

Headline Benchmarking Report (selected measures) – CIPFA Comparison	
Executive Summary	<p>The Overview and Scrutiny Committee previously selected datasets from LG Inform’s Headline Benchmarking Report, to compare NNDC’s position with those of similar Local Authorities (CIPFA). Following this quarterly review of the selected measures, the Committee may decide to make recommendations to Cabinet to investigate or improve performance in specific areas.</p> <p>For this quarter, 7 of the 11 measures have been updated since the last Report. Out of all the 11 measures, 3 scored red in the CIPFA quartile RAG analysis, 4 scored amber, 2 scored light green and 2 scored green.</p> <p>The measures that scored red were CIPFA Measure 3b: Time taken to process housing benefit change events (average days per quarter (data updated since last report)); CIPFA Measure 8: Total expenditure - Central Services per head of population (£’s per person, per year (data not updated since last report)); and CIPFA Measure 9a: Rate of births of new enterprises per 10,000 residents of the population aged 16 and above (number of businesses per 10,000 people, per year (data not updated since last report)).</p> <p>The 4 datasets in the amber category have all shown some improvement since the previous period. 3 out of these 4 datasets have been updated since the last Report.</p>
Options considered	<ol style="list-style-type: none"> 1. No action 2. Make recommendations to Cabinet
Consultation(s)	<p>Consultation is not necessary as the “Headline Benchmarking Report (selected measures) – CIPFA comparison” has been produced solely for the Overview and Scrutiny Committee to review.</p>
Recommendations	<ol style="list-style-type: none"> 1. Receive and note the headline benchmarking data for NNDC compared to the CIPFA benchmarking group. 2. Decide whether to take no action or make recommendations to Cabinet for further investigation, monitoring and/or possible intervention for improvement in specific areas.
Reasons for recommendations	<p>Measuring a broad range of indicators will allow a detailed assessment of the services the Council provides and the general health and climate of North Norfolk. Monitoring these trends over time and in comparison to North Norfolk’s CIPFA Nearest Neighbours will be a useful facilitator for any resulting recommended actions that may be required.</p>
Background papers	<p>All background papers used are published on NNDC’s</p>

	intranet. The information is also available on LG Inform's online data portal.
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Wards affected	All wards are affected as the data is for the North Norfolk district.
Cabinet member(s)	Cllr. Tim Adams
Contact Officer	Lucy Wilshaw, Corporate Data Analyst. Tel: 01263 516 379. Email: performance@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	The "Headline Benchmarking Report (selected measures) – CIPFA comparison" does not link to any Corporate Plan priorities as it has been produced solely for the Overview and Scrutiny Committee to review.
Medium Term Financial Strategy (MTFS)	The Report is not specifically linked to MTFS however early identification and intervention of any concerning areas will, in the long run, save time and money, and improve efficiency, avoiding any services falling below acceptable levels and improving the general health and climate of North Norfolk.
Council Policies & Strategies	The Report is not specifically linked to any existing Council policies and strategies.

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	The "Headline Benchmarking Report (selected measures) – CIPFA comparison" has been produced solely for the Overview and Scrutiny Committee to review.
Details of any previous decision(s) on this matter	15/06/2022 - Overview and Scrutiny Committee meeting: <ul style="list-style-type: none"> • Quarterly review of the Report • CIPFA comparison area only • Review datasets in the Report every six months – adding and deleting datasets as necessary.

1. Purpose of the report

To provide the Overview and Scrutiny Committee with further benchmarking information, of their selected measures, for regular review, in addition to the benchmarking data provided in the Quarterly Performance Report and the Contextual Measures Report which are also presented to the Committee.

Reviewing datasets in this way will enable a proactive insight in to the services the Council provides and North Norfolk in general. Early identification and intervention of any concerning areas will, in the long run, save time and money, and improve efficiency, avoiding any services falling below acceptable levels and improving the general health and climate of North Norfolk.

2. Introduction & Background

2.1 On the 15th June 2022 the Overview & Scrutiny Committee decided to review additional benchmarking data from measures chosen from LG Informs' prebuilt Headline Report, they agreed:

2.1.1 To review the chosen datasets quarterly at the Committee meetings.

2.1.2 The datasets were to be presented for the CIPFA comparison area only.

2.1.3 The chosen datasets in the Report are to be reviewed every six months, adding and deleting datasets as necessary – next review due October 2023.

2.2 Summary of measures added and removed at Committee meetings:

Measure	Date added	Date removed
CIPFA 1: Council tax non-collection rate, as a percentage of council tax due (% per year)	15/06/2022	14/12/2022
CIPFA 2: Households on the housing waiting list (number of households per year)	15/06/2022	Current
CIPFA 3a: Time taken to process housing benefit new claims (average days per quarter)	15/06/2022	Current
CIPFA 3b: Time taken to process housing benefit change events (average days per quarter)	15/06/2022	Current
CIPFA 4: Number of affordable homes delivered (number of homes per year)	15/06/2022	Current
CIPFA 5: Percentage of major development planning applications decided in time (% per quarter)	15/06/2022	Current
CIPFA 6: Percentage of minor development planning applications decided in time (% per quarter)	15/06/2022	Current
CIPFA 7: Percentage of household waste recycled (% per year)	15/06/2022	Current
CIPFA 8: Total expenditure - Central Services per head of population (£'s per person, per year)	14/12/2022	Current
CIPFA 9a: Rate of births of new enterprises per 10,000 residents of the population aged 16 and above (number of businesses per 10,000 people, per year)	14/12/2022	Current
CIPFA 9b: Rate of births of new enterprises per 10,000 residents of the population aged 16 to 64 (number of businesses per 10,000 people, per year)	15/03/2022	Current
CIPFA 10 Residual household waste per household (kg per household, per year)	14/12/2022	Current

3. Proposals and Options

There are two tables below to support the Overview and Scrutiny Committee with the headline benchmarking quarterly review. The full data report can be found on NNDC's intranet on the Corporate Delivery Unit's Intelligence Centre page, in the section titled "Headline benchmarking reports": <https://nnorfolkdc.sharepoint.com/sites/CorporateDeliveryUnit/SitePages/Intelligence-Centre.aspx> The report is best viewed online as the online version contains interactive functions and is self updating so will always show the latest data.

3.1 Brief summary of latest headline benchmarking data:

Measure	Data released for next period since last report	Figure for North Norfolk	Direction of change from previous period	Quartile compared to CIPFA nearest neighbours	Current period of dataset
CIPFA 1: Council tax non-collection rate, as a percentage of council tax due (% per year) - removed from review on the 14/12/2022.	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
CIPFA 2: Households on the housing waiting list (number of households per year)	No	2,560	↓	3	2021/22
CIPFA 3a: Time taken to process housing benefit new claims (average days per quarter)	Yes	14	↔	2	2022/23 Q3
CIPFA 3b: Time taken to process housing benefit change events (average days per quarter)	Yes	16	↓	4	2022/23 Q3
CIPFA 4: Number of affordable homes delivered (number of homes per year)	No	111	↓	2	2021/22

Measure	Data released for next period since last report	Figure for North Norfolk	Direction of change from previous period	Quartile compared to CIPFA nearest neighbours	Current period of dataset
CIPFA 5: Percentage of major development planning applications decided in time (% per quarter)	Yes	100%	↔	1	2022/23 Q4
CIPFA 6: Percentage of minor development planning applications decided in time (% per quarter)	Yes	96%	↓	1	2022/23 Q4
CIPFA 7: Percentage of household waste recycled (% per year)	Yes	42.30%	↑	3	2021/22
CIPFA 8: Total expenditure - Central Services per head of population (£'s per person, per year)	No Data is missing for 2021/22	£178.83	↓	4	2020/21
CIPFA 9a: Rate of births of new enterprises per 10,000 residents of the population aged 16 and above (number of businesses per 10,000 people, per year)	No	43.6	↑	4	2021
CIPFA 9b: Rate of births of new enterprises per 10,000 residents of the population aged 16 to 64 (number of businesses per 10,000 people, per year)	New	71	↑	3	2021
CIPFA 10 Residual household waste per household (kg per household, per year)	Yes	472.9	↓	3	2021/22

Grey highlight = New data has not been released since the previous review.

Directional arrows (change in data compared to previous period): Green = trend improving; Red = trend worsening; Black = no change in trend.

Quartiles: The 1st quartile (top quartile) contains the best 25% of values in any given scenario and the 4th quartile (lowest quartile) contains the worst 25% in any given scenario.

3.2 CIPFA quartile RAG analysis of the latest headline benchmarking data including data notes:

Measure	Notes about data
Red	
<p>CIPFA 3b: Time taken to process housing benefit change events (average days per quarter)</p>	<p>Remained in the lowest quartile but the processing time improved since the previous period. Lowest average number of days processing time since 2022/23 Q1. Consistently higher than CIPFA mean over recent periods.</p> <p>The Benefits team are continuing to process new claims for Housing Benefit within 24 hours of receipt to ensure payments are issued as a priority. Delays in processing are around incomplete claims where additional information needs to be requested. The Benefits team are continuing to review their practices to see how they can further support customers to provide all the information needed at the time of claiming. Due to the migration of Housing Benefit cases onto Universal Credit, Local Authorities are seeing a significant increase to the number of changes in circumstances. The Department for Work and Pensions are also extending the sources of data for matching exercises to reduce fraud and error which will increase workloads for Local Authorities. In October 2022, the service recruited seven additional officers to support the work of the team, which included five apprentices and two temporary Benefit Officers. However, whilst this added capacity to the team, there is a delay in improving the processing times whilst the new staff are being trained.</p> <p>Please note: The performance data being used for benchmarking the Benefits team is provided by the Department for Work and Pensions and only represents Housing Benefit cases. The data reported for Benchmarking is also out of date. Performance in the service changes continuously and rapidly for several reasons. The data does not include NNDC's performance around handling Council Tax Support claims. Due to the roll out of Universal Credit the Housing Benefit cases represents 48% of the total caseload, with Council Tax Support claims making up the remainder of cases.</p>

Measure	Notes about data
CIPFA 8: Total expenditure - Central Services per head of population (£'s per person, per year)	<p>Data is missing for 2021/22. Previously remained in the lowest quartile but the expenditure per person improved since the previous period. Varied fluctuations over previous periods. Considerably higher than the CIPFA mean over recent periods.</p> <p>Data is missing for the latest period due to the accounts being in draft format due resource shortages.</p>

Measure	Notes about data
<p>CIPFA 9a: Rate of births of new enterprises per 10,000 residents of the population aged 16 and above (number of businesses per 10,000 people, per year)</p>	<p>Remained in the lowest quartile but the rate of business births improved since the previous period. Highest rate since 2008. Consistently lower than CIPFA mean over recent periods.</p> <p><u>Additional business profile data:</u></p> <p>The business growth ratio for North Norfolk was positive for the latest period and there was no excess business mortality. New businesses showed an increase for the latest period but North Norfolk generally has a lower number of active businesses compared to the CIPFA neighbours. The new businesses and business deaths was in proportion with the total number of businesses in North Norfolk. Although the number of business deaths rose in 2021 it is not proportionally high compared to the other Local Authorities.</p> <ul style="list-style-type: none"> • The number of new business births was 390 for the latest period in 2021, an increase from 285 business births in the previous period. • The number of active businesses increased by 150 enterprises this period but remains in lowest quartile for the active businesses per 10,000 people. • The percentage of new businesses out of all businesses and the percentage of business deaths out of all businesses are both in the top quartile. • The number of business deaths rose from 275 to 320 from 2020 to 2021 but it is in the top quartile for the business deaths per 10,000 residents. • The business growth ratio increased to 70 this period from 10 the previous period and is in the second quartile. • The excess business mortality was 0 for this period improving from 8 businesses in the previous period.
<p>Amber</p>	

Measure	Notes about data
CIPFA 2: Households on the housing waiting list (number of households per year)	Remained in the 3rd quartile but the number of households on the housing waiting list improved since the previous period. Lowest number of houses on waiting list since 2017/18. Higher than CIPFA mean over the last six periods.
CIPFA 7: Percentage of household waste recycled (% per year)	Remained in the 3 rd quartile but the percentage of household waste recycled improved since the previous period. Highest percentage of waste recycled since 2013/14. Considerably below the CIPFA mean for the last 11 periods.
CIPFA 9b: Rate of births of new enterprises per 10,000 residents of the population aged 16 to 64 (number of businesses per 10,000 people, per year)	Moved from the last quartile to the 3 rd quartile and the rate of business births improved since the previous period. Highest rate since 2006. Lower than the CIPFA mean for the last 12 periods.
CIPFA 10 Residual household waste per household (kg per household, per year)	<p>Moved from the 2nd quartile to the 3rd quartile but the residual household waste improved since the previous period. The last two periods have been the highest since the dataset began in 2007/08. Above CIPFA mean for the previous nine periods.</p> <p>The change in quartile is most likely due to the figures from the other Local Authorities, some of which were missing for this period.</p>
Light green	
CIPFA 3a: Time taken to process housing benefit new claims (average days per quarter)	Moved from the top quartile to the 2 nd quartile and the processing time remained the same since the previous period. Lowest average number of days processing time since 2021/22 Q4. Below the CIPFA mean for the last three periods.
CIPFA 4: Number of affordable homes delivered (number of homes per year)	Moved from the top quartile to the 2nd quartile and the number of affordable homes delivered declined since the previous period. Large fluctuations over previous periods. Considerably higher than the CIPFA mean in the previous period, just under it in the current period.
Green	

Measure	Notes about data
CIPFA 5: Percentage of major development planning applications decided in time (% per quarter)	Remained in the top quartile and the percentage of planning applications decided in time remained the same since the previous period. Maintained full 100% performance since 2021/22 Q2. Higher than the CIPFA mean for the previous seven periods.
CIPFA 6: Percentage of minor development planning applications decided in time (% per quarter)	Remained in the top quartile but the percentage of planning applications decided in time declined since the previous period. The last three periods were the highest since 2020/21 Q3. Higher than the CIPFA mean for the last seven periods.

Grey highlight = New data has not been released since the previous review.

Quartiles: The 1st quartile (top quartile) contains the best 25% of values in any given scenario and the 4th quartile (lowest quartile) contains the worst 25% in any given scenario.

4. Corporate Priorities

The “Headline Benchmarking Report (selected measures) – CIPFA comparison” has been produced solely for the Overview and Scrutiny Committee to review, it is not specifically links to the Corporate Plan or MTFs, however early identification and intervention of any concerning areas will, in the long run, save time and money, and improve efficiency, avoiding any services falling below acceptable levels and improving the general health and climate of North Norfolk.

5. Financial and Resource Implications

None, the Report is for monitoring purposes only. Any actions taken forward from this review will be subject to agreement by Cabinet and treated as separate agenda items.

6. Legal Implications

All the data included in the report 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 in the full data report on NNDC’s intranet on the Corporate Delivery Unit’s Intelligence Centre page, in the section titled “Headline benchmarking reports”: <https://nnorfolkdc.sharepoint.com/sites/CorporateDeliveryUnit/SitePages/Intelligence-Centre.aspx>

7. Risks

Reviewing benchmarking data is a part of risk mitigation for the Council. Early identification and intervention of any concerning areas will, in the long run, save time and money, and improve efficiency, avoiding any services falling below acceptable levels and improving the general health and climate of North Norfolk.

8. Net Zero Target

Not applicable, the Headline Benchmarking Report is for monitoring purposes only. There could be a positive impact if measures relating to sustainability, climate and carbon impact are chosen for investigation.

9. Equality, Diversity & Inclusion

Not applicable, the Headline Benchmarking Report is for monitoring purposes only. There could be a positive impact if measures relating to equality, diversity and inclusion are chosen for investigation.

10. Community Safety issues

Not applicable, the Headline Benchmarking Report is for monitoring purposes only. There could be a positive impact if measures relating to community safety issues are chosen for investigation.

11. Conclusion and Recommendations

For this quarter, 7 of the 11 measures have been updated since the last Report. Out of all the 11 measures, 3 scored red in the CIPFA quartile RAG analysis, 4 scored amber, 2 scored light green and 2 scored green.

The measures that scored red were:

- CIPFA Measure 3b: Time taken to process housing benefit change events (average days per quarter (data updated since last report))
 - Remained in the lowest quartile but the processing time improved since the previous period. Lowest average number of days processing time since 2022/23 Q1. Consistently higher than CIPFA mean over recent periods.
- CIPFA Measure 8: Total expenditure - Central Services per head of population (£'s per person, per year (data not updated since last report))
 - Data is missing for 2021/22. Previously remained in the lowest quartile but the expenditure per person improved since the previous period. Varied fluctuations over previous periods. Considerably higher than the CIPFA mean over recent periods.
- CIPFA Measure 9a: Rate of births of new enterprises per 10,000 residents of the population aged 16 and above (number of businesses per 10,000 people, per year (data not updated since last report))
 - Remained in the lowest quartile but the rate of business births improved since the previous period. Highest rate since 2008. Consistently lower than CIPFA mean over recent periods.

The 4 datasets in the amber category have all shown some improvement since the previous period. 3 out of these 4 datasets have been updated since the last Report.

The recommendations for the Committee are to:

1. Receive and note the headline benchmarking data for NNDC compared to the CIPFA benchmarking group – paying particular attention to the red and amber categories in the CIPFA quartile RAG analysis table (3.2).
2. Decide whether to take no action or make recommendations to Cabinet for further investigation, monitoring and/or possible intervention for improvement in specific areas – paying particular attention to:
 - a. The longer processing time for housing benefit change events
 - b. The higher expenditure in Central Services
 - c. The lower number of businesses in North Norfolk