

## HUMAN RESOURCES BENCHMARKING CLUB 2017

Guidance and definitions for this questionnaire can be found on the "Guidance" sheet.

**Please read the "Guidance" sheet before completing the questionnaire.**

Throughout the questionnaire, you can link to the associated definitions and guidance by clicking on 'Go to Guidance' in the top right corner of each section. To return to the questionnaire please click on the 'Questionnaire' tab at the bottom of the window.

In order to try and reduce the problem we have of identifying zeros from missing KEY data, this year we have entered `..` in MOST data entry cells and you will notice that formulae e.g. totals and carry-forwards all show `..` before any data is entered. Only by overwriting all of the `..` in a table will the total be generated so please do not leave any `..` cells as they are. If the genuine figure is zero then please replace `..` with 0. If the figure is not known/not available, please replace the `..` with na.

**Please do not include any LA Schools data in this year's questionnaire. This year we are collecting LA Non-Schools data only.**

Please do not enter any comments or data outside the cells provided or within the return email, as these are processed automatically and your comment will not be seen. If you wish to make any comments, please enter these in the boxes below. **Change of contact details should be emailed separately to [Benchmarking@cipfa.org](mailto:Benchmarking@cipfa.org).**

If you do not have figures for the exact categories on the questionnaire, you should make an attempt to estimate the split, as we cannot use figures that are bracketed together and cut across two or more boxes.

### Comments

This box is here for you to explain local factors that have resulted in unusual figures or to make comments about the questionnaire. This box is restricted to <1024 characters.

# 1. SERVICE DELIVERY

Please read the guidance notes on this section.

To what extent was your Human Resources function outsourced during the period being benchmarked and what percentage of the function was delivered by each method?

(a) **IN-HOUSE** delivery

% Delivered

(b) **OUTSOURCED to a Shared Service Arrangement (SSA)**

% Delivered

*(with other LA's and/or with other public sector organisations)*

Name(s) of SSA partner(s)?	
1	
2	
3	
4	
5	

(c) **OUTSOURCED to an External Contractor**

% Delivered

*(inc. legal entities partly/wholly owned by your organisation)*

Name(s) of External Contractor(s)?	
1	
2	
3	

% Delivered

**Total % Delivered should equal 100%**

(d) **Comments regarding your service delivery**

..

## 2. HR FUNCTION

(a) Organisation HR Costs 2016/17

[Go to Guidance -->](#)

HR COSTS	(£'000)	(£'000)	(£'000)	(£'000)
	Central HR Total Costs (1)	Central HR Non-Core (2)	Local HR Core Costs (3)	CORE HR Costs: = (1)-(2)+(3)
<b>Direct Costs</b>				
Staff	..	..	..	..
Bought-in services *	..	..	..	..
Other running costs	..	..	..	..
<b>Subtotal</b>	..	..	..	..
<b>Indirect Costs</b>				
Accommodation	..	..	..	..
IT	..	..	..	..
Other central charges	..	..	..	..
<b>Subtotal</b>	..	..	..	..
<b>Outsourcing Costs</b>	..	..	..	..
<b>TOTAL HR COSTS</b>	..	..	..	..

\* Please outline any bought-in costs included above:

[Go to Guidance -->](#)

(b) HR Costs split between LA Non-Schools and Work for Other Bodies 2016/17

HR COSTS	(£'000)	(£'000)	(£'000)	(£'000)
	Central HR Total Costs (1)	Central HR Non-Core (2)	Local HR Core Costs (3)	CORE HR Costs: = (1)-(2)+(3)
LA Non-Schools	..	..	..	..
Work for other bodies	..	..	..	..
<b>TOTAL HR COSTS (as per 2(a) above)</b>	..	..	..	..
<b>HR FTE</b>				
	Central HR Total FTE (1)	Central HR Non-Core FTE (2)	Local HR Core FTE (3)	CORE HR FTE: = (1)-(2)+(3)
LA Non-Schools	..	..	..	..
Work for other bodies	..	..	..	..
<b>TOTAL HR FTE</b>	..	..	..	..

### 3. NUMBERS (NON-SCHOOLS only)

(a) Staff at 31st March 2017

[Go to Guidance -->](#)

Please ensure that Grand total for Organisation FTE in (i) and (ii) agree

**(i) Employment Status**

	LA Non-schools	
	Headcount	FTE
Full-time	..	..
Part-time	..	..
Zero-hours	..	..
<b>Grand total for Organisation</b>	..	..

**(ii) Contract Type**

	LA Non-schools	
	Headcount	FTE
Permanent	..	..
Fixed Term	..	..
Zero-hours	..	..
<b>Grand total for Organisation</b>	..	..
<i>CROSS CHECK: Grand total FTE in 3i &amp; 3ii should match</i>	..	..

**(iii) HR Work for Other Bodies**

	Number of Employers	Number of Employees (Headcount)	Number of Employees (FTE)
Police	..	..	..
Fire	..	..	..
Housing Associations, ALMOs, Trusts (incl. Leisure etc.)	..	..	..
LA Schools / Academies	..	..	..
Other Local Authorities	..	..	..
Other	..	..	..
<b>Total</b>	..	..	..

If Other, please specify below:

(b) Organisational Costs 2016/17

[Go to Guidance -->](#)

Total Paybill			£'000s
<i>of which those with zero hour contracts</i>			..
			..
Agency Staff	Headcount	FTE	£'000s
<i>of which long-term agency staff (more than 10 weeks)</i>	..	..	..
	..		..
Total Cost of Learning & Development			£'000s
			..

#### 4. TURNOVER (NON-SCHOOLS only)

(a) Employee Turnover 2016/17		Go to Guidance -->		
LA Non-Schools	Headcount Full-Time	Headcount Part-Time	Headcount Zero Hours	
Headcount at 31st March 2016	..	..	..	
Numbers leaving the organisation	..	..	..	
Numbers joining the organisation	..	..	..	
Net change in employment status	..	..	..	
<b>Headcount at 31st March 2017</b>	..	..	..	
<i>CROSS CHECK: Total headcount as given in 3a</i>	..	..	..	

  

(b) Reasons for Leaving 2016/17		Go to Guidance -->	
		LA Non-Schools Headcount	
Voluntary resignation		..	
Retirement		..	
Ill-health retirement		..	
TUPE - Academies		..	
TUPE - Other		..	
Redundancy - Voluntary		..	
Redundancy - Compulsory		..	
Expiry of Fixed Term Contract		..	
Non-successful completion of probation		..	
Dismissed		..	
All other causes		..	
Unknown		..	
<b>Total Numbers Leaving the Organisation (as per 4(a))</b>		..	
<i>CROSS CHECK: Total Numbers Leaving the organisation as given in 4a</i>		..	
Number of leavers with compromise/settlement agreements		..	

Example

(c) Service Length

**Of Total Reasons for Leaving Above:**

Left within two years

Left after two years

**Total Numbers Leaving the Organisation (as per 4(a))**

*CROSS CHECK: Total Numbers Leaving the organisation as given in 4a*

Comments on issues/difficulties with counting / estimating reasons for leaving:

LA Non-Schools  
Headcount

..
..
..
..

(d) Apprentices

Apprentice Headcount/FTE at 31st March 2016

+ Number of starters in year

- Number of apprenticeships completed in year

- Other leavers in year

**Apprentice Headcount/FTE at 31st March 2017**

When qualified, how many were offered employment with you?

Headcount on payroll

Total Headcount

Total FTE

Headcount on payroll	Total Headcount	Total FTE
..	..	..
..	..	..
..	..	..
..	..	..
..	..	..
..	..	..

(e) Recruitment

CIPFA is trialling this question in 2017. Completion is optional however your participation is appreciated.

Please feel free to give any feedback at the bottom of the questionnaire, as to whether this is useful data to collect and whether this information is easily obtained.

**(i) Success of Recruitment Campaigns**

Number of LA non-school positions advertised in year

Total number of applicants for LA non-school positions during the year

Total number of internal candidates hired to vacant LA non-school positions

Headcount

..
..
..

**(ii) Equality & Diversity Recruitment (E&D)**

Number of ethnic minority applicants in year

Number of ethnic minority applicants shortlisted

Number of successful ethnic minority applicants

Number of disabled applicants in year

Number of disabled applicants shortlisted

Number of successful disabled applicants

..
..
..
..
..
..

## 5. STRUCTURE (NON-SCHOOLS only)

(a) Age Structure 2016/17		Go to Guidance -->
Headcount as defined for Q3a(i).		Headcount LA Non-Schools
under 20		..
20-29		..
30-39		..
40-49		..
50-59		..
60-64		..
Over 65		..
<b>Total Headcount (as per Q3a(i))</b>		..
<i>CROSS CHECK: Total Headcount as given in 3a</i>		..
(b) Disabled Employees 2016/17		
% Disabled		LA Non-Schools ..
Local area % (refers to % of those economically active)		..
(c) Ethnic Minority Employees 2016/17		Go to Guidance -->
% Ethnic Minority		LA Non-Schools ..
Local area % (as defined in the census classification 5 to 18)		..

## 6. SICKNESS ABSENCE (NON-SCHOOLS only)

(a) Sickness Absence 2016/17		Go to Guidance -->	
		Avg days per FTE	% <= 4 weeks Short-term
			% >4 weeks Long-term
LA Non-Schools		..	.. %
<i>of which:</i>			
Social Care staff		..	.. %
(b) Attendance Management System 2016/17			
(i) Do you have a dedicated sickness team within HR?	-- please select --		
(ii) If you use an external management solution, who is the provider?			

## 7. OTHER WORKLOAD

[Go to Guidance -->](#)

(a) Average elapsed time (in working days) from a vacancy occurring to the acceptance of an offer for the same post (HRS4)

Average elapsed time (in working days) from a vacancy occurring to the acceptance of an offer for the same post

LA Non-Schools
..

(b) Disciplinary Actions (HRS8)

[Go to Guidance -->](#)

Formal Cases of disciplinary action

LA Non-Schools FTE (as per 3a)

**Cases of disciplinary action per 1,000 FTE**

LA Non-Schools
..
..
..

(c) Grievances (including harassment)

Formal Grievances

LA Non-Schools FTE (as per 3a)

**Grievances per 1,000 FTE**

LA Non-Schools
..
..
..

(d) Employment Tribunal Claims Lodged with LA Non-Schools

**LA Non-Schools**

	Brought forward 01/04/16	New in 2016/17	Withdrawn 2016/17	Settled 2016/17	Carried forward 31/03/17
Claims lodged with LA	..	..	..	..	..
Cases with tribunal	..	..	..	..	..
Cases appealed	..	..	..	..	..

(e) Whistleblowing

Number of 'whistleblowing' cases brought in year

LA Non-Schools
..



## 8. CORE HR FUNCTION STAFF at 31/03/2017

(a) Salary <span style="float: right; border: 1px solid white; padding: 2px;">Go to Guidance --&gt;</span>					
as at 31/03/2017	Central HR Total FTE (1)	Central HR Non-Core FTE (2)	Local HR Core FTE (3)	Core HR FTE = (1)-(2)+(3)	of Core HR: Work for other bodies
under £20k	..	..	..	..	..
£20-30k	..	..	..	..	..
£30-40k	..	..	..	..	..
£40-50k	..	..	..	..	..
over £50k	..	..	..	..	..
<b>Total HR FTE</b>	..	..	..	..	..
<i>CROSS CHECK: Total HR FTE as given in 2b</i>	..	..	..	..	..

  

(b) Qualifications <span style="float: right; border: 1px solid white; padding: 2px;">Go to Guidance --&gt;</span>					
as at 31/03/2017	Central HR Total FTE (1)	Central HR Non-Core FTE (2)	Local HR Core FTE (3)	Core HR FTE = (1)-(2)+(3)	of Core HR: Work for other bodies
Qualified	..	..	..	..	..
Part Qualified	..	..	..	..	..
None	..	..	..	..	..
<b>Total HR FTE</b>	..	..	..	..	..
<i>CROSS CHECK: Total HR FTE as given in 2b</i>	..	..	..	..	..
Number in training at 31/03/17	..	..	..	..	..
Professional qualifications other than CIPD included above:					

  

(c) Sickness Absence within Central HR	
	Avg work days per annum per FTE
Long-term sickness: >4 weeks	..
Short-term sickness: <= 4 weeks	..
<b>Total</b>	..

  

(d) Turnover within CORE HR	
	Core HR FTE
Number of Core HR Staff FTE at 31st March 2016	..
Numbers leaving the organisation 2016/17	..
Numbers joining the organisation 2016/17	..
Net change in contract hours 2016/17	..
<b>Number of Core HR Staff FTE at 31st March 2017</b>	..
<i>CROSS CHECK: Total Core HR FTE as given in 2b</i>	..

## 9. OTHER FUNCTIONS

### (a) Health & Safety 2016/17

[Go to Guidance -->](#)

#### (i) Health & Safety for your organisation

	FTE
Health and Safety Staff	..
	(£'000)
Staff Cost	..
Bought-in Services	..
<b>Total Cost</b>	..

If you have included a significant direct staff cost and bought-in services cost, please specify what you provide directly and what you buy in:

#### (ii) Reported injuries, diseases and dangerous occurrences per 1,000 FTE per year (HRS6):

Total number of reported injuries, diseases and dangerous occurrences	..
Average number of FTE for organisation	..
<b>Reported injuries, diseases &amp; dangerous occurrences per 1,000 FTE</b>	..

#### (iii) H & S enforcement notices issued against your organisation

Number of H & S enforcement notices issued against your organisation in 2016/17?	..
--	----

### (b) Occupational Health & Welfare (OH&W) for your organisation 2016/17

[Go to Guidance -->](#)

	FTE
Occupational Health & Welfare Staff	..
	(£'000)
Staff Cost	..
Bought-in Services	..
<b>Total Cost</b>	..

If OH&W is provided externally who is your provider?

Do you provide mediation services in-house?

-- Select --

If you use an external mediation service, who is your supplier?

If you have a Employee Assistance programme who is your provider?

## 10. SCRAPBOOK QUESTIONS

### (a) Budgetary Pressures

[Go to Guidance -->](#)

In response to budget pressures, what changes is HR making (or plan to make) in the following areas:

(i) Alternative methods of delivery - including internal restructuring and delivery via shared services or external contractors.

(ii) Governance issues arising from alternative methods of delivery.

(iii) Cost Savings / Income Generation.

(iv) Customer Care (e.g. self-service).

(v) other (including I.T. developments).

### (b) Attendance Management

If you use an external management solution, what savings have you achieved and what issues have arisen?

### (c) Improving Staff Engagement

Please outline any particularly successful methods of improving staff engagement in a climate of budgetary cuts.

**(d) Localised Pay Agreements and Living Wage**

(i) Have you considered implementing or have implemented localised pay agreements (including single status implementation)? If so, what savings, if any, were achieved?

(ii) Have you considered implementing or have implemented a Living Wage agreement (including single status implementation)? If so, what additional costs if any were incurred?

**(e) Outsourced Services**

If services are provided by your organisation and are outsourced, please list below and indicate by how much they are outsourced.

**(f) Apprentice Levy**

Will there be any impact to your organisation as a result of the introduction of the Apprentice Levy from April 2017?

**(g) Salary Sacrifice Schemes**

Do you offer any salary sacrifice schemes? If so, please detail below.

**(h) Business HR Departments**

What business relationship does your HR department have with schools?

## Comments/Feedback

With each exercise we seek to improve the quality of guidance and definitions supplied in the questionnaire. Please detail any questions where you felt the guidance was unclear or could be improved.

If you have any comments either about the content or ways we can improve the exercise please enter here.

Next year we will hope to further improve the content included in this year's exercise. If there are any questions or areas of HR that you feel we should add to the exercise please specify below.