

Public Sector Corporate Services VfM Indicators
Communications
2009/10

Barchester Council

compared with

Longcity
Funnorton
Thingreen
Over Undercester
Tancaster
Fatchester
Dogfield
Lotforest
Barchester
Fanfield

Flanhampton
Lotcity
Billshire
Cancester
Headfield
Bearworth
Richshire
Tanforest
Thincity

Computed and printed by:

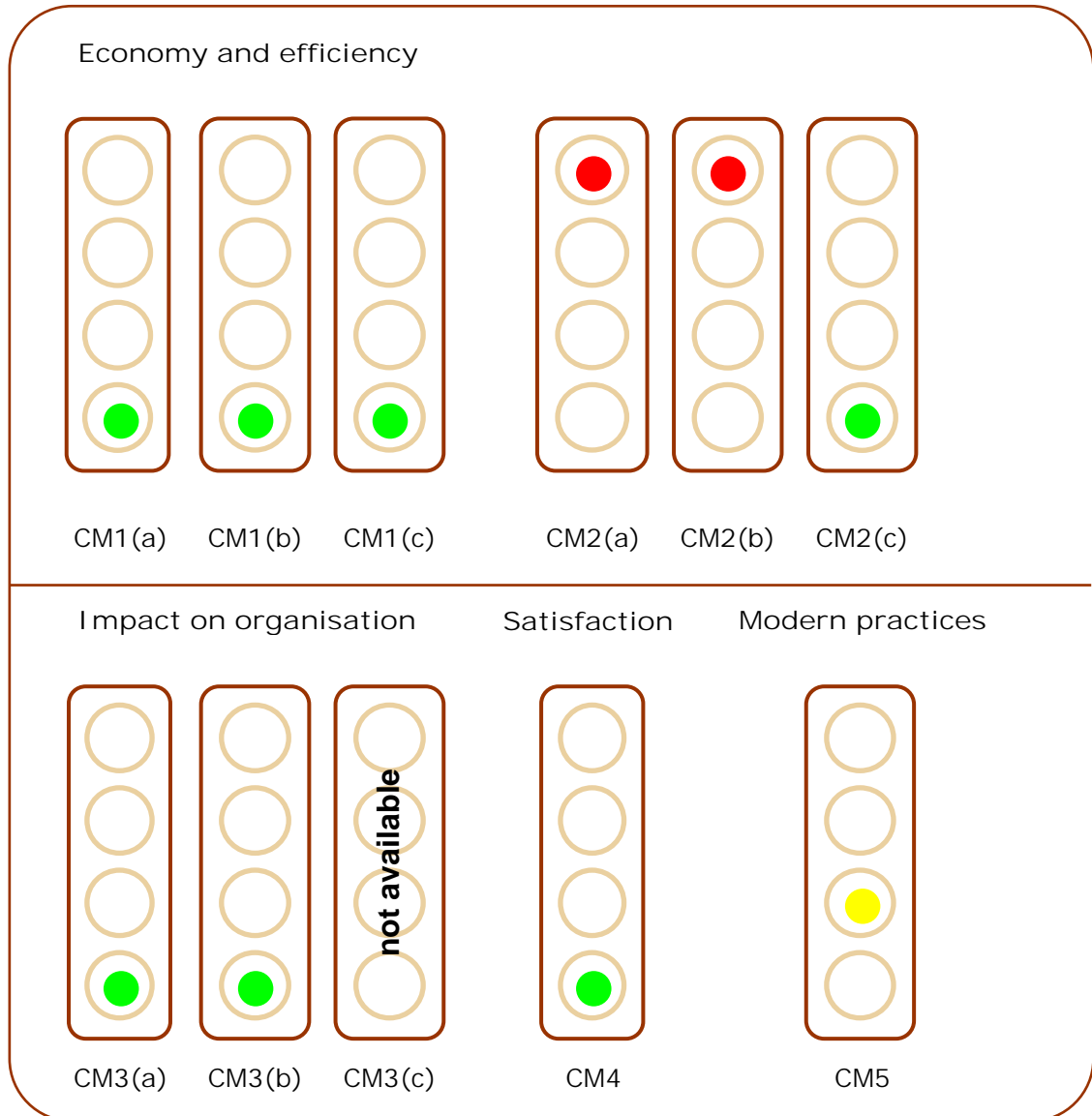
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RESULTS ON ONE PAGE

The Audit Agencies developed an approach to considering Value for Money for Corporate Services which had four dimensions. The overall results are shown below:



Notes:

- a green light indicates performance in the best quartile; a yellow light indicates performance between the median and best quartile; an amber light indicates performance between the median and worst quartile and a red light indicates performance in the worst quartile
- for the purposes of this report, high cost and low productivity are considered poor. However, we accept this is a generalisation and that in some circumstances organisations can choose to invest more in functions because they have under invested in the past or because they want to place particular emphasis on a function
- full descriptions of the indicators are shown in the remainder of this report

Section 1 - ECONOMY AND EFFICIENCY

CM1 Cost of the Communications function

Rationale and expected impact on behaviour

The level of investment in communication activity should be a reflection of the communication challenge facing the organisation, not the size of the organisation.

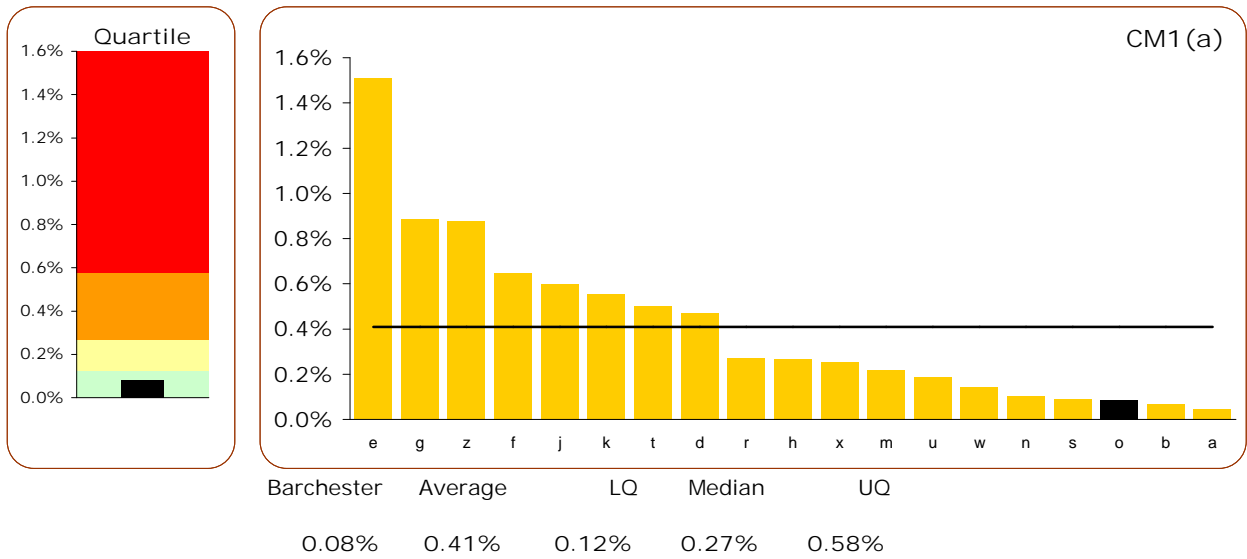
This is a standard and commonly used indicator that seeks to establish whether the costs of running the communications function is in proportion to the resources that are being managed.

Measurement of the total cost of the communications function as a percentage of overall spend allows management to monitor closely the communications cost of their organisation and could be used to track trends across any given time-frame.

Organisations may wish to benchmark themselves against organisations facing similar communication challenges and, if they are spending more than their peers, consider whether there is scope for efficiency savings taking their performance or other indicators into account.

Organisations should consider how much expenditure on communications is running through the central communication function versus embedded communications. It may, for example, be that efficiencies can be driven by centralising expenditure.

CM1(a) Cost of the total Communications function as a percentage of organisational running costs



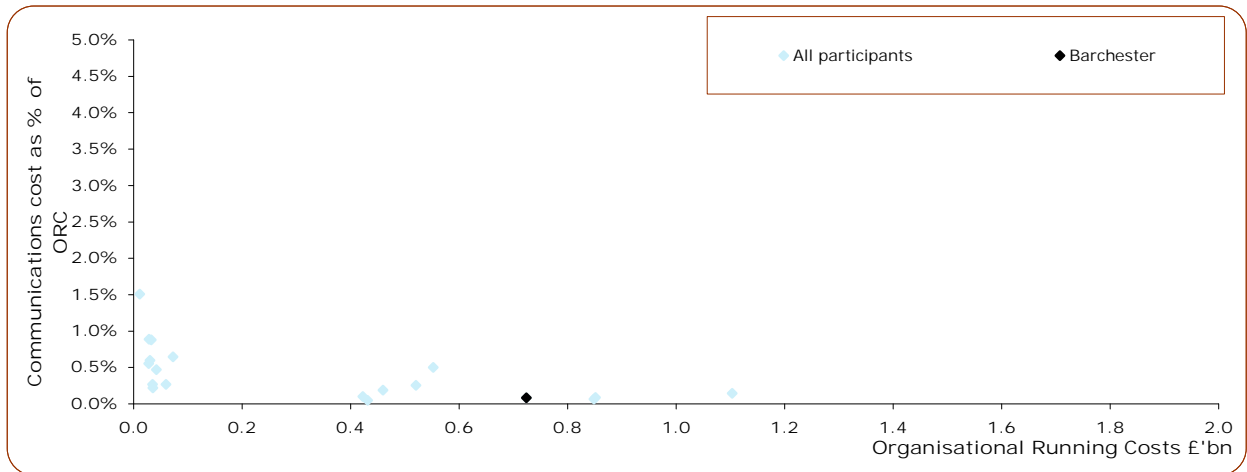
Cost of Difference

This shows the monetary value represented by the difference in percentage from the median (and lower quartile). Favourable variances are shown as negative figures.

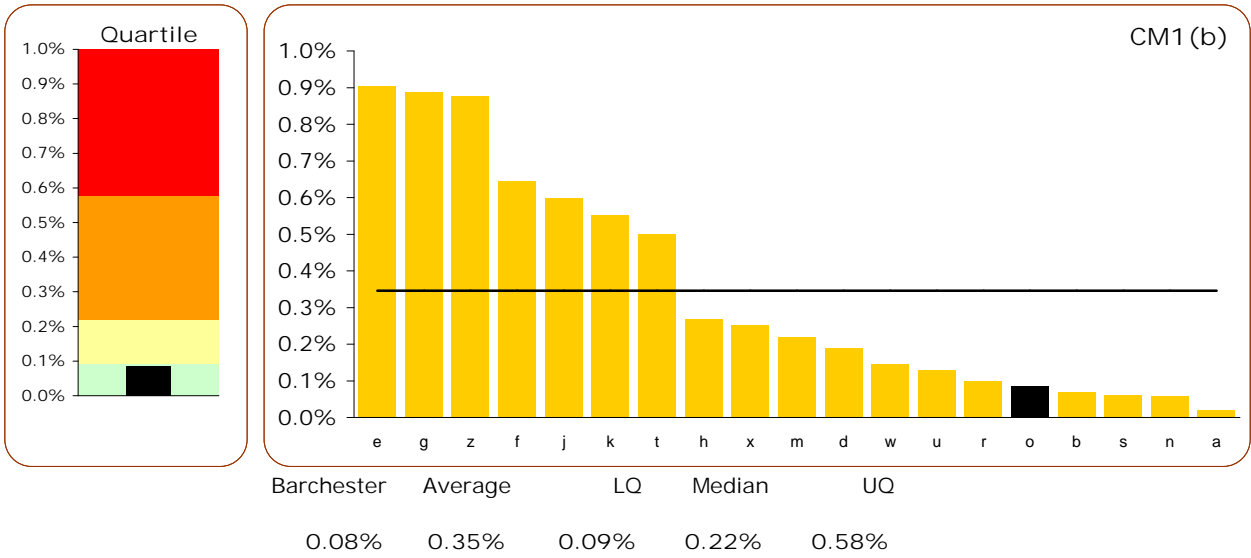
From median (£'000) -£1,330 From lower quartile (£'000) -£277

Economies of Scale

This chart investigates the relationship between cost and size of the organisation. There is some indication that very small organisations tend to use a higher proportion of their resources on the Communications function.



CM1 (b) Cost of the central Communications function as a percentage of organisational running costs



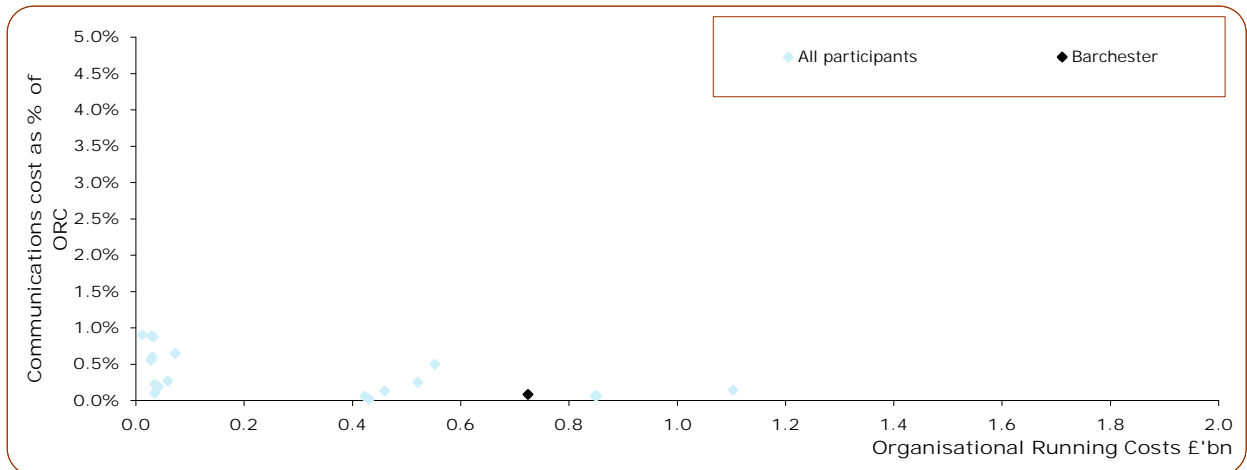
Cost of Difference

This shows the monetary value represented by the difference in percentage from the median (and lower quartile). Favourable variances are shown as negative figures.

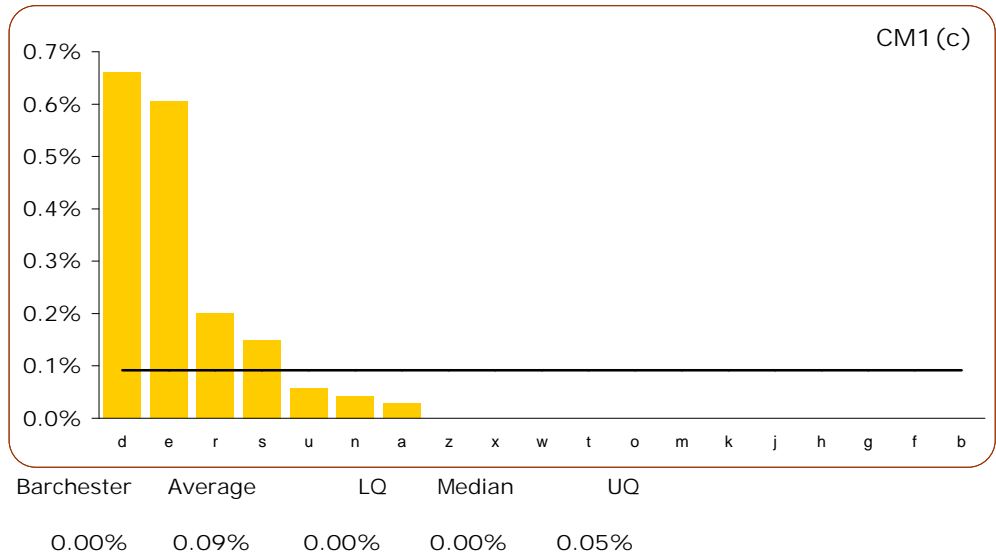
From median (£'000) -£978 From lower quartile (£'000) -£55

Economies of Scale

This chart investigates the relationship between cost and size of the organisation. There is some indication that very small organisations tend to use a higher proportion of their resources on the Communications function.



CM1(c) Cost of the embedded Communications function as a percentage of organisational running costs



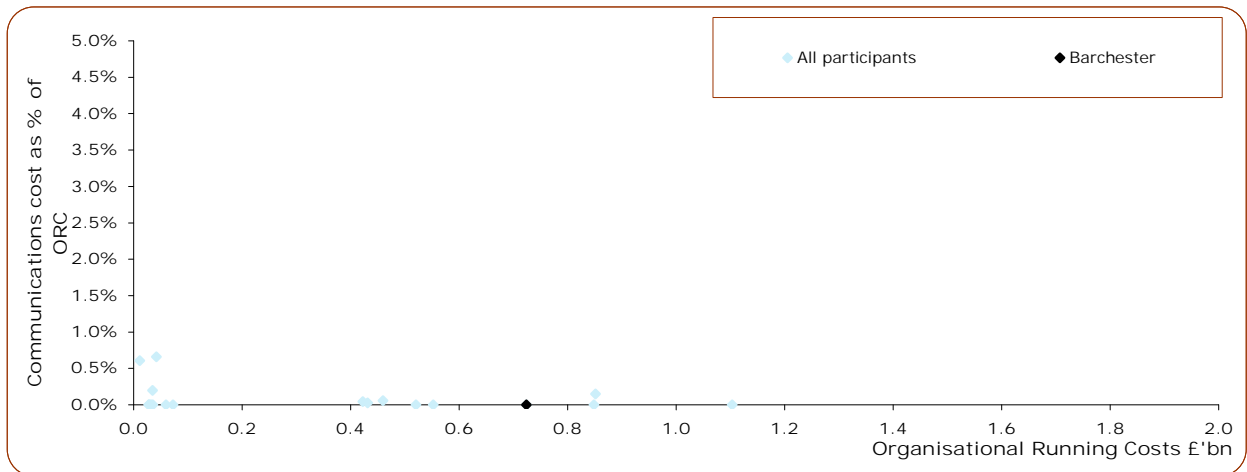
Cost of Difference

This shows the monetary value represented by the difference in percentage from the median (and lower quartile). Favourable variances are shown as negative figures.

From median (£'000) £0 From lower quartile (£'000) £0

Economies of Scale

This chart investigates the relationship between cost and size of the organisation. There is some indication that very small organisations tend to use a higher proportion of their resources on the Communications function.



Communications Cost/£'000 Organisation running costs 2009/10

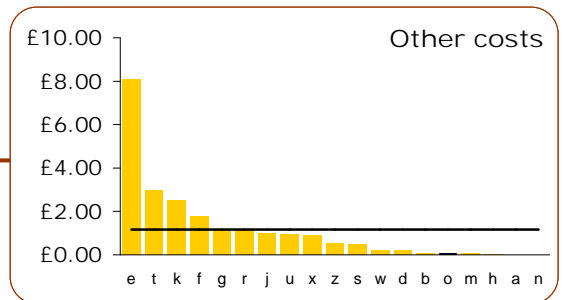
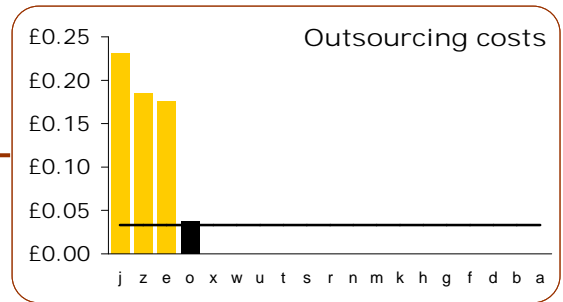
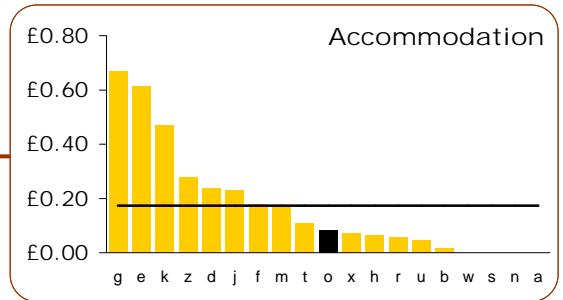
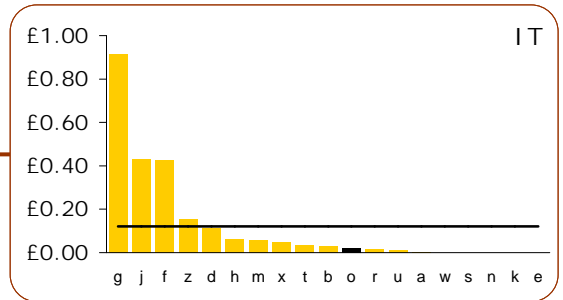
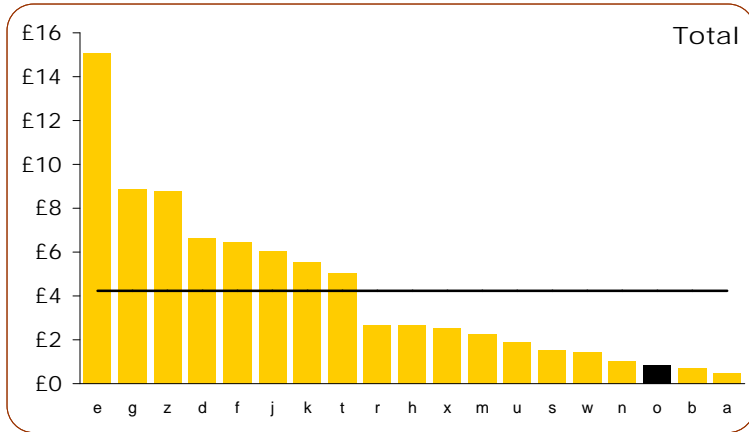
For each benchmark two figures are given, the first being the organisation's cost and the second (in italics) is the group average.

	Employee costs	£0.66	£2.74
	IT costs	£0.02	£0.12
	Accommodation	£0.08	£0.17
	Outsourcing costs	£0.04	£0.03
	Other costs	£0.06	£1.16
Total Cost		£0.85	£4.24

Costs 2009/10 (£'000)	Central	Embed -ded	Total
Employee costs	479	-	479
IT costs	15	-	15
Accommodation	58	-	58
Outsourcing costs	27	-	27
Other costs	43	-	43
Total	615	-	615
Organisational running costs (£'000)			724,153
FTE	93.0	-	93.0

COST PER £'000 ORGANISATIONAL RUNNING COSTS

2009/10 Actuals



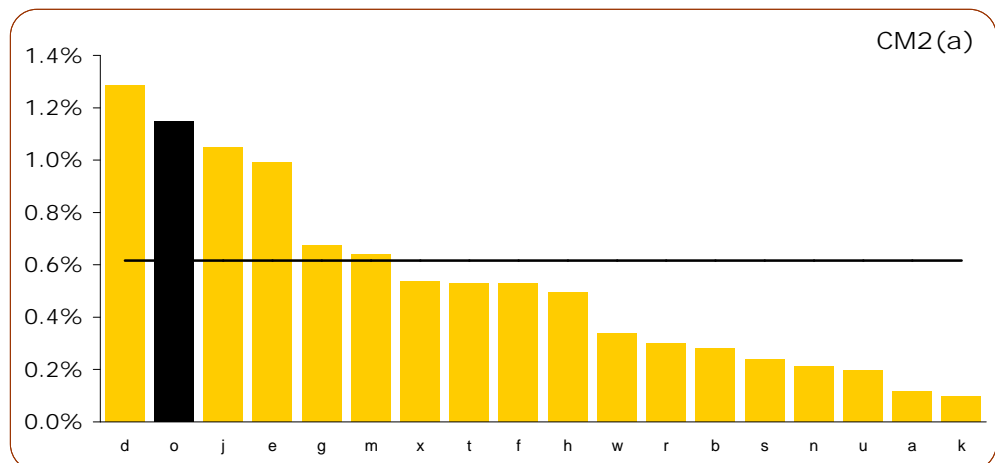
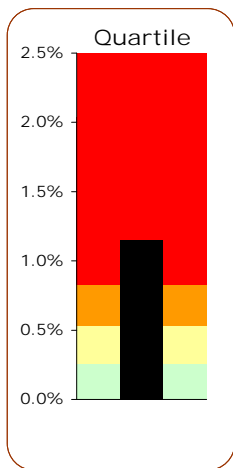
CM2 Communications staff as a percentage of total staff

Rationale and expected impact on behaviour

Staff numbers normally reflect the flow and volume of work within the communication function such as the number and scale of campaigns over a particular financial year.

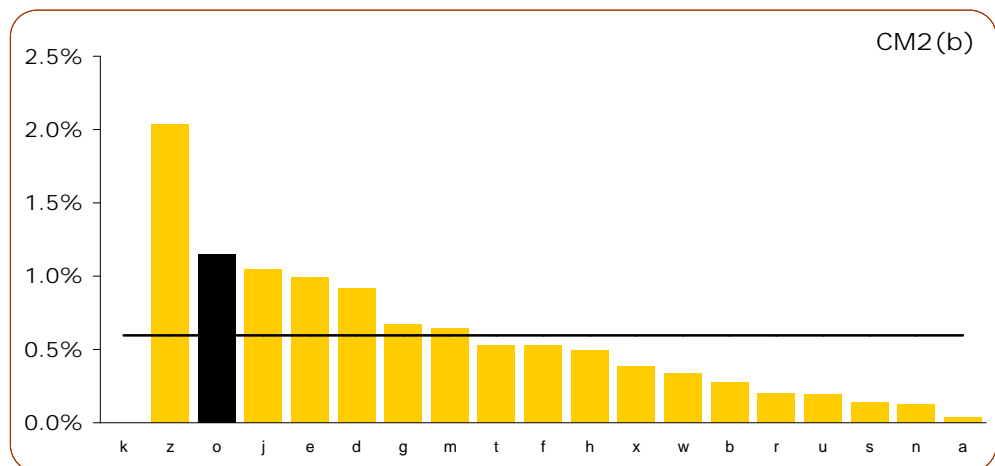
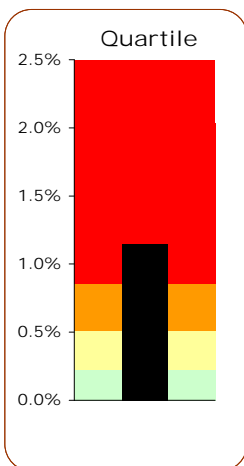
This indicator is about the cost-effectiveness of the communications function which complements the previous indicator on total cost. Comparisons between organisations and their communications should be treated with caution but will be useful when compared and benchmarked with their peers. Organisations should investigate the reasons for any significant differences.

CM2(a) Total communications staff as a percentage of the total organisational staff



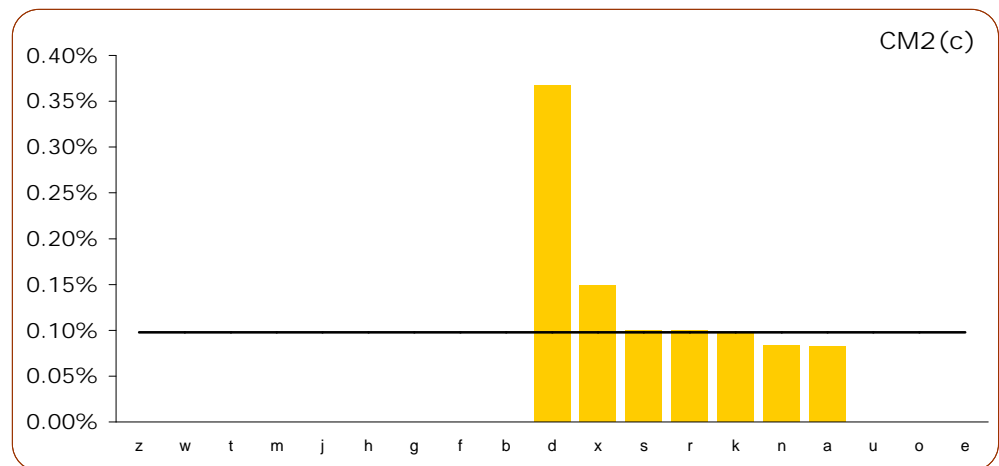
Barchester	Average	LQ	Median	UQ
1.15%	0.62%	0.26%	0.53%	0.83%

CM2(b) Central communications staff as a percentage of the total organisational staff



Barchester	Average	LQ	Median	UQ
1.15%	0.60%	0.22%	0.51%	0.86%

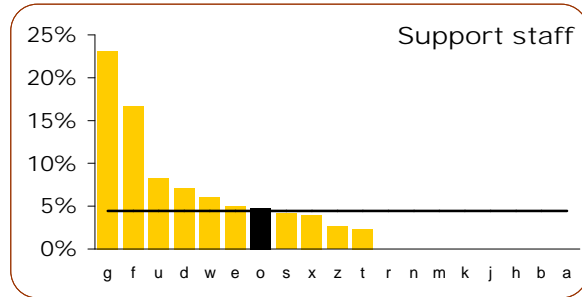
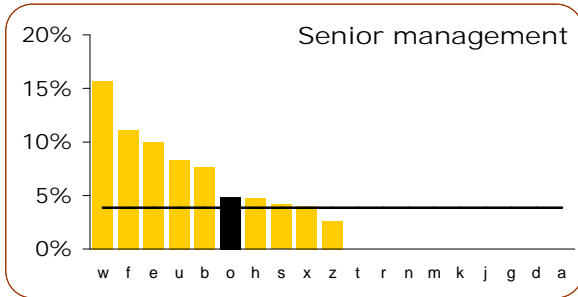
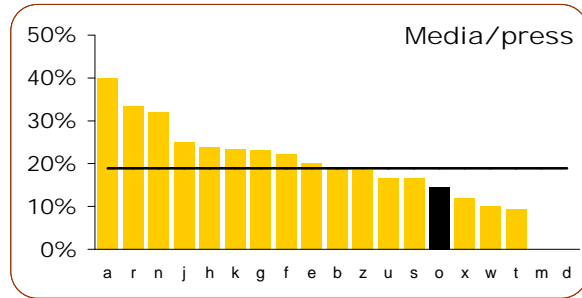
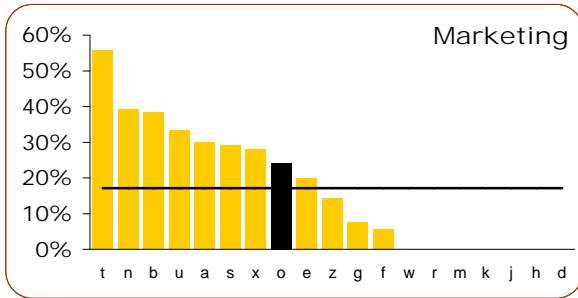
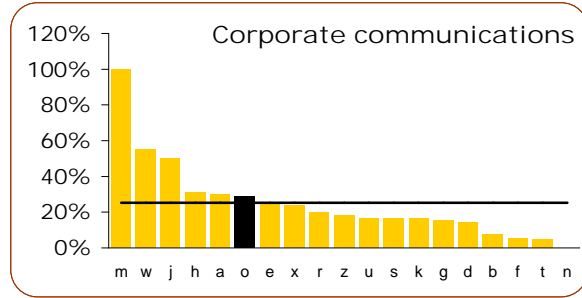
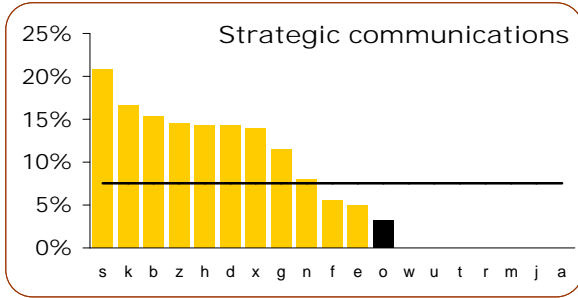
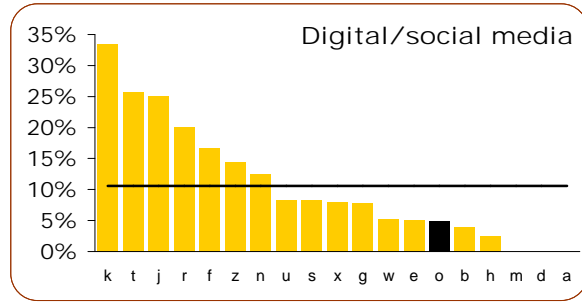
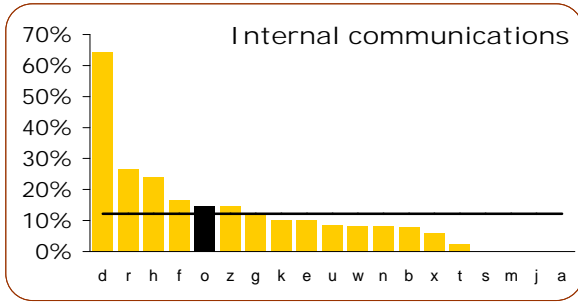
CM2(c) Embedded communications staff as a percentage of the total organisational staff



Barchester	Average	LQ	Median	UQ
0.00%	0.10%	0.02%	0.09%	0.10%

Additional Communications staff information

Staff time spent on key communications disciplines



Communications Disciplines	Total FTE	% Total	Avg
Internal communications	13.5	15%	12%
Digital/social media	4.5	5%	11%
Strategic communications	3.0	3%	8%
Corporate communications	27.0	29%	25%
Marketing	22.5	24%	17%
Media/press	13.5	15%	19%
Senior management	4.5	5%	4%
Support staff	4.5	5%	4%
Total communications staff	93.0		

Section 2 - IMPACT

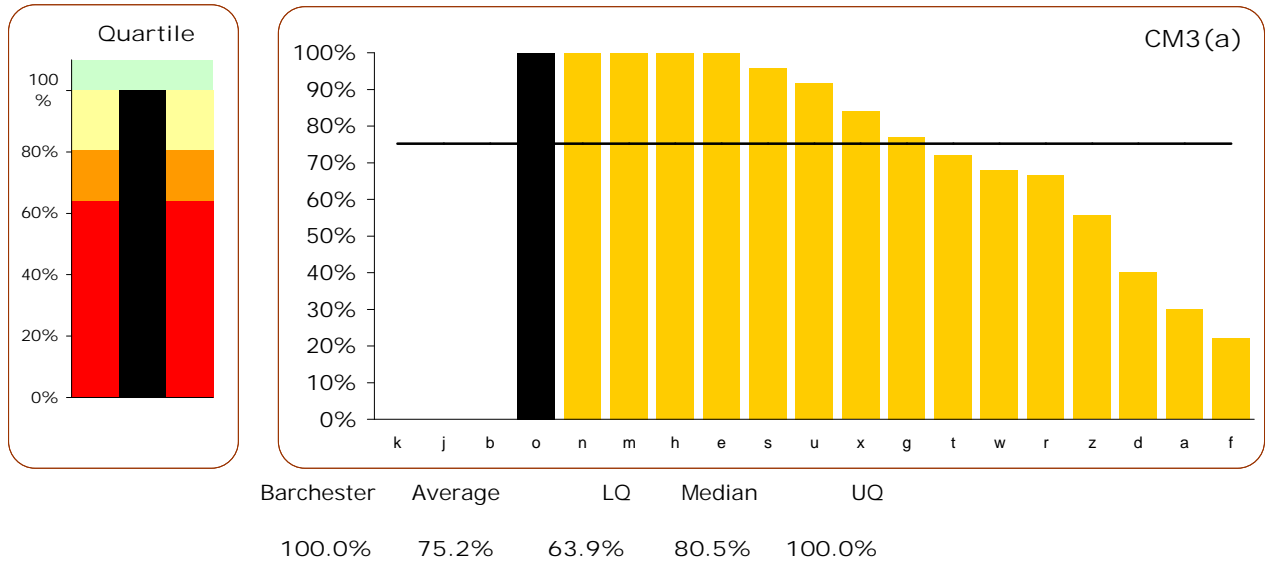
CM3 Professional Communicators as a percentage of all communicators

Rationale and expected impact on behaviour

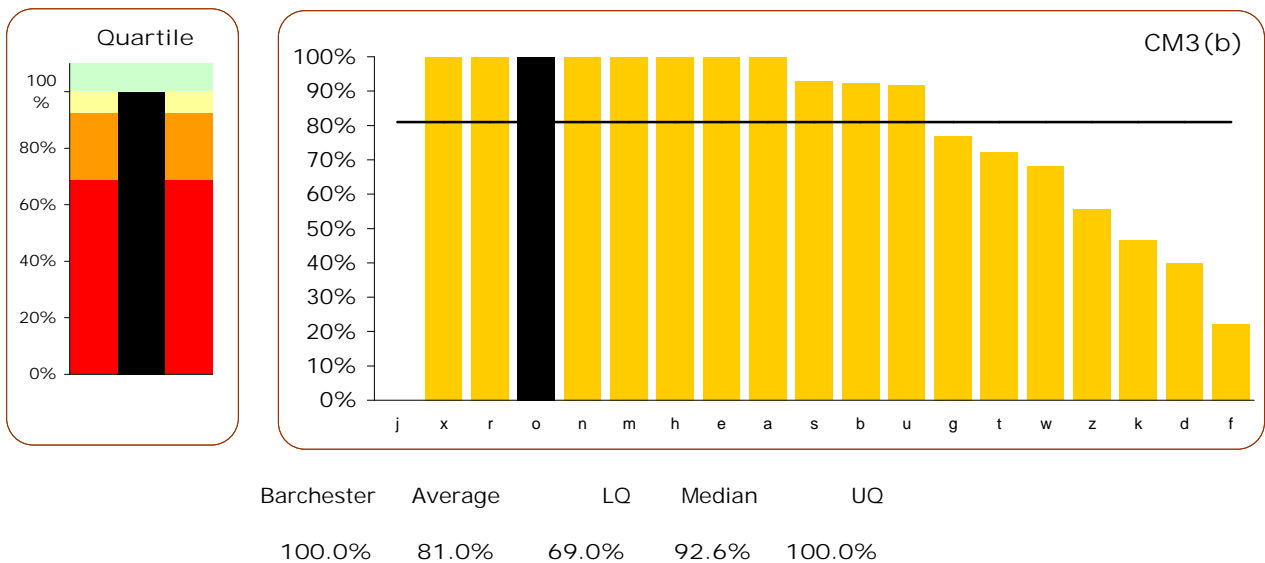
This indicator shows the proportion of communicators that can be deemed professional. Communicators refers to communication staff performing a communications role. It excludes support staff because they are not performing communications roles. Communicators do not require a qualification to operate, however it would be expected that people undertaking communications activity for over 50% of their time have been assessed against communications competencies during recruitment, or hold a professional qualification.

Organisations who have a large proportion of communicators who cannot be termed professional under these definitions may wish to consider how they can increase the professionalism of their communication staff, through learning and development and recruitment.

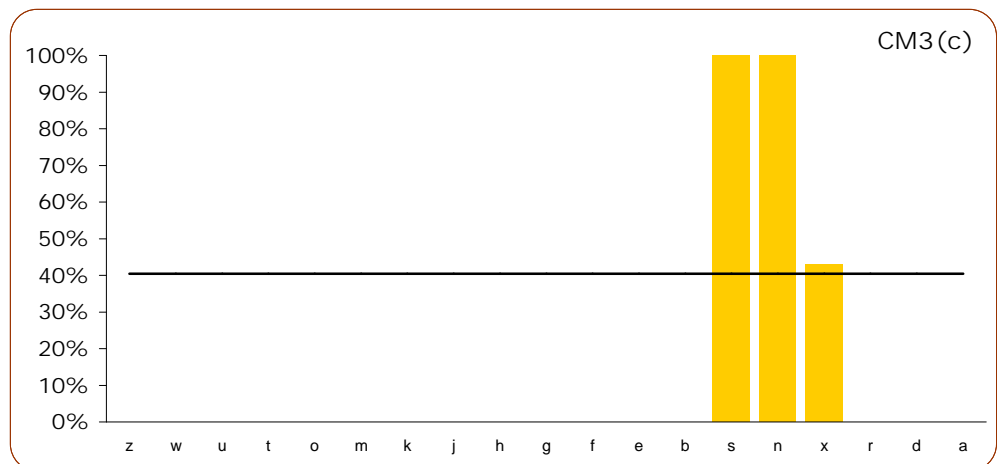
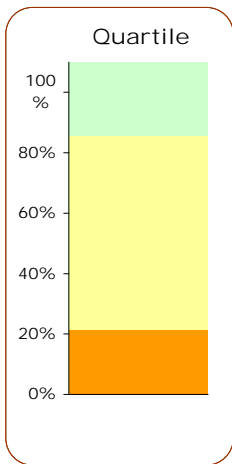
CM3(a) Professional communicators as a percentage of total communicators



CM3(b) Professional central communicators as a percentage of total central communicators



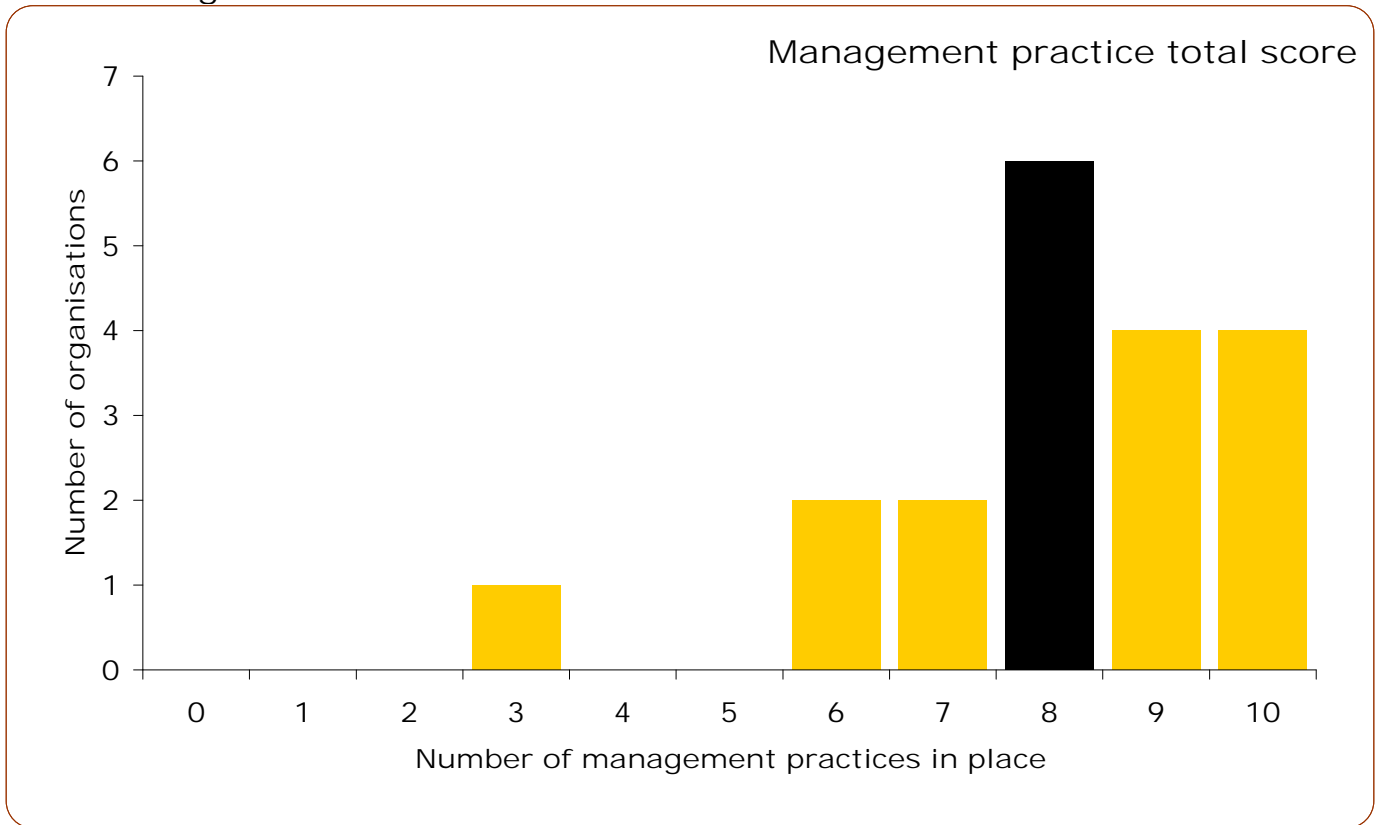
CM3(c) Professional embedded communicators as a percentage of total embedded communicators



Barchester	Average	LQ	Median	UQ
na	40.5%	0.0%	21.4%	85.7%

Section 4 - MANAGEMENT PRACTICE INDICATORS

CM5 Management Practice Indicators

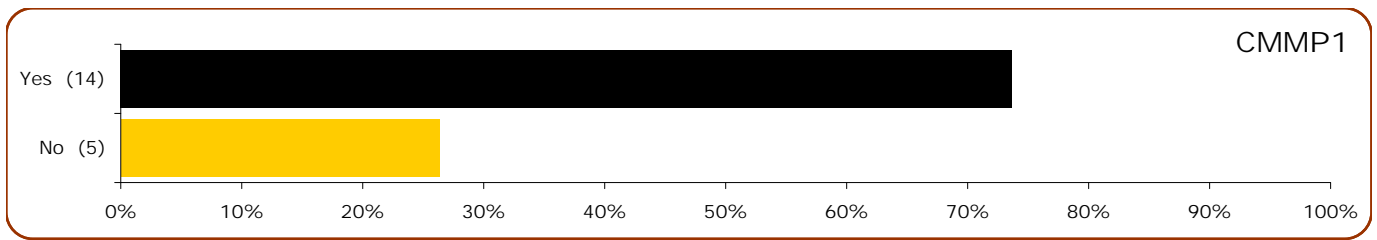


Barchester 8.00 Average 8.05 LQ 7.50 Median 8.00 UQ 9.00

		Yes	No	% Yes	% No
CMMP1	Yes	14	5	73.7%	26.3%
CMMP2	Yes	18	1	94.7%	5.3%
CMMP3	Yes	16	3	84.2%	15.8%
CMMP4	Yes	17	2	89.5%	10.5%
CMMP5	Yes	16	3	84.2%	15.8%
CMMP6	No	16	3	84.2%	15.8%
CMMP7	Yes	11	8	57.9%	42.1%
CMMP8	No	14	5	73.7%	26.3%
CMMP9	Yes	13	6	68.4%	31.6%
CMMP10	Yes	19	0	100.0%	0.0%

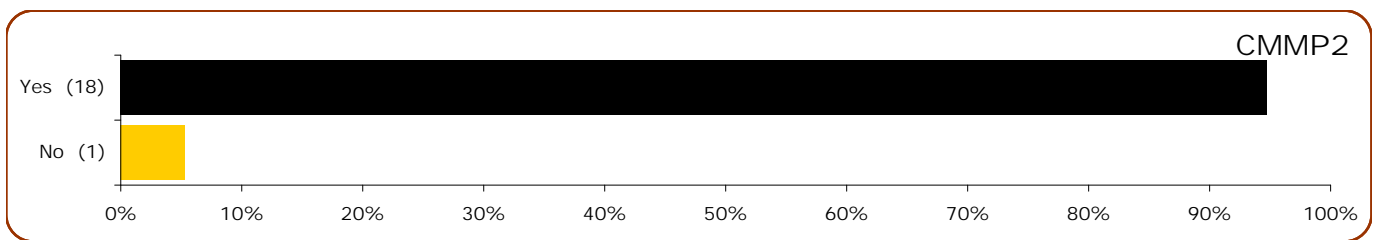
CMMP1

Communication strategy and activity is explicitly linked to organisational business objectives (in central government, Public Service Agreements and Departmental Strategic Objectives).



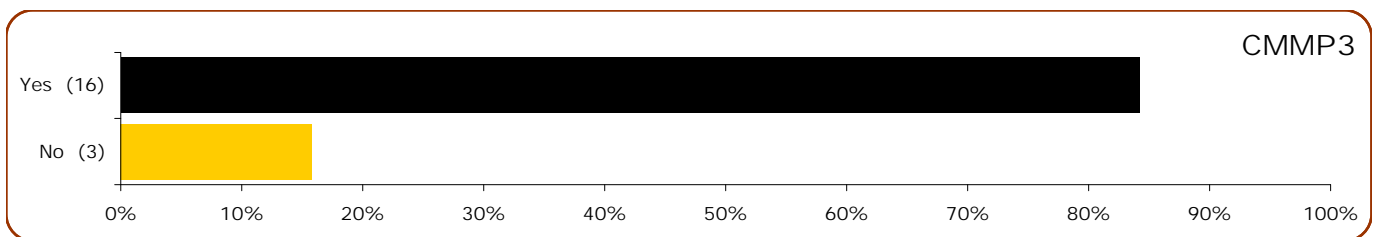
CMMP2

Communication activity, for the most part, is underpinned by a recorded communications strategy.



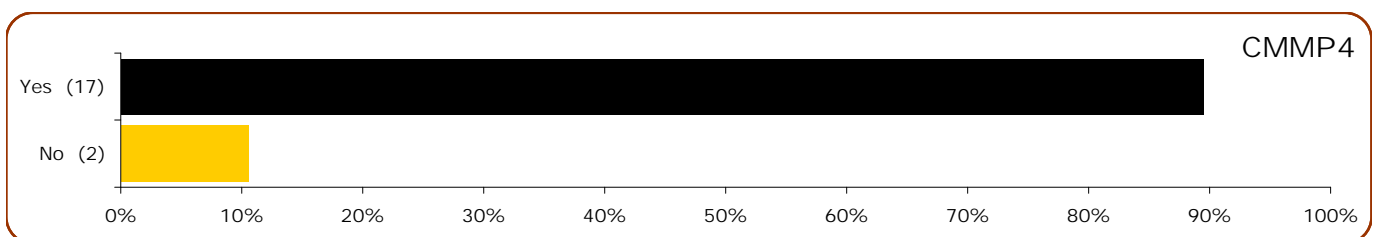
CMMP3

Communication strategy and annual plan are signed off by the relevant board or equivalent governance group.



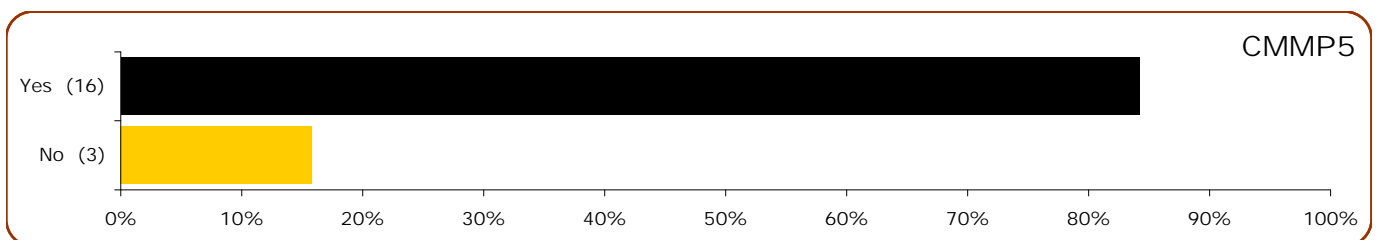
CMMP4

Communication strategy, plan and activity are based on customer/audience understanding and insight where appropriate.



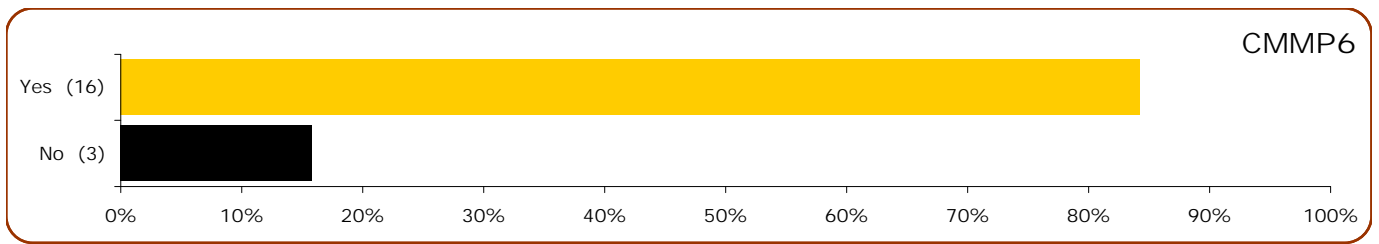
CMMP5

External communication activity is integrated across channels and includes an appropriate mix of marketing, media, digital and stakeholder activity.



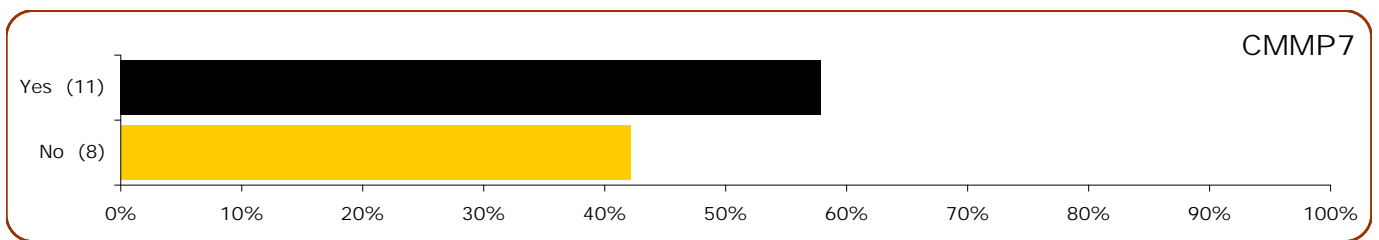
CMMP6

Communication outputs and outcomes are evaluated through appropriate methods and the findings used to inform future activity.



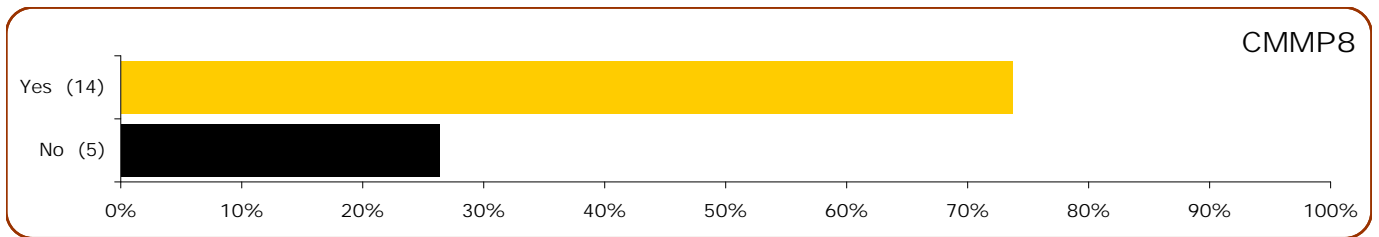
CMMP7

The most senior officer in the organisation with a dedicated communication role is a member of or has a direct report to the board or equivalent management group.



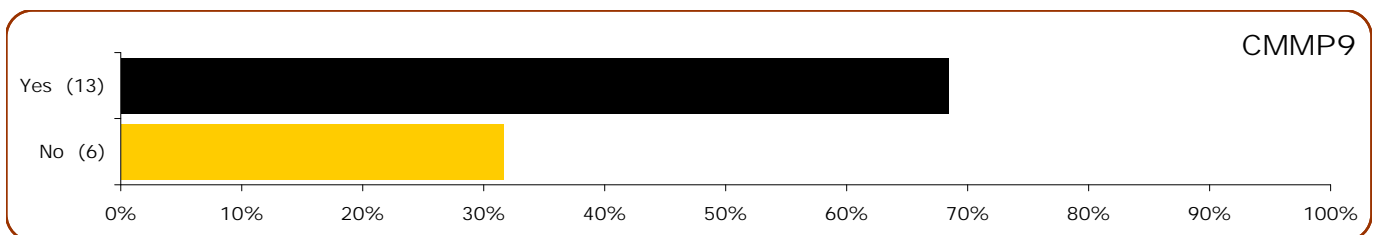
CMMP8

Communicators regularly advise policy and business delivery colleagues in the development of strategy.



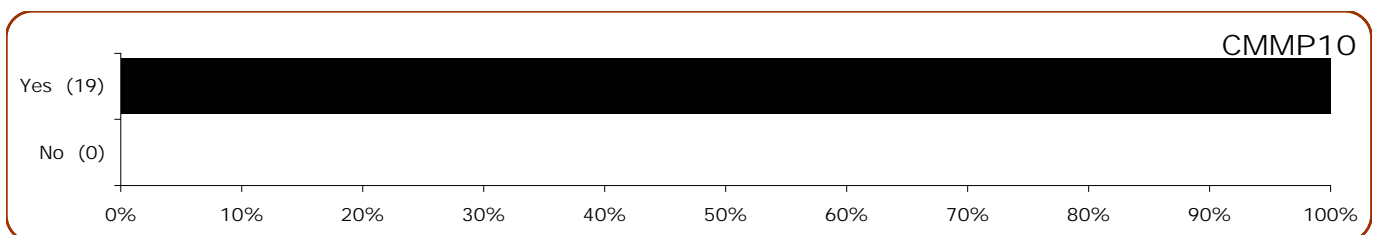
CMMP9

The organisation offers continuing professional development for all our communication staff and all members of staff undertook this activity over the last year.



CMMP10

The organisation has driven down the cost of acquiring procured communication products and services this year (i.e. procured services included in Indicator 1: Costs), based on a like-for-like comparison with the previous year.

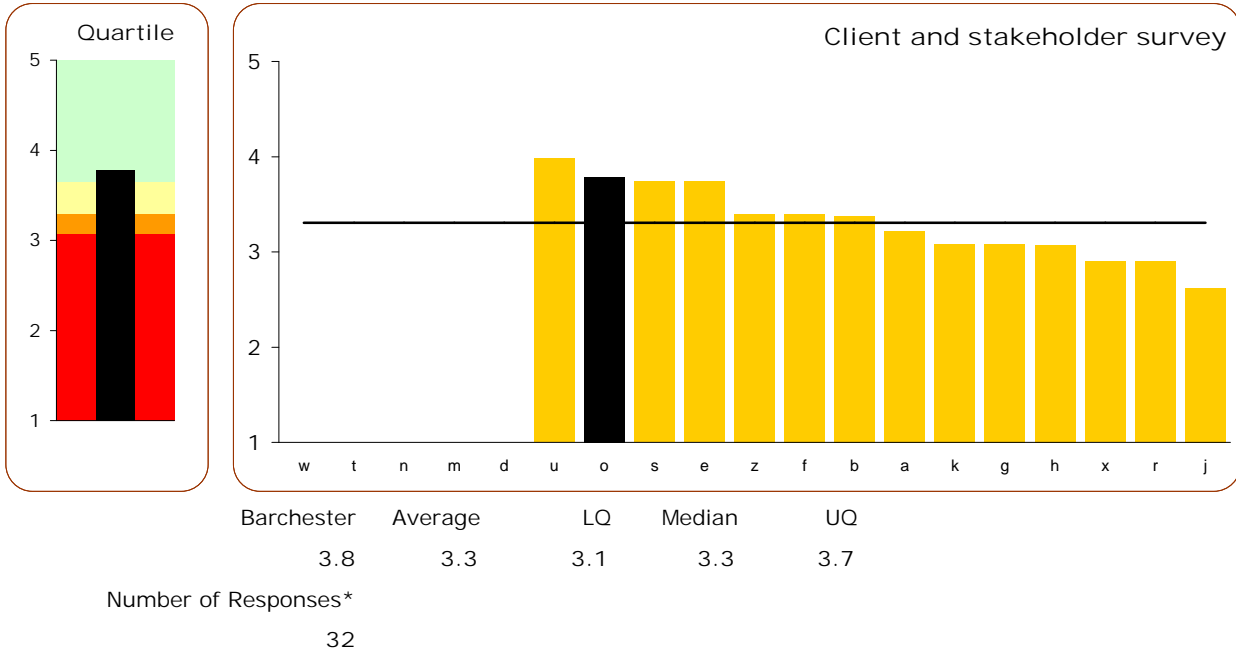


Section 3 - SATISFACTION

Rationale and expected impact on behaviour
 To examine the effectiveness of the central communication function by measuring the perceptions of its internal clients and stakeholders.

Over time, organisations should seek to increase the proportion of staff, clients and stakeholders agreeing with the statements.

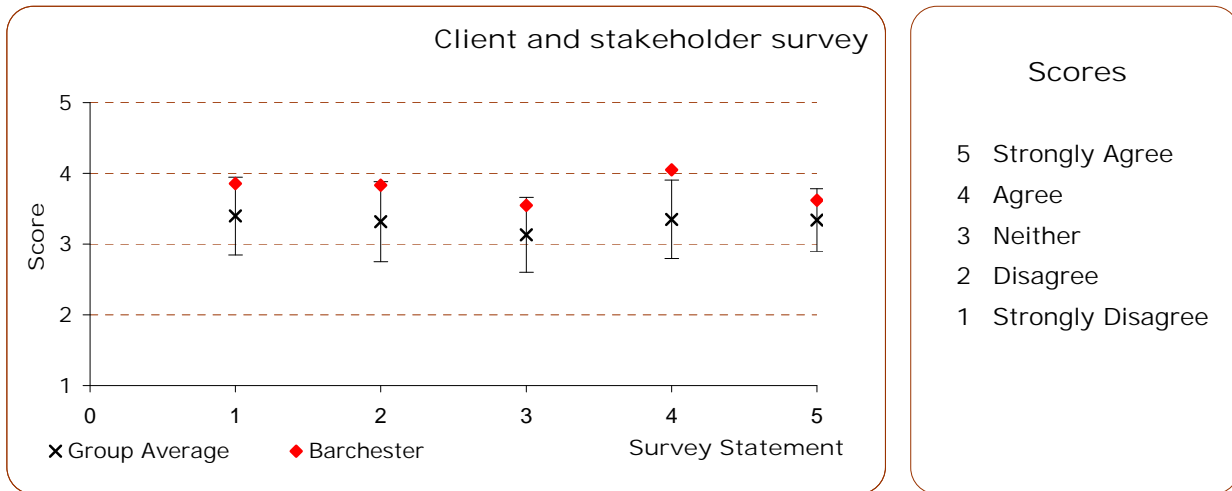
CM4 Client and stakeholder satisfaction average score



Analysis of individual statement scores

These charts show the average performance scores for all participants as black x's. The black error bars show one standard deviation either side of the mean. Approximately 65 - 70% of the organisations will fall within this range. The red diamond is the average score for your organisation.

Client and stakeholder survey



Survey Statements

- The communication function delivers good quality, professional advice to develop communications activity in support of my business objectives.
- The service I receive from the communication function meets my expectations.
- The people I work with in communications explain or quantify the nature of the contribution that communications activity will make to the delivery of my business objectives.
- The people I work with in communications offer the expert skills that I expect.
- The people I work with in communications actively look for efficient ways of achieving my objectives (as opposed to simply spending whatever funds are allocated).

Section 5 - TABULAR DATA

Indicators		Barchester	Average	Lower Quartile	Median	Upper Quartile
CM1(a)	Cost of the total communications function as a % organisational running costs	0.08%	0.41%	0.12%	0.27%	0.58%
CM1(b)	Cost of the central communications function as a % organisational running costs	0.08%	0.35%	0.09%	0.22%	0.58%
CM1(c)	Cost of the embedded communications function as a % organisational running costs	0.00%	0.09%	0.00%	0.00%	0.05%
CM2(a)	Total communications staff as a % total organisational staff	1.15%	0.62%	0.26%	0.53%	0.83%
CM2(b)	Central communications staff as a % total organisational staff	1.15%	0.60%	0.22%	0.51%	0.86%
CM2(c)	Embedded communications staff as a % total organisational staff	0.00%	0.10%	0.02%	0.09%	0.10%
CM3(a)	Professional communications staff as a % total communicators	100.0%	75.2%	63.9%	80.5%	100.0%
CM3(b)	Professional central communications staff as a % central communicators	100.0%	81.0%	69.0%	92.6%	100.0%
CM3(c)	Professional embedded communications staff as a % total embedded communicators	na	40.5%	0.0%	21.4%	85.7%