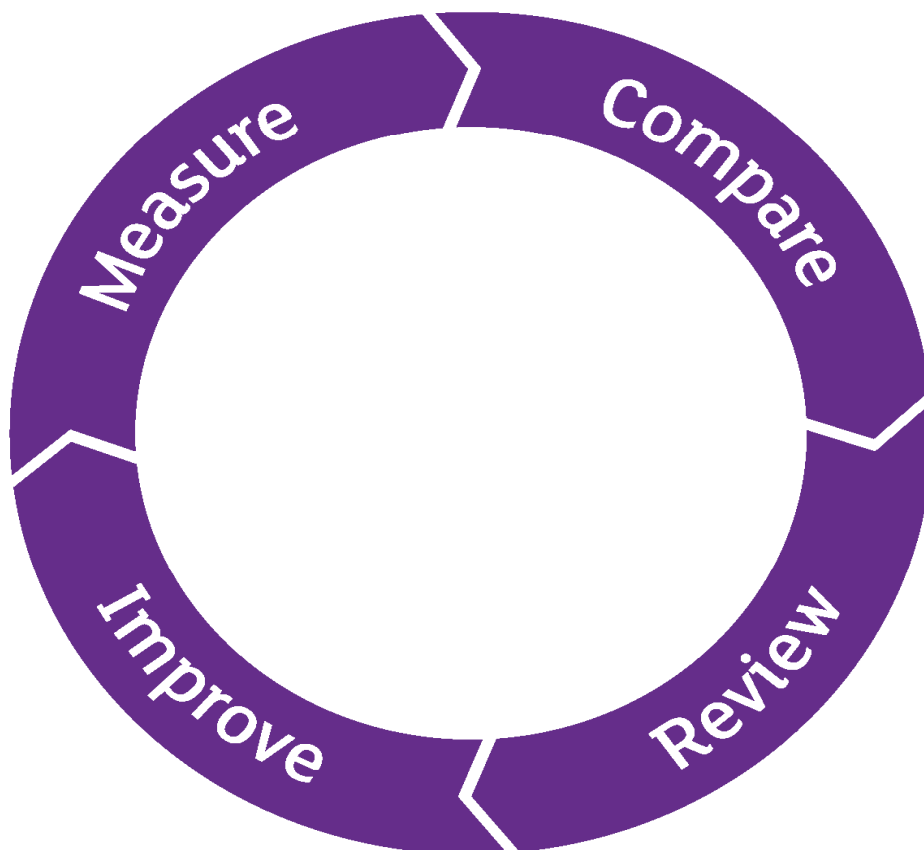


Analytics & Research

human resources benchmarking club

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.

Introduction

This report closely follows the order of the questionnaire and you may find it helpful to have a copy of your questionnaire to hand when looking through the report.

The report contains a great deal of information that we hope you will find interesting and useful in the management of Human Resources. However, unlike our other benchmarking reports, it has little direct cost or performance comparisons.

Our aim is to produce benchmarks that are reasonably accurate, but they cannot possibly be precise to the nearest penny. Therefore, members should bear in mind that we are looking for their best estimates throughout the questionnaire, and they are encouraged not to spend unreasonable amounts of time and effort on obtaining absolutely precise figures.

At the end of the Benchmarking process, your authority will also receive supplemental materials which will provide further depth to this report:

- **Interactive report:** an Excel spreadsheet containing all the bar charts found in this report. The user can change the charts to show custom comparator groups.
- **Database:** an Excel spreadsheet containing all data submitted by club members in 2017. The user can also populate a copy of the questionnaire with the data for any member.
- **Narrative report:** a report containing an analysis of the responses to the text based parts of the questionnaire.

We hope you find the report useful. Please let us know any ideas you have that could help improve the exercise.

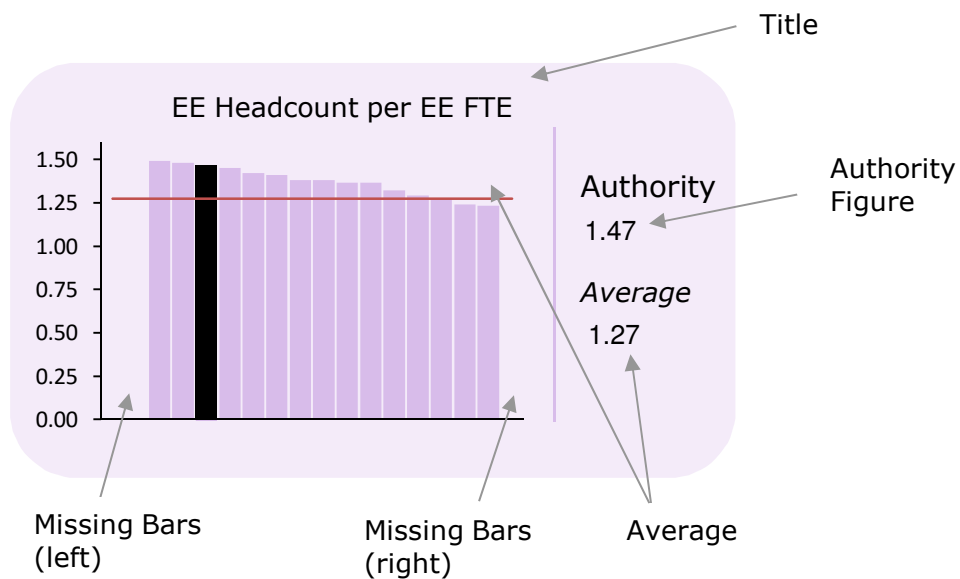
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USEFUL INFORMATION

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 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 they show.

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



Title: Title of the graph

Authority: Figure for your authority

Average: The average figure of all the authorities included in this report

Purple Bars: Represents each authority

Black Bar: Your authority's figure

Missing Bars (left): Missing data or data that has been excluded. (Figures are not included in the average)

Missing Bars (right): Represents values that are 0 and have been included in the average

CIPFA HR Benchmarking Club 2017

Contents

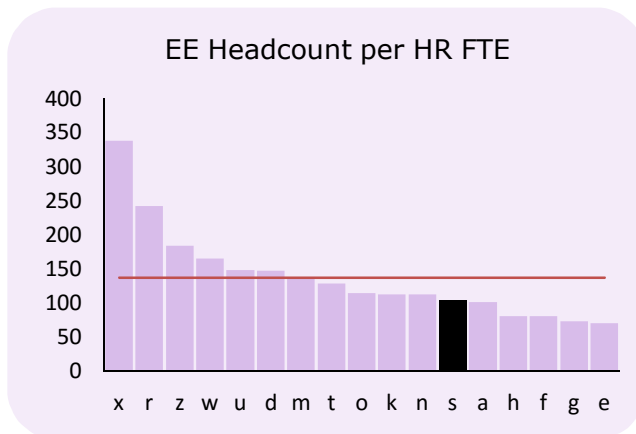
Section	Start Page
1 Summary	6
2 HR Cost Analysis & Workload	8
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4 Workload Events	19
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6 Organisation Performance Indicators	27
7 HR Work For Other Bodies	29
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9 Occupational Health & Welfare	31

SECTION 1. SUMMARY

HR Cost Performance 2016/17 - Non-Schools Staff (excl. other bodies)

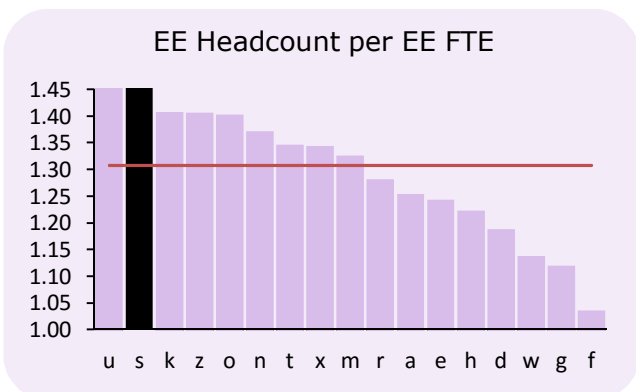
Core HR Costs 2016/17	£'000	Avg
Core HR Cost	6,204	1,863
Core HR FTE	115.2	37.0
	No.	Avg
FTE	8,001.6	3,385.8
Headcount	11,966	4,472
Headcount per EE FTE	1.50	1.31
HR Cost per EE	£	Avg
by FTE	775	620
by Headcount	518	482
Employees per HR FTE	No.	Avg
EE FTE per HR FTE	69.5	104.9
EE Headcount per HR FTE	104	137

**Please note -
Throughout this
report, 'EE' stands
for 'Employee'.**



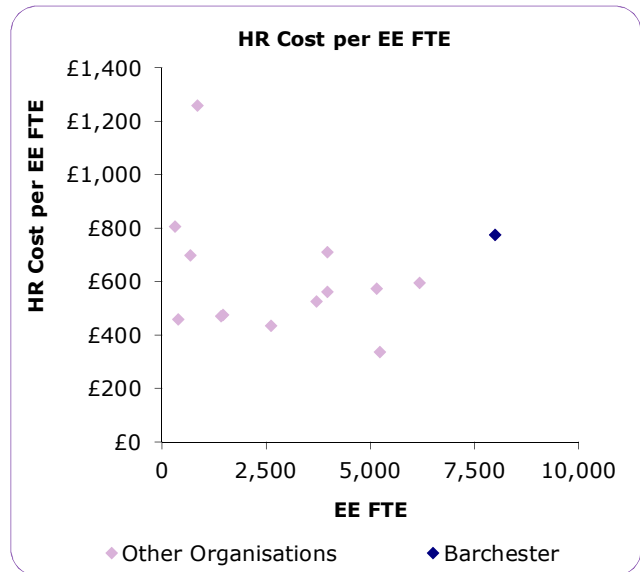
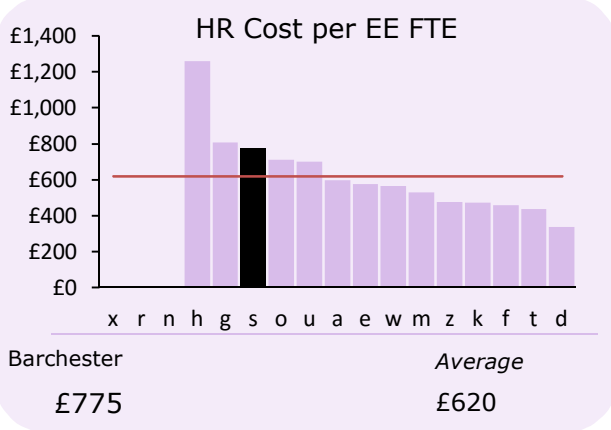
EE Headcount per HR FTE is a measure of HR workload.

Barchester have 104 Employees (Headcount) per HR FTE, which is below the average of 137.

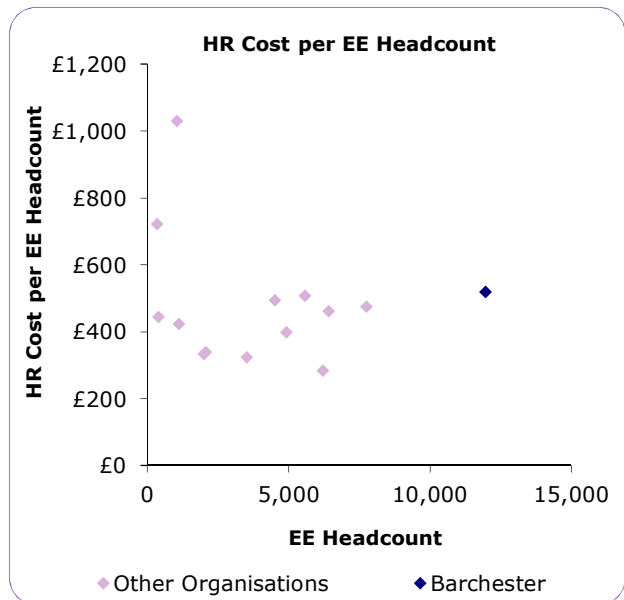
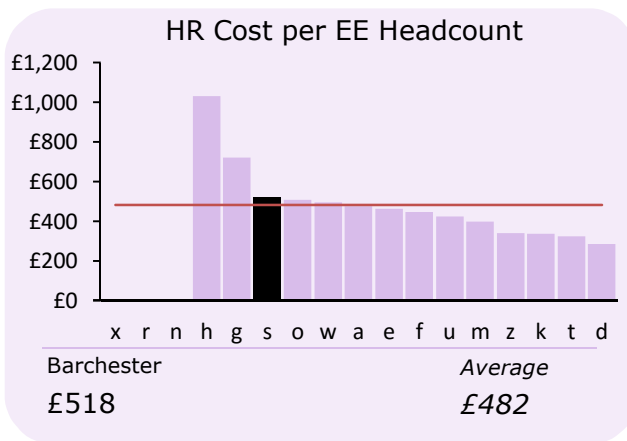
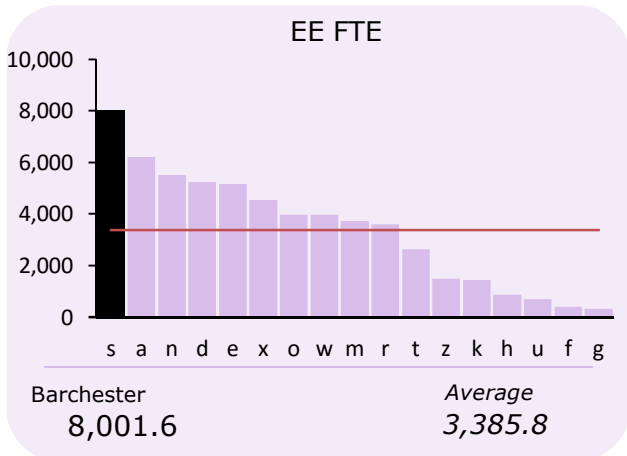


Barchester have 1.5 Employees (Headcount) per Employee FTE. This is above the average of 1.31.

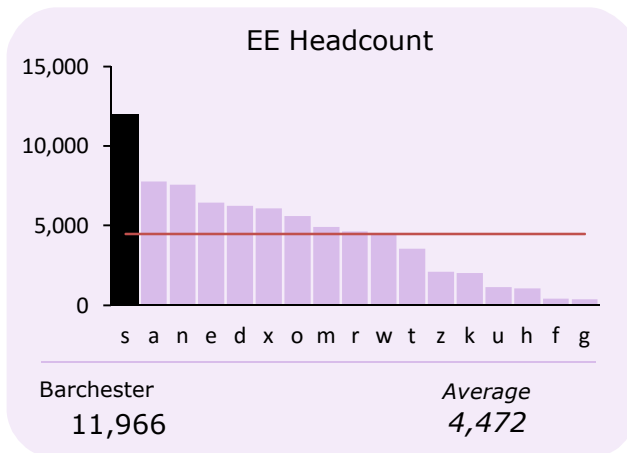
(continued) HR Cost Performance 2016/17 - Non-Schools Staff (excl. other bodies)



The scatterplot brings together the two bar graphs. We would expect the scatterplot to show that the higher an organisation's EE FTE, the lower the HR Cost per EE FTE.



The scatterplot brings together the two bar graphs. We would expect the scatterplot to show that the higher an organisation's EE Headcount, the lower the HR Cost per EE Headcount.

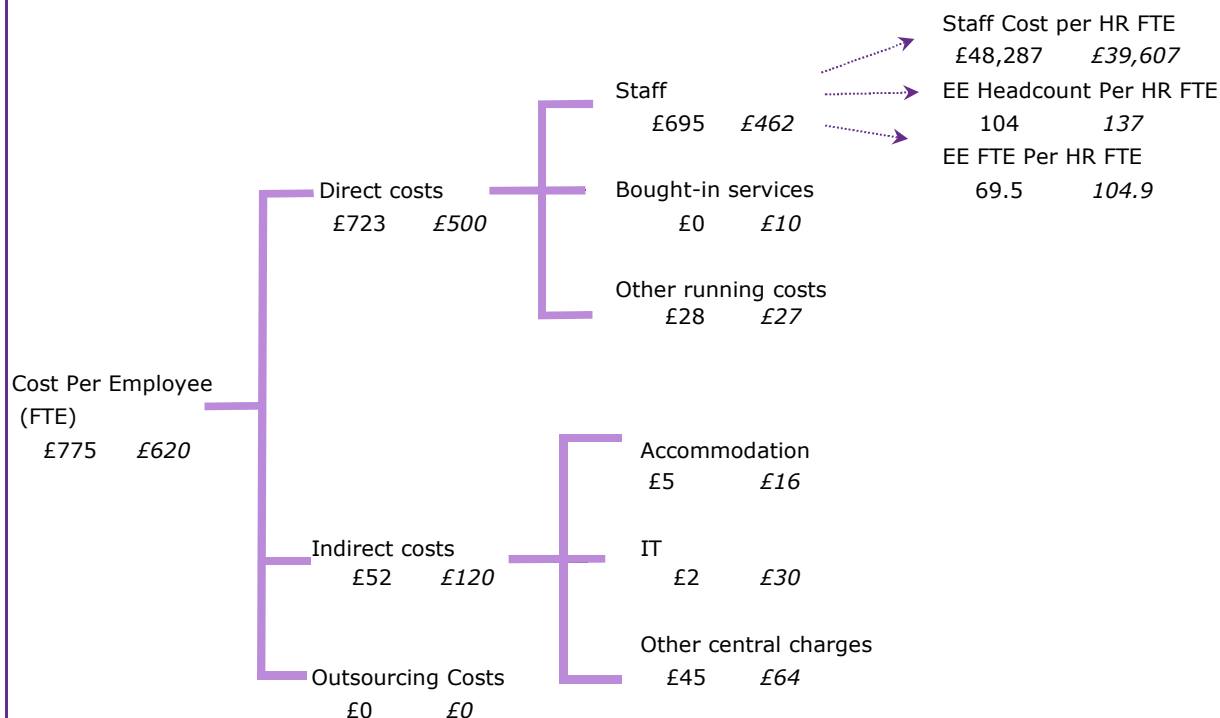


SECTION 2. HR COST ANALYSIS & WORKLOAD

Non-Schools Staff - Excluding Work for Other Bodies 2016/17

This tree diagram displays a number of key cost benchmarks. For each benchmark two figures are given, the first being the authority's value and the second (in italics) is the group average.

2.(a) HR Cost Analysis Tree by FTE (excl. other bodies) Cost per Employee (FTE) 2016/17



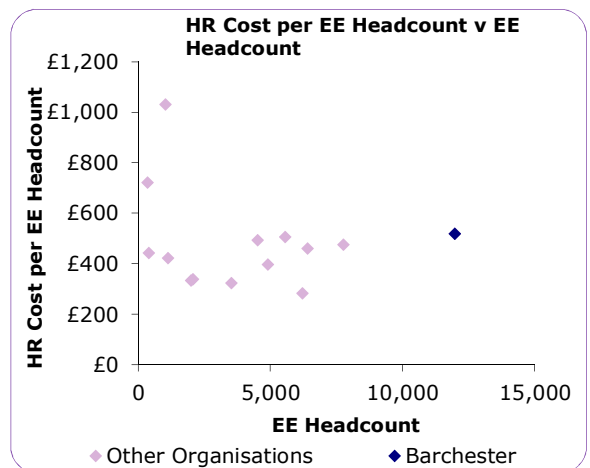
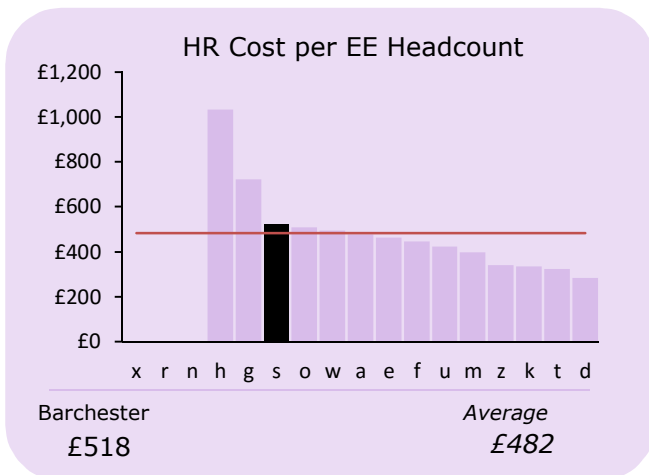
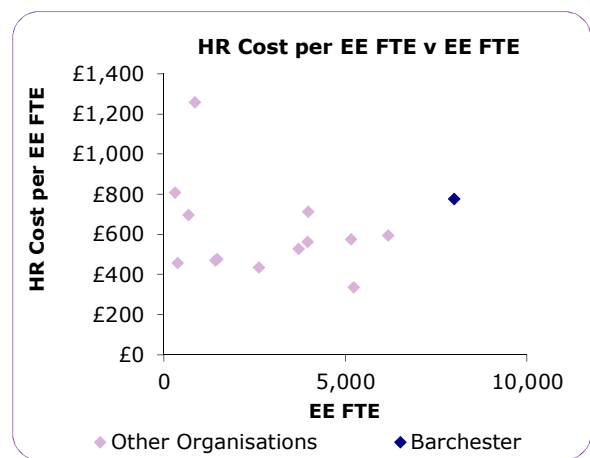
Note: In the table below, the costs for 'HR Work for Other Bodies' have been apportioned based on the data provided in Section 2 of the questionnaire, which are then used to calculate an 'Own Staff Benchmark' figure, which in turn has been used to calculate the figures in the tree diagram.

Costs (£'000) 2016/17	-			+			=		HR Work for Other Bodies	Own staff Benchmark	Own staff Bench-mark: Cost per EE FTE (£)
	Central	Non-Core	Local	Local	Local	Benchmark	Benchmark	Benchmark			
Staff	3,893	0	2,312	6,204	643	5,561		695			
Bought-in services	0	0	0	0	0	0		0			
Other running costs	156	0	93	249	26	223		28			
Total Direct Costs	4,049	0	2,404	6,453	669	5,784		723			
Accommodation	29	0	18	47	5	42		5			
IT	12	0	7	20	2	18		2			
Other central charges	252	0	150	402	42	360		45			
Total Indirect Costs	294	0	175	468	49	420		52			
Outsourcing Costs	0	0	0	0	0	0		0			
Total HR Costs	4,343	0	2,579	6,922	718	6,204		775			
HR FTEs	123.4	0.0	48.2	171.6	56.4	115.2					

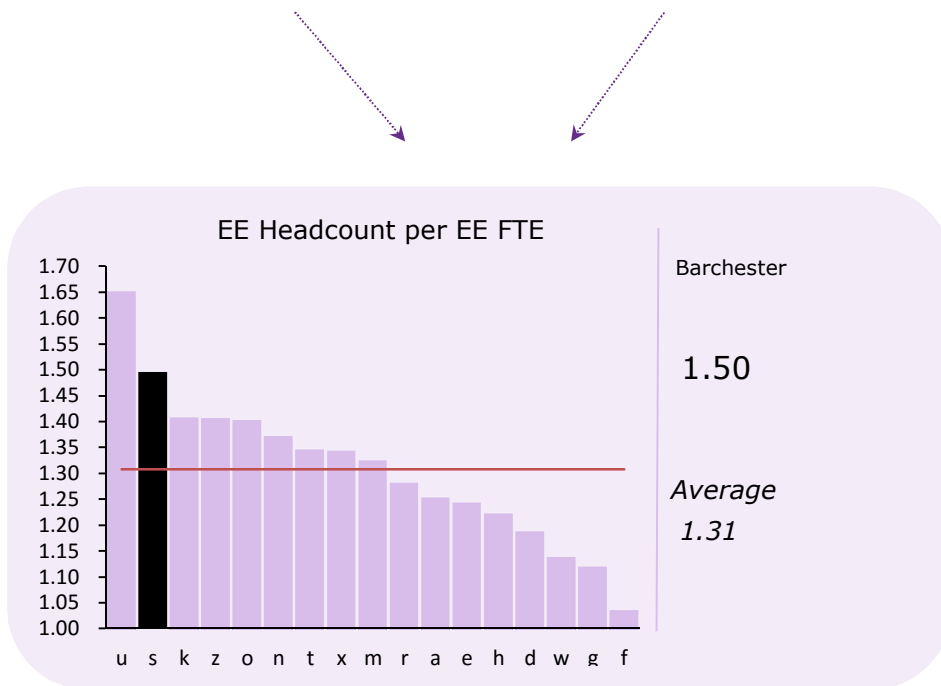
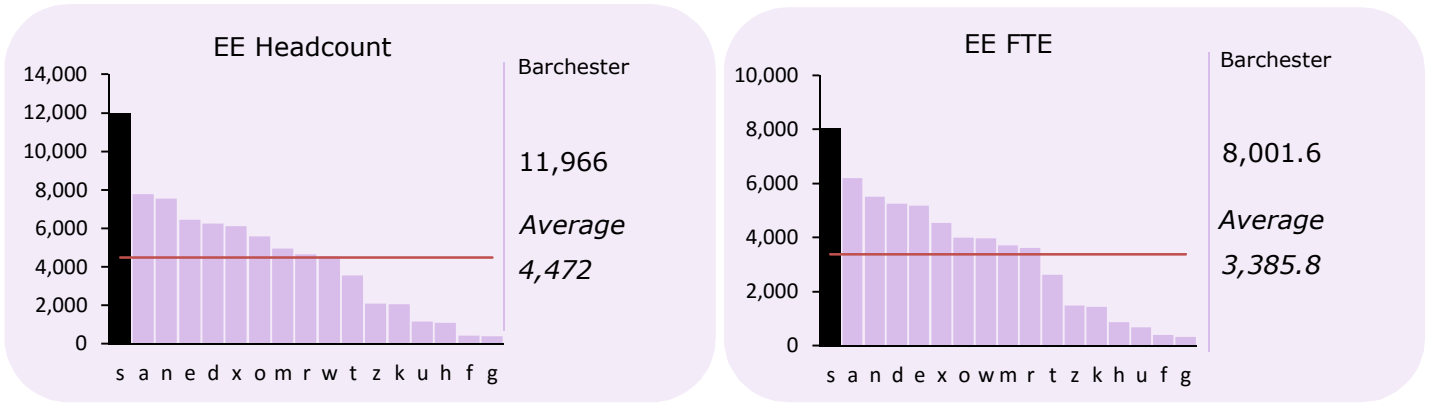
2.(b) (i) Core HR Costs - Non-Schools Staff 2016/17

LA Non-Schools

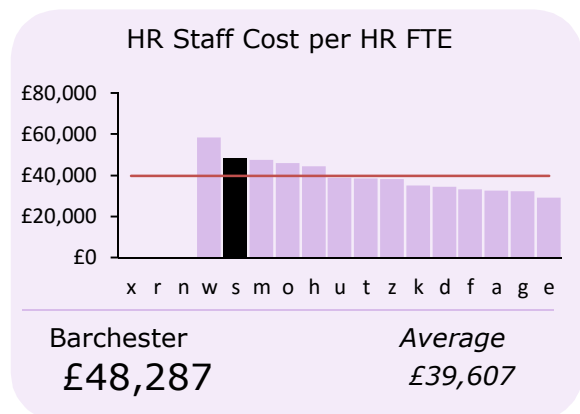
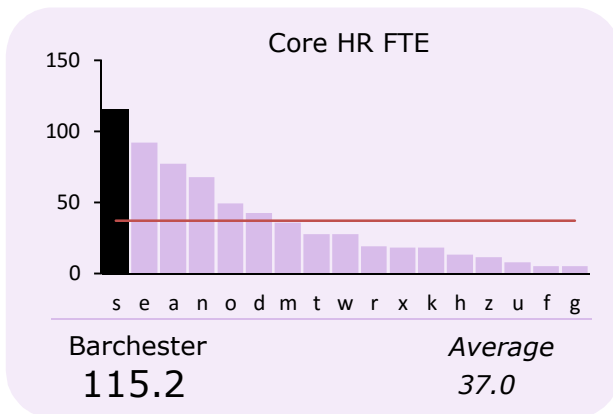
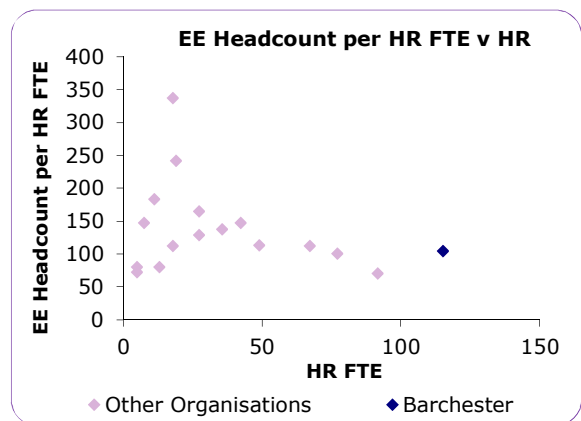
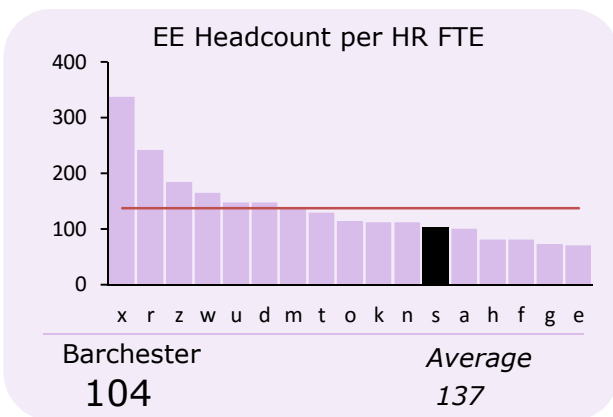
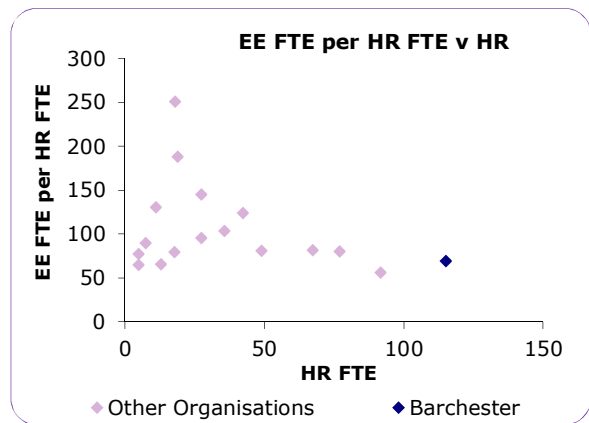
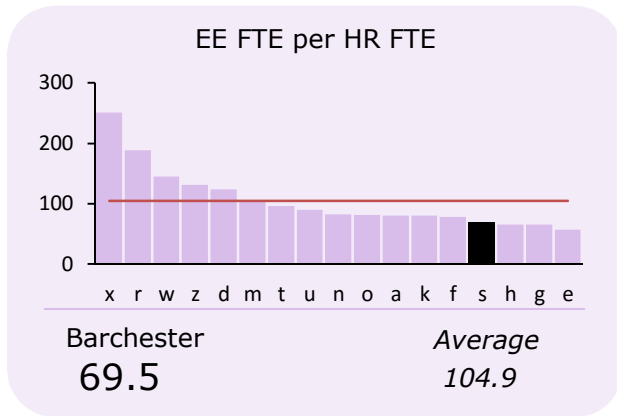
Core HR Costs 2016/17	£'000	Avg
Core HR Cost	6,204	1,863
Core HR FTE	115.2	37.0
	No.	Avg
EE FTE	8,001.6	3,385.8
EE Headcount	11,966	4,472
EE Headcount per EE FTE	1.50	1.31
HR Cost per EE	£	Avg
by FTE	775	620
by Headcount	518	482



2.(b) (ii) Organisation Context - Non-Schools 2016/17



2.(b) (iii) HR Workload - Non-Schools 2016/17

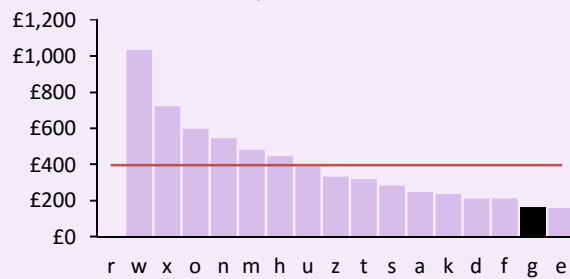


HR Workload 2016/17	No.	Avg
Core HR FTE	115.2	37.0
EE FTE per HR FTE	69.5	104.9
EE Headcount per HR FTE	104	137
HR Staff Cost per HR FTE	£48,287	£39,607

All Staff - Including Work for Other Bodies

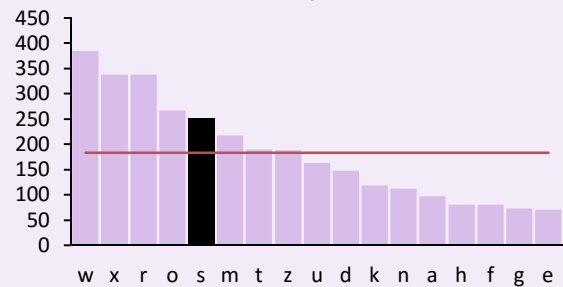
2.(c) HR Employee Staff Cost and Workload 2016/17

HR Cost per EE Headcount



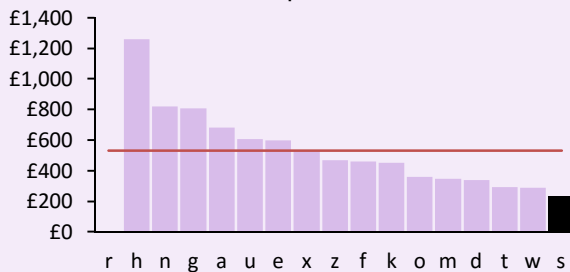
Barchester *Average*
£160 £397

EE Headcount per HR FTE



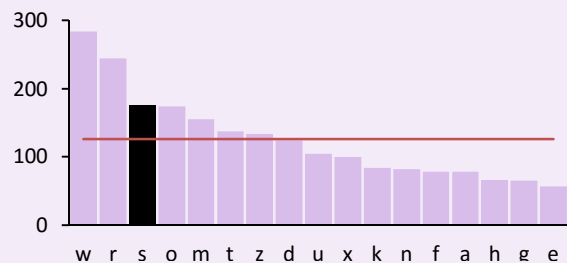
Barchester *Average*
251 183

HR Cost per EE FTE



Barchester *Average*
£231.10 £532.22

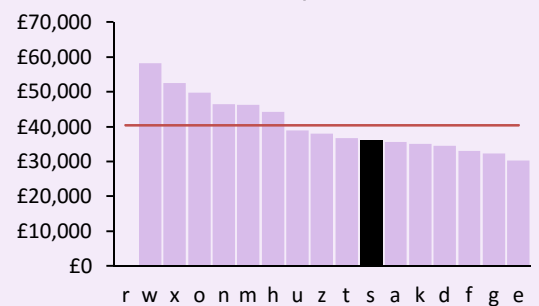
EE FTE per HR FTE



Barchester *Average*
174.6 125.4

Costs (£'000) 2016/17				=
	Central	Non-Core	Local	Benchmark
Staff	3,893	0	2,312	6,204
Bought-in services	0	0	0	0
Other running costs	156	0	93	249
Total Direct Costs	4,049	0	2,404	6,453
Accommodation	29	0	18	47
IT	12	0	7	20
Other central charges	252	0	150	402
Total Indirect Costs	294	0	175	468
Outsourcing Costs	0	0	0	0
Core HR	4,343	0	2,579	6,922
HR FTEs	123.4	0.0	48.2	171.6

HR Staff Cost per HR FTE



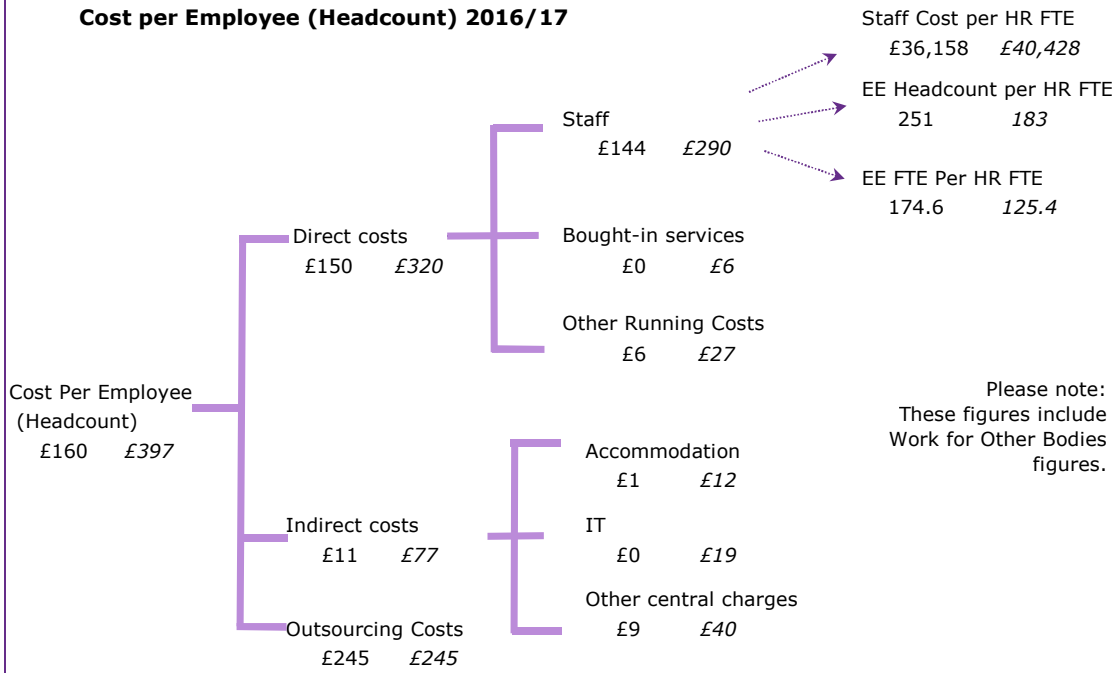
Barchester *Average*
£36,158 £40,428

All Employees 2016/17	Work for			HR Cost Per Employee	Avg
	LA Non Schools	Other Bodies	Total		
FTE (incl. Zero Hours)	8,001.6	21,950.0	29,951.6	£231	£532
Headcount (incl. Zero Hours)	11,966	31,172	43,138	£160	£397
HR Employees					
HR FTE	115.2	56.4	171.6		

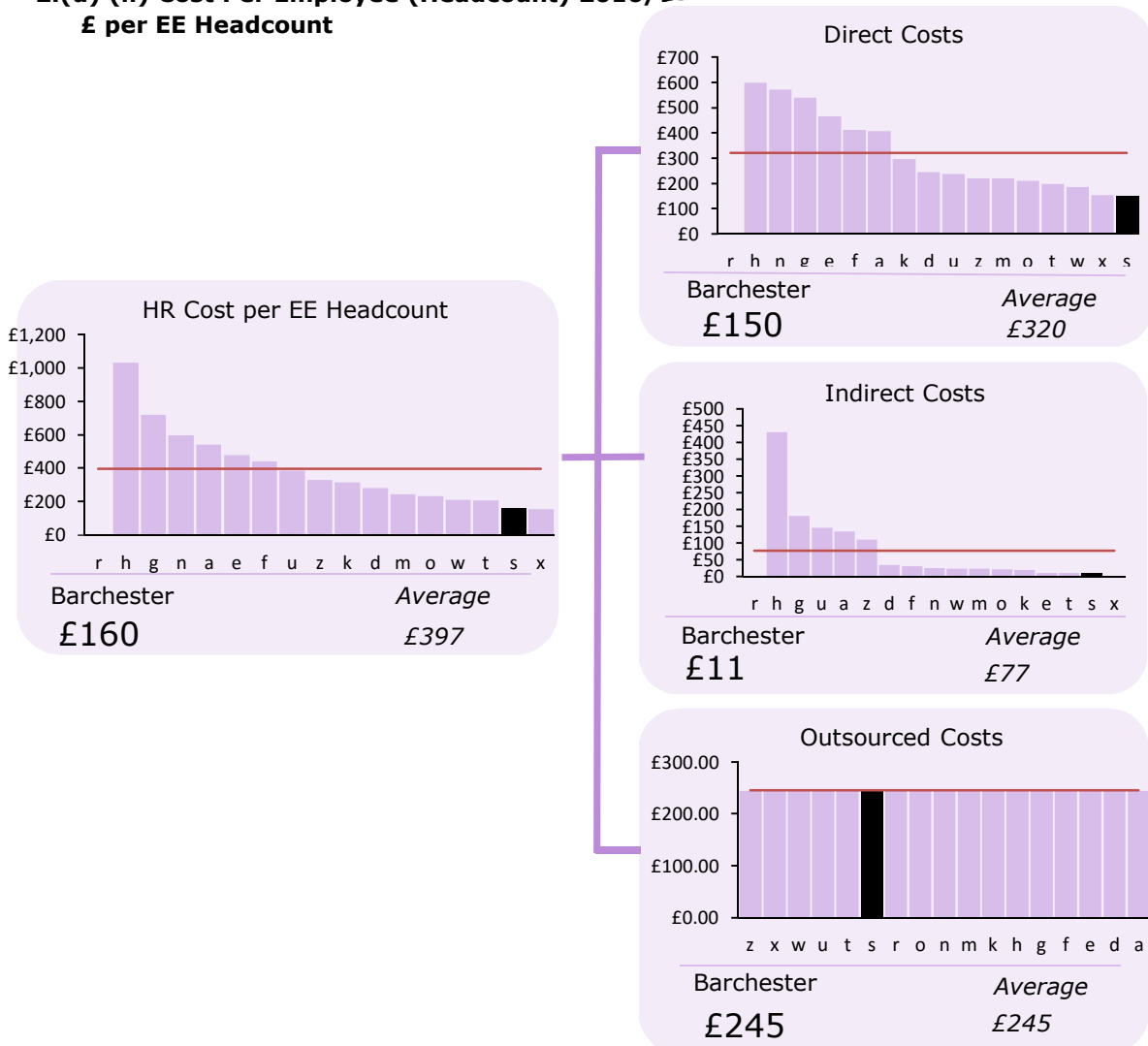
HR Workload 2016/17	No.	Avg	£	Avg
EE FTE per HR FTE	174.6	125.4	HR Staff Cost per HR FTE	£40,428
EE Headcount per HR FTE	251	183		

This tree diagram displays a number of key cost benchmarks. For each benchmark two figures are given, the first being the authority's value and the second (in italics) is the group average.

**2.(d) (i) HR Cost Performance Tree by EE Headcount
Cost per Employee (Headcount) 2016/17**



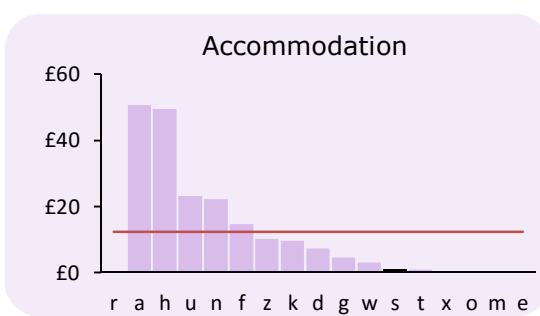
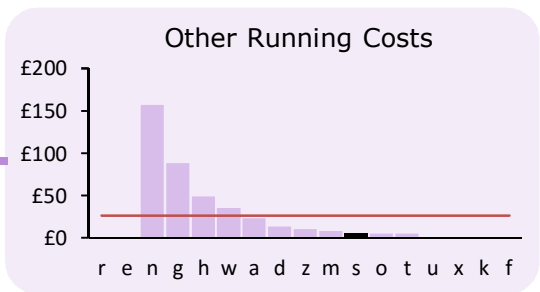
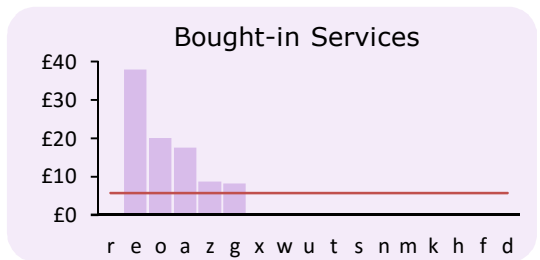
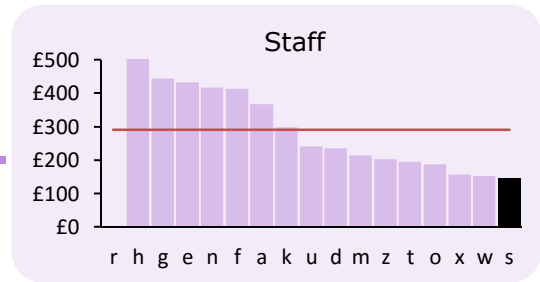
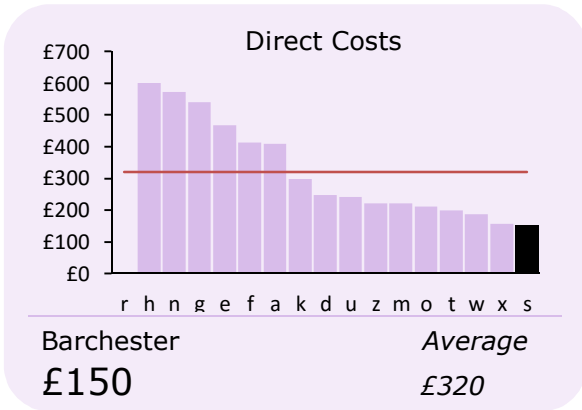
**2.(d) (ii) Cost Per Employee (Headcount) 2016/17
£ per EE Headcount**



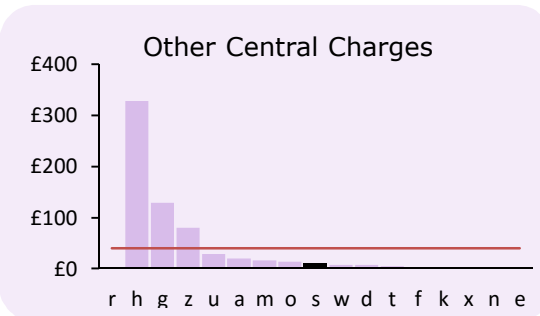
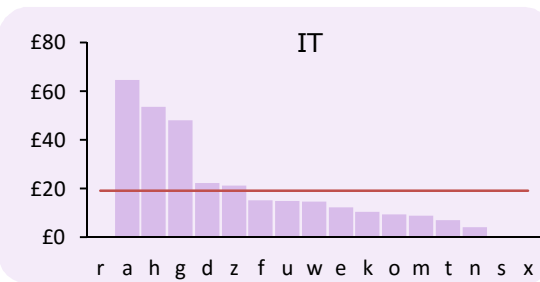
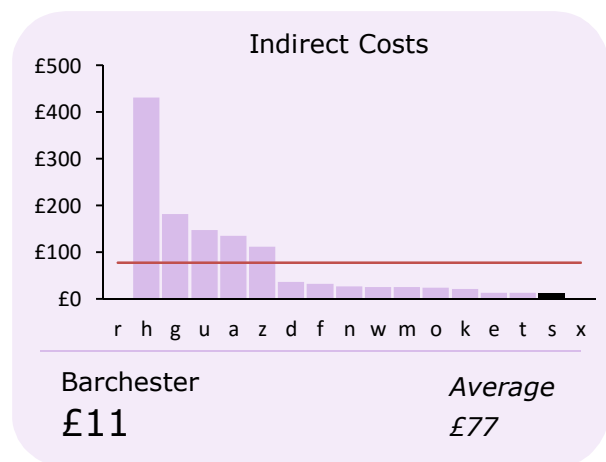
2.(d) (ii) (continued) Cost Per Employee (Headcount) 2016/17

£ per EE Headcount

Direct Costs

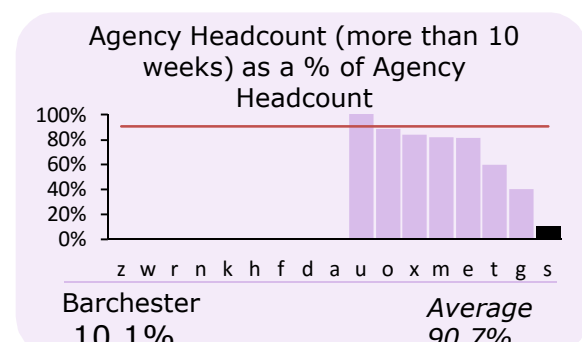
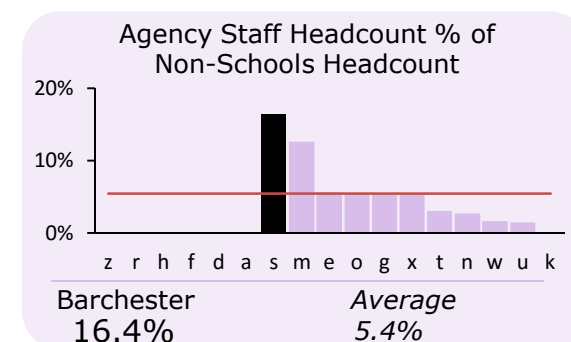
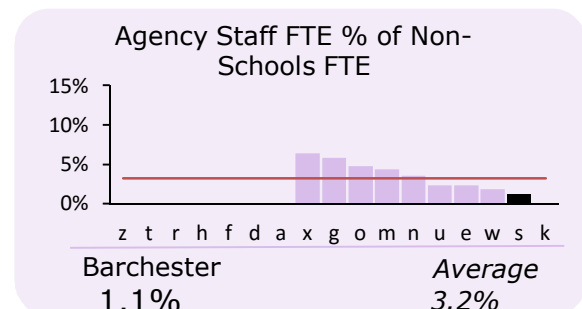
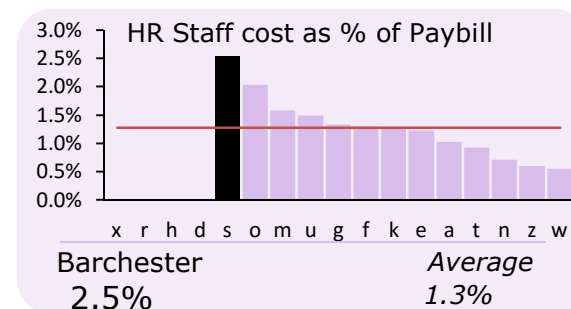
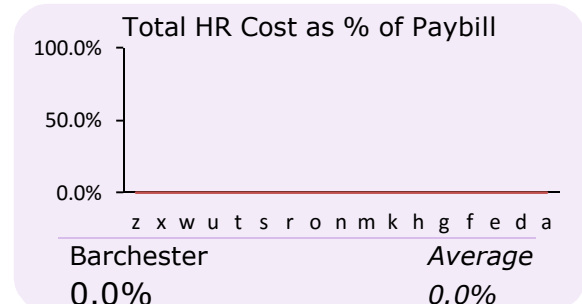
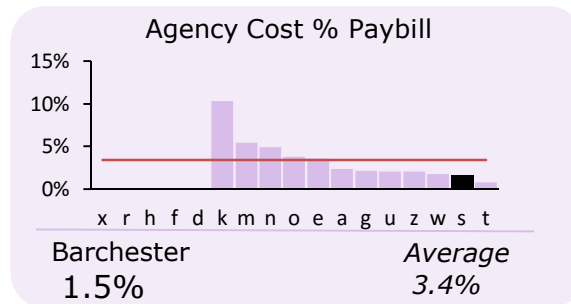
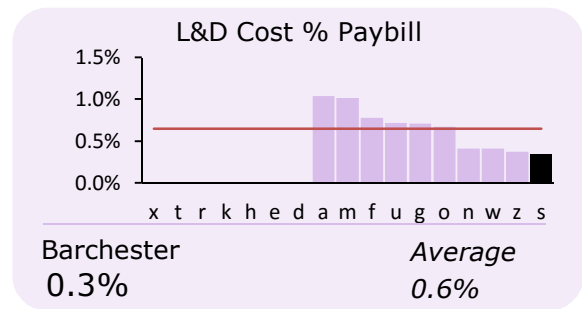
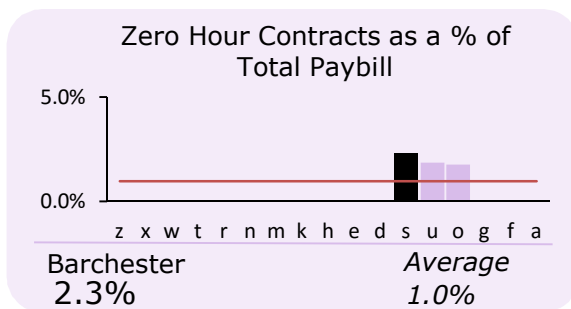


Indirect Costs



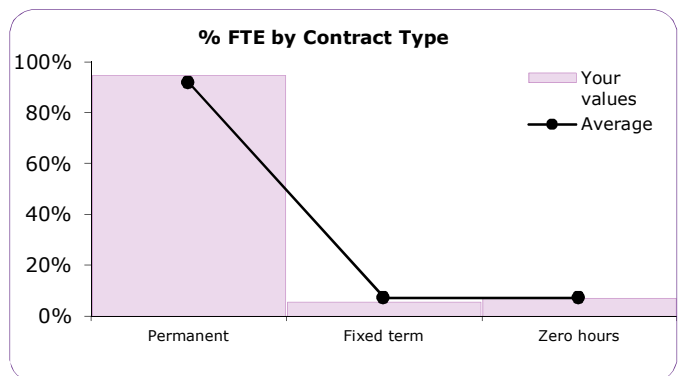
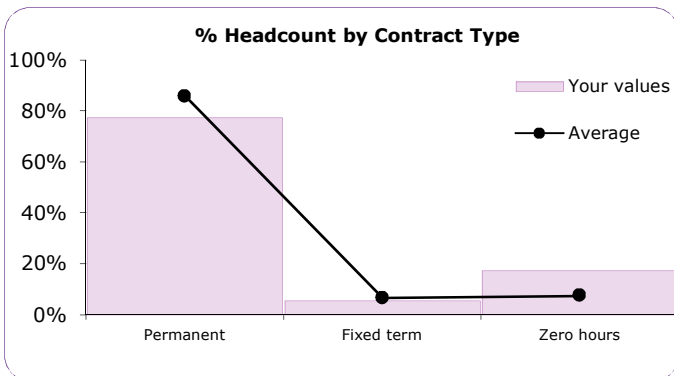
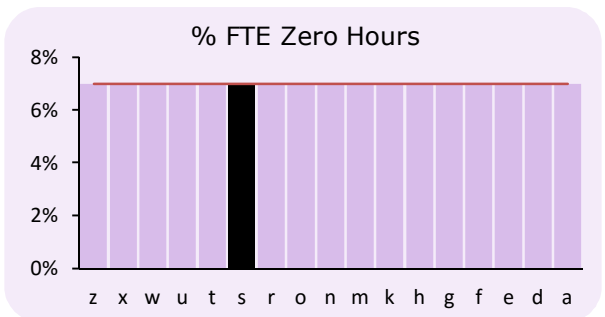
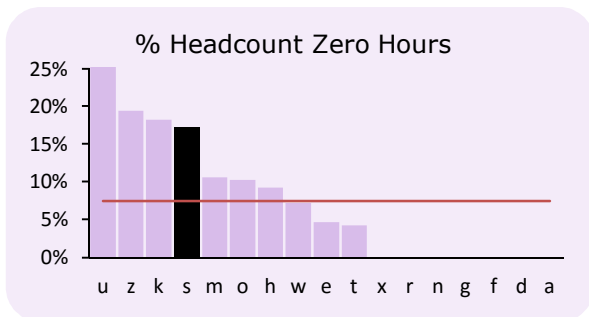
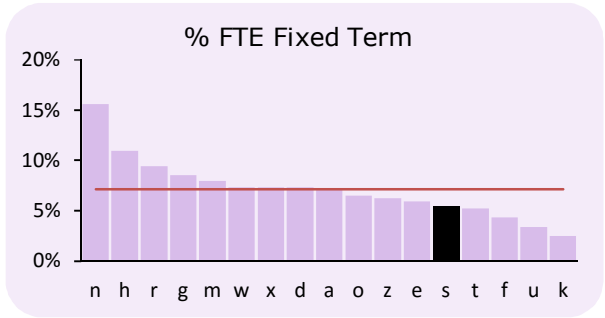
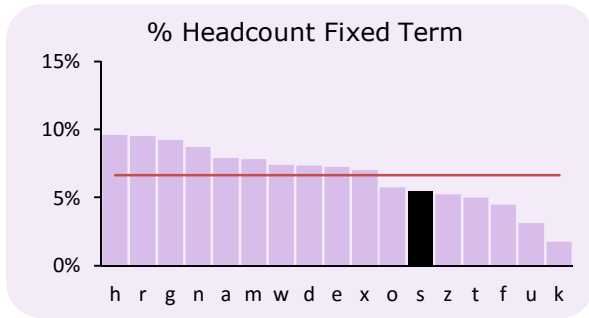
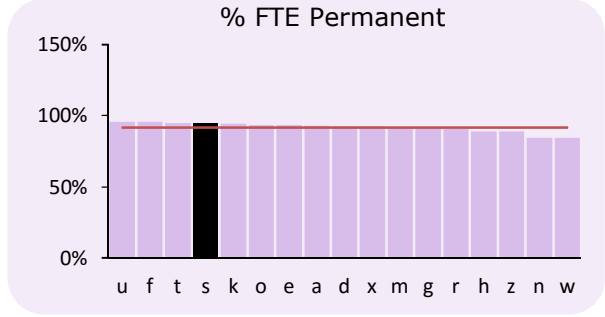
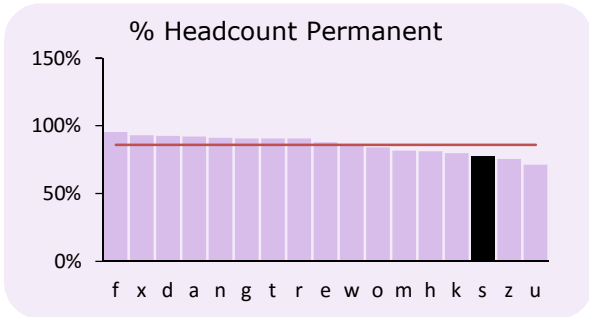
2.(e) Other Cost Measures 2016/17

Total Paybill			
	£k	% of Total Pay Bill	Avg
Total Paybill	244,321		£159,414k
<i>of which those with zero hour contracts</i>	5,535	2.3%	1.0%
Cost of Learning & Development	837	0.3%	0.6%
Cost of Agency Staff	3,772	1.5%	3.4%
Total HR Cost	6,922	0.0%	0.0%
HR Staff Cost	6,204	2.5%	1.3%
Non-Schools FTE		Number	% of Own Staff
Agency Staff FTE as % of Non-Schools FTE	89.8	1.1%	3.2%
Agency Headcount as a % of Non-Schools Headcount	2,355	16.4%	5.4%
<i>Of which is more than 10 weeks (% of agency staff)</i>	237	10.1%	90.7%

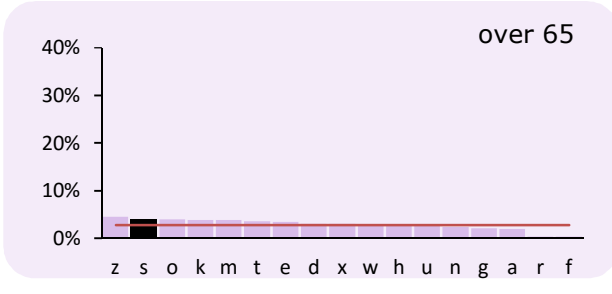
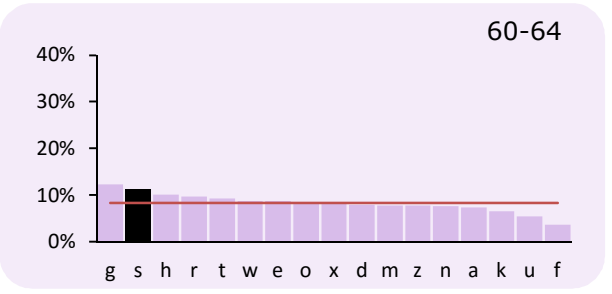
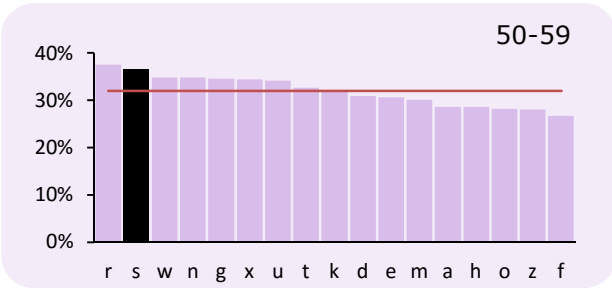
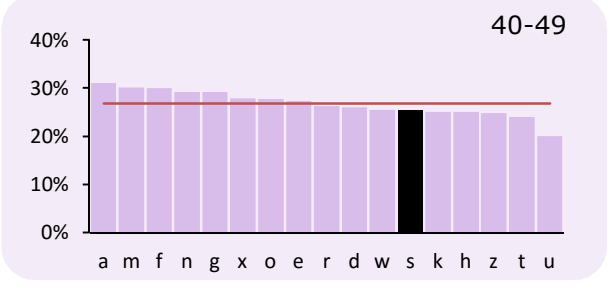
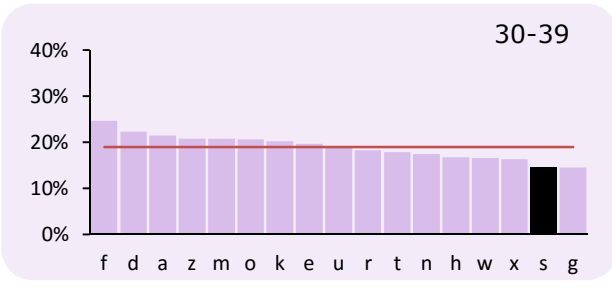
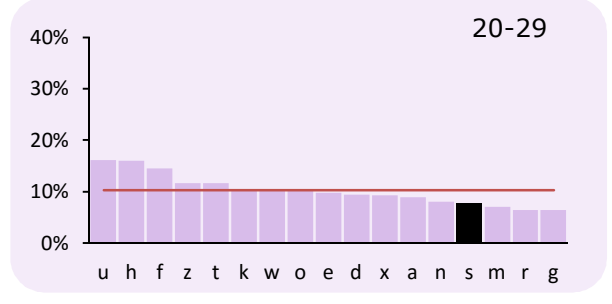
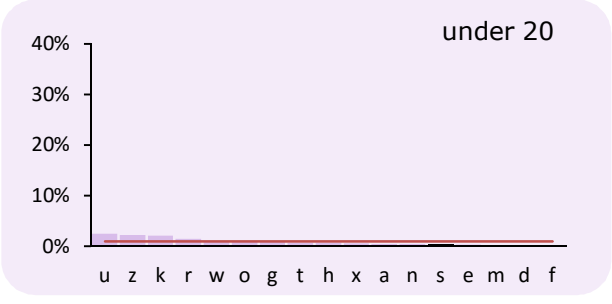


3.(a) (continued) Contract Type - Non-Schools (excl. other bodies) 2016/17

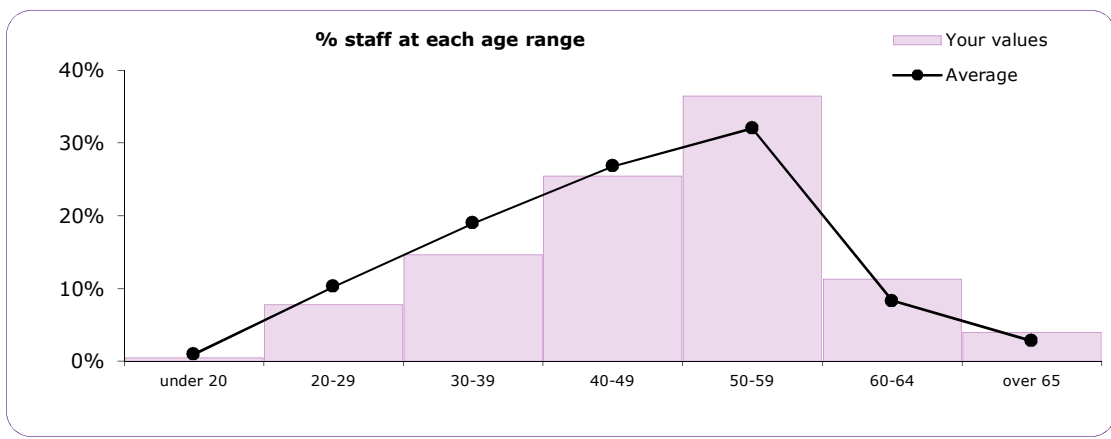
Contract Type	Headcount			FTE		
	No.	%	Avg	No.	%	Avg
Permanent	10,542	77%	86%	7,568.9	95%	92%
Fixed term	745	5%	7%	432.7	5%	7%
Zero hours	2,354	17%	7%	0.0	7%	7%
Grand total	13,641			8,001.6		



3.(b) Age Structure - Non-Schools 2016/17



Age	No.	%	Avg
under 20	54	0.5%	0.9%
20-29	927	7.7%	10.3%
30-39	1,755	14.6%	19.0%
40-49	3,054	25.5%	26.8%
50-59	4,374	36.5%	32.0%
60-64	1,355	11.3%	8.3%
over 65	477	4.0%	2.8%
Total	11,996		



SECTION 4. WORKLOAD EVENTS

4.(a) Turnover: Non-Schools Staff (excl. other bodies) 2016/17



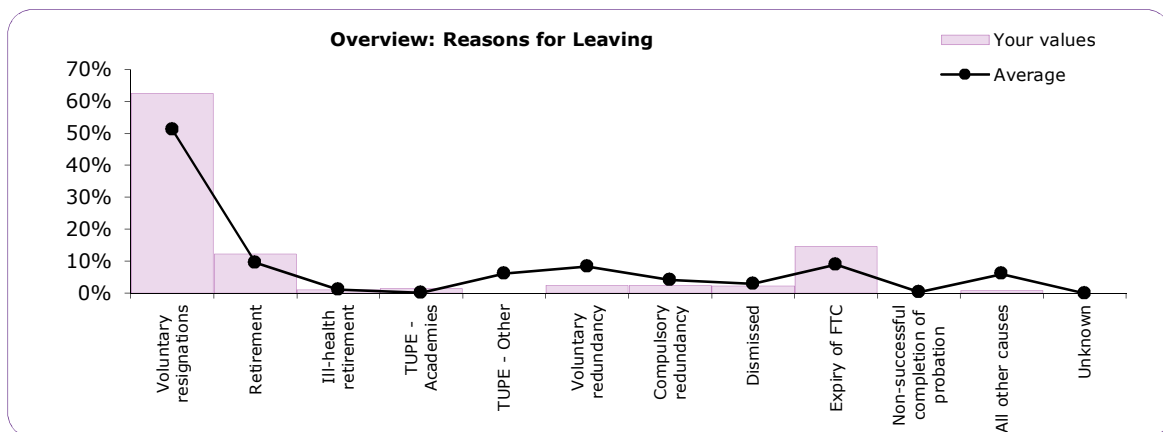
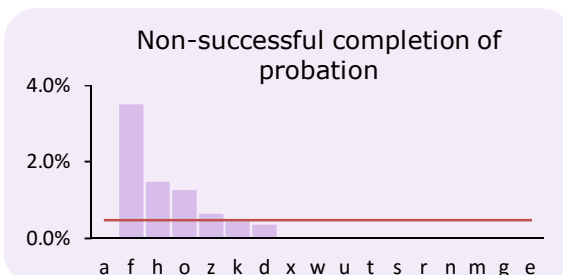
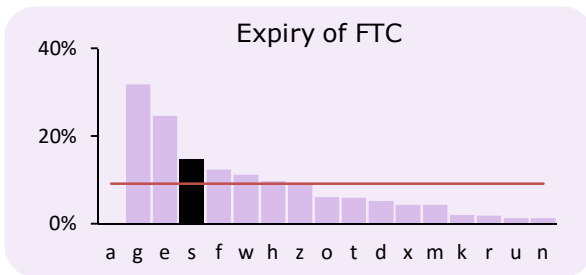
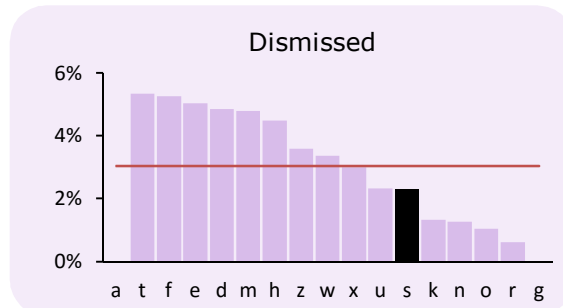
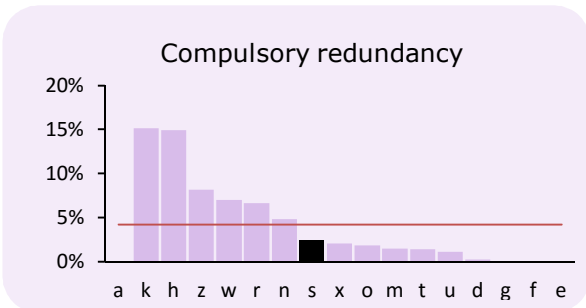
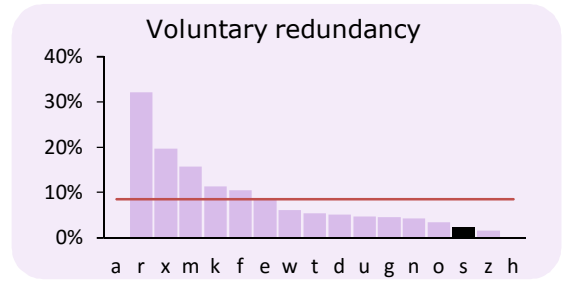
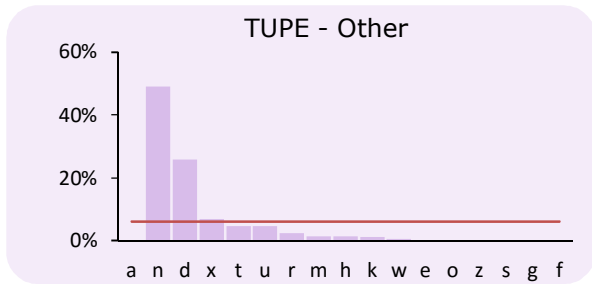
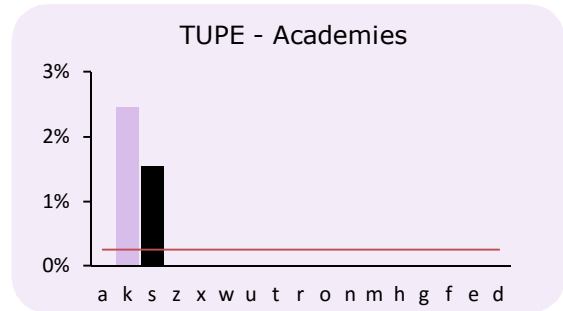
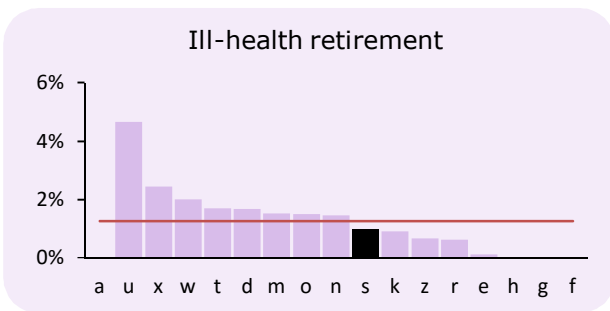
Turnover: Non-Schools Staff	Number	% 2016	Avg
Headcount 31/03/16	11,966		
Leavers	2,612	21.8%	13.4%
Joiners	1,834	15.3%	10.1%
Change in status	778		
Headcount 31/03/17	11,966	100.0%	97.9%
Internal movement	25	0.2%	0.2%

4.(b) Reasons for Leaving: Non-Schools Staff (excl. other bodies) 2016/17

Reasons for Leaving	Leavers	%	Avg
Voluntary resignations	1,633	62.5%	51.3%
Retirement	320	12.3%	9.6%
Ill-health retirement	25	1.0%	1.3%
TUPE - Academies	40	1.5%	0.2%
TUPE - Other	0	0.0%	6.2%
Voluntary redundancy	65	2.5%	8.5%
Compulsory redundancy	63	2.4%	4.2%
Expiry of FTC	385	14.7%	9.1%
Non-successful completion of probation	0	0.0%	0.5%
Dismissed	60	2.3%	3.0%
All other causes	21	0.8%	6.1%
Unknown	0	0.0%	0.0%
Total	2612		

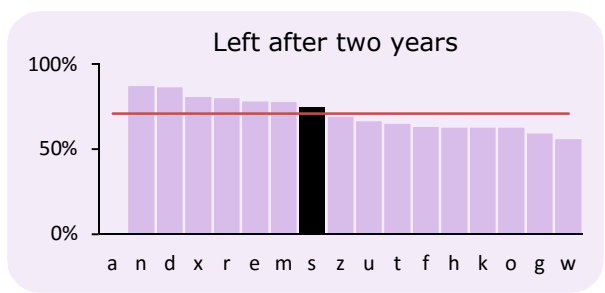
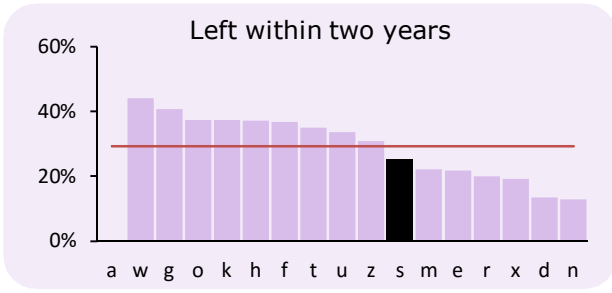
Excludes data where Other + Unknown exceeds 50%

4.(b) (continued) Reasons for Leaving: Staff (excl. other bodies) 2016/17

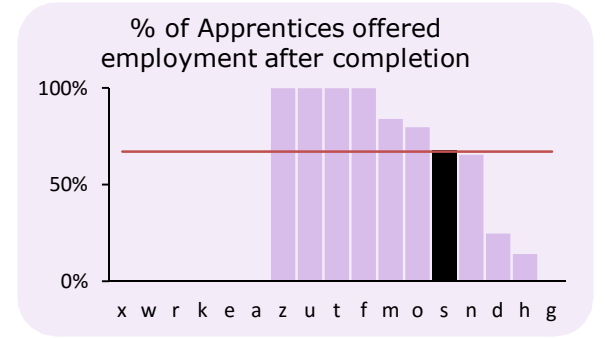
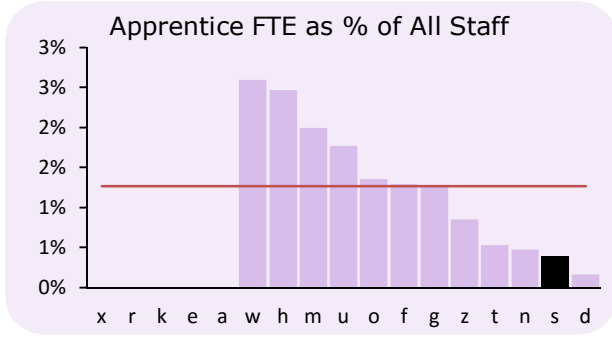


4.(c) Service Length of Leavers: Non-Schools Staff (excl. other bodies) 2016/17

Service Length	Leavers	%	Avg
Left within two years	659	25%	29%
Left after two years	1,953	75%	71%

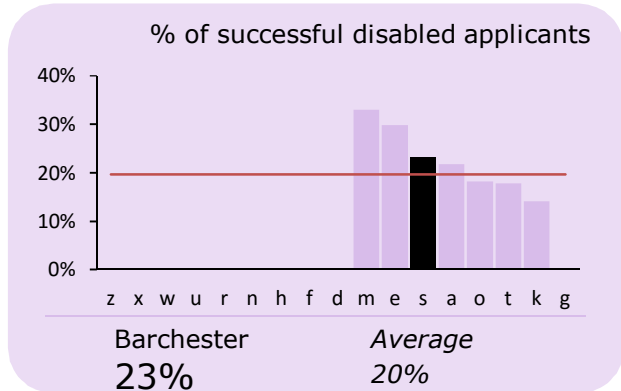
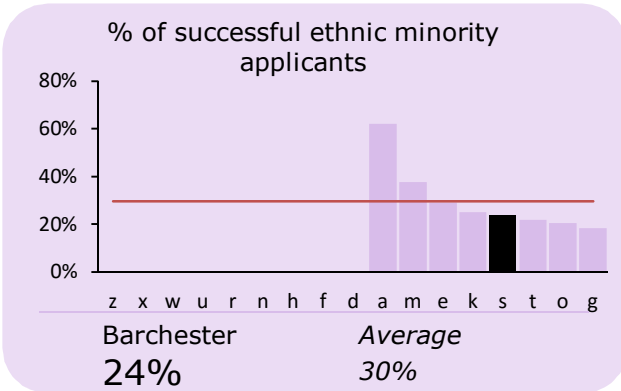


4.(d) Apprentices: Non-Schools Staff (excl. other bodies) 2016/17



Apprentices 2016/17	%	Avg
Apprentice FTE as % of All Staff FTE	0.4%	1.3%
% of Apprentices (headcount) offered employment after completion	68%	67%

4.(e) Recruitment: Non-Schools Staff (excl. other bodies) 2016/17

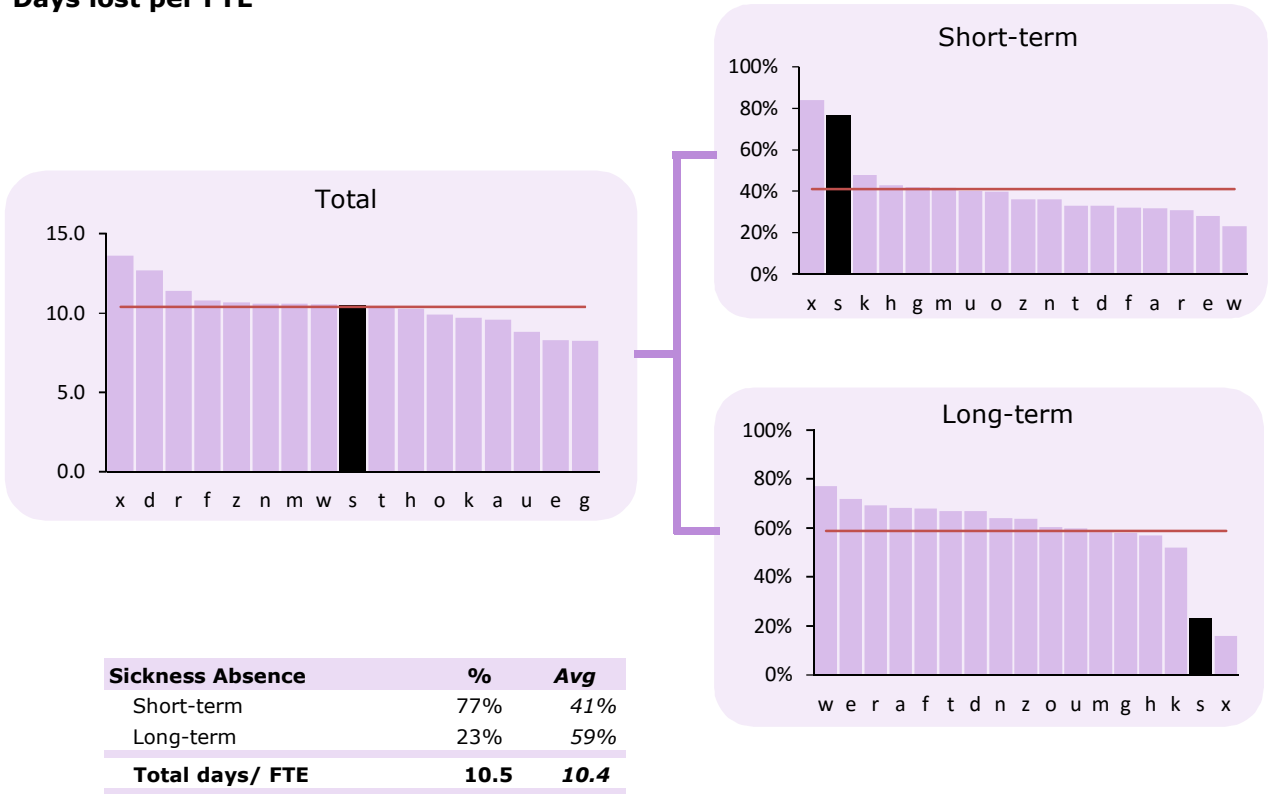


Equality & Diversity Recruitment (E&D): Ethnic Minority		
	No.	Avg
Number of applicants in the year	996	534
Number of applicants shortlisted	336	138
Number of successful applicants	80	36
Equality & Diversity Recruitment (E&D): Disabled applicants		
	No.	Avg
Number of applicants in the year	770	283
Number of applicants shortlisted	363	133
Number of successful applicants	84	29

Success of Recruitment Campaigns: LA non-school positions		
	No.	Avg
Number of positions advertised in the year	2398	602
Total number of applicants during the year	15,763	4,596
Total number of internal candidates hired	N/A	80

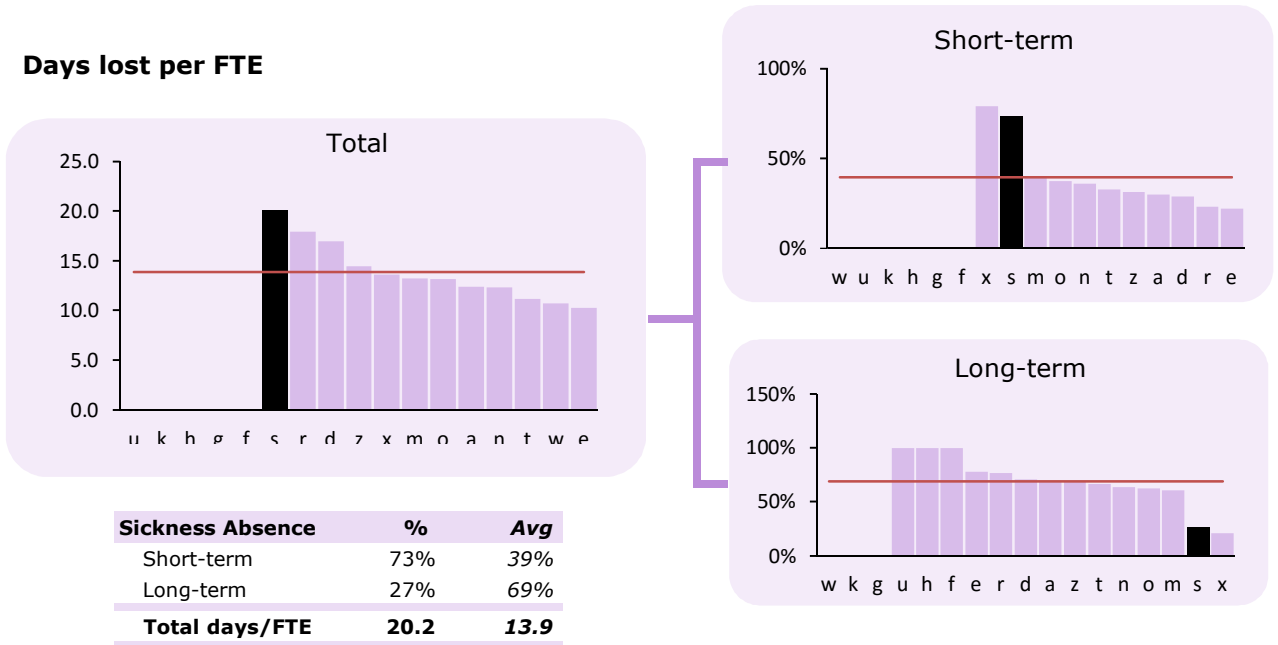
4.(f) Sickness Absence Non-Schools 2016/17

Days lost per FTE



4.(g) Sickness Absence Social Care Staff 2016/17

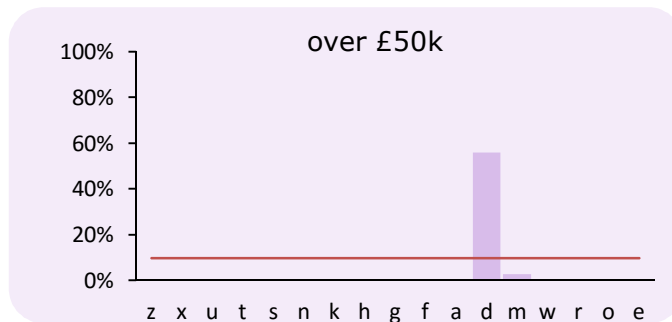
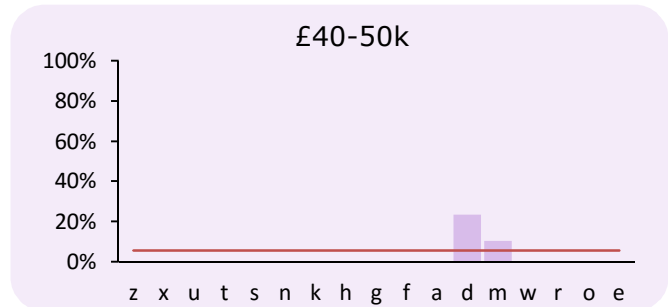
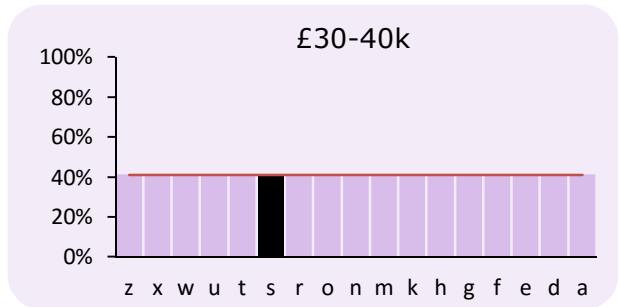
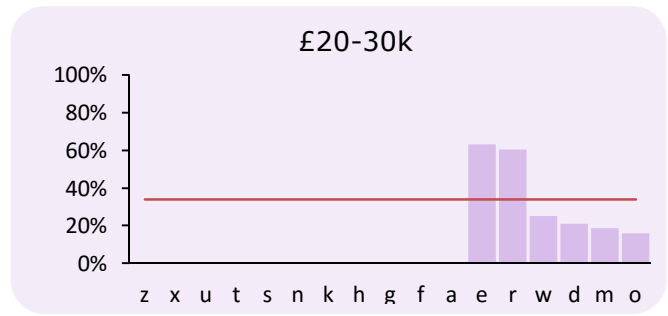
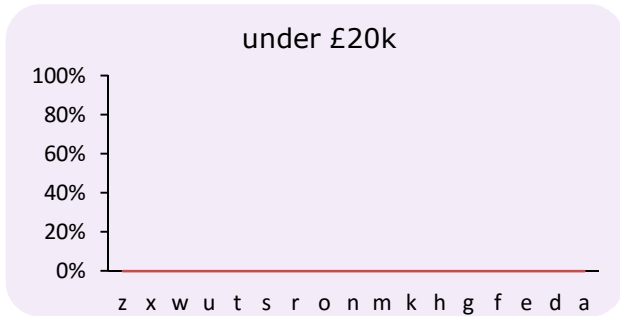
Days lost per FTE



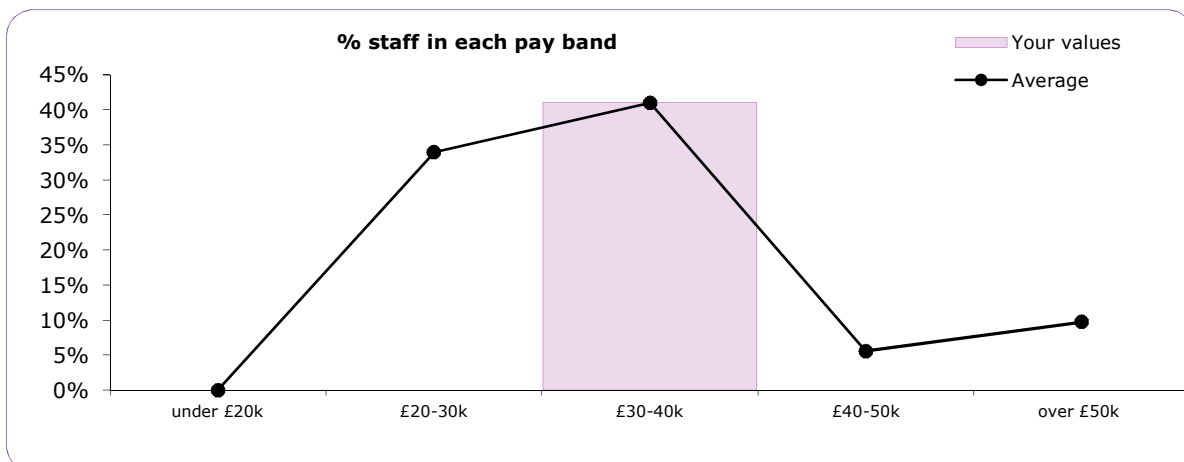
SECTION 5. HR STAFF ANALYSIS

5.(a) Core HR Staff Pay - Non-Schools Staff 2016/17

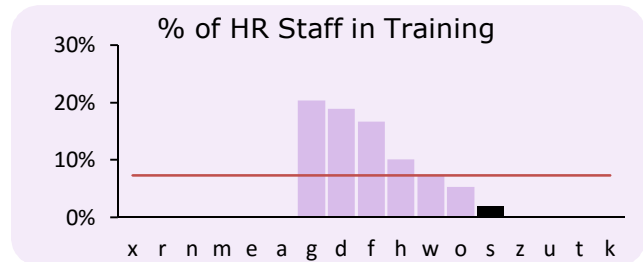
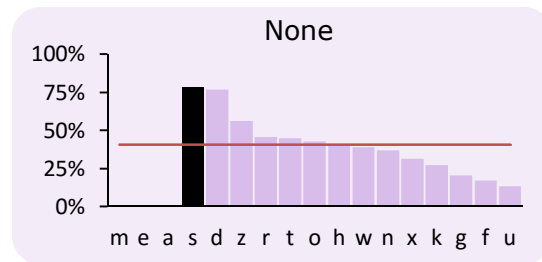
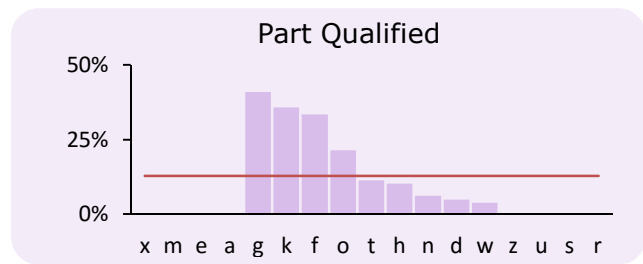
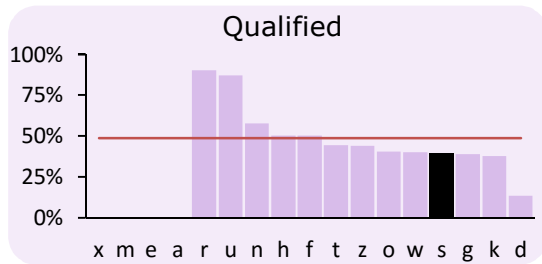
These charts do not show values where the total number of staff concerned is less than 3.



Core HR Staff - Pay	FTE	%	Avg
under £20k	0.0	0%	0%
£20-30k	0.0	na	34%
£30-40k	0.0	41%	41%
£40-50k	0.0	na	6%
over £50k	0.0	na	10%
Total	0.0		



5.(b) Core HR Staff Qualifications - Non-Schools Staff 2016/17

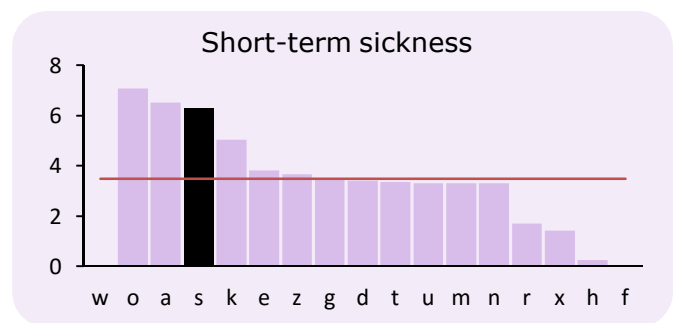
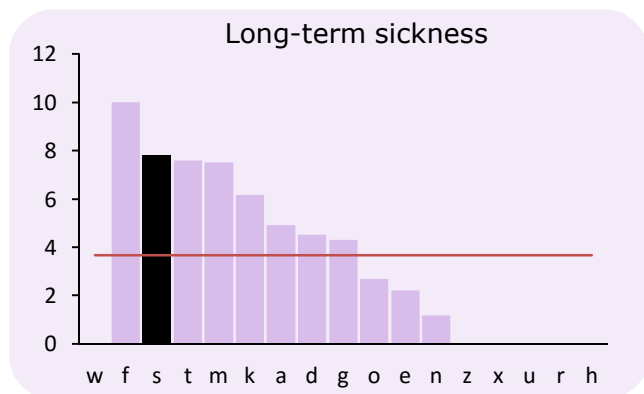
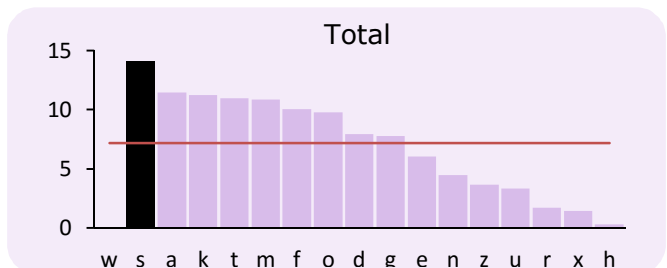


Core HR Staff Qualifications	FTE	%	Avg
Qualified	67.8	39%	49%
Part Qualified	0.0	0%	13%
None	103.8	61%	39%
Total	171.6		

Core HR Staff in training at 31/03/16	FTE	%	Avg
% of HR Staff in training	3.0	2%	7%

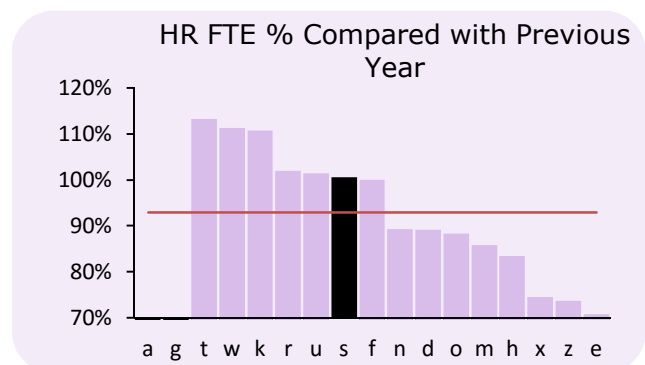
5.(c) Core HR Staff Sickness - Avg work days pa per FTE 2016/17

Sickness per FTE	No.	Avg
Long-term sickness	7.8	3.7
Short-term sickness	6.3	3.5
Total	14.1	7.2

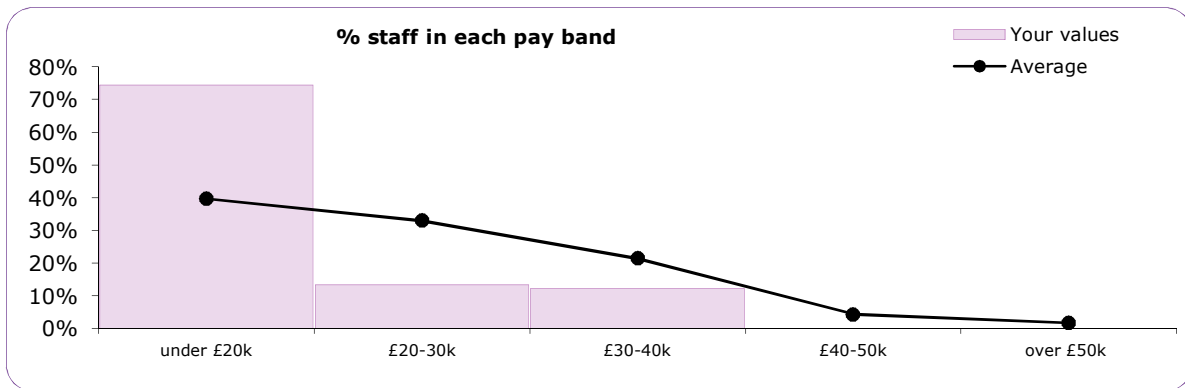


5. (d) Core HR Staff Turnover

Turnover	No.	% 2016	Avg
Staff FTE 31/03/16	170.9		
Leavers	16.8	9.8%	17.0%
Joiners	12.7	7.4%	12.1%
Net change in hours	4.8		
Staff FTE 31/03/17	171.6	100.4%	92.9%

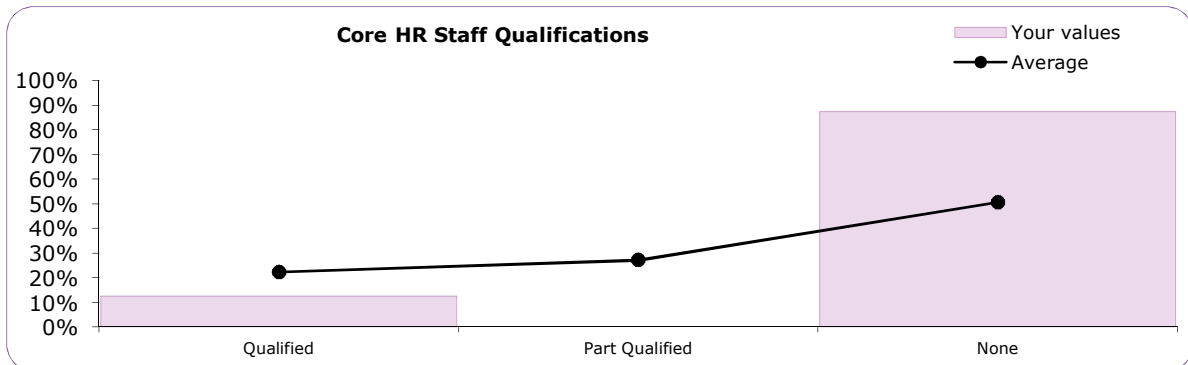


5. (e) Core HR Staff Pay - Work for Other Bodies 2016/17



Work for Other Bodies - Pay	FTE	%	Avg
under £20k	42.0	74%	40%
£20-30k	7.5	13%	33%
£30-40k	6.9	12%	21%
£40-50k	0.0	0%	4%
over £50k	0.0	0%	2%
Total	56.4		

5. (f) Core HR Staff Qualifications - Work for Other Bodies 2016/17

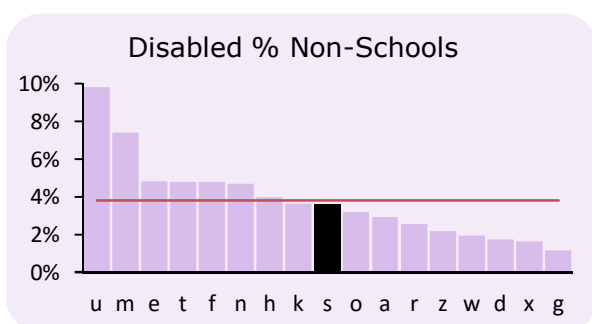


Other Bodies - Qualifications	FTE	%	Avg
Qualified	7.2	13%	22%
Part Qualified	0.0	0%	27%
None	49.3	87%	51%
Total	56.4		

Core HR Staff in training at 31/03/17	FTE	%	Avg
% of HR Staff in training	0.0	0%	0%

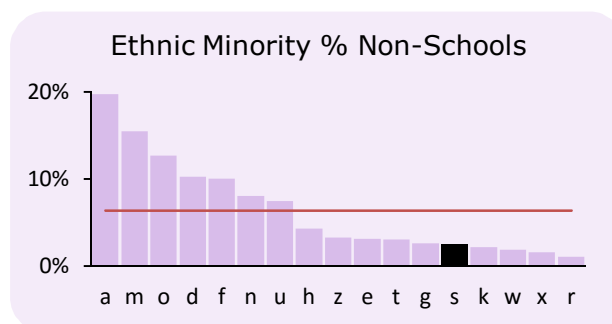
SECTION 6. ORGANISATION PERFORMANCE INDICATORS

6.(a) Disabled Employees LA Non-Schools 2016/17



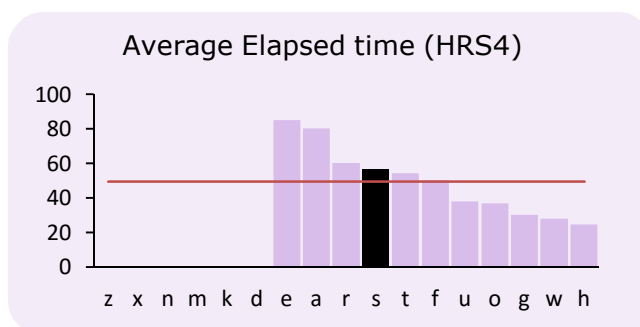
	%	Avg
DDA % Non-Schools	3.6%	3.8%
Local area %	9.0%	12.3%

6.(b) Ethnic Minority Employees LA Non-Schools 2016/17



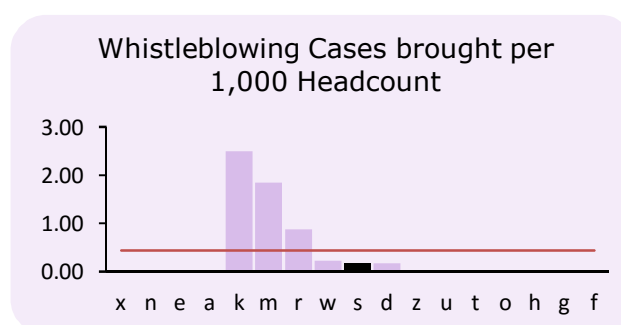
	%	Avg
EM % Non School Staff	2.4%	6.4%
Local area %	1.5%	9.9%

6.(c) Average elapsed time from a vacancy occurring to the acceptance of an offer for the same post for LA Non-Schools



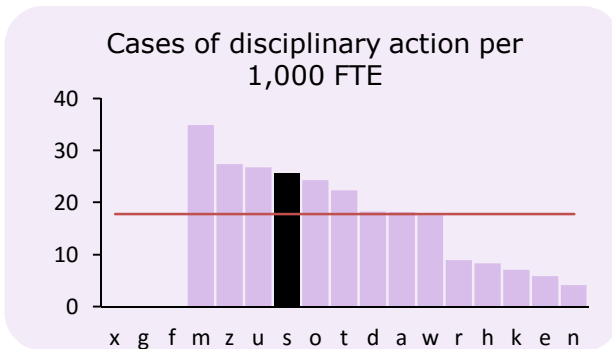
	No.	Avg
Average elapsed time in working days	56.9	49.4

6.(d) Whistleblowing cases



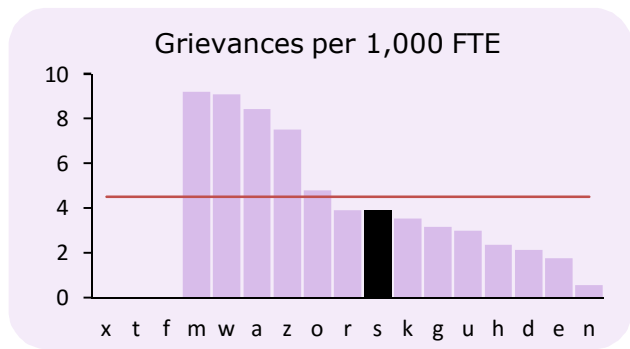
	No.	Avg
Whistleblowing cases brought per 1,000 Headcount	0.2	0.4

6.(e) Disciplinary Actions (HRS8) LA Non-Schools 2016/17



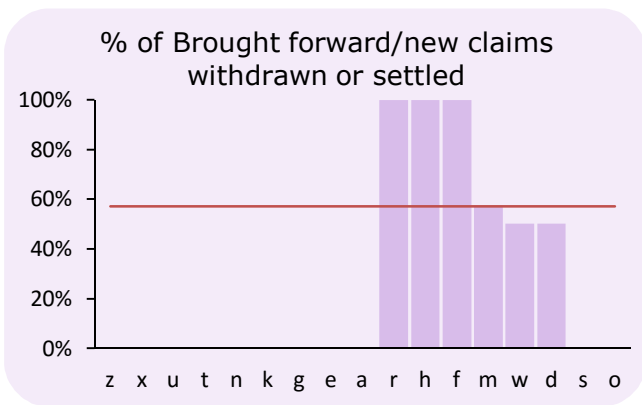
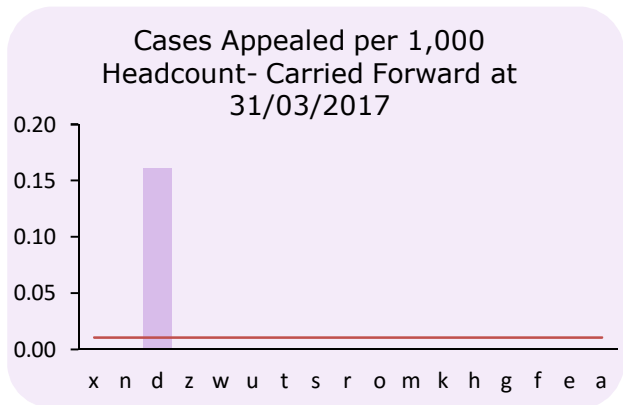
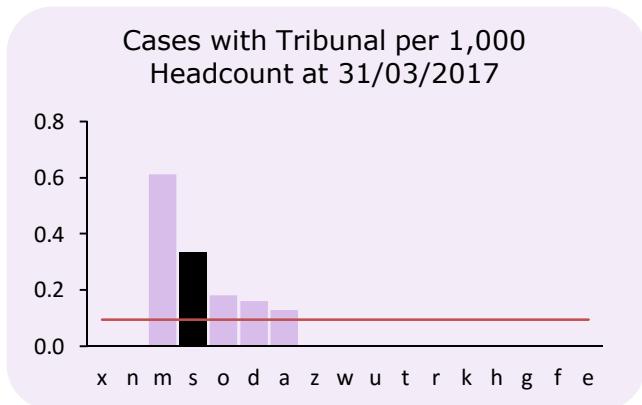
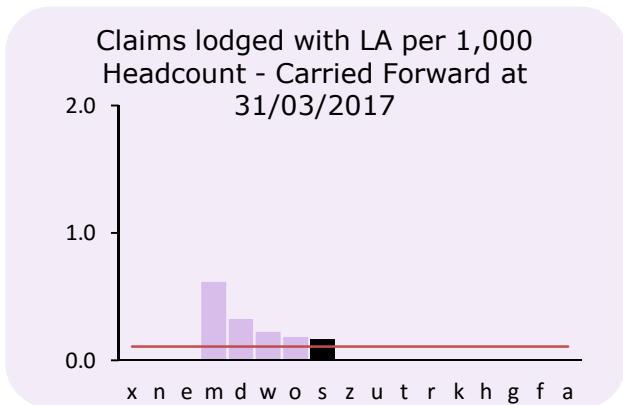
	No.	Avg
Disciplinary per 1,000 FTE	25.6	17.7

6.(f) Grievances LA Non-Schools 2016/17



	No.	Avg
Grievances per 1,000 FTE	3.9	4.5

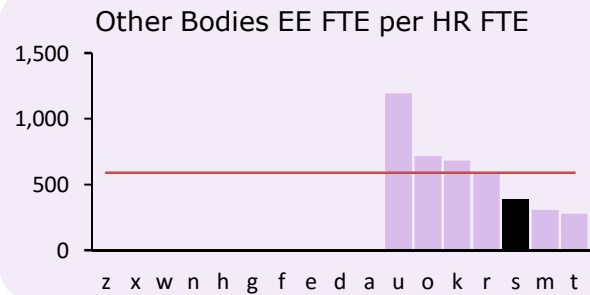
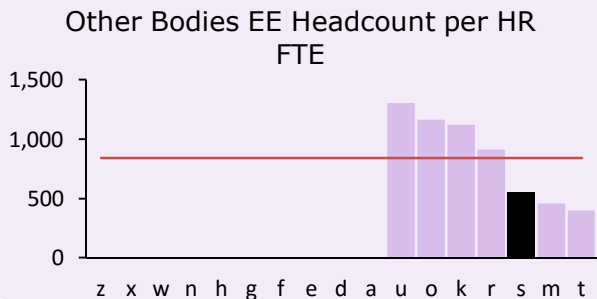
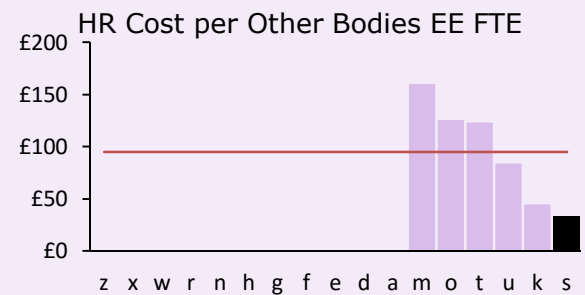
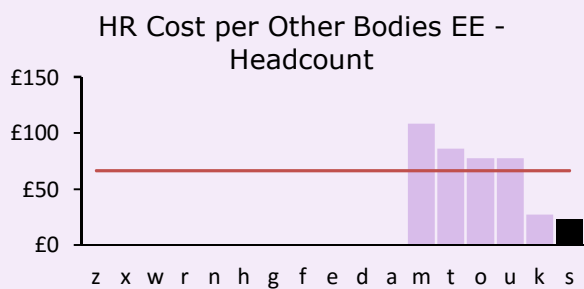
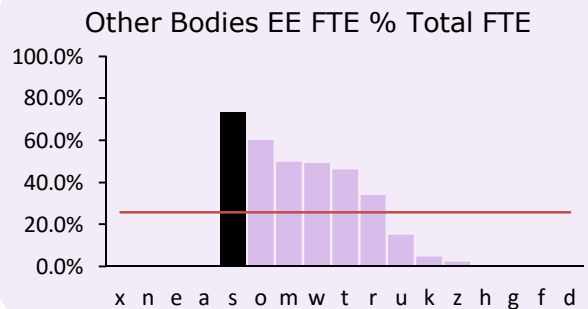
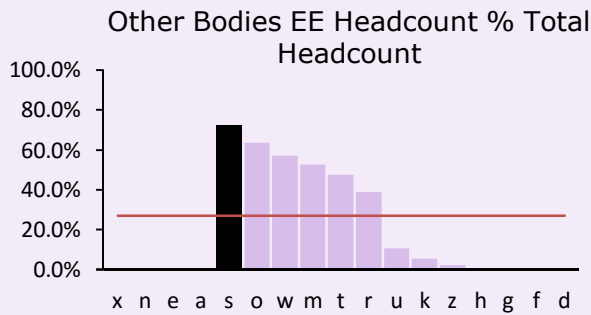
6.(g) Employment Tribunal Claims Lodged 2016/17



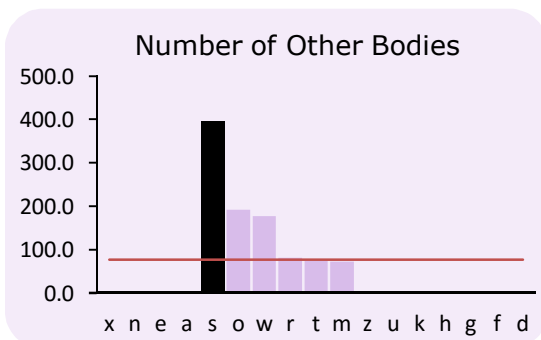
Per 1,000 Headcount: (at 31/03/17)		Avg
Claims lodged with LA - Carried Forward	0.2	0.1
Cases with Tribunal	0.3	0.1
Cases Appealed	0.0	0.0
Withdrawn or Settled	0%	57%

SECTION 7. HR WORK FOR OTHER BODIES

2016/17



Work for Other Bodies 2016/17		% Total	Avg
Core HR Costs	£718k		6.6%
HR Staff FTE	56.4		6.8%
Number of Other Bodies	394		76
Other Bodies Employees Headcount	31,172	72.3%	26.9%
Other Bodies Employees FTE	21,950	73.3%	25.7%
HR Cost per OB EE Headcount	£23		£66
HR Cost per OB EE FTE	£33		£95
OB EE Headcount per HR FTE	552		841
OB EE FTE per HR FTE	389.0		590.8

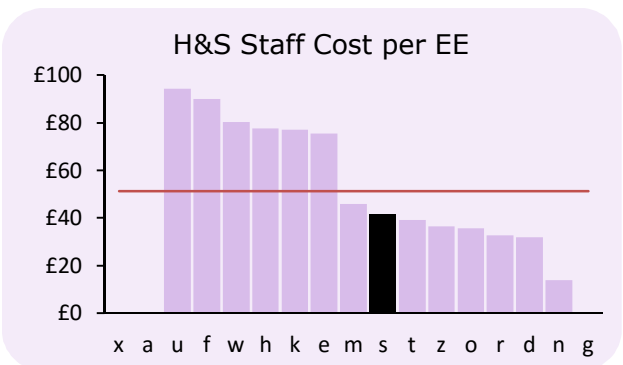
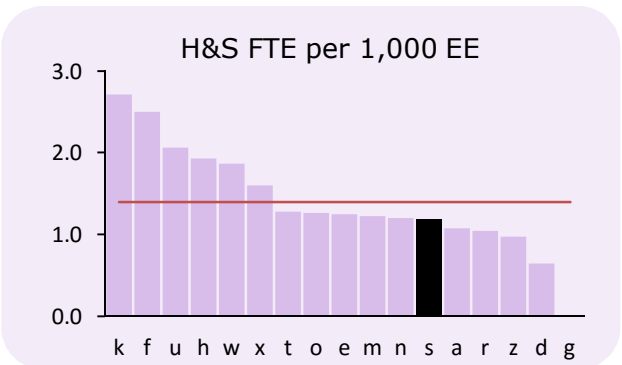
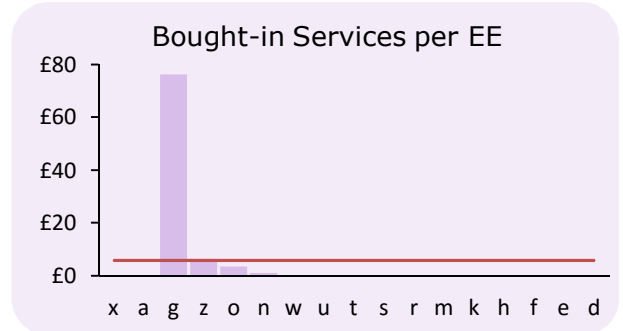
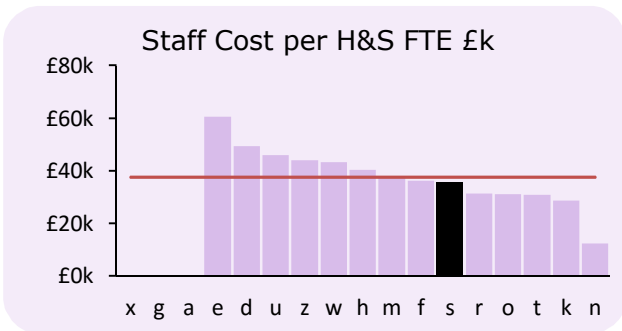
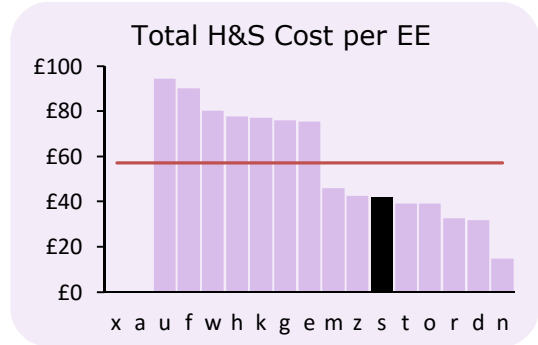


SECTION 8. HEALTH & SAFETY

8. (a) Cost per Employee Headcount 2016/17

H&S Costs 2016/17	£k	Cost/EE £	Avg
Staff Cost	496.9	41.53	51.33
Bought-in Services	0.0	0.00	5.76
Total cost	496.9	41.53	57.10
Staff Cost per H&S FTE	35.5		37.47

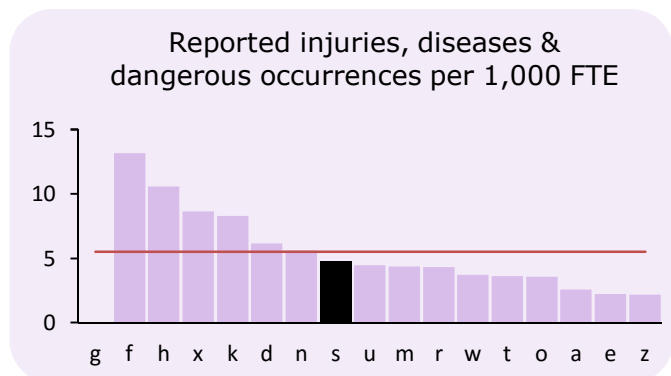
H&S Numbers 2016/17	No.	Avg
H&S FTE/1,000 EE Headcount	1.17	1.40
H&S Staff FTE	14.0	5.7
Organisation Headcount	11,966	4,472



8 (b) Reported injuries, diseases & dangerous occurrences (HRS6)

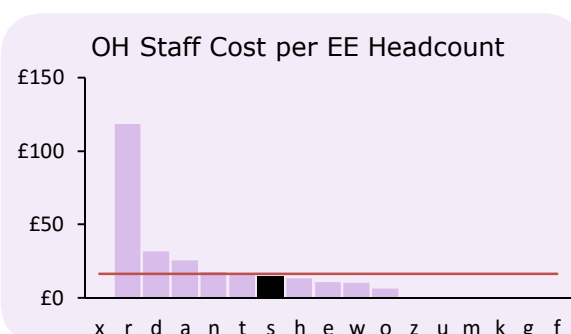
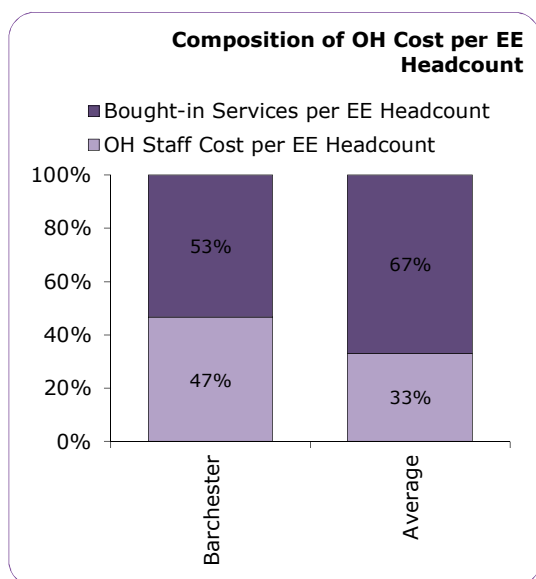
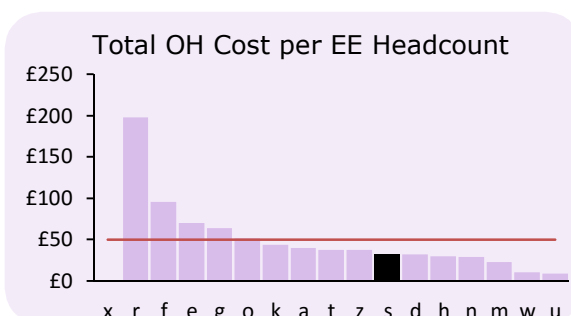
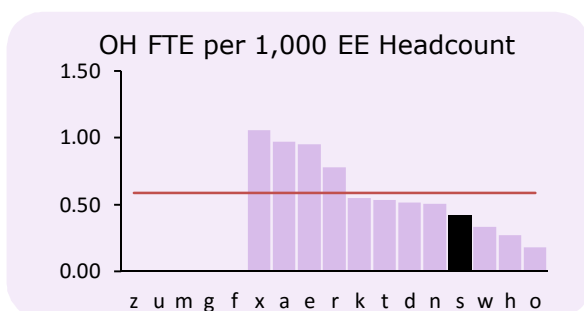
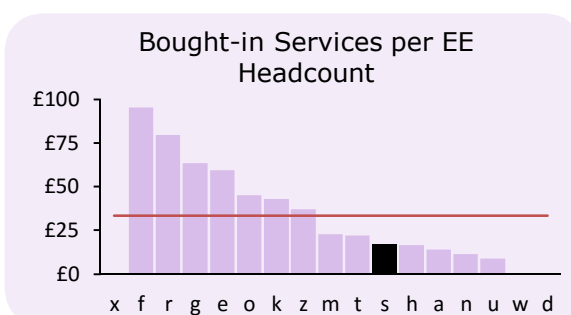
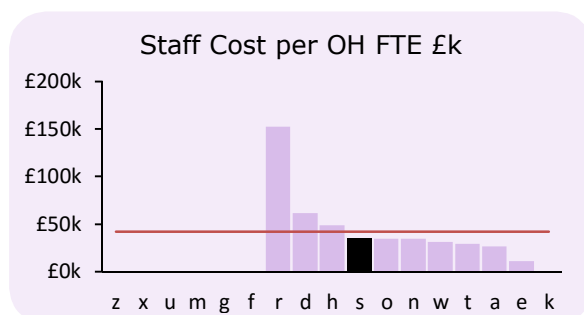
Incidents per 1,000 FTE 2016/17

H & S Costs 2016/17	No.	Avg
Reported incidents	39	
Average FTE	8,230.0	
Incidents per 1,000 FTE	4.7	5.5



SECTION 9. OCCUPATIONAL HEALTH & WELFARE

2016/17



The composition graph on the left shows the proportions of Bought-in Services and OH Staff Cost which make up total OH Cost.

OH Costs 2016/17	£k	Cost/EE £	Avg
Staff Cost	176.0	14.70	16.39
Bought-in	202.0	16.88	33.32
Total OH Cost	378.0	31.59	49.71
Staff Cost per OH FTE	35.2		42.02

OH Numbers 2016/17	No.	Avg
OH FTE/1000 Employees Headcount	0.42	0.59
OH Staff FTE	5.0	2.4
Non-Schools Headcount	11,966	4,472

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