

# Democratic Services Benchmarking Club 2013

## City of London Corporation

### COMPARATOR REPORT

Barking  
City of London  
Enfield  
Lambeth  
Richmond  
Tower Hamlets

Brent  
Croydon  
Kensington  
Newham  
Sutton  
Waltham Forest

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# INTRODUCTION

This report compares your performance with the group of authorities specified on the title page. It is divided into the following sections.

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## 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 2012/13 and 2013/14.

We also feed back 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-2010 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 2013/14.

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 2013/14.

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

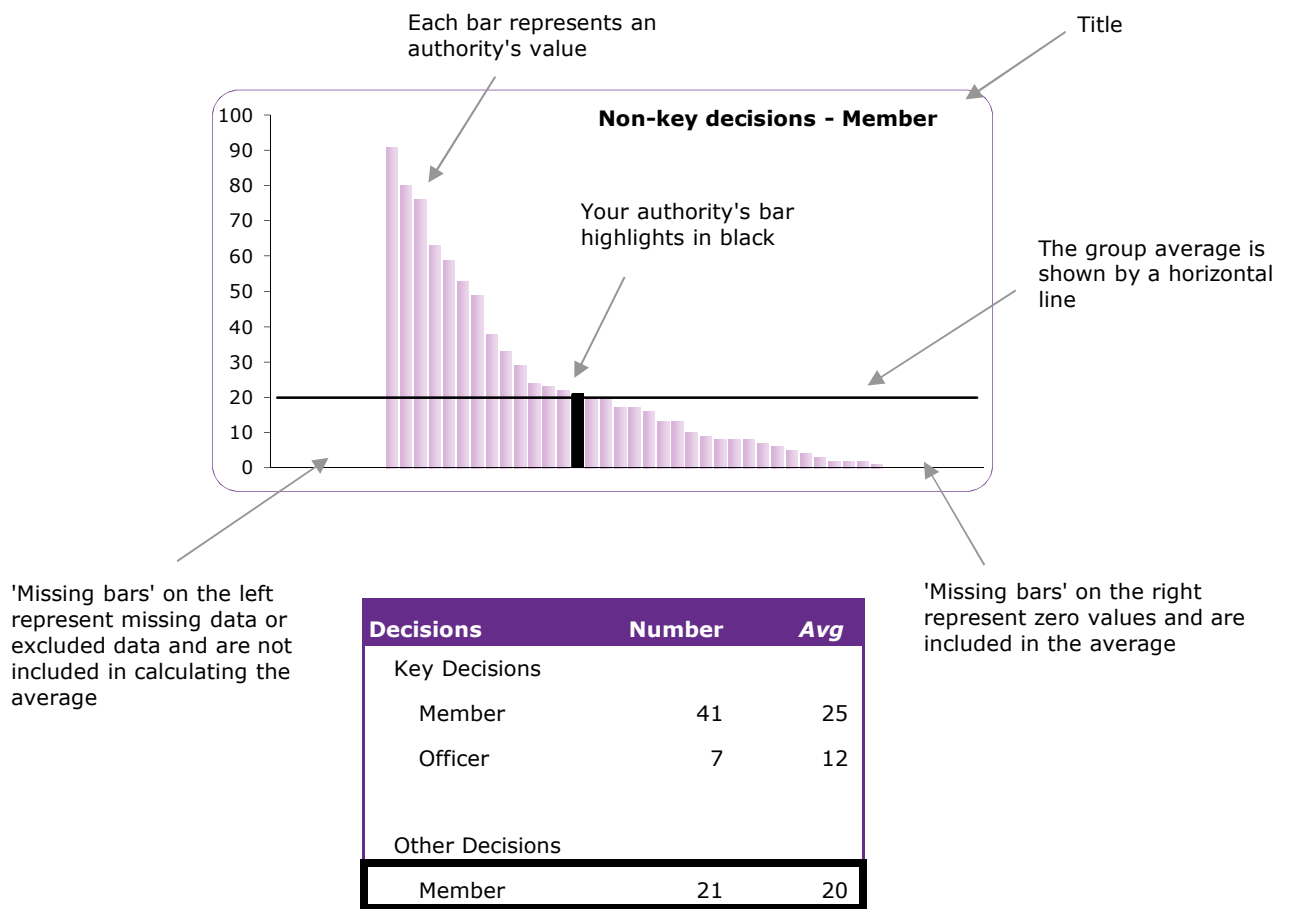
This report compares your data with the group of authorities specified on the title page.

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.

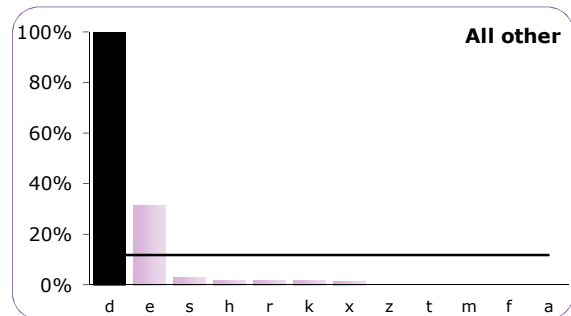
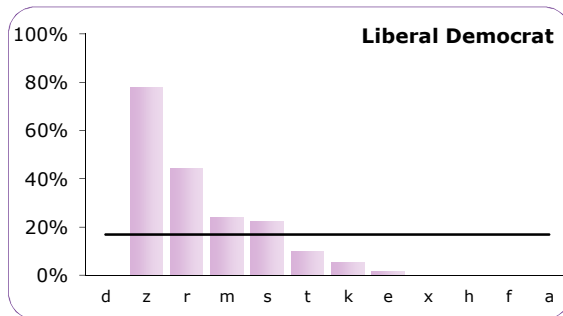
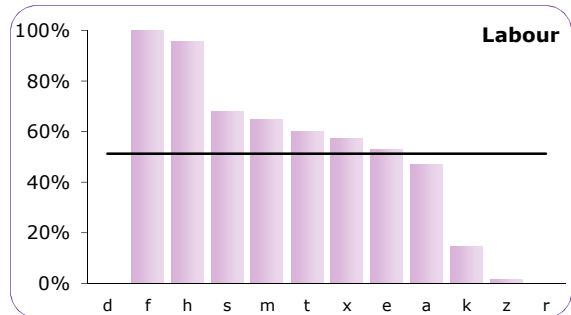
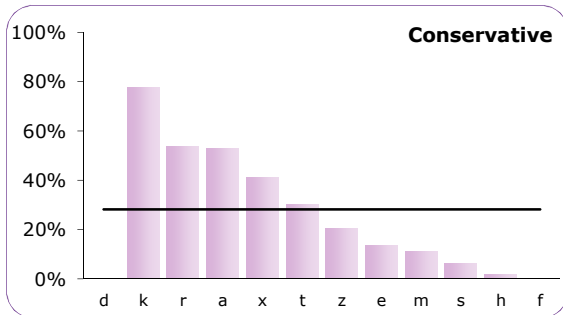
**Charts:** We display a large amount of data on charts as this allows us to show the data for the entire group efficiently and gives far more information than a simple average (i.e. range of data, individual authority values etc.). Below we have annotated an example chart to help explain what it shows.

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



# SECTION 1 - GENERAL INFORMATION

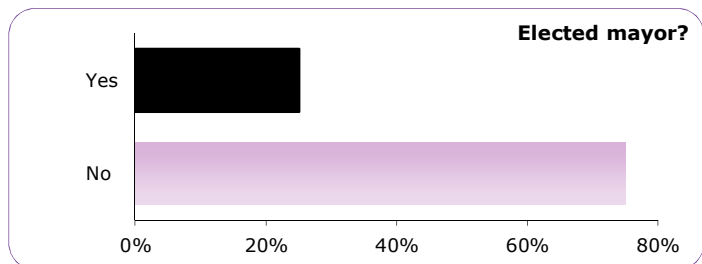
## Council Members



Council members	Number	%	Avg
Conservative	..	na	28%
Labour	..	na	51%
Liberal Democrat	..	na	17%
All other	125	100%	12%
<b>Total</b>	<b>125</b>		

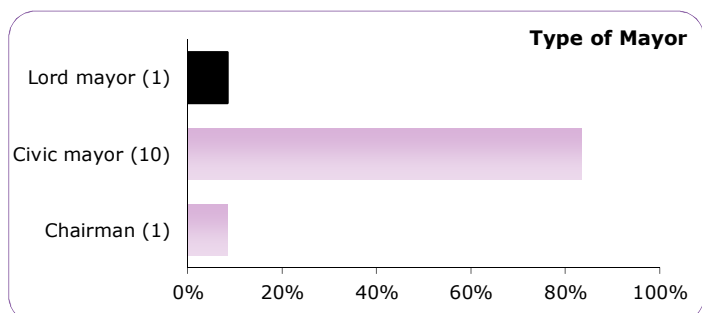
## Does your authority have an elected mayor?

Authorities	Avg
Elected mayor ✓	25%



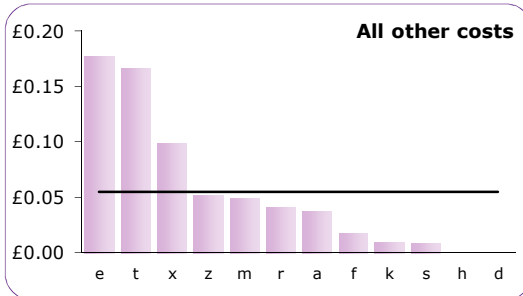
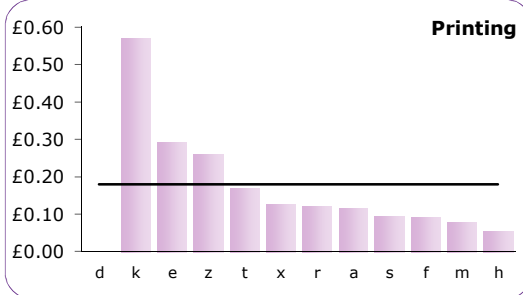
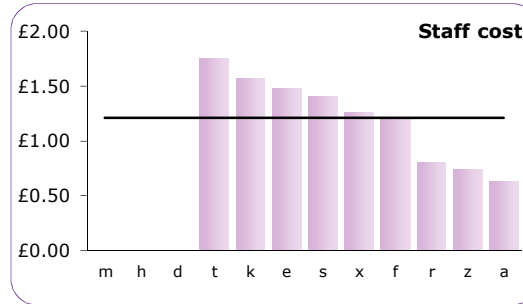
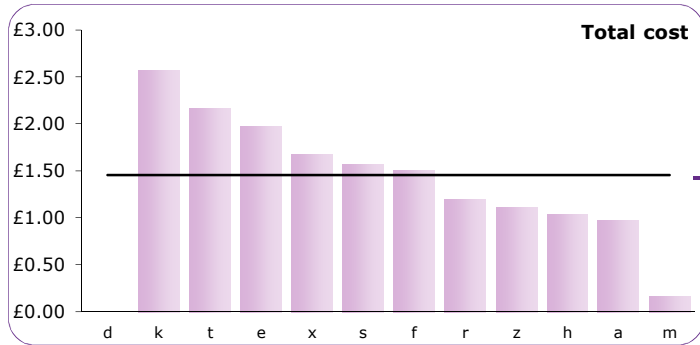
## What type of mayor does your authority have?

Authorities	Avg
Lord mayor ✓	8%
Civic mayor ✗	83%
Chairman ✗	8%



## SECTION 2 - COMMITTEE SUPPORT

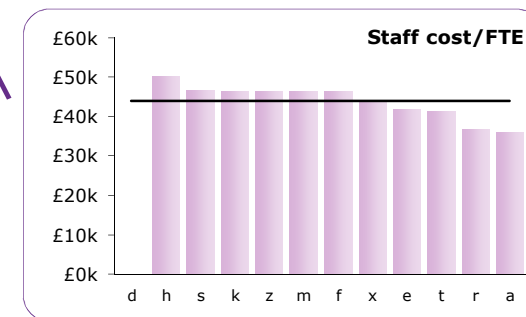
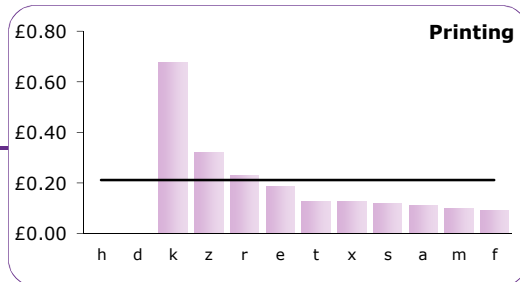
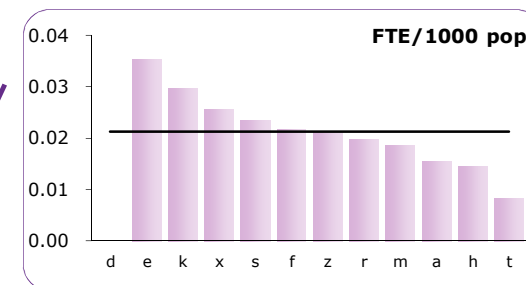
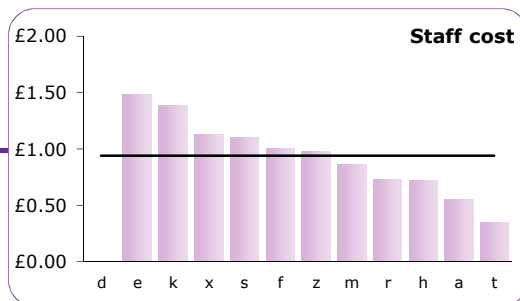
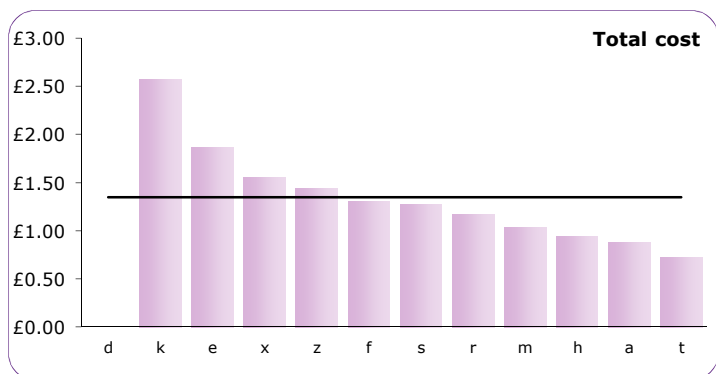
**Cost per 1,000 pop.  
2012/13 out-turn**



Population #N/A

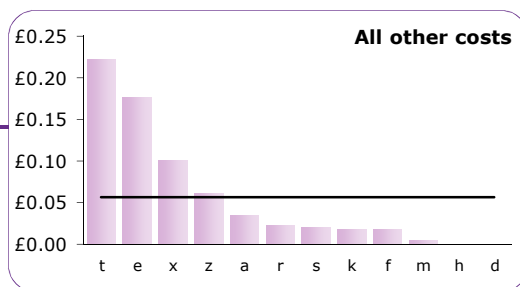
Costs	£	£/1000	Avg
Staff cost	258k	na	£1.21
Printing	102k	na	£0.18
Meetings	38k	£0.00	£0.09
IT	7k	na	£0.04
Other costs	5k	£0.00	£0.05
<b>Total cost</b>	<b>410k</b>	<b>na</b>	<b>£1.45</b>

**Cost per 1,000 pop.  
2013/14 budget**



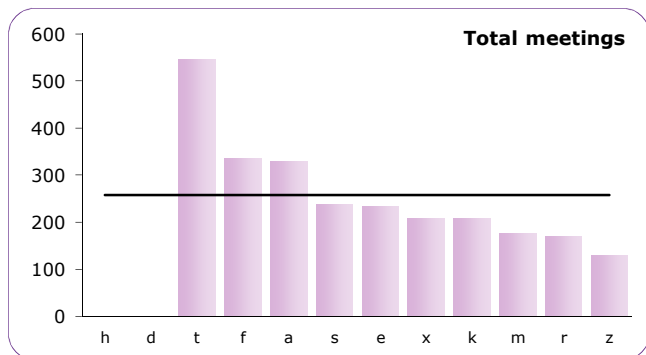
Population #N/A

Costs	£k	£/1000	Avg
Staff cost	322k	na	£0.94
Printing	90k	na	£0.21
Meetings	40k	£0.00	£0.09
IT	7k	na	£0.04
Other costs	8k	£0.00	£0.06
<b>Total cost</b>	<b>467k</b>	<b>na</b>	<b>£1.35</b>

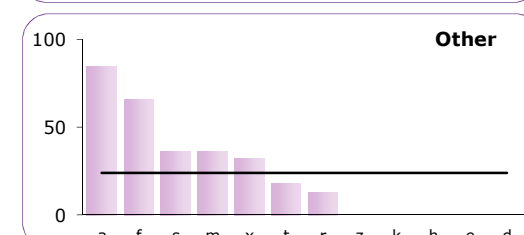
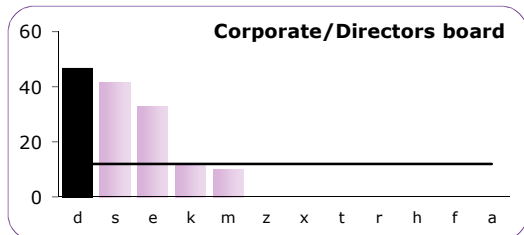
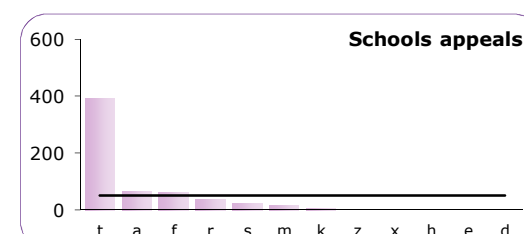
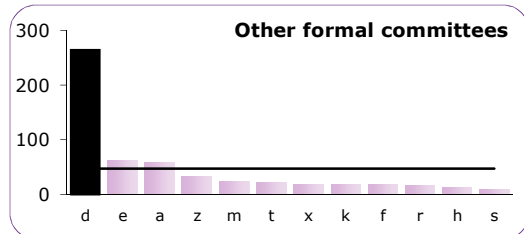
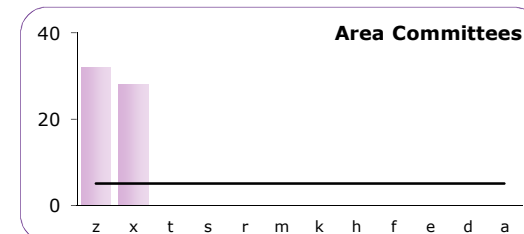
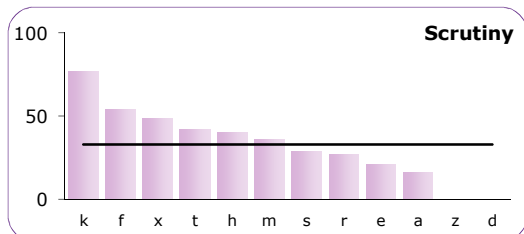
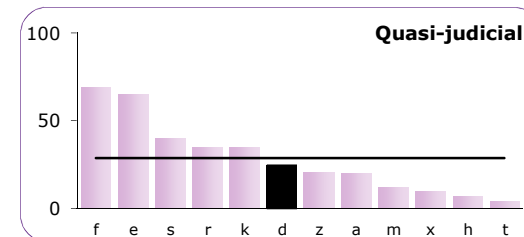
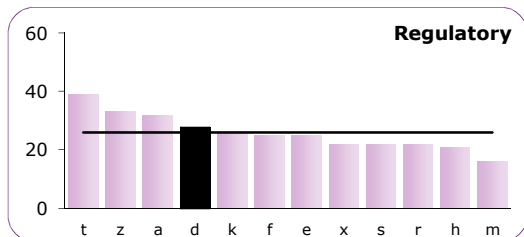
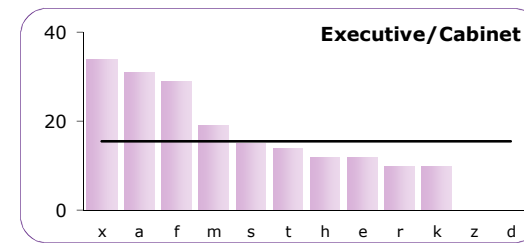
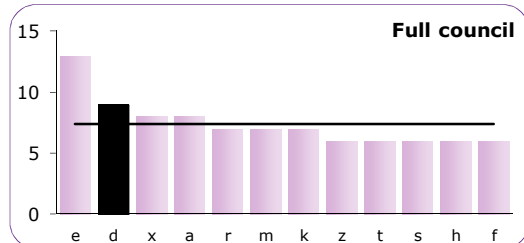


FTE information	FTE	FTE/1000	Avg
FTE Staff	8.8	na	0.02
Cost per FTE	na		£44k

## Meetings information



Meeting type	Number	Avg
Full Council	9	7
Executive/Cabinet	-	16
Regulatory	28	26
Quasi-judicial	25	29
Scrutiny	-	33
Area Committees	-	5
Other formal committees	267	47
Schools appeals	-	51
Corporate/Directors board	47	12
Shared Services Mgt Board	-	1
Police & Crime Panel	-	2
Health & Wellbeing	4	4
Other	-	24
<b>Total meetings</b>	<b>na</b>	<b>258</b>



## Tabular meetings information

<b>Own Authority</b>	<b>Before 5pm</b>	<b>After 5pm</b>	<b>Total hours</b>	<b>Total Agenda pages</b>
Full Council	9	-	9	269,000
Executive/Cabinet	-	-	..	..
Regulatory	28	-	49	380,508
Quasi-judicial	25	-	24	19,600
Scrutiny	-	-	..	..
Area Committees	-	-	..	..
Other formal committees	267	-	382	1,412,594
Schools appeals	-	-	..	..
Corporate Mgt/Directors Board	47	-	62	69,760
Shared Services Mgt Board	na	-	..	..
Police & Crime Panel	na	-	..	..
Health & Wellbeing	4	-	7	9,640
All others	-	-	..	..
<b>Total meetings</b>	<b>na</b>	<b>-</b>	<b>532</b>	<b>2,161,102</b>

<b>Averages</b>	<b>Before 5pm</b>	<b>After 5pm</b>	<b>Total hours</b>	<b>Total Agenda pages</b>
<i>Full Council</i>	1	7	17	139,141
<i>Executive/Cabinet</i>	1	15	20	168,560
<i>Regulatory</i>	5	21	50	162,549
<i>Quasi-judicial</i>	17	12	58	145,782
<i>Scrutiny</i>	1	31	73	155,801
<i>Area Committees</i>	0	5	16	27,364
<i>Other formal committees</i>	26	22	70	187,353
<i>Schools appeals</i>	41	10	62	17,637
<i>Corporate Mgt/Directors Board</i>	12	-	30	25,160
<i>Shared Services Mgt Board</i>	1	-	4	600
<i>Police &amp; Crime Panel</i>	1	1	4	1,522
<i>Health &amp; Wellbeing</i>	2	2	8	7,870
<i>All others</i>	12	12	61	158,167
<b>Total meetings</b>	<b>103</b>	<b>141</b>	<b>473</b>	<b>1,131,884</b>

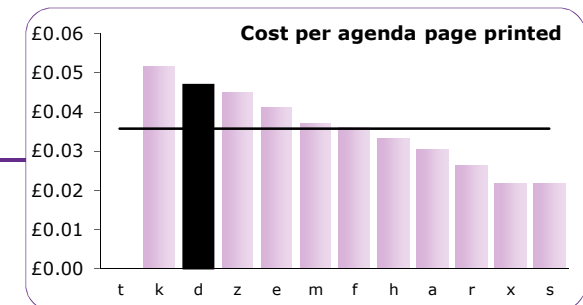
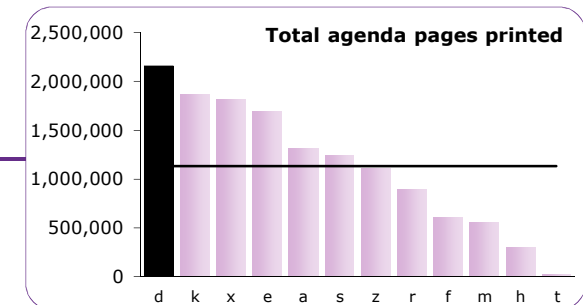
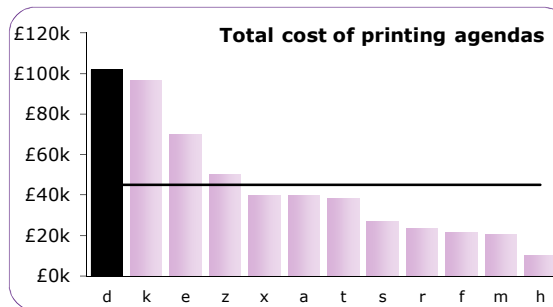
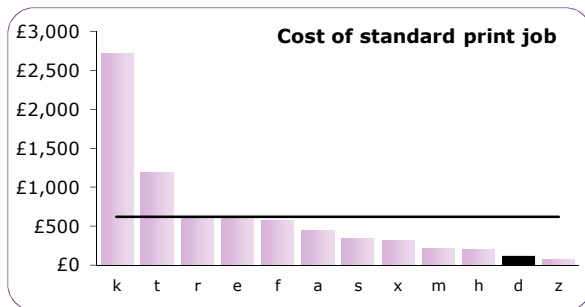


## Services provided by Committee Support

Services	Full Council		Executive		Regulatory		Quasi-judicial		Scrutiny		Area Committees		Schools		Corporate	
	✓	Avg	✗	Avg	✓	Avg	✓	Avg	✗	Avg	✗	Avg	✗	Avg	✓	Avg
Attend pre-meeting	✓	100%	✗	67%	✓	83%	✓	75%	✗	67%	✗	8%	✗	42%	✓	17%
Produce agendas	✓	100%	✗	83%	✓	100%	✓	100%	✗	92%	✗	17%	✗	58%	✓	42%
Give procedural advice	✓	100%	✗	83%	✓	100%	✓	100%	✗	92%	✗	17%	✗	58%	✓	17%
Manage public	✓	100%	✗	83%	✓	100%	✓	92%	✗	83%	✗	17%	✗	58%	✓	8%
Take minutes	✓	100%	✗	83%	✓	100%	✓	100%	✗	92%	✗	17%	✗	58%	✓	42%
Post meeting follow-up	✓	100%	✗	83%	✓	92%	✓	92%	✗	92%	✗	17%	✗	58%	✓	42%

## Printing

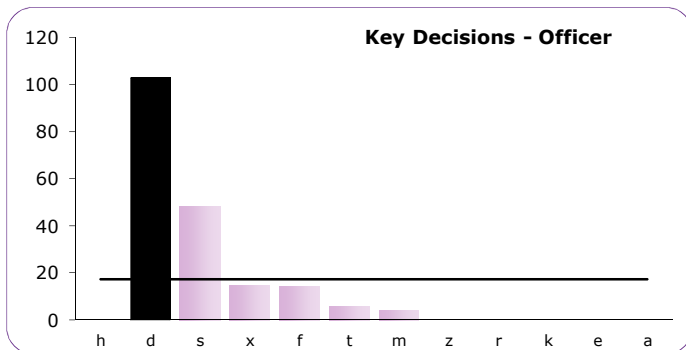
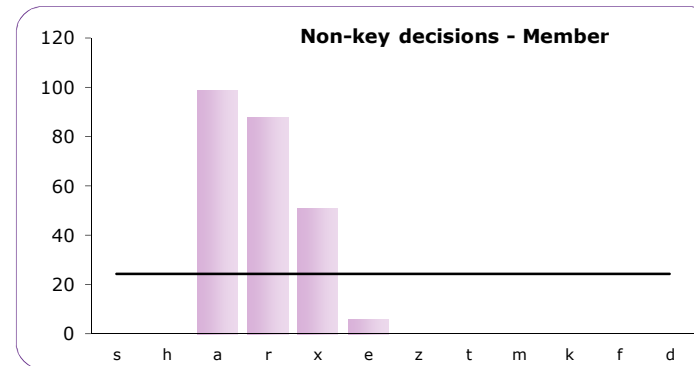
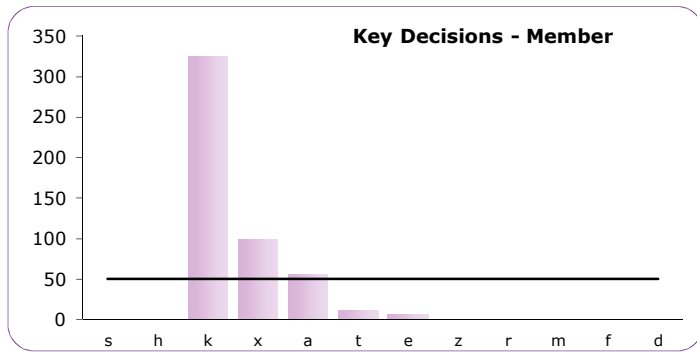
Printing information		Avg
Cost of printing agendas	£102k	£45k
Agenda pages printed	2,161,102	1,131,884
Cost per agenda page	£0.05	£0.04
Cost of a standard print job	£116.53	£618.04



## Distribution of Agendas

Method of distribution	Hand Delivered		Post		Email		Secure Network		Other	
		Avg		Avg		Avg		Avg		Avg
Notifications	*	25%	*	33%	*	83%	*	17%	*	17%
Full agenda	*	58%	✓	42%	✓	92%	✓	25%	*	33%

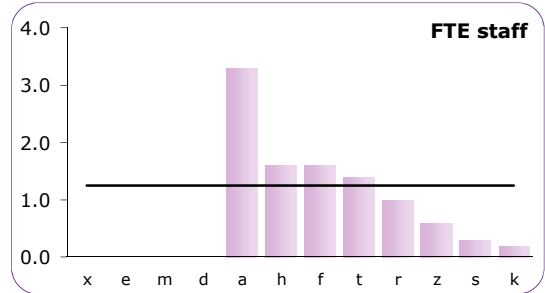
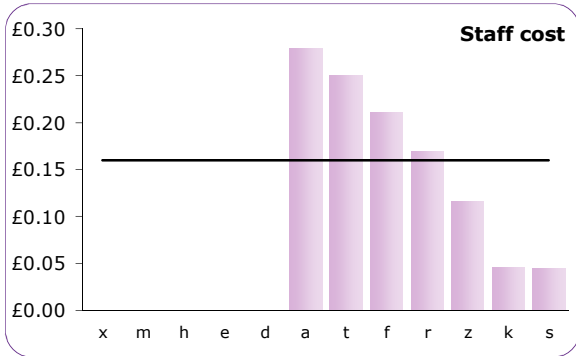
## Individual Decisions



Decisions	Number	Avg
<b>Key Decisions</b>		
Member	-	50
Officer	103	17
<b>Other Decisions</b>		
Member	-	24

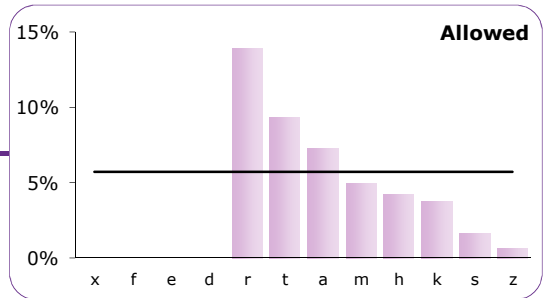
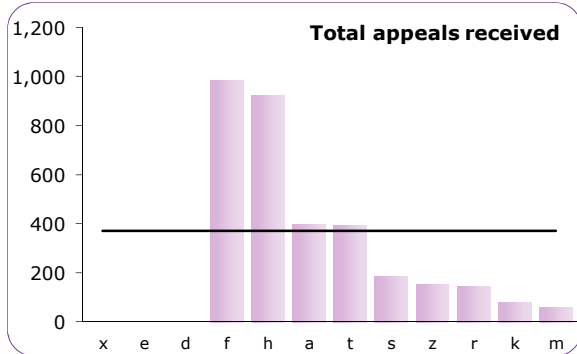
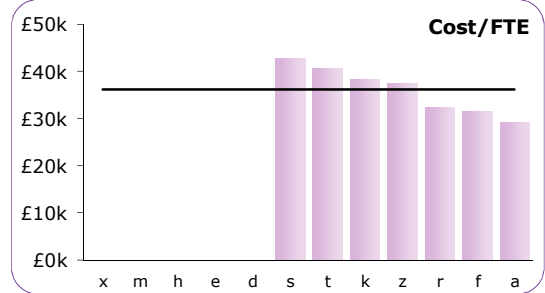
## SECTION 3 - SCHOOL APPEALS

### 2012/13 budget costs

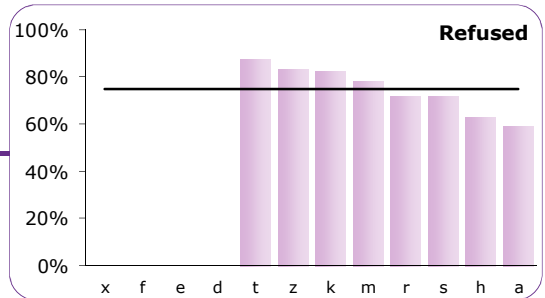


Population #N/A

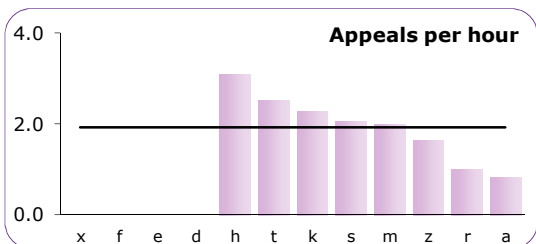
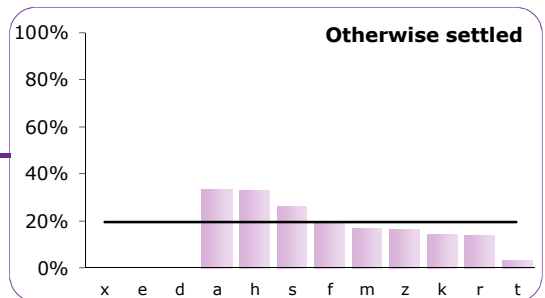
FTE information	£/ 1000	Avg
Staff cost	na	£0.16
FTE Staff	..	1.3
Cost per FTE	na	36.2k



Appeals	Number	% Total	Avg
Selection reviews	..		9
Other admission	..		344
Exclusions	..		4
<b>Total received</b>	<b>..</b>		<b>370</b>
Allowed	..	na	6%
Refused	..	na	75%
Otherwise settled	..	na	20%

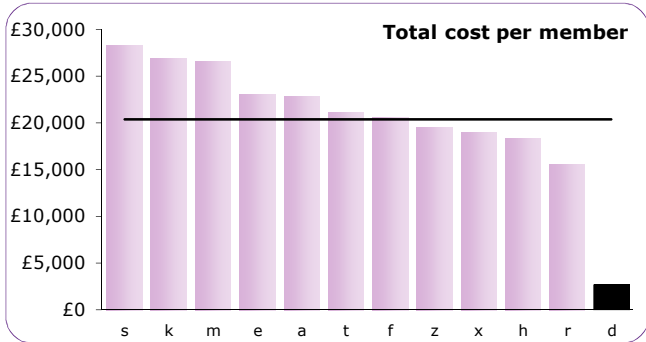


	Number	Avg
No. of hours of hearings	..	168
Appeals per hour	na	1.9



# SECTION 4 - MEMBER SUPPORT

## Cost per Member 2012/13 out-turn

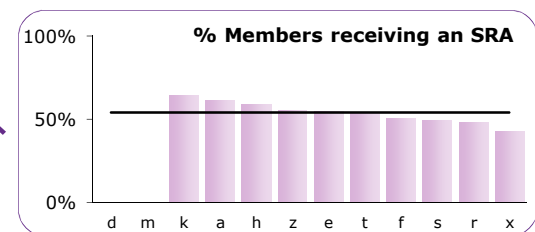
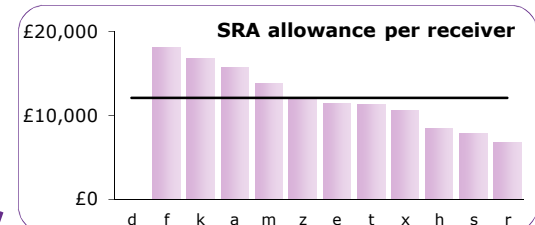
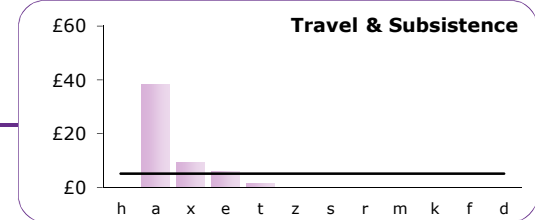
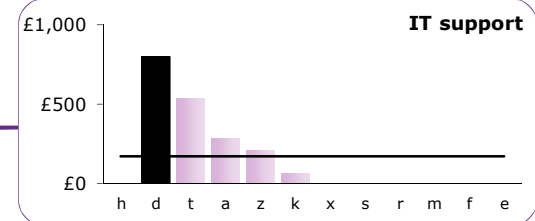
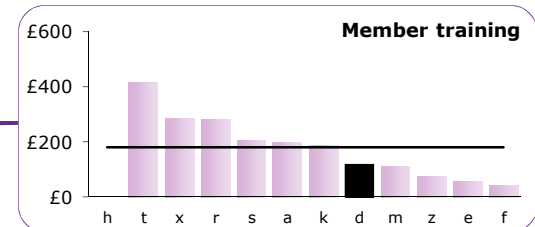
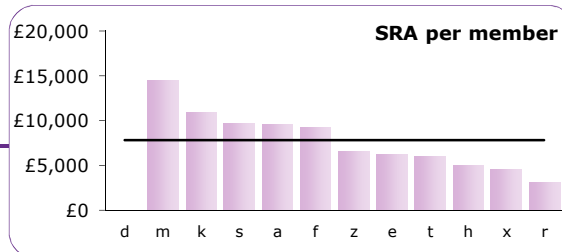
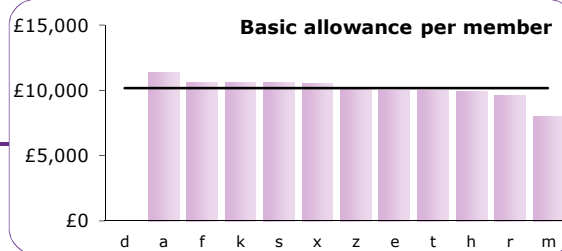
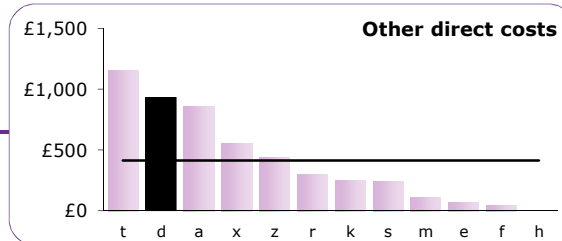
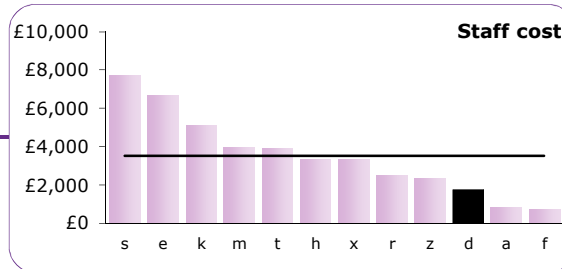


	Number	Avg
Council Members	125	64

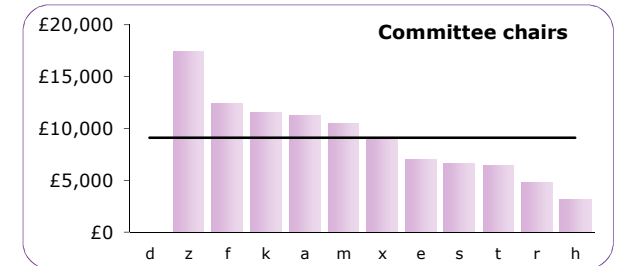
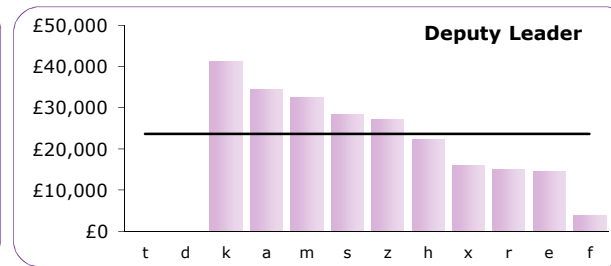
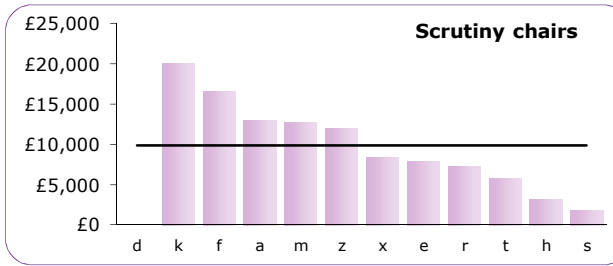
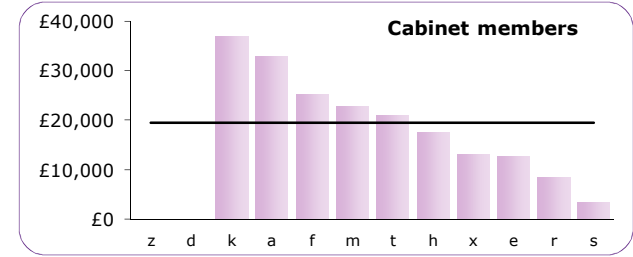
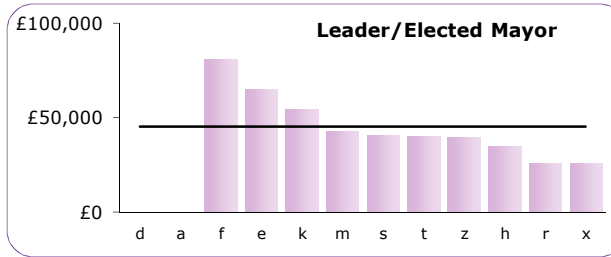
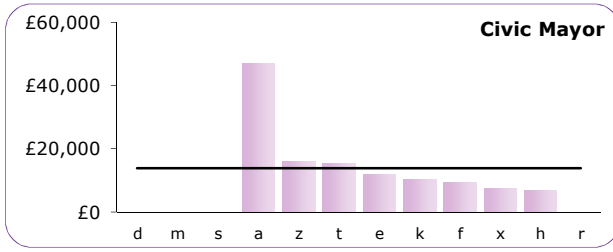
Population #N/A

Costs	£'k	£/ member	Avg
Staff cost	220k	£1,760	£3,518
Member training	15k	£120	£180
IT support	100k	£800	£172
Travel & subsistence	0k	£0	£5
Other costs	2k	£16	£84
Basic Allowances	#VALUE!	na	£10,154
SRA's	#VALUE!	na	£7,785
<b>Total cost</b>	<b>#VALUE!</b>	<b>£2,696</b>	<b>£20,374</b>

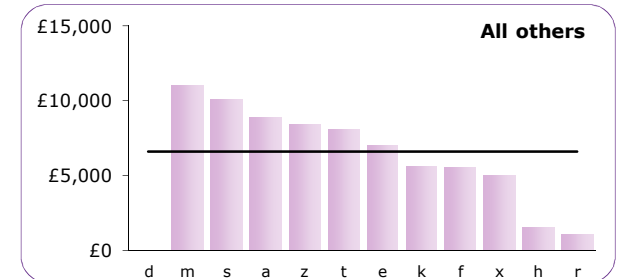
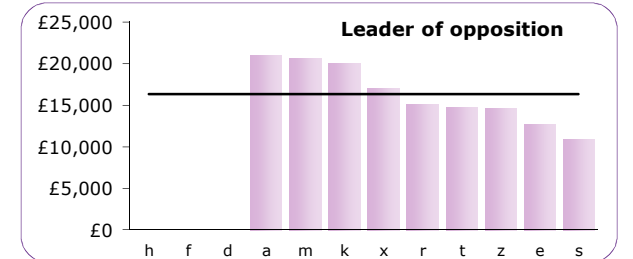
SRA's	Number	Avg	
Number receiving	..	na	54%
SRA per receiver		na	£12,084



## Special Responsibility Allowances



SRA's	Total £'000	No. receiving	Average allowance	Avg
Civic Mayor	#VALUE!	#VALUE!	na	£13,902
Leader/Elected Mayor	#VALUE!	..	na	£45,100
Deputy leader	#VALUE!	..	na	£23,641
Cabinet members	#VALUE!	..	na	£19,438
Committee chairs	#VALUE!	..	na	£9,118
Scrutiny chairs	#VALUE!	..	na	£9,885
Leaders of opposition	#VALUE!	..	na	£16,330
All others	#VALUE!	..	na	£6,583
<b>Total</b>	<b>#VALUE!</b>	<b>..</b>	<b>na</b>	<b>£12,084</b>

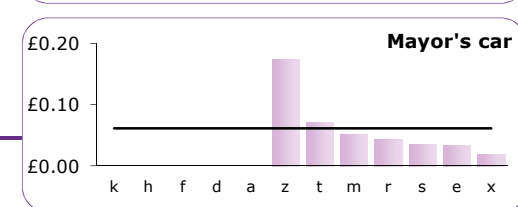
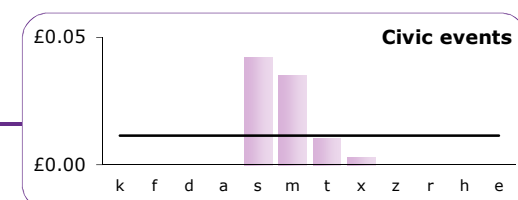
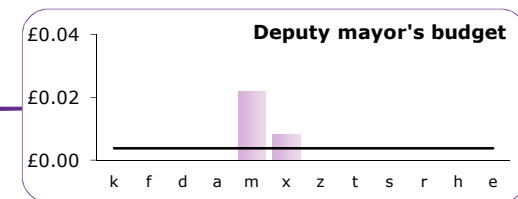
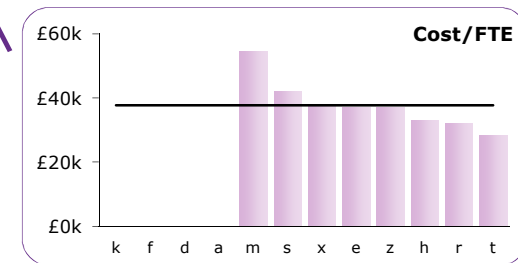
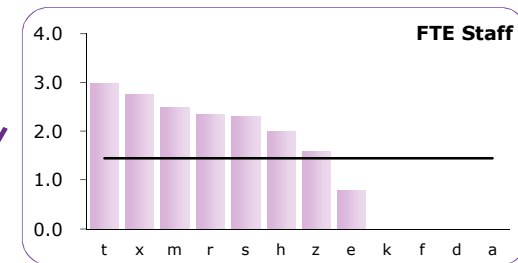
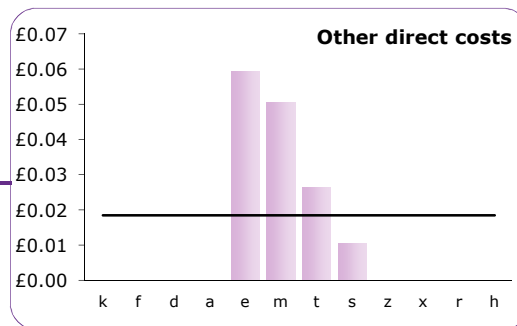
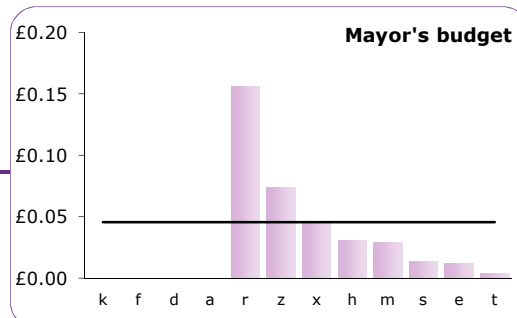
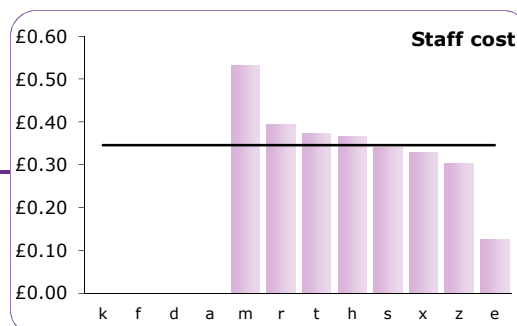
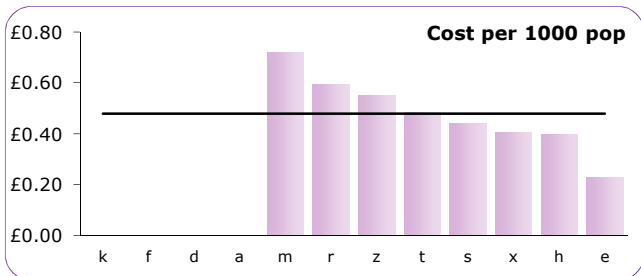
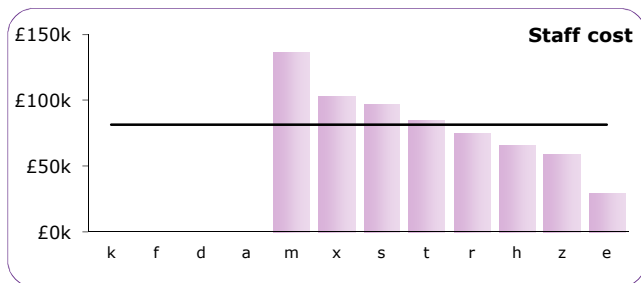


## Support Provided to Members

Services	Elected Mayor / Council Leader		Civic Mayor / Chairman		Opposition Leader		Executive / Cabinet		Back- benchers	
		Avg		Avg		Avg		Avg		Avg
Case-work	✘	75%	✘	42%	✘	42%	✘	50%	✘	33%
Diary management	✓	83%	✓	83%	✘	33%	✘	50%	✘	17%
Handling press	✓	42%	✓	42%	✘	17%	✘	25%	✓	25%
Speech Writing	✓	75%	✓	67%	✘	25%	✘	33%	✘	33%
Travel arrangements	✓	92%	✓	92%	✘	50%	✘	67%	✓	67%
Learning & development	✓	92%	✓	75%	✘	75%	✘	75%	✓	83%
Arrange group meetings	✘	58%	✘	17%	✘	58%	✘	42%	✘	50%
Produce group newsletters	✘	17%	✘	0%	✘	33%	✘	8%	✘	17%

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

Cost per 1,000 pop  
2013/14 estimates

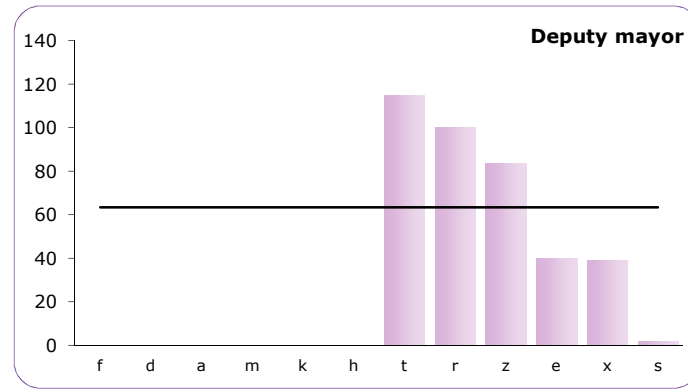
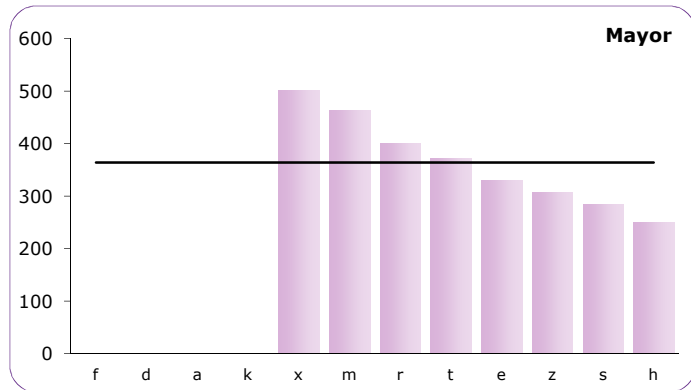


Population #N/A

Costs	£k	£/1000	Avg
Staff cost	na	na	£0.35
Mayor's budget	na	na	£0.05
Deputy mayor's budget	na	na	£0.00
Civic events	na	na	£0.01
Mayor's car	na	na	£0.06
Other costs	na	na	£0.02
<b>Total cost</b>	<b>na</b>	<b>na</b>	<b>£0.48</b>

Staff	Avg
FTE Staff	1.4
Cost per FTE	37.8k

## Engagements - 2012/13 municipal year

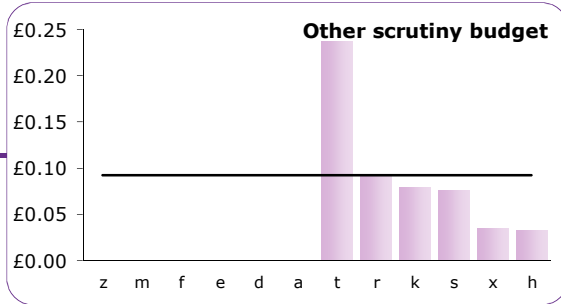
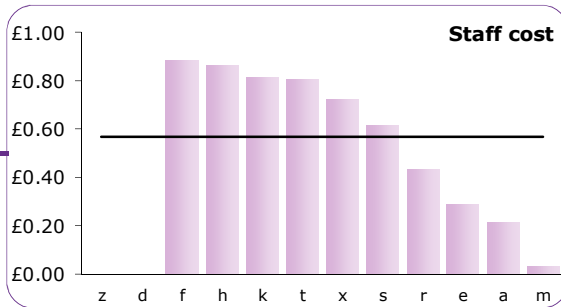
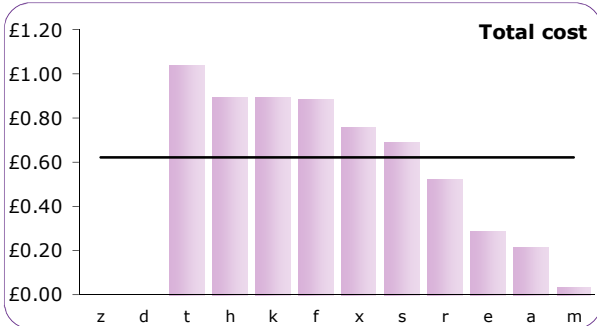


Engagements	Number	Avg
Mayor	NA	364
Deputy Mayor	NA	63



## SECTION 6 - OVERVIEW & SCRUTINY

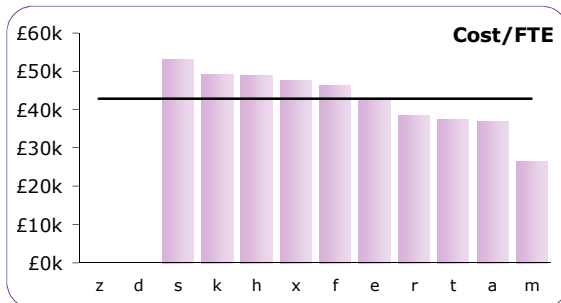
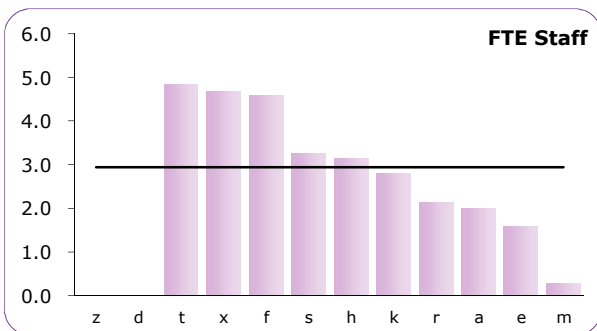
### Cost per 1,000 pop 2013/14 budget



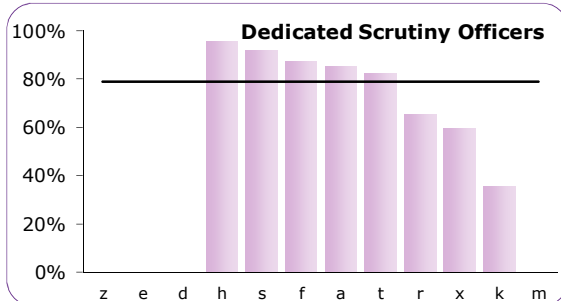
Population #N/A

Costs	£/1000	Avg
Staff cost	0.0k	na
Other scrutiny budget	..	na
<b>Total cost</b>	<b>0.0k</b>	<b>na</b>

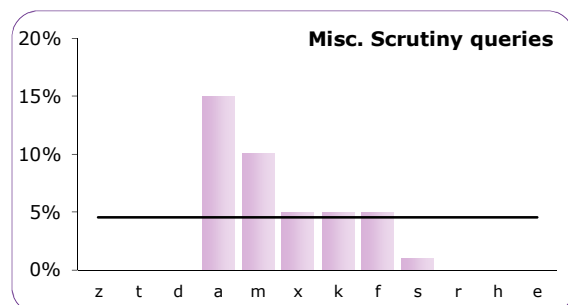
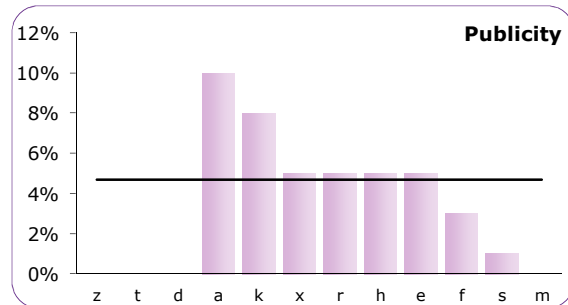
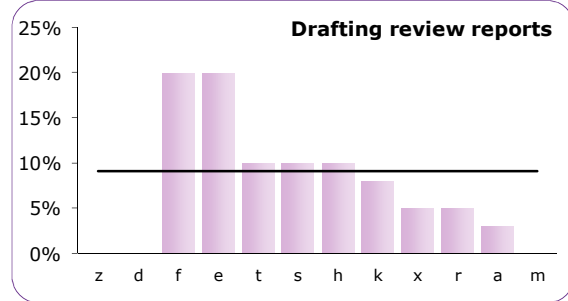
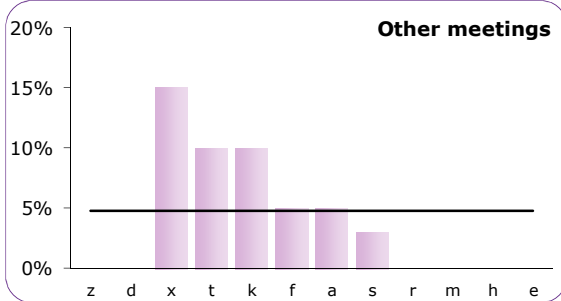
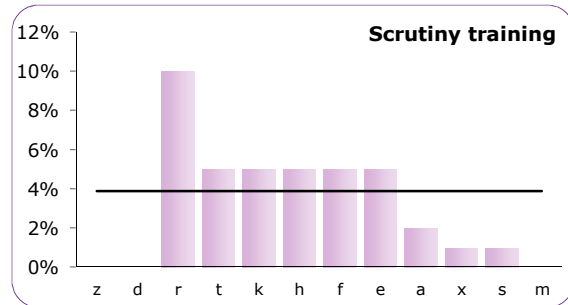
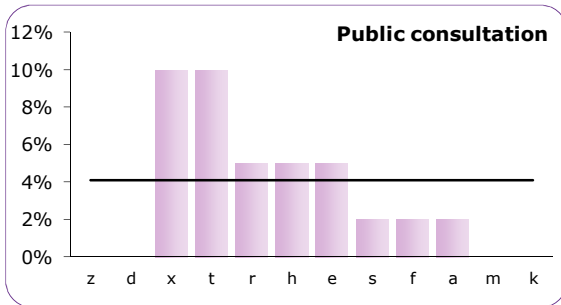
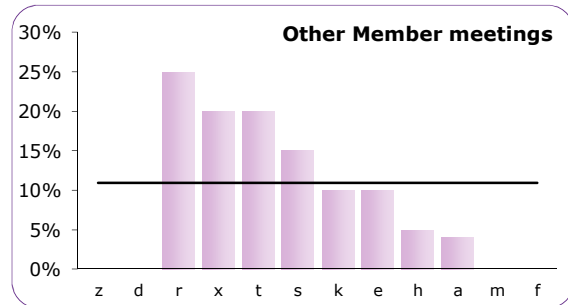
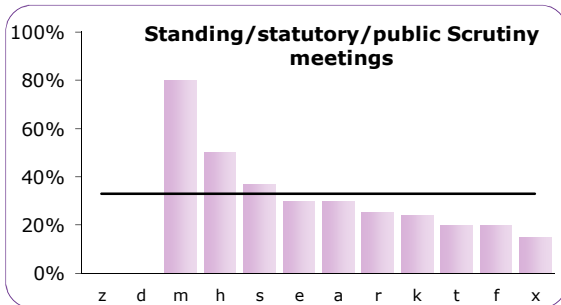
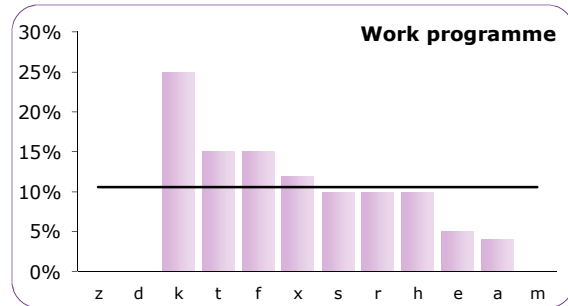
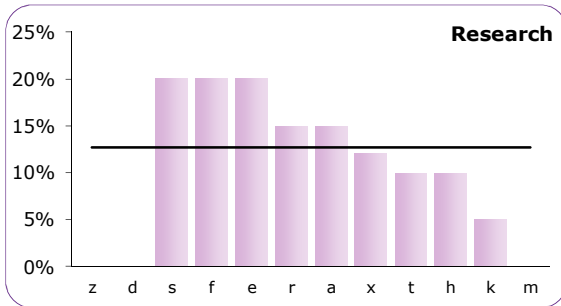
### FTE Information



Staff information	Avg
FTE staff	na
Dedicated Scrutiny Officers	..
Cost per FTE	na
Dedicated Scrutiny Officers / FTE	na

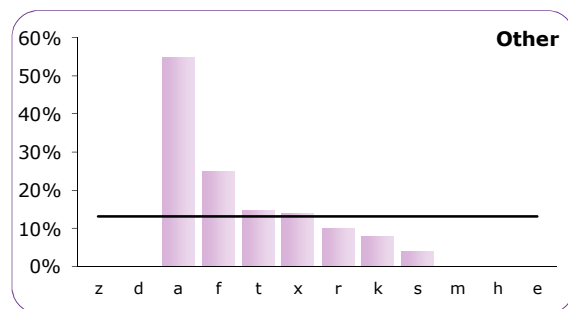
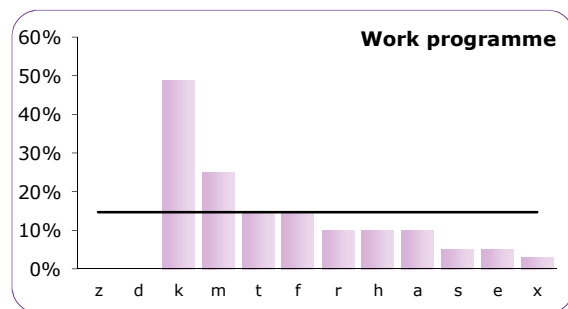
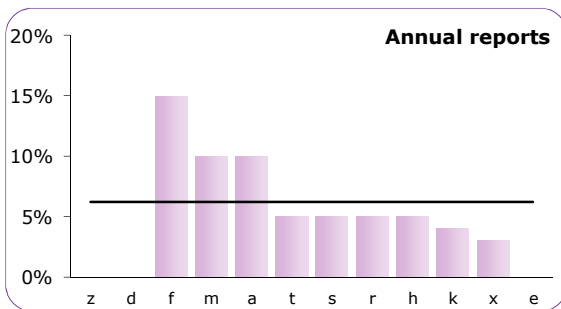
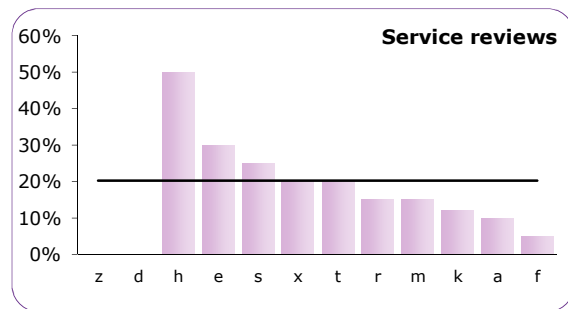
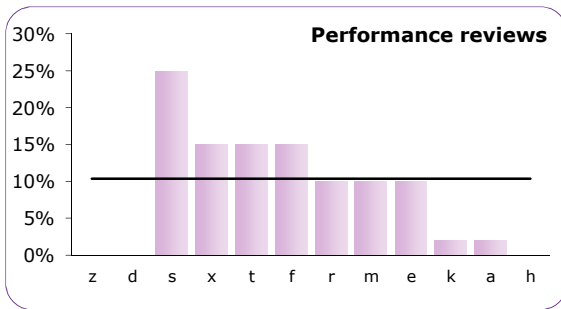
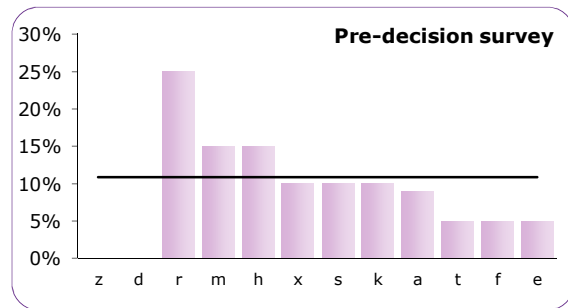
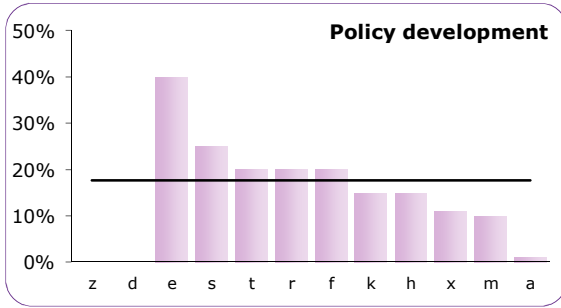
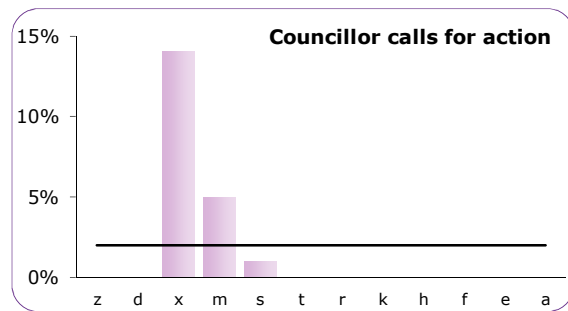
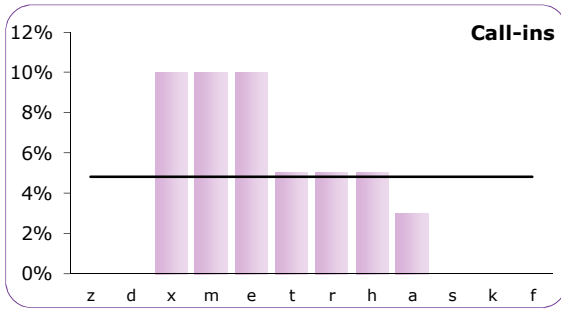


## Allocation of FTE by activity



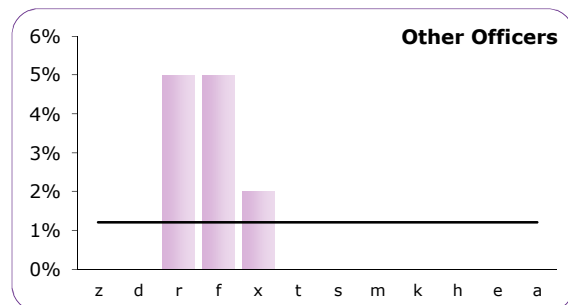
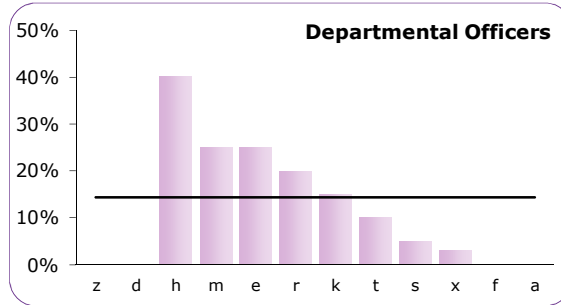
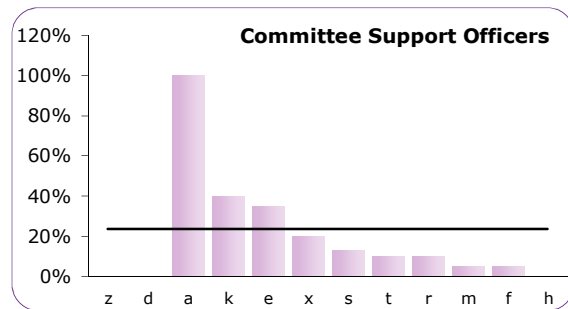
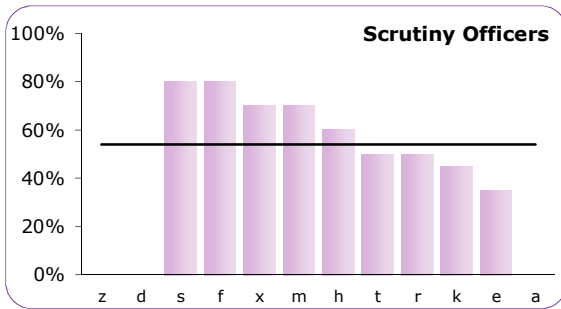
Allocation of staff time by activity	%	Avg
Research	na	12.7%
Work programme	na	10.6%
Standing/statutory/public Scrutiny	na	33.1%
Other Member meetings	na	10.9%
Public consultation	na	4.1%
Scrutiny training	na	3.9%
Other meetings	na	4.8%
Drafting review reports	na	9.1%
Publicity	na	4.7%
Misc. Scrutiny queries	na	4.6%
All other	na	2.8%

## Scrutiny function time & effort by activity

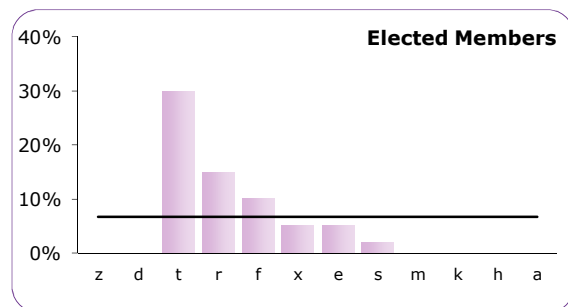


Time & effort by activity	%	Avg
Call-ins	na	4.8%
Councillor calls for action	na	2.0%
Policy development	na	17.7%
Pre-decision survey	na	10.9%
Performance reviews	na	10.4%
Service reviews	na	20.2%
Annual reports	na	6.2%
Work programme	na	14.7%
Other	na	13.1%

## Sources of support to Scrutiny function



Sources of Support	%	Avg
Scrutiny Officers	na	54.0%
Committee Support Officers	na	23.8%
Departmental Officers	na	14.3%
Other Officers	na	1.2%
Elected Members	na	6.7%



## Additional workload information

Workloads	Avg
Reports completed in 2012/13	
Councillor calls for action	.. 0
Requested/generated by Scrutiny Committee/Chairman	.. 71
Requested/generated by Cabinet	.. 4
Requested/generated by Council departments	.. 23
Items suggested by public & external organisations	.. 9
Other	.. 4
<b>Total</b>	<b>.. 105.9</b>
Scrutiny reviews	
In-depth reviews undertaken	.. 4
Number of recommendations	.. 38
% recommendations accepted	.. 81%
% recommendations implemented in 12 months	.. 55%
Call-ins	
Total call-ins	.. 4
No. referred back to decision-maker	.. 1
No. amended of those referred back	.. 0