

Payroll Benchmarking Club 2017

IMPORTANT GENERAL GUIDANCE

Guidance and definitions for this questionnaire can be found on the "Guidance" sheet. **Please read the guidance before completing the questionnaire.**

Throughout the questionnaire, links to the associated definitions and guidance can be found by clicking on the white '?' in the top right corner of each section. To return to the questionnaire 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 numerical 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 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 e-mailed separately to Benchmarking@cipfa.org.

COMMENTS

Please include comments regarding difficulties completing the questionnaire or other general points about your service that you feel would be of interest to other members. **Please do not use these cells to update contact information.** Email any such amendments to: benchmarking@cipfa.org.

..
..
..
..

Example Questionnaire

1. SERVICE DELIVERY

Service Delivery

?

Please read the guidance notes on this section

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

(a) **IN-HOUSE delivery**

(b) **OUTSOURCED to a Shared Services Arrangement (SSA)**
(with other LA's and/or with other public sector organisations)

Name(s) of SSA partner(s)?

(i)

(ii)

(iii)

(iv)

(v)

(c) **OUTSOURCED to an External Contractor**
(incl. legal entities partly/wholly owned by your organisation)

Name(s) of External Contractor(s)?

(i)

(ii)

(iii)

Total (a) + (b) + (c) % Delivered should be 100%

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

- Key strengths and weaknesses
- Planned changes
- Potential improvements

Example Questionnaire

2. COSTS

2016/17 actuals (or best estimate)

?

	[1] Central costs £'k	-	[2] Non-core costs £'k	+	[3] Local costs £'k	=	[4] = [1] - [2] + [3] Benchmark Payroll cost £'k
Direct Costs							
- Staff
- Bought-in services
- Postage & distribution
- Other running costs
Indirect Costs							
- Accommodation
- IT
- Other central charges
Outsourcing Costs
GROSS COST
FTE staff
Analysis of Income: Miscellaneous					Standard charge (£)		Income generated (£'000)
Advertising							..
Duplicate documents e.g. payslips, P60, P11D				
Mortgage enquiries				
Other* (please specify below)				
Total Income: Miscellaneous							..
*Please provide details for 'Other' if given above							

Example

Questionnaire

3. SELF-SERVICE / E-FORMS / ONLINE

(a) Variable Data

	Employees	Managers	New in 16/17?
Overtime, shift claims etc	-- Select --	-- Select --	-- Select --
Expense claims	-- Select --	-- Select --	-- Select --
Car-mileage claims	-- Select --	-- Select --	-- Select --
Sickness records	-- Select --	-- Select --	-- Select --
Annual Leave	-- Select --	-- Select --	-- Select --

(b) Standing Data

	Employees	Managers	New in 16/17?
Permanent amendments (Masterfile updates)		-- Select --	-- Select --
Contact details e.g. address, next of kin	-- Select --	-- Select --	-- Select --
Bank details	-- Select --	-- Select --	-- Select --
Other*	-- Select --	-- Select --	-- Select --

*Please give details of additional functions if you have selected the 'other functions' box above

(c) Output/Reports

	Employees	Managers	New in 16/17?
HR/Payroll data eg work patterns, sickness		-- Select --	-- Select --
Payslips	-- Select --	-- Select --	-- Select --
Other*	-- Select --	-- Select --	-- Select --

*Please give details of additional functions if you have selected the 'other' box above

(d) Other

	Employees (%) at 31/03/17	Managers (%) at 31/03/17
What percentage of employees and managers have access to self-service functions?	-- Select --	-- Select --
How is the Manager notified of a pending authorisation?	-- Select --	
Does the system have the facility to escalate authorisations?	-- Select --	

4. NUMBER OF EMPLOYEES PAID AND PAYSLEIPS PRODUCED 2016/17

(a) Employees/Payslips			
Number of employees (including schools and other bodies):	Positive input	Negative input	Total
Weekly paid
2-weekly
Monthly/4-weekly
Pensioners
Total
Annual number of payslips/payments :			
Input (centrally and other departments)

(b) Employers/Payslips				
	No. of Employers	No. of Employees/Pensioners	Annual no. of Payslips/Payments	2016/17 average income (£'000)
Work for main employer				
- Work for main employer		
Work for other bodies				
- Other LAs
- Police authorities
- Fire authorities
- Non LA schools education - Academies etc
- Other education - F.E colleges etc
- Pensions Funds
- All other* (ALMOs, Third sector organisations etc)
Sub-total
Total		
		<i>total as per 4(a)</i>

*Please give details of other organisations if you have completed the 'All other' row above

Example Questionnaire

(c) Schools

	No. of Schools	No. of Employees	No. of Payslips Payments	Recharge Income £'000
LA Maintained Schools 2016/17				
- Schools based teaching staff		
- Schools based non-teaching staff		
Total LA Maintained Schools
Non-LA Maintained Schools 2016/17				
- Academies (former LA Maintained School)
- Academies (outside LA Area)
- Free Schools
Total Non-LA Maintained Schools
Check from 4 (b)

	No. using Payroll	No. not using payroll
Analysis of Schools (in LA area) using LA Payroll at 31.3.17		
- LA Maintained Schools
- Academies (former LA Maintained School)
- Free Schools

	Yes/No
Is the teachers' annual service return/monthly data collection completed in the central payroll section?	-- Select --
If so does your payroll system produce the annual service return/monthly data collection?	-- Select --
Is the EOYC return completed in the central Payroll Section?	-- Select --
Does your payroll system produce the EOYC return?	-- Select --
Does your system automatically upload files to schools software e.g. SIMS/EMS?	-- Select --
Does your system downloads files from schools software e.g. SIMS/EMS?	-- Select --

5. OTHER WORKLOAD MEASURES

(a) Starters/Leavers		?
Including other bodies employees		
No. of starters		Total for year
No. of leavers		..
		..

(b) Manual/Special payments ?

	%	Total for year
Payments prepared outside normal payroll run due to internal error	<input type="text" value=".."/>	<input type="text" value=".."/>
Payments prepared outside normal payroll run due to external error	<input type="text" value=".."/>	<input type="text" value=".."/>
Other additional payments prepared outside a normal payroll run	<input type="text" value=".."/>	<input type="text" value=".."/>
Total number of payments	<input type="text" value=".."/>	<input type="text" value=".."/>

(c) Recovery of Overpayments ?

	%	Total for year
Overpayments due to internal error	<input type="text" value=".."/>	<input type="text" value=".."/>
Overpayments due to external error	<input type="text" value=".."/>	<input type="text" value=".."/>
Total number of payments	<input type="text" value=".."/>	<input type="text" value=".."/>

(d) Employers/Payrolls

Number of payroll maintained	<input type="text" value=".."/>
Number of payroll runs in 2016/17	<input type="text" value=".."/>

(e) Distribution of Payslips ?

% of payslips distributed:

Paper

	% of total
Direct to employee's home	<input type="text" value=".."/>
In bulk to remote sites	<input type="text" value=".."/>
To central workplace	<input type="text" value=".."/>

Electronic

E-payslips (distributed by employer)	<input type="text" value=".."/>
Self service (collected by employee)	<input type="text" value=".."/>

Total (should be 100%)

(f) E-Payslips/Self Service

Where e-payslips or self service payslips are the standard distribution option, are paper copies available on request?

(g) Pay dates ?

For the main monthly payroll for your authority, how many working days are there between your cut-off date and your pay date?

	Days
Official -	<input type="text" value=".."/>
Actual -	<input type="text" value=".."/>

Please select the day which payroll payments are made?

If the main monthly payroll date falls on a weekend/bank holiday, when do you pay?

(h) Dormants

Number of dormant unpaid employee records on Masterfile at year end

at 31/03/16	at 31/03/17
..	..

Memorandum:

How often do you delete dormant/unpaid employee records?

-- Select --

(i) Multiple employments

Where an employee has more than one **contract** of employment with the main employer what payslip(s) do they receive

-- Select --

Please give details of additional functions if you have selected the 'Other' above

..

6. PAYROLL STAFF

(a) Pay levels at 31st March 2017

	FTE staff
under £20k	..
£20-25k	..
£25-30k	..
£30-35k	..
over £35k	..
Total	..

(b) Staff turnover

	FTE staff
Staff on 31st March 2016	..
Joining Payroll section (open 1st April 2016)	..
Leaving Payroll section (closing 31st March 2017)	..
Staff on 31st March 2017 (FTE)	..

(c) Agency staff

(for members for whom this is a material cost)

	FTE staff
FTE agency staff	..
Average cost per hour	£ ..

(d) Sickness absence ?

Avg work days pa
per FTE

Long-term sickness
Short-term sickness
Total

..
..
..

(e) Staff experience ?

FTE staff

Under 1 year
1-5 years
Over 5 years
Total

..
..
..
..

(f) Payroll qualifications ?

Staff
(FTE)

Qualified
Part-Qualified
Non-Qualified
Total Staff

..
..
..
..

Trainees (actively training)

..

Example Questionnaire

7. STRUCTURAL/IT ARRANGEMENTS

IT Information 2017

Do you have integrated Payroll/HR systems?

-- Select --

Do you have any other integrated systems?

-- Select --

In which department does your Payroll function sit?

-- Select --

Name and version of main payroll software

Software/system used

-- Select --

Version: (eg. 11i)

--please enter--

Number of other payroll software in use.

-- Select --

How is your payroll system hosted?

-- Select --

If you answered 'third party' - who is your host?

Other (please over write)

Are you a member of your software user-group?

-- Select --

Are you planning to change your software?

Select --

If yes, please give details

Does your system interface with Pension provider systems?

- LGPS
- TPS
- Other

Upload

Select --

-- Select --

-- Select --

Download

-- Select --

-- Select --

-- Select --

8. AUDIT

General Information 2017

Did your Payroll section have an HMRC audit/ compliance check in 2016/17?

-- Select --

If yes, were you assessed as being low risk or not low risk?

-- Select --

Please briefly describe any major issues that arose and what actions were required to be taken

12. SCRAPBOOK QUESTIONS

(a) Budget Pressures

?

In response to budgetary constraints, what changes have you made or plan to make (in the short-term and long-term) in delivering your service:

(i) Internal delivery structures - including use of agency staff and consultants.

(ii) External delivery structures - including via shared services, use of external contractors and Governance issues arising.

(b) Self-Service

(i) If employees have access to online expenses, how do you deal with/process the receipts?

(ii) How do you verify self-service input?

(c) Work For Other Bodies

Please describe the basis on which you charge for providing a payroll service to other bodies including schools.

(d) Real Time Information

What issues have you had with complying with HMRC's Real Time Information initiative?

(e) Auto-enrolment Figures

What issues have you had in complying with implementing auto-enrolment?

(f) Staffing

(i) What level of checking do you do on the monthly payroll (e.g. 100%, spot check etc)?

(ii) What recruitment issues or staff retention problems have you had in the past year (if any)?

(g) Developments & Initiatives

If during 2016/17 your payroll service has developed any particular initiatives (not mentioned elsewhere) that you would be willing to share with other members of the club, please describe these here.

Examples could include cost-saving measures, income-generation initiatives (e.g. charging re TUPE transfers), improvements in the output of the system (e.g. useful reports) or improvements in customer service.

Example Questionnaire