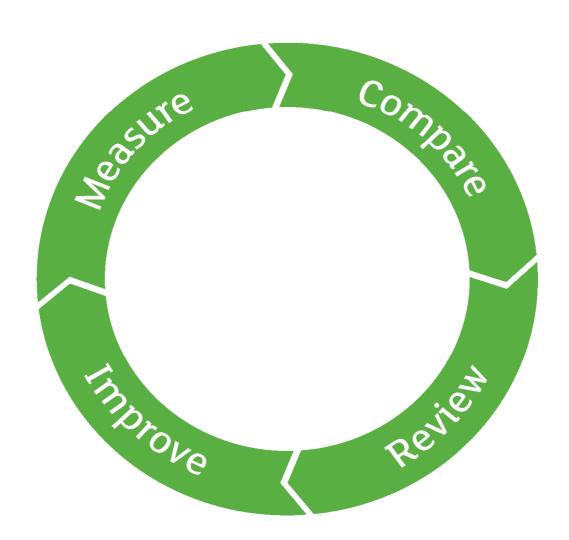
Analytics & Research

\early intervention, new \approaches and efficiencies

2017 - Barchester Comparator Report



This is a sample report. The averages contained within this report have been adjusted so they do not reflect true club averages.

Normally we would include a separate key with this report which would indicate which letter stood for which comparator.

Early Intervention 15/05/2018

Introduction

Welcome to the CIPFA Early Intervention, New Approaches and Efficiencies Benchmarking Club report.

This report compares data collected from your authority in the benchmarking club questionnaire with the data from the other participating authorities.

This is the seventh year of the benchmarking club and we hope you find the report interesting. You may find it helpful having a copy of your authority's completed questionnaire to hand when looking at the report as this will help provide context and useful definitional information.

The aim of the report is to enable you to compare what is happening in your authority with what is happening in other authorities, to enable you to see similarities and differences in terms of processes, workload and costs and better understand how your situation compares to that of other authorities.

Please note that if there is any way in which we could analyse the data collected that we haven't included here and you would find useful, we would be happy to hear from you and we will be happy to provide the additional analysis.

The CIPFA Early Intervention, New Approaches and Efficiencies Benchmarking Club is a data sharing exercise for local authorities. The questionnaire was designed by CIPFA in conjunction with volunteer authorities. The exercise runs as an annual exercise with development by a steering group of club members.

The exercise is one of two clubs on Adult Social Care, with the other club being "Residential & Nursing Care".

As well as the comparative reports, club members will also receive the following outputs:

- The text questions submitted, spell & grammar checked and collated into Word documents.
- An interactive version of the report (Excel).
- The club database to enable you to do your own analysis.
- All members will be eligible to attend the club review meeting.

If you have any questions, please don't hesitate to contact us: benchmarking@cipfa.org

General Information

Averages: Almost all of our tables and charts compare your figure with a group average. The average is the unweighted mean value for the group. This average value ignores missing data, or data that we have excluded and for this reason sets of averages sometimes do not reconcile precisely.

Charts: We display a large amount of data on charts as this allows us to show data for entire groups efficiently and gives far more information than a simple average (i.e. range of data, individual authority values etc.) Below we have annotated some examples of the charts we use.

Bar Charts: These are our standard method of displaying comparisons between authorities

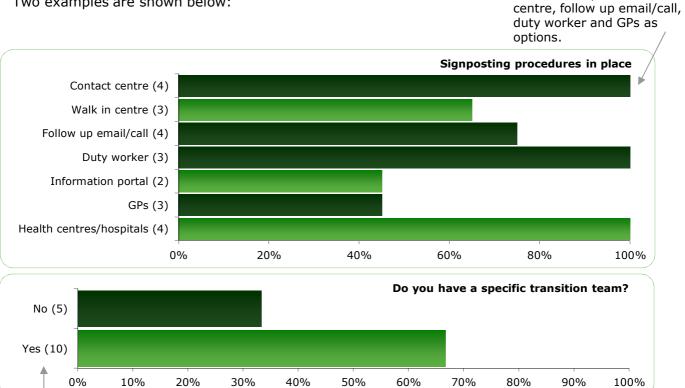


Bar Charts for Yes/No & Tickbox questions:

For yes/no and tickbox questions we usually show the percentage of authorities who have selected that option (the exact number of authorities is shown on the axis). If your authority has selected the option in question then the bar is shown in dark green.

This authority chose contact

Two examples are shown below:



10 authorities have answered yes and 5 have answered no (including this one).

Index

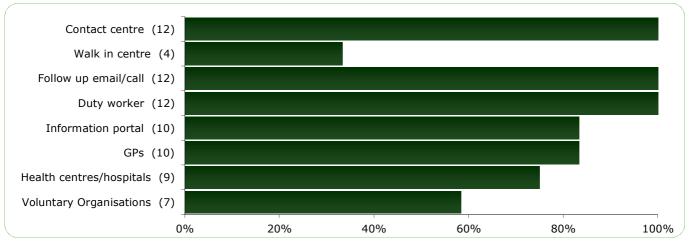
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- 6 Section 1 | Signposting
- 7 Section 2 | Time-Limited Support
- **8** Section 3 | Support for Carers
- 12 Section 4 | Transition from Children's Services
- 14 Section 5 | Prisons
- 15 Section 6 | Use of Voluntary Organisations
- 16 Section 7 | Social Care Activities
- 19 Section 8 | Health and Social Care Integration
- 20 Section 9 | Short Term Support to Maximise Independence
- 22 Section 10 | Domiciliary Care
- **Section 11 | Non-Traditional Methods**
- 25 Section 12 | Community Equipment
- 27 Section 13 | Telecare
- 28 Section 14 | Better Care Fund
- 32 Section 15 | Health and Sustainability Transformation Plans

SECTION 1 | Signposting

Signposting | Procedures

gnposting procedures in place	Barchester's responses
act centre	Yes
n centre	Yes
w up email/call	Yes
worker	Yes
mation portal	Yes
	Yes
th centres/hospitals	Yes
ntary organisations	Yes
	No



Signposting | Outcomes

Surveys (8)

0%

Outcome of following up on signposting procedures	Barchester's responses	On average, % of "Yes" responses	Follow up within
Follow up email/call	Yes	91.7%	3 months
Steering groups	No	33.3%	3 months
Review meetings	No	50.0%	3 months
Contract monitoring	Yes	91.7%	3 months
Surveys	Yes	66.7%	6 months
None	No	0.0%	na
Steering groups (4)			

Source: EI Questionnaire - Section 1(a)

80%

100%

40%

20%

60%

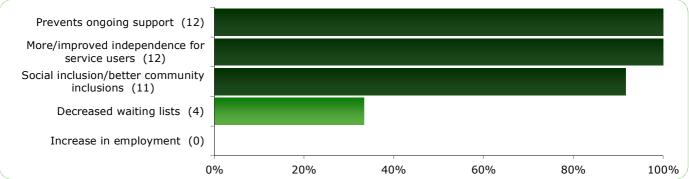
SECTION 2 | Time-Limited Support

Time-Limited Support | Types

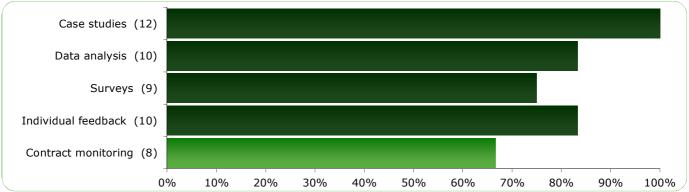
The following types of time-limited support offered	Barchester's responses	On average, % of "Yes" responses	The support is funded by
Reablement - short term support to maximise independence Support workers One off equipment	e Yes Yes No	100.0% 100.0% 66.7%	Adult Social Care Joint Joint
None	No	0.0%	na
Reablement (12)			
Support workers (12)			
One off equipment (8)			
0% 20%	40%	50% 80%	100%

Time-Limited Support | Positive Effects

Positive effects of time-limited support observed	Barchester's responses	On average, % o "Yes" responses
Prevents ongoing support	Yes	100.0%
More/improved independence for service users	Yes	100.0%
Social inclusion/better community inclusions	Yes	91.7%
Decreased waiting lists	No	33.3%
Increase in employment	No	0.0%
None	No	0.0%



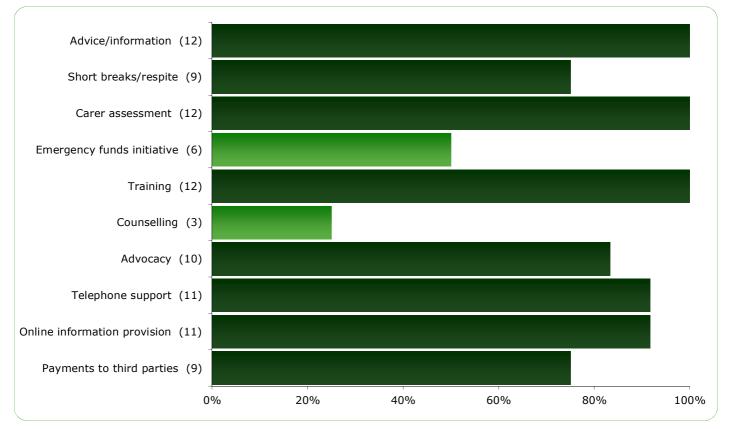
Evidence to support your observed positive effects	Barchester's responses	On average, % of "Yes" responses
Case studies	Yes	100.0%
Data analysis	Yes	83.3%
Surveys	Yes	75.0%
Individual feedback	Yes	83.3%
Contract monitoring	No	66.7%
None	na	0.0%



SECTION 3 | Support for Carers

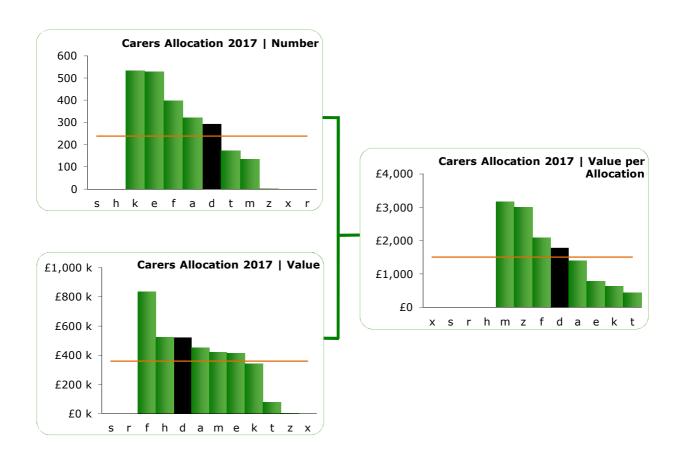
Support for Carers | Services

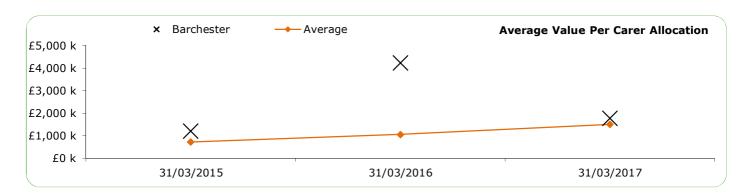
Services/initiatives provided to support carers	Barchester's responses	On average, % of "Yes" responses
Advice/information	Yes	100.0%
Short breaks/respite	Yes	75.0%
Carer assessment	Yes	100.0%
Emergency funds initatives	No	50.0%
raining	Yes	100.0%
ounselling	No	25.0%
dvocacy	Yes	83.3%
elephone support	Yes	91.7%
Online information provision (e.g care's hub)	Yes	91.7%
ayments to third parties	Yes	75.0%
lone	na	0.0%



Support for Carers | Carers Allocation (excluding carers respite)

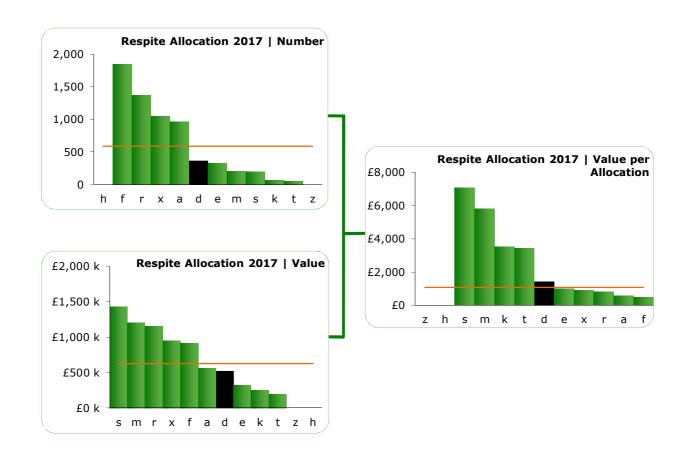
	31/03/2	2015	31/03,	/2016	31/03	/2017
Carers Allocation	Barchester	Average	Barchester	Average	Barchester	Average
Number of allocations Annual value	276 £333 k	257 £186 k	123 £522 k	232 £247 k	293 £522 k	238 £359 k
Value per allocation	£1,206.52	£722.28	£4,243.90	£1,061.82	£1,781.57	£1,507.35

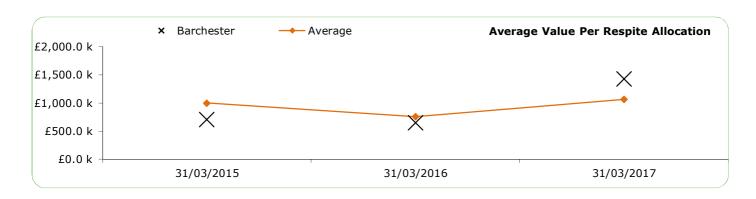




Support for Carers | Respite Allocation (carers and residential)

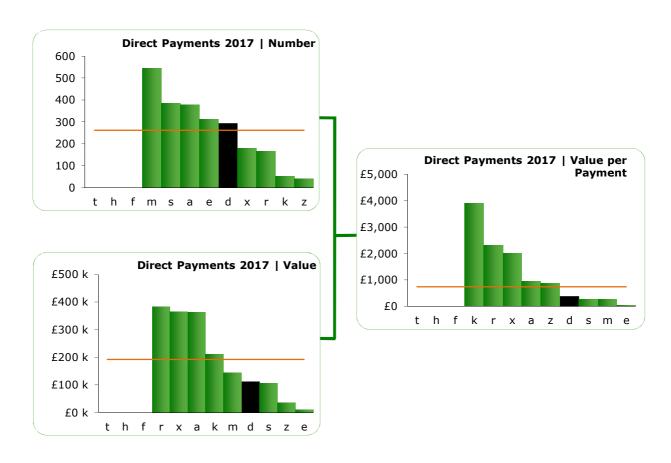
	31/03/	2015	31/03/	2016	31/03/	2017
Respite Allocation	Barchester	Average	Barchester	Average	Barchester	Average
Number of allocations Annual value	566 £400 k	575 £575 k	341 £222 k	433 £328 k	365 £522 k	587 £626 k
Value per allocation	£706.71	£1,000.00	£651.03	£758.66	£1,430.14	£1,066.93

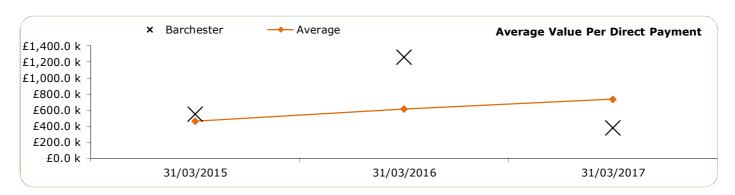




Support for Carers | Direct Payments

	31/03/	2015	31/03/	2016	31/03/	'2017
Direct Payments	Barchester	Average	Barchester	Average	Barchester	Average
Number of payments Annual value	383 £211 k	429 £199 k	343 £432 k	348 £213 k	293 £112 k	262 £193 k
Value per payment	£550.91	£463.73	£1,259.48	£613.78	£382.25	£736.07

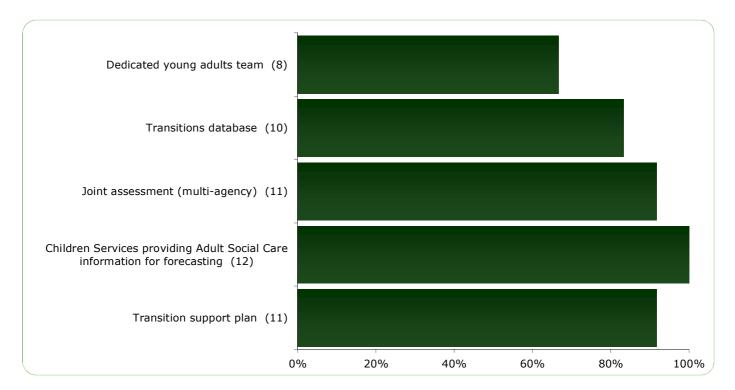




SECTION 4 | Transition from Children's Services

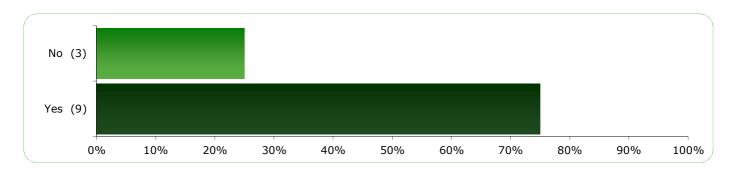
Transition from Children's Services | Care Pathways

What care pathways do you have to track service users from childhood to adulthood?	Barchester's responses	On average, % of "Yes" responses
Dedicated young adults team	Yes	66.7%
Transitions database Joint assessment (multi-agency)	Yes Yes	83.3% 91.7%
Children Services providing Adult Social Care information for		
forecasting	Yes	100.0%
Transition support plan	Yes	91.7%
None	No	0.0%



Transition from Children's Services | Transition Team

Barchester has a specific transition team. The graph below shows the percentage average of local authorities who do/do not have a specific transition team with the dark green bar being the response from Barchester.



Transition from Children's Services | Transition Team

The area in which the transition team are placed

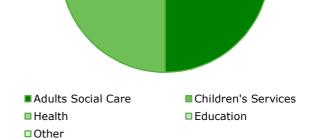
Barchester:

Health

Comparator Group	No.	%
Adults Social Care	4	50.0%
Children's Services	3	37.5%
Health	1	12.5%
Education	0	na
Other	0	na

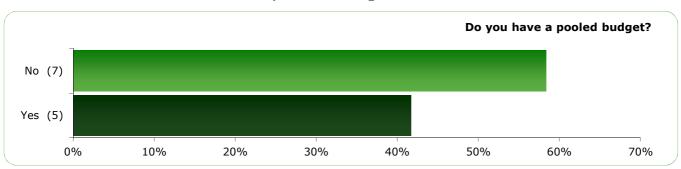
Comparator Group

50%

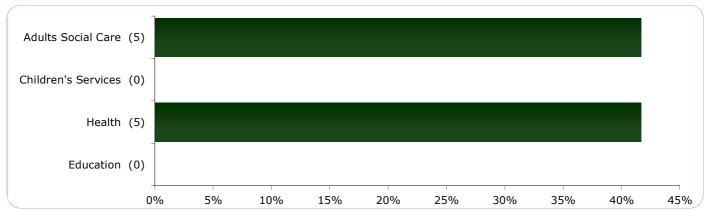


38%

Transition from Children's Services | Pooled Budget



What areas contribute to this budget?	Barchester's responses	On average, % of "Yes" responses
Adults Social Care	Yes	41.7%
Children's Services	No	0.0%
Health	Yes	41.7%
Education	No	0.0%



SECTION 5 | Prisons

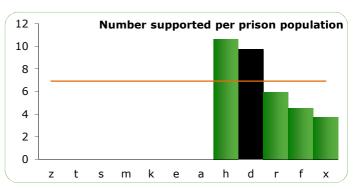
Barchester has 7 prisons with a population of 1,543 as at 31st March 2017.

Prisons | Prisoners Supported

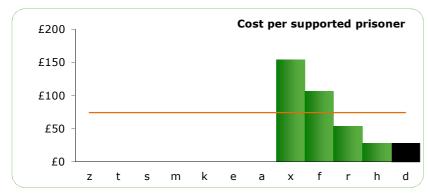
Number of supported prisoners Number of supported prisoners per prison Number of supported prisoners per prison population

10 7					Νι	ımb	er sı	ıppo	rted	per	pris	on
8 -												
6 -												
4 -	_											_
2 -												
o												
	Z	t	S	m	k	е	а	r	Х	f	h	d

Number	Average
15	10
2.1	4.3
9.7	6.9



Prisons | Cost



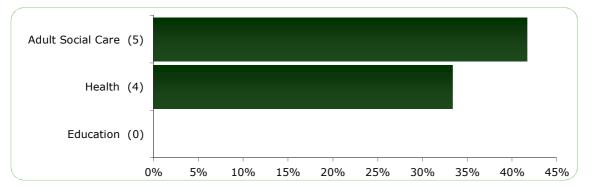
Barchester: £28.13

Average: £74

Prisons | Care Support and Assessments

Areas that support the care in your prisons

	Barchester's responses	On average, % of "Yes" responses
Adult Social Care	Yes	42%
Health	Yes	33%
Education	No	0%



For other types of areas providing support in prisons, please see CIPFA's Early Intervention Benchmarking Narrative Report for 2017.

Assessments

The assessments in Barchester's prisons are carried out by Adult Social Care.

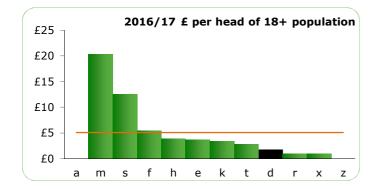
SECTION 6 | Use of Voluntary Organisations

includes Social Enterprises and Non-Statutory Not for Profit Organisations

Use of Voluntary Organisations | Total Spend

£ per head of population aged 18+

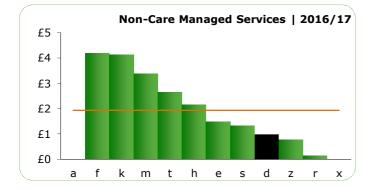
Care Managed Services	2016/17 Actuals	2017/18 Estimates
Total spend (£'k) Total spend per head (£ / head) Average total spend per head (£		£723.00 £1.75 £4.71



Population 18+ 412.5 k

The average total spend per head for Care Managed Services is expected to decrease by £0.38 in 2017/18. For Barchester, the total spend per head for Care Managed Services is expected to decrease by £0.01 in 2017/18.





Population 18+ 412.5 k

The average total spend per head for Non-Care Managed Services is expected to increase by £0.02 in 2017/18. For Barchester, the total spend per head for Non-Care Managed Services is expected to decrease by £0.02 in 2017/18.

SECTION 7 | Social Care Activities

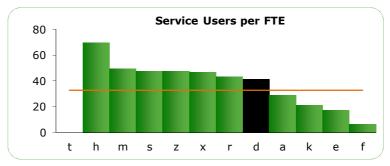
Social Care Activities | Service Users and Staff Numbers

31/03/2017

Assessment and Care Management Deprivation of Liberty Safeguards Client Affairs/Deputyship Financial Assessments Other Services

Total

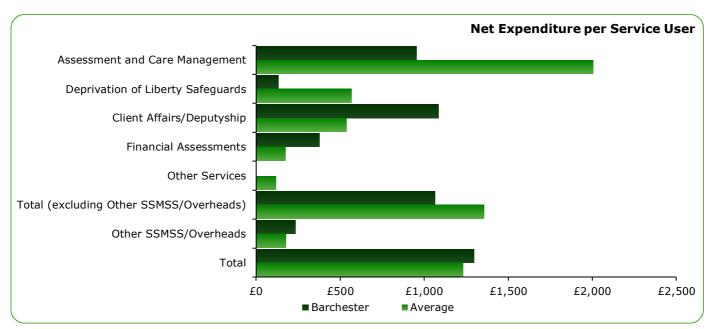
8,363	201.3	41.5	32.7
0	32.2	na	243.5
422	11.6	36.4	311.9
322	9.5	33.9	61.7
833	6.0	138.8	265.4
6,786	142.0	47.8	26.2
Service Users	Staff FTE	Service Users per FTE	Average



Social Care Activities | Breakdown of Expenditure and Income

2016/17

	Gross Expenditure	Income	Net Expenditure	Net Expenditure per Service User	Average
Assessment and Care Management	£7,144k	(£673k)	£6,471k	£954	£2,004
Deprivation of Liberty Safeguards	£141k	(£32k)	£109k	£131	£566
Client Affairs/Deputyship	£573k	(£224k)	£349k	£1,084	£536
Financial Assessments	£172k	(£14k)	£158k	£374	£175
Other Services	£2,026k	(£226k)	£1,800k	na	£119
Total (excluding SSMSS/Overheads)	£10,056k	(£1,169k)	£8,887k	£1,063	£1,354
Other SSMSS/Overheads	£1,951k	£0k	£1,951k	£233	£177
Total	£12,007k	(£1,169k)	£10,838k	£1,296	£1,230



Social Care Activities | Net Expenditure and Service Users (excluding overheads)

2016/17

£ per head of population aged 18+

Assessment and Care Management
Deprivation of Liberty Safeguards
Client Affairs/Deputyship
Financial Assessments
Other Services

aged 18	3+
Barchester	Average
£15.69	£30.67
£0.26	£2.12
£0.85	£0.29
£0.38	£1.50
£4.36	£2.59
£21.54	£37.36

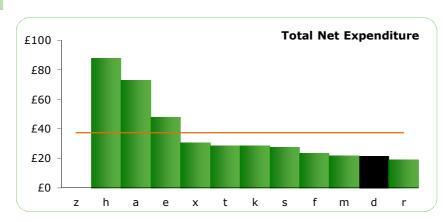
Net Expenditure per pop

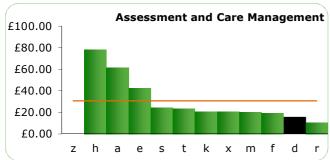
Service User aged 1	
Barchester	Average
16.5	16.7
2.0	4.3
0.8	0.6
1.0	12.8
0.0	0.7
20.3	34.6

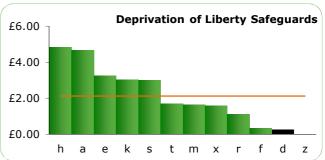
Total

Population 18+

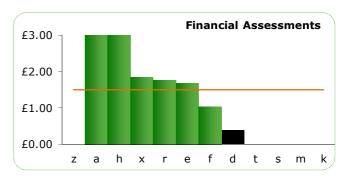
412.5 k

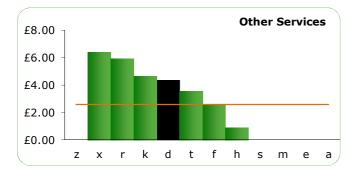










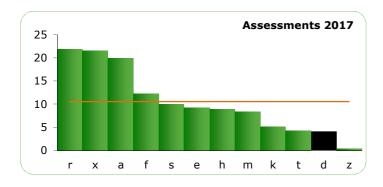


Social Care Activities | Number of Assessments, Reviews and Referrals

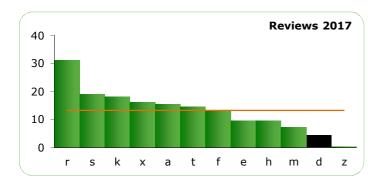
	2016				2017		
	Number	Number per pop aged 18+	Average per pop aged 18+	Number	Number per pop aged 18+	Average per pop aged 18+	
Assessments Reviews	1,076 3,827	2.61 9.28	12.22 17.49	1,677 1,806	4.07 4.38	10.50 13.30	
Referrals	7,555	18.31	18.09	5,213	12.64	17.07	

Population 18+

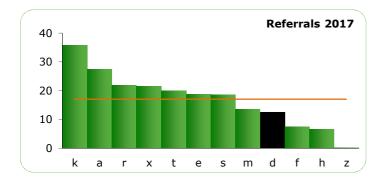
412.5 k



The number of assessments for Barchester increased in 2017 from 2016 by 601 which is an increase of 1.46 per 18+ aged population. The average change for local authorities is a decrease of 1.72 per 18+ aged population from 2016 to 2017.



The number of reviews for Barchester decreased in 2017 from 2016 by 2,021 which is a decrease of 4.9 per 18+ aged population. The average change for local authorities is a decrease of 4.19 per 18+ aged population from 2016 to 2017.



The number of referrals for Barchester decreased in 2017 from 2016 by 2,342 which is a decrease of 5.68 per 18+ aged population. The average change for local authorities is a decrease of 1.02 per 18+ aged population from 2016 to 2017.

SECTION 8 | Health and Social Care Integration

Health and Social Care Integration | Introduction

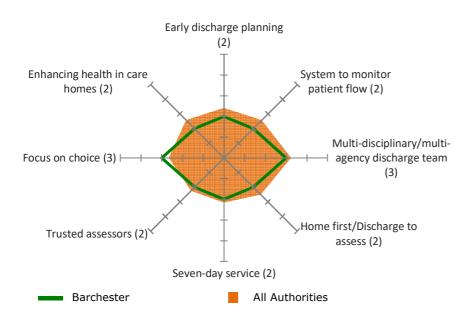
The high impact change model offers a practical approach to manage transfers of care. It can be used to self-assess how local care and health systems are working now, and to reflect on, and plan for, action they can take to reduce delays throughout the year.

The model identifies eight system changes which will have the greatest impact on reducing delayed discharge:

- early discharge planning
- systems to monitor patient flow
- multi-disciplinary/multi-agency discharge teams (including the voluntary and community sector)
- home first/discharge to assess
- seven-day services
- trusted assessors
- focus on choice
- enhancing health in care homes

Health and Social Care Integration | High Impact Change Model

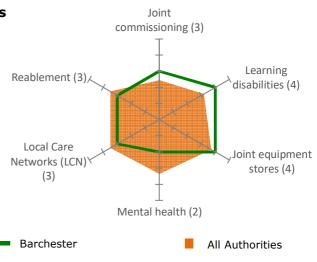
The following graph shows the HIC model categories in which Barchester's local care and health systems are working, and how far established they are, using the legend on the right for what the numbers represent. The green line and markers are Barchester's responses and the orange range is the average response given by local authorities.





Health and Social Care Integration | Other Areas

The graph on the right follows the same logic as the graph above but looks at other areas in which Barchester's local care and health systems are working in.

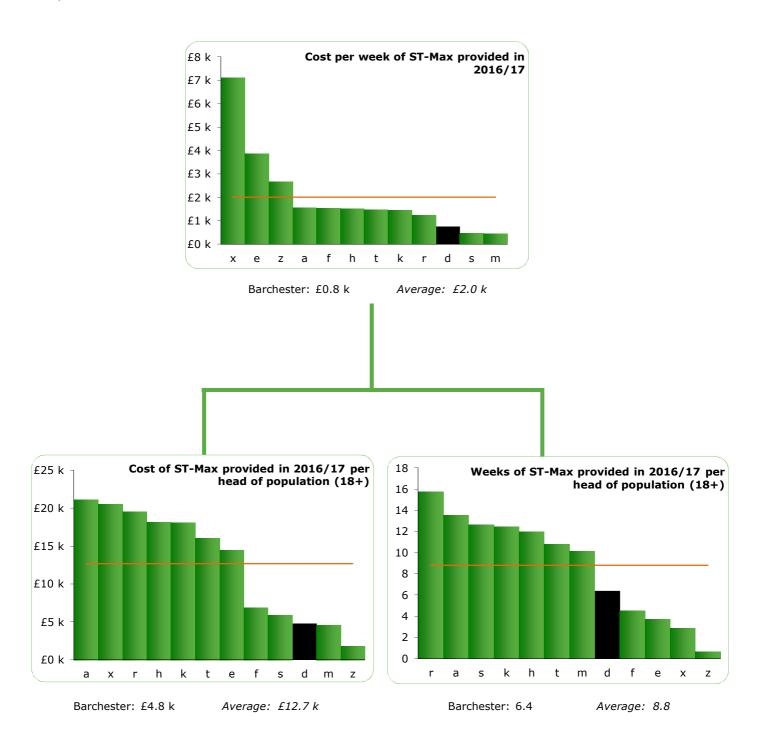


SECTION 9 | Short Term Support to Maximise Independence

ST-Max | 2016/17 Cost

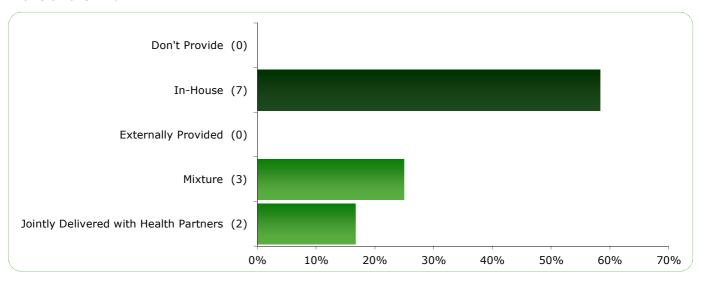
Short Term to Maximise Independence includes all episodes of support provided that are intended to be time-limited and to maximise the independence of the individual and reduce/eliminate their need for ongoing support.

The following graph shows the gross cost for ST-Max provided per the number of weeks of ST-Max provision in 2016/17.



ST-Max | Delivery and Assessment

Provision of ST-Max



The provision of ST-Max for Barchester is not jointly delivered with their local CCG(s).

Assessing Clients

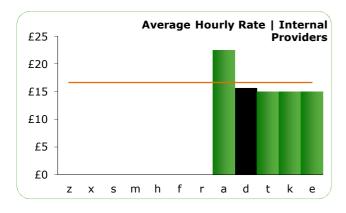
Barchester assesses the clients at both the start and end of the ST-Max support.

SECTION 10 | Domiciliary Care

Domiciliary Care | Delivery

Barchester does run an in-house domiciliary care service, with 41.67% of local authorities running an in-house domiciliary care service.

Domiciliary Care | Hourly Rate



£25 £20 -£15 -£10 -£5 -£0 z h d a f r e k x t s m

Average Hourly Rate | External

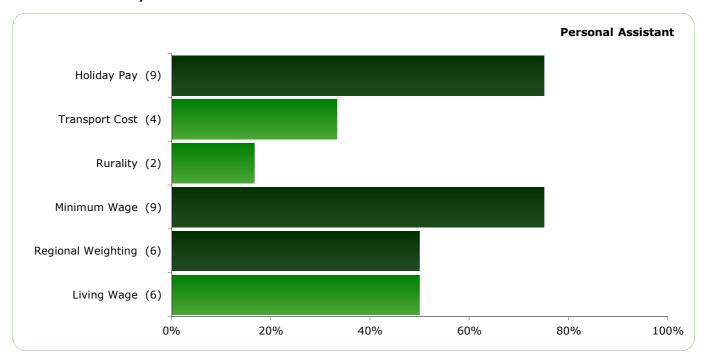
Barchester: £15.65

Average: £16.63

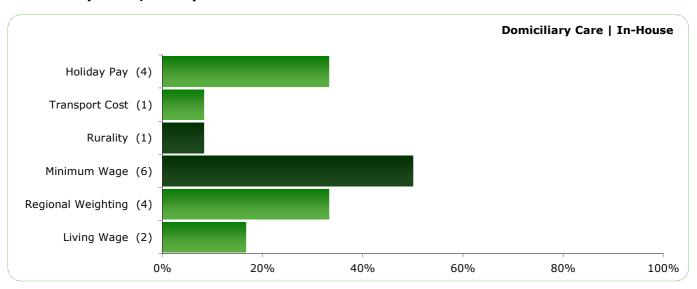
Barchester: £19.08

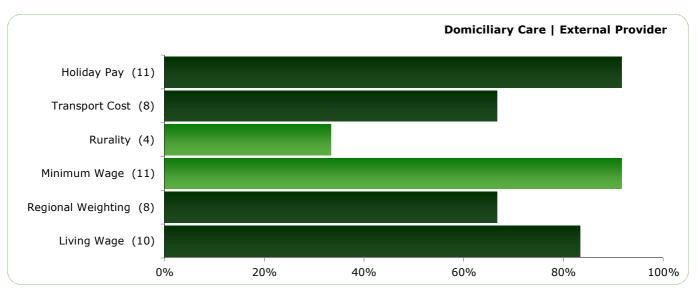
Average: £15.75

Included in the hourly rate:



Domiciliary Care | Hourly Rate





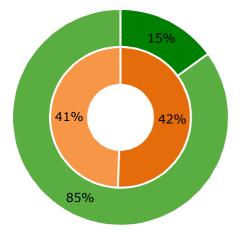
Domiciliary Care | Providers and Spend

Number of providers and percentage of spend made with externally commissioned domiciliary care services.

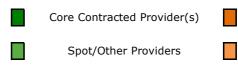
Core Contracted Provider(s)
Spot/Other Providers

Barcnester					
Number	%				
4	15.0%				
16	85.0%				

Average					
Number	%				
7	42.2%				
42	41.1%				



The inner donut represents the average percentage of spend made with externally commissioned domiciliary care services whereas the outer donut represents Barchester's percentage spend.

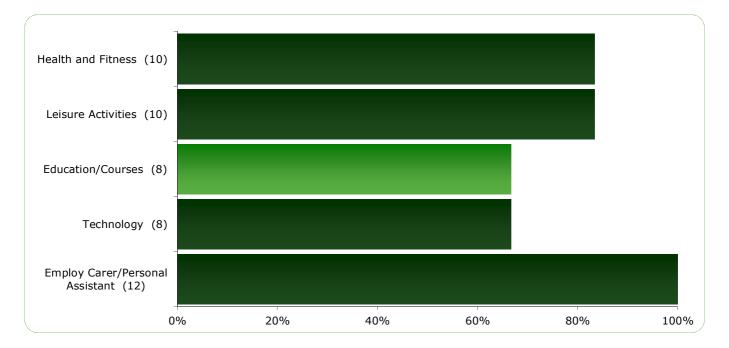


SECTION 11 | Non-Traditional Methods

Non-Traditional Methods | Usage

For Barchester, customers receiving direct payments make little use of purchasing non-traditional services like Day Opportunities rather than traditional adult social care services.

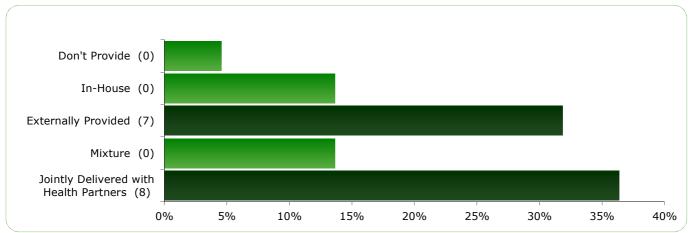
Services purchased



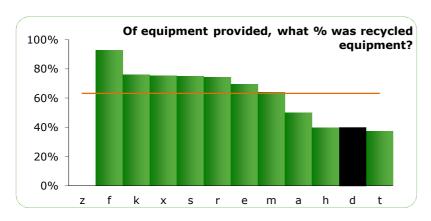
SECTION 12 | Community Equipment

Community Equipment | Delivery

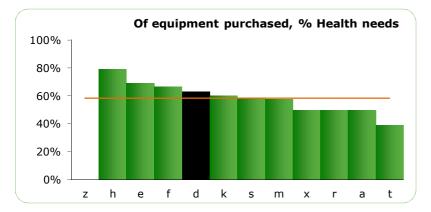
This graph shows how local authorities' equipment service are provided with the dark green bars being Barchester's response(s).



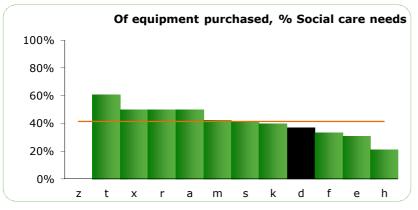
Community Equipment | Usage







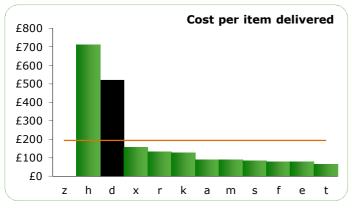


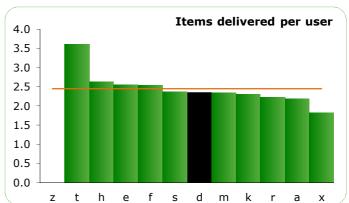


Barchester's %	Average
37.0%	41.6%

Community Equipment | Revenue Expenditure Costs and Users

2016/17



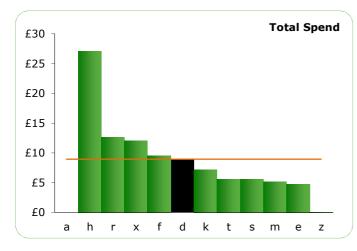


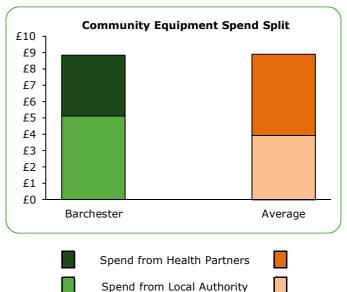
Costs & Users	Barchester	Comparison	Barchester	Average
Cost of purchased equipment in 2016/17	£3,461k	Cost/Item	£520.76	£194.39
Number of items delivered	6,646	Item/User	2.4	2.5
Number of people provided with equipment	2,821			

Community Equipment | 2016/17 Spend

2016/17 Spend	£'k	£ per 18+ population	Average
Spend from Local Authority Spend from Health Partners	£2,111 k £1,532 k	£5.12 £3.71	£3.93 £4.97
Total Spend	£3,643 k	£8.83	£8.95

£ per head of population (18+)





Community Equipment | Delivery

The host authority for Barchester is their own authority.

Barchester does use internal staff other than Occupational Therapists, with 75% of local authorities using internal staff other than Occupational Therapists.

SECTION 13 | Telecare

Telecare | Costs

Included here are cases relating to clients who meet your 'Eligibility Criteria' and where telecare is funded by adult social care. Items such as 'pendant alarms' are not included here as they would normally be handled by a different department and to a much wider user base.

2016/17	Barchester	Average	
No. of items of equipment supplied	3,321	1,835	
Cost of equipment supplied (£'k)	£212k	£112k	
Cost per item supplied (£)	£63.72	£93.52	
No. of people supported with telecare	4,322	3,284	
No. of people provided with equipment	1,583	1,098	
Average number of items per person	2.1	2.7	
Average cost per person supplied (£)	£133.67	£136.66	
5 Average number of items per person	£300 k -	Cost of equip	ment supplied (£'k)
4 -	£250 k -		
3 -	£200 k		
	£150 k -		
2 -	£100 k		
1 -	£50 k		
0	£0 k		
f x r a m e h d z t k s		ahdke	trxsmz
Cost per item supplied (£)		Average cost ne	r person supplied (£)
£250	£350 -	Arciago cost po	. person supplied (=)
£200 -	£300 -		
	£250 -		
£150 -	£200 -		
£100 -	£150		
	£100 -		

Telecare | Response and Current Practice

t x e

£50

£0

The number of calls needing a telecare callout for Barchester is 942, with the group average being 2,108. Barchester has an average response time of 32 minutes to a telecare callout whereas the group average is 24 minutes.

£50 £0

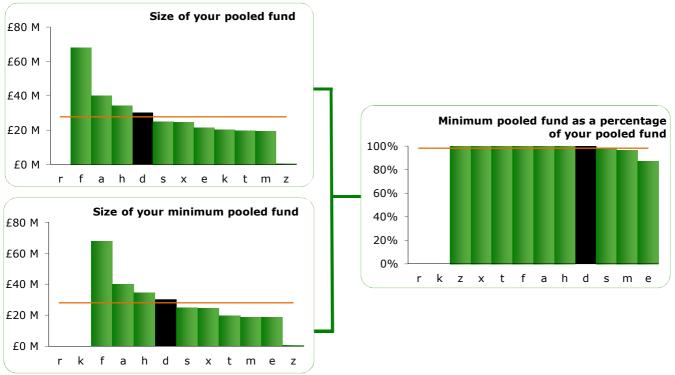
f

There is a group average of 58.33% of local authorities or their health partners providing telehealth services and Barchester is part of this percentage who do provide this service.

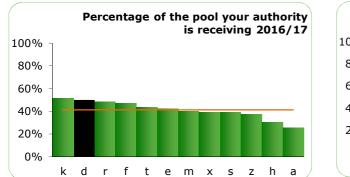
SECTION 14 | Better Care Fund

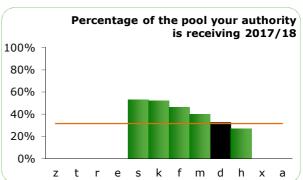
Better Care Fund | 2017/18 Pooled Fund

	,	Size of your pooled fund		Size of your minimum pooled fund		ooled fund ntage of fund
Pooled Fund	£'M	Average	£'M	Average	£'M	Average
2016/17	£22.3 M	£26.3 M	£19.8 M	£24.7 M	88.5%	94.6%
2017/18	£30.2 M	£27.7 M	£30.2 M	£28.1 M	100.0%	98.3%
Change	£7.9 M	£1.4 M	£10.5 M	£3.3 M	11.5%	3.7%



How much of the pool is your authority receiving? Number % Pooled Fund Average £11,121k 49.8% 41.3% 2016/17 2017/18 £9,876k 32.7% 31.4% -£1,245k -17.2% -9.8% Change

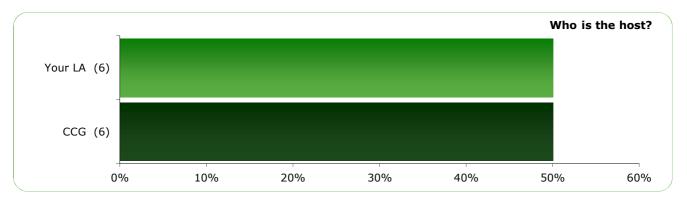




For local authorities, there will be an average decrease of 9.8% between 2016/17 and 2017/18. For Barchester, there will be a decrease of £1,245k in the amount of the pool that they are receiving in 2017/18, which is a 17.2% decrease.

Number of partners in pool

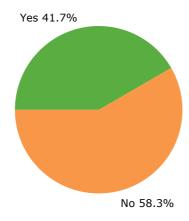
Barchester has 3 partners in their pool with local authorities having an average of 3 partners.



Lead Commissioner?

Barchester: No If yes who is your lead commissioner: na

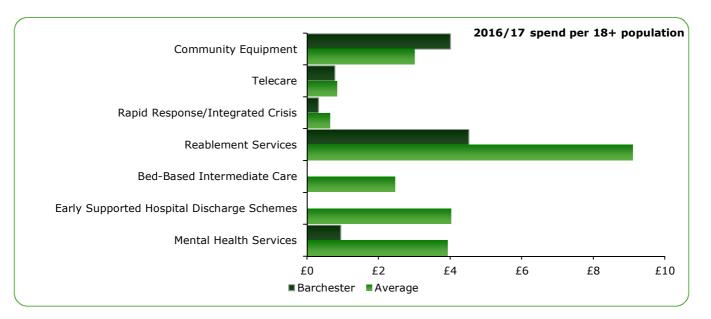
Comparator Group

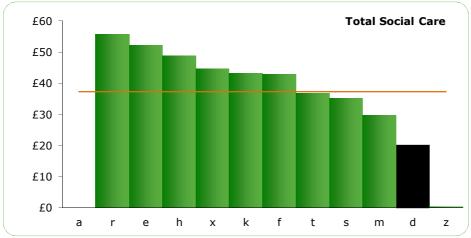


Better Care Fund | Spend on Adult Social Care

£ per population aged 18+

	2016/17				2017/18	
	Number	Number per pop	Average per pop	Number	Number per pop	Average per pop
Community Equipment	£1,653k	£4.01	£3.00	£1,653 k	£4.01	£3.50
Telecare	£322k	£0.78	£0.83	£243 k	£0.59	£0.94
Rapid Response/Integrated Crisis	£134k	£0.32	£0.65	£388 k	£0.94	£0.56
Reablement Services	£1,864k	£4.52	£9.10	£1,702 k	£4.13	£9.21
Bed-Based Intermediate Care	na	na	£2.46	na	na	£2.79
Early Supported Hospital Discharge Schemes	na	na	£4.02	na	na	£4.68
Mental Health Services	£388k	£0.94	£3.92	£234 k	£0.57	£2.62
Other (including Prevention)	£3,961k	£9.60	£12.06	£3,527 k	£8.55	£12.87
Total	£8,322k	£20.17	£37.29	£7,747 k	£18.78	£39.22

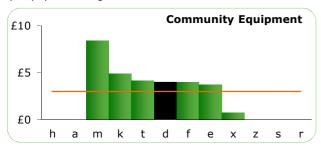




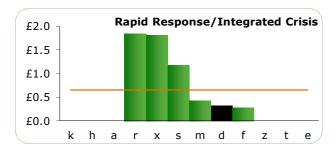
Barchester, has had a decrease of £1.39 per population aged 18+ for the total spend on adult social care between 2016/17 and 2017/18. For local authorities, there will be an average increase of £1.93 per population aged 18+ for the total spend on adult social care.

Better Care Fund | Spend on Adult Social Care 2016/17

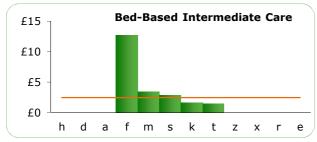
£ per population aged 18+



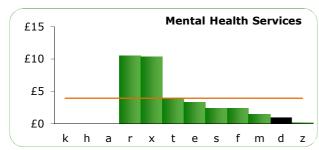
Barchester's spend on community equipment is expected to stay the same as this year in 2017/18. For local authorities, there will be an average increase of £0.5 per population aged 18+ for this spend.



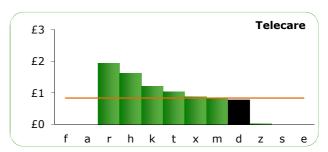
Barchester, are expected to have an increase of £0.62 per population aged 18+ for the spend on rapid response/integrated crisis between 2016/17 and 2017/18. For local authorities, there will be an average decrease of £0.09 per population aged 18+ for this spend.



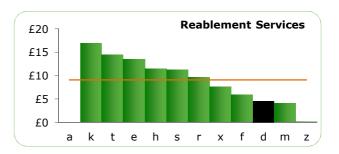
Barchester does not have figures for the spend on bed-based intermediate care for both 2016/17 and 2017/18 so as to analyse the change year on year. For local authorities, there will be an average increase of £0.33 per population aged 18+ for this spend.



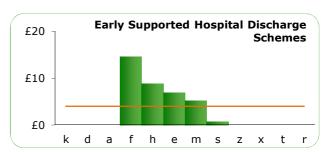
Barchester, are expected to have a decrease of £0.37 per population aged 18+ for the spend on mental health services between 2016/17 and 2017/18. For local authorities, there will be an average decrease of £1.3 per population aged 18+ for this spend.



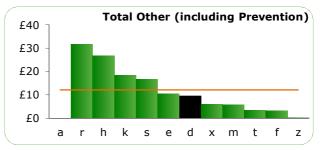
Barchester, are expected to have a decrease of £0.19 per population aged 18+ for the spend on telecare between 2016/17 and 2017/18. For local authorities, there will be an average increase of £0.11 per population aged 18+ for this spend.



Barchester, are expected to have a decrease of £0.39 per population aged 18+ for the spend on reablement services between 2016/17 and 2017/18. For local authorities, there will be an average increase of £0.11 per population aged 18+ for this spend.



Barchester does not have figures for the spend on early supported hospital discharge schemes for both 2016/17 and 2017/18 so as to analyse the change year on year. For local authorities, there will be an average increase of £0.66 per population aged 18+ for this spend.



Barchester, are expected to have a decrease of £1.05 per population aged 18+ for the spend on other services between 2016/17 and 2017/18. For local authorities, there will be an average increase of £0.82 per population aged 18+ for this spend.

SECTION 15 | Health, Sustainability and Transformation Plans

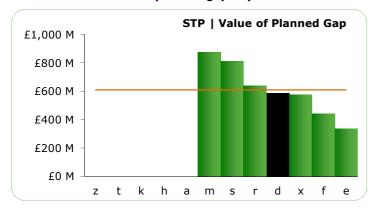
STP | Lead Representative

Barchester's lead representative is: Social Care

STP | Area

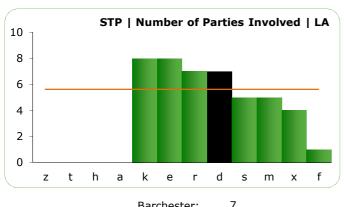
Barchester is in the following STP area: na

STP | Value
What is the value of the planned gap in your area in the current 5-year plan?



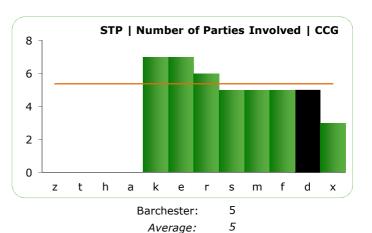
Barchester: £588.0 Average: £610.1

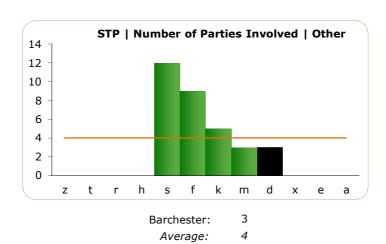
STP | Parties Involved
The number of parties involved in your STP



Barchester: 7

Average: 6





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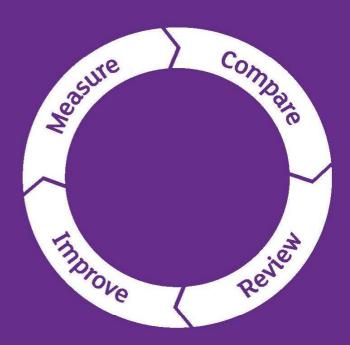
To learn more about other benchmarking clubs in areas such as Corporate Services, or to see our Value for Money indicator stream, please see our website:

www.cipfa.org/services/benchmarking

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