



**Financial Intelligence Toolkit**

**2025/26 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 2025/26. 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.

## Contents

<b>Summary of Key Points</b>	3
<b>1. Methodology</b>	4
<b>2. Comparator groups</b>	5
<b>3. Potential savings</b>	6
<b>4. Change in unit costs 2024/25 to 2025/26</b>	8
<b>5. Overview of unit costs</b>	9
<b>6. Unit costs by service</b>	12
Education	12
Adult Social Care	13
Children's Social Care	14
Public Health	15
Highways & Transport	16
Housing Services (General Fund)	18
Cultural & Related Services	19
Environmental & Regulatory Services	20
Planning & Development Services	21
Central Services	22
<b>Annex A - Denominators and data sources</b>	23

## 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: ↓ notional savings of £64.2m
  - The **top 20%** of authorities in England: ↑ additional expenditure of £63.6m

### Annual change in unit costs

- Change in your authority's unit costs between 2024/25 and 2025/26: ↑ **14.2%**
- Your authority's ranking changed from 12th highest to 10th highest in its nearest neighbour (NN) group.

### Unit costs

Service:	Relative unit costs:	Your authority's relative unit cost:
<b>Overall unit costs (exc. schools)</b>	Your authority Neighbours England	Expenditure per resident: ■ 4.4% below the NN average ■ 5.0% below the England average
<b>Education (exc. schools)</b>	Your authority Neighbours England	Expenditure per resident: ■ 22.0% above the NN average ■ 15.1% above the England average
<b>Adult Social Care</b>	Your authority Neighbours England	Expenditure per resident (ages 18 plus): ■ 7.2% below the NN average ■ 5.2% below the England average
<b>Children's Social Care</b>	Your authority Neighbours England	Expenditure per resident (ages 0 to 17): ■ 1.1% above the NN average ■ 0.6% above the England average
<b>Public Health</b>	Your authority Neighbours England	Expenditure per resident: ■ 5.0% below the NN average ■ 3.8% below the England average
<b>Highways &amp; Transport*</b>	Your authority Neighbours England	Expenditure per km of road (weighted): ■ 63.6% above the NN average ■ 214.7% above the England average
<b>Housing (General Fund)</b>	Your authority Neighbours England	Expenditure per resident: ■ 60.5% above the NN average ■ 14.0% above the England average
<b>Cultural &amp; Related</b>	Your authority Neighbours England	Expenditure per resident: ■ 32.3% below the NN average ■ 29.6% below the England average
<b>Environmental &amp; Regulatory</b>	Your authority Neighbours England	Expenditure per resident: ■ 14.1% below the NN average ■ 28.1% below the England average
<b>Planning &amp; Development</b>	Your authority Neighbours England	Expenditure per resident: ■ 34.7% above the NN average ■ 14.4% above the England average
<b>Central Services</b>	Your authority Neighbours England	Expenditure per resident: ■ 3.5% below the NN average ■ 8.7% 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 2025/26, 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 proposed in the 2025 fair funding review consultation, as published by 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 2025/26. 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 2025.

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

**Table 1 - Nearest neighbour group**

■ <b>Newtimber</b>	■ 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 2025/26, data was available for 123 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	✓	✓		120
	Unitaries with fire responsibilities	✓	✓	✓	3
Group 2	Shire counties without fire responsibilities		✓	✓	12
	Shire counties with fire responsibilities		✓		9
Group 3	Shire districts	✓			163

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

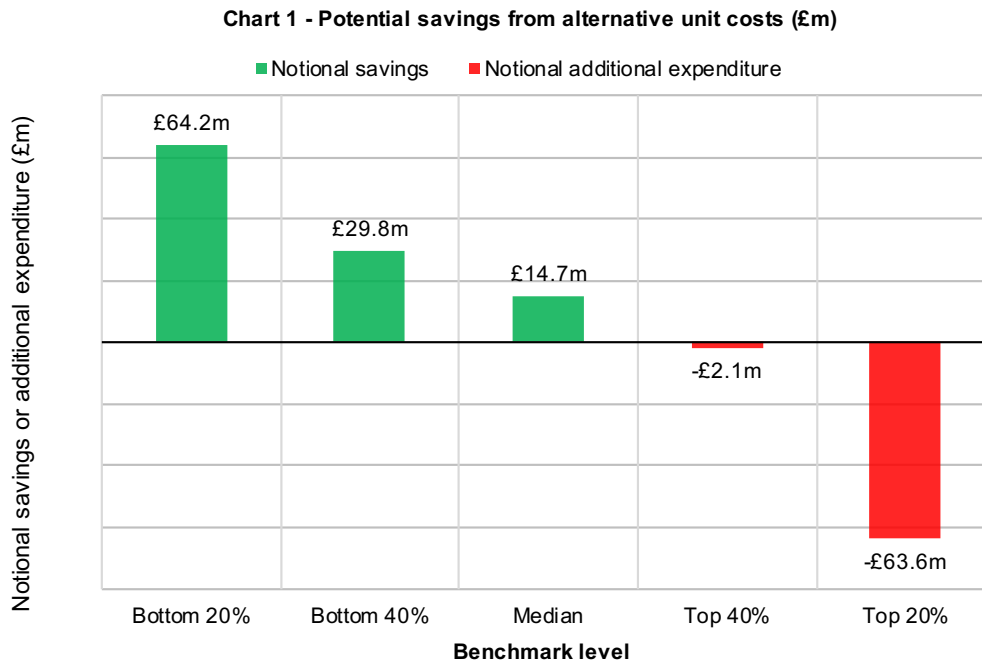
### 3. Potential savings

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 generate notional savings of £64.2m. Setting its unit costs to the top 20% of all comparable authorities would impose additional expenditure of £63.6m.



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)	£14.6m	£9.0m	£8.5m	£6.7m	£2.8m
Adult Social Care	£0.0m	£-4.0m	£-7.9m	£-8.4m	£-26.3m
Children's Social Care	£8.7m	£6.2m	£5.2m	£0.0m	£-7.5m
Public Health	£2.9m	£0.0m	£-0.4m	£-1.3m	£-5.4m
Highways & Transport	£13.2m	£11.9m	£8.9m	£7.5m	£0.0m
Housing Services (GFRA only)	£15.8m	£12.5m	£10.9m	£10.0m	£1.1m
Cultural & Related Services	£-0.2m	£-4.4m	£-5.1m	£-7.4m	£-10.3m
Environmental & Regulatory Services	£0.0m	£-6.5m	£-7.7m	£-9.5m	£-10.3m
Planning & Development Services	£5.0m	£3.6m	£1.3m	£0.3m	£-2.2m
Central Services	£4.2m	£1.5m	£1.0m	£0.0m	£-5.5m
<b>Total (excluding schools)</b>	<b>£64.2m</b>	<b>£29.8m</b>	<b>£14.7m</b>	<b>£-2.1m</b>	<b>£-63.6m</b>

*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 2024/25 to 2025/26

This section highlights the change in Newtimber's unit costs, compared to its nearest neighbours, between 2024/25 and 2025/26.

In 2025/26, Newtimber's overall unit costs (excluding schools) increased by 14.2%. Its ranking, relative to its nearest neighbours, changed from 12th highest to 10th 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
	2024/25	2025/26	Change	2024/25	2025/26	Change	
Education (exc. schools)	68.05	117.73	●	13th	2nd	●	Residents (all)
Adults' Social Care	384.47	403.56	●	12th	13th	●	Residents (18+ weighted)*
Children's Social Care	1,335.70	1,475.16	●	7th	7th	●	Residents (0-17)
Public Health	64.63	79.20	●	15th	10th	●	Residents (all)
Highways & Transport	12,729.29	12,826.94	●	3rd	4th	●	Road length
Housing (General Fund)	48.02	68.91	●	4th	2nd	●	Residents (all)
Cultural & Related Services	29.96	31.48	●	14th	14th	●	Residents (all)
Environmental & Regulatory Services	81.41	77.62	●	11th	13th	●	Residents (all)
Planning & Development Services	13.94	24.90	●	12th	6th	●	Residents (all)
Central Services	33.78	49.50	●	14th	7th	●	Residents (all)
<b>Total Expenditure (exc. Schools)</b>	<b>1,074.73</b>	<b>1,227.83</b>	●	<b>12th</b>	<b>10th</b>	●	Residents (all)

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

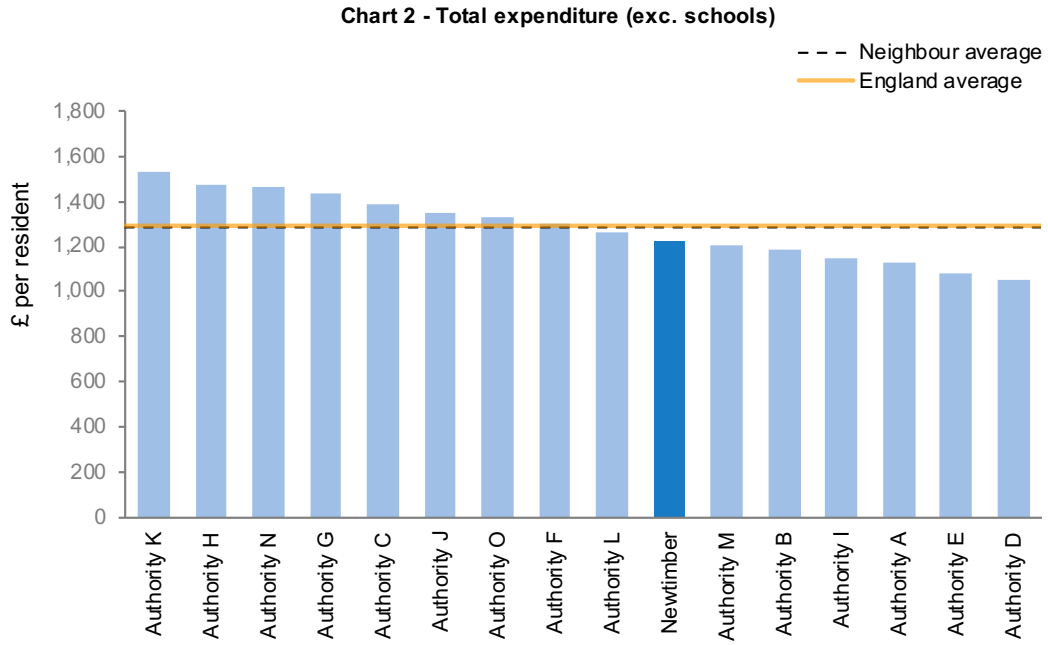
\* Adults aged 65+ are assigned 3.07 times the weight of adults aged 18 to 64. Based on an analysis of historical local authority expenditure by age band.

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 2025/26, Newtimber's total expenditure per resident (excluding schools) was 4.4% lower than the nearest neighbour average. It was ranked 10th 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 2025/26 (£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)	45.139	117.73	96.47	22.0%	●	2nd	Residents (all)
Adults' Social Care	156.636	403.56	434.64	-7.2%	●	13th	Residents (18+ weighted)**
Children's Social Care	120.838	1,475.16	1,458.52	1.1%	●	7th	Residents (0-17)
Public Health	30.326	79.20	83.36	-5.0%	●	10th	Residents (all)
Highways & Transport	19.047	12,826.94	7,839.88	63.6%	●	4th	Road length
Housing (General Fund)	25.656	68.91	42.94	60.5%	●	2nd	Residents (all)
Cultural & Related Services	11.719	31.48	46.51	-32.3%	●	14th	Residents (all)
Environmental & Regulatory Services	28.899	77.62	90.33	-14.1%	●	13th	Residents (all)
Planning & Development Services	9.270	24.90	18.49	34.7%	●	6th	Residents (all)
Central Services	18.431	49.50	51.30	-3.5%	●	7th	Residents (all)
Other Services	0.000						
<b>Total (excluding schools)</b>	<b>465.961</b>	<b>1,227.83</b>	<b>1,284.69</b>	<b>-4.4%</b>	●	<b>10th</b>	<b>Residents (all)</b>
Total (including schools)	714.498	1,882.73	1,969.19	-4.4%	●	10th	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 5.0% lower than average, and ranked 70th highest out of 123 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 2025/26 (£m)	Unit cost		Difference from England average		Rank out of 123 (1=high)	Units
		Your authority (£ per unit)	England average (£ per unit)	(%)	(Band)		
Education (exc. schools)	45.139	117.73	102.32	15.1%	●	32nd	Residents (all)
Adults' Social Care	156.636	403.56	425.89	-5.2%	●	71st	Residents (18+ weighted)
Children's Social Care	120.838	1,475.16	1,465.80	0.6%	●	53rd	Residents (0-17)
Public Health	30.326	79.20	82.29	-3.8%	●	60th	Residents (all)
Highways & Transport	19.047	12,826.94	4,076.24	214.7%	●	13th	Road length
Housing (General Fund)	25.656	68.91	60.44	14.0%	●	33rd	Residents (all)
Cultural & Related Services	11.719	31.48	44.68	-29.6%	●	86th	Residents (all)
Environmental & Regulatory Services	28.899	77.62	107.88	-28.1%	●	100th	Residents (all)
Planning & Development Services	9.270	24.90	21.77	14.4%	●	41st	Residents (all)
Central Services	18.431	49.50	54.22	-8.7%	●	63rd	Residents (all)
Other Services	0.000						
<b>Total (excluding schools)</b>	<b>465.961</b>	<b>1,227.83</b>	<b>1,292.00</b>	<b>-5.0%</b>	●	<b>70th</b>	<b>Residents (all)</b>
Total (including schools)	714.498	1,882.73	1,965.63	-4.2%	●	75th	Residents (all)

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

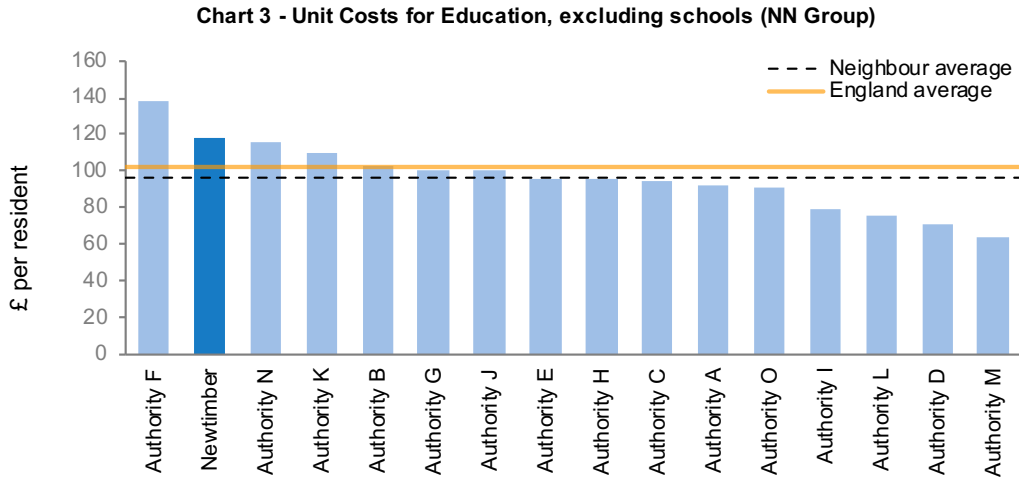
The following section provides additional details on each of these services.

## 6. Unit costs by service

### Education

For Education (exc. schools), Newtimber's unit costs were 22.0% higher than the nearest neighbour average, and ranked 2nd highest in the group.

Compared nationally, its units costs were 15.1% higher than average (and ranked 32nd highest out of 123 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 2025/26 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Post-16 Provision	3.969	150.78	317.44	-52.5%	●	15th / 16	Residents (16-19)
Other Education & Community	41.170	107.38	79.92	34.4%	●	1st / 16	Residents (all)
Early Years*	54.253	2,453.47	2,743.76	-10.6%	●	11th / 16	Residents (0-4)
Primary Schools*	150.586	7,230.63	7,499.58	-3.6%	●	10th / 16	Pupils (primary)
Secondary Schools*	8.730	NA	15,349.46				Pupils (secondary)
Special Schools*	34.968	48,729.62	107,790.65	-54.8%	●	12th / 15	Pupils (special)
<b>Total (excluding schools)</b>	<b>45.139</b>	<b>117.73</b>	<b>96.47</b>	<b>22.0%</b>	●	<b>2nd / 16</b>	<b>Residents (all)</b>
Total (including schools)	293.676	2,971.99	3,120.35	-4.8%	●	10th / 16	Residents (0-19)

\* School functions

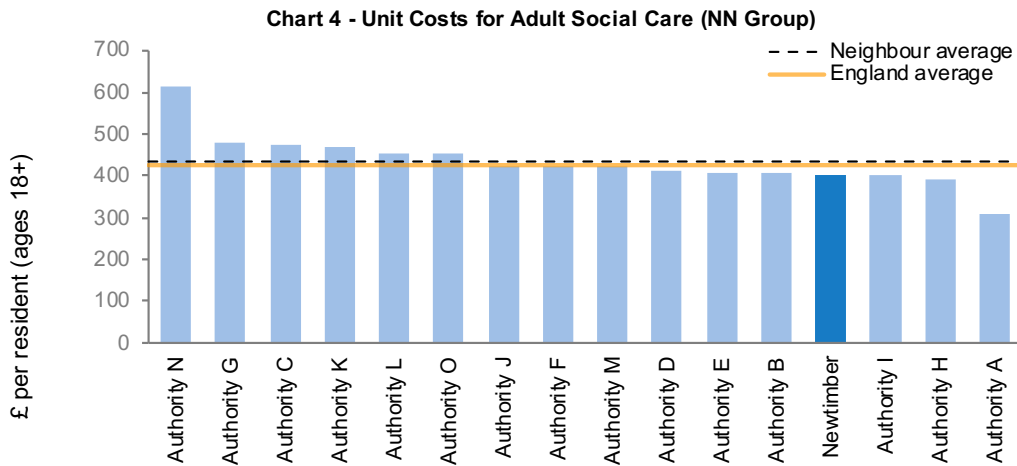
Bottom 20% of NN group ●●●● top 20% of NN group

## 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 7.2% lower than the nearest neighbour average, and ranked 13th highest in the group.

Compared nationally, its units costs were 5.2% lower than average (and ranked 71st highest out of 123 authorities).



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

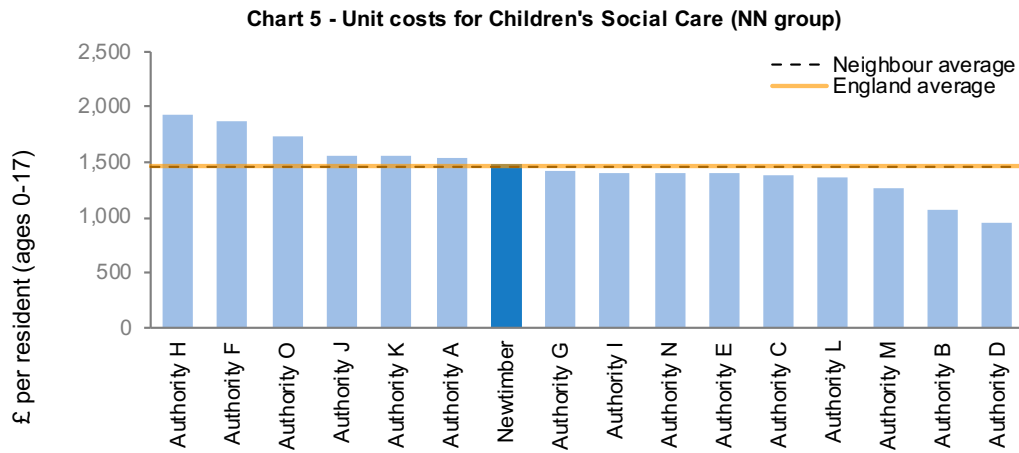
Service Area	Budget 2025/26 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Older Adult Social Care	46.171	891.20	1,002.58	-11.1%	●	10th / 16	Residents (65+)
Younger Adults - Physical & Sensory	6.178	24.78	67.51	-63.3%	●	16th / 16	Residents (18-64)
Younger Adults - Mental Health & Cognition	14.022	56.25	49.03	14.7%	●	6th / 16	Residents (18-64)
Younger Adults - Learning Disabilities	46.880	188.05	221.61	-15.1%	●	12th / 16	Residents (18-64)
Commissioning and Service Delivery	23.753	61.20	24.18	153.1%	●	1st / 16	Residents (18+ weighted)
Social Care Activities	14.795	38.12	42.49	-10.3%	●	11th / 16	Residents (18+ weighted)
Other Adult Social Care	4.837	12.46	17.95	-30.6%	●	11th / 16	Residents (18+ weighted)
<b>Total</b>	<b>156.636</b>	<b>403.56</b>	<b>434.64</b>	<b>-7.2%</b>	●	<b>13th / 16</b>	<b>Residents (18+ weighted)</b>

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

## Children's Social Care

For Children's Social Care, Newtimber's unit costs were 1.1% higher than the nearest neighbour average, and ranked 7th highest in the group.

Compared nationally, its units costs were 0.6% higher than average (and ranked 53rd highest out of 123 authorities).



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

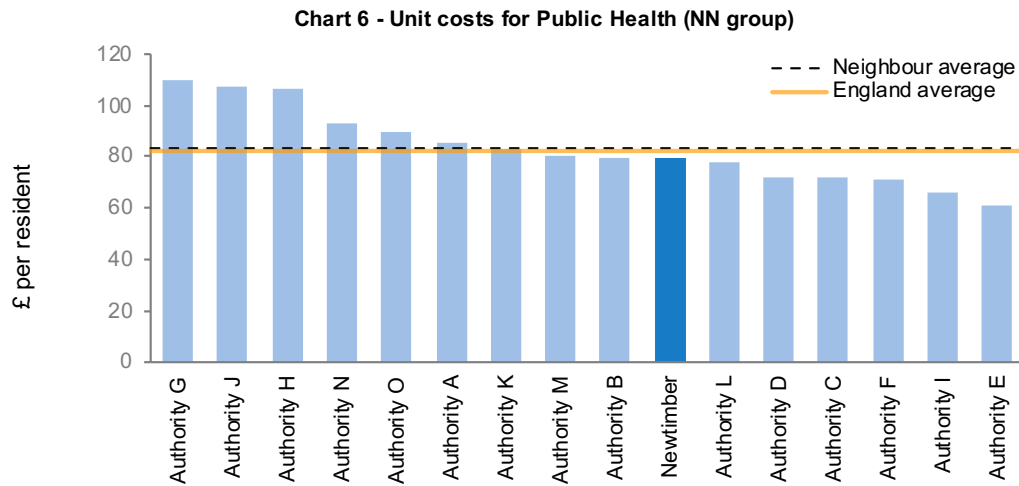
Service Area	Budget 2025/26 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Children Looked After	69.177	844.50	856.75	-1.4%	●	9th / 16	Residents (0-17)
Safeguarding Children's Services	28.073	342.71	290.04	18.2%	●	5th / 16	Residents (0-17)
Sure Start and Early Years	0.045	2.04	165.23	-98.8%	●	16th / 16	Residents (0-4)
Services for Young People	0.000	0.00	70.09	-100.0%	●	16th / 16	Residents (13-19)
Family Support Services	14.399	175.78	182.59	-3.7%	●	9th / 16	Residents (0-17)
Youth Justice	1.679	45.07	55.92	-19.4%	●	13th / 16	Residents (10-17)
Other Children's and Families Services	2.165	26.43	10.00	164.4%	●	2nd / 16	Residents (0-17)
Asylum seekers	5.300						
<b>Total</b>	<b>120.838</b>	<b>1,475.16</b>	<b>1,458.52</b>	<b>1.1%</b>	●	<b>7th / 16</b>	<b>Residents (0-17)</b>

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

## Public Health

For Public Health, Newtimber's unit costs were 5.0% lower than the nearest neighbour average, and ranked 10th highest in the group.

Compared nationally, its units costs were 3.8% lower than average (and ranked 60th highest out of 123 authorities).



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

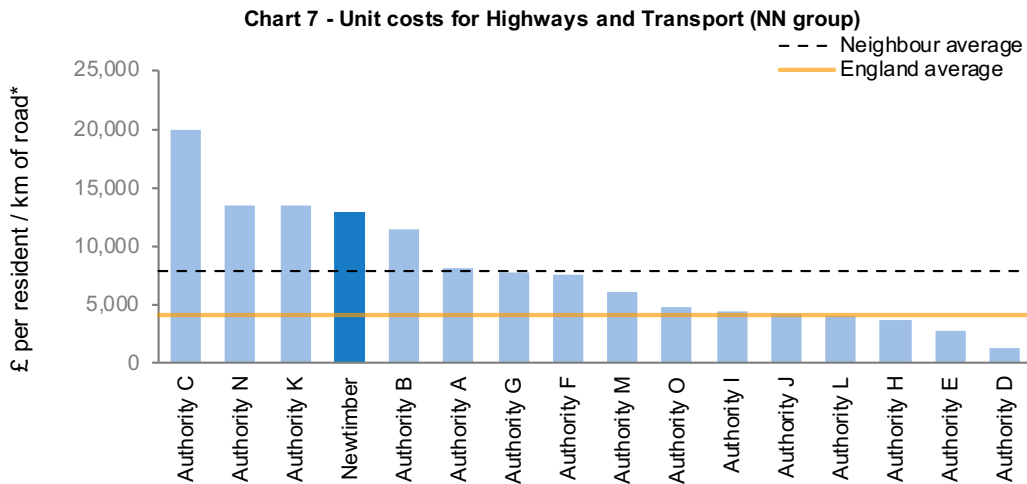
Service Area	Budget 2025/26 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Children 5-19 Public Health Programmes	1.957	25.55	29.95	-14.7%	●	10th / 16	Residents (5-19)
0-5 Children's Services	6.516	245.71	303.92	-19.2%	●	14th / 16	Residents (0-5)
Obesity	0.501	2.47	4.85	-49.1%	●	12th / 16	Obese & overweight adults
Physical Activity	0.535	1.40	4.19	-66.6%	●	16th / 16	Residents (all)
Sexual Health Services	3.982	14.59	15.98	-8.7%	●	13th / 16	Residents (13-64)
Smoking and Tobacco	1.079	23.91	24.40	-2.0%	●	9th / 16	Smokers
Substance Misuse	6.563	21.80	24.64	-11.5%	●	9th / 16	Residents (18+)
Other Public Health Services	9.193	24.01	17.69	35.7%	●	3rd / 16	Residents (all)
<b>Total</b>	<b>30.326</b>	<b>79.20</b>	<b>83.36</b>	<b>-5.0%</b>	●	<b>10th / 16</b>	<b>Residents (all)</b>

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

## Highways and Transport

For Highways and Transport, Newtimber's unit costs were 63.6% higher than the nearest neighbour average, and ranked 4th highest in the group.

Compared nationally, its units costs were 214.7% higher than average (and ranked 13th highest out of 123 authorities).



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

Service Area	Budget 2025/26 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Highways Maintenance	7.805	5,256.17	3,779.26	39.1%	●	3rd / 16	Road length
Parking Services	-3.054	-8.22	-5.38	-52.8%	●	13th / 16	Daytime population
Street Lighting	12.412	8,358.69	2,509.70	233.1%	●	1st / 16	Road length
Transport Planning, Policy and Strategy	1.132	762.33	539.06	41.4%	●	7th / 16	Road length
Winter Service	0.559	376.45	361.75	4.1%	●	8th / 16	Road length
Traffic Management and Road Safety	0.193	129.97	558.37	-76.7%	●	14th / 16	Road length
Public Transport	0.000	0.00	1,092.36	-100.0%	●	8th= / 16	Road length
Other Highways and Transport Services	0.000	0.00	-18.88	100.0%	●	1st= / 16	Road length
<b>Total</b>	<b>19.047</b>	<b>12,826.94</b>	<b>7,839.88</b>	<b>63.6%</b>	●	<b>4th / 16</b>	<b>Road length</b>

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**

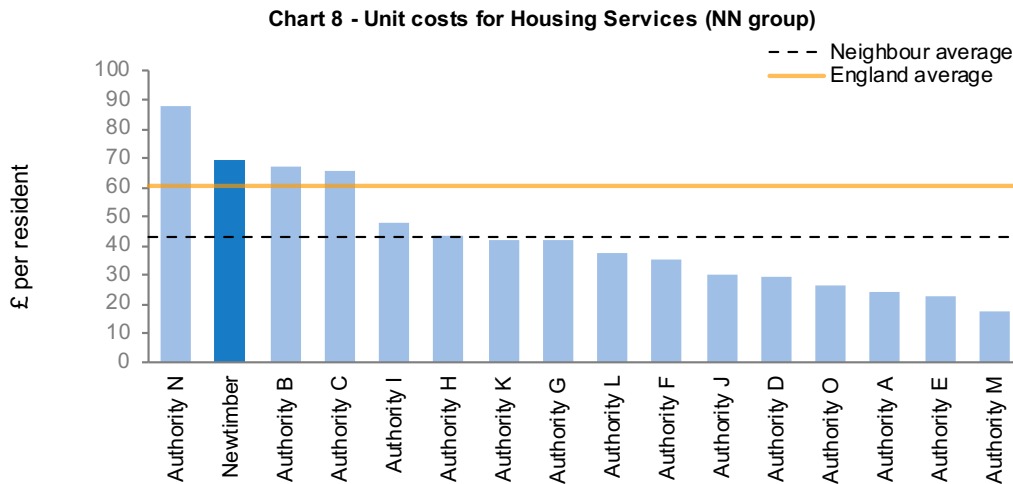
Note that national comparisons of unit costs are heavily influenced by a number of London boroughs (such Westminster, Kensington & Chelsea, Islington, and Hammersmith & Fulham), which generate significant net income from parking, and so have large negative unit costs for this service area.

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 60.5% higher than the nearest neighbour average, and ranked 2nd highest in the group.

Compared nationally, its units costs were 14.0% higher than average (and ranked 33rd highest out of 123 authorities).



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

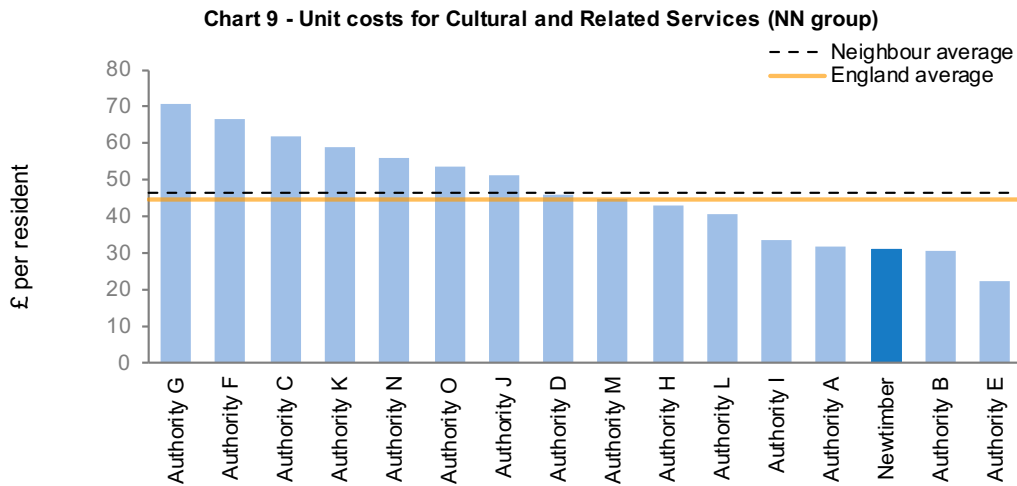
Service Area	Budget 2025/26 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Homelessness	19.347	23,898.01	15,078.39	58.5%	●	3rd / 16	Homeless households
Housing Benefits Administration	3.439	315.55	251.39	25.5%	●	5th / 16	Housing Benefit claimants
Housing Benefits: Rent Allowances and Rebates	0.000	0.00	32.00	-100.0%	●	13th= / 16	Housing Benefit claimants
Housing Strategy, Advice, Advances etc.	2.065	5.55	4.50	23.1%	●	7th / 16	Residents (all)
Housing Welfare: Supporting People	0.000	0.00	5.33	-100.0%	●	14th= / 16	Residents (all)
Other Housing Services	0.805	2.16	0.18	1110.8%	●	1st / 16	Residents (all)
<b>Total</b>	<b>25.656</b>	<b>68.91</b>	<b>42.94</b>	<b>60.5%</b>	●	<b>2nd / 16</b>	<b>Residents (all)</b>

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

## Cultural and Related Services

For Cultural and Related Services, Newtimber's unit costs were 32.3% lower than the nearest neighbour average, and ranked 14th highest in the group.

Compared nationally, its units costs were 29.6% lower than average (and ranked 86th highest out of 123 authorities).



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

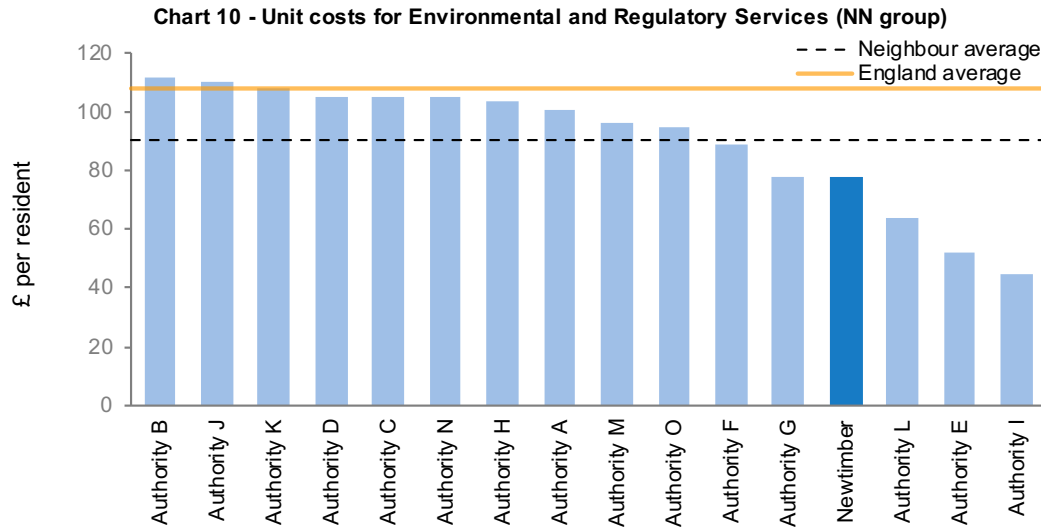
Service Area	Budget 2025/26 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Culture and Heritage	0.941	2.53	9.52	-73.4%	●	16th / 16	Residents (all)
Library Service	3.850	10.34	10.10	2.4%	●	9th / 16	Residents (all)
Open Spaces	2.518	263.76	354.14	-25.5%	●	9th / 16	LA area (hectares)
Recreation and Sport	0.362	0.97	11.09	-91.2%	●	16th / 16	Residents (all)
Other Cultural and Related Services	4.048	10.87	1.83	495.5%	●	1st / 16	Residents (all)
<b>Total</b>	<b>11.719</b>	<b>31.48</b>	<b>46.51</b>	<b>-32.3%</b>	●	<b>14th / 16</b>	<b>Residents (all)</b>

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

## Environmental and Regulatory Services

For Environmental & Regulatory Services, Newtimber's unit costs were 14.1% lower than the nearest neighbour average, and ranked 13th highest in the group.

Compared nationally, its units costs were 28.1% lower than average (and ranked 100th highest out of 123 authorities).



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

Service Area	Budget 2025/26 (£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	-3.597	-9.66	-3.75	-157.6%	●	16th / 16	Residents (all)
Community Safety	1.512	4.06	5.73	-29.1%	●	11th / 16	Residents (all)
Regulatory Services	3.408	9.15	10.27	-10.9%	●	10th / 16	Residents (all)
Street Cleansing	5.838	15.68	12.82	22.4%	●	4th / 16	Daytime population
Waste Collection	7.117	46.43	57.14	-18.8%	●	9th / 16	Number of households
Waste Disposal & Recycling*	13.909	117.16	114.78	2.1%	●	12th / 16	Waste collected (household)
Trade Waste & Waste Minimisation*	0.000	0.00	0.18	-100.0%	●	6th= / 16	Waste collected (all)
Other Environmental and Regulatory Services	0.712	1.91	1.84	3.8%	●	5th / 16	Residents (all)
<b>Total</b>	<b>28.899</b>	<b>77.62</b>	<b>90.33</b>	<b>-14.1%</b>	●	<b>13th / 16</b>	<b>Residents (all)</b>

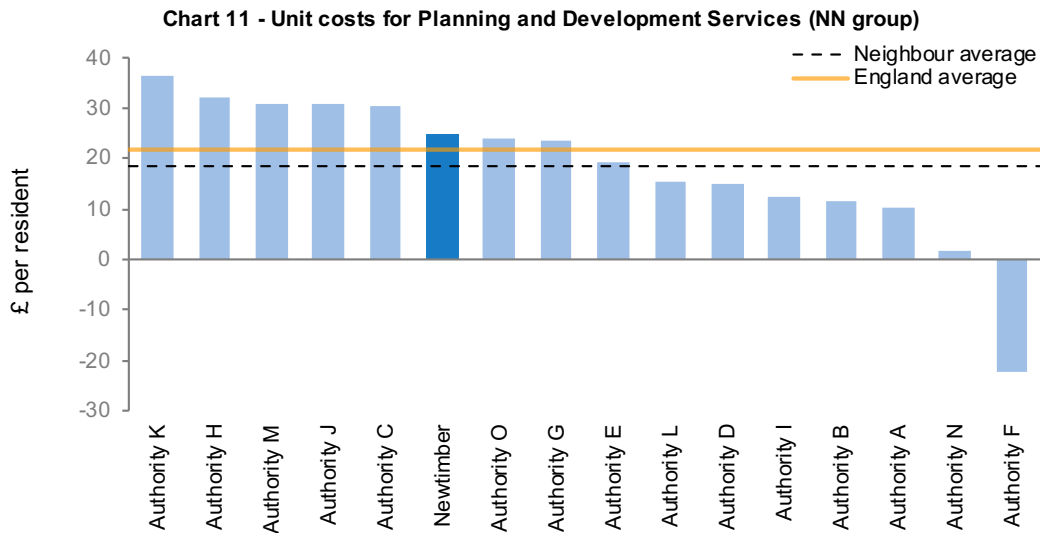
Bottom 20% of NN group ●●●● top 20% of NN group ●●●●

\* 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 34.7% higher than the nearest neighbour average, and ranked 6th highest in the group.

Compared nationally, its units costs were 14.4% higher than average (and ranked 41st highest out of 123 authorities).



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

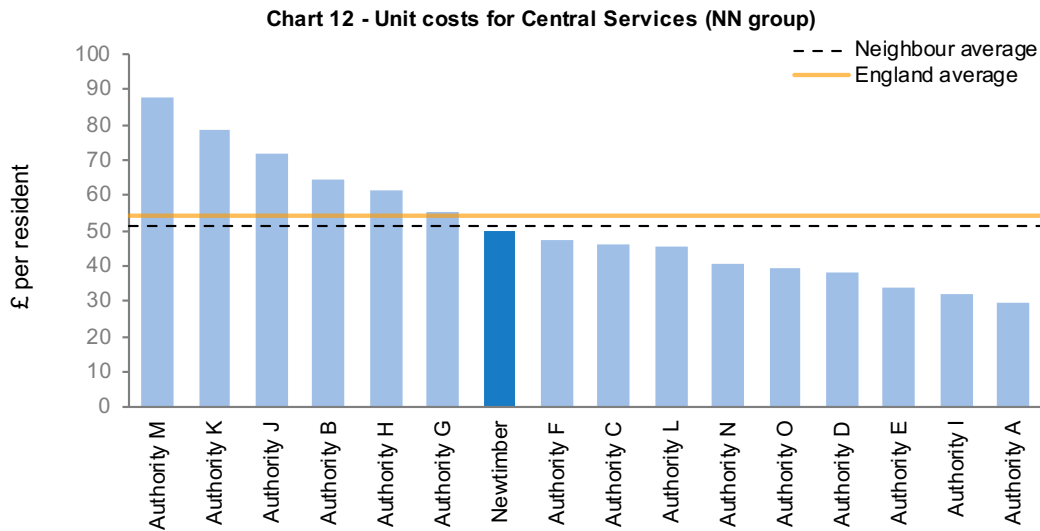
Service Area	Budget 2025/26 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Building Control	0.083	64.58	260.09	-75.2%	●	14th / 16	Planning decisions
Business Support	0.000	0.00	-88.64	100.0%	●	9th= / 16	Number of businesses
Community Development	1.692	4.54	4.60	-1.3%	●	7th / 16	Residents (all)
Economic Research and Development	6.963	18.70	9.61	94.5%	●	2nd / 16	Residents (all)
Planning Policy	0.788	2.12	2.62	-19.1%	●	13th / 16	Residents (all)
Environmental Initiatives	0.000	0.00	1.31	-100.0%	●	12th= / 16	Residents (all)
Development Control	-0.256	-199.18	685.94	-129.0%	●	14th / 16	Planning decisions
<b>Total</b>	<b>9.270</b>	<b>24.90</b>	<b>18.49</b>	<b>34.7%</b>	●	<b>6th / 16</b>	<b>Residents (all)</b>

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

## Central Services

Within Central Services, Newtimber's unit costs were 3.5% lower than the nearest neighbour average, and ranked 7th highest in the group.

Compared nationally, its units costs were 8.7% lower than average (and ranked 63rd highest out of 123 authorities).



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

Service Area	Budget 2025/26 (£m)	Unit cost		Difference from nearest neighbour average		Rank (1=high)	Units
		Your authority (£ per unit)	Neighbour average (£ per unit)	(%)	(Band)		
Coroners Court Services	1.103	2.96	3.02	-2.0%	●	7th / 16	Residents (all)
Corporate and Democratic Core	8.112	21.79	19.33	12.7%	●	4th / 16	Residents (all)
Emergency Planning	0.225	0.60	0.69	-12.9%	●	10th / 16	Residents (all)
Local Tax Collection	2.625	17.86	21.23	-15.9%	●	10th / 16	Taxable properties
Non-Distributed Costs	2.550	6.85	8.89	-22.9%	●	9th / 16	Residents (all)
Other Central Services	3.816	10.25	10.31	-0.6%	●	5th / 16	Residents (all)
<b>Total</b>	<b>18.431</b>	<b>49.50</b>	<b>51.30</b>	<b>-3.5%</b>	●	<b>7th / 16</b>	<b>Residents (all)</b>

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 2025, 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 Q4 24/25. (Source: Live Tables on Homelessness, MHCLG).
Housing Benefit claimants	DWP	Housing benefit caseload by local authority, average for the 12 months to May 2025. (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 2024. (Source: NOMIS, UK Business Counts).
Number of households	ONS	Projected number of households in 2025. (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 2020/21 to 2023/24), multiplied by the projected adult population in 2025. (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 2025. (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 2024/25. Primary and secondary school pupil numbers exclude those in academies. (Source: Schools, Pupils and their Characteristics, DfE).
Residents (all age categories)	ONS	2022-based Sub-national Population Projections (SNPP) for 2025. These take the 2021 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 2019 to 2023) multiplied by the projected adult population in 2025. (Source: Public Health Profiles, NHS).
Taxable Properties	MHCLG, VOA	The sum of (i) chargeable dwellings for Council Tax purposes in October 2024 and (ii) the number of rateable properties on the rating list as at March 2025. (Sources: Council Taxbase 2024 in England; NNDR Stock of Properties 2025).
Waste collected - all	DEFRA	Household and 'all' waste collected (tonnes) in the year to 31 March 2024. In the case of waste authorities, waste volumes are apportioned based on each member authority's population size using 2025 projections. (Source: Local Authority Collected Waste Statistics, DEFRA).
Waste collected - household	DEFRA	