



**Financial Intelligence Toolkit**  
**2014/15 Resource Benchmarking Subscription**

**Unit Cost Report**

**Bromley**

## Overview

This report compares unit costs between local authorities in England, using budgeted expenditure from authorities' Revenue Account (RA) returns for 2014/15. The report is intended to act as an initial guide for further investigation into areas where unit costs differ to those of similar authorities and where there may potentially be scope for savings.

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## Summary of Key Points

### Potential Savings

- Overall, Bromley would achieve notional savings of £29.9m if it set its unit costs in each service area to the bottom quartile of the nearest neighbour group. Setting unit costs to the group median would result in additional expenditure of £12.5m, while setting unit costs to the top quartile would result in additional expenditure of £72.4m.

### Overall Unit Costs and Change in 2014/15

- Overall, Bromley's unit costs (excluding schools) are 4.0% higher than the nearest neighbour average, and are ranked 7th highest out of the 16 authorities.
- Compared nationally, Bromley's unit costs are 10.0% below average, and are ranked 91st highest out of 123 comparable authorities.
- Bromley's overall unit costs increased by 13.5% between 2013/14 and 2014/15. Compared to its nearest neighbours, its unit cost ranking increased, from 13th highest to 7th highest in the group.

### Unit Costs by Service

- Education (excluding schools) - Bromley's unit costs are 35.8% lower than the nearest neighbour average, and are ranked 12th highest out of the 16 authorities. Nationally, its unit costs are 28.5% below average, and ranked 86th highest out of 123 comparable authorities.
- Adult Social Care - Bromley's unit costs were 25.5% lower than the nearest neighbour average, and ranked 12th highest in the group. Nationally, its unit costs were 19.4% lower than average, and ranked 87th highest out of 123 comparable authorities.
- Children's Social Care - Bromley's unit costs are 2.6% higher than the nearest neighbour average, and ranked 5th highest out of 16 authorities. Compared nationally, its unit costs are 4.6% higher than average, and ranked 47th highest out of 123 comparable authorities.
- Public Health - Bromley's unit costs are 14.7% lower than the nearest neighbour average, and ranked 11th highest in the group. Nationally, its unit costs are 37.1% lower than average, and ranked 103rd highest out of 123 authorities.
- Highways & Transport - Bromley's unit costs are 16.6% lower than the nearest neighbour average, and ranked 13th highest out of 16 authorities. Compared nationally, its unit costs were 27.0% higher than average, and ranked 37th highest out of 123 comparable authorities. Please note that unit costs exclude levies for Integrated Transport Authorities (paid by metropolitan districts), and transport costs borne by the Greater London Authority, which may affect national comparisons.
- Housing Services (General Fund only) - Bromley's unit costs are 18.1% higher than the nearest neighbour average, and ranked 5th highest in the group. Nationally, its unit costs are 2.7% higher than average, and ranked 49th highest out of 123 authorities.
- Cultural & Related Services - Bromley's unit costs are 11.0% higher than the nearest neighbour average, and ranked 7th highest in the group. Compared nationally, its unit costs are 13.7% lower than average, and ranked 81st highest out of 123 comparable authorities.
- Environmental & Regulatory Services - Bromley's unit costs are 22.2% higher than the nearest neighbour average, and ranked 6th highest in the group. Nationally, its unit costs are 3.4% lower than average, and ranked 68th highest out of 123 authorities.
- Planning & Development Services - Bromley's unit costs are 12.1% lower than the nearest neighbour average, and ranked 12th highest in the group. Nationally, its unit costs were 53.3% lower than average, and ranked 106th highest out of 123 comparable authorities.
- Central Services - Bromley's unit costs are 1.0% lower than the nearest neighbour average, and ranked 7th highest in the group. Nationally, Bromley's unit costs are 8.5% below average, and ranked 61st highest out of 123 comparable authorities.

## 1. Methodology

### Unit Cost Calculations

Unit costs are based on local authorities' planned expenditure for 2014/15, as reported in Revenue Account (RA) forms. The expenditure is divided by relevant cost drivers; for example, the number of local residents, social care clients or road lengths. The latest available data is used for these denominators, which varies from year to year. Details on each denominator are provided in Annex A.








Unit costs are based on Net Current Expenditure (NCE), which is comprised of expenditure on employees and running expenses, net of sales, fees and charges, internal recharges and other income. It does not include (i.e. is gross of) capital items and specific / special grants. NCE excludes levies paid to Waste Disposal Authorities and Integrated Transport Authorities, and this should be borne in mind when making any comparisons between authorities where their costs may be recorded differently, due to differing structural arrangements for such services.

Unit costs are adjusted by the Area Cost Adjustment (ACA) to control for geographical variations in the cost of providing services. These adjustments use the ACA figures for 2013/14 as published by DCLG.

Differences in unit costs are measured using standardised scores. This measures the number of standard deviations that an authority's unit costs are above, or below, the group average. Using standardised scores has a number of advantages over other approaches:

- It reflects the **significance** of differences. For example, if an authority has unit costs that are 10% above the group mean, then this is significant if the average authority in the group has unit costs within +/- 5% of the mean. It is less significant, however, if the average authority has unit costs that are +/- 20% of the mean. Standardised scores control for this variation or "spread" of unit costs.
- Standardised scores have **useful statistical properties** for assessing whether an authority's expenditure is significantly higher or lower than other members of the group. This is based on the assumption that the scores follow a normal (or "bell shaped") distribution; in which case, the following rule of thumb applies:
  - Around two-thirds of authorities (68%) would be expected to have a score between 0 and  $\pm 1$ .
  - Most authorities (95%) would be expected to have a score between 0 and  $\pm 2$ .
  - Nearly all authorities (99.7%) would be expected to have a score between 0 and  $\pm 3$ .

Unit costs are colour coded based on its standardised score, as follows:

Code	Unit Costs	Description	Scale
	More than 2 standard deviations below average	Significantly lower	Better   Worse
	Between 1 and 2 standard deviations below average	Moderately lower	
	Less than 1 standard deviation above or below average	Slightly higher or lower	
	Between 1 and 2 standard deviations above average	Moderately higher	
	More than 2 standard deviations above average	Significantly higher	

Finally, while standardised scores are used to assess the relative significance of unit costs, the results are also presented as percentage differences from the mean. This is because percentages are more familiar and intuitively easier to grasp. Note, however, that the service with the most significant difference in unit costs (as measured by the standardised score) will not always have the largest percentage difference from average.

## Comparator Authorities

For benchmarking purposes, two sets of comparator groups are used in this analysis: (a) Bromley's Nearest Neighbour group, and (b) all comparable authorities across England. These comparator groups are explained below.

### (a) Nearest Neighbour Group

To enable a like-for-like comparison, this analysis makes use of CIPFA's statistical Nearest Neighbour groups. These identify councils with similar economic and social characteristics and groups them on a statistical basis.

For Bromley, the Nearest Neighbour group is shown in the table below:

**Table 1 - Nearest Neighbour Group**

■ <b>Bromley</b>	■ Harrow
■ Havering	■ Sutton
■ Barnet	■ Redbridge
■ Hillingdon	■ Merton
■ Bexley	■ Hounslow
■ Enfield	■ Ealing
■ Richmond-upon-Thames	■ Kingston-upon-Thames
■ Croydon	■ Wandsworth

### (b) National Comparator Group

When making national comparisons, it is necessary to consider the services provided by each authority. Unit costs should only be compared among authorities with similar functions and responsibilities.

It is not possible to simply compare all authorities with expenditure in a given service area. For example, both shire counties and shire districts provide Environmental and Regulatory services, but the precise nature of the services provided will differ between the two tiers.

To enable national comparisons, authorities are therefore categorised into three groups, according to whether they provide (1) both upper-tier and lower-tier services, (2) exclusively upper-tier services, or (3) exclusively lower-tier services.

As a London Borough, Bromley falls into Group 1, as shown in the table below. All national comparisons in this report are made with reference to this grouping of 123 authorities.

**Table 2 - National Comparator Groups**

Group	Authority Type	Lower tier	Upper tier	Fire*	No.
Group 1	Metropolitan districts, London boroughs and unitaries without fire responsibilities	✓	✓		120
	Unitaries with fire responsibilities	✓	✓	✓	3
Group 2	Shire counties with fire responsibilities		✓	✓	11
	Shire counties without fire responsibilities		✓		16
Group 3	Shire districts	✓			201

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

## 2. Potential Savings

### Overview of Potential Savings

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

Benchmark levels are set relative to your authority's national comparator group, as identified in Table 2. The three levels are (i) the bottom quartile, (ii) the median, and (iii) the top quartile.

The table below shows the theoretical savings that would potentially result if Bromley's unit costs were set to one of these levels. This is disaggregated by service group. As can be seen, the total savings would range from £29.9m to -£72.4m (where negative values indicate increased expenditure).

**Table 3 - Potential Savings from Alternative Unit Costs (£m) by Individual Service**

Service	Bottom Quartile	Median	Top Quartile
Education (excluding schools)	0.019	-1.966	-16.010
Adult Social Care	1.064	-19.737	-36.669
Children's Social Care	6.480	2.498	-1.183
Public Health	0.250	-1.211	-4.314
Highways & Transport	-0.009	-2.877	-10.072
Housing Services (GFRA only)	6.130	2.089	-0.190
Cultural & Related Services	3.244	1.013	-0.867
Environmental & Regulatory Services	9.115	6.535	-1.019
Planning & Development Services	0.033	-0.320	-1.239
Central Services	3.573	1.452	-0.824
<b>Total (excluding schools)</b>	<b>29.899</b>	<b>-12.523</b>	<b>-72.386</b>

*Negative figures indicate increased expenditure. Savings will be negative if your authority has unit costs that are currently below the relevant benchmark level.*

Bromley's greatest potential savings are in Environmental & Regulatory Services (£9.1m). This reflects both the relatively high unit costs in this service area, and its significant share of the overall budget.

Annex B contains charts illustrating the potential savings within each of these major service groups. These savings are calculated at the sub-service level (e.g. Parking Services), rather than at the service level (e.g. Highways and Transport) as shown above. These detailed savings profiles can be found on pages 35 onwards.

### 3. Change in Unit Costs 2013/14 to 2014/15

This section highlights the change in Bromley's unit costs, compared to its nearest neighbours, between 2013/14 and 2014/15.

Overall, Bromley's unit costs (excluding schools) increased relative to the nearest neighbour average in 2014/15. Its ranking increased, from 13th highest to 7th highest in the group. The change for each major service is presented in the table below.

**Table 4 - Change in Unit Costs Relative to the Nearest Neighbour Group**

Service Area	Unit Costs (£ per unit)			Nearest Neighbour Ranking (1 = high)			Unit Cost Denominator
	2013/14	2014/15	Change	2013/14	2014/15	Change	
Education (exc. schools)	33.01	49.91	●	16th	12th	●	Residents (all)
Adult Social Care	9,998.71	9,351.98	●	12th	12th	●	Adult Clients (all)
Children's Social Care	19,261.23	21,043.73	●	8th	5th	●	Children in Need
Public Health	32.48	37.77	●	15th	11th	●	Residents (all)
Highways & Transport	8,933.09	9,571.24	●	13th	13th	●	Road length
Housing Services	34.15	41.11	●	12th	5th	●	Residents (all)
Cultural & Related	40.09	39.11	●	6th	7th	●	Residents (all)
Environmental & Regulatory	76.77	76.46	●	6th	6th	●	Residents (all)
Planning & Development	10.09	9.63	●	11th	12th	●	Residents (all)
Central Services	50.48	51.19	●	8th	7th	●	Residents (all)
<b>Total Expenditure (exc. schools)</b>	<b>663.91</b>	<b>753.28</b>	<b>●</b>	<b>13th</b>	<b>7th</b>	<b>●</b>	Residents (all)

**Key:**

- Decreased unit costs / improved rank
- Unchanged unit costs / unchanged rank
- Increased unit costs / worsened rank

To enable a like-for-like comparison between years, unit costs for 2013/14 have been calculated using the same methodology and data as used in the rest of this report. Given the availability of new data in 2014 (including updated ONS' population projections, and updated adult social care client figures) and revised methodologies (including different denominators for certain services, as RA line definitions have changed), the figures for 2013/14 supersede those presented in the previous year's FIT report.

The chart below illustrates the change in Bromley's unit cost rankings, between 2013/14 and 2014/15, for each major service.



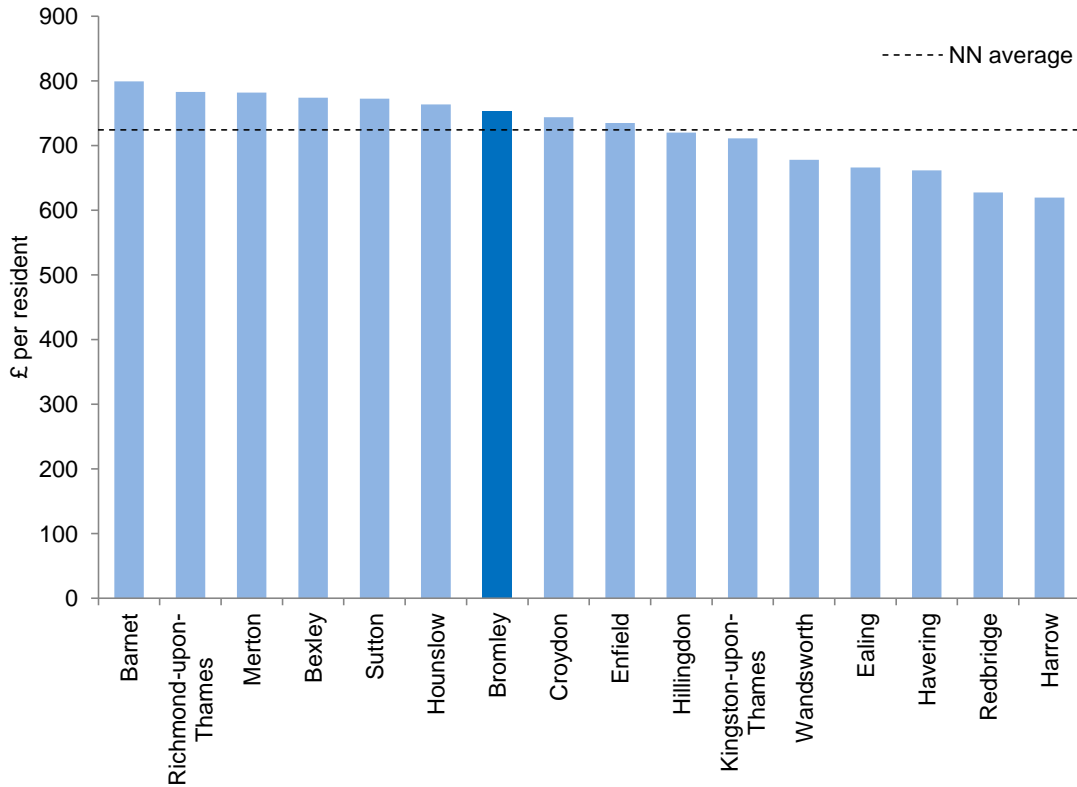


## 4. Overview of Unit Costs

### Nearest Neighbour Comparison

In 2014/15, Bromley's expenditure per resident was 4.0% higher than the nearest neighbour average (excluding schools). It was ranked 7th highest out of the 16 authorities in this group, as shown below.

**Chart 2 - Relative Unit Costs (Nearest Neighbours)**



The table below shows Bromley's unit costs, in each major service area, relative to its nearest neighbours. The most significant difference, as measured by standard deviations, was in Environmental and Regulatory Services, with unit costs that were 22.2% higher than the nearest neighbour average. This was followed by Adult Social Care, with unit costs that were 25.5% lower than average.

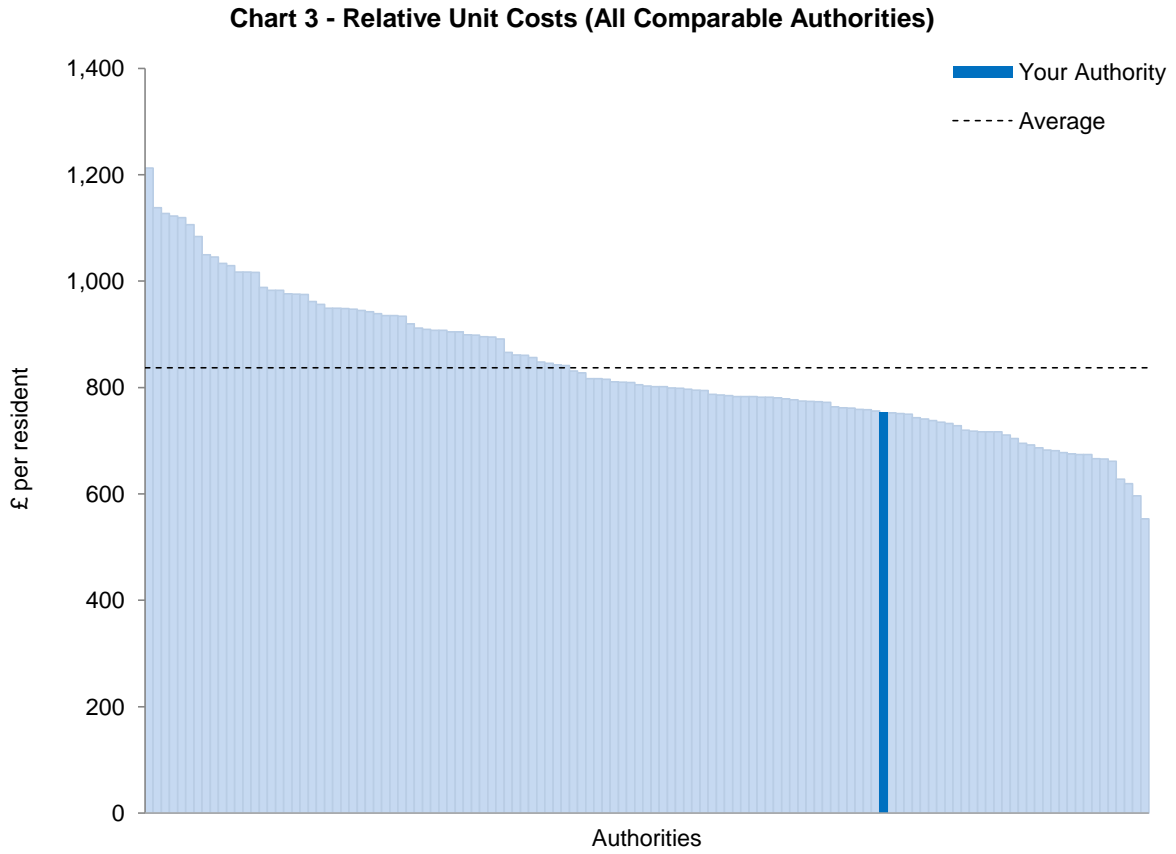
**Table 5 - Unit Costs compared to Nearest Neighbours\***

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	NN average (£ per unit)	(%)	(std. dev.)		
Education (excluding schools)	17.429	49.91	77.78	-35.8%	-0.60 ●	12th	Residents (all)
Adult Social Care	73.319	9,351.98	12,550.05	-25.5%	-0.74 ●	12th	Adult Clients (all)
Children's Social Care	38.019	21,043.73	20,500.79	2.6%	+0.09 ●	5th	Children in Need
Public Health	12.954	37.77	44.28	-14.7%	-0.62 ●	11th	Residents (all)
Highways & Transport	17.638	9,571.24	11,482.17	-16.6%	-0.43 ●	13th	Road length
Housing Services (GFRA only)	14.176	41.11	34.82	18.1%	+0.50 ●	5th	Residents (all)
Cultural & Related Services	13.484	39.11	35.24	11.0%	+0.44 ●	7th	Residents (all)
Environmental & Regulatory Services	26.364	76.46	62.56	22.2%	+0.83 ●	6th	Residents (all)
Planning & Development Services	3.322	9.63	10.96	-12.1%	-0.25 ●	12th	Residents (all)
Central Services	17.652	51.19	51.72	-1.0%	-0.03 ●	7th	Residents (all)
Other Service Expenditure	24.487						
<b>Total (excluding schools)</b>	<b>258.844</b>	<b>753.28</b>	<b>724.23</b>	<b>4.0%</b>	<b>+0.52 ●</b>	<b>7th</b>	<b>Residents (all)</b>
Total (including schools)	370.187	1,072.09	1,249.45	-14.2%	-1.14 ●	16th	Residents (all)

\* Values are left blank for 'Other Service Expenditure', and for services where your authority does not have primary responsibility. This reflects the lack of expenditure in these service areas and/or and the lack of client data.

## England Comparison

Relative to all comparable authorities across England, Bromley's total unit costs (excluding schools) were 10.0% below average, and were ranked 91st highest out of 123 authorities. This is illustrated below.



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

The most significant difference, measured by standard deviations, was in Public Health, with unit costs that were 37.1% lower than average. This was followed by Adult Social Care, with unit costs that were 19.4% lower the group average.

**Table 6 - Unit Costs compared to England Average\***

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 123 (1=high)	Denominator / Unit
		Your authority (£ per unit)	England average (£ per unit)	(%)	(std. dev.)		
Education (excluding schools)	17.429	49.91	69.79	-28.5%	-0.60 ●	86th	Residents (all)
Adult Social Care	73.319	9,351.98	11,599.60	-19.4%	-0.64 ●	87th	Adult Clients (all)
Children's Social Care	38.019	21,043.73	20,109.15	4.6%	+0.18 ●	47th	Children in Need
Public Health	12.954	37.77	60.06	-37.1%	-1.00 ●	103rd	Residents (all)
Highways & Transport	17.638	9,571.24	7,537.85	27.0%	+0.29 ●	37th	Road length
Housing Services (GFRA only)	14.176	41.11	40.03	2.7%	+0.06 ●	49th	Residents (all)
Cultural & Related Services	13.484	39.11	45.32	-13.7%	-0.40 ●	81st	Residents (all)
Environmental & Regulatory Services	26.364	76.46	79.15	-3.4%	-0.10 ●	68th	Residents (all)
Planning & Development Services	3.322	9.63	20.64	-53.3%	-0.57 ●	106th	Residents (all)
Central Services	17.652	51.19	55.92	-8.5%	-0.19 ●	61st	Residents (all)
Other Service Expenditure	24.487						
<b>Total (excluding schools)</b>	<b>258.844</b>	<b>753.28</b>	<b>837.07</b>	<b>-10.0%</b>	<b>-0.65 ●</b>	<b>91st</b>	<b>Residents (all)</b>
Total (including schools)	370.187	1,072.09	1,441.45	-25.6%	-1.67 ●	122nd	Residents (all)

\* Values are left blank for 'Other Service Expenditure', and for services where your authority does not have primary responsibility. This reflects the lack of expenditure in these service areas and/or and the lack of client data.

Section 5 provides additional details on each of these services.

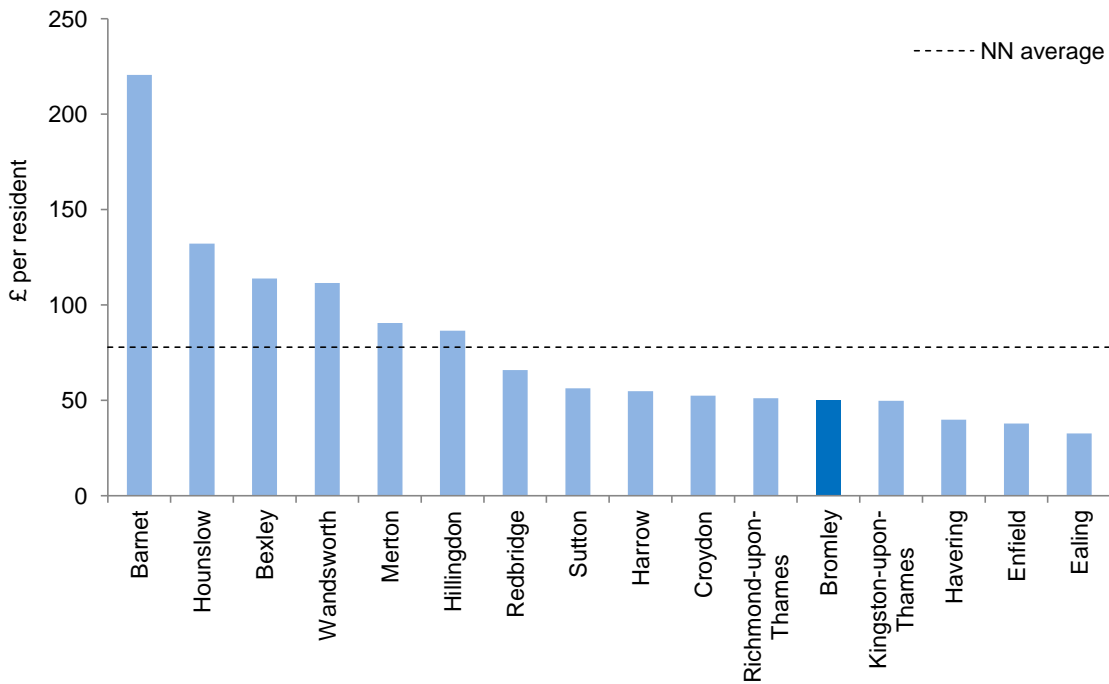
## 5. Detailed Unit Costs by Service

### Education

#### Nearest Neighbour Comparison

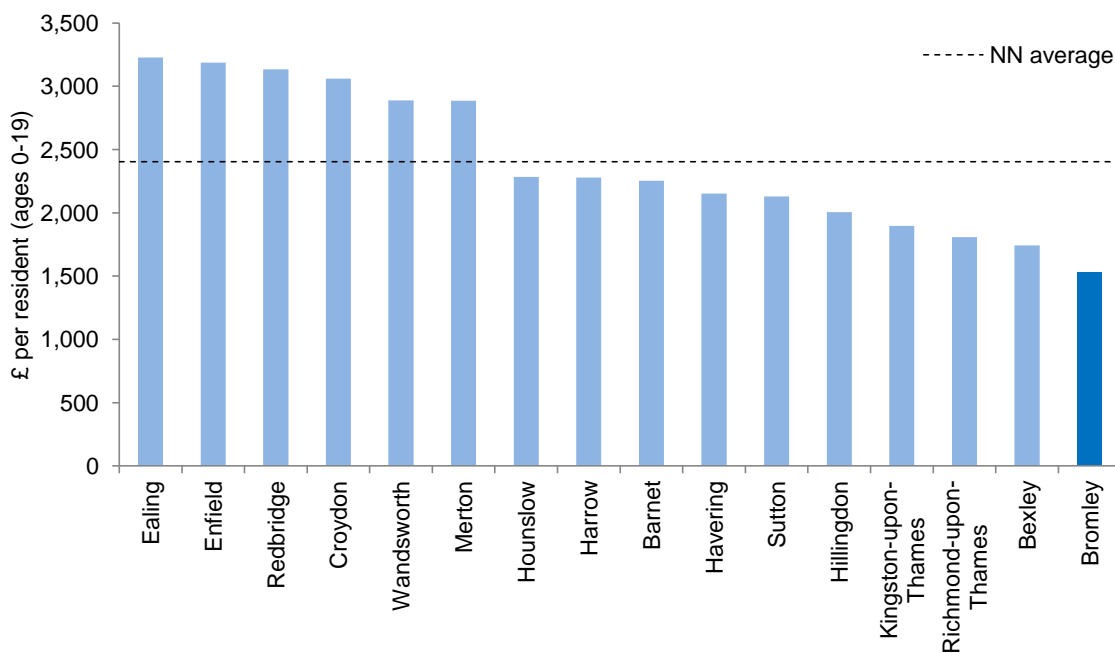
For Education (excluding schools), Bromley's unit costs were 35.8% lower than the nearest neighbour average and were ranked 12th highest in the group, as illustrated below.

**Chart 4 - Unit Costs for Education, Excluding Schools (NN Group)**



Including schools, the authority's unit costs were 36.4% lower than the nearest neighbour average, and were ranked 16th highest in the group.

**Chart 5 - Unit Costs for Education, Including Schools (NN Group)**



Within Education, the most significant difference in Bromley's unit costs (measured in standard deviations) was in Post-16 Provision, with unit costs that were 94.3% higher than average. This is shown in the table below.

**Table 7 - Unit Costs for Education (NN Group)**

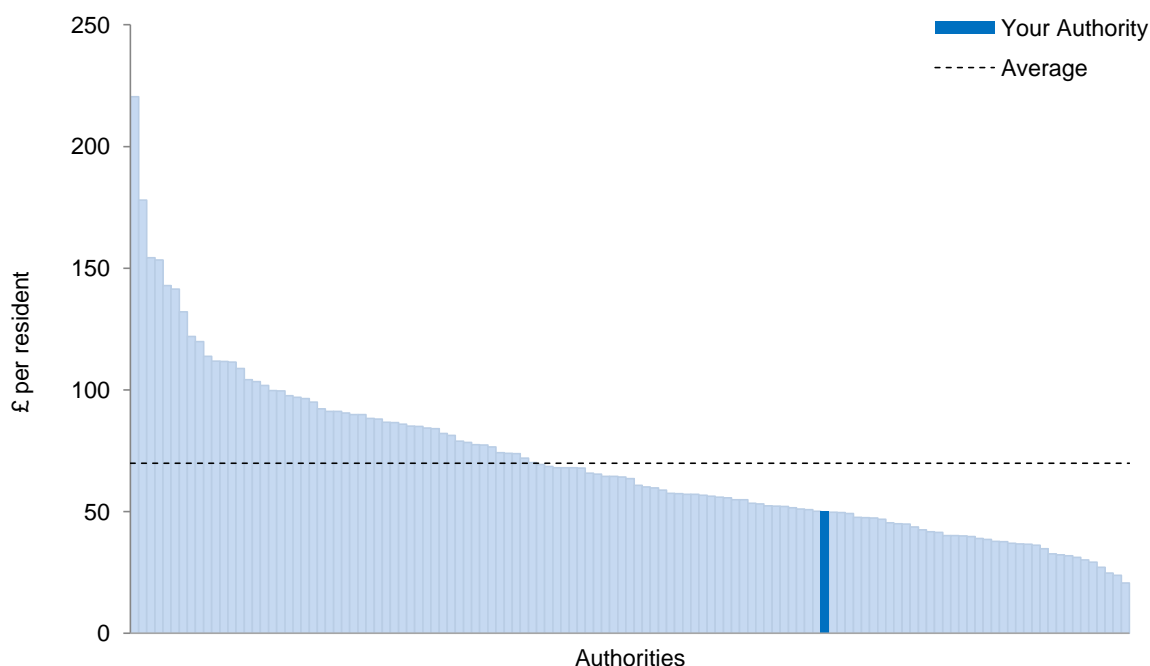
Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Post-16 Provision	6.476	430.48	221.56	94.3%	+0.96 ●	3rd	Residents (16-19)
Other Education & Community	10.953	31.36	68.14	-54.0%	-0.80 ●	15th	Residents (all)
Early Years*	19.398	833.91	592.52	40.7%	+0.96 ●	3rd	Residents (0-4)
Primary Schools*	59.941	4,016.78	3,964.90	1.3%	+0.11 ●	6th	Pupils (primary)
Secondary Schools*	6.585	6,320.49	7,047.15	-10.3%	-0.25 ●	8th	Pupils (secondary)
Special Schools*	25.419	47,600.95	40,634.38	17.1%	+0.39 ●	5th	Pupils (special schools)
<b>Total (excluding schools)</b>	<b>17.429</b>	<b>49.91</b>	<b>77.78</b>	<b>-35.8%</b>	<b>-0.60 ●</b>	<b>12th</b>	<b>Residents (all)</b>
Total (including schools)	128.772	1,528.83	2,403.59	-36.4%	-1.58 ●	16th	Residents (0-19)

\* School functions

### England Comparison

Compared to other authorities across England, Bromley's unit costs were 28.5% below average. Overall, its unit costs for Education (excluding schools) were 86th highest out of 123 authorities. This is illustrated in the chart below.

**Chart 6 - Unit Costs for Education, Excluding School (All Comparable Authorities)**



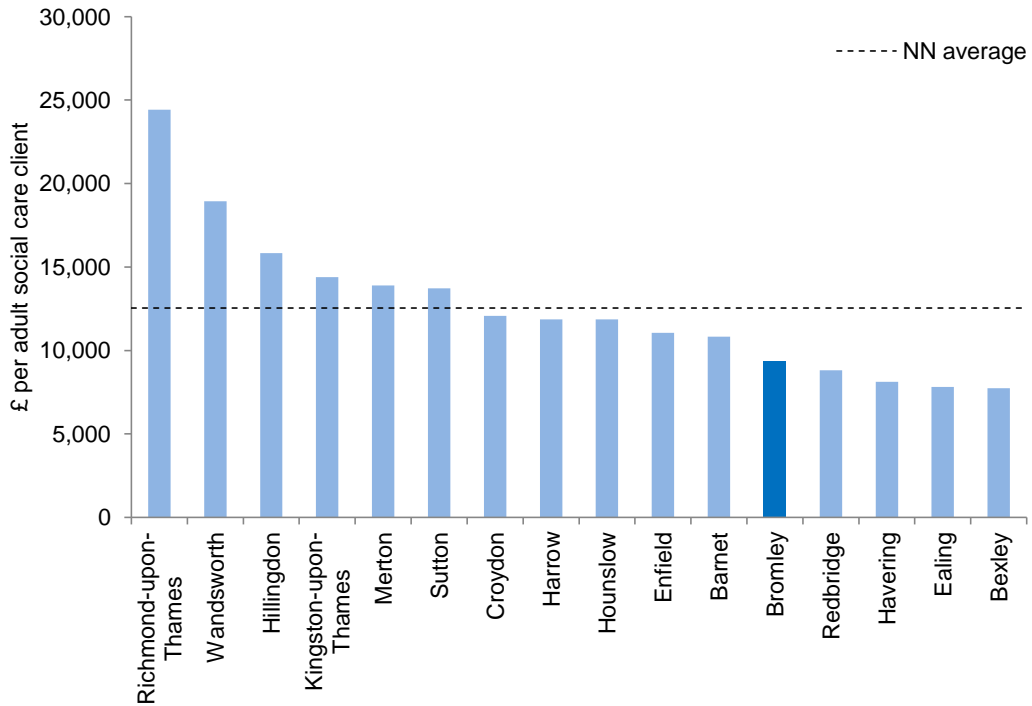
Including schools, Bromley's unit costs were 45.2% lower than average, and were ranked 122nd highest out of 123 authorities.

## Adult Social Care

### Nearest Neighbour Comparison

For Adult Social Care, Bromley's unit costs were 25.5% lower than the nearest neighbour average and were ranked 12th highest in the group.

**Chart 7 - Unit Costs for Adult Social Care (NN Group)**



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Learning Disabilities - Younger Adults, with unit costs that were 31.7% lower than average. This is shown in the table below.

**Table 8 - Unit Costs for Adult Social Care (NN Group)**

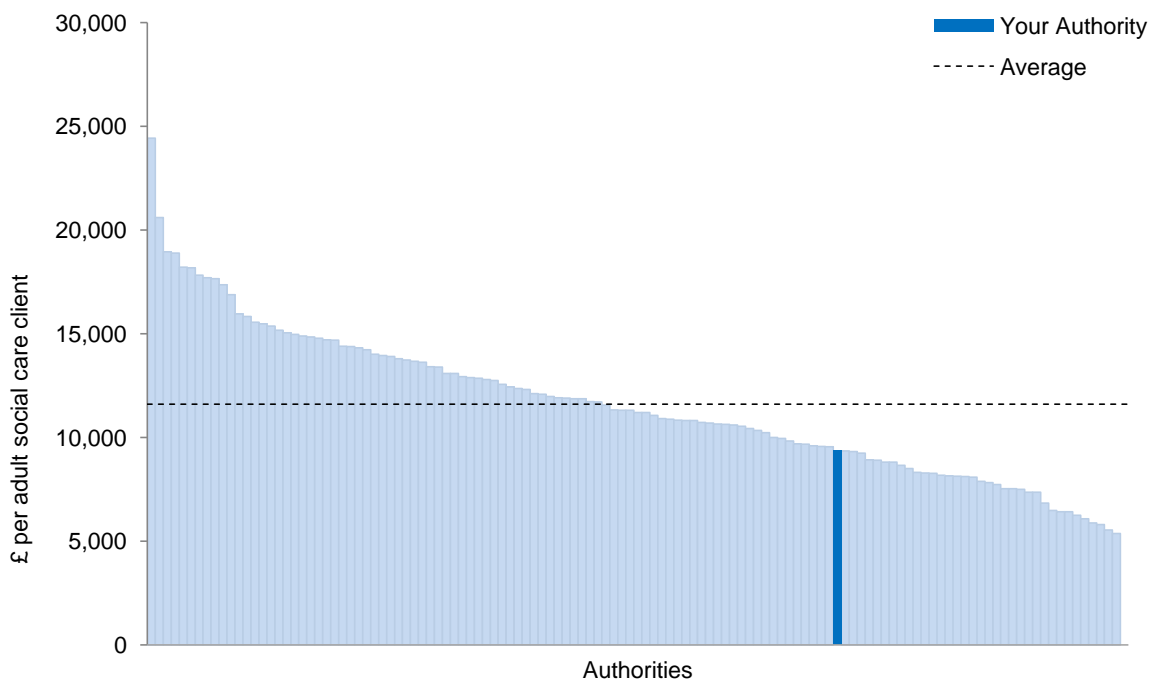
Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Learning Disabilities - Younger Adults	26.528	25,552.14	37,423.36	-31.7%	-1.13 ●	14th	Clients - Younger Adults (LD)
Learning Disabilities - Older Adults	1.894	5,998.63	28,197.93	-78.7%	-1.08 ●	13th	Clients - Older Adults (LD)
Mental Health and Cognition - Younger Adults	3.435	2,815.25	8,664.82	-67.5%	-0.92 ●	14th	Clients - Younger Adults (MH)
Mental Health and Cognition - Older Adults	7.569	7,945.90	10,648.80	-25.4%	-0.36 ●	9th	Clients - Older Adults (MH)
Physical and Sensory - Younger Adults	4.048	5,561.94	10,283.76	-45.9%	-0.57 ●	14th	Clients - Younger Adults (PS)
Physical and Sensory - Older Adults	11.963	3,455.10	5,001.96	-30.9%	-0.49 ●	11th	Clients - Older Adults (PS)
Commissioning and Service Delivery	6.078	775.26	857.07	-9.5%	-0.14 ●	7th	Clients - All
Social Care Activities	6.937	884.83	1,156.71	-23.5%	-0.42 ●	10th	Clients - All
Other Adult Social Care	4.867	620.79	592.40	4.8%	+0.08 ●	6th	Clients - All
Total Older Adult Social Care*	21.426	4,448.60	6,108.78	-27.2%	-0.56 ●	11th	Clients - Older Adults
<b>Total</b>	<b>73.319</b>	<b>9,351.98</b>	<b>12,550.05</b>	<b>-25.5%</b>	<b>-0.74 ●</b>	<b>12th</b>	<b>Clients - All</b>

\* From 2014/15, Older Adult Social Care is no longer published as a single category in the Revenue Account. It is calculated here and presented for completeness.

### England Comparison

Compared to other authorities across England, Bromley's unit costs were 19.4% lower than average. Overall, its unit costs were 87th highest out of 123 comparable authorities, as illustrated below.

**Chart 8 - Unit Costs for Adult Social Care (All Comparable Authorities)**



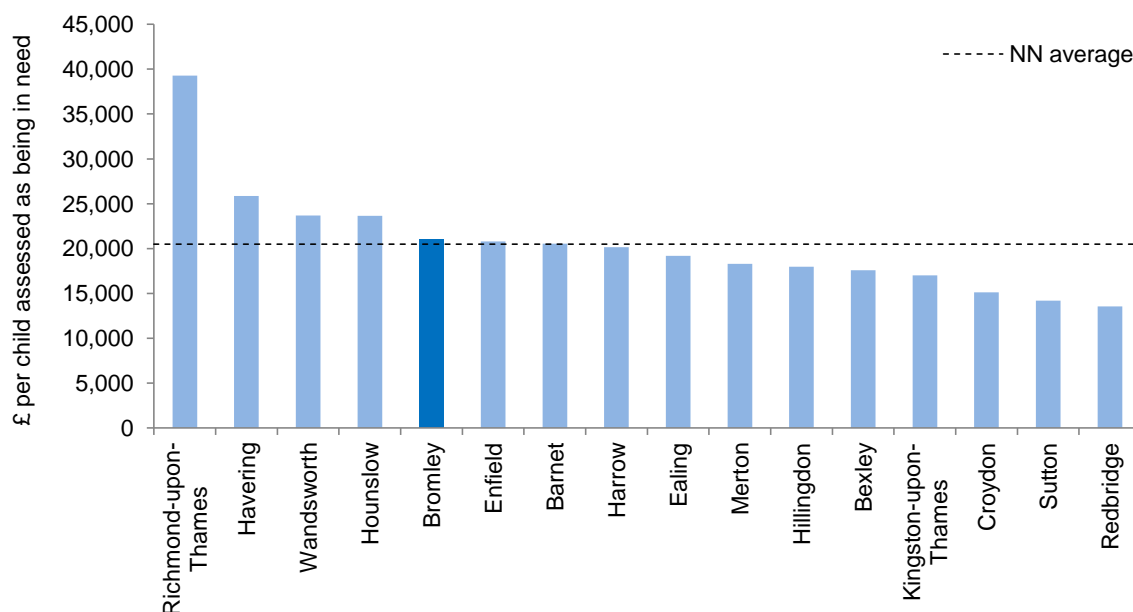


## Children's Social Care

### Nearest Neighbour Comparison

For Children's Social Care, Bromley's unit costs were 2.6% higher than the nearest neighbour average and were ranked 5th highest in the group.

**Chart 9 - Unit Costs for Children's Social Care (NN Group)**



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Safeguarding, Commissioning and Strategy, with unit costs that were 45.2% higher than the nearest neighbour average. This is shown in the table below.

**Table 9 - Unit Costs for Children's Social Care (NN Group)**

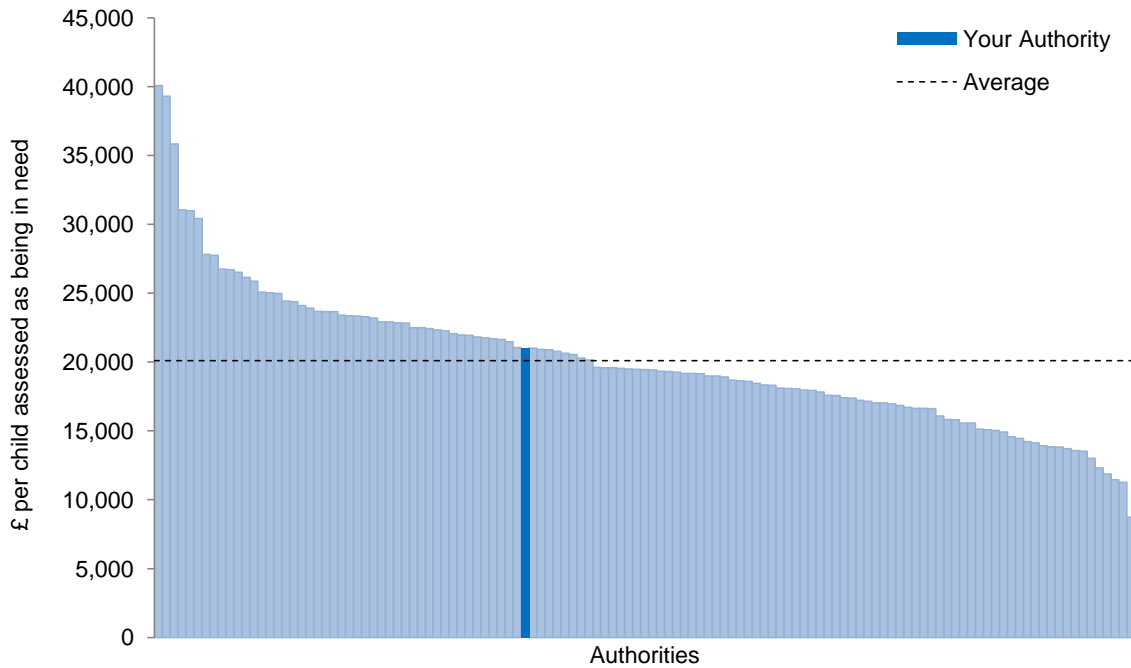
Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit*
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Children Looked After	14.633	49,715.88	55,451.22	-10.3%	-0.36 ●	11th	Looked After Children
Safeguarding, Commissioning & Strategy	13.198	7,305.17	5,031.46	45.2%	+0.88 ●	2nd	Children in Need
Sure Start and Early Years	2.293	100.37	128.87	-22.1%	-0.18 ●	10th	Residents (0-4)
Young People's Services	1.469	55.12	123.45	-55.3%	-0.60 ●	12th	Residents (13-19)
Family Support Services	3.417	1,891.33	2,459.55	-23.1%	-0.40 ●	11th	Children in Need
Youth Justice	1.238	38.97	43.20	-9.8%	-0.26 ●	9th	Residents (10-17)
Other Children's and Families Services	1.771	980.26	1,650.13	-40.6%	-0.32 ●	7th	Children in Need
<b>Total</b>	<b>38.019</b>	<b>21,043.73</b>	<b>20,500.79</b>	<b>2.6%</b>	<b>+0.09 ●</b>	<b>5th</b>	<b>Children in Need</b>

\* For Durham and Norfolk, older data on children in need and/or children with a child protection plan is used, given the absence of data in 2013/14 (this may not be applicable to your nearest neighbour group).

## England Comparison

Compared to other authorities across England, Bromley's unit costs were 4.6% higher than average. Its unit costs were 47th highest out of 123 comparable authorities, as illustrated below.

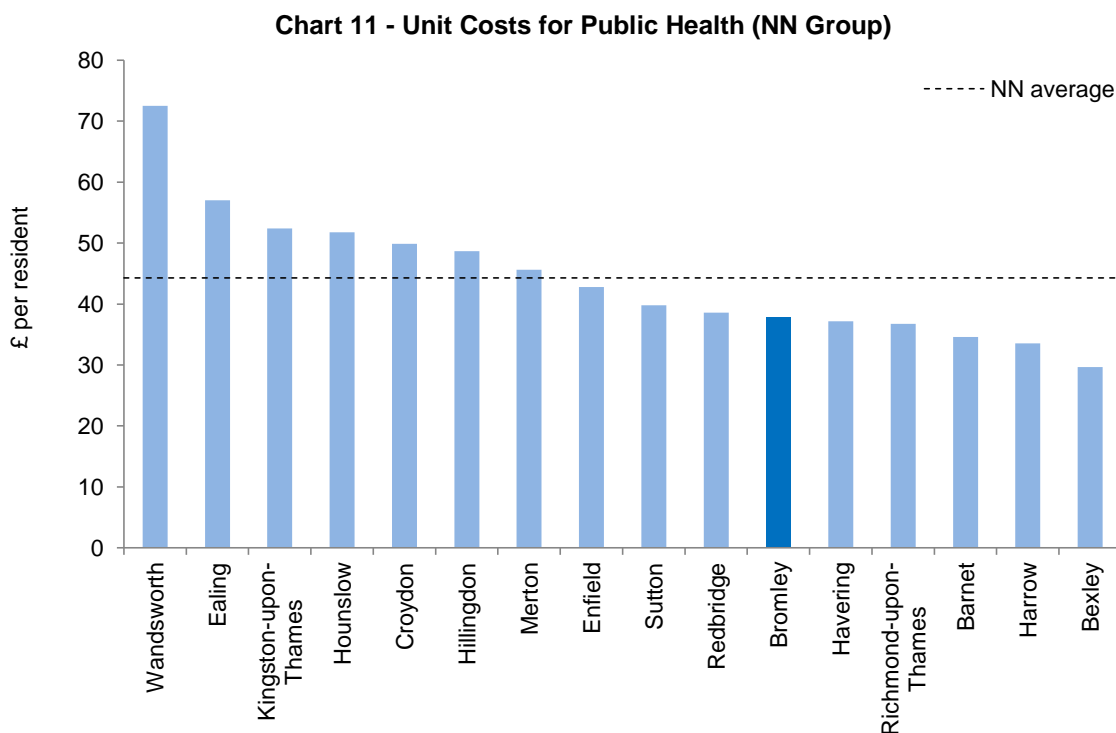
**Chart 10 - Unit Costs for Children's Social Care (All Comparable Authorities)**



## Public Health

### Nearest Neighbour Comparison

For Public Health, Bromley's unit costs were 14.7% lower than the nearest neighbour average and were ranked 11th highest in the group.



The most significant difference in Bromley's unit costs (measured in standard deviations) was in NHS Health Check Programme, with unit costs that were 58.0% higher than average. This is shown in the table below.

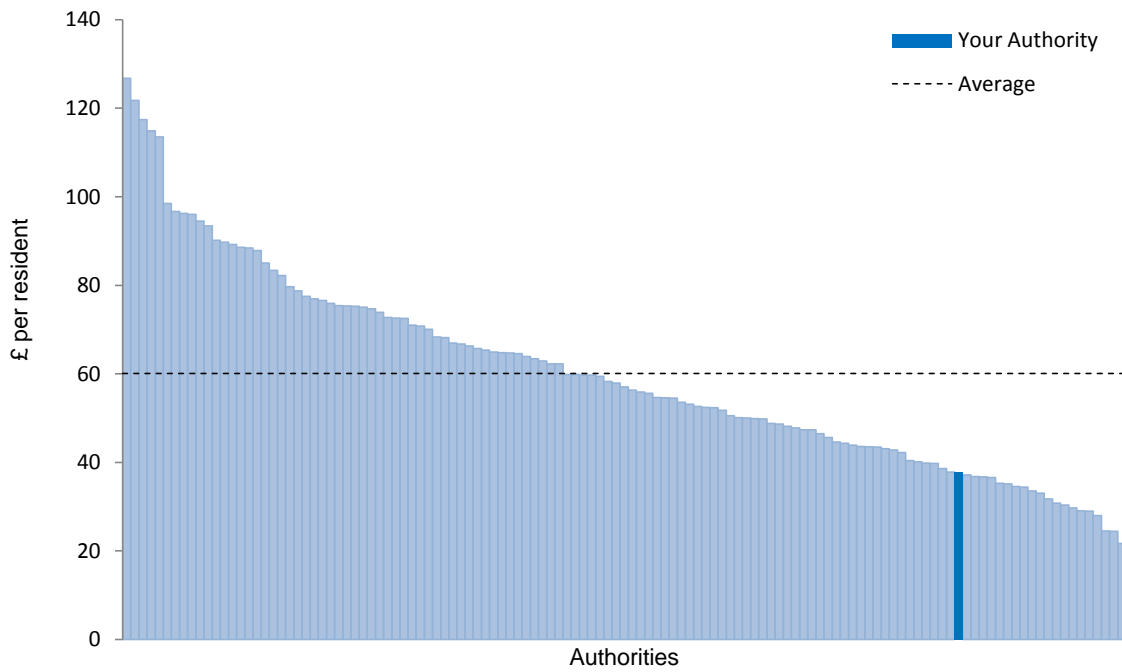
**Table 10 - Unit Costs for Public Health (NN Group)**

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Children 5-19 Public Health Programmes	1.023	17.09	23.75	-28.0%	-0.54 ●	12th	Residents (5-19)
NHS Health Check Programme	0.987	6.78	4.29	58.0%	+1.68 ●	1st	Residents (40-74)
Obesity	0.115	1.58	5.28	-70.0%	-0.95 ●	13th	Obese persons
Public Health Advice	0.256	0.75	0.39	91.9%	+0.72 ●	4th	Residents (all)
Sexual Health Services	3.692	16.29	19.93	-18.3%	-0.80 ●	13th	Residents (13-64)
Smoking and Tobacco	0.869	18.26	14.73	24.0%	+0.83 ●	4th	Smokers
Substance Misuse	2.294	8.60	14.29	-39.8%	-1.43 ●	16th	Residents (18+)
Other Public Health Services	3.718	10.84	10.43	3.9%	+0.07 ●	9th	Residents (all)
<b>Total</b>	<b>12.954</b>	<b>37.77</b>	<b>44.28</b>	<b>-14.7%</b>	<b>-0.62 ●</b>	<b>11th</b>	<b>Residents (all)</b>

## England Comparison

Compared to other authorities across England, Bromley's unit costs were 37.1% lower than average. Overall, its unit costs were 103rd highest out of 123 comparable authorities, as illustrated below.

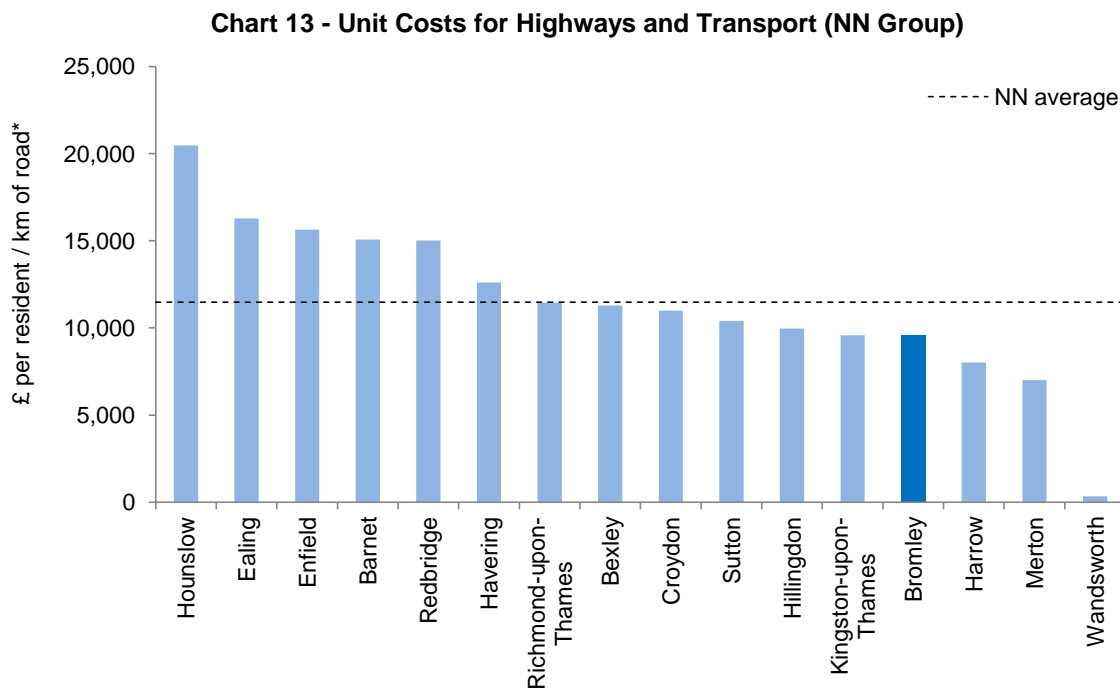
**Chart 12 - Unit Costs for Public Health (All Comparable Authorities)**



## Highways and Transport

### Nearest Neighbour Comparison

For Highways and Transport, Bromley's unit costs were 16.6% lower than the nearest neighbour average and were ranked 13th highest in the group. This is illustrated in the chart below.



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Public Transport, with unit costs that were 39.4% lower than average. This is shown in the table below.

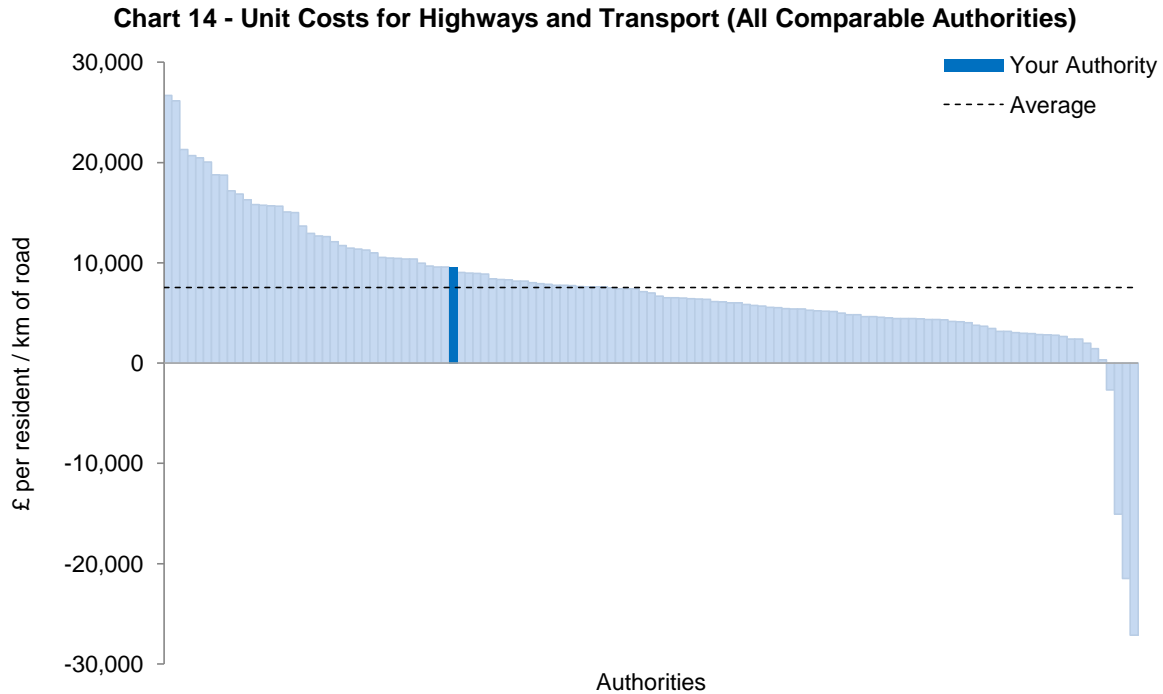
**Table 11 - Unit Costs for Highways and Transport (NN Group)**

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Environmental, Safety and Routine Maintenance	3.579	1,942.14	2,232.37	-13.0%	-0.13 ●	9th	Road Length
Parking Services	-5.168	-15.51	-18.77	-17.3%	+0.24 ●	9th	Daytime Population
Street Lighting	3.661	1,986.64	2,056.15	-3.4%	-0.07 ●	6th	Road Length
Structural Maintenance	3.886	2,108.73	1,819.95	15.9%	+0.19 ●	6th	Road Length
Transport Planning, Policy and Strategy	0.430	233.34	587.11	-60.3%	-0.53 ●	11th	Road Length
Winter Service	0.429	232.80	275.79	-15.6%	-0.29 ●	8th	Road Length
Traffic Management and Road Safety	0.297	161.17	487.70	-67.0%	-0.52 ●	12th	Road Length
Public Transport	10.524	5,710.84	9,425.59	-39.4%	-1.36 ●	16th	Road Length
Other Highways and Transport Services	0.000	0.00	0.00				Road Length
<b>Total</b>	<b>17.638</b>	<b>9,571.24</b>	<b>11,482.17</b>	<b>-16.6%</b>	<b>-0.43 ●</b>	<b>13th</b>	<b>Road Length</b>

\* For shire districts, the denominator is resident population, and for all other authorities the denominator is weighted road length. This is because road length data is not available for shire districts.

## England Comparison

Compared to other authorities across England, Bromley's unit costs were 27.0% higher than average. Overall, its unit costs were ranked 37th highest out of 123 comparable authorities, as illustrated below.



It should be noted that national comparisons of unit costs are heavily influenced by the inclusion of three London boroughs (Westminster, Hammersmith & Fulham and Kensington & Chelsea), which generate significant net income from parking, and so have large negative unit costs for this service area.

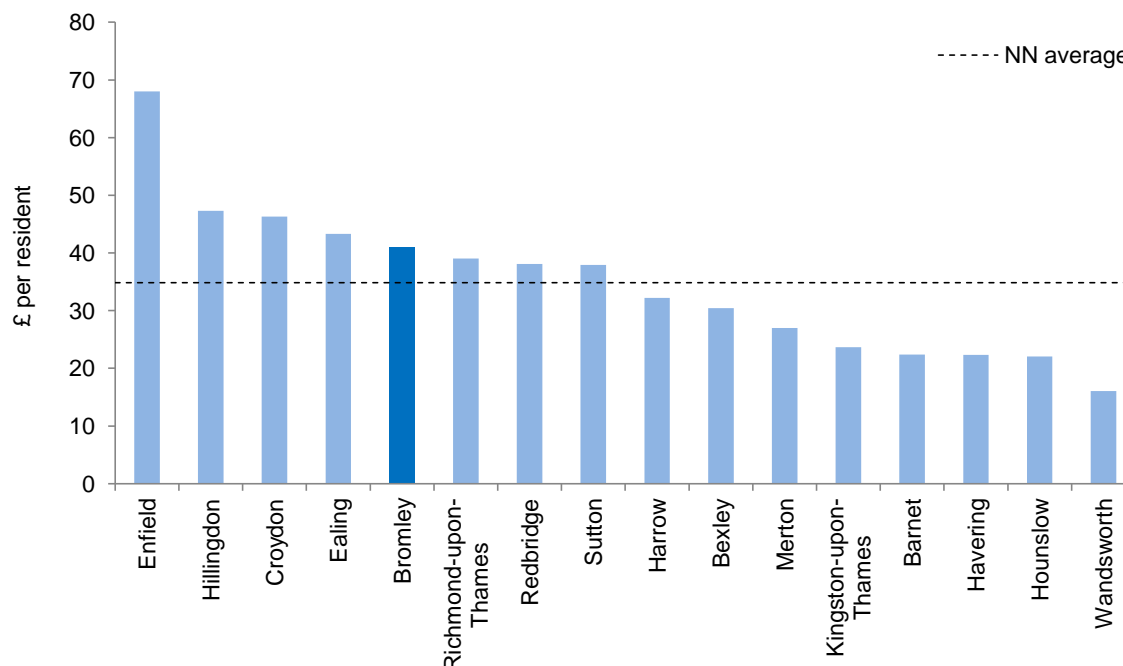
Two caveats relate to Highways and Transport unit costs. First, Net Current Expenditure (which is used to calculate unit costs) excludes local authorities' expenditure on Integrated Transport Authorities. This will affect the relative unit costs of the Metropolitan Districts. Second, expenditure by the Greater London Authority means unit costs for the London boroughs are likely to be lower than the costs for other unitary authorities, all else being equal. These caveats should be borne in mind when interpreting the unit costs presented above.

## Housing Services (GFRA Only)

### Nearest Neighbour Comparison

For Housing Services, Bromley's unit costs were 18.1% higher than the nearest neighbour average and were ranked 5th highest in the group.

Chart 15 - Unit Costs for Housing Services (NN Group)



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Housing Benefits Administration, with unit costs that were 58.6% higher than the nearest neighbour average. This is shown in the table below.

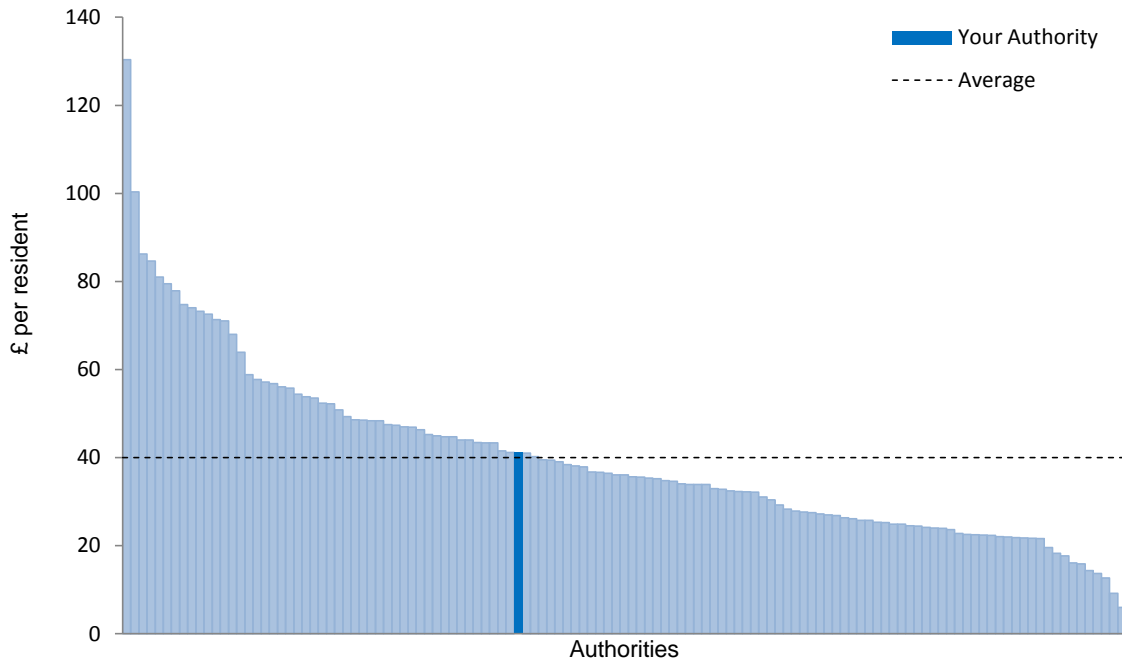
Table 12 - Unit Costs for Housing Services (NN Group)

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Homelessness	6.462	7,359.77	4,468.30	64.7%	+0.88 ●	4th	Homeless Households
Housing Benefits Administration	3.715	179.56	113.21	58.6%	+1.26 ●	2nd	Housing Benefit Claimants
Housing Benefits: Rent Allowances and Rebates	0.747	36.11	30.55	18.2%	+0.19 ●	7th	Housing Benefit Claimants
Housing Strategy, Advice, Advances etc.	1.065	3.09	4.34	-28.9%	-0.43 ●	11th	Residents (all)
Housing Welfare: Supporting People	2.107	6.11	10.29	-40.6%	-0.59 ●	12th	Residents (all)
Other Housing Services	0.080	0.23	0.11	119.6%	+0.31 ●	2nd	Residents (all)
<b>Total</b>	<b>14.176</b>	<b>41.11</b>	<b>34.82</b>	<b>18.1%</b>	<b>+0.50 ●</b>	<b>5th</b>	<b>Residents (all)</b>

## England Comparison

Compared to other authorities across England, Bromley's unit costs were 2.7% higher than average. Its unit costs were ranked 49th highest out of 123 comparable authorities, as illustrated below.

**Chart 16 - Unit Costs for Housing Services (All Comparable Authorities)**



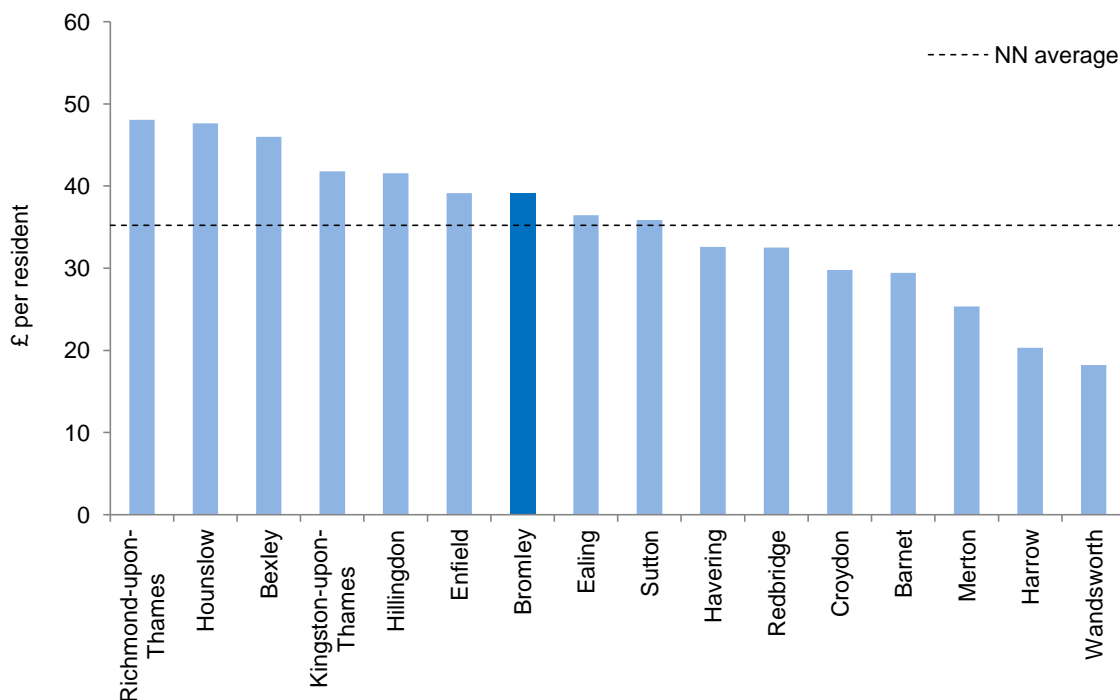


## Cultural and Related Services

### Nearest Neighbour Comparison

For Cultural and Related Services, Bromley's unit costs were 11.0% higher than the nearest neighbour average and were ranked 7th highest in the group.

**Chart 17 - Unit Costs for Cultural and Related Services (NN Group)**



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Open Spaces, with unit costs that were 36.7% lower than average. This is shown in the table below.

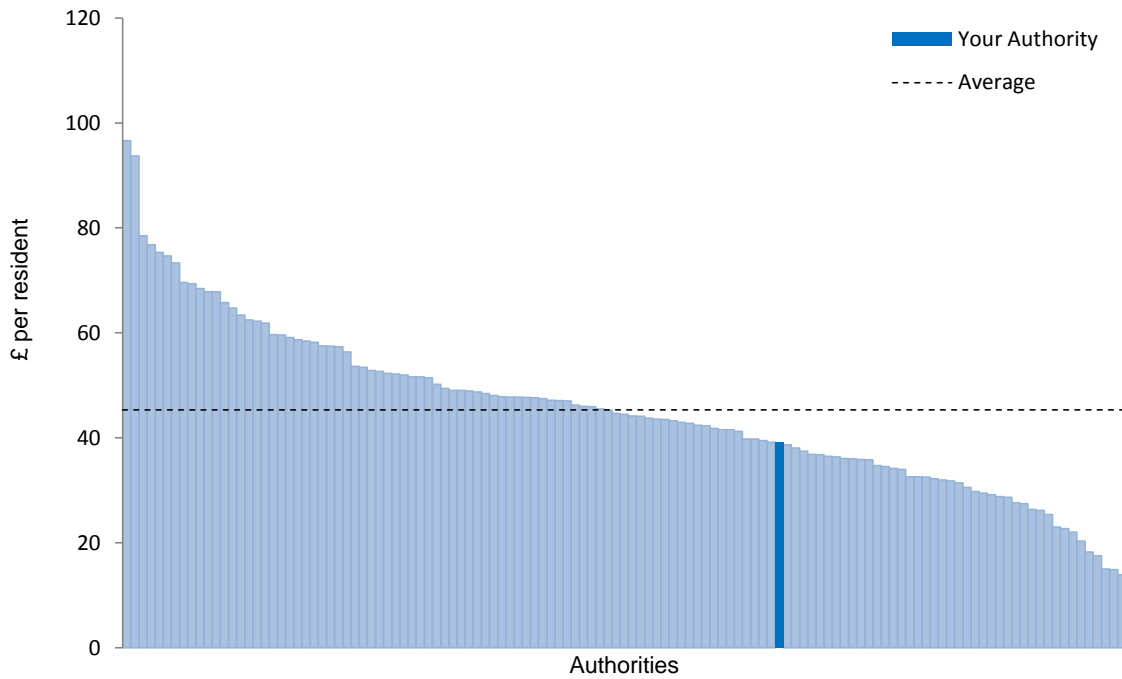
**Table 13 - Unit Costs for Cultural and Related Services (NN Group)**

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Culture and Heritage	0.593	1.72	3.31	-48.0%	-0.69 ●	12th	Residents (all)
Library Service	5.939	17.22	15.33	12.4%	+0.54 ●	5th	Residents (all)
Open Spaces	5.468	338.48	534.85	-36.7%	-1.00 ●	14th	LA Area (Hectares)
Recreation and Sport	1.484	4.30	4.45	-3.3%	-0.03 ●	8th	Residents (all)
Other Cultural and Related Services	0.000	0.00	0.93	-100.0%	-0.32 ●	8th=	Residents (all)
<b>Total</b>	<b>13.484</b>	<b>39.11</b>	<b>35.24</b>	<b>11.0%</b>	<b>+0.44 ●</b>	<b>7th</b>	<b>Residents (all)</b>

## England Comparison

Compared to other authorities across England, Bromley's unit costs were 13.7% lower than average. Overall, its unit costs were ranked 81st highest out of 123 comparable authorities, as shown below.

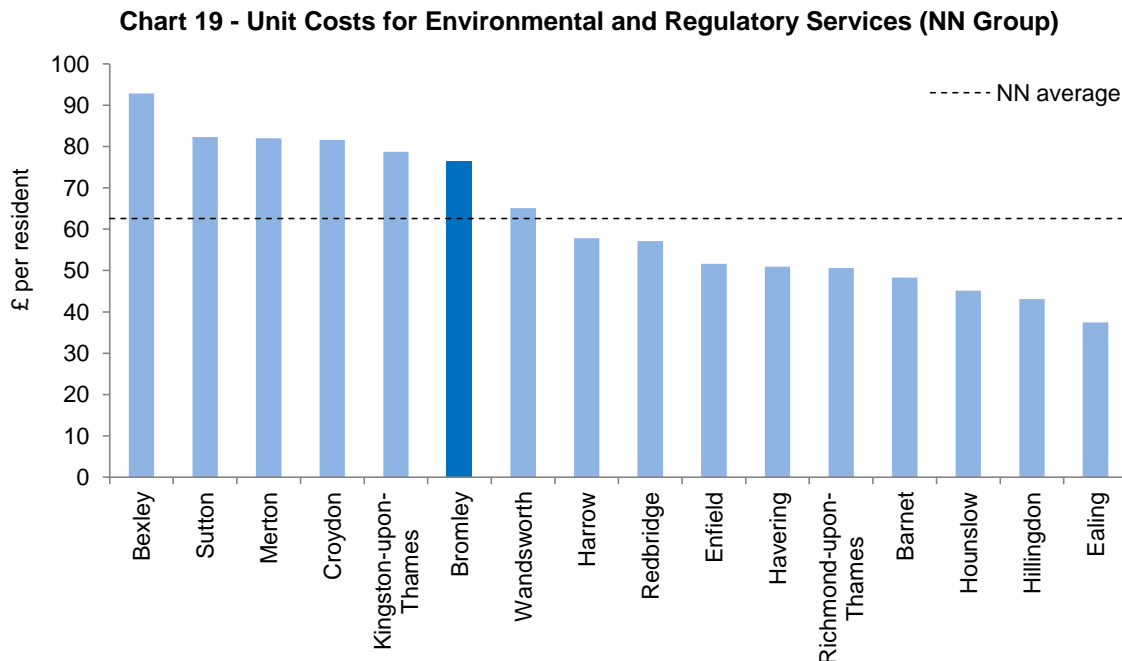
**Chart 18 - Unit Costs for Cultural and Related Services (All Comparable Authorities)**



## Environmental and Regulatory Services

### Nearest Neighbour Comparison

For Environmental and Regulatory Services, Bromley's unit costs were 22.2% higher than the nearest neighbour average and were ranked 6th highest in the group.



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Cemetery, Cremation and Mortuary Services, with unit costs that were 3,145.1% higher than average. This is shown in the table below.

**Table 14 - Unit Costs for Environmental and Regulatory Services (NN Group)**

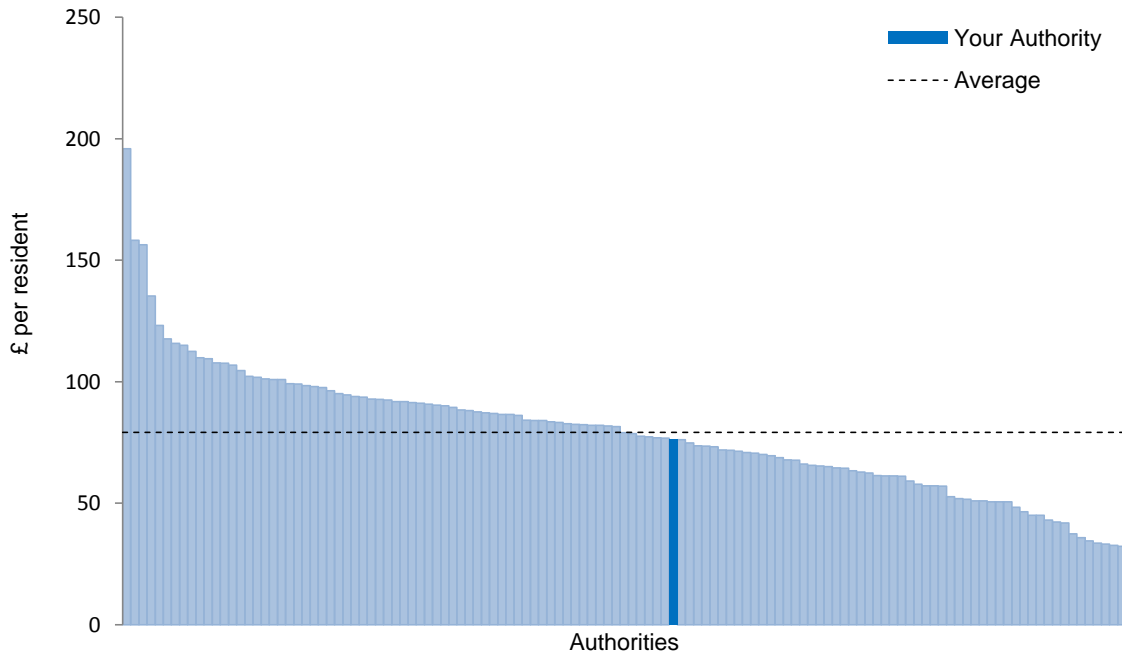
Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Cemetery, Cremation and Mortuary Services	0.684	1.98	-0.07	-3145.1%	+1.57 ●	1st	Residents (all)
Community Safety	1.129	3.27	4.96	-34.0%	-0.86 ●	13th	Residents (all)
Regulatory Services	1.752	5.08	7.47	-32.0%	-0.96 ●	13th	Residents (all)
Street Cleansing	4.344	12.71	14.16	-10.2%	-0.31 ●	12th	Daytime Population
Waste Collection	4.774	32.59	33.58	-2.9%	-0.11 ●	8th	Number of Households
Waste Disposal & Recycling*	14.414	95.92	57.78	66.0%	+0.99 ●	5th	Waste Collected (Tonnes)
Other Environmental and Regulatory Services	-0.733	-2.13	-0.83	154.9%	-0.63 ●	13th	Residents (all)
<b>Total</b>	<b>26.364</b>	<b>76.46</b>	<b>62.56</b>	<b>22.2%</b>	<b>+0.83 ●</b>	<b>6th</b>	<b>Residents (all)</b>

\* Net Current Expenditure (used to calculate unit costs) excludes levies paid to Integrated Waste Authorities, which will affect relative unit costs for Waste Disposal and Recycling.

## England Comparison

Compared to other authorities across England, Bromley's unit costs were 3.4% lower than average. Overall, its unit costs were 68th highest out of 123 comparable authorities.

**Chart 20 - Unit Costs for Environmental and Regulatory Services (All Comparable Authorities)**

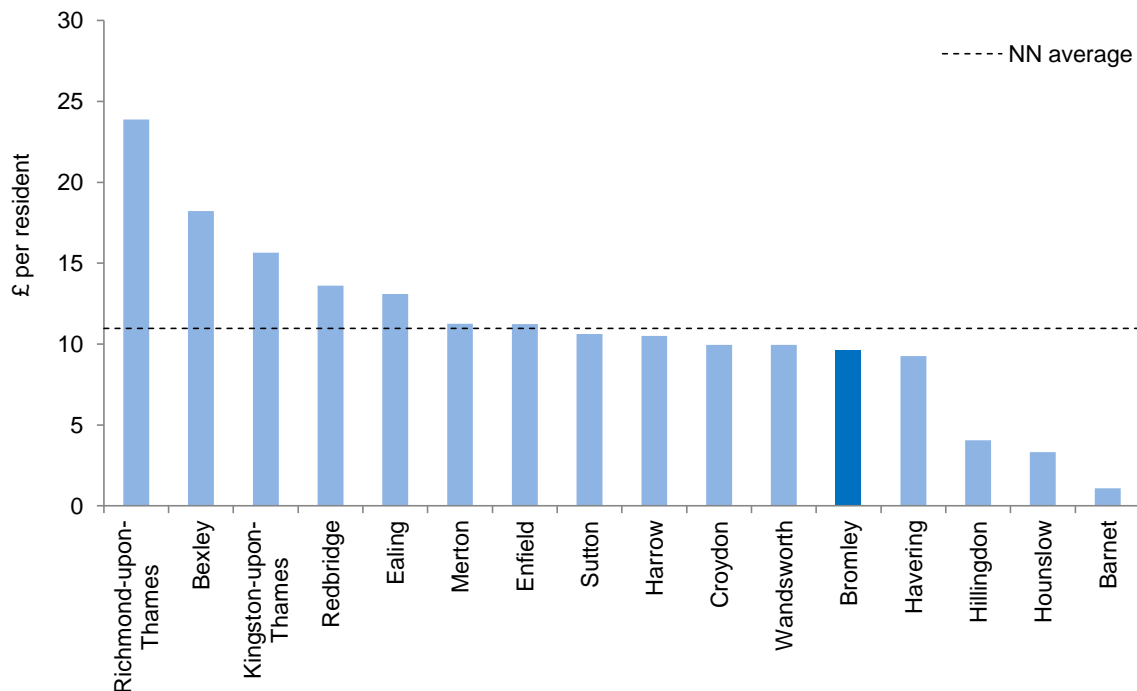


## Planning and Development Services

### Nearest Neighbour Comparison

For Planning and Development Services, Bromley's unit costs were 12.1% lower than the nearest neighbour average and were ranked 12th highest in the group.

**Chart 21 - Unit Costs for Planning and Development Services (NN Group)**



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Planning Policy, with unit costs that were 95.8% lower than average. This is shown in the table below.

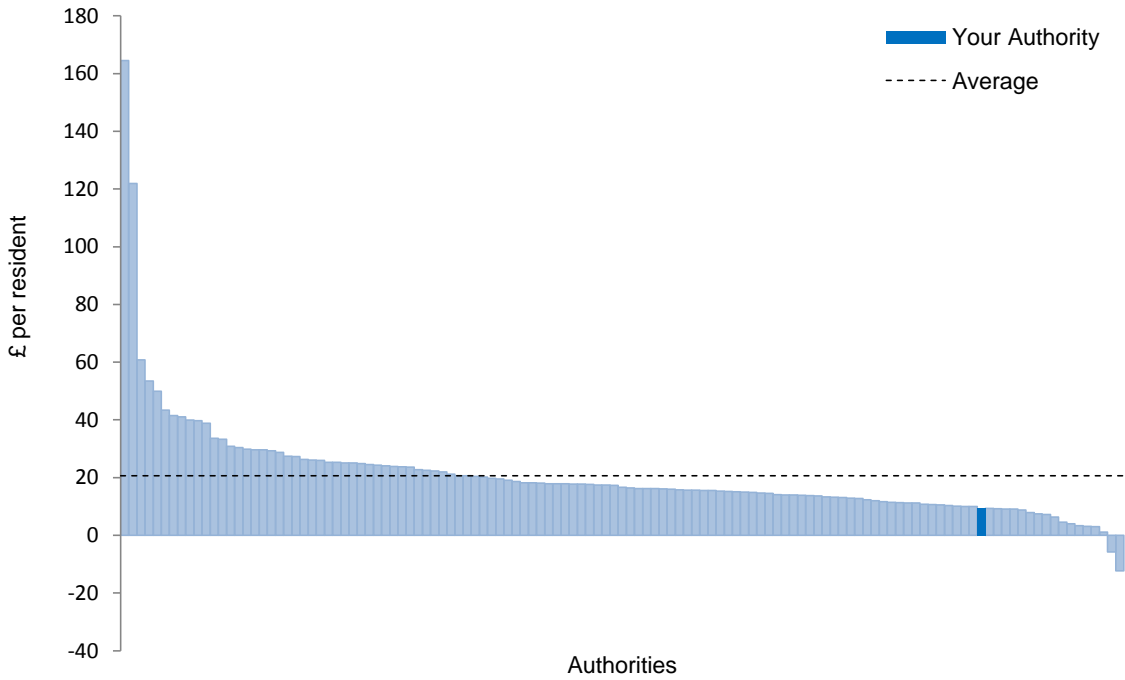
**Table 15 - Unit Costs for Planning and Development Services (NN Group)**

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Building Control	0.153	46.48	66.53	-30.1%	-0.24 ●	9th	Planning Applications
Business Support	0.083	5.75	-12.90	-144.6%	+0.40 ●	3rd	Number of Businesses
Community Development	0.000	0.00	2.25	-100.0%	-0.90 ●	13th=	Residents (all)
Economic Research and Development	0.665	1.93	2.11	-8.4%	-0.04 ●	8th	Residents (all)
Planning Policy	0.046	0.13	3.18	-95.8%	-1.69 ●	15th	Residents (all)
Environmental Initiatives	0.000	0.00	-0.10	-100.0%	+0.09 ●	6th=	Residents (all)
Development Control	2.375	721.56	363.69	98.4%	+1.62 ●	2nd	Planning Applications
<b>Total</b>	<b>3.322</b>	<b>9.63</b>	<b>10.96</b>	<b>-12.1%</b>	<b>-0.25 ●</b>	<b>12th</b>	<b>Residents (all)</b>

## England Comparison

Compared to other authorities across England, Bromley's unit costs were 53.3% lower than average. Its unit costs were ranked 106th highest out of 123 comparable authorities. This shown in the chart below.

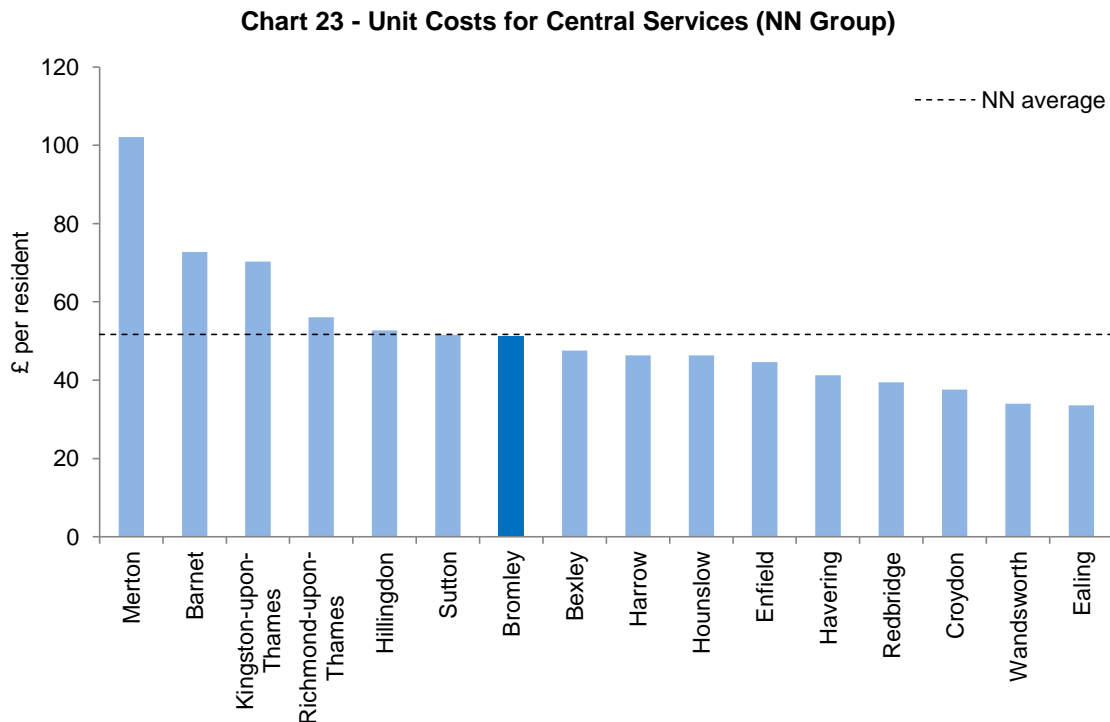
**Chart 22 - Unit Costs for Planning and Development Services (All Comparable Authorities)**



## Central Services

### Nearest Neighbour Comparison

Within Central Services, Bromley's unit costs were 1.0% lower than the nearest neighbour average. Its unit costs were ranked 7th highest in the group, as shown in the chart below.



The most significant difference in Bromley's unit costs (measured in standard deviations) was in Coroners Court Services, with unit costs that were 100.0% lower than average. This is shown in the table below.

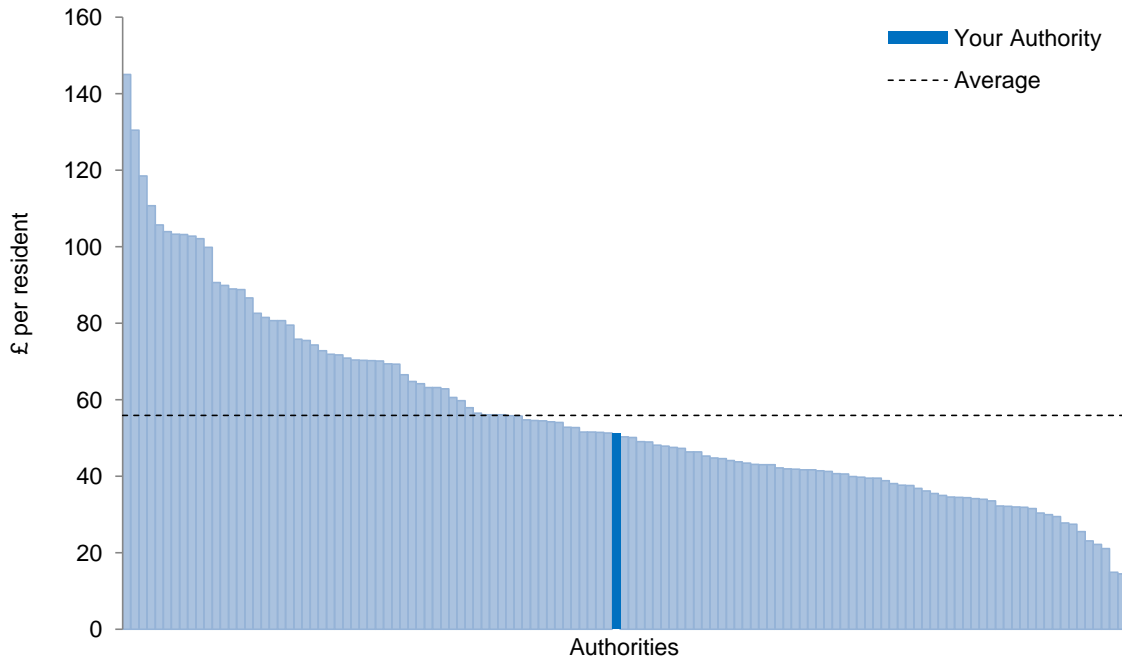
**Table 16 - Unit Costs for Central Services (NN Group)**

Service Area	Budget 2014/15 (£m)	Unit cost		Difference from average		Rank out of 16 (1=high)	Denominator / Unit
		Your authority (£ per unit)	Group average (£ per unit)	(%)	(std. dev.)		
Coroners Court Services	0.000	0.00	0.46	-100.0%	-1.25 ●	11th=	Residents (all)
Corporate and Democratic Core	5.055	14.66	18.78	-21.9%	-0.64 ●	13th	Residents (all)
Emergency Planning	0.146	0.42	0.61	-30.0%	-0.83 ●	14th	Residents (all)
Local Tax Collection	2.702	17.64	23.61	-25.3%	-0.73 ●	12th	Taxable properties
Non-Distributed Costs	7.450	21.61	13.88	55.6%	+0.50 ●	4th	Residents (all)
Other Central Services	2.299	6.67	8.43	-20.9%	-0.20 ●	7th	Residents (all)
<b>Total</b>	<b>17.652</b>	<b>51.19</b>	<b>51.72</b>	<b>-1.0%</b>	<b>-0.03 ●</b>	<b>7th</b>	<b>Residents (all)</b>

### England Comparison

Compared to other authorities across England, Bromley's unit costs were 8.5% below average. Its unit costs were 61st highest out of 123 comparable authorities, as illustrated below.

**Chart 24 - Unit Costs for Central Services (All Comparable Authorities)**





## Annex A - Denominator Data Sources

Then following table provides details on the data used to calculate unit costs in this report (presented in alphabetical order).

**Table A1 - Data Sources**

Denominator / Unit	Source	Description
Adult Clients (all categories)	NHS NASCIS	Number of clients receiving services during the period (2013/14), provided or commissioned by the local authority (as recorded on the RAP form). PS = Physical & Sensory, LD = Learning Disabilities, and MH = Mental Health Needs, and Older = Older Adults,
Children in Need	DfE	Children in Need are those who have been referred to the local authority and have been assessed to be in need of services, as at 31 March 2013. (Source: Characteristics of Children in Need, DfE).
Day time population	CLG	Projected daytime population, based on the 2012-based SNPP and 2001 Census data (as published by CLG in the calculation of Formula Grant). This data is not published for Shire Districts, for whom resident population is used instead.
Homeless Clients	CLG	Number of households temporarily accommodated by the local authority to 31 March 2014. Average of the four quarters. (Source: Live Tables on Homelessness, CLG)
Housing Benefit Recipients	DWP	Housing benefit caseload by local authority, average for January and February 2014 (DWP Stat-Xplore).
LA Area (hectares)	ONS	Size of the local authority in hectares, from the UK Standard Area Measurement (SAM).
Looked After Children	DfE	All children looked after during the year ending 31 March 2013, excluding those looked after under a series of short term placements (Source: Outcomes for Children Looked After, DfE).
Number of businesses	ONS	Count of active enterprises (Source: Business Demography 2012, Table 3.1).
Number of households	ONS	Projected number of households for 2014. (Source: Live Tables on Household Projections, ONS).
Obese Persons (estimated)	Public Health England	Proportion of obese adults and children in the year to January 2013 (source: Public Health England website), multiplied by the projected resident population in 2014.
Planning Applications	CLG	Number of planning applications decided by the district level planning authority in the year to 31 March 2014. (Source: Live Tables on Planning Application Statistics, CLG).
Pupils (primary, secondary and special)	DfE	Number of pupils in state-funded primary, secondary and special schools as at January 2014. Primary and secondary school pupil numbers exclude those in academies. (Source: School Census).

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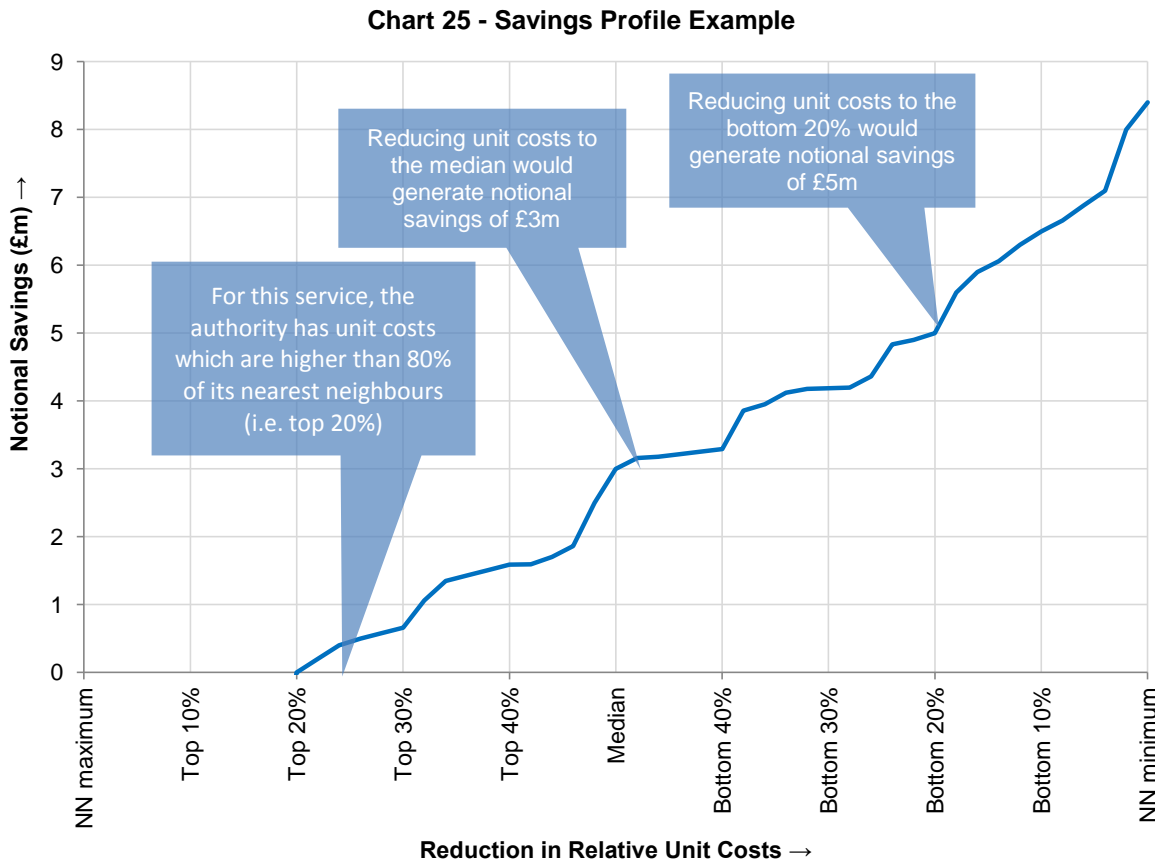
**Table A2 - Data Sources (continued)**

Denominator / Unit	Source	Description
Residents (all age categories)	ONS	2012-based Sub-national Population Projections (SNPP) for 2014. These take the 2011 census as the baseline.
Road Length	CLG	Index in which built-up roads carry twice as much as non-built up roads (as published by CLG in the calculation of Formula Grant).
Smokers (estimated)	Public Health England	Smoker prevalence rates, based on 2012 survey (source: Public Health England website), multiplied by the projected resident population aged 18 and over in 2014.
Taxable Properties	CLG	The sum of (i) chargeable dwellings for Council Tax purposes in 2013 and (ii) the number of businesses (hereditaments) on the rating list as at September 2012. (Sources: Council Taxbase 2013 in England; NNDR1 2013/14).
Waste collected (tonnes)	DEFRA	Total waste collected (tonnes) in the year to 31 March 2013. (Source: Local Authority Collected Waste Statistics, DEFRA).

## Annex B - Detailed Savings Profiles

Savings profiles are used to visualise notional savings that could be achieved by reducing Bromley's unit costs relative to other authorities in its nearest neighbour group.

Each service is presented as a "savings line" which shows the relationship between relative unit costs and notional savings (in £m). An example is provided in the chart below.



The point where the line intersects the horizontal axis indicates your authority's current unit costs. The region to the left of this point represents higher unit costs, where your authority would incur additional expenditure (rather than achieving notional savings). This additional expenditure is not shown on the charts.

For each service, the savings line will reflect three factors:

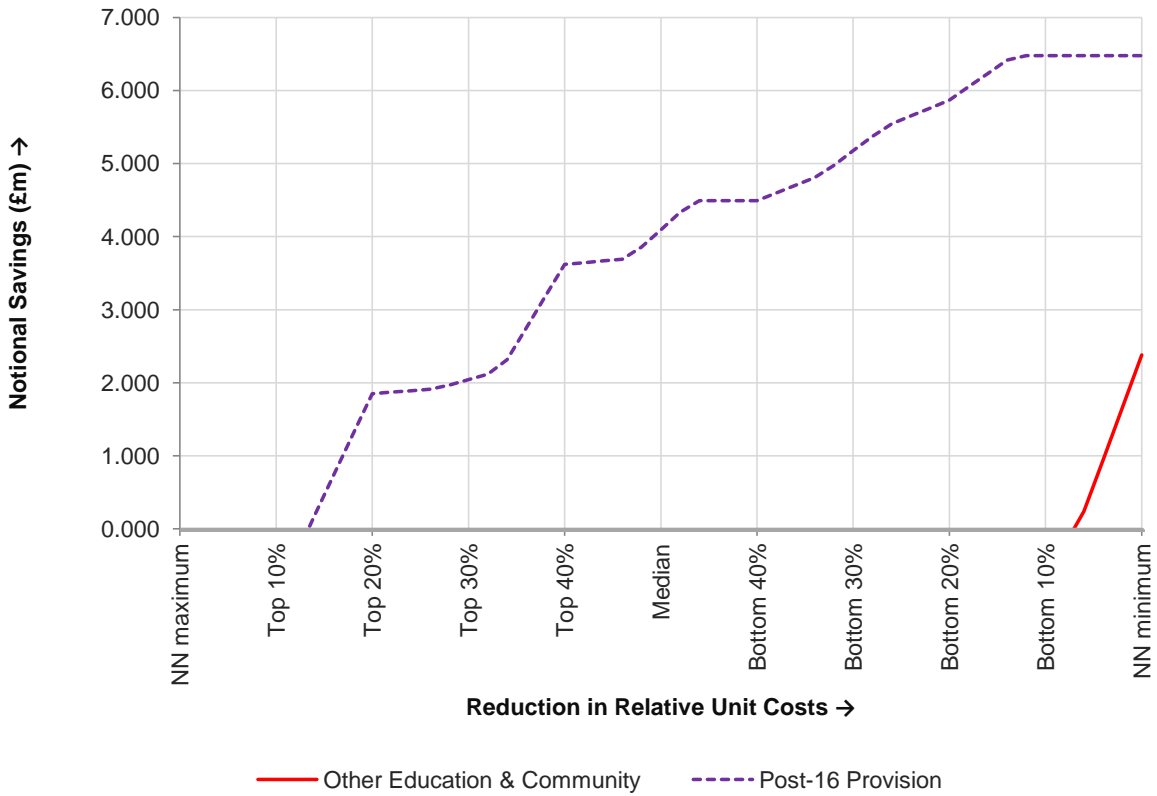
- The authority's ranking in terms of unit costs (e.g. top 10%, top 20% etc). Where your authority has relatively high unit costs for a service, the savings line will start towards the left of the chart. If it has relatively low unit costs, the line will start towards the right of the chart.
- The percentage variation in unit costs between authorities. The more unit costs change between each authority, the steeper the savings line will appear (all else being equal).
- The level of expenditure on the service. The greater the absolute size of the budget (in £m), the steeper the savings line will appear (all else being equal).

Where your authority already has the lowest ranked unit cost in its nearest group, the service will not appear on the chart (it is assumed that there are no additional notional savings to be achieved).

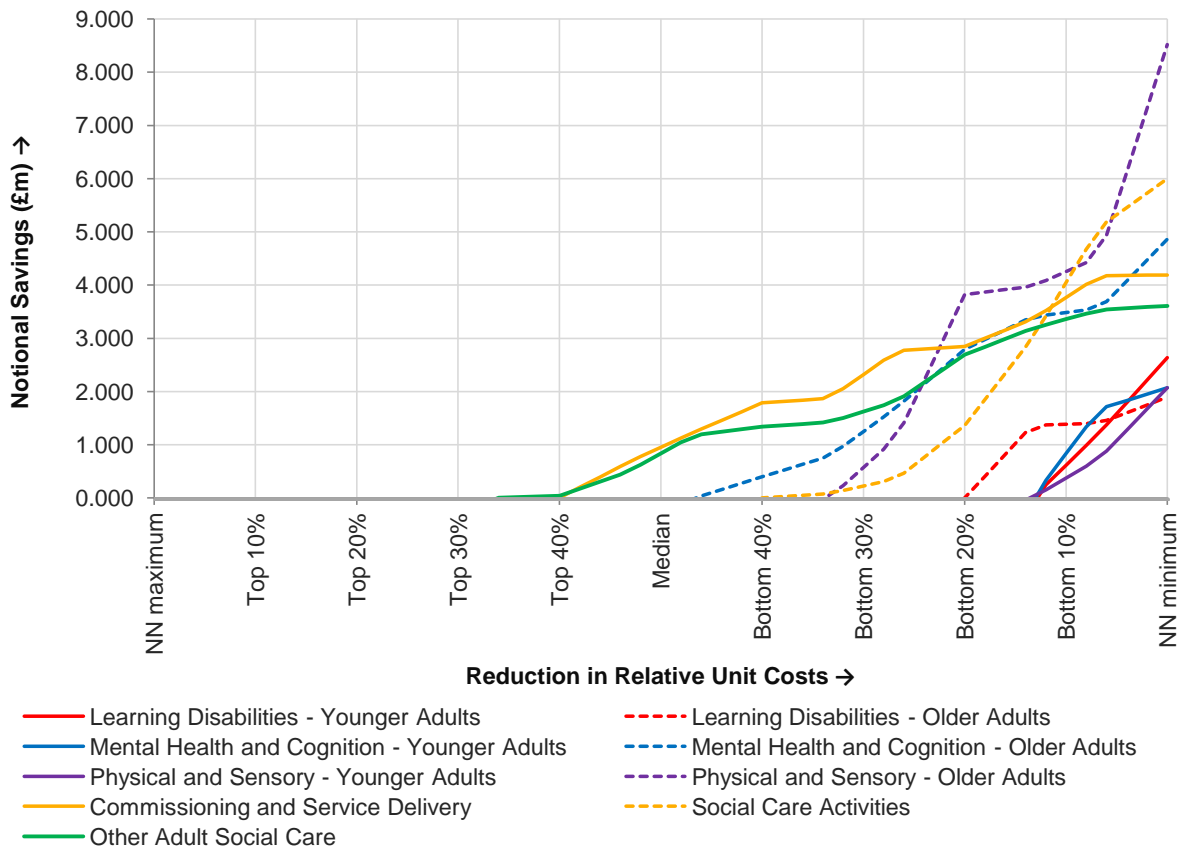
Note that these savings profiles are calculated at the sub-service level (e.g. Parking Services), rather than the service level (e.g. Highways & Transport). The figures presented here will not necessarily sum to the potential savings presented in Section 2 of this report, which were calculated at the service level.

### Detailed Savings Profiles

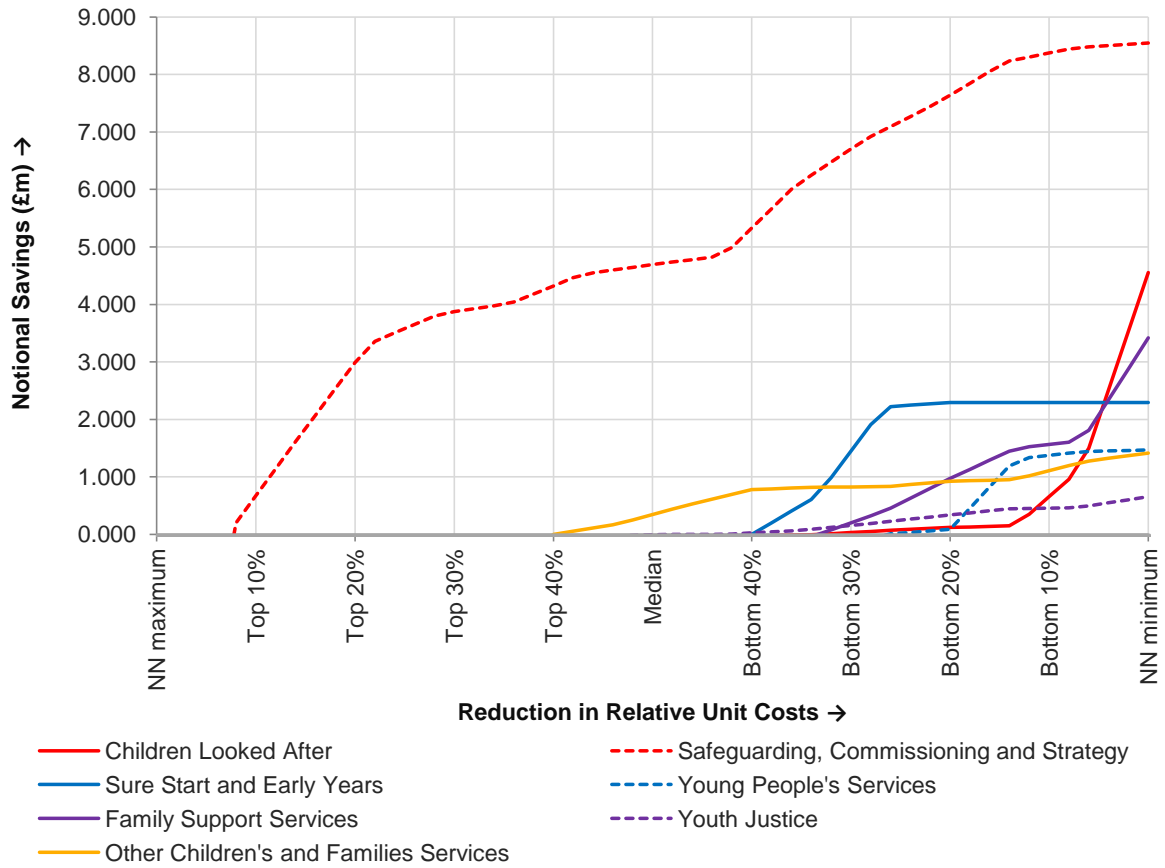
**Chart 26 - Savings Profile - Education (Excluding Schools)**



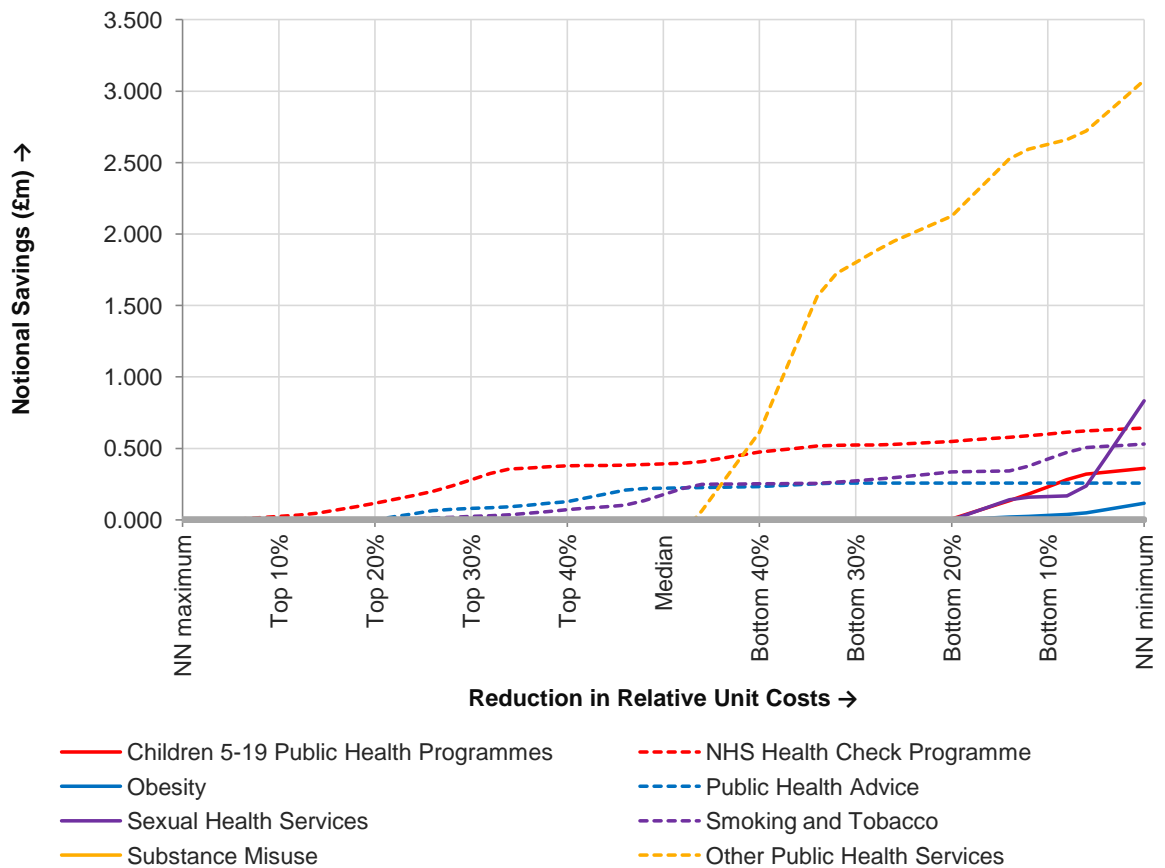
**Chart 27 - Savings Profile - Adult Social Care**



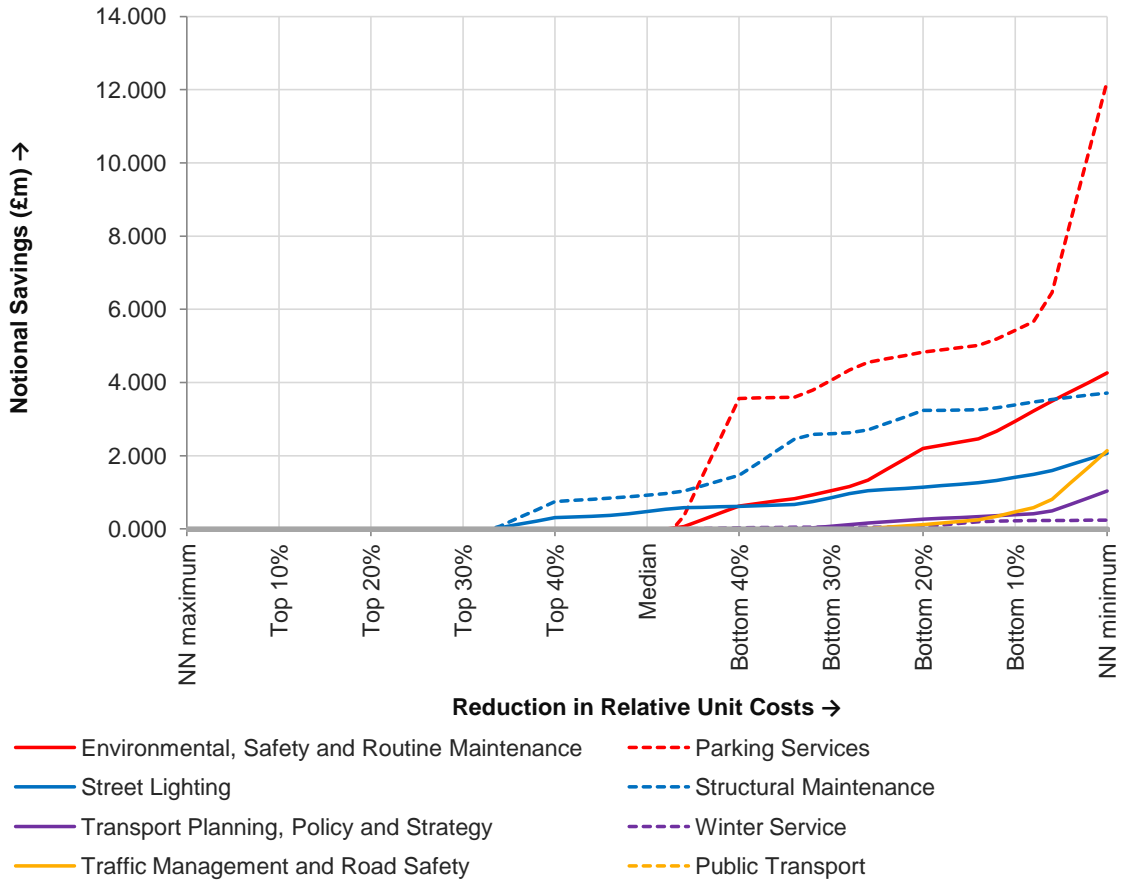
**Chart 28 - Savings Profile - Children's Social Care**



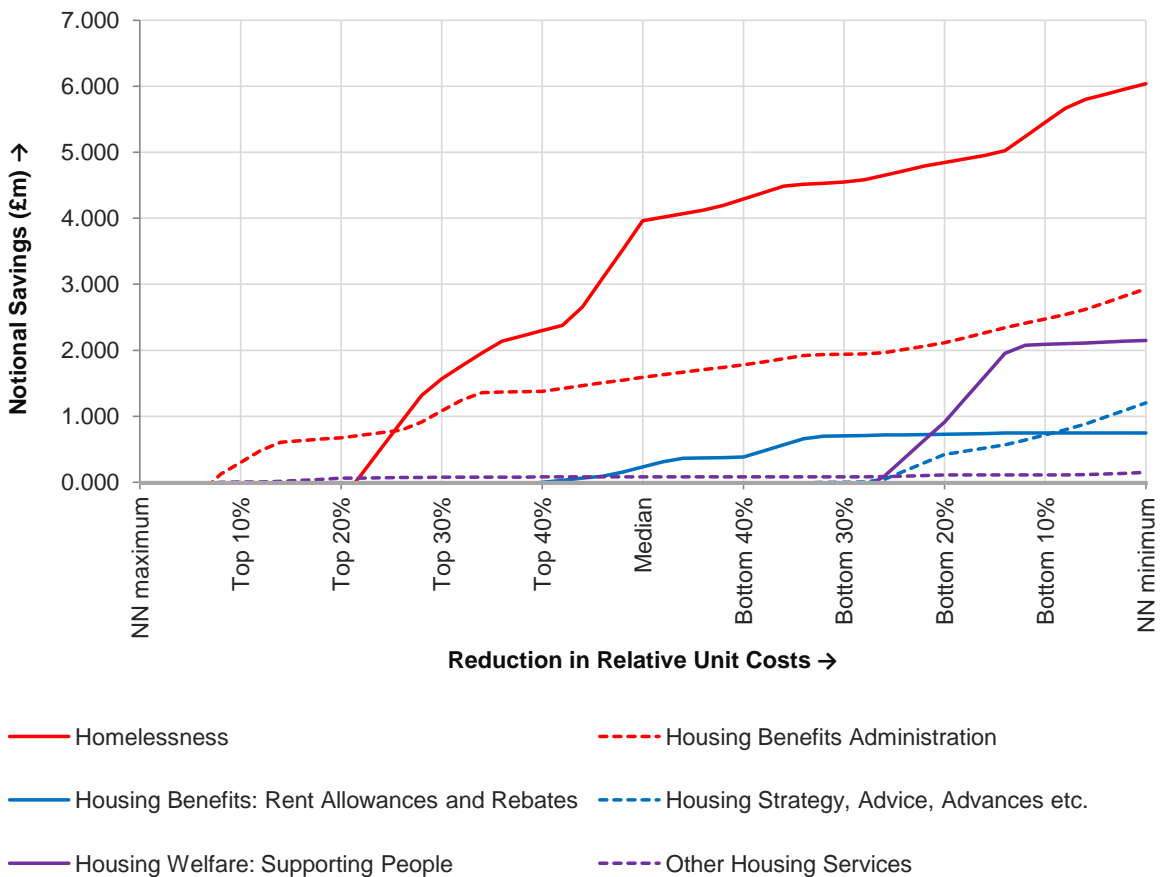
**Chart 29 - Savings Profile - Public Health**



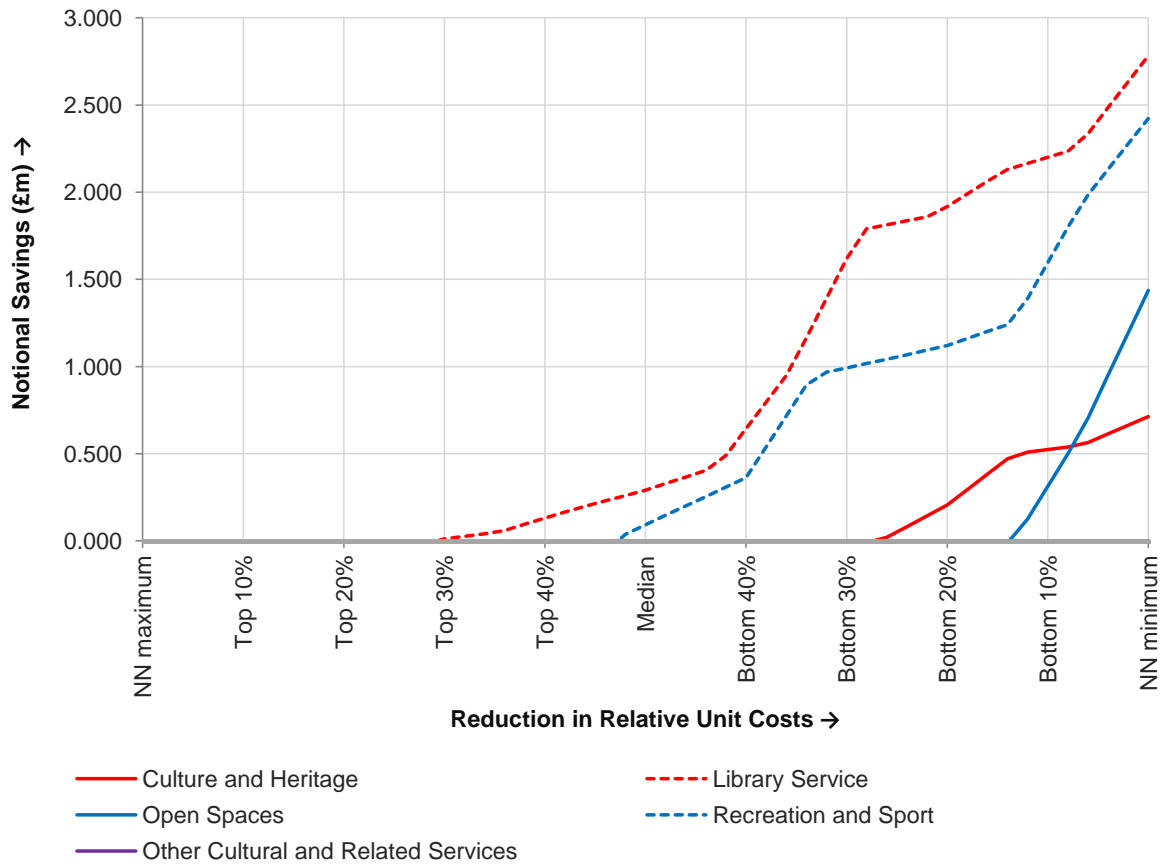
**Chart 30 - Savings Profile - Highways and Transport**



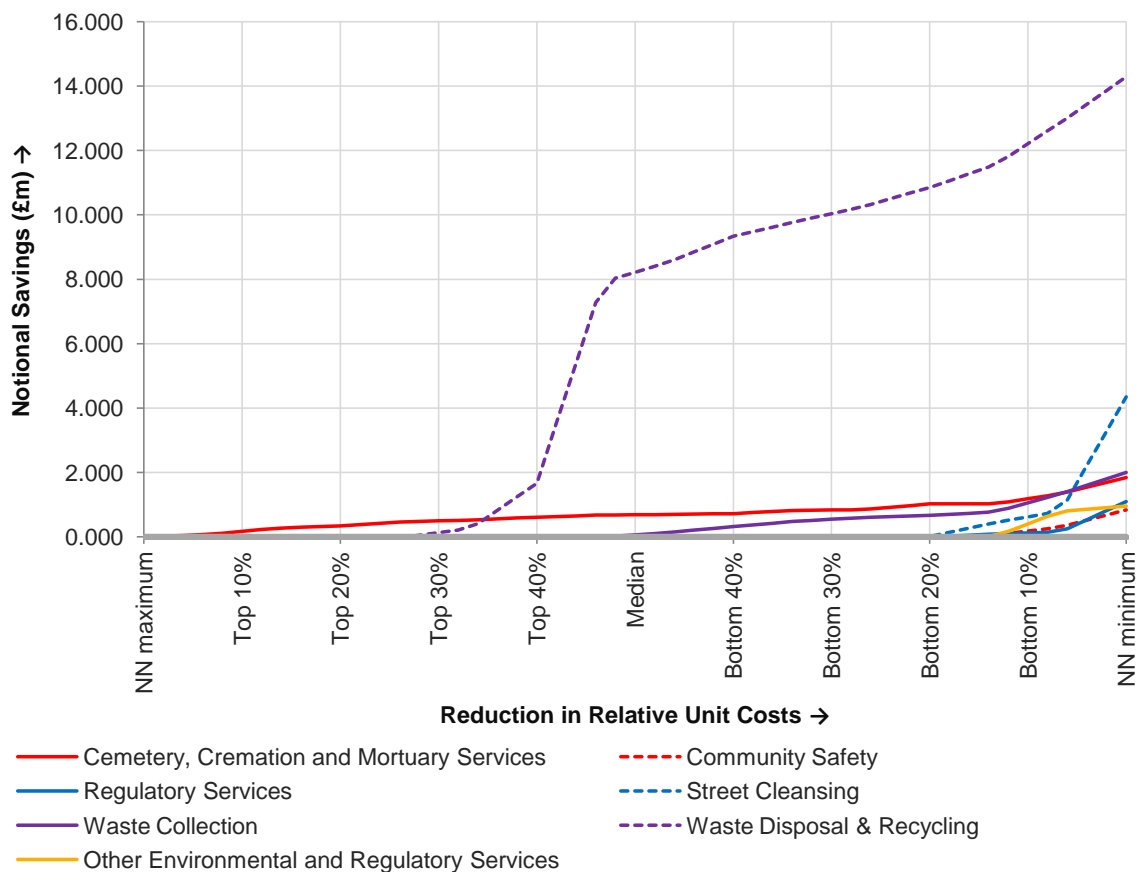
**Chart 31 - Savings Profile - Housing Services**



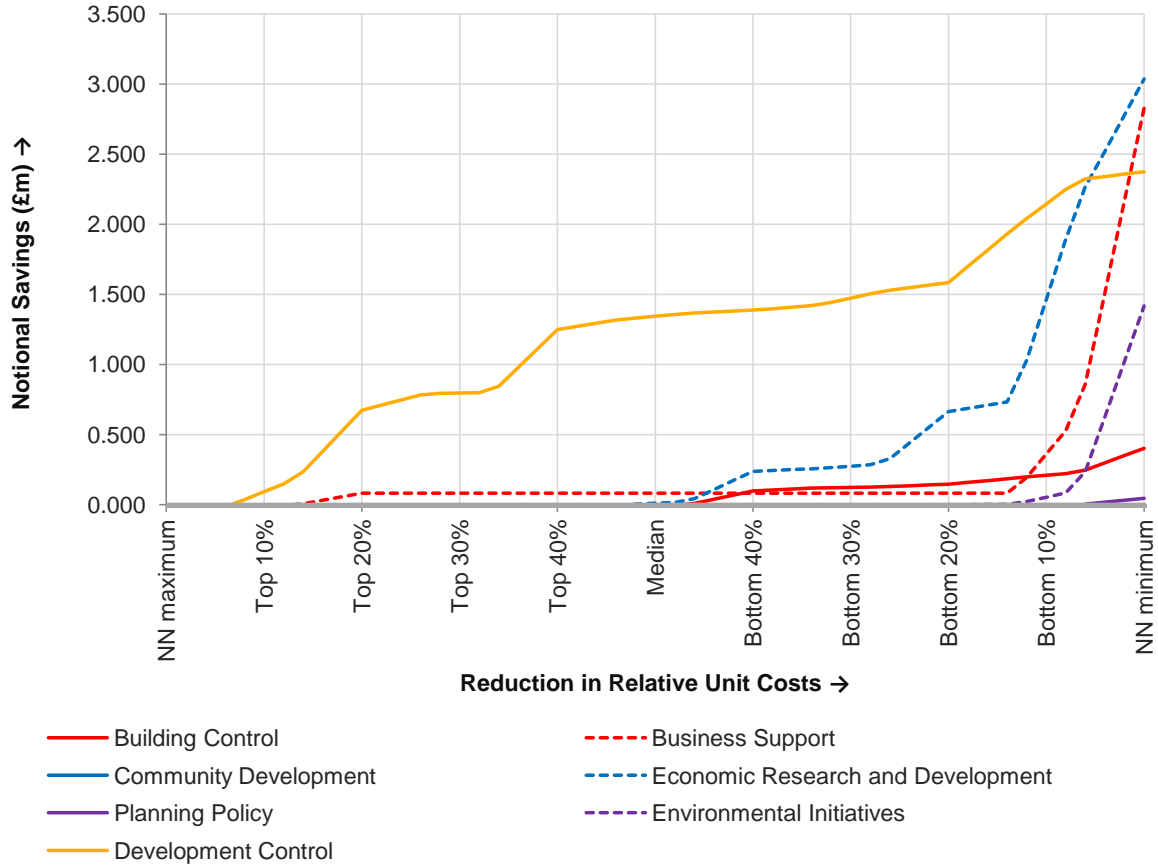
**Chart 32 - Savings Profile - Cultural and Related Services**



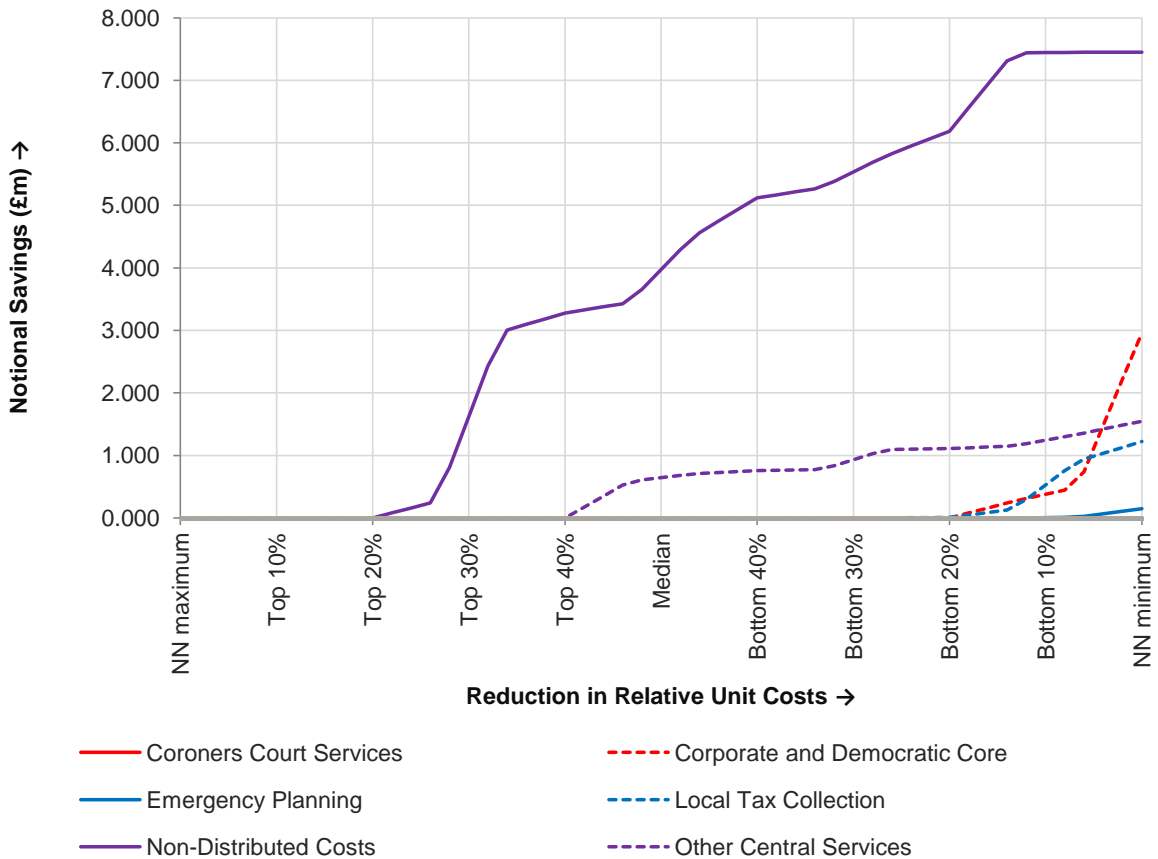
**Chart 33 - Savings Profile - Environmental and Regulatory Services**



**Chart 34 - Savings Profile - Planning and Development Services**



**Chart 35 - Savings Profile - Central Services**





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