

BENCHMARKING & CONTEXTUAL MEASURES

Summary: To provide Overview & Scrutiny Committee with benchmarking information so that they are in a position to make recommendations to Cabinet for action based on evidence to improve performance. In addition, at the committee's request, trend analysis and benchmarking information for the contextual measures listed in the Corporate Plan 2019 to 2023 is attached, so members can make recommendations to Cabinet for further investigation, monitoring and possible intervention, based on the results of the measures in the Contextual Measures Report.

Options considered:

1. No action
2. Make recommendations to Cabinet.

Conclusions: Using the benchmarking information comparing NNDC performance to our CIPFA nearest neighbours will provide a valuable insight into the Council's performance in the context of the performance of similar local authorities. Using the contextual measure information, which covers a wide range of social-economic indicators, will allow a broad assessment of the health and climate of North Norfolk. Monitoring the trends over time and in comparison to North Norfolk's CIPFA Nearest Neighbours; the East of England Districts; and the England Districts, will provide a detailed insight of each measures and will be a useful facilitator for any resulting recommended actions that may be required.

Recommendations: It is recommended that the Committee;

For the benchmarking report:

- 1. Receive and note the benchmarking information.**
- 2. Make recommendations to Cabinet to investigate specific levels of performance and/ or to take action.**
- 3. Decide if additional datasets are needed to monitor business demography, in relation to the dataset CIPFA 9 Rate of births of new enterprises per 10,000 resident population aged 16 and above.**

For the contextual measures report:

1. **Receive and note the information in the Contextual Measures Report – first review.**
2. **Make recommendations to Cabinet to investigate specific datasets and/or to take action.**
3. **Decide the frequency of further reviews of the report, to keep up to date with the latest published data.**
4. **Decide if any additional reports are needed for different comparison groups, such as Norfolk Districts or East of England Districts.**
5. **Decide if the printed copies of the additional attachments for monitoring the health profile, should be retained for meetings or if the hyperlinks will suffice.**

Reasons for Recommendations:

Reviewing benchmarking data in this way will ensure the Council maintains acceptable levels of performance across the services delivered by the Council. Reviewing contextual measure data in this way will enable a more thorough monitoring of the objectives in the Corporate Plan 2019 to 2023. It will also enable a proactive insight in to the health and climate of North Norfolk.

Cabinet Member(s) n/a	Ward(s) affected All
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1. Benchmarking - introduction

- 1.1 On 15 June 2022 the Overview & Scrutiny Committee resolved to review benchmarking on a quarterly basis at the same time as the performance reporting, using the CIPFA nearest neighbours' comparator group, and chose seven benchmarking measures to review for the next six months. This list was amended at the meeting on 14 December where Council tax non-collection rate was removed from the list and the following measures added.
 - 1.1.1 CIPFA 8 Total expenditure - Central Services per head of population (RSX)
 - 1.1.2 CIPFA 9 Rate of births of new enterprises per 10,000 resident population aged 16 and above
 - 1.1.3 CIPFA 10 Residual household waste per household (annual)

- 1.2 With regard to CIPFA 9 Rate of births of new enterprises per 10,000 resident population aged 16 and above, the Corporate Data Analyst was asked to carry out a review of that measure, as there was some concern that North Norfolk had less people available to work and therefore the rate would be disproportionately low.
- 1.2.1 To monitor the health of North Norfolk's business demography, a range of indicators should be taken in to account, such as active businesses, business births, business deaths and survival rate of businesses, these can further be split down into size of business by number of employees and industry sector.
- 1.2.2 The rate of births of new enterprises, is calculated per 10,000 resident population aged 16 and above. This is a standardised calculation used on many government datasets to enable proportional comparisons between different areas. It is a useful calculation for data where it is assumed the number of people in an area would influence the outcome. It is expected therefore that the higher the population, the higher number of businesses created. If an area had a higher rate, it would show that the number of new businesses was higher than estimated in proportion to the population size for that area. The calculation is based on a resident population which includes all people above 16, other alternatives are total resident population or working population, however the latter alternative is likely to skew the data as it is being influenced by other variables.
- 1.2.3 Despite the methods for obtaining the birth rate of new enterprises being classed as robust, it was a concern that the business birth rate for North Norfolk would be low, due to the fact that North Norfolk was recorded with the highest proportion of residents aged 65 and over out of all the Local Authorities in England in 2021, with 33.7%. In terms of numbers North Norfolk had 34,770 residents aged over 65 which was just above the mean of 33,878 residents (Office for National Statistics, via LG Inform Plus). The Census 2021 recorded that 9% of all residents were limited a lot from carrying out day to day activities, this was above the mean of 7.3% for all Local Authorities in England, and sat in the highest quartile. In terms of numbers, this was 9,287 residents, below the mean of 13,399 residents (Office for National Statistics, via LG Inform Plus). This may result in a lower proportion of North Norfolk's residents who would be able to or have the inclination to set up their own business. In terms of numbers of residents who may be unable to work, there does not appear to be a significant difference between North Norfolk and other Local Authorities, the significant difference is shown with the proportional data. Therefore as the calculation on the rate of births of new enterprises datasets is based on the number of residents and not a proportion of them, it is suggested that this dataset should be continued to be monitored.
- 1.2.4 The CIPFA Nearest Neighbours comparison group is made up of Local Authorities with similar characteristics to North Norfolk's, designed to enable a more robust comparison of NNDC's performance with other Local Authorities. The Nearest Neighbours Model calculates the similar areas using statistical processes based on a wide range of social-economic indicators, descriptive of the characteristics of each area. The CIPFA comparison group would be the most recommended comparison group for the business birth rate dataset as amongst other factors that calculate the CIPFA Nearest Neighbours areas, the proportion of an older population would have been taken into account.
- 1.2.5 When assessing business demography, the following datasets would also be useful in addition to CIPFA 9 Rate of births of new enterprises:

- 1.2.5.1 Number of active enterprises (LG ID 186) - not proportional, so not suitable for benchmarking.
- 1.2.5.2 Births of new enterprises (LG ID 540) - not proportional, so not suitable for benchmarking.
- 1.2.5.3 Deaths of enterprises (LG ID 541) - not proportional, so not suitable for benchmarking.
- 1.2.5.4 New business 1 year survival rate (LG ID 9640) - proportional, so suitable for benchmarking.
- 1.2.5.5 New business 2 year survival rate (LG ID 9642) - proportional, so suitable for benchmarking.
- 1.2.5.6 Deaths of enterprises, per 10,000 aged 16+ (LG ID 1072) - proportional, so suitable for benchmarking.
- 1.2.5.7 Custom dataset: number of enterprise births as a proportion of active enterprises ((LG ID 540/LG ID 186) * 100) - proportional, so suitable for benchmarking.
- 1.2.5.8 Custom dataset: number of enterprise deaths as a proportion of active enterprises ((LG ID 541/LG ID 186) * 100) - proportional, so suitable for benchmarking.

2. Benchmarked measures

Measure	Quartile compared to CIPFA nearest neighbours
CIPFA 2 Households on the housing waiting list	3
CIPFA 3a Time taken to process housing benefit new claims	1
CIPFA 3b Time taken to process housing benefit change events	4
CIPFA 4 Number of affordable homes delivered (gross) (Data has not changed since the last report)	3
CIPFA 5 % of major development planning applications decided in time	3
CIPFA 6 % of minor development planning applications decided in time	3
CIPFA 7 % of household waste recycled (Data has not changed since the last report)	1
CIPFA 8 Total expenditure - Central Services per head of population (RSX)	Data not available for 2021/22
CIPFA 9 Rate of births of new enterprises per 10,000 resident population aged 16 and above	1

Measure	Quartile compared to CIPFA nearest neighbours
CIPFA 10 Residual household waste per household (annual)	2

Reports on each of these measures are presented in Appendix A together with management commentary where provided.

3. Contextual measures - introduction

- 3.1 On the 7th November 2022 the Overview & Scrutiny Committee recommend to Cabinet that in relation to the Performance Management Framework, consideration was given to the inclusion of contextual information to support performance data, subject to further discussion with Cllr T Adams and Cllr V Holliday.
- 3.2 On the 16th November 2022 a meeting was held with Cllr. T Adams, Cllr. V Holliday, the Democratic Services Officer, the Policy and Performance Management Officer and the Corporate Data Analyst. It was agreed that the Corporate Data Analyst would produce a separate report for all the contextual measures in the Corporate Plan 2019 to 2023, to facilitate a more detailed evaluation of the performance of the Council's objectives. A review of this report would be undertaken regularly by the Overview & Scrutiny Committee

4. The Contextual Measures Report

- 4.1 The Contextual Measures Report lists all the contextual measures in the Corporate Plan 2019 to 2023. For each measure there is a text box and two graphs, which show the most recent data, the trends over time and comparisons between North Norfolk and the CIPFA Nearest Neighbours comparison group. There are also some text comparisons between North Norfolk and East of England and England.
- 4.2 Benchmarking data is not available for all of the measures, where this is the case, a link to North Norfolk's data has been provided and this information has been additionally attached to the end of the Contextual Measures Report, these measures are:
- 4.2.1 New homes built of all tenures:
https://northnorfolkperformance.inphase.com/Detail/1321_17627. The source data is available at: <https://www.gov.uk/government/statistical-data-sets/live-tables-on-net-supply-of-housing-table-123>.
- 4.2.2 Number of visitors to North Norfolk:
https://northnorfolkperformance.inphase.com/Detail/1333_14310. The full tourism report is available on the NNDC website, under the Tourism in North Norfolk section: <https://www.north-norfolk.gov.uk/tasks/performance-and-risk/data-profiles-and-reports-for-north-norfolk/>
- 4.2.3 Value of visitors to North Norfolk:
https://northnorfolkperformance.inphase.com/Detail/1333_14311. The full

tourism report is available on the NNDC website, under the Tourism in North Norfolk section: <https://www.north-norfolk.gov.uk/tasks/performance-and-risk/data-profiles-and-reports-for-north-norfolk/>

- 4.2.4 Review of the annual North Norfolk health profile:
 - 4.2.4.1 Norfolk Insight report: <https://www.norfolkinsight.org.uk/health-and-social-care/reports/#/viewreport/91ad73323d364d38a6fce67630a878bd/E07000147/G2>
- 4.3 The Corporate Data Analyst is currently in talks with LG Inform Plus to improve access to the “New homes built of all tenures” dataset, as the open source benchmarking data has been identified.
- 4.4 The report is built using the online data portal LG Inform Plus, once built the report needs little maintenance as the information is self-updating when new data is published. For this reason and to access the full intractability of the report, it is best to view the online version, which is soon to be housed at the following location on NNDC’s intranet: <https://nnorfolkdc.sharepoint.com/sites/CorporateDeliveryUnit/SitePages/Intelligence-Centre.aspx>
- 4.5 The Contextual Measures Report including the additional attachments is presented in Appendix A.
- 4.6 The majority of the datasets in the Contextual Measures Report are published annually around the Autumn of each year. There is only one dataset which is published quarterly and two which are published monthly. It is recommended that the Overview & Scrutiny Committee review the Contextual Measures Report at their earliest convenience. Thereafter, it is advised that it should be reviewed again at least once each year, perhaps every November/December to align with the dataset publication dates. The interactive version would be available for the Overview & Scrutiny Committee to look at throughout the year on a more informal basis
- 4.7 The main focus for the Contextual Measures Report is the CIPFA Nearest Neighbours comparison group, It is recommended that the Committee consider if any additional reports for different comparison groups would be useful, such as for Norfolk Districts or East of England Districts.
- 5.8 The two additional attachments for the measure “Review of the annual North Norfolk health profile”, are quite large files and also built on online data portals where the files are best viewed using the online version to retain the interactivity and access to the latest data. It is recommended that the Overview & Scrutiny Committee consider if they would like to retain the printed copies for their meetings or if the hyperlinks will suffice

5. Corporate Plan Objectives

The Benchmarking report and Contextual Measures Report are designed to help monitor a number of the objectives in the Corporate Plan 2019 to 2023 across all themes.

6. Medium Term Financial Strategy

Not applicable, both reports are for monitoring purposes only, based on the Corporate Plan 2019 to 2023.

7. Financial and Resource Implications

None, the reports are for monitoring purposes only, based on the Corporate Plan 2019 to 2023.

8. Legal Implications

All the data included in the reports is open source data and adheres to GDPR. The data is published under the Open Government License <https://www.nationalarchives.gov.uk/doc/open-government-licence/version/3/> which states where the data are copied, published, distributed or the information transmitted, the source of the data must be stated. The attribution statements are provided with each dataset throughout the document.

9. Risks

Both reports are a part of risk mitigation for the Council and should help identify any potential risks to the North Norfolk community.

10. Sustainability

None, the Reports are for monitoring purposes only, based on the Corporate Plan 2019 to 2023.

11. Climate / Carbon impact

None, the reports are for monitoring purposes only, based on the Corporate Plan 2019 to 2023. There may be a positive impact as a climate/carbon dataset is included in the report.

12. Equality and Diversity

None, for monitoring purposes only, based on the Corporate Plan 2019 to 2023.

13. Section 17 Crime and Disorder considerations

None, for monitoring purposes only, based on the Corporate Plan 2019 to 2023. There may be a positive impact as a crime and disorder dataset is included in the report.

14. Conclusion and Recommendations

Using the benchmarking information comparing NNDC performance to our CIPFA nearest neighbours will provide a valuable insight into the Council's performance in the context of the performance of similar local authorities.

The Contextual Measures Report will enable a more thorough monitoring of the objectives in the Corporate Plan 2019 to 2023. The measures in the report cover a wide range of social-economic indicators, looking at this detail will allow a broad assessment of the health and climate of North Norfolk. The report will also be a useful facilitator for any resulting recommended actions