and secondary school pupil numbers exclude those in academies. (Source: Schools, Pupils and their Characteristics, DfE).
Residents (all age categories)	ONS	2018-based Sub-national Population Projections (SNPP) for 2024. These take the 2011 census as the baseline, 'age on' the population each year, and reflect recent trends in births, deaths and migration. (Source: ONS).
Road Length	MHCLG	Index in which built-up roads carry twice as much as non-built up roads (as published by MHCLG in the calculation of the Relative Needs Formula for 2013/14).
Smokers	Public Health England	Estimate based on the percentage of adults who smoke (average 2018 to 2022) multiplied by the projected adult population in 2024. (Source: Public Health Profiles, NHS).
Taxable Properties	MHCLG, VOA	The sum of (i) chargeable dwellings for Council Tax purposes in October 2023 and (ii) the number of rateable properties on the rating list as at March 2024. (Sources: Council Taxbase 2023 in England; NNDR Stock of Properties 2024).
Waste collected - all	DEFRA	Household and 'all' waste collected (tonnes) in the year to 31 March 2023. In the case of waste authorities, waste volumes are apportioned based on each member authority's population size using 2024 projections. (Source: Local Authority Collected Waste Statistics, DEFRA).
Waste collected - household	DEFRA	