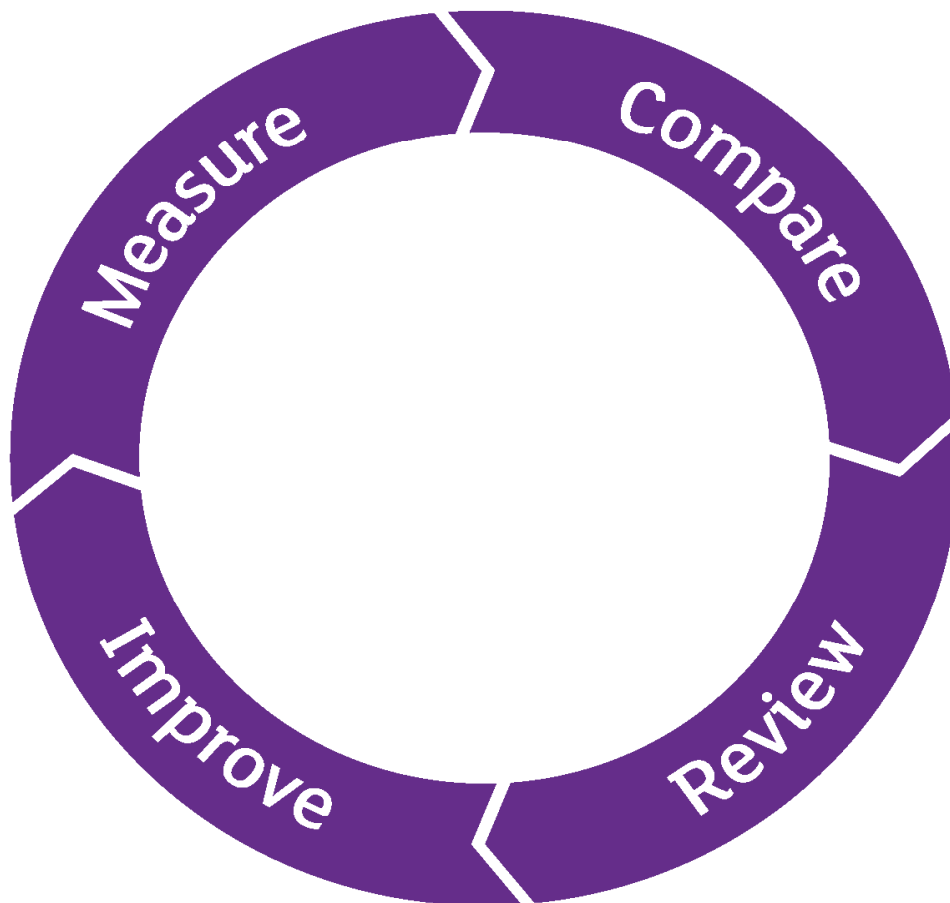


Information Services

democratic services benchmarking club

2016 - 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.

INTRODUCTION

This comparator report compares your performance with the authorities you selected in the comparator questionnaire. It is divided into the following sections.

	Page
1 General Information	4
2 Committee Support	5
3 School Appeals	13
4 Member Support	15
5 Civic Mayor's (or equivalent) Office	18
6 Overview & Scrutiny	20

Section 1 - General Information

In this section we provide some feedback on the contextual type information found at the start of the questionnaire regarding the make-up of council members and the type of mayor each authority has.

Section 2 - Committee Support

The main benchmarks in this section are the cost per 1,000 population of Committee Support for 2015/16 and 2016/17.

We also feedback information on:

- number and types of meetings
- services provided by Committee Support staff
- printing
- individual decisions

The population figures used in the calculations throughout this report are taken from the ONS mid-2015 estimates.

Section 3 - School Appeals

In this section we examine the costs involved in hearing and processing school appeals and also analyse the information regarding the ways in which appeals are resolved.

Section 4 - Member Support

This section looks at the cost per member in terms of staff and other direct costs and the basic and special responsibility allowances.

We also look at the expenditure on SRA's in more detail.

Section 5 - Civic Mayor's (or equivalent) Office

The main benchmark here is the cost per 1,000 population of the Mayor's Office for 2016/17.

We then run comparisons of the number of engagements held by the Mayor and Deputy Mayor.

Section 6 - Overview & Scrutiny

The main benchmark here is the cost per 1,000 population of Scrutiny for 2016/17.

Feedback on workloads e.g. allocation of FTE time and scrutiny effort by activity, number of requests for scrutiny, scrutiny reviews and call-ins are also provided in this section.

PREFACE

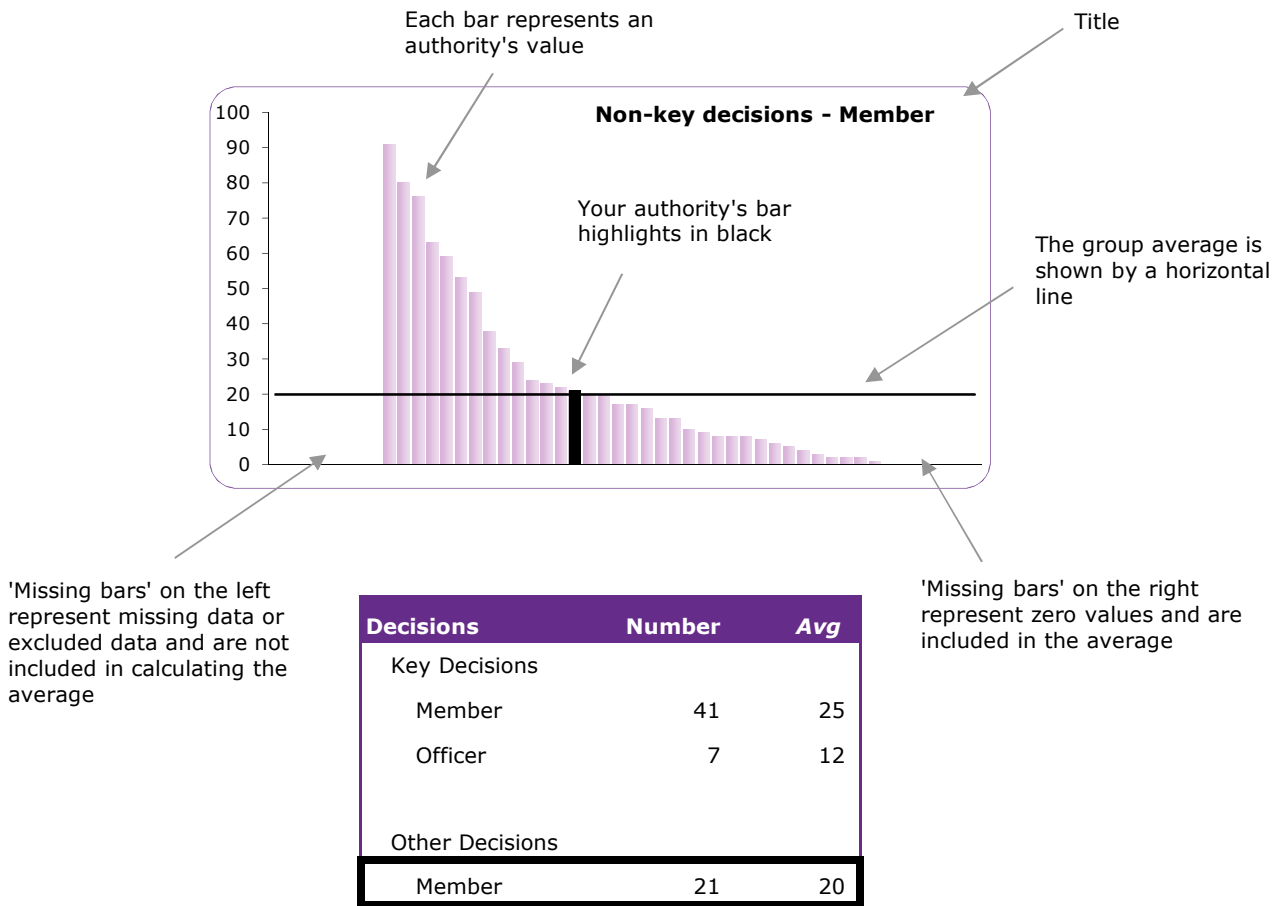
This report compares your data with the group of authorities specified on the Introduction page. If your report contains letters at the bottom of each bar chart, you will find a key to the letters on the last page of this report.

Throughout the report your figures are shown in both tables and in graphical form. If you are not familiar with our reports we hope this page will help you to better understand the way in which we present this data.

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 the data for the entire group efficiently and gives far more information than a simple average (i.e. range of data, individual authority values etc.). Below we have annotated an example chart to help explain what it shows.

Bar Charts: These are our standard method of displaying a full set of data

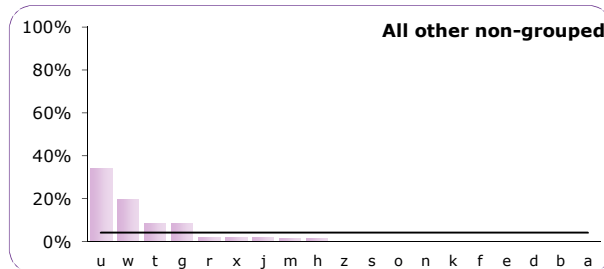
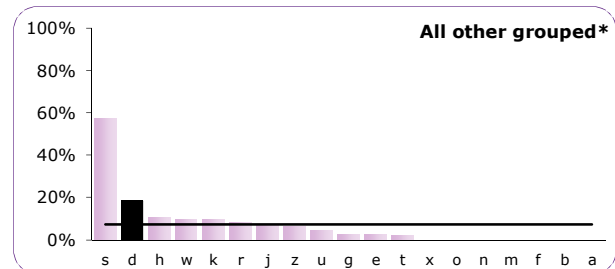
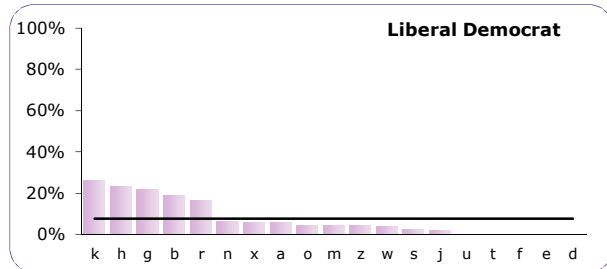
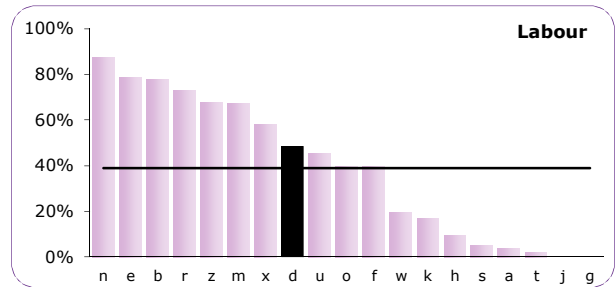
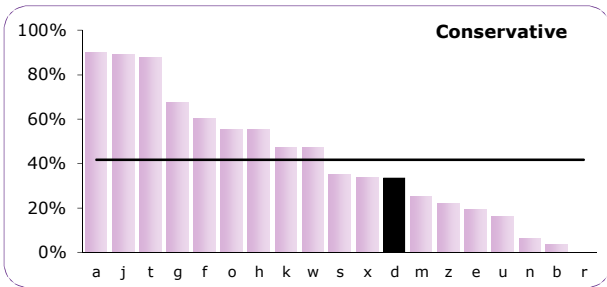


'Missing bars' on the left represent missing data or excluded data and are not included in calculating the average

'Missing bars' on the right represent zero values and are included in the average

SECTION 1 - GENERAL INFORMATION

Council Members

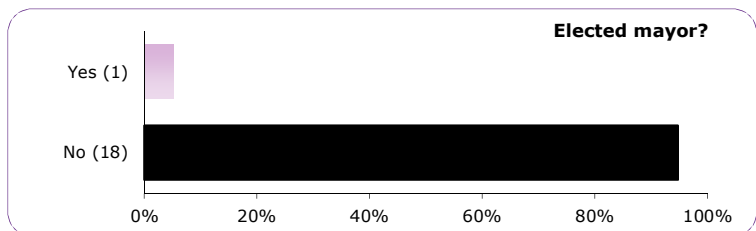


*All other grouped includes UKIP, Green & Other grouped

Council members (current)	Number	%	Avg
Conservative	20	33%	42%
Labour	29	48%	39%
Liberal Democrat	0	0%	8%
UKIP	0	0%	1%
Green	11	18%	2%
Other grouped	0	0%	4%
All other non-grouped	0	0%	4%
Total	60		

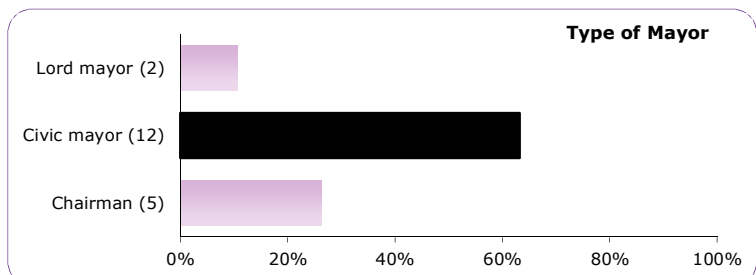
Does your authority have an elected mayor?

Authorities	Avg
Elected mayor	5%



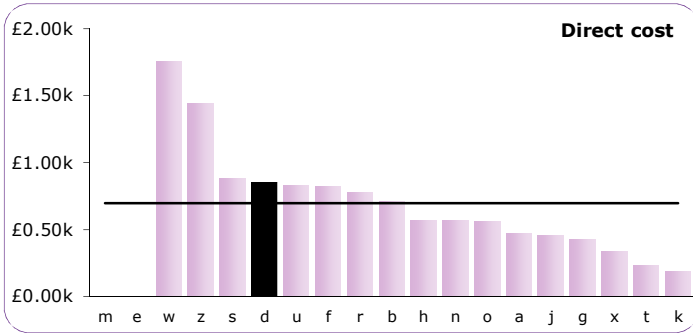
What type of mayor does your authority have?

Authorities	Avg
Lord mayor	11%
Civic mayor	63%
Chairman	26%

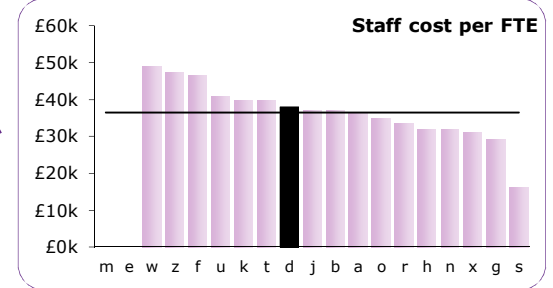
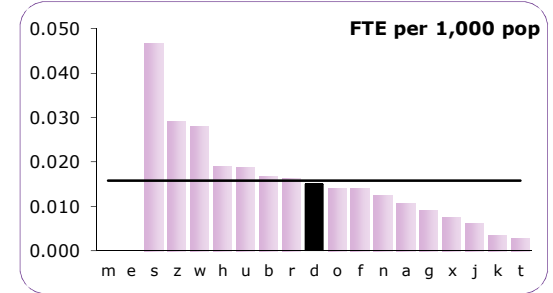
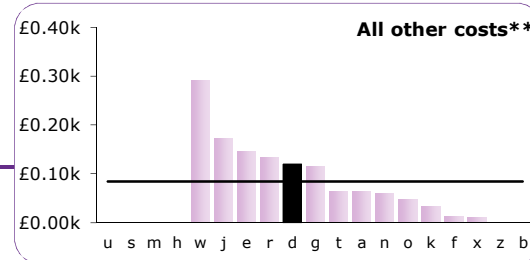
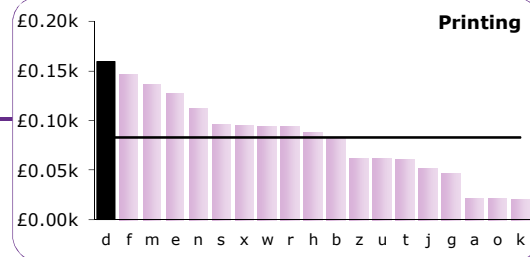
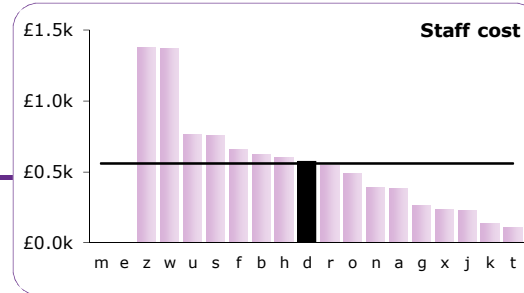


SECTION 2 - COMMITTEE SUPPORT

Direct cost (£k) per 1,000 population 2015/16 actuals



Population 285k



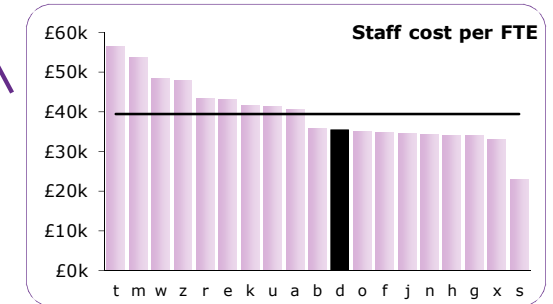
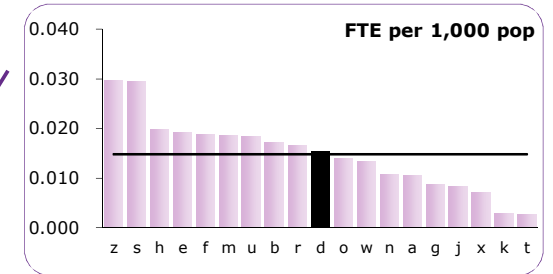
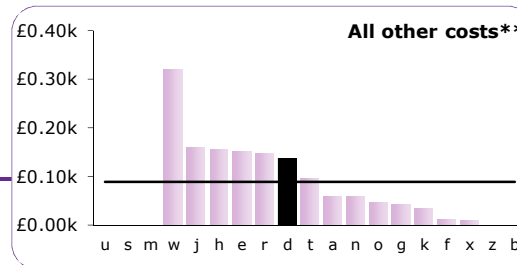
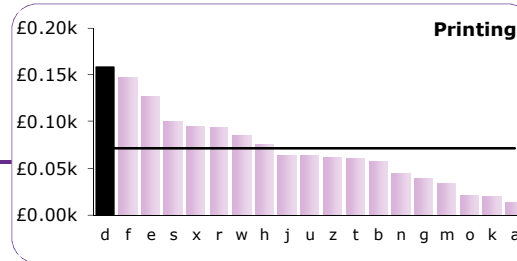
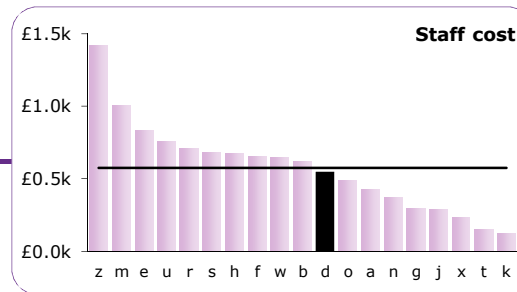
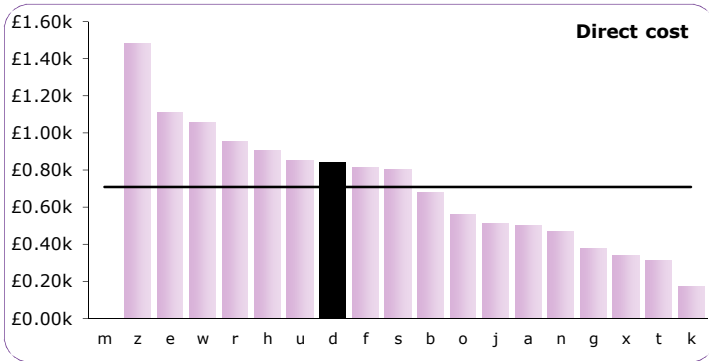
** Includes meetings, IT and other costs

Direct costs	£	£/1000 pop	Avg
Staff cost	£163.5k	£0.57k	£0.56k
Printing	£45.6k	£0.16k	£0.08k
Meetings	£24.0k	£0.08k	£0.04k
IT	£8.5k	£0.03k	£0.01k
Other costs*	£1.7k	£0.01k	£0.01k
Total cost	£243.3k	£0.85k	£0.70k

* Other costs includes staff travel to meetings and staff training & development

FTE information	FTE	FTE/1000 pop	Avg
FTE Staff	4.3	0.015	0.016
Staff Cost per FTE	£38k		£36k

Direct cost (£k) per 1,000 population 2016/17 estimates



** Includes meetings, IT and other costs

Population 285k

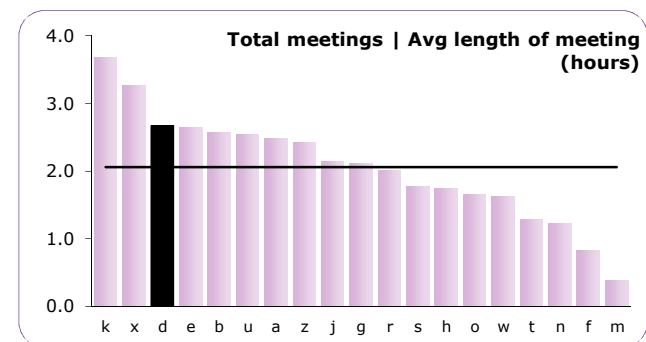
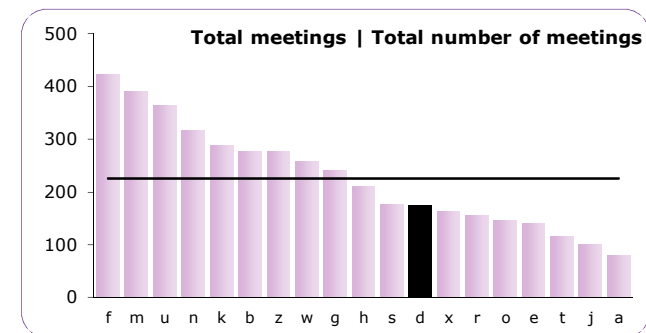
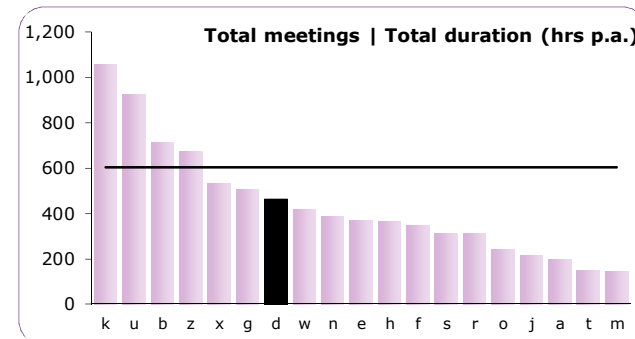
Direct costs	£	£/1000 pop	Avg	% change on 2015/16	
				Cost	Avg
Staff cost	£155.9k	£0.55k	£0.58k	-5%	3%
Printing	£45.2k	£0.16k	£0.07k	-1%	-13%
Meetings	£26.0k	£0.09k	£0.04k	8%	-12%
IT	£8.7k	£0.03k	£0.01k	2%	-14%
Other costs*	£4.6k	£0.02k	£0.03k	171%	132%
Total cost	£240.4k	£0.84k	£0.71k	-1%	1%

* Other costs includes staff travel to meetings and staff training & development

FTE information	FTE	FTE/1000 pop	Avg
FTE Staff	4.4	0.015	0.015
Staff Cost per FTE	£35k		£39k

Tabular meetings information 2015/16

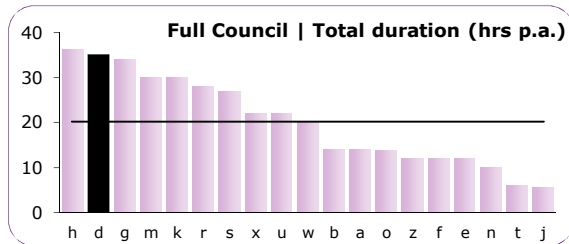
Own Authority				Avg length of meeting		No. of Meetings webcast
	Before 5pm	After 5pm	Total Meetings	Total hours	(hours)	
Full Council	8	0	8	35	4.4	8
Executive/Cabinet	0	5	5	10	2.0	0
Area Committees/Forums	8	8	16	29	1.8	0
Scrutiny	3	0	3	8	2.7	0
Other formal committees	0	15	15	45	3.0	0
Regulatory	37	0	37	108	2.9	21
Quasi-judicial	19	0	19	52	2.7	0
Schools appeals	49	0	49	120	2.4	0
Corporate Mgt/Directors Board	5	0	5	15	3.0	0
Shared Services Mgt Board	0	0	na	na	na	0
Police & Crime Panel	0	0	na	na	na	0
Health & Wellbeing Board	6	0	6	18	3.0	6
Informal Member (minuted)	7	0	7	16	2.3	0
Other	4	0	4	8	2.0	0
Total meetings	146	28	174	464	2.7	35



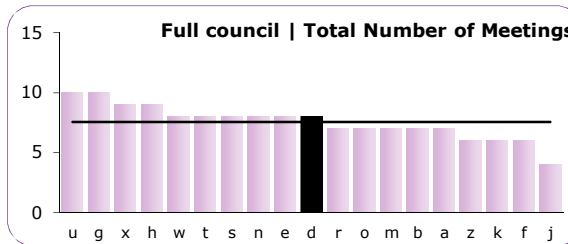
Averages				Avg length of meeting		No. of Meetings webcast
	Before 5pm	After 5pm	Total Meetings	Total hours	(hours)	
Full Council	2	6	8	20	2.7	3
Executive/Cabinet	4	6	10	12	1.2	2
Area Committees/Forums	13	33	46	56	1.5	0
Scrutiny	12	10	24	49	2.2	0
Other formal committees	6	7	16	32	2.0	2
Regulatory	16	8	24	61	2.5	4
Quasi-judicial	18	7	25	62	2.5	0
Schools appeals	94	2	96	155	2.5	0
Corporate Mgt/Directors Board	25	6	30	75	2.5	0
Shared Services Mgt Board	4	0	4	2	0.5	0
Police & Crime Panel	5	1	6	14	2.2	0
Health & Wellbeing Board	4	1	6	12	2.2	1
Informal Member (minuted)	10	5	14	25	1.7	0
Other	19	9	29	52	1.7	0
Total meetings	163	63	226	602	2.1	14

Meetings information 2015/16

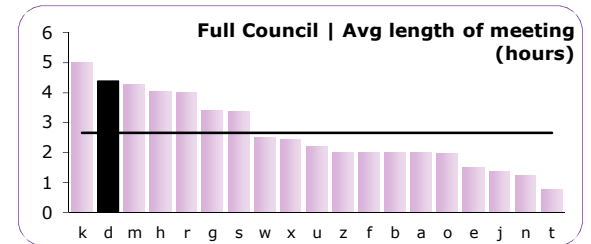
Total duration (hours per annum)



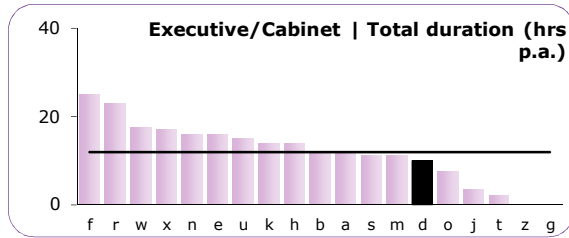
Total number of meetings



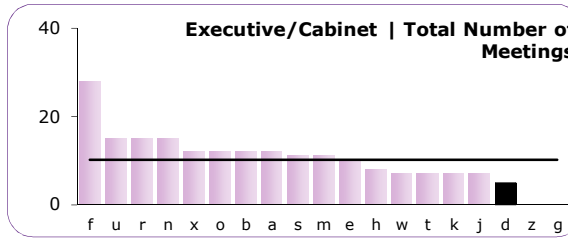
Average length of meeting (hours)



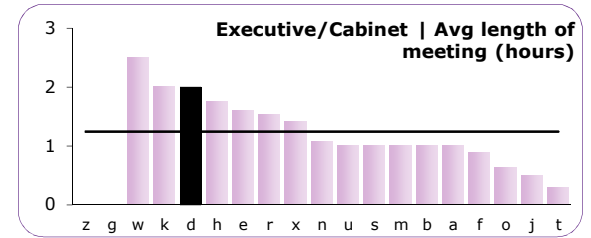
Executive/Cabinet | Total duration (hrs p.a.)



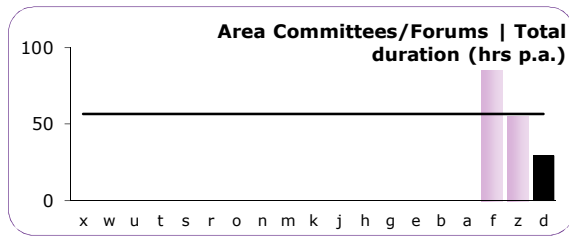
Executive/Cabinet | Total Number of Meetings



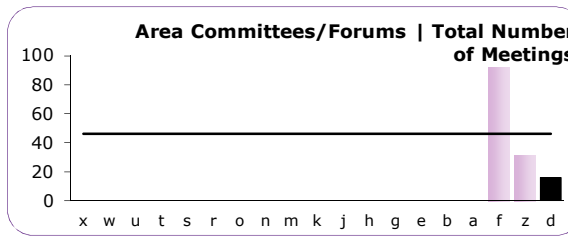
Executive/Cabinet | Avg length of meeting (hours)



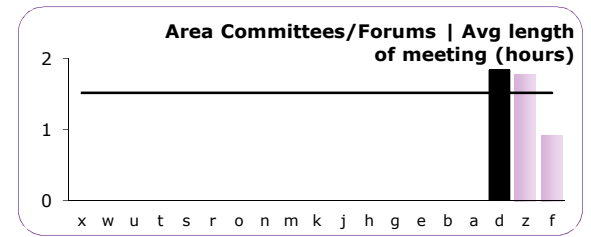
Area Committees/Forums | Total duration (hrs p.a.)



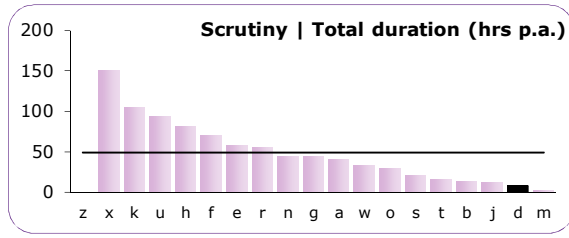
Area Committees/Forums | Total Number of Meetings



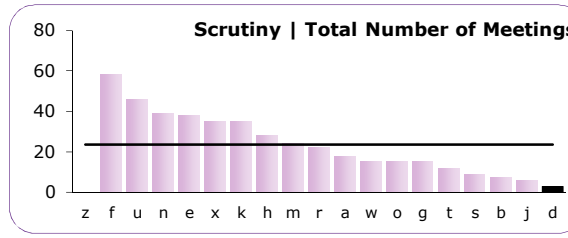
Area Committees/Forums | Avg length of meeting (hours)



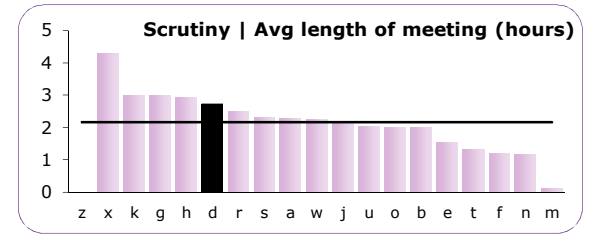
Scrutiny | Total duration (hrs p.a.)



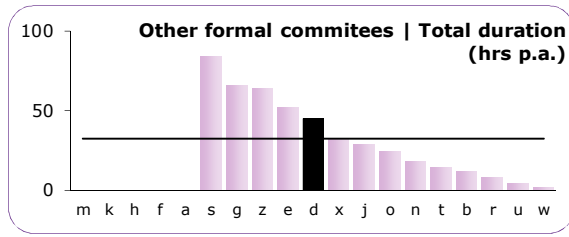
Scrutiny | Total Number of Meetings



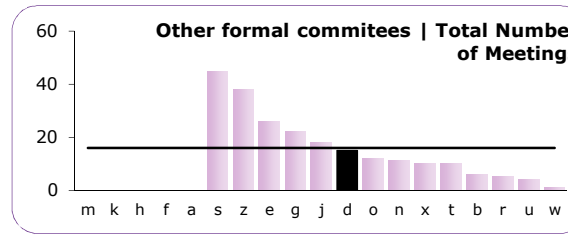
Scrutiny | Avg length of meeting (hours)



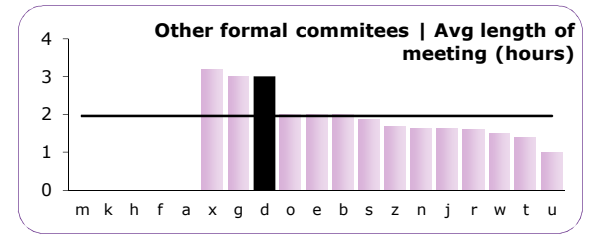
Other formal committees | Total duration (hrs p.a.)



Other formal committees | Total Number of Meetings

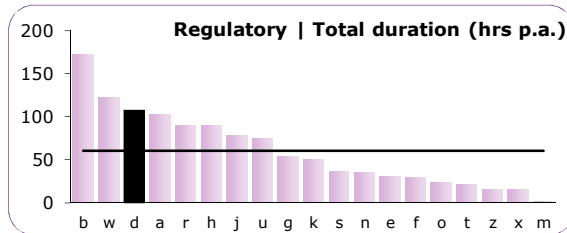


Other formal committees | Avg length of meeting (hours)

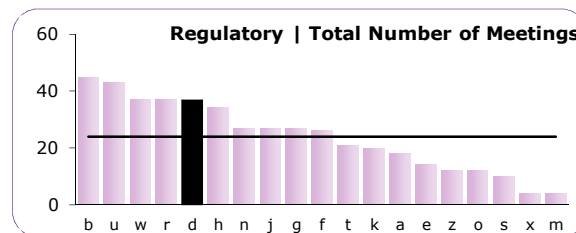


Meetings information 2015/16 (continued)

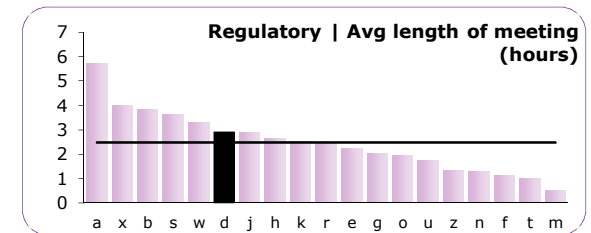
Total duration (hours per annum)



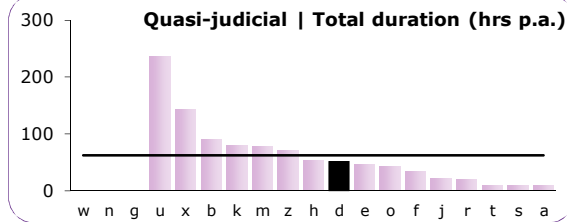
Total number of meetings



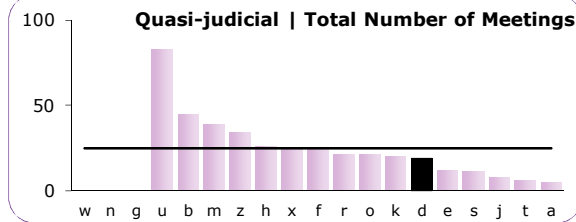
Average length of meeting (hours)



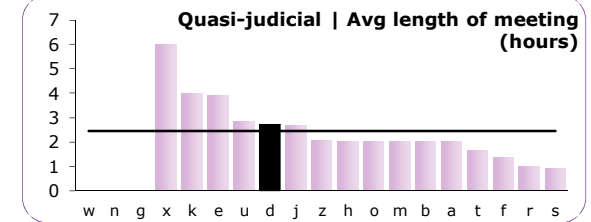
Quasi-judicial | Total duration (hrs p.a.)



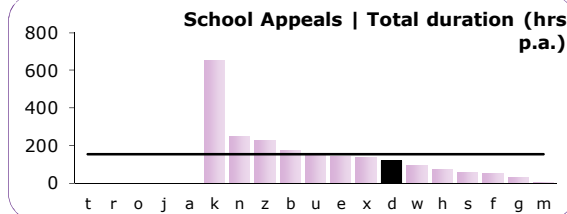
Quasi-judicial | Total Number of Meetings



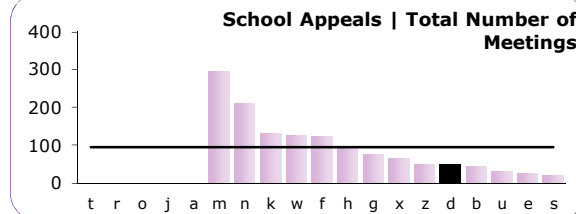
Quasi-judicial | Avg length of meeting (hours)



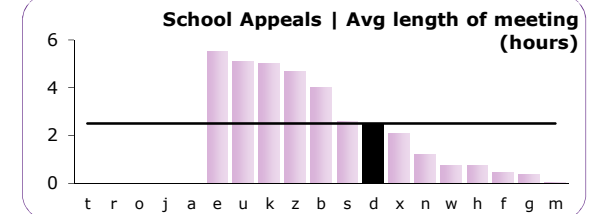
School Appeals | Total duration (hrs p.a.)



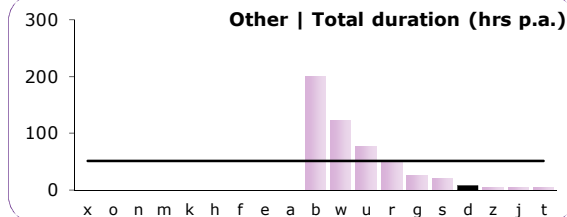
School Appeals | Total Number of Meetings



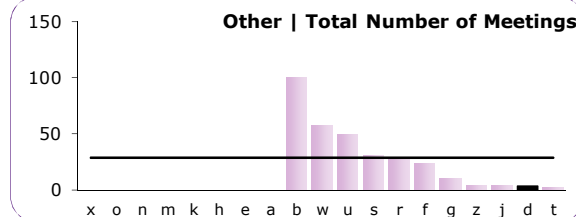
School Appeals | Avg length of meeting (hours)



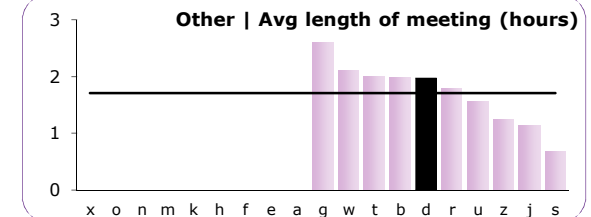
Other | Total duration (hrs p.a.)



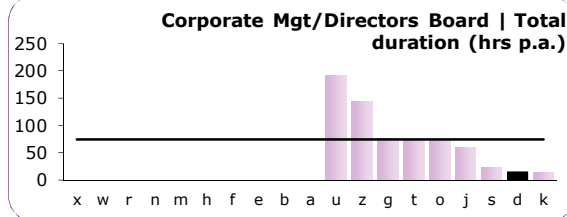
Other | Total Number of Meetings



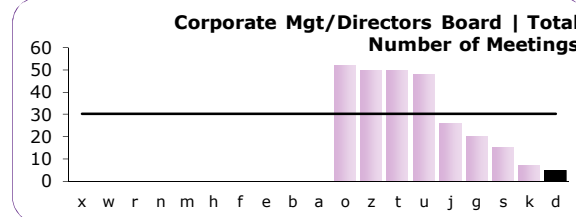
Other | Avg length of meeting (hours)



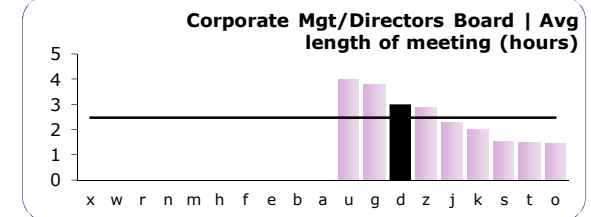
Corporate Mgt/Directors Board | Total duration (hrs p.a.)



Corporate Mgt/Directors Board | Total Number of Meetings



Corporate Mgt/Directors Board | Avg length of meeting (hours)

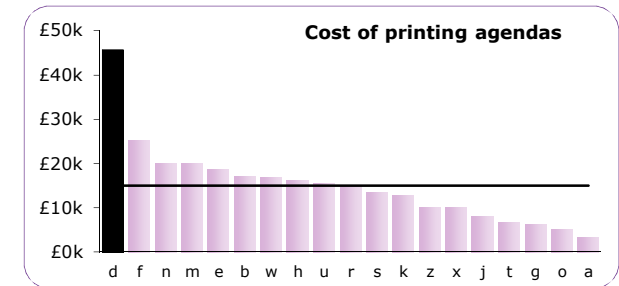
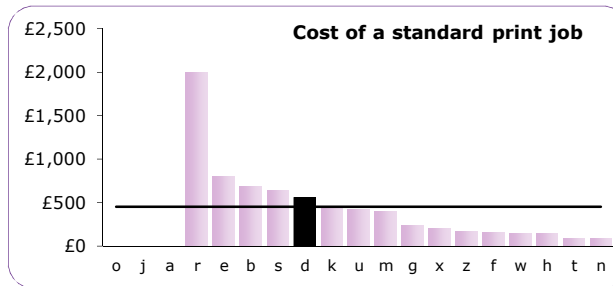


Services provided by Committee Support

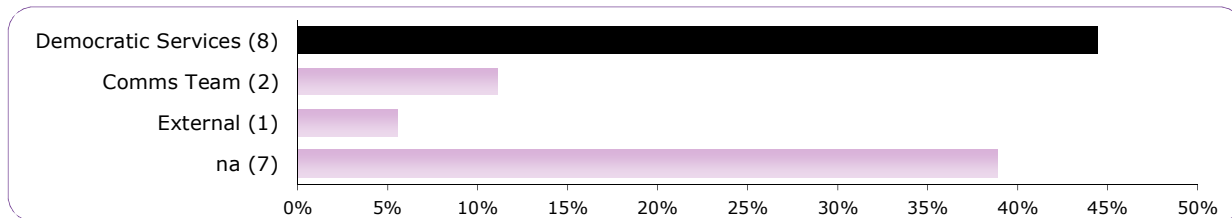
Services	Full Council		Executive/Cabinet		Area Committees / Forums		Scrutiny		Regulatory		Quasi-judicial		Schools appeals		Corporate Mgt/Directors Board	
	✓	Avg	✗	Avg	✗	Avg	✓	Avg	✓	Avg	✓	Avg	✓	Avg	✗	Avg
Preparation of reports	✓	84%	✗	63%	✗	5%	✓	74%	✓	58%	✓	42%	✓	37%	✗	16%
Attend pre-meeting	✓	95%	✗	58%	✗	11%	✓	79%	✓	63%	✓	63%	✓	37%	✗	5%
Produce agendas	✓	100%	✗	79%	✗	11%	✓	95%	✓	95%	✓	89%	✓	68%	✗	37%
Give procedural advice	✓	89%	✗	74%	✗	11%	✓	95%	✓	84%	✓	74%	✓	68%	✗	32%
Manage public	✓	95%	✗	79%	✗	5%	✓	89%	✓	89%	✓	84%	✓	58%	✗	0%
Present reports for others	✗	5%	✗	0%	✗	0%	✓	42%	✓	11%	✓	11%	✗	5%	✗	5%
Take minutes	✓	100%	✗	84%	✗	11%	✓	95%	✓	95%	✓	89%	✓	63%	✗	37%
Post meeting follow-up	✓	89%	✗	74%	✗	11%	✓	84%	✓	79%	✓	74%	✓	68%	✗	26%

Printing

Printing information		Avg
Cost of printing agendas	£46k	£15k
Cost of a standard print job	£560	£451



Webcasting - Who facilitates webcasting?



Do you offer webcasts which are:

	Live	Recorded	Streamed elsewhere
	Avg	Avg	Avg
Webcasts	✓ 42%	✓ 47%	✗ 0%

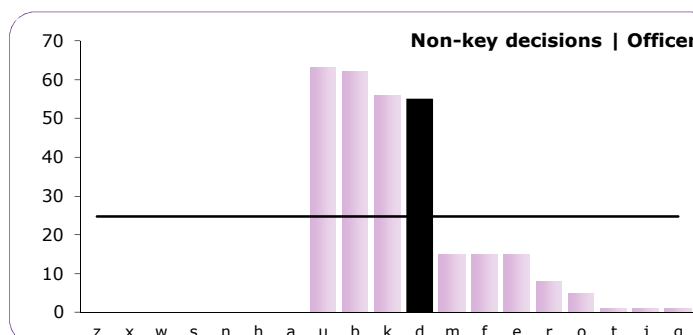
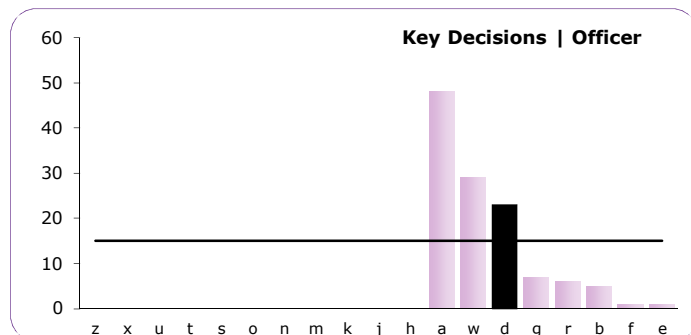
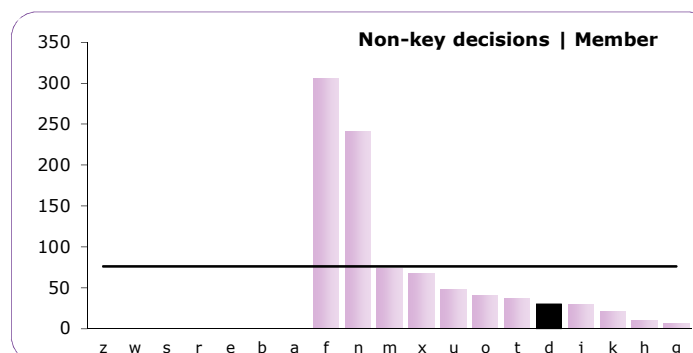
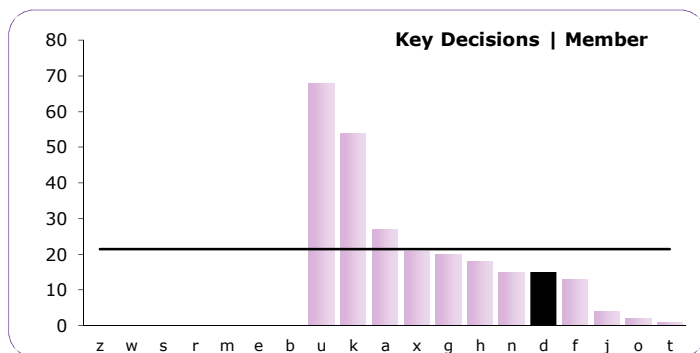
Distribution of Papers

Method of distribution	Hand Delivered		Post		Email		Secure Network		Apps		Other	
		Avg		Avg		Avg		Avg		Avg		Avg
Notifications	*	5%	*	26%	✓	89%	*	26%	✓	53%	*	11%
Full agenda	✓	37%	*	53%	*	63%	*	26%	✓	42%	*	26%

Provision of Papers

Provision of Papers	Libraries		Public		Press		Other	
		Avg		Avg		Avg		Avg
Do you provide papers to:	✓	42%	✓	74%	✓	58%	*	32%

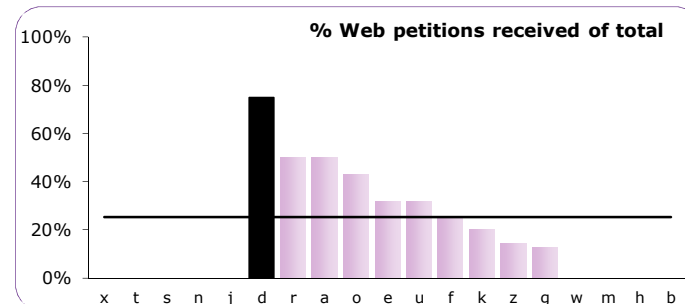
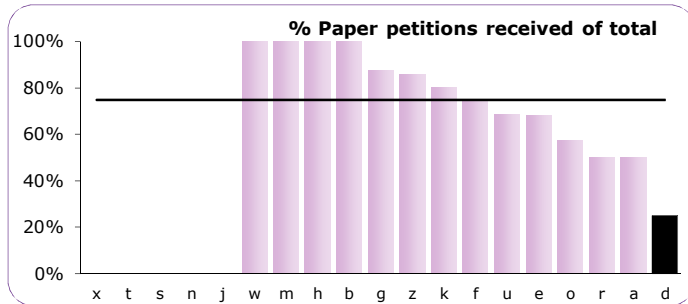
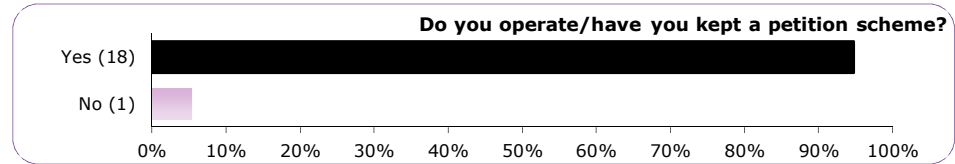
Individual Decisions



Decisions	Number	Avg
Key Decisions		
Member	15	22
Officer	23	15
Non-key Decisions		
Member	30	76
Officer	55	25

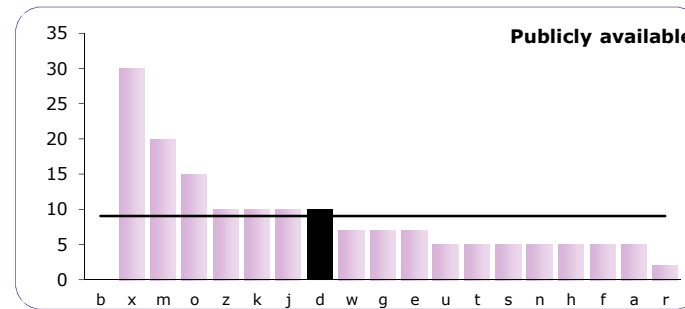
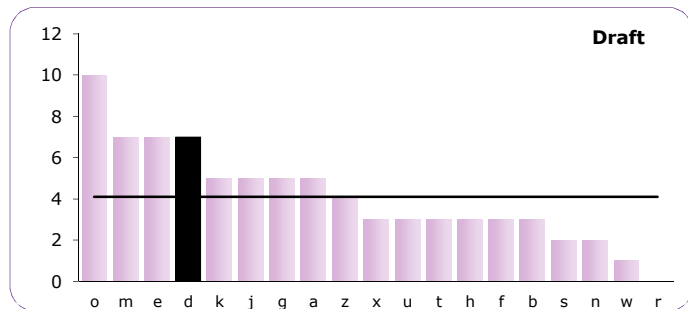
Petitions - Received during 2015/16

Petitions	Number	%	Avg
Paper	9	25%	75%
Electronic/Web	27	75%	25%



Engagement - Turn-around time for minutes (working days)

Turn-around time for minutes (in working days)	Number	Avg
Draft	7	4.1
Publicly available	10	9.1



Staff Compensation

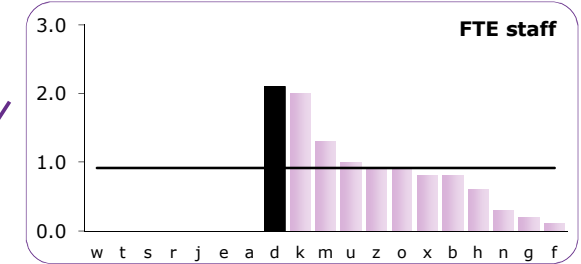
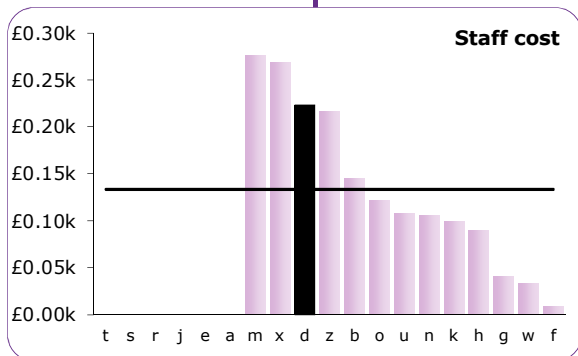
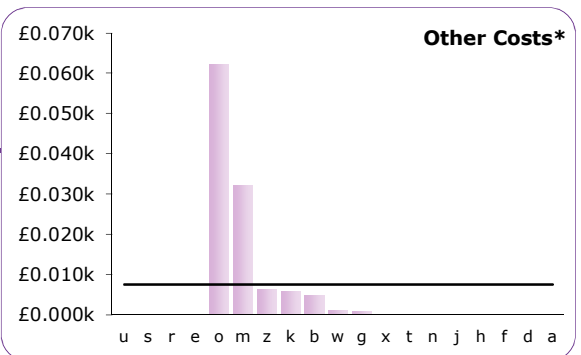
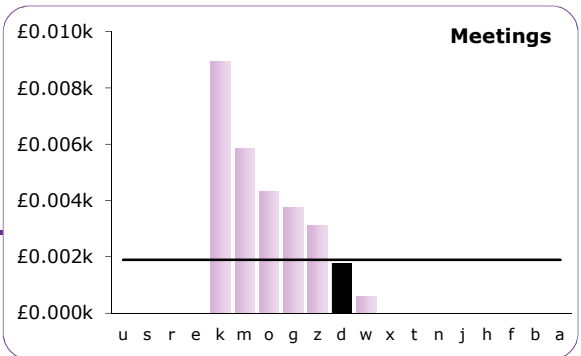
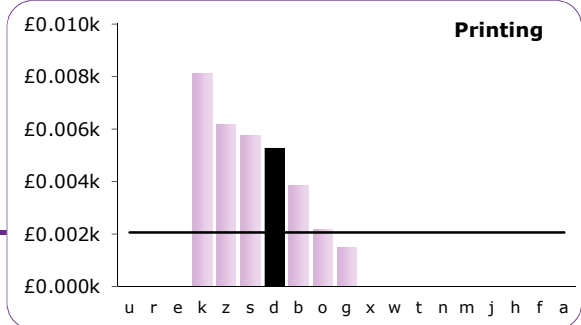
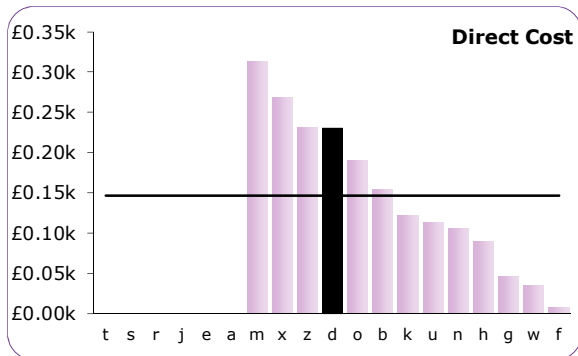
How are staff compensated for extra hours worked attending evening meetings?	Overtime	Time off in lieu	Flexitime	Other
	Avg	Avg	Avg	Avg
Staff compensation	* 26%	✓ 79%	✓ 84%	* 11%

SECTION 3 - SCHOOL APPEALS

Direct cost (£k) per 1,000 population 2015/16 actuals

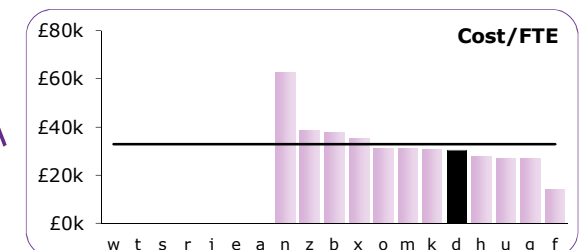
Direct costs	£	£/1000 pop	Avg
Staff cost	£63.7k	£0.223k	£0.133k
Printing	£1.5k	£0.005k	£0.002k
Meetings	£0.5k	£0.002k	£0.002k
Other costs*	£0.0k	£0.000k	£0.008k
Total cost	£65.7k	£0.23k	£0.15k

* Other costs includes staff travel to meetings and staff training & development

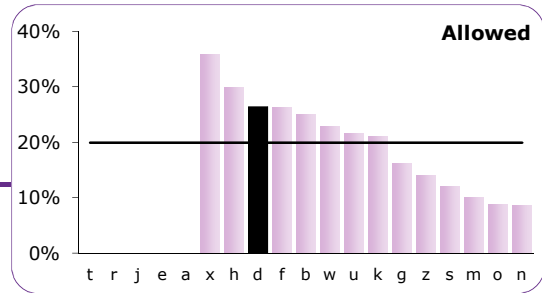
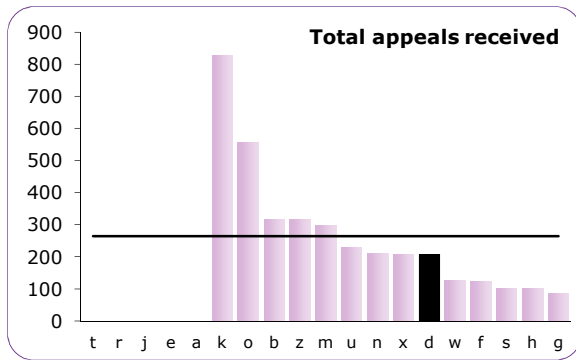


Population 285k

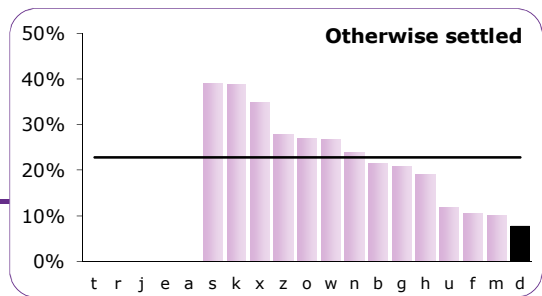
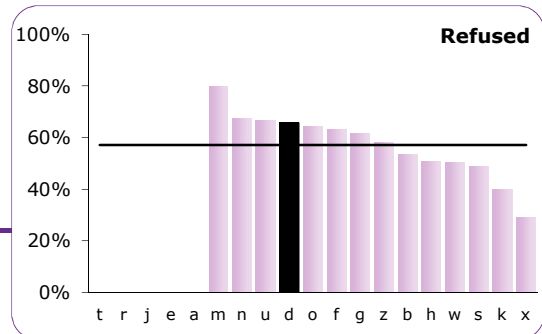
FTE information	FTE	Avg
FTE Staff	2.1	0.9
Cost per FTE	£30.3k	£32.8k



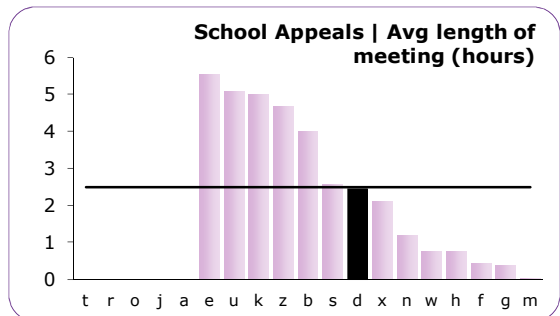
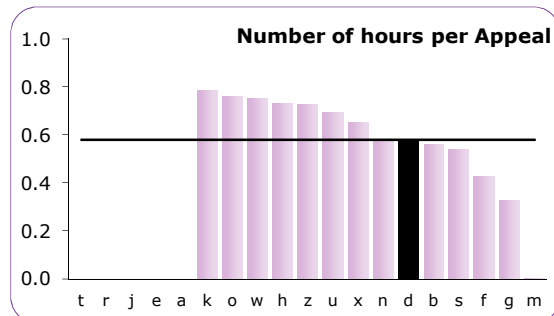
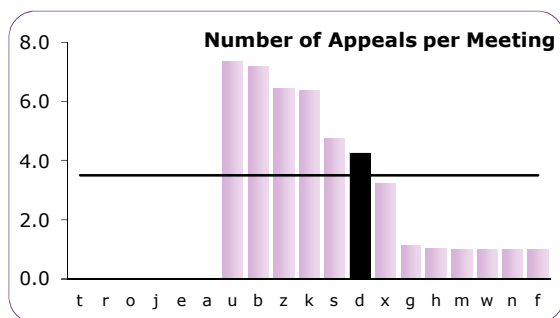
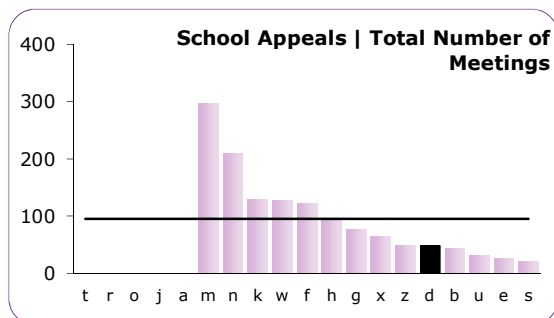
School Appeals Meetings



Appeals	Number	% Total	Avg
Selection reviews	205		84
Other admission	-		169
Exclusions	3		1
Transport Appeals	-		10
Total received	208		264
Allowed	55	26%	20%
Refused	137	66%	57%
Otherwise settled	16	8%	23%

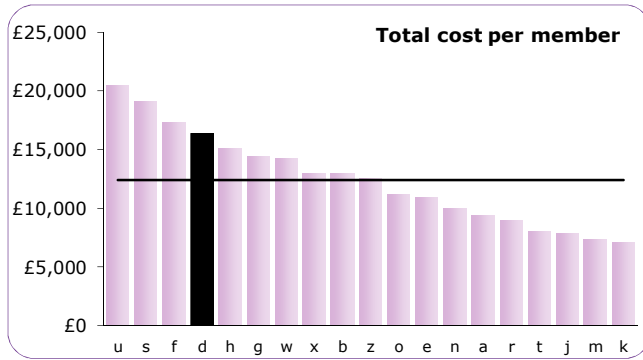


School Appeals	Number	Avg
Number of meetings	49	96
Appeals per meeting	4.2	3.5
No. of hours of hearings	120	164
Time per appeal (hours)	0.6	0.6
Avg meeting length (hours)	2.4	2.5



SECTION 4 - MEMBER SUPPORT

Cost per Member 2015/16 actuals



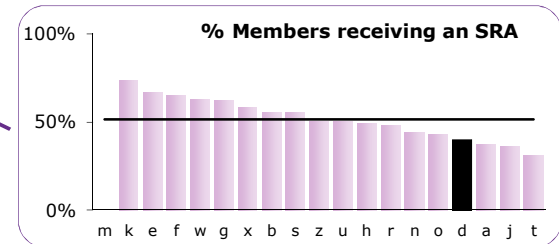
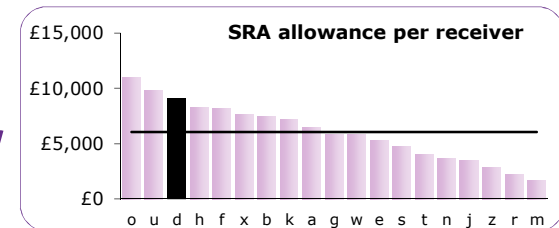
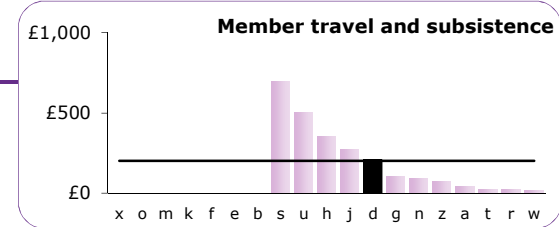
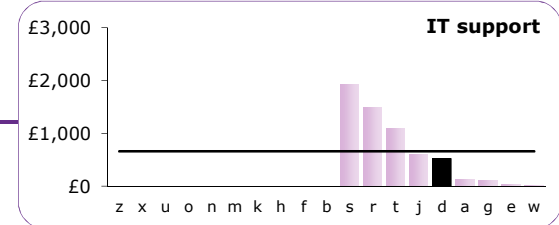
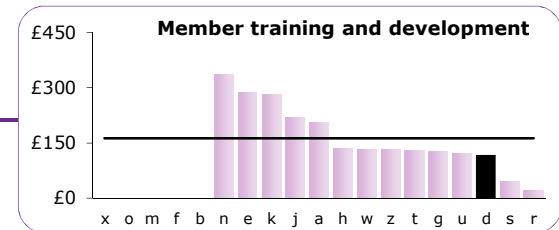
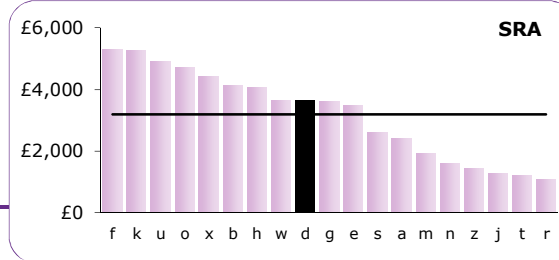
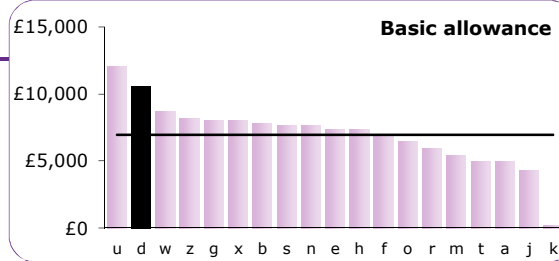
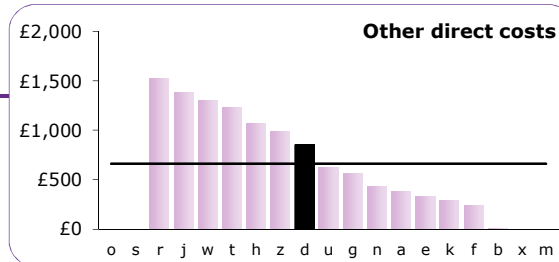
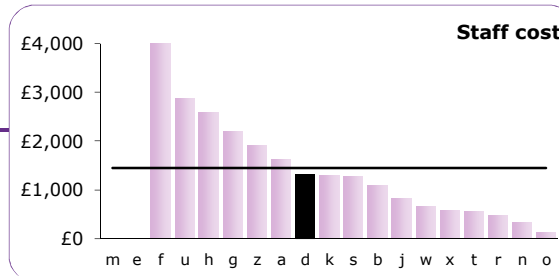
	Number	Avg
Council Members	60	51

Costs	£	£/ member	Avg
Staff cost	£78.8k	£1,313	£1,448
Member training and development	£7.0k	£117	£163
IT support	£31.7k	£528	£656
Member travel and subsistence	£12.5k	£208	£201
Other costs*	£0.0k	£0	£427
Basic Allowances	£635.0k	£10,583	£6,971
SRA	£217.1k	£3,618	£3,194
Total cost	£982k	£16,368	£12,422

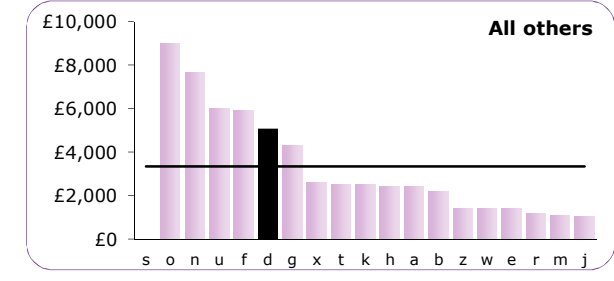
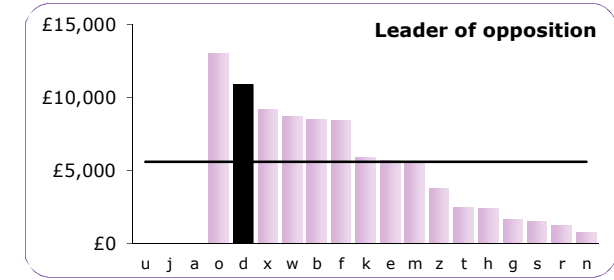
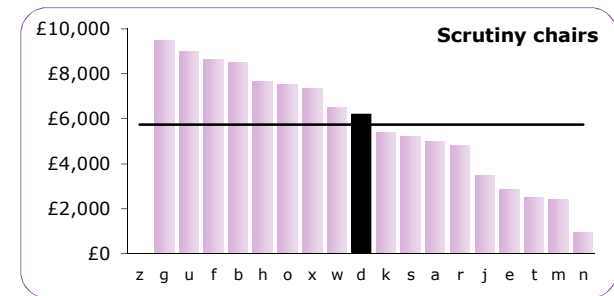
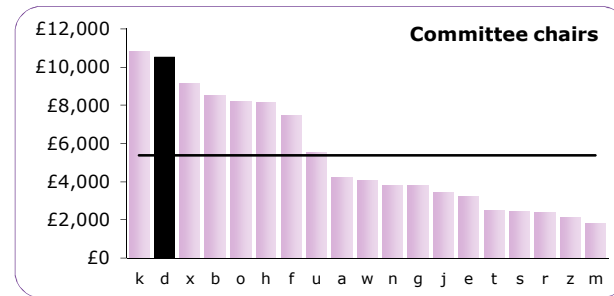
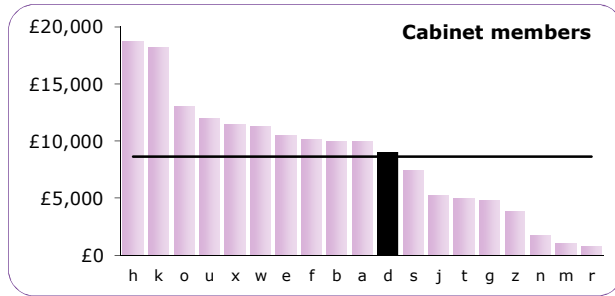
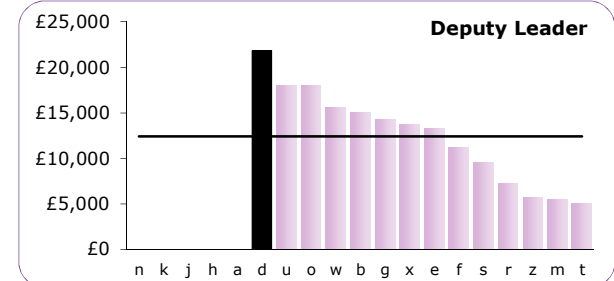
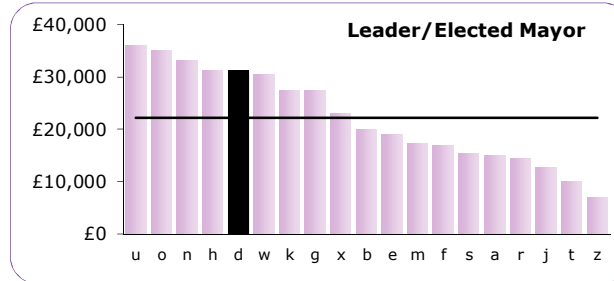
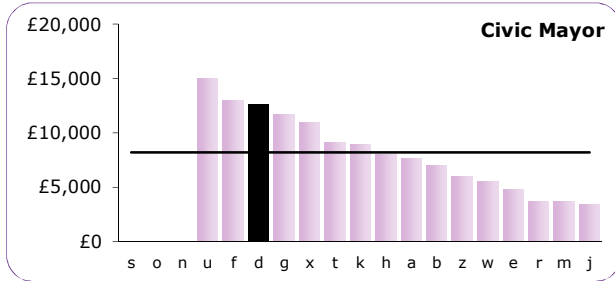
*Includes Training and development of staff to support members

FTE Information	FTE	Avg
FTE Staff	2.7	2.4
Staff Cost per FTE	£29k	£33k

SRA's	Number	Avg
Number receiving	24	40%
SRA per receiver		£9,046
		£6,025



Special Responsibility Allowances 2015/16



SRA's	2015/16 out-turn				2016/17 estimates		% change on year	
	Total £'000	No.	Average allowance	Avg	Average allowance	Avg	Average allowance	Avg
Civic Mayor	£12.6k	1	£12,600	£8,200	£12,800	£8,228	2%	0%
Leader/Elected Mayor	£31.2k	1	£31,200	£22,211	£31,500	£22,408	1%	1%
Deputy leader	£21.8k	1	£21,800	£12,427	£22,000	£12,237	1%	-2%
Cabinet members	£54.0k	6	£9,000	£8,632	£9,083	£8,600	1%	0%
Committee chairs	£73.6k	7	£10,514	£5,381	£10,614	£5,427	1%	1%
Scrutiny chairs	£6.2k	1	£6,200	£5,745	£6,300	£5,855	2%	2%
Leaders of opposition	£10.9k	1	£10,900	£5,597	£11,000	£5,620	1%	0%
All others	£60.8k	12	£5,067	£3,335	£4,500	£3,387	-11%	2%
Total	£217.1k	24	£9,046	£6,025	£8,829	£6,216	-2%	3%

Support Provided to Members

Services	Elected Mayor / Council Leader		Civic Mayor / Chairman		Opposition Leader		Executive / Cabinet		Back-benchers		Scrutiny	
	✓	Avg	✓	Avg	✓	Avg	✓	Avg	✓	Avg	✓	Avg
Case-work	✓	53%	✓	42%	✓	32%	✗	37%	✓	32%	✓	16%
Diary management	✓	68%	✓	84%	✓	21%	✗	47%	✗	26%	✗	21%
Handling press	✗	26%	✗	26%	✗	11%	✗	16%	✗	16%	✗	5%
Speech Writing	✗	32%	✓	53%	✗	5%	✗	5%	✗	5%	✗	5%
Travel arrangements	✓	79%	✓	84%	✓	74%	✗	68%	✓	74%	✓	53%
Learning & development	✓	79%	✓	68%	✓	79%	✗	74%	✓	79%	✓	63%
Others	✗	26%	✗	21%	✗	26%	✗	26%	✗	32%	✗	16%

Members IT Support

Hardware Provided	✓	Avg
Laptops	✓	68%
Tablets	✓	95%
Desktops	✓	53%
Smartphones	✓	74%
Other	✗	26%

Member Training

	✓	Avg
Is there any mandatory training?	✓	84%

If yes, is the following mandatory:

Planning	✓	Avg
	✓	100%

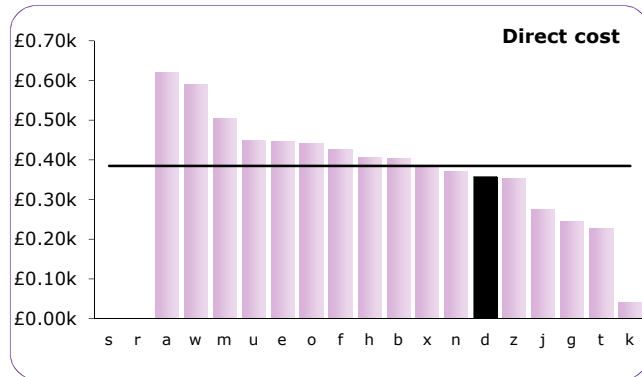
Licensing	✓	Avg
	✓	88%

Appeals	✓	Avg
	✓	63%

Other	✗	Avg
	✗	50%

SECTION 5 - CIVIC MAYOR'S (OR EQUIVALENT) OFFICE

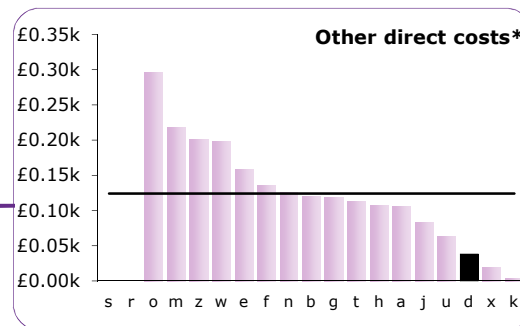
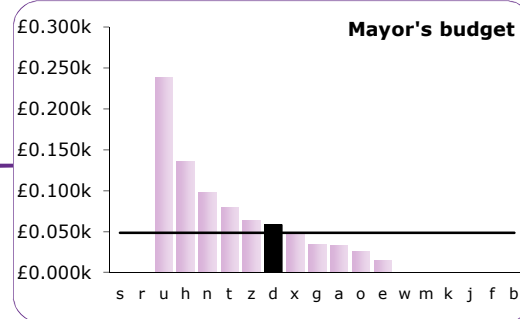
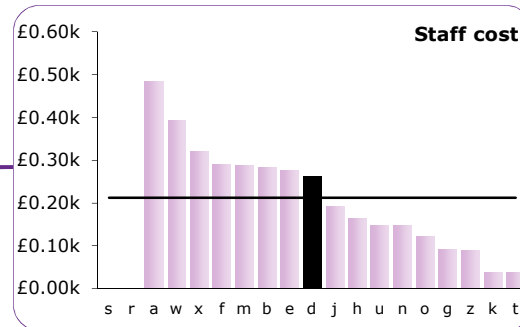
**Direct cost (£k) per 1,000 population
2016/17 estimates**



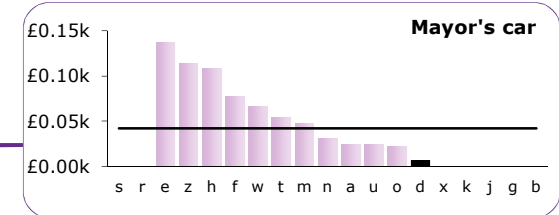
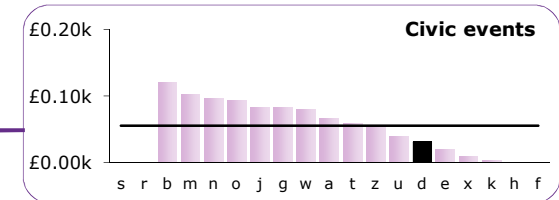
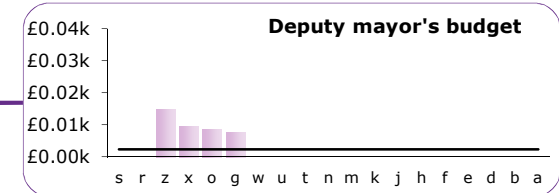
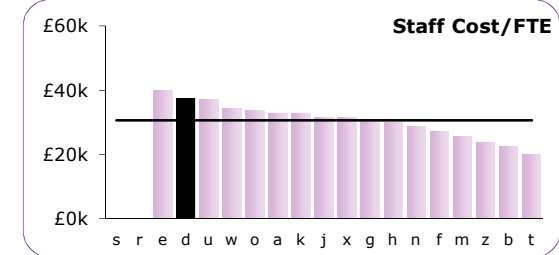
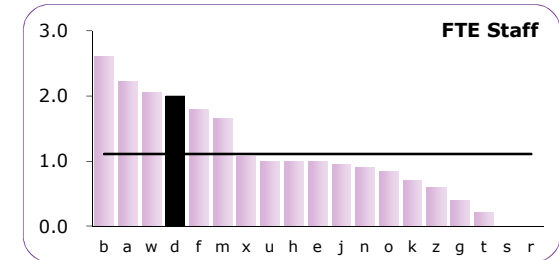
Population 285k

Costs	£	£/1000 pop	Avg
Staff cost	£74.7k	£0.26k	£0.21k
Mayor's budget	£16.7k	£0.06k	£0.05k
Deputy mayor's budget	£0.0k	£0.00k	£0.00k
Civic events	£9.0k	£0.03k	£0.06k
Mayor's car	£1.8k	£0.01k	£0.04k
Other costs	£0.0k	£0.00k	£0.02k
Total cost	£102.2k	£0.36k	£0.38k

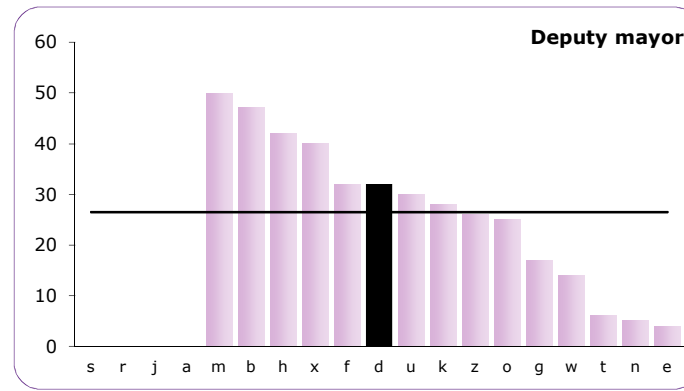
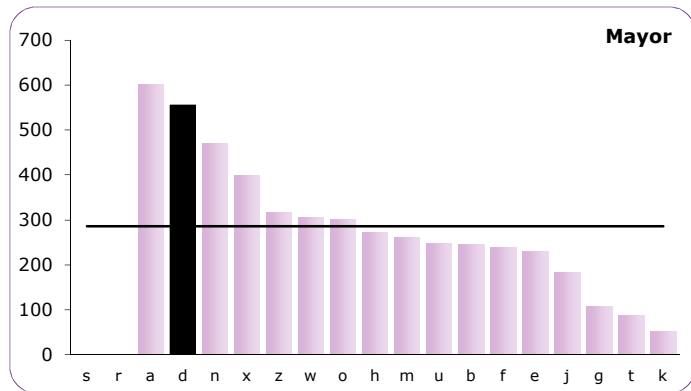
Staff		Avg
FTE Staff	2.0	1.1
Staff Cost per FTE	£37.4k	£30.5k



*Includes Deputy mayor's budget, Civic events, Mayor's car and Other costs.



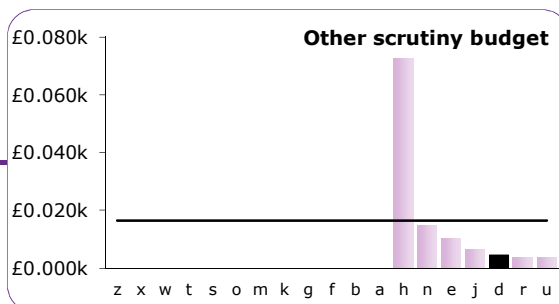
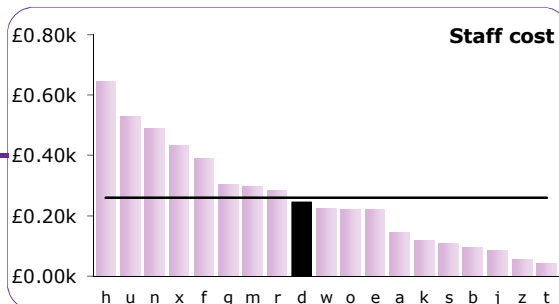
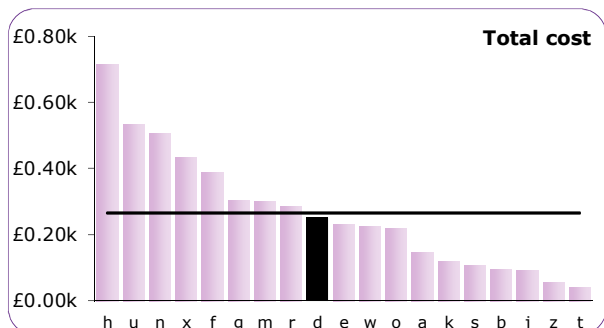
Engagements - 2015/16 municipal year



Engagements	Number	Avg
Mayor	555	286
Deputy Mayor	32	27

SECTION 6 - OVERVIEW & SCRUTINY

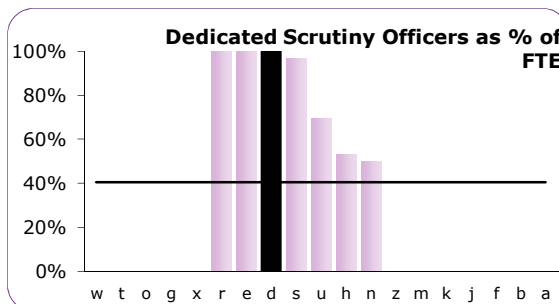
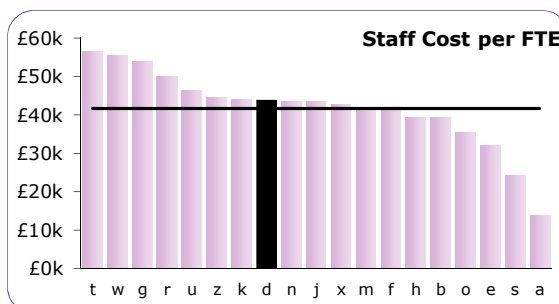
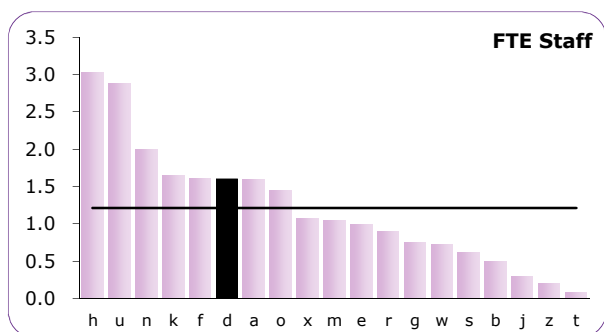
Cost (£k) per 1,000 population 2016/17 estimates



Population 285k

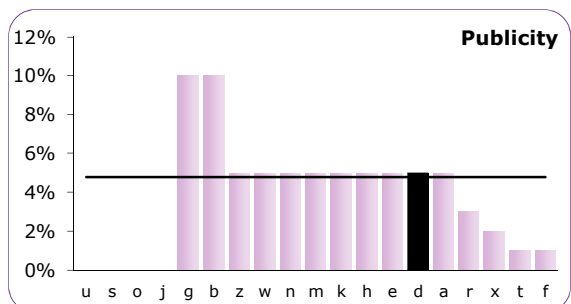
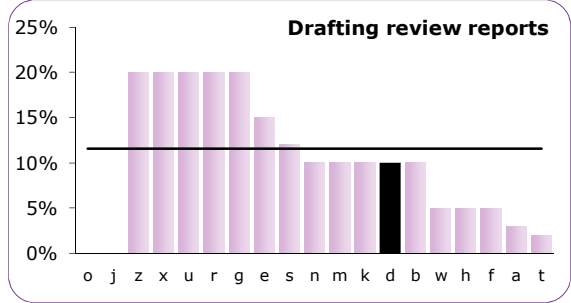
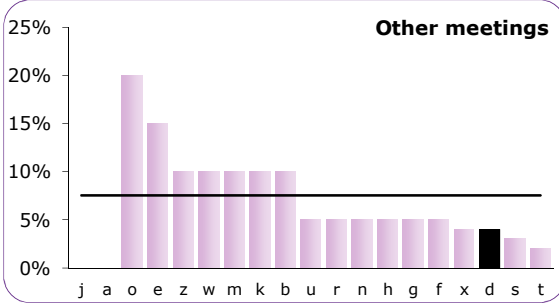
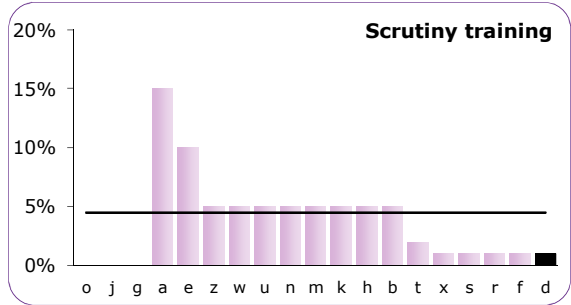
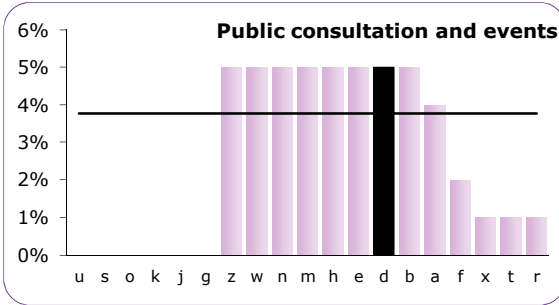
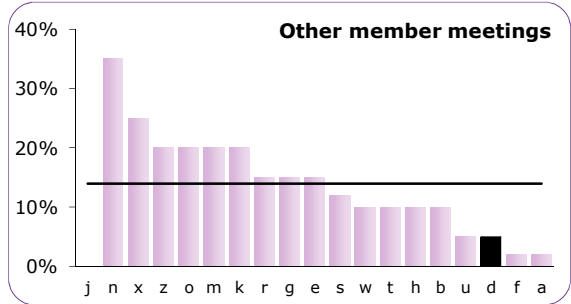
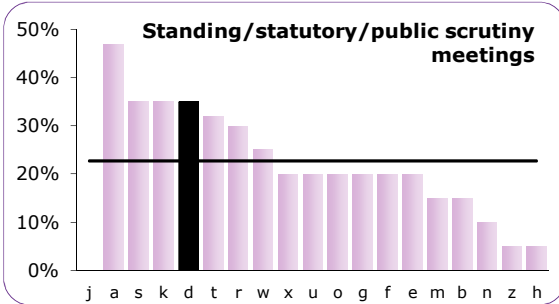
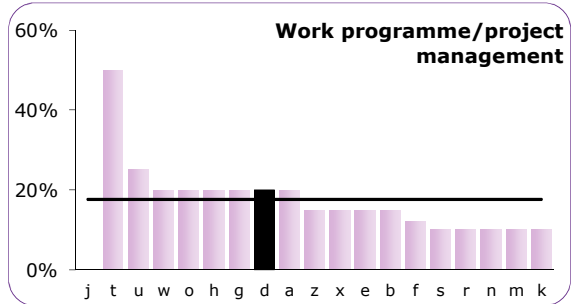
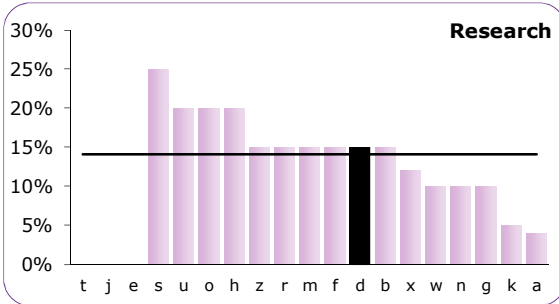
Costs	2016/17 budget			% change on year	
	£	£/1000 pop	Avg	Cost	Avg
Staff cost	£70.0k	£0.25k	£0.26k	-65%	-24%
Other scrutiny budget	£1.3k	£0.00k	£0.02k	-37%	-27%
Total cost	£71.3k	£0.25k	£0.27k	-65%	3%

FTE Information 2016/17 estimates



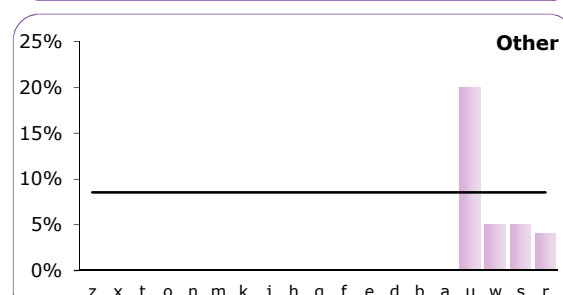
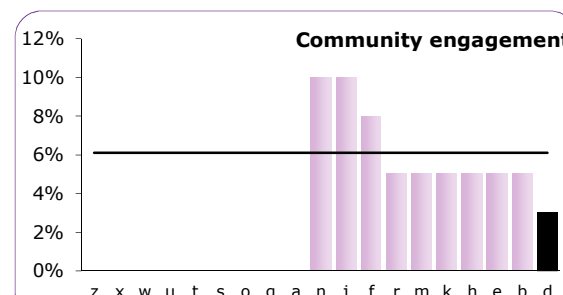
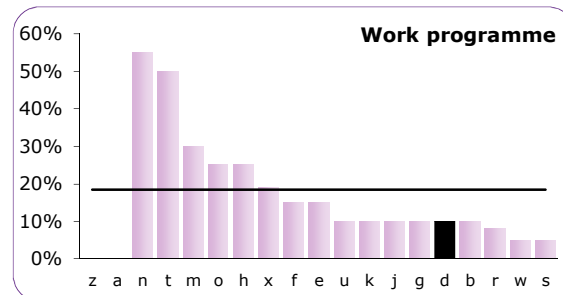
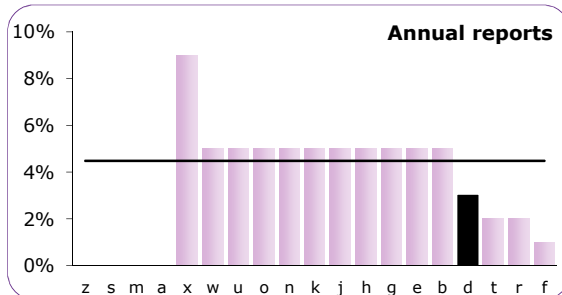
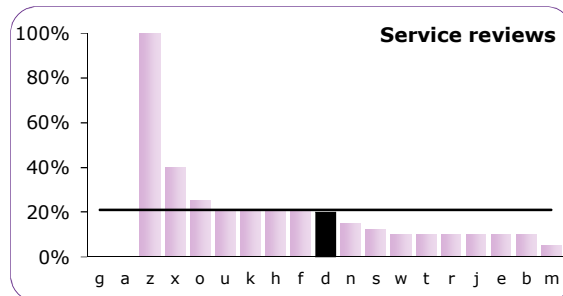
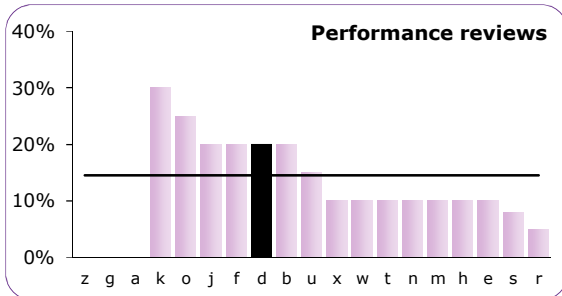
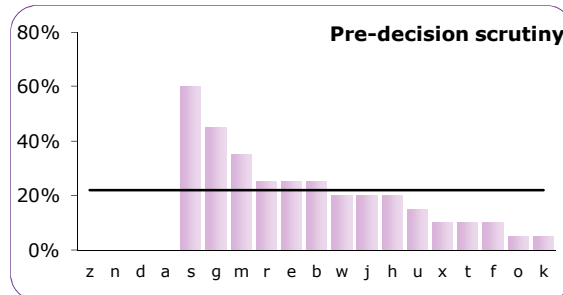
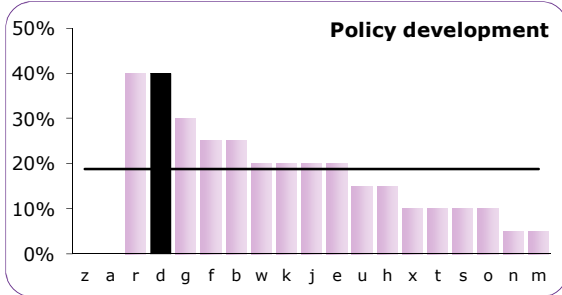
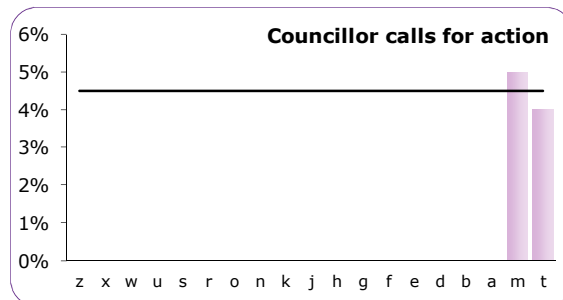
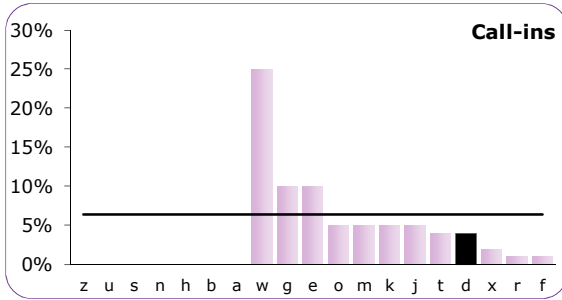
Staff information	Avg		% change on year	
FTE staff	1.6	1.2	-64%	-29%
Dedicated Scrutiny Officers FTE	1.6	0.7	-64%	-34%
Staff Cost per FTE	£43.8k	£41.6k	-3%	6%
Dedicated Scrutiny Officers / FTE	100%	41%		

Allocation of FTE by activity 2015/16



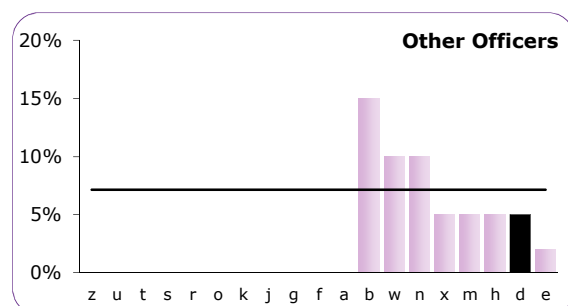
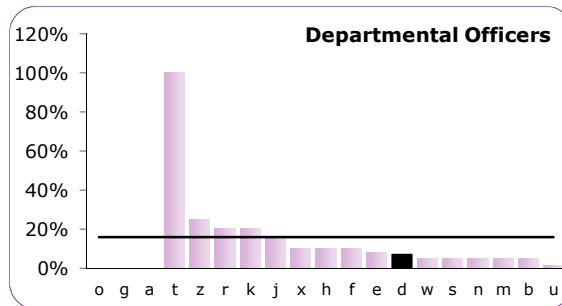
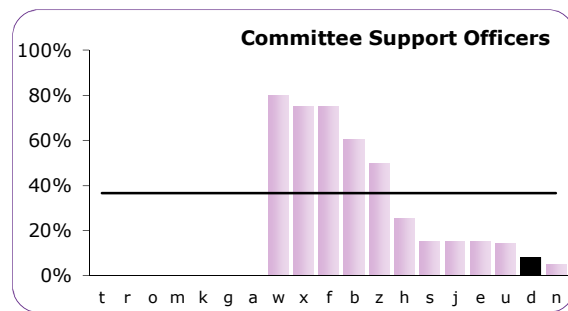
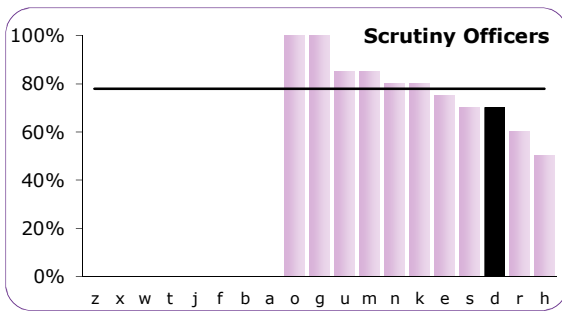
Allocation of staff time by activity	%	Avg
Research	15.0%	14.1%
Work programme/project management	20.0%	17.6%
Standing/statutory/public scrutiny	35.0%	22.7%
Other member meetings	5.0%	13.9%
Public consultation and events	5.0%	3.8%
Scrutiny training	1.0%	4.5%
Other meetings	4.0%	7.5%
Drafting review reports	10.0%	11.6%
Publicity	5.0%	4.8%
Other	na	11.3%

Scrutiny function time & effort by activity 2015/16

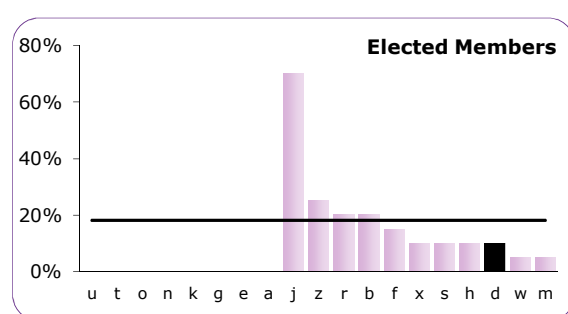


Time & effort by activity	%	Avg
Call-ins	4.0%	6.4%
Councillor calls for action	na	4.5%
Policy development	40.0%	18.8%
Pre-decision scrutiny	na	22.0%
Performance reviews	20.0%	14.6%
Service reviews	20.0%	21.0%
Annual reports	3.0%	4.5%
Work programme	10.0%	18.4%
Community engagement	3.0%	6.1%
Other	na	8.5%

Sources of support to Scrutiny function 2015/16



Sources of Support	%	Avg
Scrutiny Officers	70.0%	77.7%
Committee Support Officers	8.0%	36.4%
Departmental Officers	7.0%	15.7%
Other Officers	5.0%	7.1%
Elected Members	10.0%	18.2%



Additional workload information

Workloads	Number	Avg
Reports completed in 2015/16		
Councillor calls for action	0	0
Requested/generated by Scrutiny Committee/Chairman	12	32
Requested/generated by Cabinet	5	9
Requested/generated by Council departments	0	10
Items suggested by public & external organisations	0	2
Response to statutory consultations	2	4
Other	1	1
Total	20	57
Scrutiny reviews		
In-depth reviews undertaken	1	5
% recommendations accepted	90%	85%
Call-ins		
Total call-ins	0	4
No. referred back to decision-maker	0	0
No. amended of those referred back	0	0

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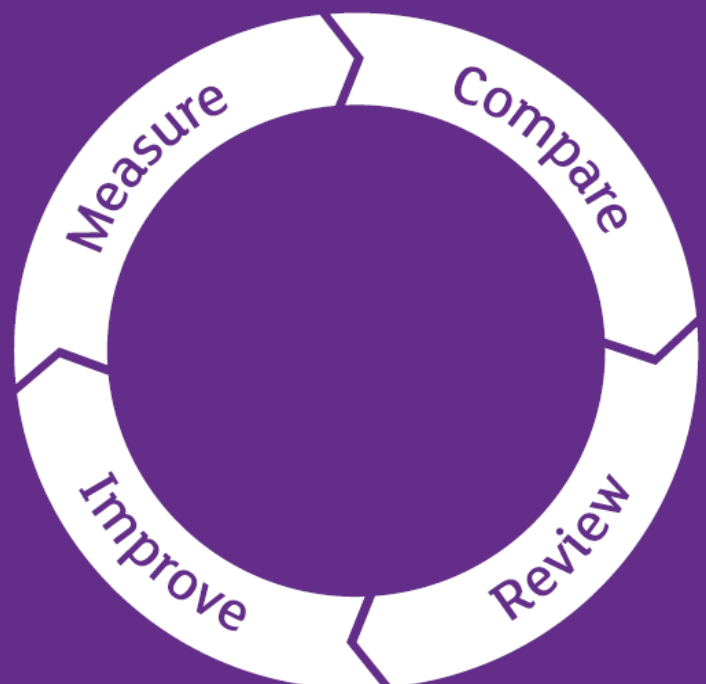
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