

Council tax not collected as a percentage of council tax due in North Norfolk

Council tax not collected as a percentage of council tax due - This is the amount of council tax that was not collected during the year, expressed as a percentage of the amount of council tax due.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Council tax collection rates

Polarity: Low is good

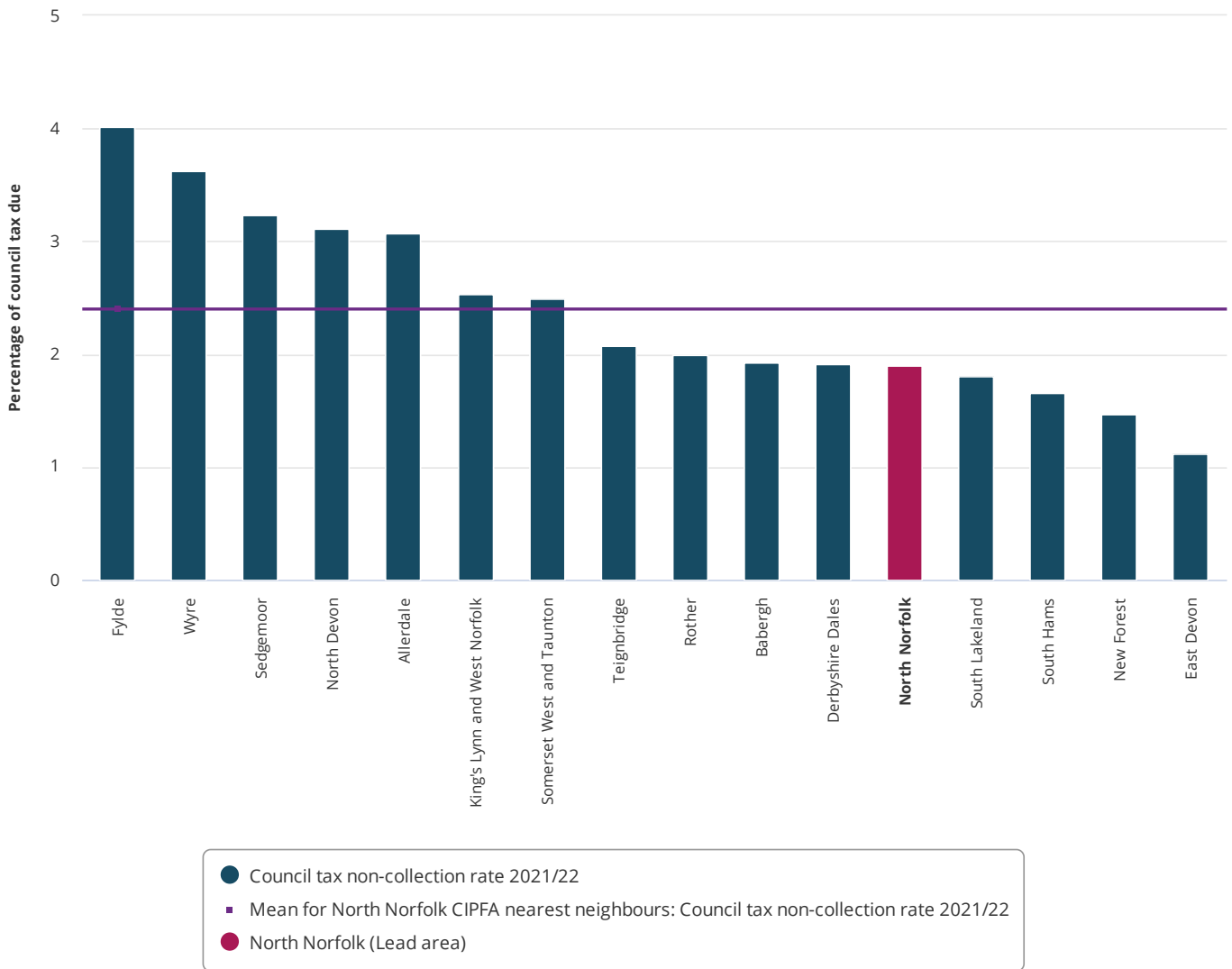
Data last updated: 27/06/2022

Council tax not collected as a percentage of council tax due (from 2016/17 to 2021/22) for North Norfolk

Period	Council tax non-collection rate			
	%			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2016/17	1.30	0.99	1.94	3.83
2017/18	1.26	1.02	2.01	3.16
2018/19	1.28	1.19	2.03	3.20
2019/20	1.49	0.38	2.04	3.23
2020/21	1.99	1.30	2.90	4.85
2021/22	1.90	1.12	2.40	4.02

Source:
Department for Levelling Up, Housing & Communities

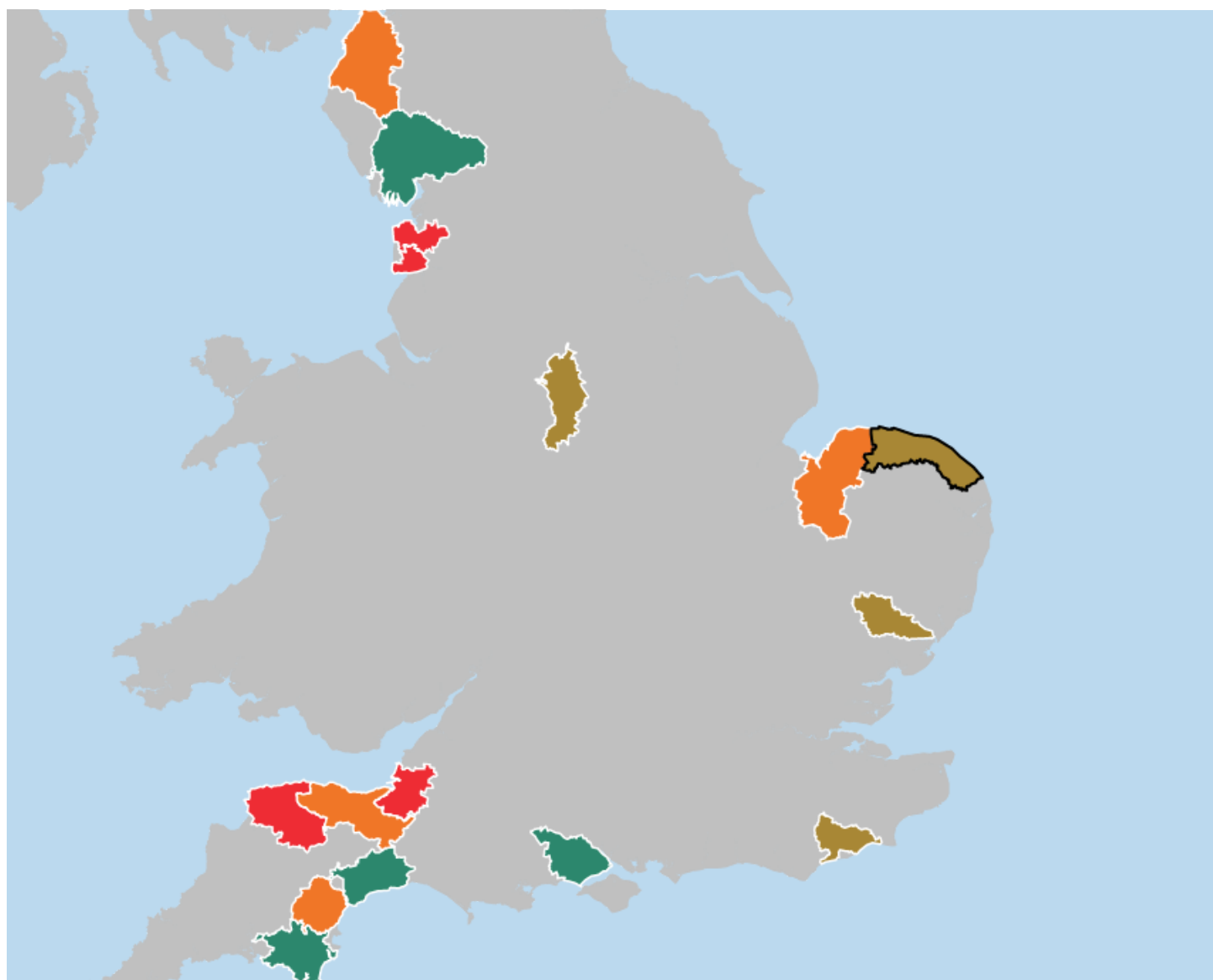
Council tax not collected as a percentage of council tax due (2021/22) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

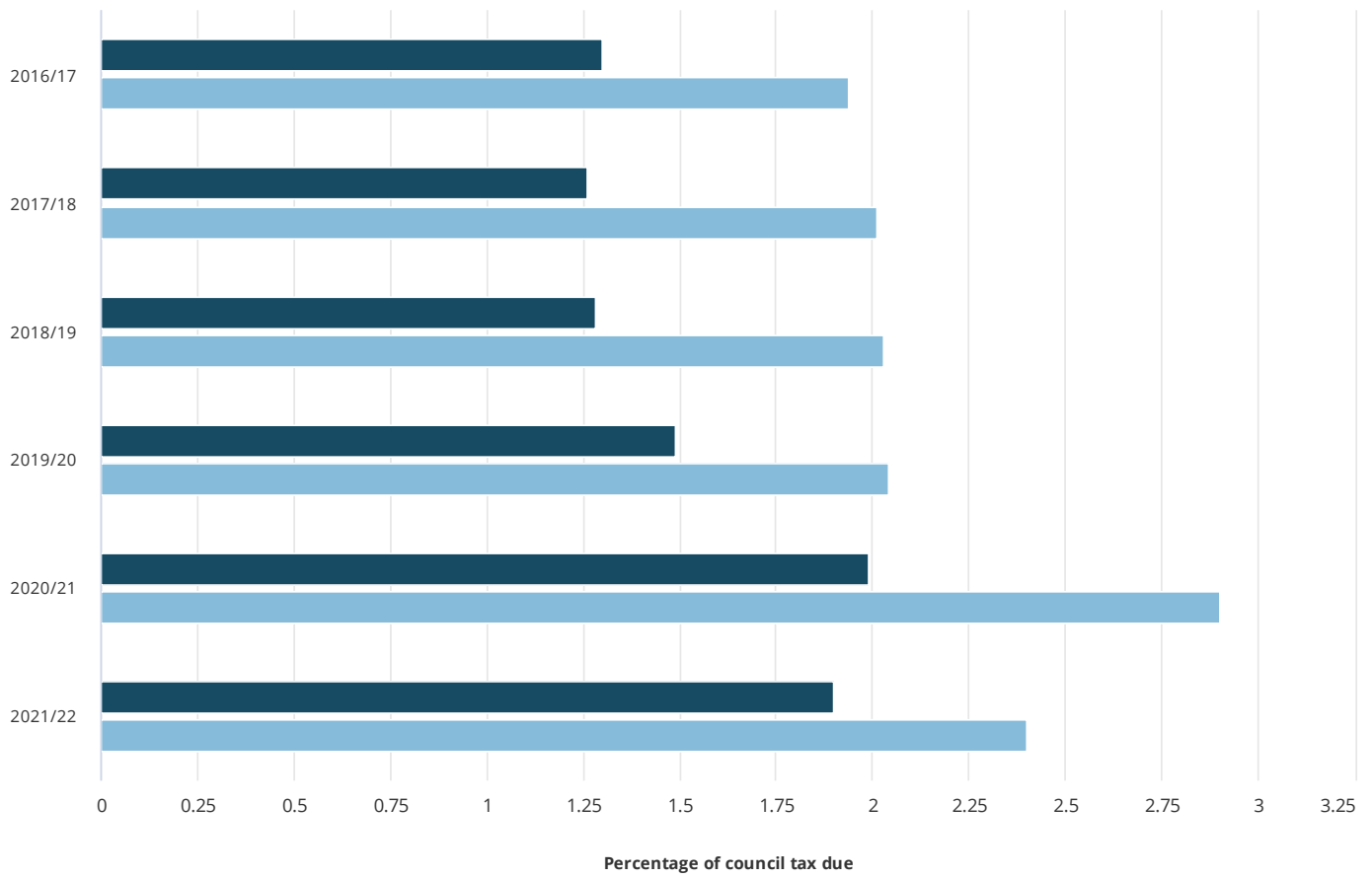
Council tax not collected as a percentage of council tax due (2021/22) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

Council tax not collected as a percentage of council tax due (from 2016/17 to 2021/22) for North Norfolk



● North Norfolk Council tax non-collection rate
 ● Mean for North Norfolk CIPFA nearest neighbours Council tax non-collection rate

Source:
 Department for Levelling Up, Housing & Communities

Council tax not collected as a percentage of council tax due (from 2016/17 to 2021/22) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Council tax non-collection rate					
	%					
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Rother	1.49	1.55	1.56	1.76	3.25	1.99
East Devon	0.99	1.02	1.19	1.31	1.30	1.12
Teignbridge	1.46	1.41	1.45	1.66	1.87	2.08
King's Lynn and West Norfolk	2.31	2.31	2.29	2.48	2.80	2.54
South Hams	1.88	1.85	1.76	1.70	2.19	1.66
Babergh	1.61	1.49	1.58	1.58	2.34	1.93
Somerset West and Taunton	2.00	2.29	2.73	2.74	3.20	2.49
South Lakeland	1.38	2.12	1.84	2.00	2.54	1.81
Fylde	3.83	3.16	2.91	3.23	4.85	4.02
Sedgemoor	2.18	2.08	1.89	0.38	3.20	3.23
Allerdale	2.45	2.63	2.54	2.63	3.21	3.07
Wyre	2.32	2.93	3.20	3.11	4.54	3.63
Derbyshire Dales	1.34	1.19	1.31	1.48	2.49	1.92
North Devon	2.79	2.97	2.93	3.19	4.00	3.11
New Forest	1.01	1.16	1.23	1.31	1.69	1.47
North Norfolk	1.30	1.26	1.28	1.49	1.99	1.90

Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March in North Norfolk

Total households on the housing waiting list at 31st March - This is the total households on the housing waiting list at 31st March.

Local authorities are expected to keep a waiting list of housing applicants in order to deliver their statutory allocation functions.

The housing waiting list includes both households in housing need and those not in housing need. However, this should exclude existing local authority tenants seeking a transfer within the authority's own stock.

The Homelessness Act 2002 removed the statutory duty to maintain a Housing Register as of 31 January 2003. However, we expect local authorities will need to keep a waiting list of housing applicants in order to deliver their statutory allocation functions.

Authorities who have transferred all of their stock (e.g. through Large Stock Value Transfer (LSVT)) should provide figures, irrespective of who is now responsible for managing the waiting list.

This indicator is from the Local Authority Housing Statistics data returns (LAHS) Section C - Allocations

Source name: Department for Levelling Up, Housing & Communities

Collection name: Local Authority Housing Statistics (LAHS)

Polarity: Low is good

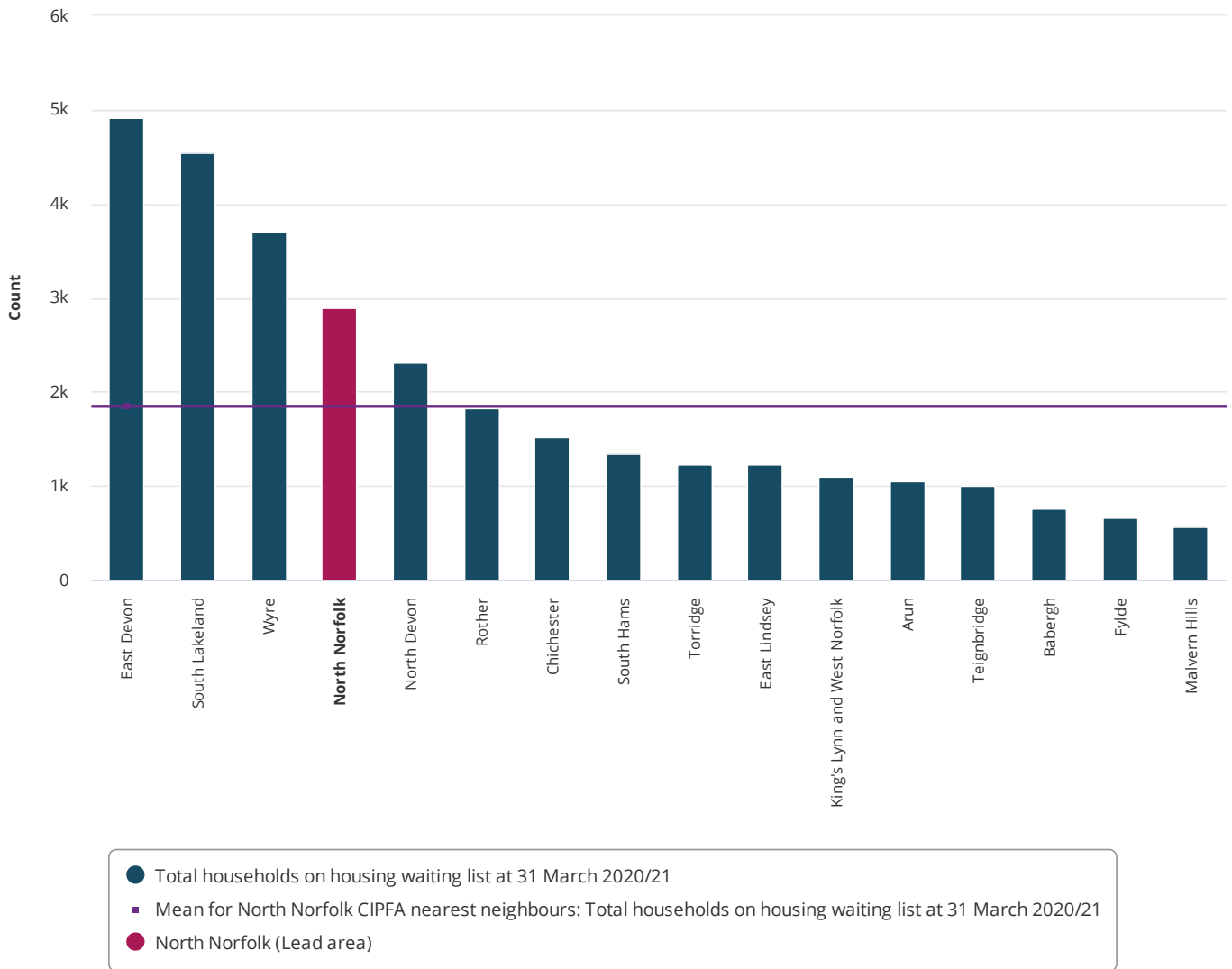
Data last updated: 01/04/2022

Total households on the housing waiting list at 31st March (from 2015/16 to 2020/21) for North Norfolk

Period	Total households on housing waiting list at 31 March			
	Households			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2015/16	2,238	841	2,229	5,049
2016/17	2,479	761	2,265	5,024
2017/18	2,636	748	2,032	4,452
2018/19	3,194	846	1,775	4,694
2019/20	2,846	830	1,777	4,708
2020/21	2,901	566	1,851	4,914

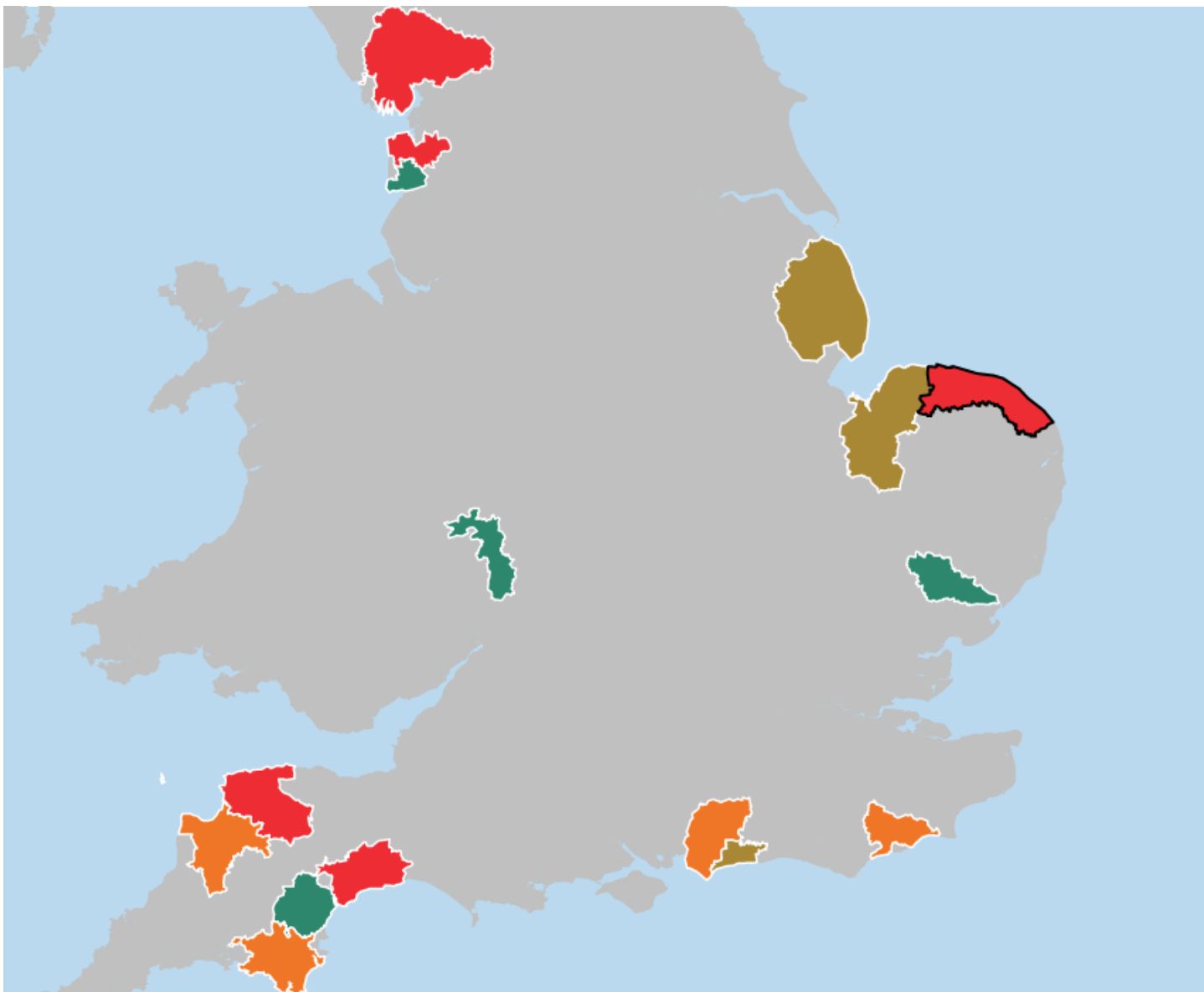
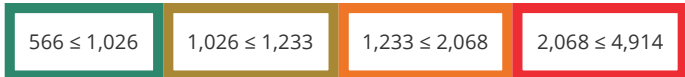
Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



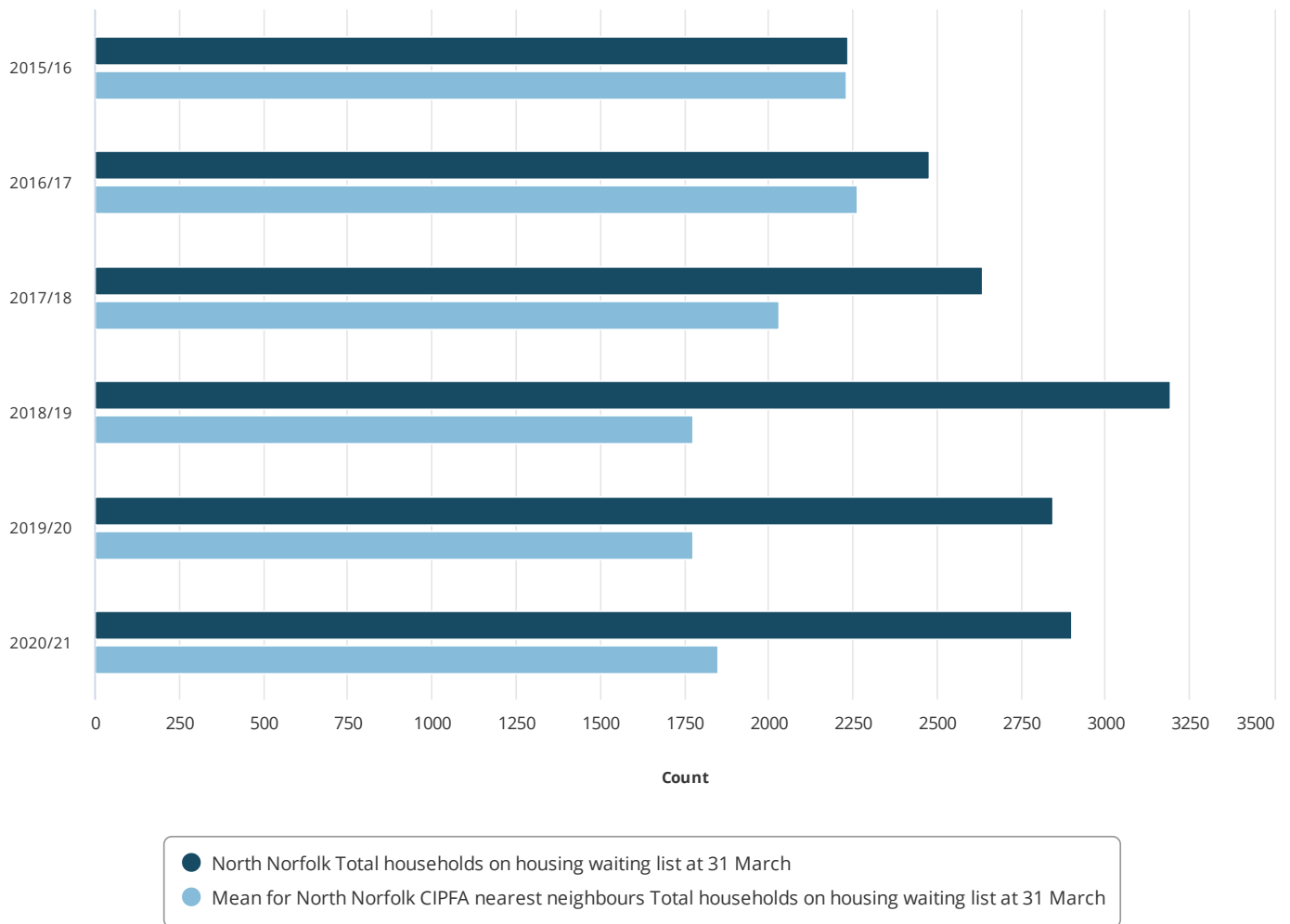
Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (from 2015/16 to 2020/21) for North Norfolk



Source:
Department for Levelling Up, Housing & Communities

Total households on the housing waiting list at 31st March (from 2015/16 to 2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Total households on housing waiting list at 31 March					
	Households					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Rother	1,146	1,105	1,371	1,640	1,697	1,825
East Devon	2,557	3,378	3,914	4,694	4,708	4,914
King's Lynn and West Norfolk	1,614	1,264	891	1,146	985	1,093
Wyre	5,049	5,024	4,452	2,026	2,574	3,710
Teignbridge	1,969	947	998	1,038	928	998
Fylde	5,049	5,024	4,450	1,748	1,239	663
South Lakeland	2,974	3,015	3,225	3,453	4,028	4,539
North Devon	3,035	3,604	2,634	1,956	2,389	2,311
South Hams	1,684	1,893	1,356	1,478	1,295	1,347
Chichester	1,780	1,480	1,162	1,199	1,226	1,527
Torridge	1,688	1,861	1,595	1,196	983	1,233
East Lindsey	2,015	2,015	1,526	1,764	1,078	1,226
Malvern Hills	1,178	1,352	1,324	1,531	1,756	566
Babergh	851	761	748	912	830	754
Arun	841	1,257	839	846	941	1,054
North Norfolk	2,238	2,479	2,636	3,194	2,846	2,901

Source:
Department for Levelling Up, Housing & Communities

CIPFA 2 Households on the housing waiting list

The North Norfolk Allocation Policy is broken into 3 registers, the figures provided within Appendix A reports on the whole waiting list.

The registers for North Norfolk are broken down as follows:

- Housing Register includes those with the highest level of housing need
- Housing Options register includes those with low housing need
- Transfer Register North Norfolk Social housing tenants with low housing need

	15/16	16/17	17/18	18/19	19/20	20/21	21/22
Housing Register	309	339	319	356	415	398	469
Housing Options Register	1519	1694	1837	2282	1957	2054	1758
Transfer Register	410	446	480	556	474	449	333
	2238	2479	2636	3194	2846	2901	2560

You will note the numbers for 21/22 have decreased but the total number within the Housing Register have increased. This will be due to two factors 1) all applicants were required over the last financial year 20/21 to complete a new on-line application form, this has resulted in a drop in the total number on the waiting list. 2) The service has seen a steady rise of customers approaching the service due to their current housing no longer meeting their needs and having a high level of housing need, this will include homeless presentations, medical needs and overcrowding.

The service has certainly seen an increase in homelessness presentations mainly due to private landlords issuing no fault section 21 notices & family/friend evictions and households being unable to access the private rented sector within the district due to a reduction in private landlords and also landlords charging rents above the Local Housing Allowance which then makes private rented an unaffordable option for those on low incomes.

North Norfolk have an open housing register, whilst the other LA within Norfolk have a stricter Local Connection element i.e. they do not have an open register – North Norfolk Allocation scheme when shortlisting ensures that local connection is built in so those with a connection to North Norfolk are considered above those with no connection to North Norfolk.

Time taken to process housing benefit new claims - Quarterly in North Norfolk

Time taken to process housing benefit new claims - Quarterly - This measures the average time taken in calendar days to process all new claims relating to Housing Benefit for that quarter.

The processing time includes all calendar days (including the day the claim is received and the day the claim is decided).

The average number of days taken to process new Housing Benefit (HB) claims is calculated by dividing the number of days of processing by the number of cases processed.

From Q1 2011/12 RTI has been replaced by Speed of Processing (SoP).

Source name: Department for Work and Pensions

Collection name: Housing Benefit: statistics on speed of processing (SoP)

Polarity: Low is good

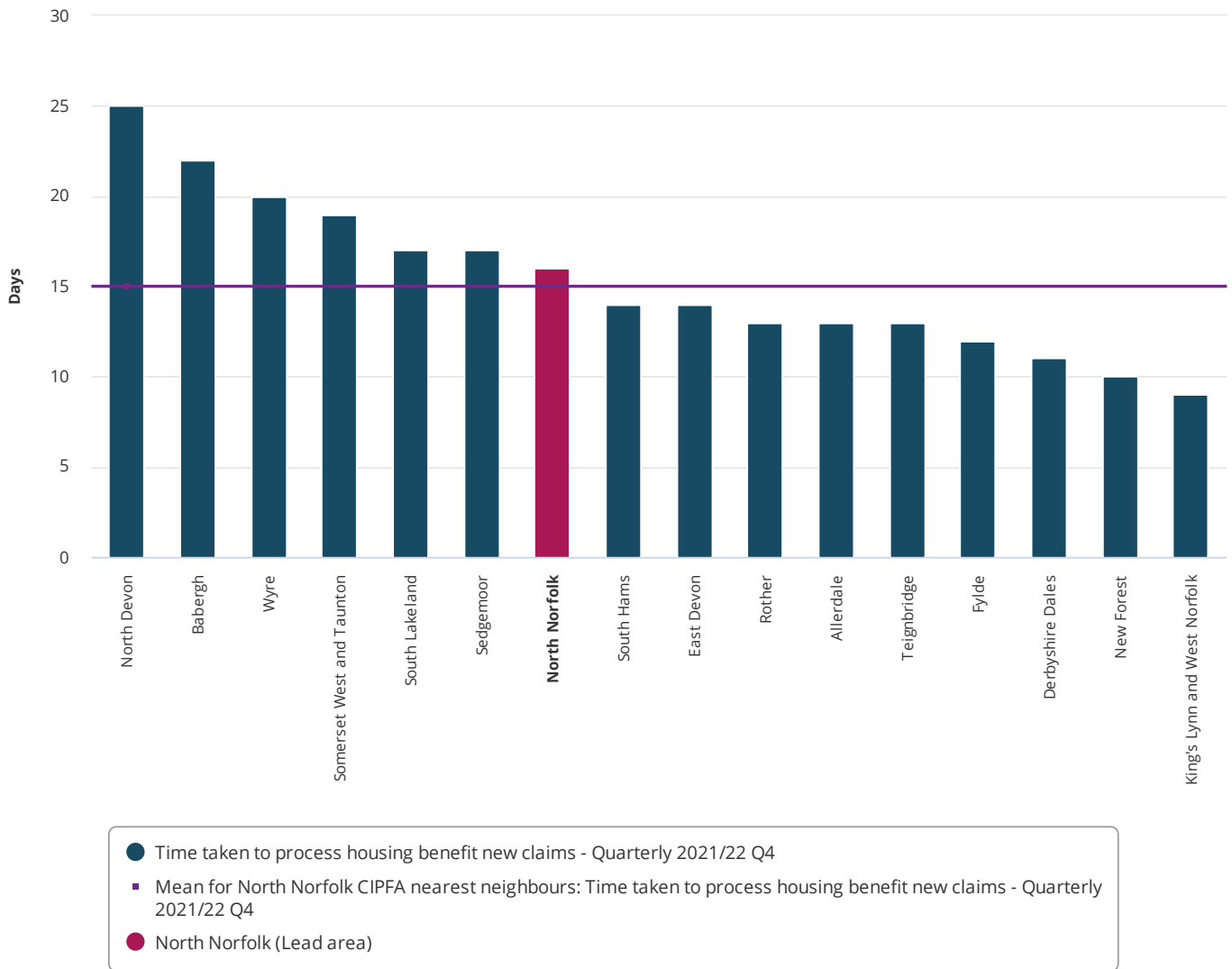
Data last updated: 27/07/2022

Time taken to process housing benefit new claims - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk

Period	Time taken to process housing benefit new claims - Quarterly			
	Mean			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2020/21 Q3	11	7	16	24
2020/21 Q4	12	6	15	24
2021/22 Q1	11	8	15	24
2021/22 Q2	12	10	16	25
2021/22 Q3	12	10	15	25
2021/22 Q4	16	9	15	25

Source:
Department for Work and Pensions

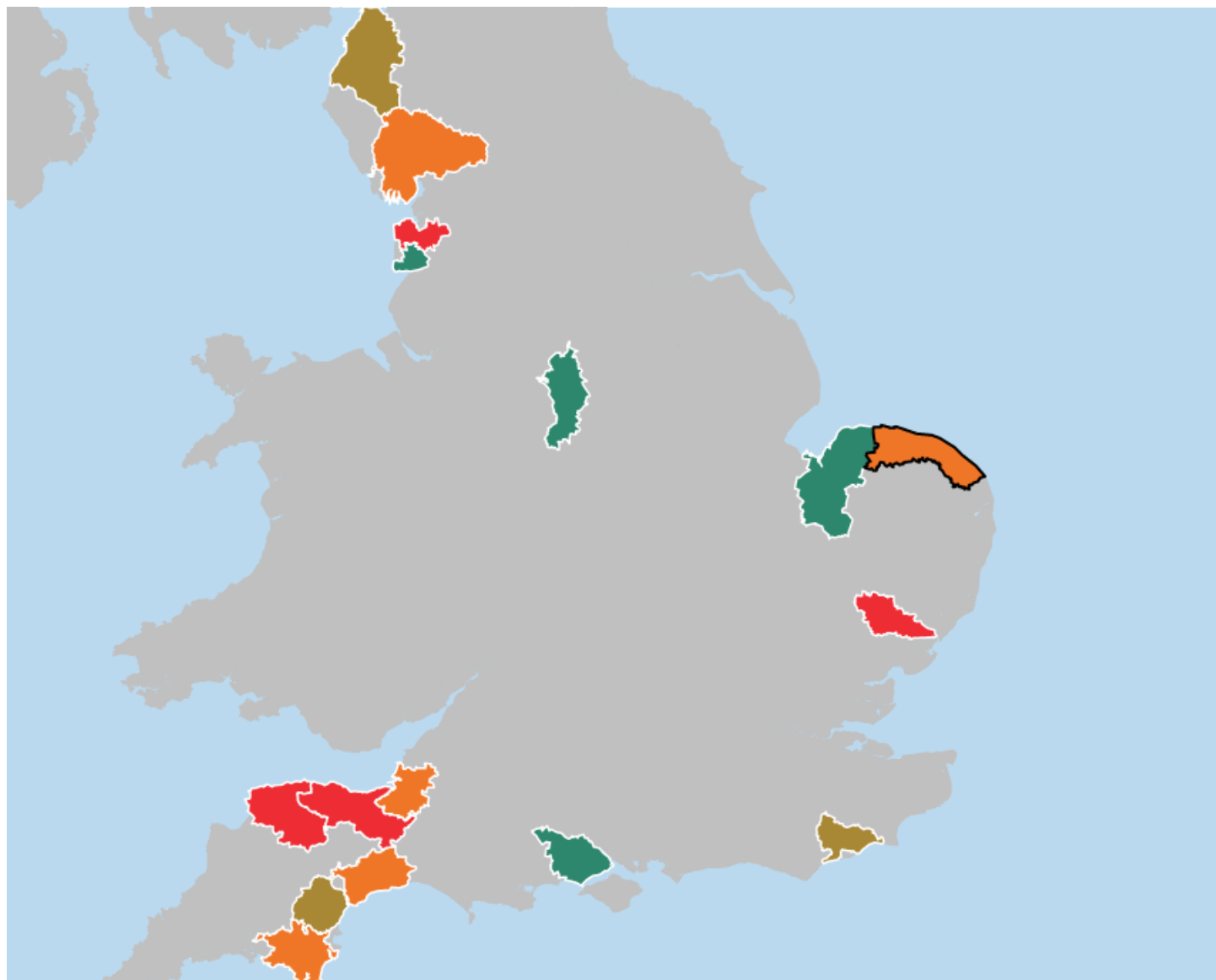
Time taken to process housing benefit new claims - Quarterly (2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Work and Pensions

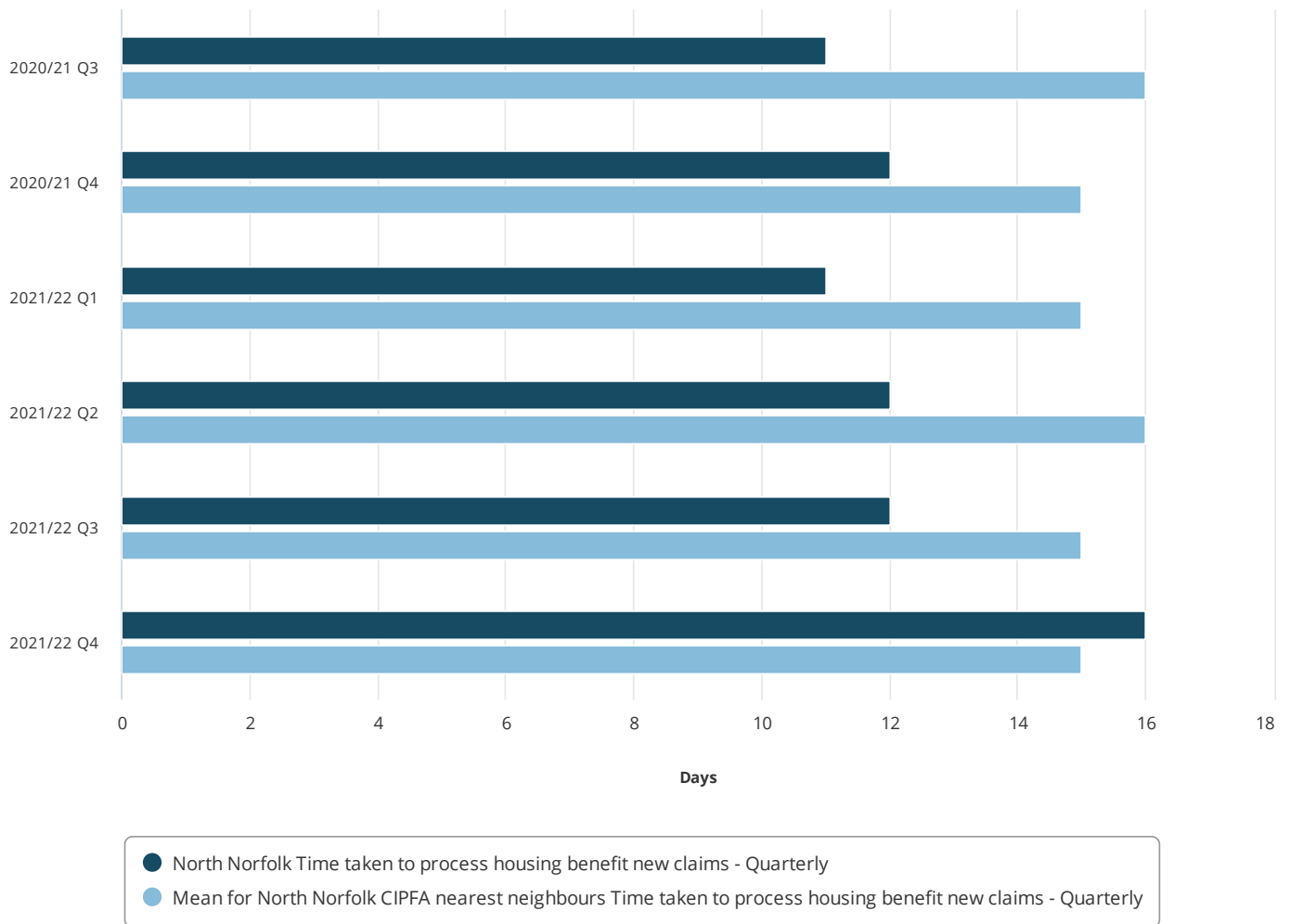
Time taken to process housing benefit new claims - Quarterly (2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



Source:
Department for Work and Pensions

Time taken to process housing benefit new claims - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk



Source:
Department for Work and Pensions

Time taken to process housing benefit new claims - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Time taken to process housing benefit new claims - Quarterly					
	Mean					
	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3	2021/22 Q4
Rother	19	16	16	16	14	13
East Devon	19	18	14	17	13	14
Teignbridge	9	13	12	16	11	13
King's Lynn and West Norfolk	7	9	12	10	11	9
South Hams	15	19	14	16	13	14
Babergh	19	19	24	25	25	22
Somerset West and Taunton	18	14	16	15	16	19
South Lakeland	22	20	19	22	18	17
Fylde	9	8	8	10	11	12
Sedgemoor	16	17	19	21	19	17
Allerdale	15	12	11	10	11	13
Wyre	16	14	13	16	15	20
Derbyshire Dales	12	6	12	19	14	11
North Devon	24	24	24	20	24	25
New Forest	15	12	12	10	10	10
North Norfolk	11	12	11	12	12	16

Source:
Department for Work and Pensions

Time taken to process housing benefit change events - Quarterly in North Norfolk

Time taken to process housing benefit change events - Quarterly - This measures the average time taken in calendar days to process all change events relating to Housing Benefit for that quarter.

Change events are defined as a change of circumstances which requires a decision to be made by the local authority but excluding automatic up-rating and revisions to earlier decisions, e.g. following an accuracy and/or management check or appeal/reconsideration/revision.

The processing time includes all calendar days (including the day the claim is received and the day the claim is decided).

The average number of days taken to process changes of circumstances to existing Housing Benefit (HB) claims is calculated by dividing the number of days of processing by the number of cases processed.

From Q1 2011/12 RTI has been replaced by Speed of Processing (SoP).

Source name: Department for Work and Pensions

Collection name: Housing Benefit: statistics on speed of processing (SoP)

Polarity: Low is good

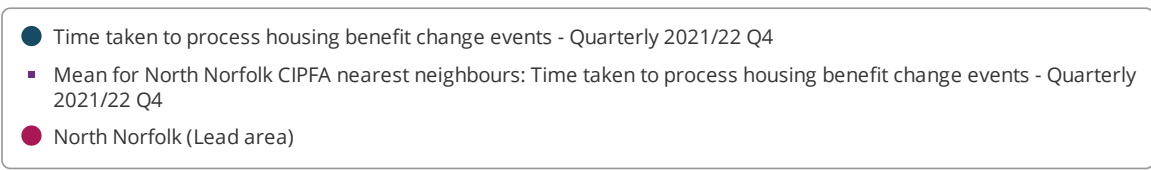
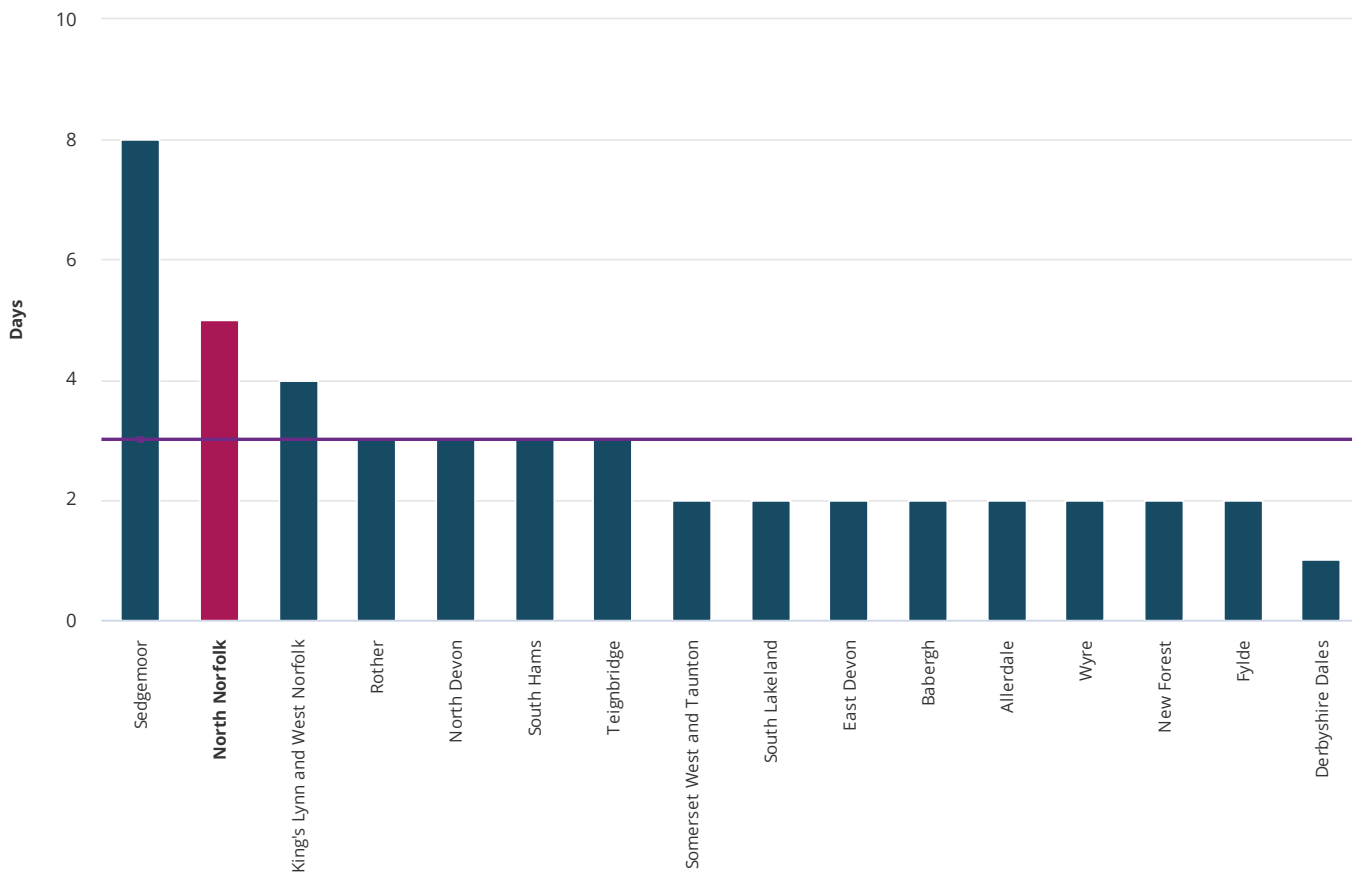
Data last updated: 27/07/2022

Time taken to process housing benefit change events - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk

Period	Time taken to process housing benefit change events - Quarterly			
	Mean			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2020/21 Q3	13	3	6	16
2020/21 Q4	6	1	3	5
2021/22 Q1	11	3	6	11
2021/22 Q2	13	3	7	13
2021/22 Q3	18	3	6	13
2021/22 Q4	5	1	3	8

Source:
Department for Work and Pensions

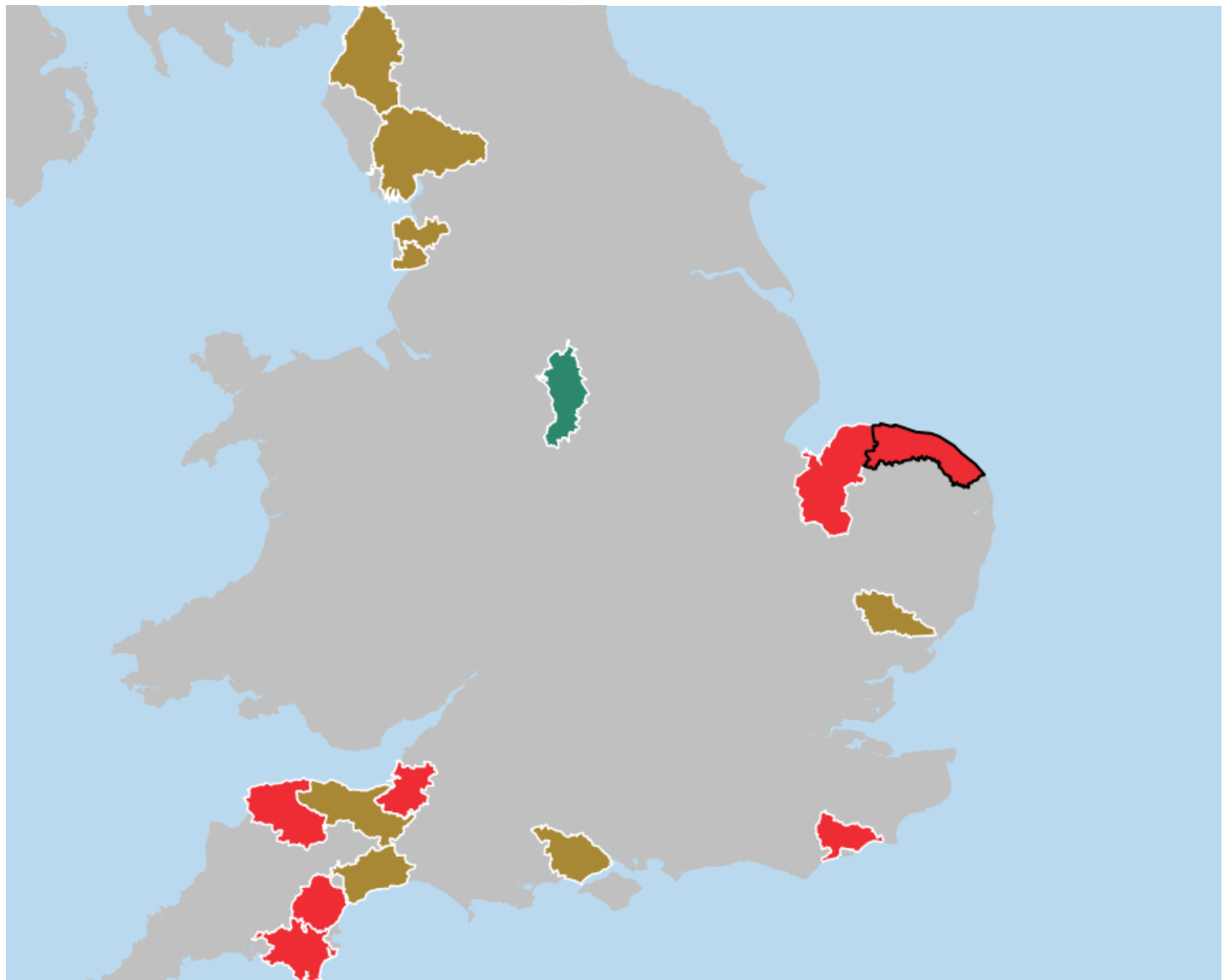
Time taken to process housing benefit change events - Quarterly (2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Work and Pensions

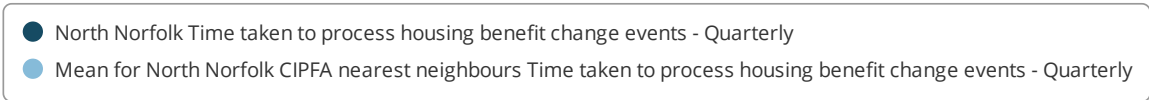
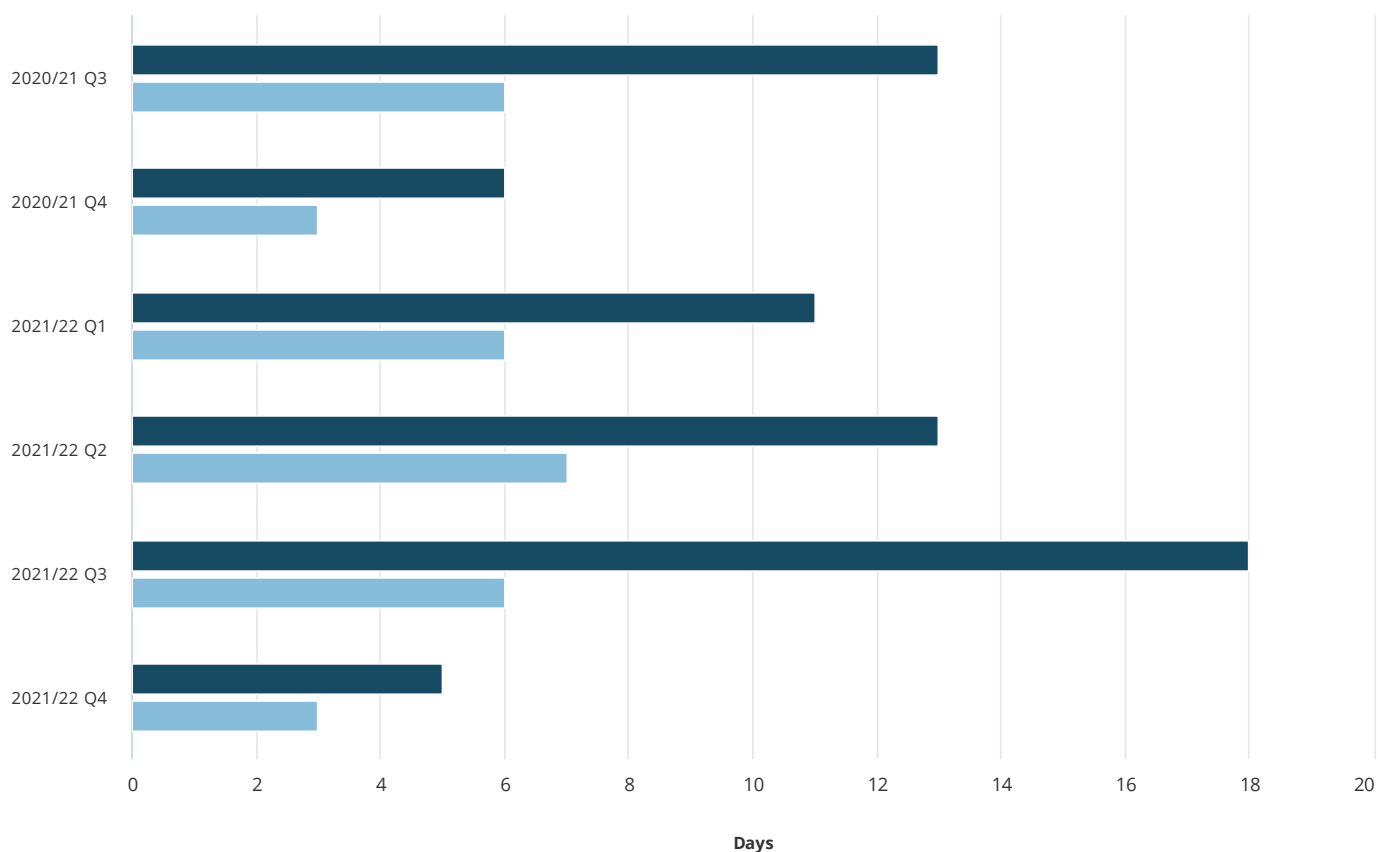
Time taken to process housing benefit change events - Quarterly (2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



Source:
Department for Work and Pensions

Time taken to process housing benefit change events - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk



Source:
Department for Work and Pensions

Time taken to process housing benefit change events - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Time taken to process housing benefit change events - Quarterly					
	Mean					
	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3	2021/22 Q4
Rother	16	5	11	13	9	3
East Devon	7	3	6	6	5	2
Teignbridge	6	3	7	7	7	3
King's Lynn and West Norfolk	10	3	8	11	13	4
South Hams	6	2	5	6	6	3
Babergh	3	2	5	7	5	2
Somerset West and Taunton	5	3	5	4	5	2
South Lakeland	4	2	5	5	4	2
Fylde	5	3	6	7	5	2
Sedgemoor	7	3	8	12	10	8
Allerdale	7	3	6	10	7	2
Wyre	3	1	3	4	4	2
Derbyshire Dales	4	2	3	3	3	1
North Devon	8	3	5	6	9	3
New Forest	3	2	3	3	3	2
North Norfolk	13	6	11	13	18	5

Source:
Department for Work and Pensions

CIPFA 3b Time taken to process housing benefit change events

Update for quarter 4 2021/22

Over the last financial year the service has continued to receive a higher numbers of new claims for financial support and higher numbers of reported changes in circumstances due to the coronavirus pandemic which has made a significant impact on the economy and the jobs market. Although the economy is improving we are now seeing the cost of living rising and in December 2021 inflation reached its highest recorded level in decades, affecting the ability of households to afford goods and services.

The service has seen a number of experienced Benefit Officers join other services in the council through secondments or leave council employment. This has put additional pressure on the Benefits Service through ongoing recruitment and training. Whilst we bring our staffing establishment up to full capacity our speed of processing times have slightly dropped although not significantly. Our end of year performance for new claims was 16.25 days and for changes in circumstances this was 12.92 days. Both still within our performance targets.

Update for quarter 1 2022/23

We were a key service area during the pandemic and delivered a number of vital financial support schemes to residents to ease the pressures of the pandemic on households. This was in addition to our daily workloads around Housing Benefit and Council Tax Support which significantly increased as a result of people being made redundant, businesses closing, income changes, and people unable to work due to sickness.

With the cost-of-living crisis we are seeing a further increase in demand on the service to provide financial and preventative support. We anticipate the number of changes in circumstances to remain high during 2022/23 due to the impact of the cost-of-living crisis. The team will also be involved in work around the provision of support to our residents.

Whilst we work through a backlog of reported changes in circumstances our speed of processing will continue to be affected. Our speed of processing against changes in circumstances which we received in June and processed in June is 10 days and for changes in circumstances received in July and processed in July is also 10 day. This illustrates that once we have cleared our backlog of changes in circumstances, our speed of processing average will significantly improve. A change may result in an underpayment, an overpayment, or no change. It is important to process changes in circumstances quickly so that we avoid overpayments. Any underpayments to entitlement are backdated.

As the team moves forward we will be introducing a number of new initiatives to further improve the efficiency of the service and to also ensure our residents are getting the right support. This is illustrated in the document titled Benefits Service Performance Member update which follows.



Benefits Service Performance Member update (July 2022)



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- Section 6 Speed of Processing Benchmarking
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1) Key service activities (2020-2022)

We were a key service area during the pandemic and delivered a number of vital financial support schemes to residents to ease the pressures of the pandemic on households. This was in addition to our daily workloads around Housing Benefit and Council Tax Support which significantly increased as a result of people being made redundant, businesses closing, income changes, and people unable to work due to sickness.

Council Tax Hardship Scheme

We delivered £600k of additional Council Tax relief during 2020/21 to support households with their Council Tax bill during the pandemic.

Household Support Fund

We delivered £112k of funding in 2021/22 to residents who required support with water, fuel, or food, or wider essentials to keep them warm over the winter.

Test & Trace Support Payments

We delivered £315k of financial support to households between 2020 to 2022 to allow residents to self-isolate during the pandemic.

Housing Benefit Award Accuracy

This is a DWP initiative to reduce fraud and error. This required existing officers to undertake reviews of claims. We reviewed 407 benefit claims between July 2021 and March 2022.

With the cost-of-living crisis we are seeing a further increase in demand on the service to provide financial and preventative support.

Household Support Fund (round 2)

We will be delivering a further £100k of financial support to pension age households in receipt of a low income to support with food and fuel bills between April 22 – Sept 22.

Energy Rebate (Discretionary) Scheme

We will be delivering £226k of financial support to low-income households to support with the increase in costs to fuel bills between Apr 22 – Nov 22.

Household Support Fund (Round 3)

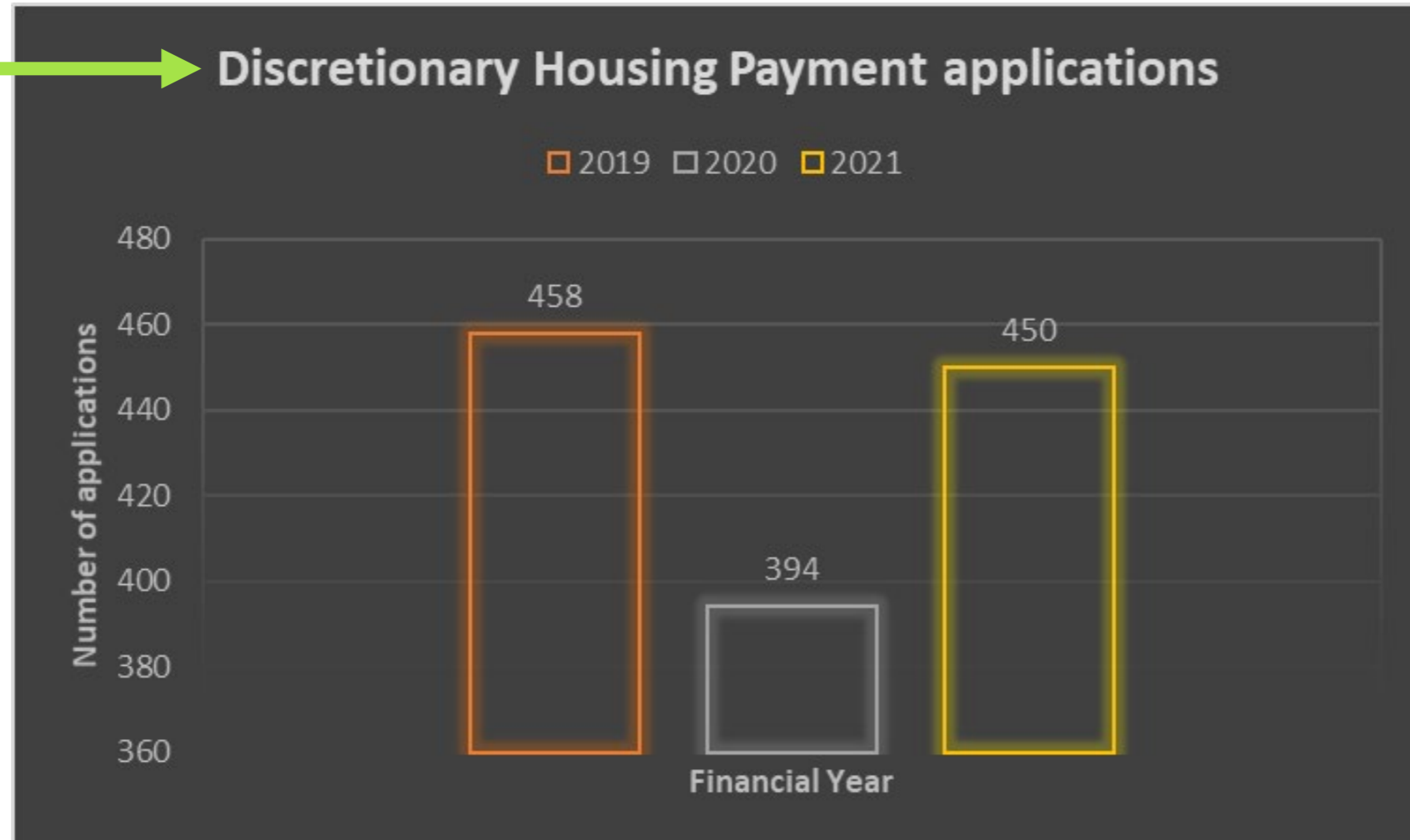
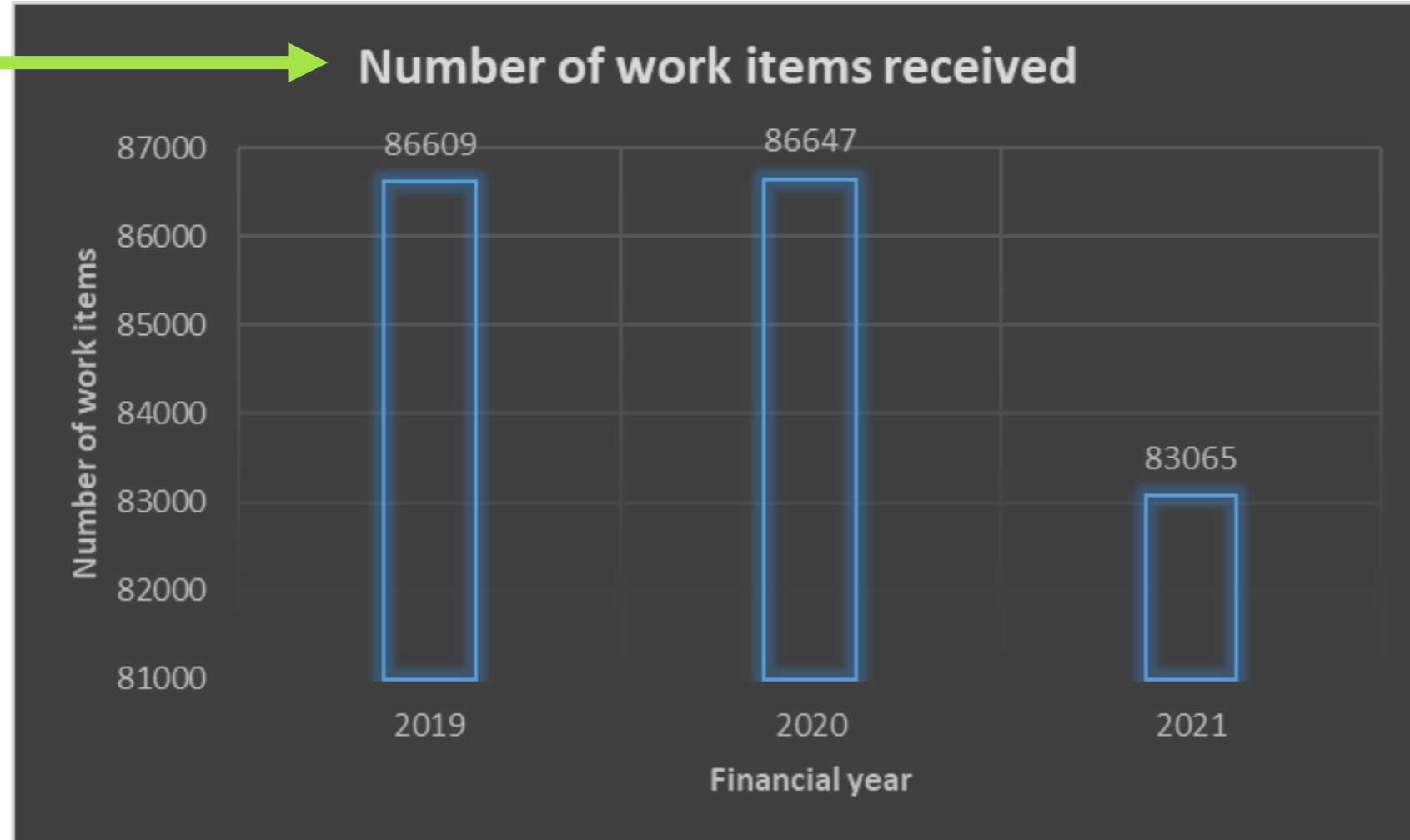
We will continue to deliver financial support to vulnerable households under this scheme between Oct 22 – Mar 23. We are waiting for further detail on the scheme extension.

2) Housing Benefit & Council Tax Support work volumes

We are now seeing the volume of work items received in relation to Housing Benefit and Council Tax Support claims reducing, after an increase over the last two years during the pandemic.

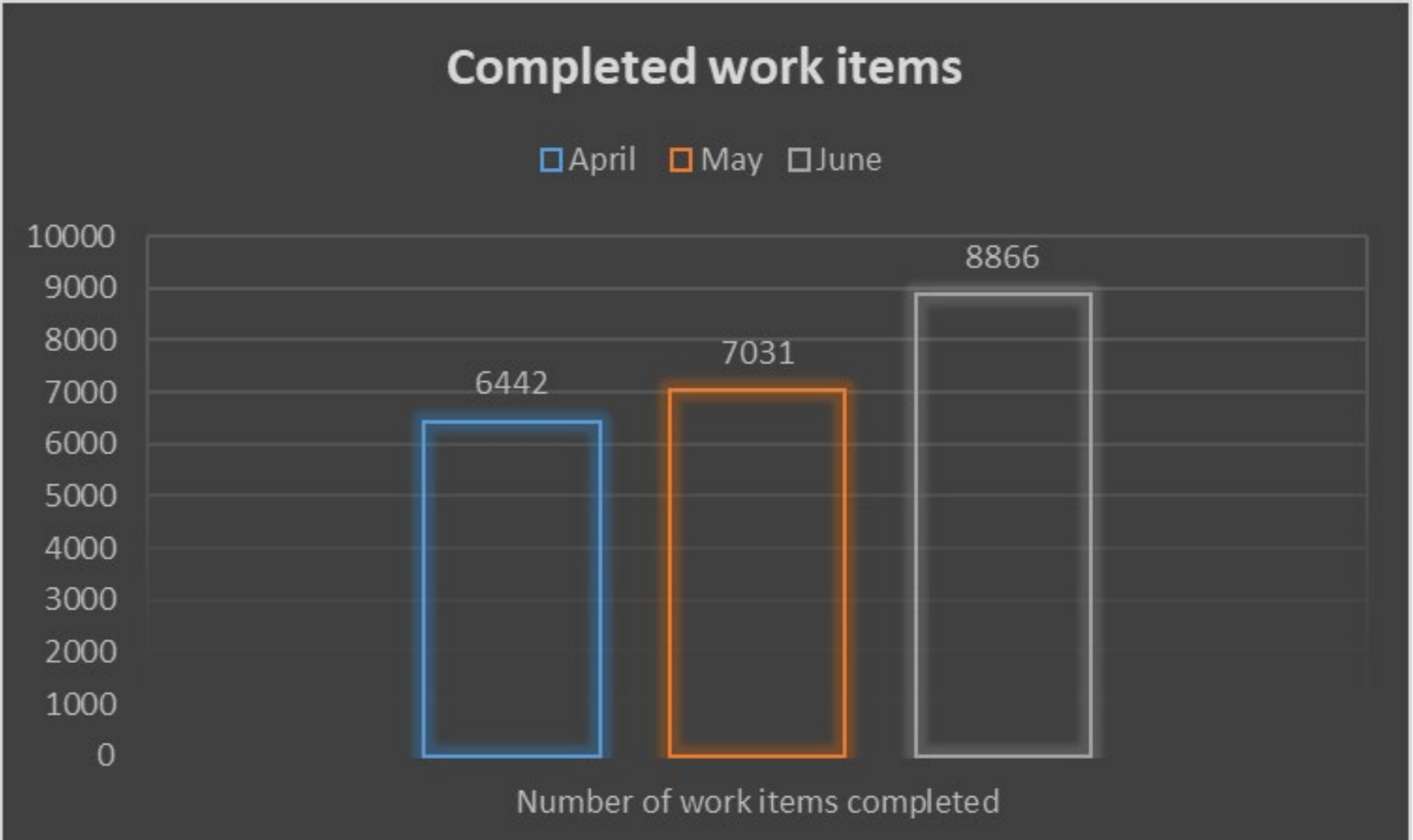
Work streams in areas of additional financial support such as Discretionary Housing Payments increased last year and continue to increase this year due to the continuing increase to the cost of living. In 2022, we have already utilised over 60% of our Discretionary Housing Payment budget.

Further funding to support the demand of applications for Discretionary Housing Payments will be sourced through the Homelessness Prevention fund for 2022/23.



As we move out of the pandemic and away from the administration of Covid-19 income support related schemes, we can see the volume of work processed around Housing Benefit and Council Tax Support is increasing.

Linking this to volume of incoming work decreasing, we will start to see improvements to speed of processing times.



We continue to prioritise the administration of new claims as it is important to get initial financial support out to our residents as quickly as possible. New claims are assessed within a 24 hour turn around time.

3) Speed of Processing (SoP) – Background

Housing Benefit statistics form part of the Department of Work and Pensions (DWP) [benefits statistics collection](#), which brings together summary National and Official statistics for a range of different benefits.

New claims Speed of Processing

The purpose of the speed of processing information is to establish the changes in the volumes of Housing Benefit (HB) claims processed and the average time taken by a local authority (LA) to process all new HB claims from the date of receipt to the date of decision.

Change in circumstances Speed of Processing

The purpose of the speed of processing information is to establish the change in HB Change of Circumstances Claims processed and the average time taken by an LA to process all Change of Circumstances events from the date of receipt to the date of decision.

These figures adjust for seasonal trends in charts showing quarterly figures, where peaks occur in quarter 4 every year, which is the end of the financial year and we see a significant number of changes around rent increases, wage increases, self-employed income changes, etc.

A change event means any notification/information received during a benefit award from the customer or third party which leads to a decision on a claim whether entitlement is affected.

We have regular contact with the DWP Performance Delivery Team (PDT), where our SoP times are discussed and have received good feedback from the PDT.

Calculating Speed of Processing times

When calculating processing times all days will be counted, including weekends and public holidays, and will include any days when there are reasons for additional processing days beyond the LA's control, for example, a customer's failure to provide additional information and delays between offices.

Calculations for these figures involves creating moving averages by adding together all the different values over the previous year and dividing by the number of values within the year. The number of values included will vary depending on whether monthly or quarterly data is used.

How data is collected by the DWP - Single Housing Benefit Extract (SHBE)

The SHBE dataset is the primary source used to create HB statistics. It contains data about all HB claims and is collated from a return we create for the DWP.

Data is collected using a well-defined set of specifications which helps to ensure both consistency and quality. The data returns are monthly and cover a range of different characteristics about the status of each claim, the personal characteristics of claimants, payable amounts and any deductions that may have been made.

The data is only collected against HB claims and not against CTS claims as Council Tax Support is regulated by the Department of Levelling Up, Housing, and Communities.

4) Speed of Processing (SoP) – New Claims

Housing Benefit and Council Tax Support is vital financial support to our residents on a low income. It is crucial we distribute payments to households as soon as possible to ease the financial burden, and now more than ever due to the cost-of-living crisis.

During the pandemic we saw a significant increase in the number of households claiming support for the first time. Despite the significant increase we maintained processing times and supported vulnerable low-income households through an unprecedented time.

Since 2019, we have only exceeded our SoP target for new claims on two occasions as illustrated in the data below. We assess new claims within 24 hrs. of receipt.

Last year we received on average 145 new claims each month, reducing from the previous year where we saw 210 new claims being made on average per month.

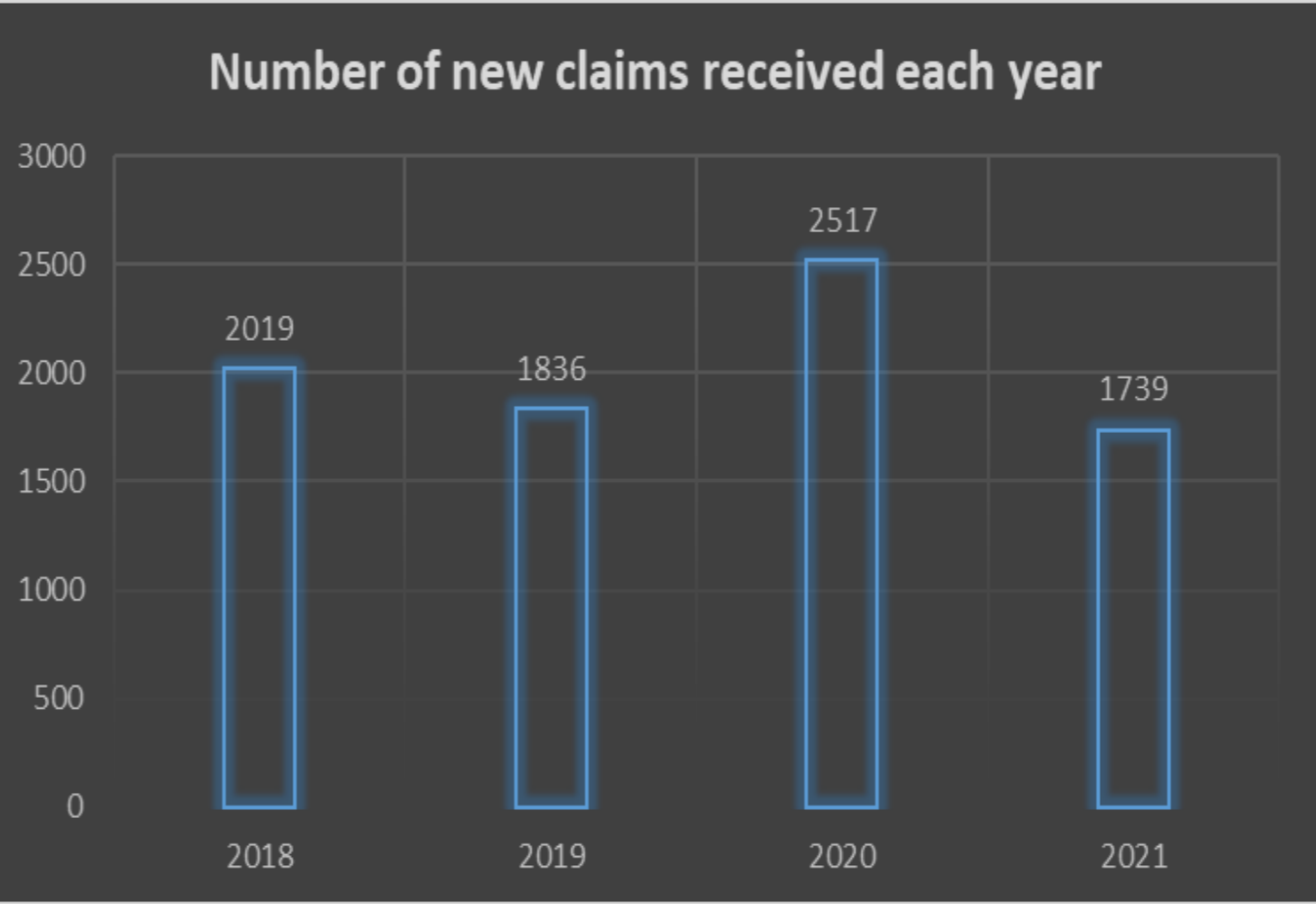
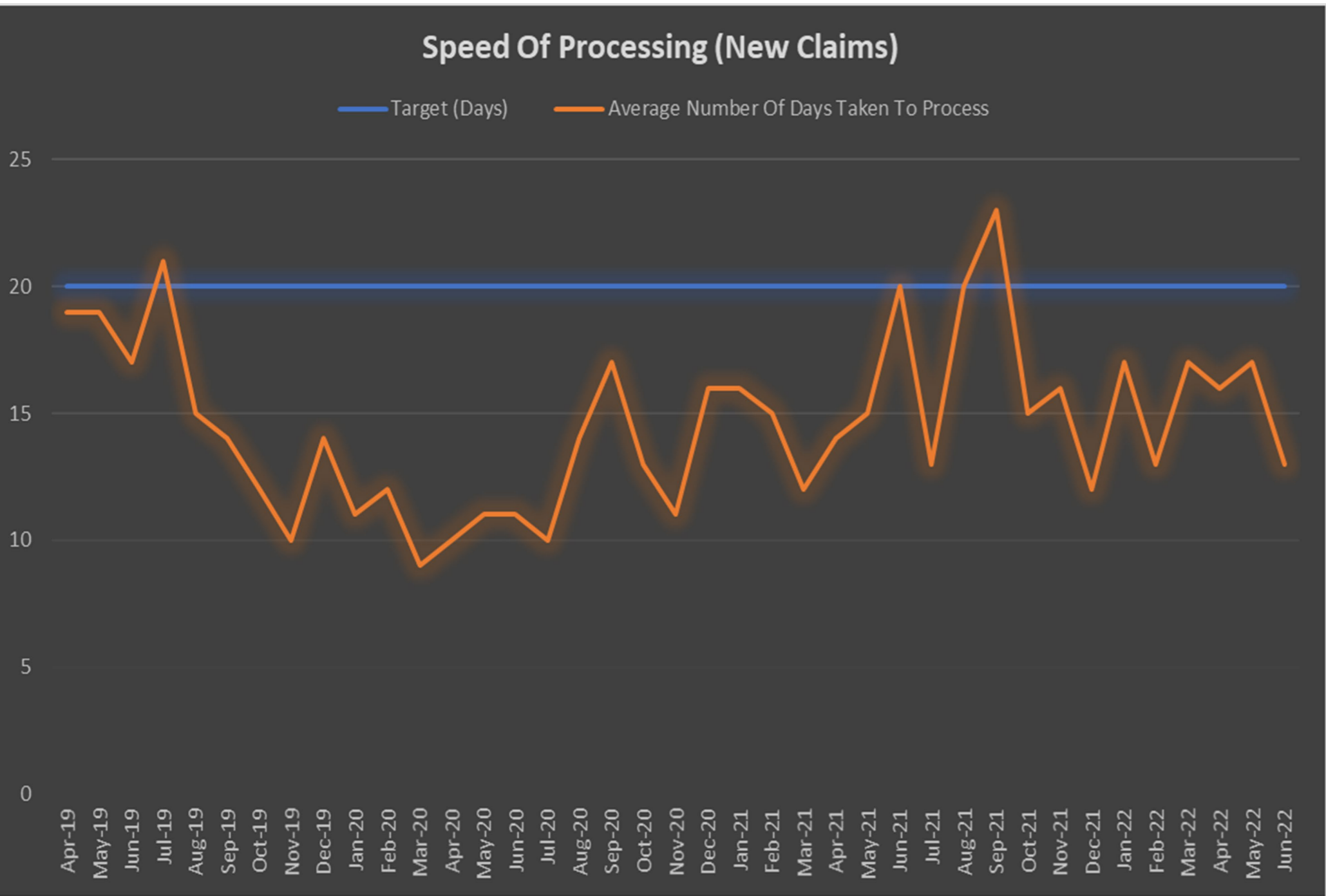
Our Speed of Processing targets

New claims = 20 days

Our Speed of Processing times

16 days on average for the financial year 2021/22

During the pandemic we introduced electronic channels for residents to claim financial support from their homes and to speed up the new claim process. We continue to see a majority of new claims being made through the online option.



5) Speed of Processing (SoP) – Changes in circumstances

During the pandemic we saw a significant increase in the number of households reporting changes to their circumstances such as income changes, job losses, business closures, and sickness. Our workloads were also increased due to administering Covid-19 income support schemes. The volume of changes continues to be impacted by the number of Universal Credit Data Share notifications received as a result of the DWP making amendments to Universal Credit claims.

Our average Speed of Processing times for changes in circumstances is currently slower whilst we work through a higher volume of outstanding changes. We have additional resource through Civica on Demand and staff are working additional hours.

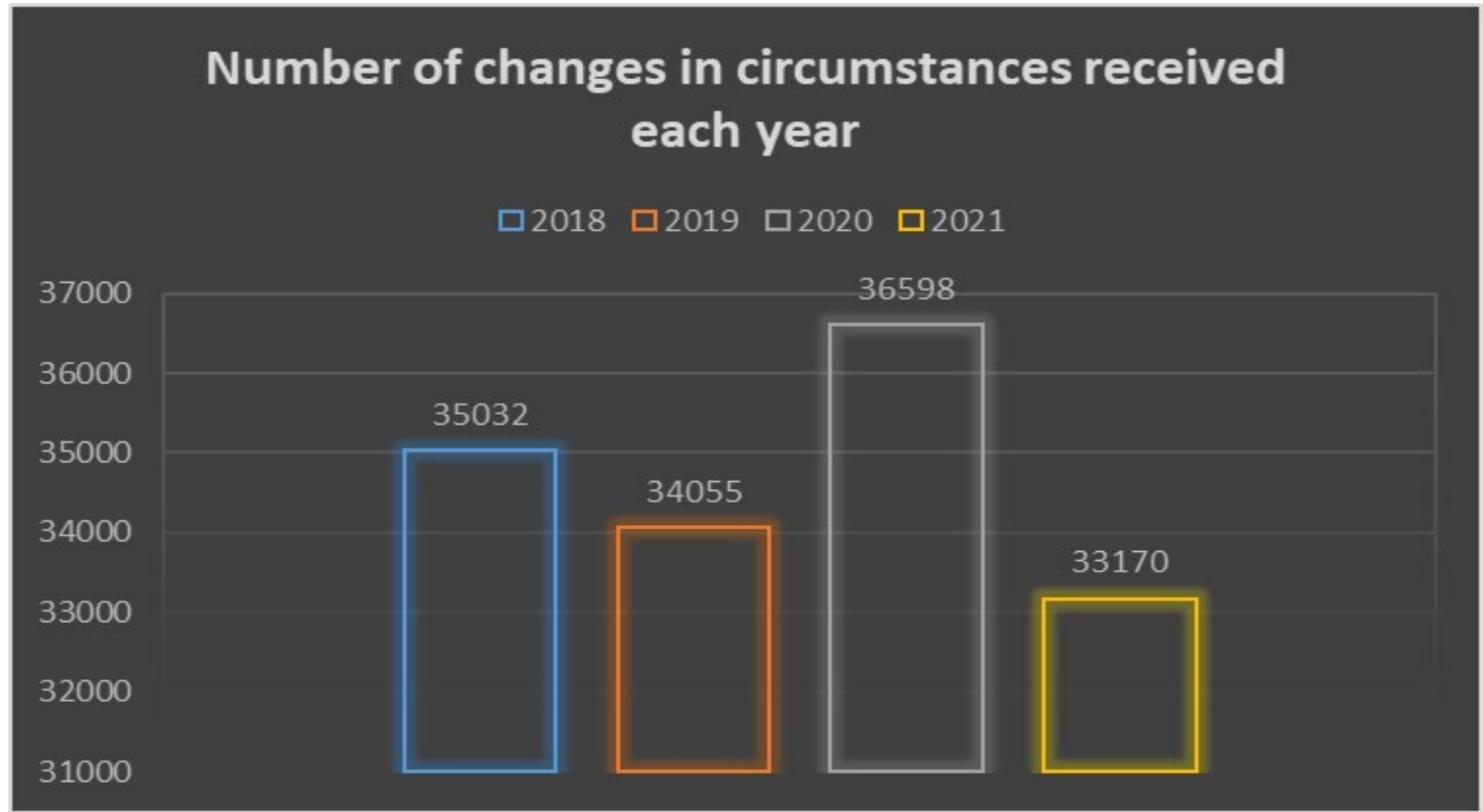
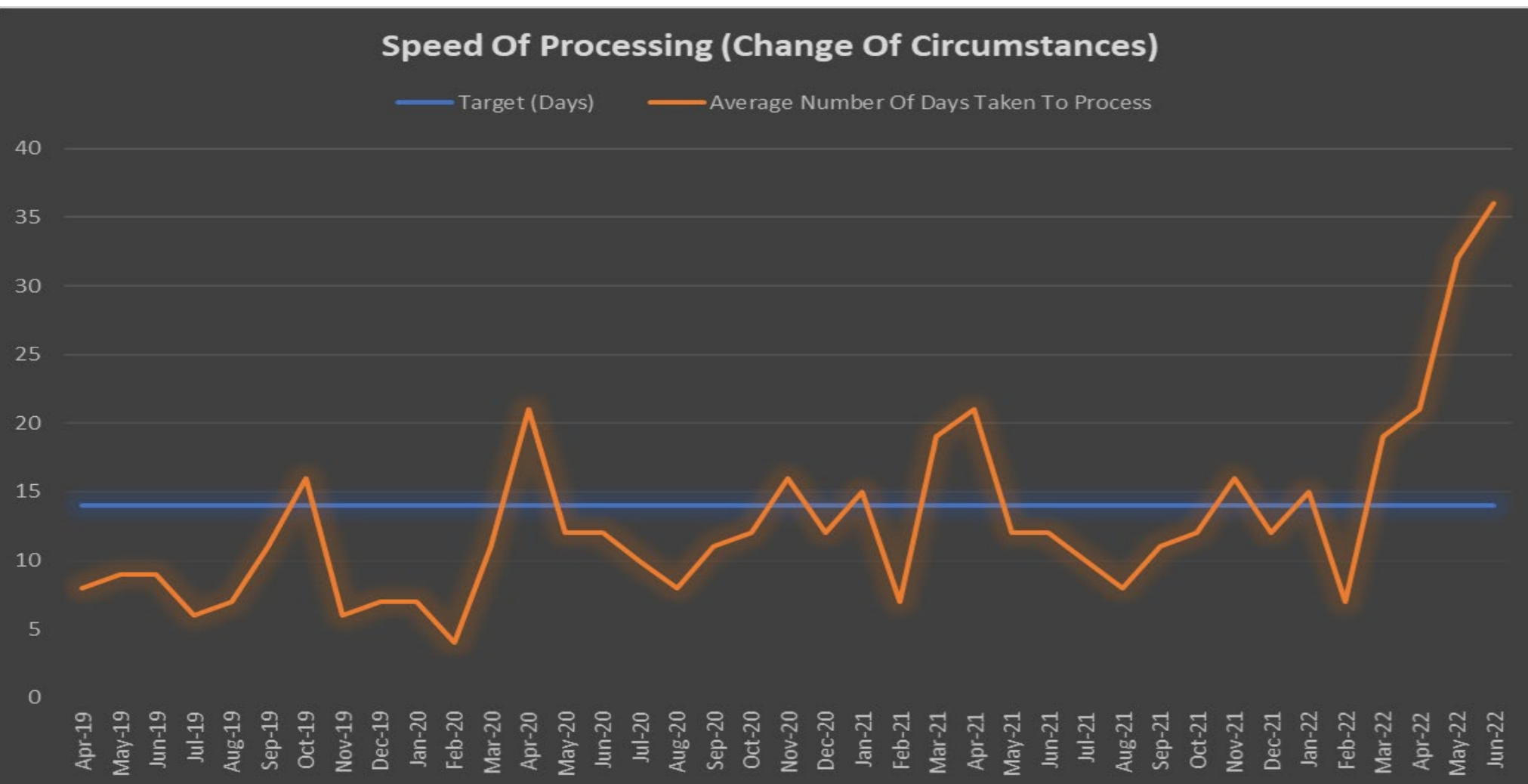
Last year we received on average 2764 changes each month, reducing from the previous year where we saw 3050 changes on average each month.

Our Speed of Processing targets

14 days

Our Speed of Processing times

12 days on average for the financial year 2021/22



We anticipate the number of changes in circumstances to remain high during 2022/23 due to the impact of the cost-of-living crisis. The team will also be involved in work around the provision of support to our residents during the cost-of-living crisis.

We are working on outstanding changes as they arrive as well as working through those reported the previous month. Once the older work is cleared our SoP will significantly improve but the result in SoP data will not be instant. A change may result in an underpayment, an overpayment, or no change. It is important to process changes in circumstances quickly so that we avoid overpayments. Any underpayments to entitlement are backdated.

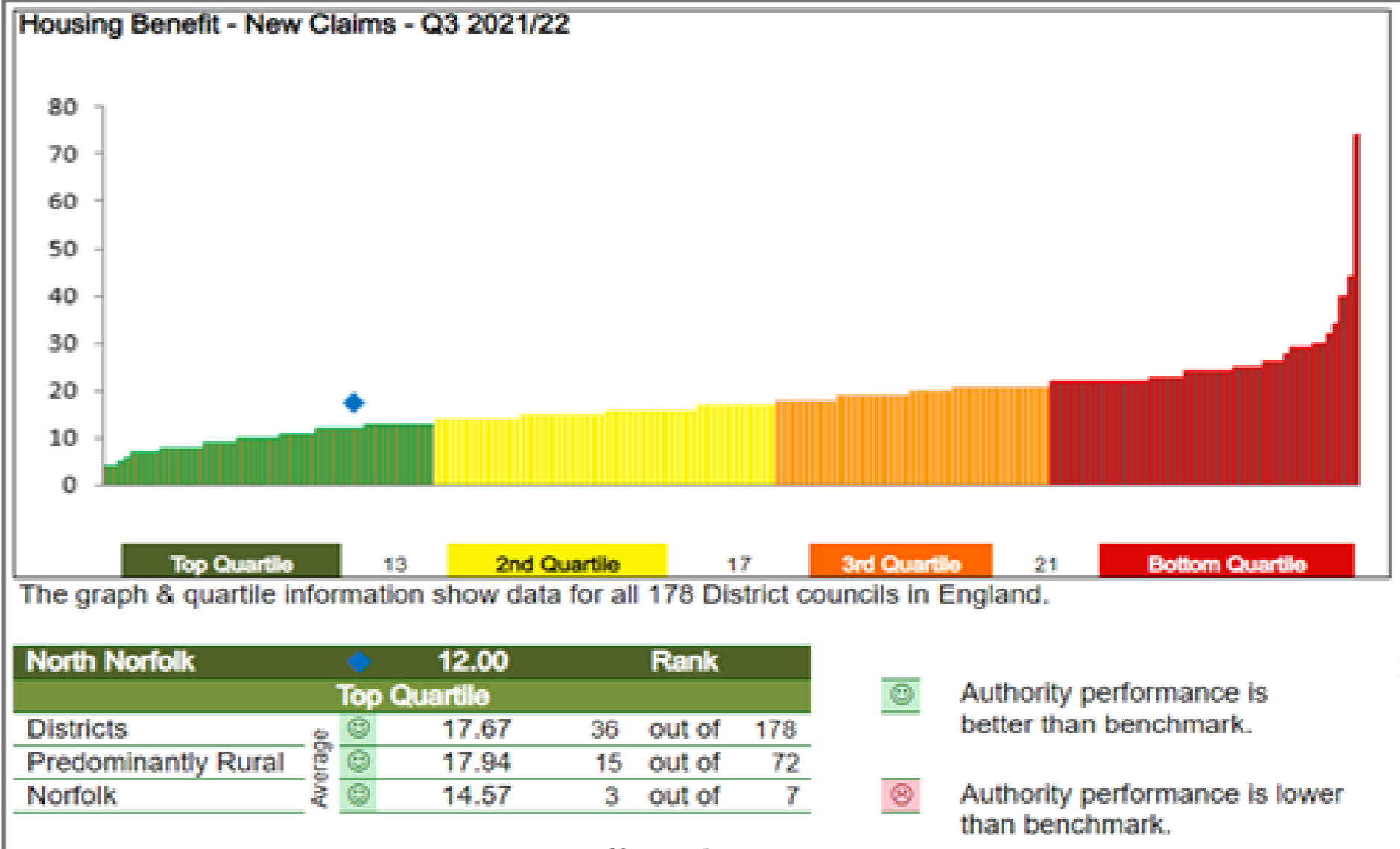
6) Speed of Processing (SoP) – Benchmarking

Benchmarking is an extremely effective tool for the observation, analysis and reporting of performance over a given time frame. Benchmarking will help us to establish the key performance drivers for the service which align with the corporate plan.

When reviewing the latest data on LGInform (Q3/2019), our SoP times for new claims is within the top quartile of district councils ranking us 3rd out of the 7 Norfolk councils.

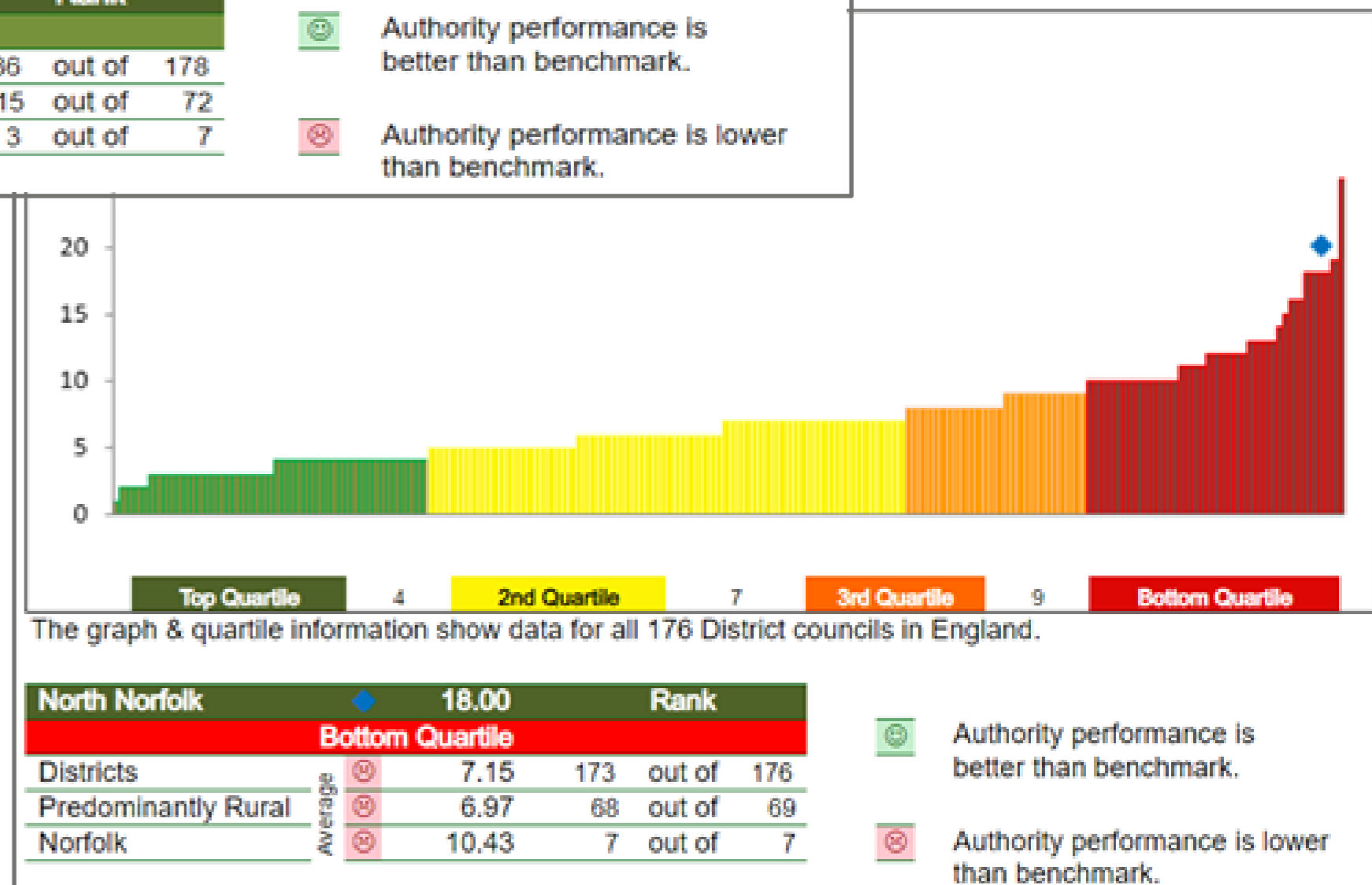
When benchmarking with our CIPFA Neighbours using the DWP data taken through the SHBE, it must be understood that this data only represents HB claims and it is not going to be comparing “apples for apples”.

Understanding a number of factors such as the number of HB claims in payment, the number of pension age/working age claimants, the number of temporary accommodation claims, and the number of claimants in receipt of Universal Credit, should be established first before using the benchmarking data comparatively.



When using LGInform for Benchmarking we should always look at the performance of new claims and changes in circumstances separately as they are two different processes.

When reviewing the latest data on LGInform (Q3/2021), our SoP times for changes in circumstances is in the bottom quartile. As previously advised our SoP for all changes at the end of last year was at 12 days and within our target. In order to process within 4 days (the top quartile) would require a significant step change. The team has started to identify improvements to service efficiency and will continue to focus on these to improve response times.



7) Key service improvements

Over the last 2 years the team has delivered a number of key improvements to enhance the customer journey and to ensure crucial financial support is delivered in a timely manner. Some highlights of the teams achievements are represented below.

Achievements include:

- Online HB and CTS claim form
- Online change in circumstances form
- Implementation of review process
- Introduction of Webchat communication channel
- Email correspondence response times within 24 hrs
- No recommendations against key controls audits
- No financial penalties from our subsidy audits
- Local Authority error overpayment levels within threshold
- Low number of customer complaints
- Completion of Test and Trace Payment Support Payment scheme
- Completion of Household Support Fund
- Recruitment and training of 7 staff in the last 12 months
- Recruitment of 2 Team Leaders in the last 12 months
- Recruitment of 2 Quality Assurance & Subsidy Officers in the last 6 months
- New working arrangement with Customer Services to formalise support around handling Benefit telephone calls
- Commissioning Civica on Demand to undertake Universal Credit Data Share notification processing for a 10 week period
- Hybrid mail solution
- Supporting homes for Ukraine
- Implementation of legislation changes following Brexit
- Implementation of legislation changes to debt recovery (Breathing Space)

The team is continually focused on identifying service improvements and a project group has been set up to identify, implement and review processes. Some examples of improvements to our processing times are shown below and are currently being considered by the team.

Improvements include:

- Obtaining earlier notification of new affordable housing sites and temporary accommodation acquisitions
- Report of HB SoP separately to CTS SoP so that InPhase performance mirrors LGInform data
- Implement systems thinking in our practices
- Obtain a “clean” new claim and change in circumstance to ensure the work item can be processed on the day it is received
- Return to visiting vulnerable and digitally excluded customers to obtain supporting evidence quicker
- Review the process of handling changes in circumstances reported over the phone to allow for same day assessment
- Commissioning Policy in Practice to undertake data modelling against our Council Tax Support Scheme to allow us to develop options for a new scheme which offers opportunities to align with UC and simplify processing. This will allow automation which will reduce the need for staffing resource, improve customer service, and improve processing times
- Focus on failure demand and what can be done to put this right
- Pilot systems thinking approach for claim processing
- Customer to be handled by one officer from the start of their customer journey to the end
- Benefit Officer to process claims whilst customer waits when submitted in person
- Reduce handovers to improve customer journey and speed up transaction time
- Review notification letters to highlight key information
- Improve response times for Council Tax liability changes
- Improve process of obtaining annual rent increase data from RSLs
- Ensure ICT teams download data files on a daily basis
- Ensure resilience in ICT teams to allow for same day batch processing

8) Key service initiatives

As the team moves forward we will be introducing a number of new initiatives to further improve the efficiency of the service and to also ensure our residents are getting the right support.

Poverty Dashboard

We will be purchasing a Poverty Dashboard which is a tracker able to highlight households affected by welfare reforms, such as benefit cap, under occupancy (bedroom tax), LHA restrictions or those affected by multiple changes. These households are more likely to struggle than others on benefits. We will be able to proactively contact them to see if they need support, before they hit crisis stage.

The tracker can highlight households that owe debt to Council Tax and in Housing Benefit Overpayments. Experience shows that if a resident owes debt to Council Tax, they often have other debts that they need assistance with as well.

The tracker can highlight household composition, such as children or disabilities in the household, and can use overlays of data using financial resilience indicators and highlights which ones are at risk or in crisis needing immediate support to avoid homeless presentations. We could target large families that often have to be placed in costly split rooms while they are in Bed and Breakfast accommodation.

The Tracker can drill down to ward level data, so we can target certain areas, if a new community project has started or planned to support residents at risk. The tracker can highlight households that are unemployed or only working part time but have low barriers to employment, these can be targeted with training and employment support, all of which can be offered through their work coaches if on Universal Credit, or via employment services. Employment is the leading factor in a household moving out of poverty or so that they are no longer affected by certain welfare reforms. Being in employment means they are less likely to get into debt, or more able to get out of debts and pay their bills; while also more likely to be able to afford their housing costs and avoid a homeless presentation.

Discretionary Housing Payment (DHP) often underpins any work around homelessness prevention. The government contribution for DHP is decreasing and we need to be more vigilant than ever to ensure we target better use of DHP spend, such as looking to support larger families struggling, as larger families often have to be placed in split rooms in temporary accommodation, we then have a duty to move them within 6 weeks and are often the highest costs to the Authority. The tracker can ensure we target the right households and ensure we maximise the DHP fund each year. As an Authority, if we do not spend the DHP in full, we have to pay this money back to the DWP and it is likely to mean we see a reduction in future year awards.

Take up campaigns

The authority is obliged to run regular Take Up campaigns for Housing Benefit and Council Tax Support. There are multiple take up campaigns that can be highlighted via the tracker. The tracker can also help us target households who could be entitled to support under other schemes such as:

- Warm Homes Discount
- Household Support Fund
- Energy Rebate (Discretionary) Scheme

8) Key service initiatives continued

Financial Inclusion

We are in the process of setting up a new Financial Inclusion Team which will be located within the Benefits Service. The team will consist of a Financial Inclusion Officer and a Welfare & Debt Advisor. Their focus will be to reduce financial exclusion across the district offering debt advice, welfare advice, and support tenancy sustainment.

CIPFA Neighbour Networking

We will also be proactively contacting top quartile performers to understand how they achieve this level of performance and consider what best practice could be implemented locally.

9) Summary

Throughout 2020 – 2022 we have completed and continue to complete a number of key service activities.

Work volumes significantly increased during the pandemic and we were tasked with the administration of a number of Covid-19 income support schemes whilst using the same staffing establishment. Contributions to the cost of administration of the new burdens has enabled additional hours and overtime (mainly plain hours) to be offered to deliver against these Workstreams.

The latest government report confirms we are 36th out of 178 of the top performing authorities in England for HB New Claims processing (top quartile).

Our focus now is to reduce to our speed of processing times around the assessment of Housing Benefit and Council Tax Support whilst supporting residents with the cost of living crisis through income maximisation and financial inclusion.

Number of affordable homes delivered (gross) in North Norfolk

Number of affordable homes delivered (gross) - The figure reported represents a simple count of additional affordable housing units to the housing stock - newly built, including gains from conversions such as subdivision, or acquired. The total supply is the sum of social rent housing and intermediate housing (low cost home ownership and intermediate rent). As this is an absolute value for each area, care should be taken when drawing any comparisons with other areas.

This was previously reported as NI 155. Regional values are calculated from all single tier and district authorities.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Live tables on affordable housing supply

Polarity: High is good

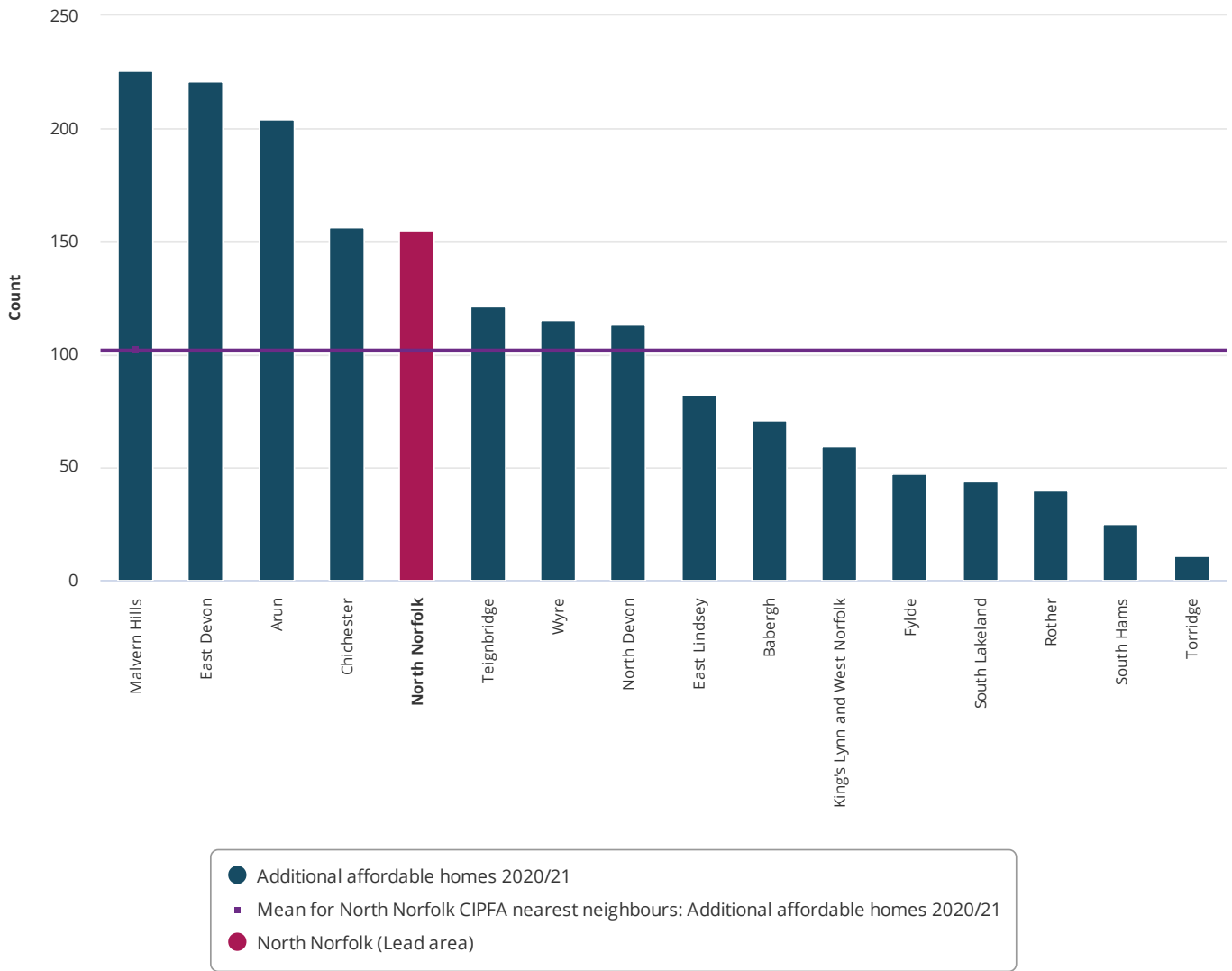
Data last updated: 01/04/2022

Number of affordable homes delivered (gross) (from 2015/16 to 2020/21) for North Norfolk

Period	Additional affordable homes			
	Dwellings			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2015/16	69	8	72	193
2016/17	75	20	83	146
2017/18	109	38	118	220
2018/19	168	23	122	396
2019/20	39	44	149	343
2020/21	155	11	102	226

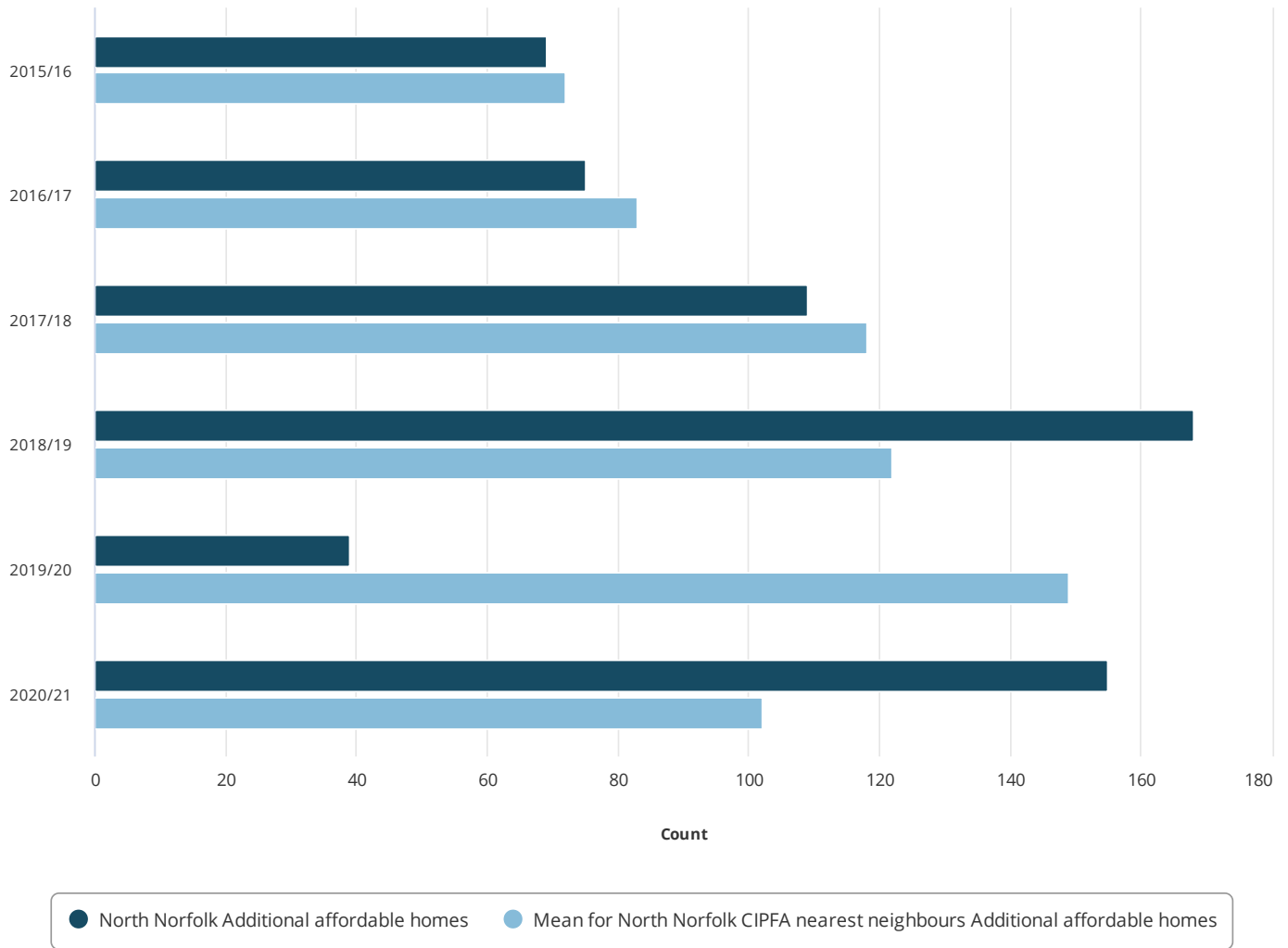
Source:
Department for Levelling Up, Housing & Communities

Number of affordable homes delivered (gross) (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

Number of affordable homes delivered (gross) (from 2015/16 to 2020/21) for North Norfolk



Source:
Department for Levelling Up, Housing & Communities

Number of affordable homes delivered (gross) (from 2015/16 to 2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Additional affordable homes					
	Dwellings					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Rother	103	20	56	60	130	40
East Devon	135	146	220	396	343	221
King's Lynn and West Norfolk	52	31	38	71	62	59
Wyre	42	75	47	92	139	115
Teignbridge	50	107	147	114	107	121
Fylde	37	69	131	115	159	47
South Lakeland	68	102	76	112	53	44
North Devon	193	107	130	155	245	113
South Hams	28	49	106	23	179	25
Chichester	98	135	154	137	179	156
Torridge	8	50	39	34	76	11
East Lindsey	104	124	193	193	44	82
Malvern Hills	83	69	182	188	273	226
Babergh	27	60	71	42	136	71
Arun	48	103	183	98	107	204
North Norfolk	69	75	109	168	39	155

Source:
Department for Levelling Up, Housing & Communities

Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly in North Norfolk

Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly - This is the percentage of major planning application decisions that have a Planning Performance Agreement (PPAs), Extension of Time (EoT) and/or Environmental Impact Assessment (EIA) that have been granted within the agreed timeframe, each financial quarter. A timely manner is defined as within 13 weeks for major applications. This was previously reported as NI 157a.

Whilst this indicator focuses on major applications, data is also available broken down by county matter, minor and other applications.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Development Control statistics

Polarity: High is good

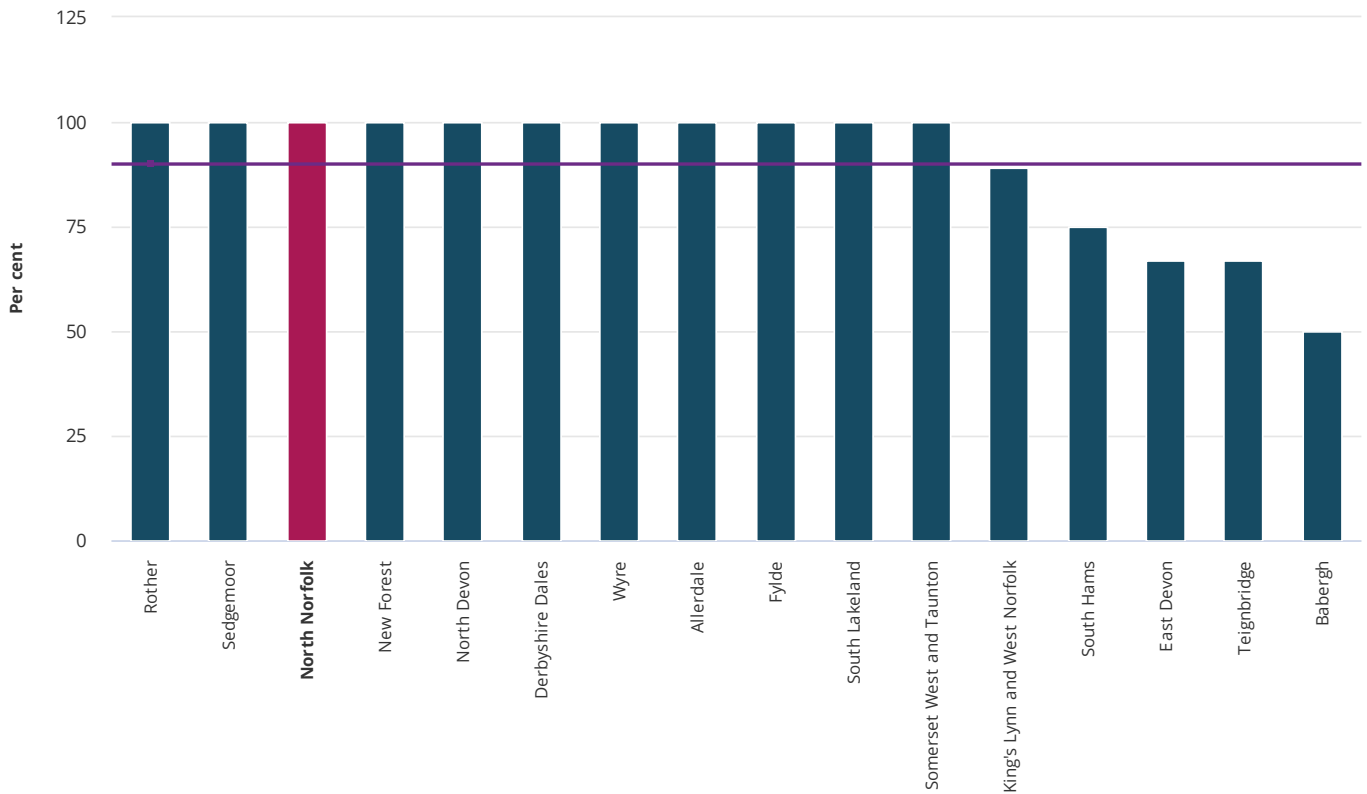
Data last updated: N/A

Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk

Period	Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly			
	%			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2020/21 Q3	100	50	92	100
2020/21 Q4	57	60	94	100
2021/22 Q1	75	50	91	100
2021/22 Q2	100	73	92	100
2021/22 Q3	100	0	85	100
2021/22 Q4	100	50	90	100

Source:
Department for Levelling Up, Housing & Communities

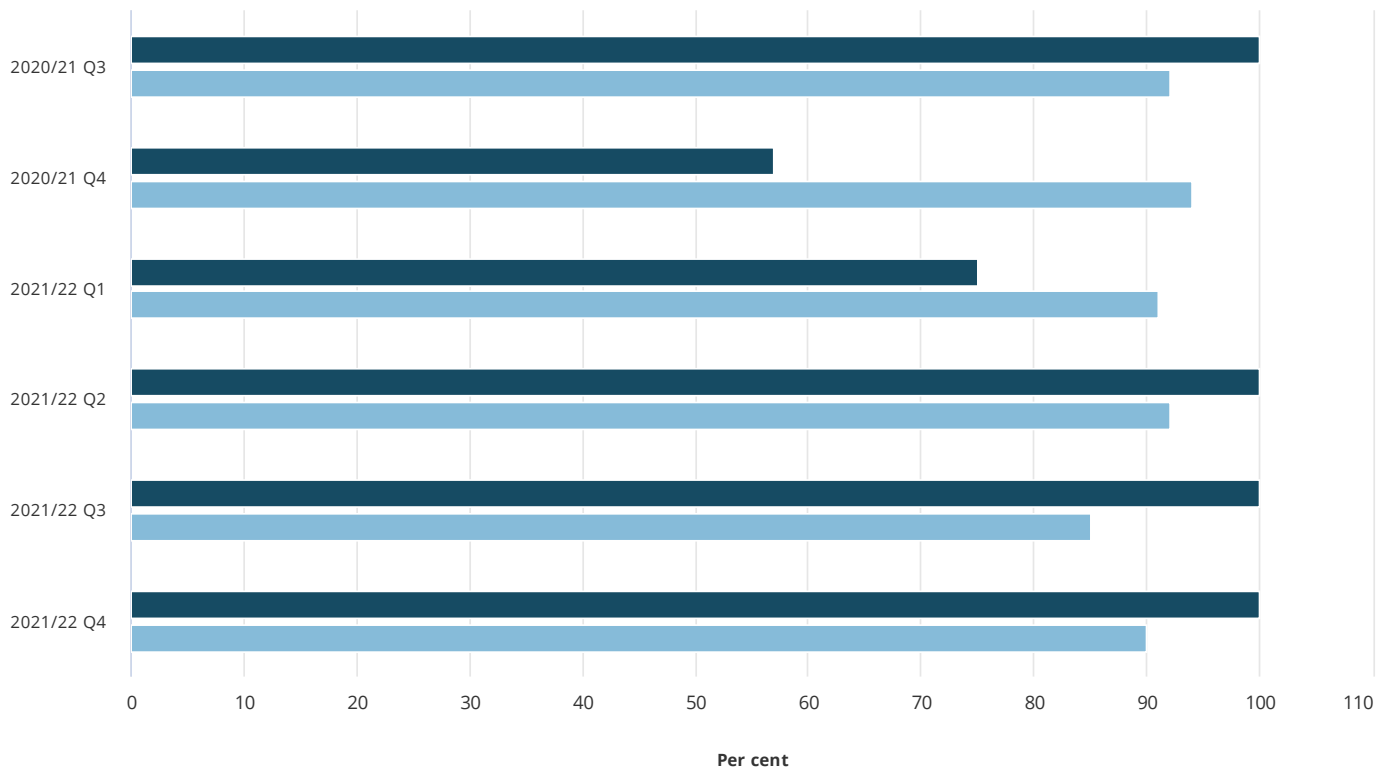
Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours



- Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly 2021/22 Q4
- Mean for North Norfolk CIPFA nearest neighbours: Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly 2021/22 Q4
- North Norfolk (Lead area)

Source:
Department for Levelling Up, Housing & Communities

Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk



- North Norfolk Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly
- Mean for North Norfolk CIPFA nearest neighbours Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly

Source:
Department for Levelling Up, Housing & Communities

Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Percentage of major development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly					
	%					
	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3	2021/22 Q4
Rother	100	78	80	100	100	100
East Devon	100	100	89	73	60	67
Teignbridge	100	100	50	89	100	67
King's Lynn and West Norfolk	83	100	100	86	100	89
South Hams	100	100	100	75	92	75
Babergh	100	100	100	100	100	50
Somerset West and Taunton	100	100	100	100	50	100
South Lakeland	100	60	50	100	0	100
Fylde	100	100	100	100	100	100
Sedgemoor	100	100	100	100	100	100
Allerdale	50	100	100	100	100	100
Wyre	100	100	100	78	100	100
Derbyshire Dales	100	100	100	100	100	100
North Devon	100	75	100	80	100	100
New Forest	50	100	100	100	75	100
North Norfolk	100	57	75	100	100	100

Source: Department for Levelling Up, Housing & Communities

Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly in North Norfolk

Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly - This is the percentage of minor planning application decisions that have a Planning Performance Agreement (PPAs), Extension of Time (EoT) and/or Environmental Impact Assessment (EIA) that have been granted within the agreed timeframe, each financial quarter. A timely manner is defined as within 8 weeks for minor applications. This was previously reported as NI 157b.

Whilst this indicator focuses on minor applications, data is also available broken down by county matter, major and other applications.

Source name: Department for Levelling Up, Housing & Communities

Collection name: Development Control statistics

Polarity: High is good

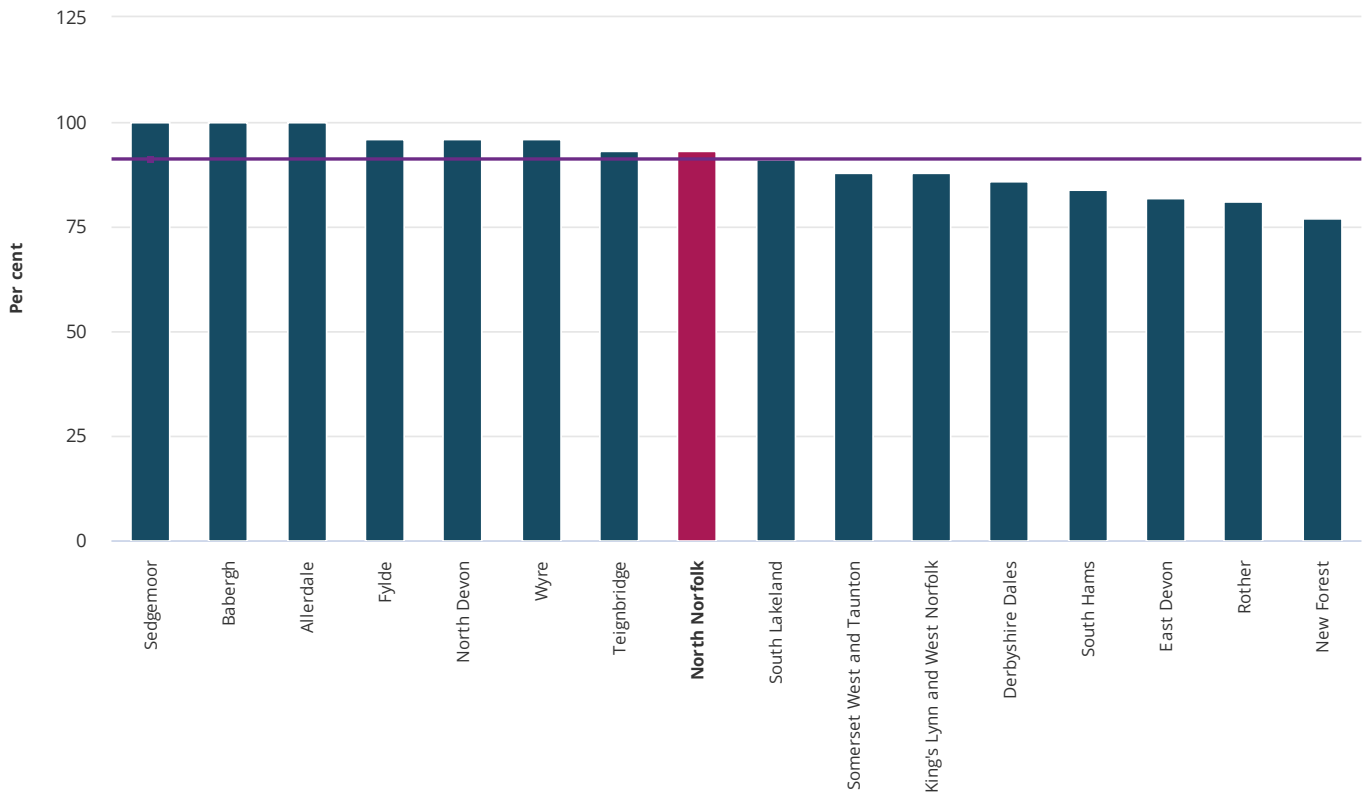
Data last updated: N/A

Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk

Period	Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly			
	%			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2020/21 Q3	73	62	89	100
2020/21 Q4	66	76	92	100
2021/22 Q1	68	38	85	100
2021/22 Q2	93	62	89	100
2021/22 Q3	93	71	92	100
2021/22 Q4	93	77	91	100

Source:
Department for Levelling Up, Housing & Communities

Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

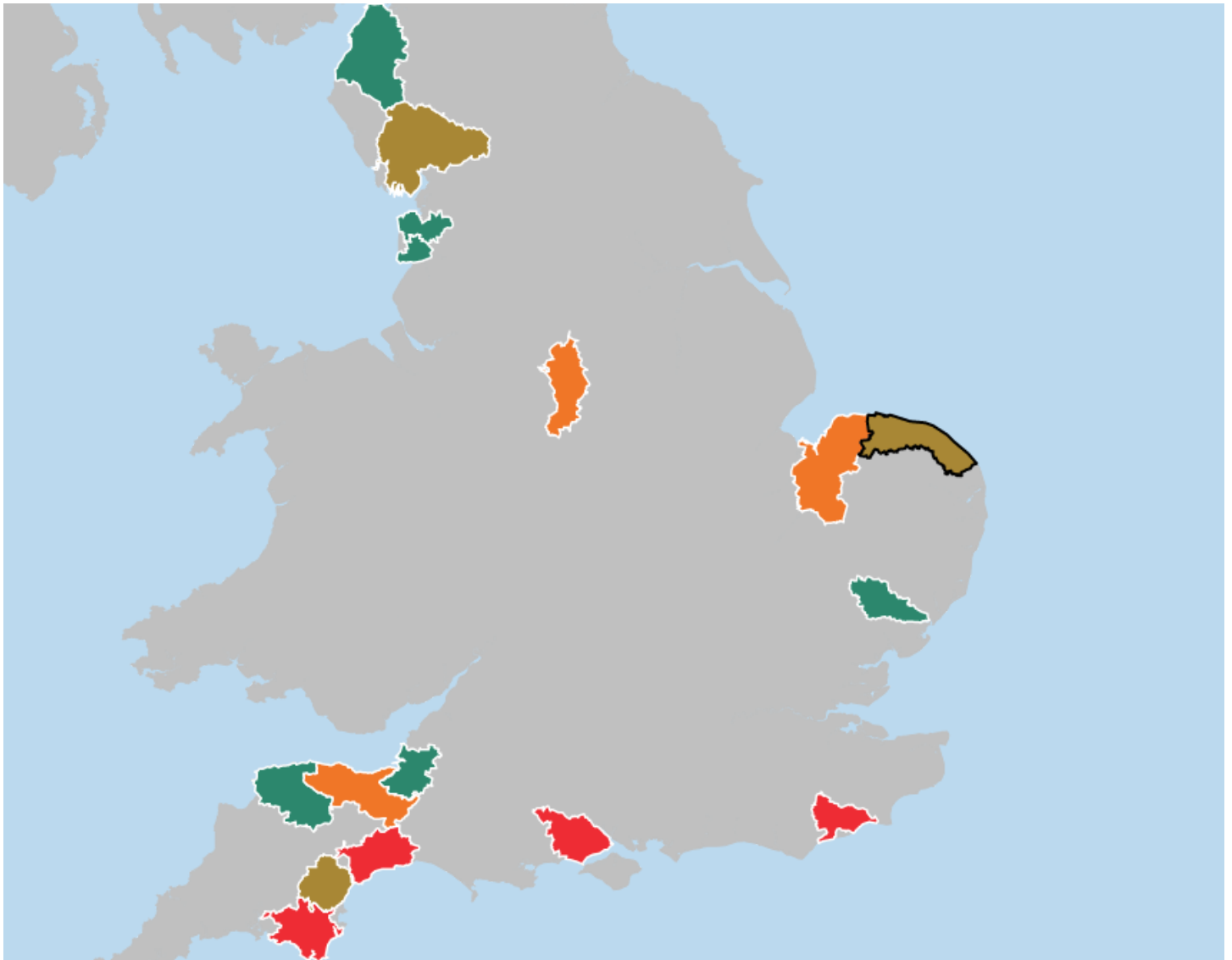
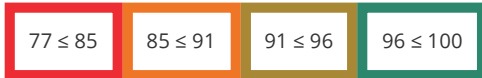


- Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly 2021/22 Q4
- Mean for North Norfolk CIPFA nearest neighbours: Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly 2021/22 Q4
- North Norfolk (Lead area)

Source:
Department for Levelling Up, Housing & Communities

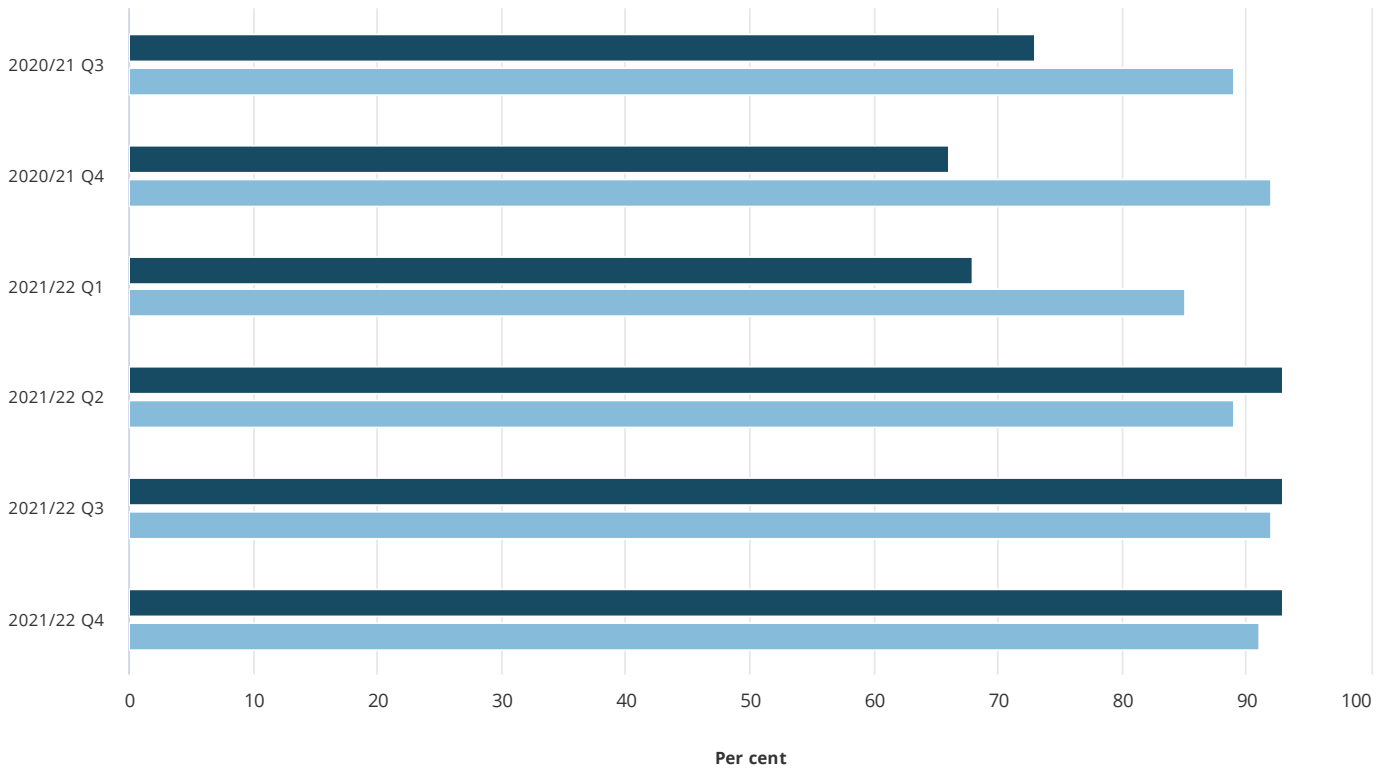
Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



Source:
Department for Levelling Up, Housing & Communities

Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk



- North Norfolk Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly
- Mean for North Norfolk CIPFA nearest neighbours Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly

Source:
Department for Levelling Up, Housing & Communities

Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly (from 2020/21 Q3 to 2021/22 Q4) for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	Percentage of minor development planning applications with Planning Performance Agreements, Extension of Time or Environmental Impact Assessments decided in time - Quarterly					
	%					
	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3	2021/22 Q4
Rother	90	81	85	77	88	81
East Devon	82	85	80	86	85	82
Teignbridge	91	85	85	96	77	93
King's Lynn and West Norfolk	91	95	87	87	91	88
South Hams	88	100	88	74	71	84
Babergh	92	100	97	93	100	100
Somerset West and Taunton	97	76	84	86	97	88
South Lakeland	77	89	88	93	93	91
Fylde	96	100	94	100	95	96
Sedgemoor	100	100	100	100	100	100
Allerdale	62	100	85	100	100	100
Wyre	100	96	97	98	95	96
Derbyshire Dales	85	89	77	89	93	86
North Devon	97	98	89	98	91	96
New Forest	81	88	38	62	100	77
North Norfolk	73	66	68	93	93	93

Source: Department for Levelling Up, Housing & Communities

Percentage of household waste sent for reuse, recycling and composting (annual) in North Norfolk

Percentage of household waste sent for reuse, recycling and composting (annual) - The percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestion. This was previously collected as BVPI 82a and 82b in 2007/08. The numerator is the total tonnage of household waste collected which is sent for reuse, recycling, composting or anaerobic digestion. The denominator is the total tonnage of household waste collected. 'Household waste' means those types of waste which are to be treated as household waste for the purposes of Part II of the Environmental Protection Act 1990 by reason of the provisions of the Controlled Waste Regulations 1992. This was previously reported as NI 192.

Source name: Department for Environment, Food and Rural Affairs

Collection name: Local authority collected waste management

Polarity: High is good

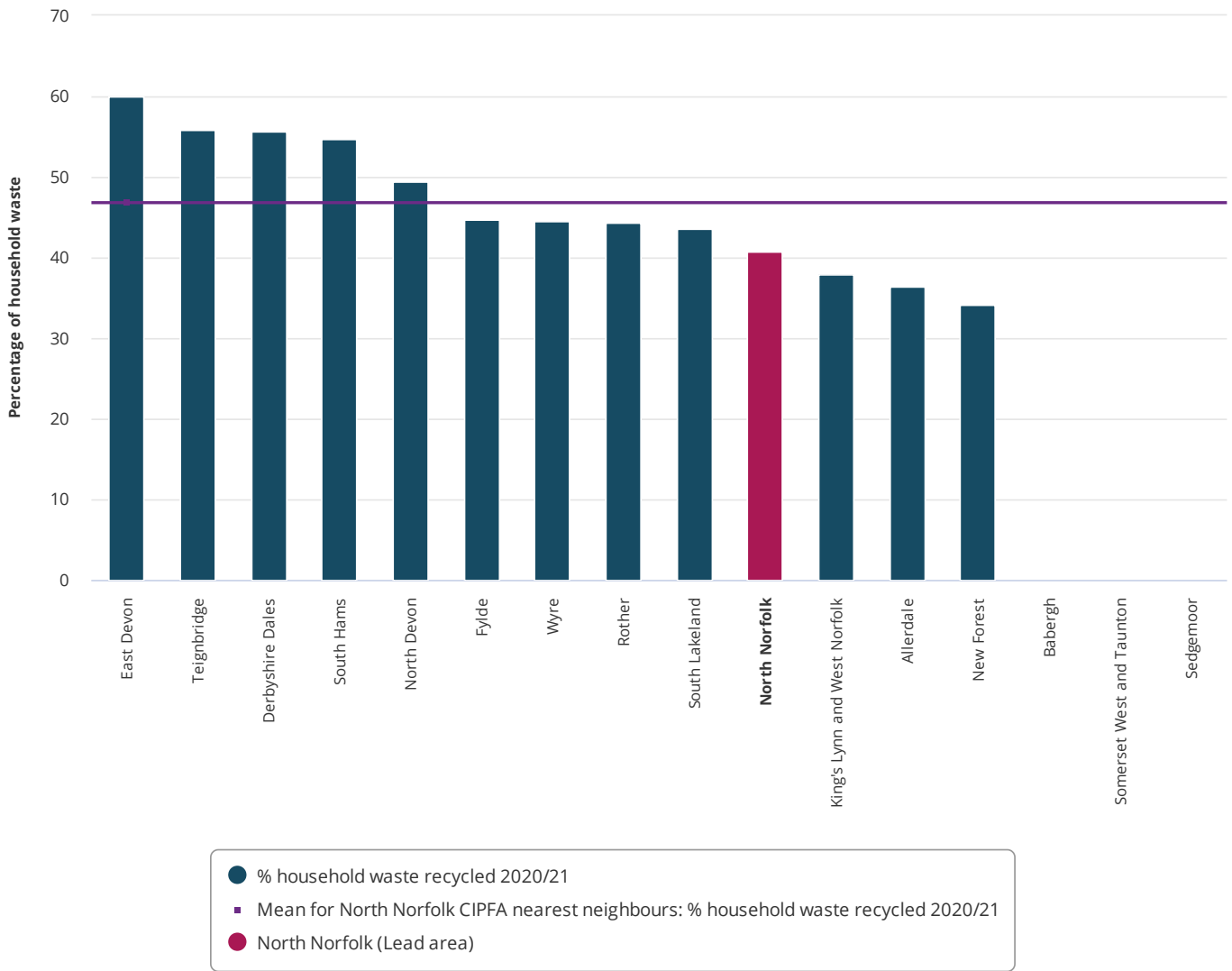
Data last updated: 16/12/2021

Percentage of household waste sent for reuse, recycling and composting (annual) (from 2015/16 to 2020/21) for North Norfolk

Period	% household waste recycled			
	%			
	North Norfolk	Minimum for North Norfolk CIPFA nearest neighbours	Mean for North Norfolk CIPFA nearest neighbours	Maximum for North Norfolk CIPFA nearest neighbours
2015/16	41.80	30.00	46.43	56.10
2016/17	41.90	31.00	46.79	59.80
2017/18	41.60	34.10	47.42	60.30
2018/19	39.30	32.90	46.87	59.60
2019/20	40.80	33.70	47.96	61.90
2020/21	40.70	34.10	46.78	60.00

Source:
Department for Environment, Food and Rural Affairs

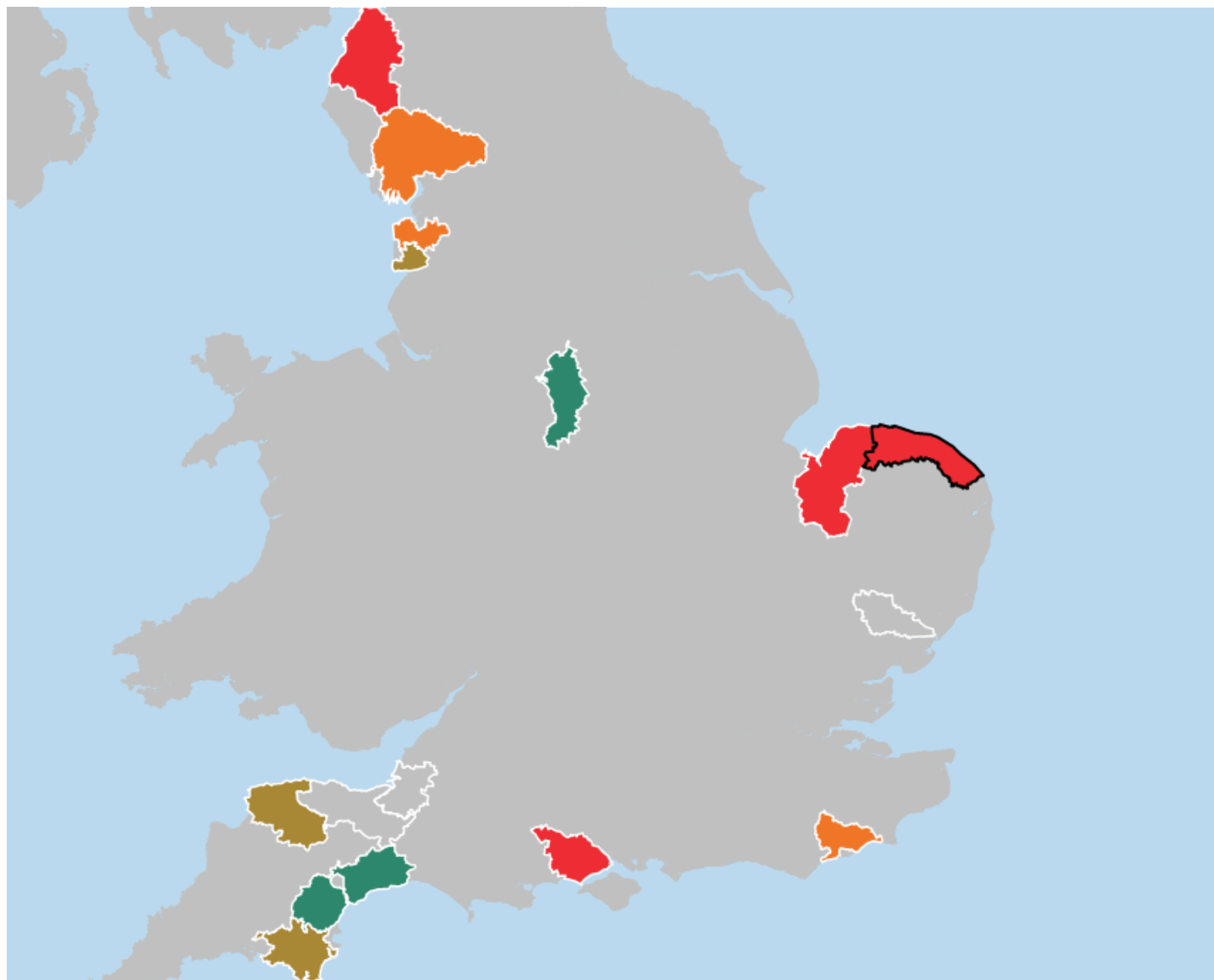
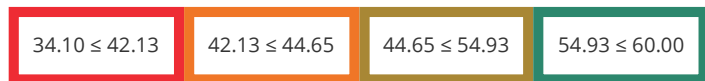
Percentage of household waste sent for reuse, recycling and composting (annual) (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours



Source:
Department for Environment, Food and Rural Affairs

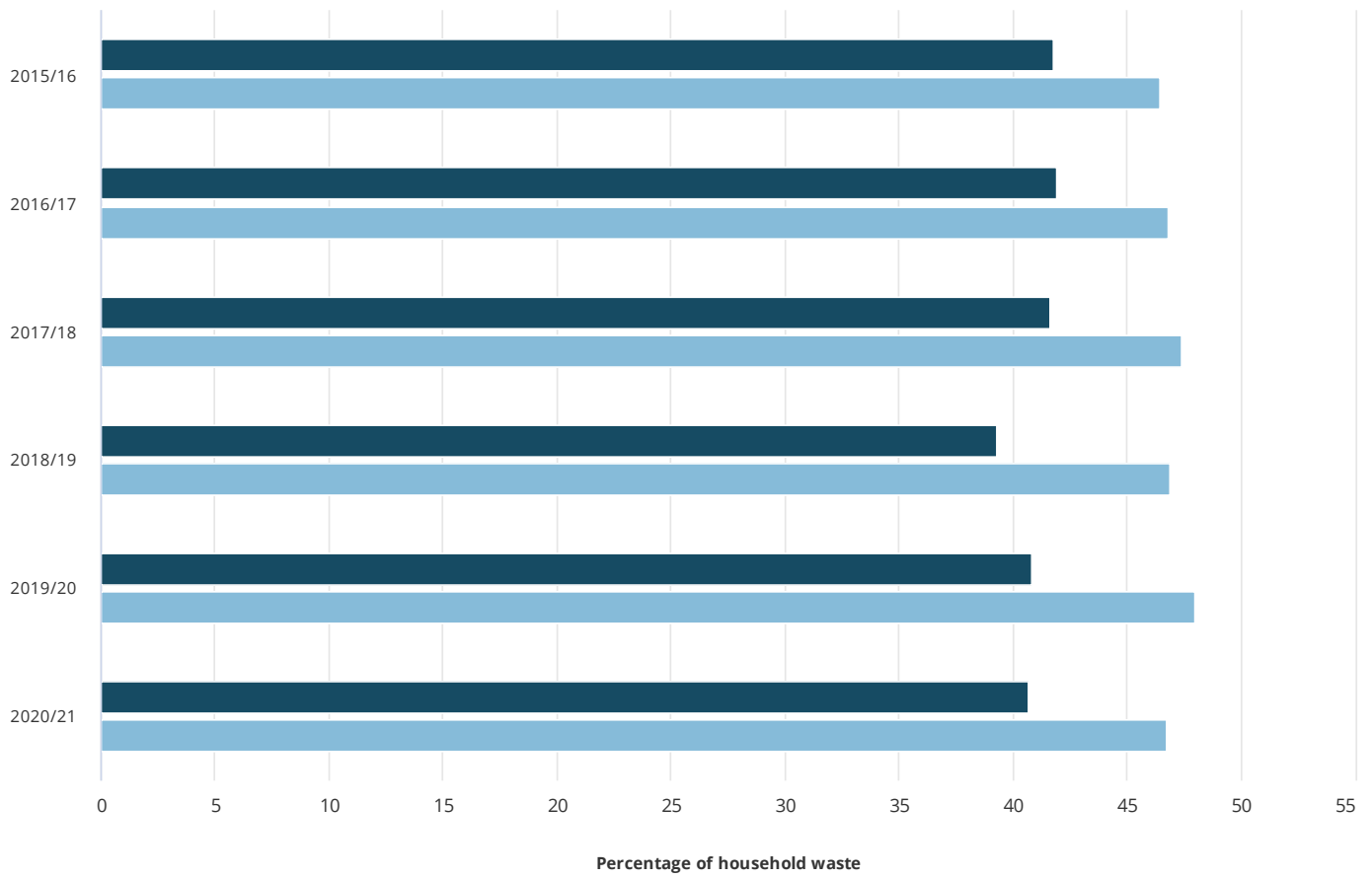
Percentage of household waste sent for reuse, recycling and composting (annual) (2020/21) for North Norfolk & North Norfolk CIPFA nearest neighbours

Quartiles for North Norfolk CIPFA nearest neighbours



Source:
Department for Environment, Food and Rural Affairs

Percentage of household waste sent for reuse, recycling and composting (annual) (from 2015/16 to 2020/21) for North Norfolk



● North Norfolk % household waste recycled
 ● Mean for North Norfolk CIPFA nearest neighbours % household waste recycled

Source:
 Department for Environment, Food and Rural Affairs

Percentage of household waste sent for reuse, recycling and composting (annual) (from 2015/16 to 2020/21)
for North Norfolk & North Norfolk CIPFA nearest neighbours

Area	% household waste recycled					
	%					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Rother	45.40	48.30	50.20	47.40	45.50	44.40
East Devon	45.60	46.10	54.20	59.10	60.50	60.00
Teignbridge	54.30	55.70	55.40	56.30	56.30	55.90
King's Lynn and West Norfolk	44.30	45.70	46.40	42.10	42.50	38.00
South Hams	52.90	54.70	53.90	53.90	54.40	54.70
Babergh	no value	no value	no value	no value	no value	Missing
Somerset West and Taunton	no value	no value	no value	no value	no value	Not Applicable
South Lakeland	41.90	42.40	44.40	44.20	45.00	43.50
Fylde	52.40	50.50	47.50	44.70	46.40	44.80
Sedgemoor	47.90	46.80	no value	no value	no value	Not Applicable
Allerdale	36.90	37.90	34.20	33.40	33.70	36.50
Wyre	51.40	44.90	42.90	43.20	45.70	44.50
Derbyshire Dales	56.10	59.80	60.30	59.60	61.90	55.60
North Devon	44.50	44.50	45.50	45.60	49.50	49.40
New Forest	30.00	31.00	34.10	32.90	34.10	34.10
North Norfolk	41.80	41.90	41.60	39.30	40.80	40.70

Source:
Department for Environment, Food and Rural Affairs