

**Audit Benchmarking Club  
2009**

**Shropshire County Council**

compared with

Counties

*Computed and printed by:  
CIPFA Business Limited*

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# PREFACE

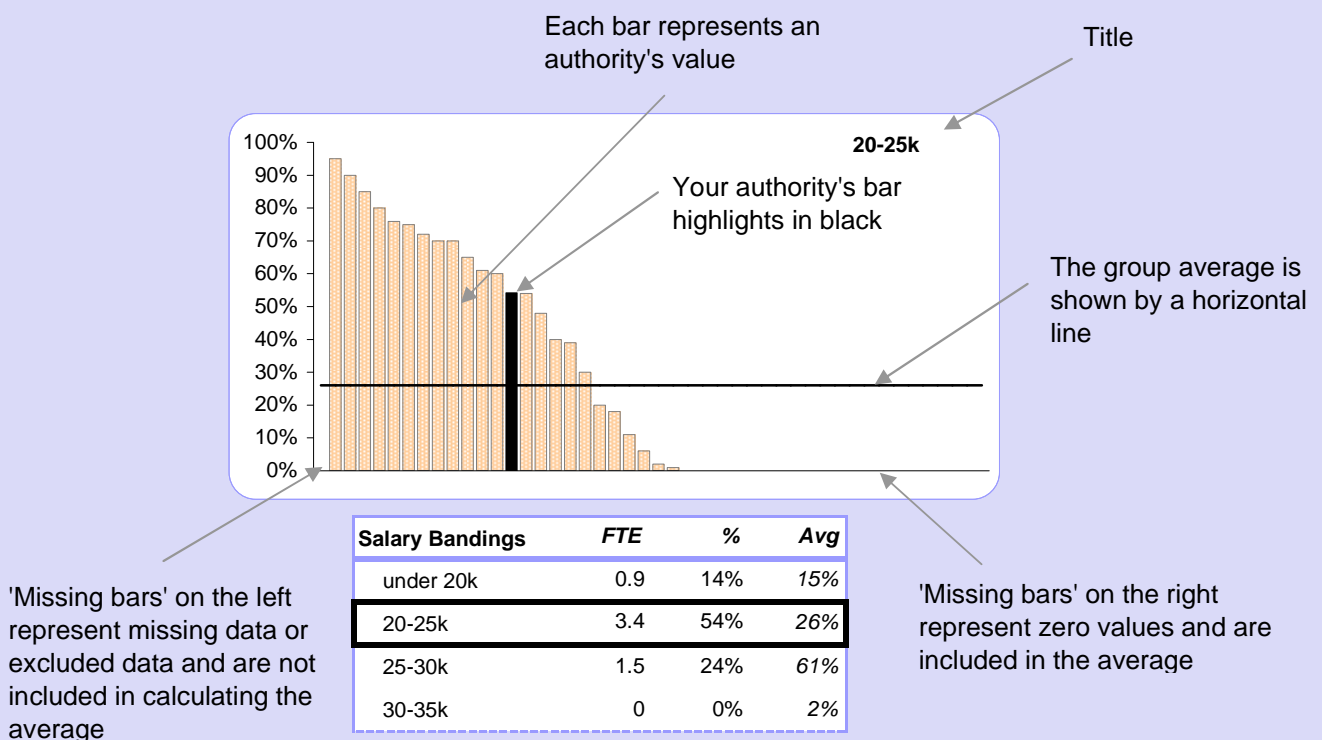
This report compares your data with the group of authorities specified on the title page.

Throughout the report your figures are shown in 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 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 they show.

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



# 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 - Cost Analysis**

This section shows the analysis of audit costs for 2008/09 actuals and 2009/10 estimates. The main benchmarks are cost per audit day, cost per £'m turnover and chargeable days per auditor.

## **Section 2 - Audit Coverage**

This section looks at audit days per £'m gross revenue turnover and the split by type of audit. It then goes on to analyse the days spent on fundamental financial systems, operational risks and corporate governance.

## **Section 3 - Staffing**

This section shows salary bandings and staff qualifications.

## **Section 4 - Time series**

This section is particularly useful as it shows performance over time compared with the tier average. The time series shown are for cost per £'m gross revenue turnover, cost per audit day, audit days per £'m gross revenue turnover, cost per auditor and chargeable days per auditor.

## **Section 5 - Quartiles**

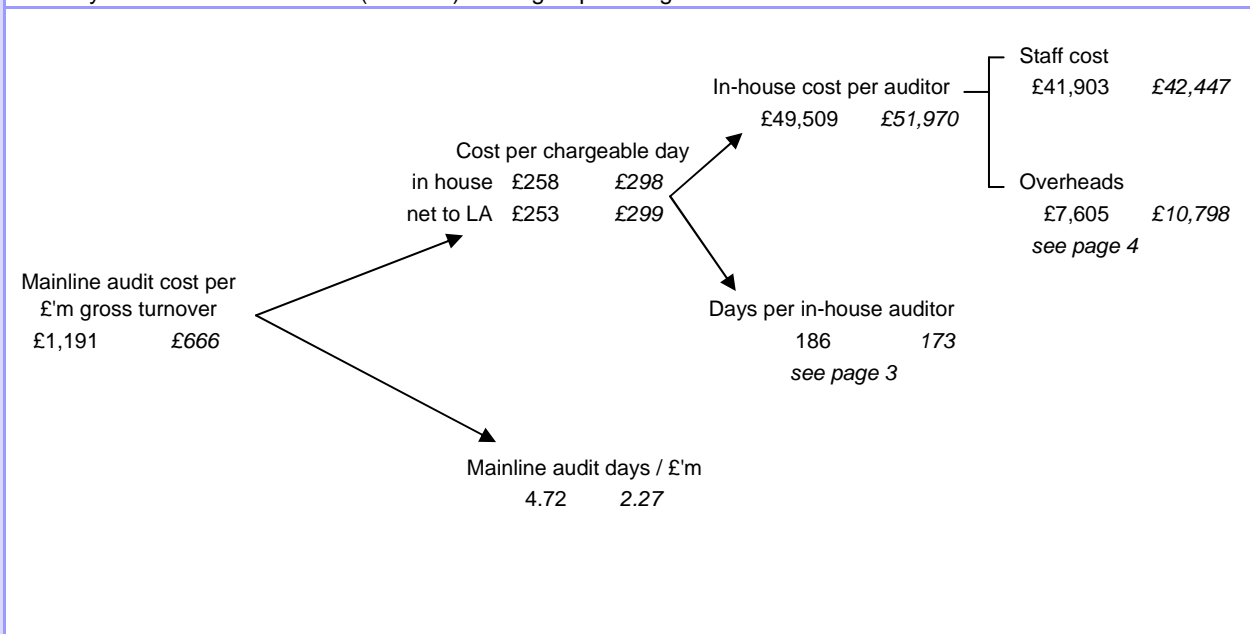
This section compares a member's figures with the quartile figures for the tier of authority. The quartile information is only included with the tiered reports.

## SECTION 1 - COST ANALYSIS

### 2008/09 ACTUALS

This tree diagram starts with mainline audit cost/£'m of gross turnover and breaks it down to cost/audit day and audit days/£'m gross turnover. The cost/audit day is further analysed by cost/auditor and audit days/auditor.

Finally cost/auditor is split between pay and overheads. For each benchmark two figures are given, the first being the authority's value and the second (in italics) is the group average.



Chargeable audit days				
	Audit Days	Cost £'k	Cost/day	Avg
In-house	2,628	£677	£258	£298
Bought-in <sup>+</sup>	0	£0	na	£346
Gross	2,628	£677	£258	£300
Charged out	296	£88	£297	£270
Net to LA	2,332	£589	<b>£253</b>	<b>£299</b>
Excluded work	141	£36		
<b>Mainline audit</b>	<b>2,191</b>	<b>£553</b>		

<sup>+</sup> Bought-in days are shown inclusive of non-chargeable days to show a consistent cost/day figure.

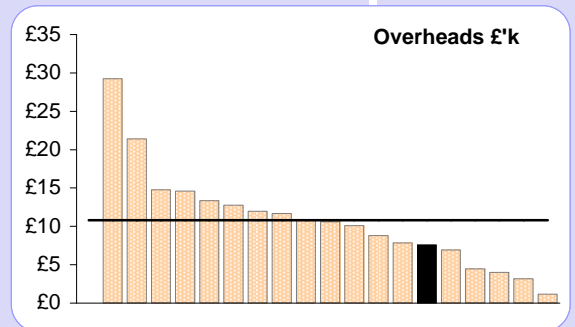
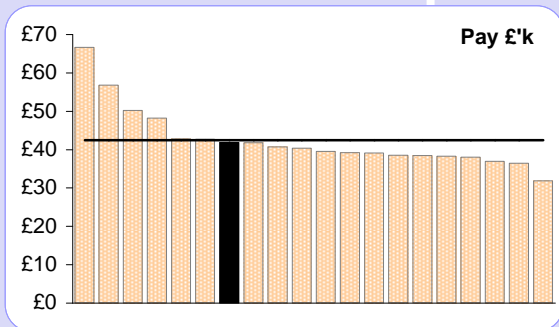
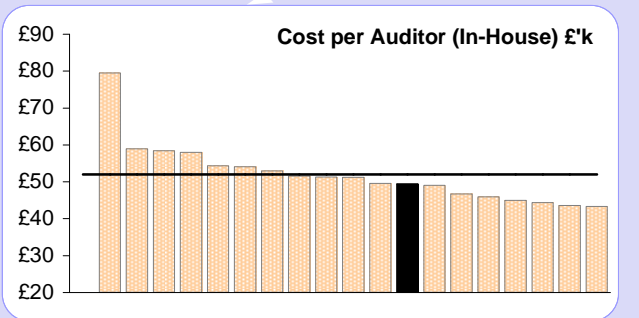
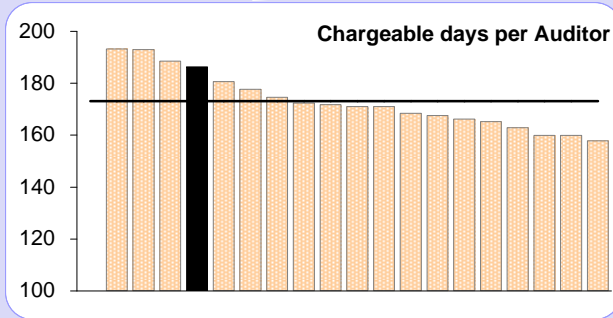
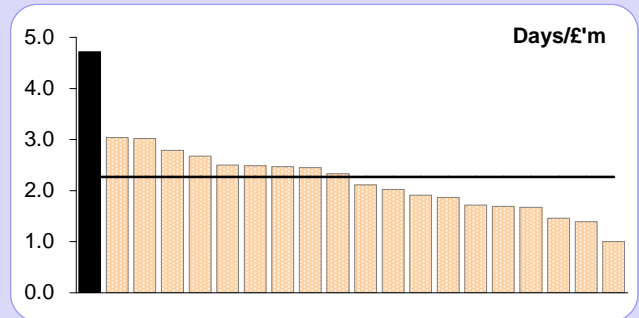
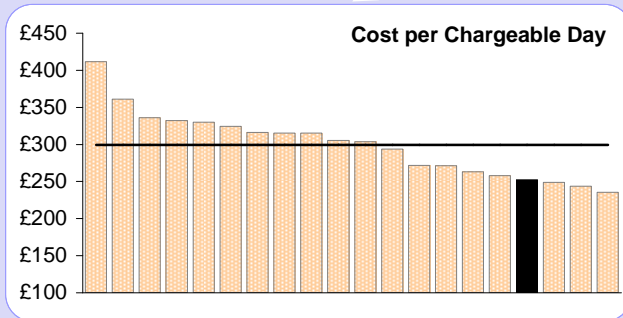
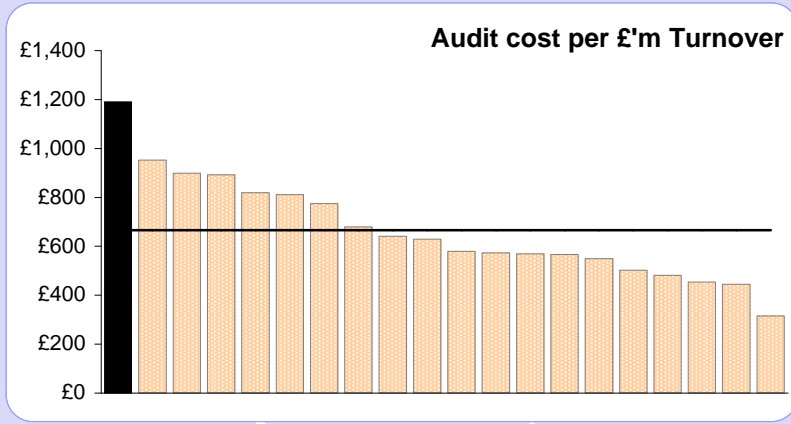
Basic data	Authority
Gross Turnover £'m	£464.6
FTE staff (on payroll)	12.6
FTE agency staff	1.1
Staff cost (on payroll) £'k	£493.0
Agency Staff cost £'k	£80.0
Overheads cost £'k	£104.0

Benchmarks	Authority	Avg.
Audit days per £'m Gross Turnover	4.72	2.27
Cost per £'m Gross Turnover	£1,191	£666
Days per in-house auditor*	186	173
Cost per auditor (In-house)	£49,509	£51,970
Staff cost per auditor (In-house)	£41,903	£42,447
Overheads cost per auditor (In-house)	£7,605	£10,798

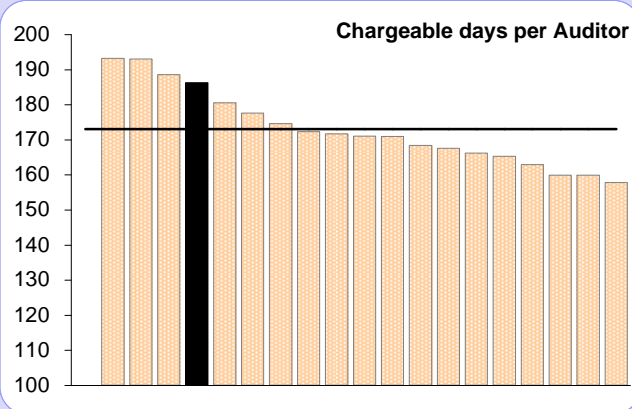
*In-house means staff on payroll and agency staff, excluding bought-in*

*\*see page 3 for details*

2008/09 ACTUALS



## CHARGEABLE DAYS PER AUDITOR - 2008/09 Actuals



Staff (Payroll)	12.6
Agency Staff	1.1

### Chargeable days - Staff on payroll

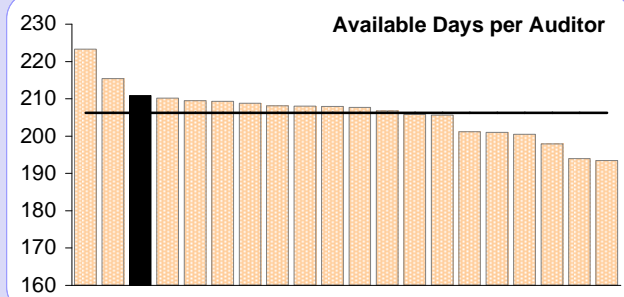
	days/FTE	Avg
<b>Total days pa</b>	3,286	261.0
Non-productive days:		
Bank holidays	76	6.0
Annual leave	301	23.9
Special leave	1	0.1
Sickness	39	3.1
Training	215	17.1
<b>Available Days</b>	2,654	210.8
Other non-chargeable days	309	24.5
<b>Chargeable days</b>	2,345	186.3

### Agency Staff Days

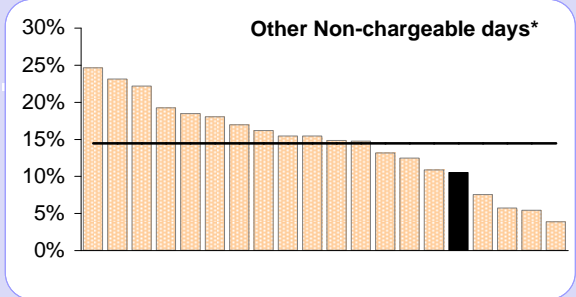
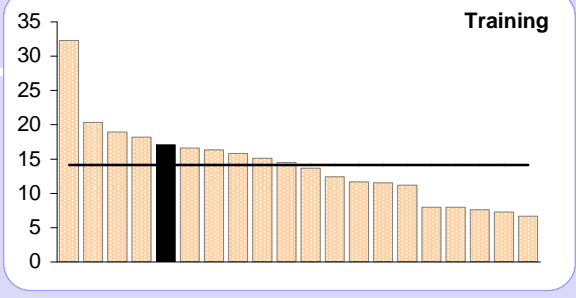
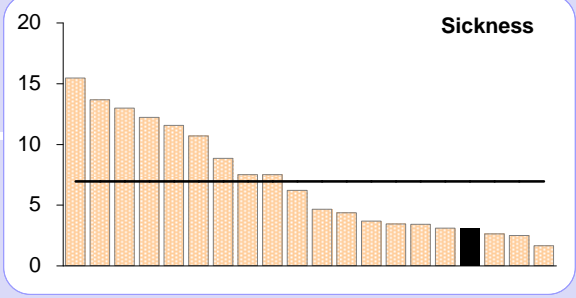
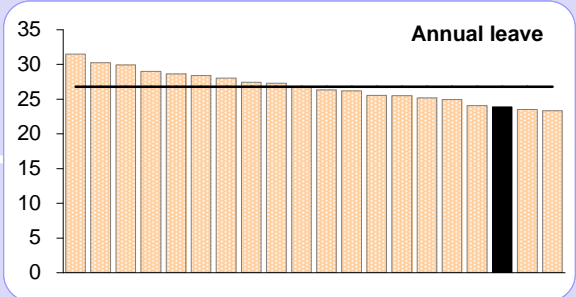
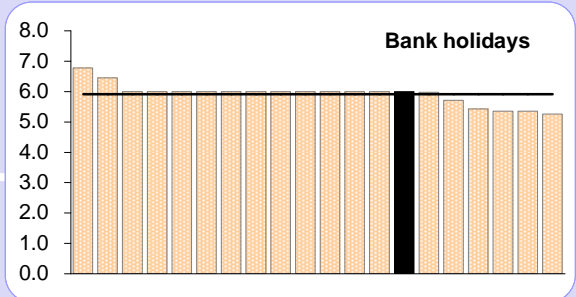
Total agency staff days	283.0
Non-chargeable days	0.0
Chargeable agency staff days	283.0

### Total Chargeable days - in house

Total days	2,628
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## "Non-chargeable days"

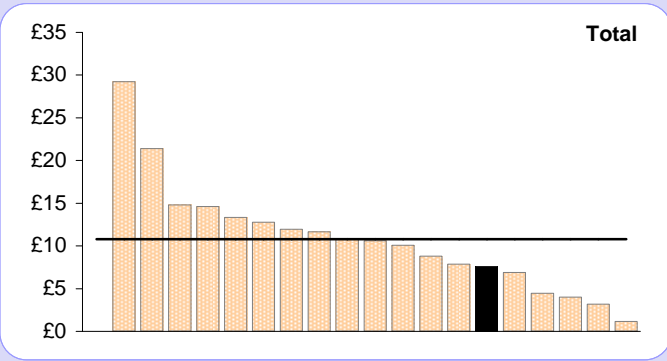


Shropshire 10.52% Average 14.45%

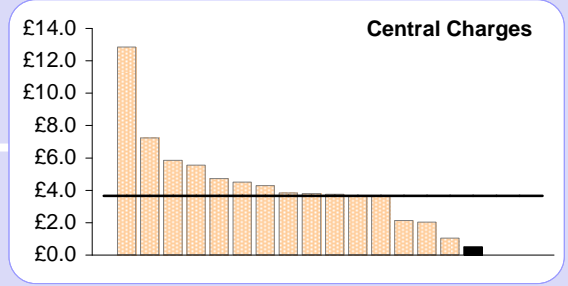
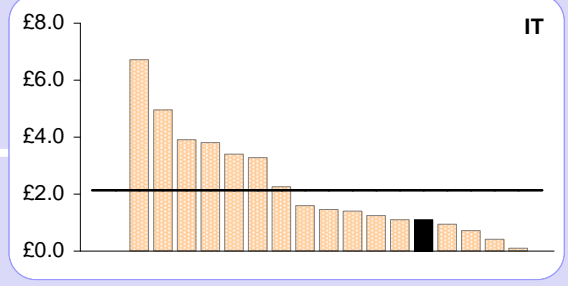
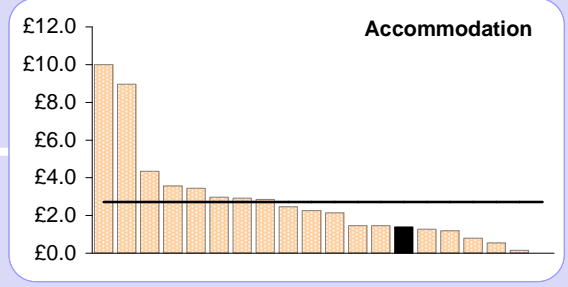
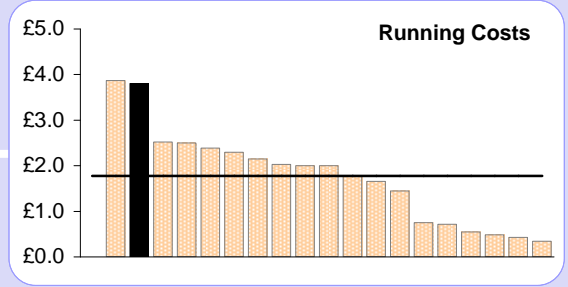
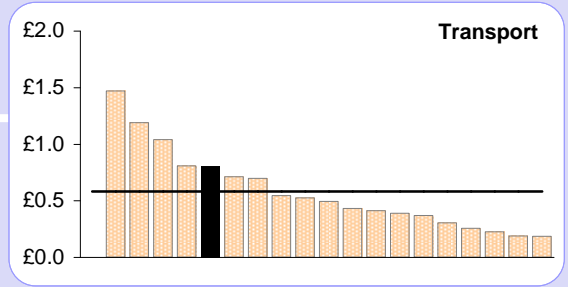
\*This is displayed as a percentage of all available days, including Agency Staff and Bought-In Audit.

# OVERHEAD COSTS - 2008/09 Actuals

£'k per FTE

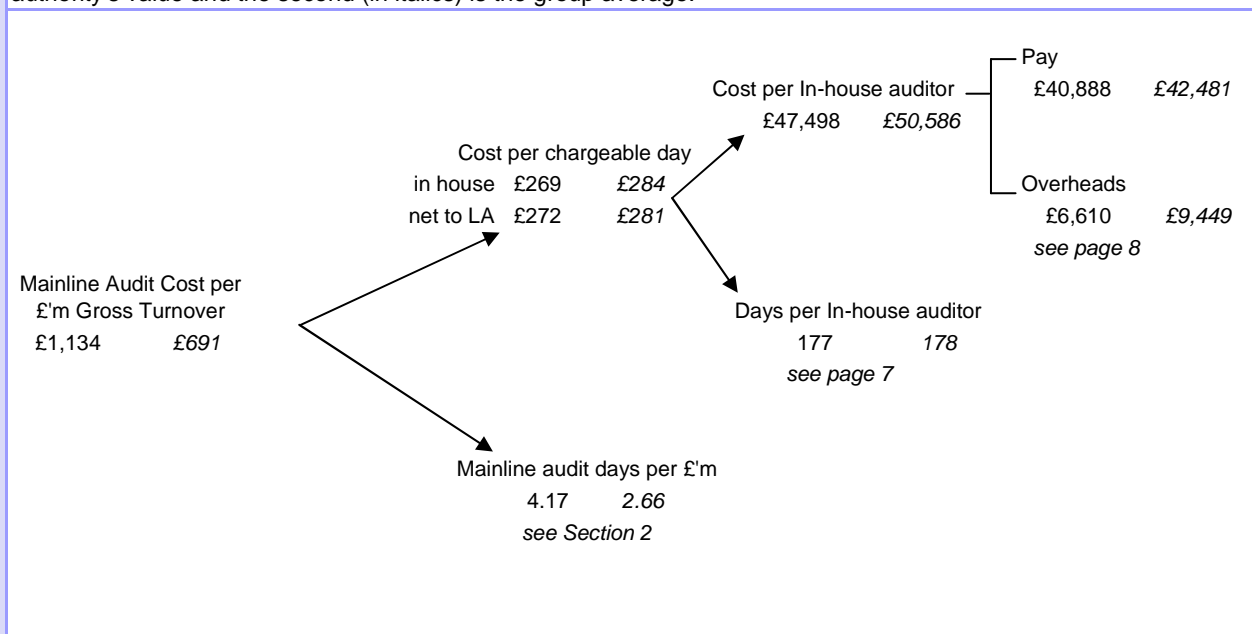


Overhead costs			
	£'k	£'k/ FTE	Avg
Transport & Travel	11	0.8	0.6
Other running costs	52	3.8	1.8
Accommodation	19	1.4	2.7
IT	15	1.1	2.1
Other central charges	7	0.5	3.7
	104	7.6	10.8



## 2009/10 ESTIMATES

This tree diagram starts with mainline audit cost/£'m of gross turnover and breaks it down to cost/audit day and audit days/£'m gross turnover. The cost/audit day is further analysed by cost/auditor and audit days/auditor. Finally cost/auditor is split between pay and overheads. For each benchmark two figures are given, the first being the authority's value and the second (in italics) is the group average.



Chargeable audit days				
	Audit Days	Cost £'k	Cost/ day	Avg
In-house	2,595	£697	£269	£284
Bought-in *	0	£0	na	£400
Gross	2,595	£697	£269	£284
Charged out	185	£41	£222	£277
Net to LA	2,410	£656	<b>£272</b>	<b>£281</b>
Excluded work	134	£36		
<b>Mainline audit</b>	<b>2,276</b>	<b>£620</b>		

\* Bought-in days are shown inclusive of non-chargeable days to show a consistent cost/day figure.

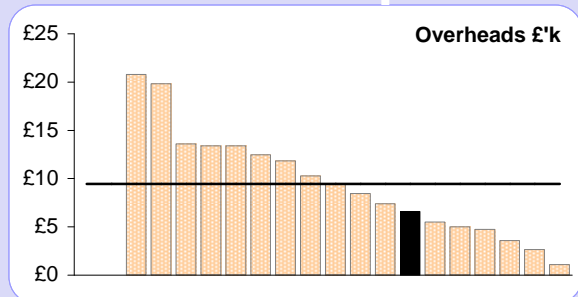
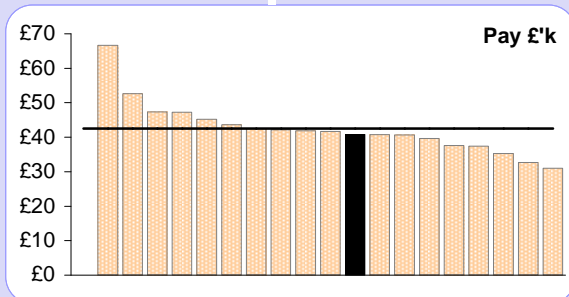
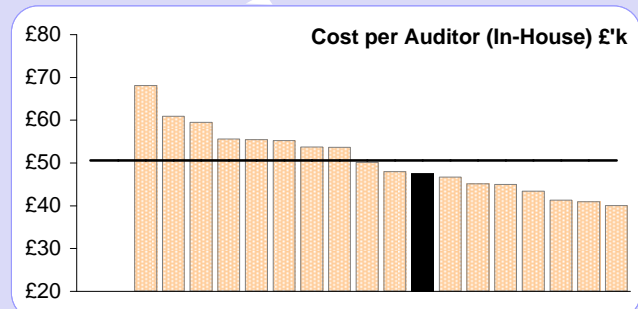
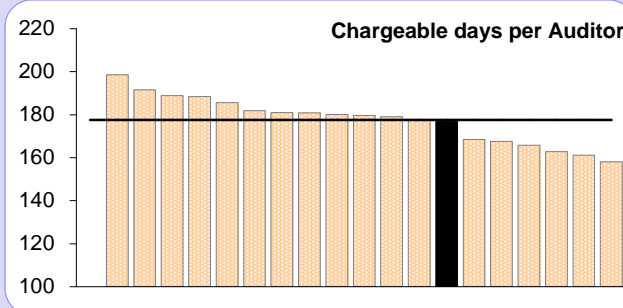
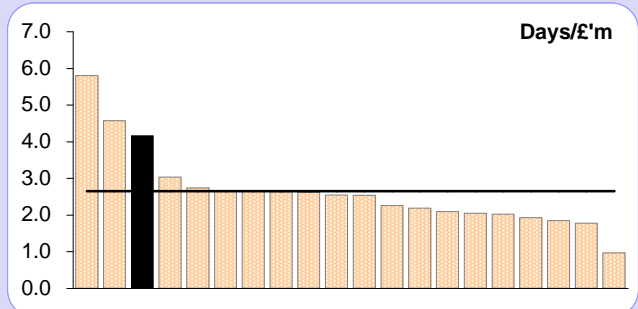
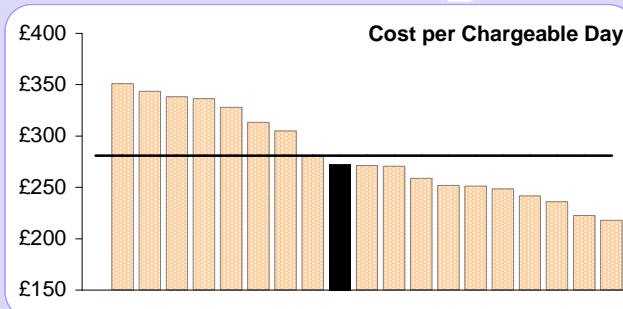
Basic data	Authority
Gross Turnover £'m	£546.1
FTE staff (on payroll)	14.7
FTE agency staff	0.0
Staff cost (on payroll) £'k	£600.0
Agency Staff cost £'k	£0.0
Overheads cost £'k	£97.0

Benchmarks	Authority	Avg
Audit days per £'m Gross Turnover	4.17	2.66
Cost per £'m Gross Turnover	£1,134	£691
Chargeable Days per auditor (staff)*	177	178
Cost per auditor (in-house)	£47,498	£50,586
Staff cost per auditor (in-house)	£40,888	£42,481
Overheads cost per auditor (in-house)	£6,610	£9,449

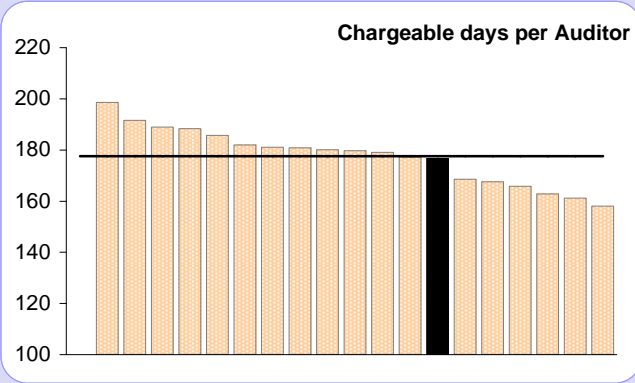
*In-house means staff on payroll and agency staff, excluding bought-in*  
 \*see page 7 for details



2009/10 ESTIMATES



# CHARGEABLE DAYS PER AUDITOR - 2009/10 Plan

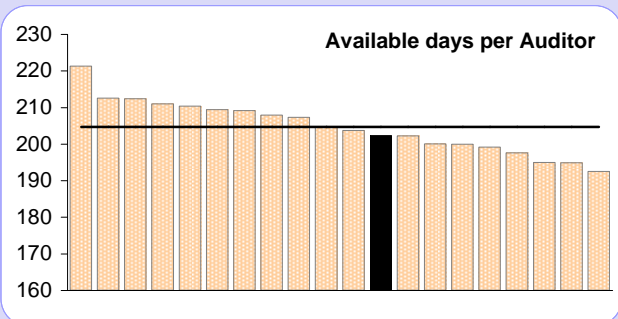


FTE Auditors 14.7

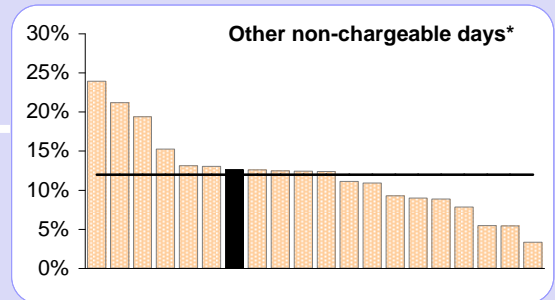
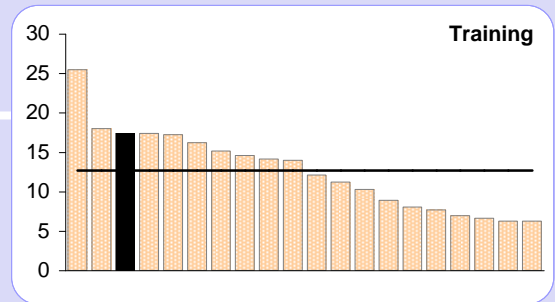
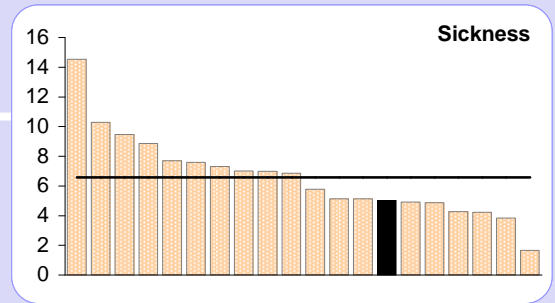
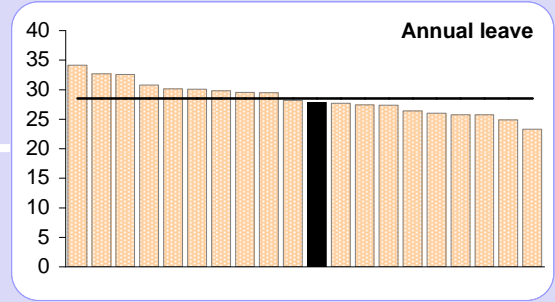
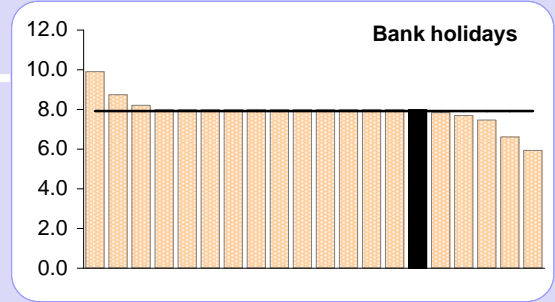
	days/FTE	Avg.
<b>Total days pa</b>	3,830	261.0
Non-productive days:		
Bank holidays	117	8.0
Annual leave	409	27.9
Special leave	4	0.3
Sickness	74	5.0
Training - Audit qualification	256	17.4
<b>Available days</b>	<b>2,970</b>	<b>202.4</b>
Non-chargeable days	375	25.6
<b>Chargeable days</b>	<b>2,595</b>	<b>176.8</b>

Agency staff days	
Total agency staff days	0.0
Non-chargeable days	0.0
Chargeable agency staff days	0.0

Total chargeable days - in house	
Total days	2,595



# "Non-chargeable days"

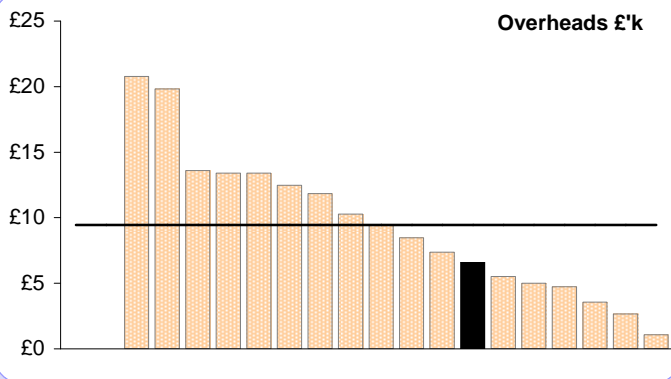


Shropshire 12.6% Average 12.0%

\*This is displayed as a percentage of all available days, including Agency Staff and Bought-In Audit.

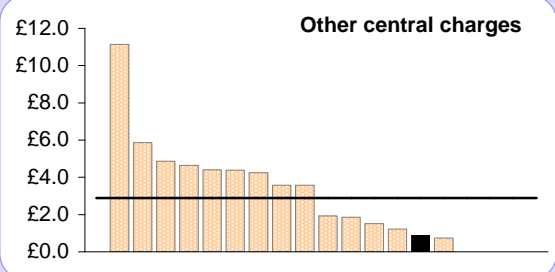
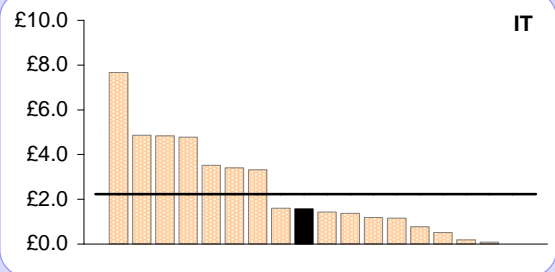
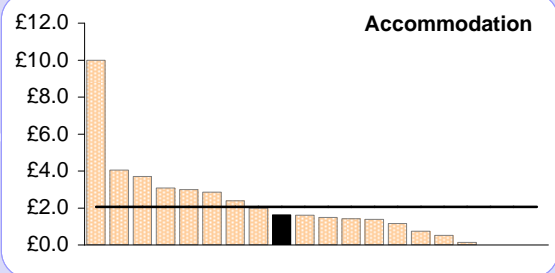
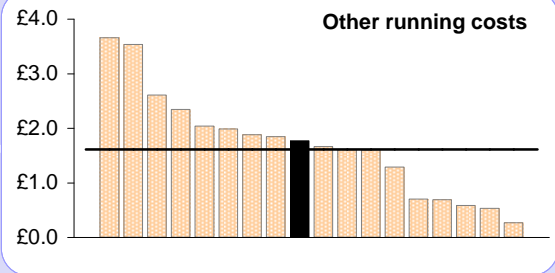
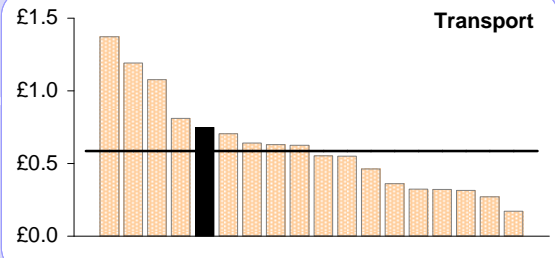
## OVERHEAD COSTS - 2009/10 Estimates

£'k per FTE



### Overhead costs

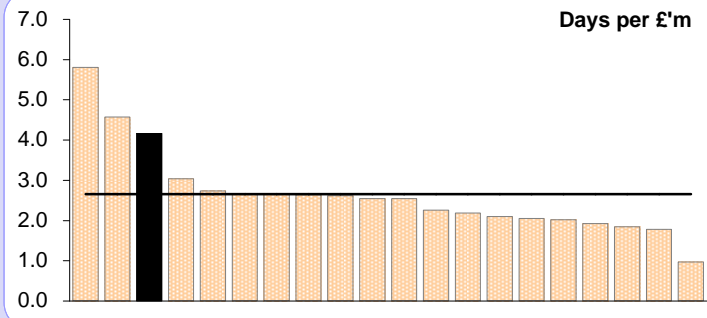
	£'k	£'k/FTE	Avg
Transport & Travel	11	0.7	0.6
Other running costs	26	1.8	1.6
Accommodation	24	1.6	2.1
IT	23	1.6	2.2
Other central charges	13	0.9	2.9
	97	6.6	9.4



## SECTION 2 - AUDIT COVERAGE

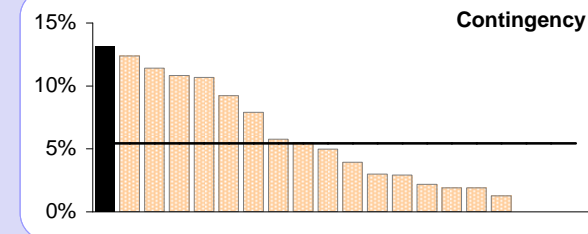
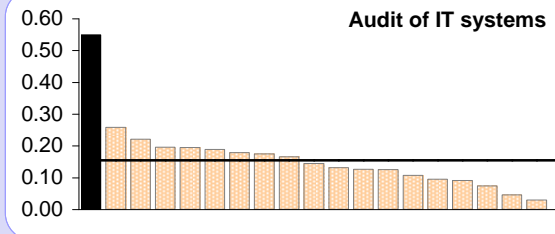
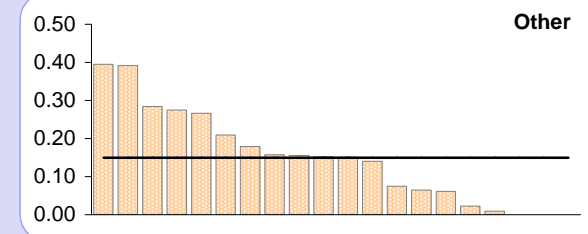
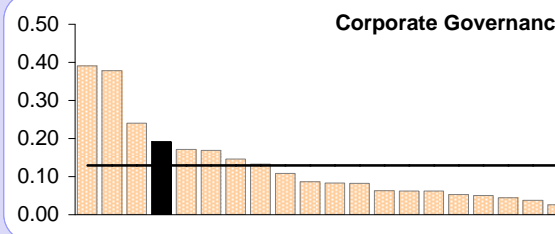
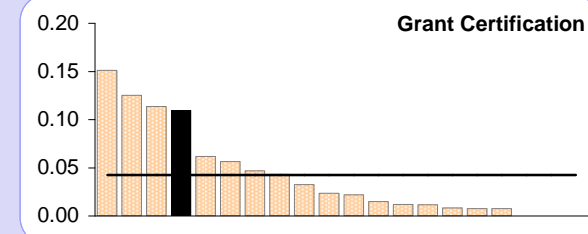
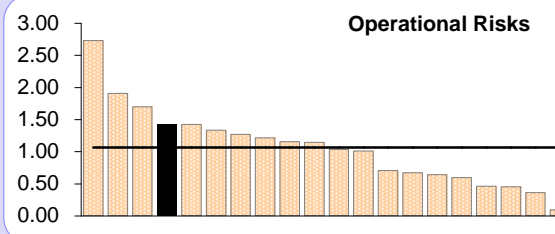
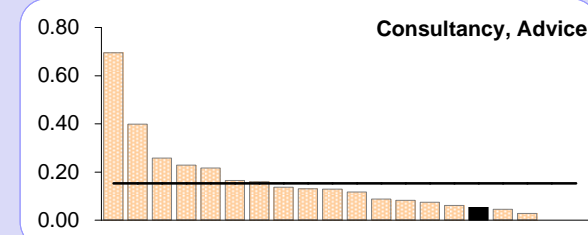
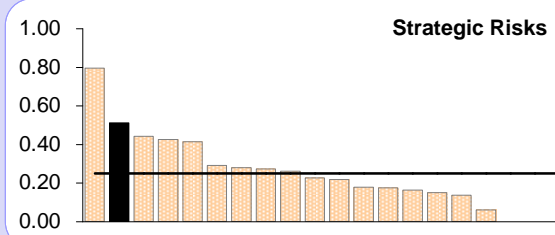
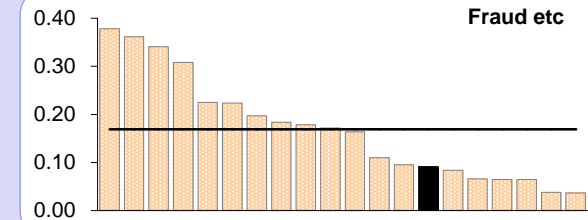
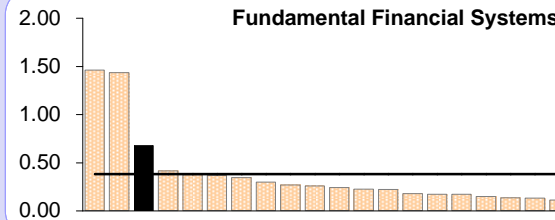
### AUDIT DAYS PER £'m 2009/10 Plan

by type of audit



Gross Turnover £'m		546.1		
Audit days per £'m	Days	days/£'m	Avg	
Fundamental financial systems	370	0.68	0.38	
Strategic Risks	280	0.51	0.25	
Operational Risks	781	1.43	1.07	
Corporate Governance	105	0.19	0.13	
I.T. Audit	300	0.55	0.16	
Fraud etc	50	0.09	0.17	
Consultancy/Advice	30	0.05	0.15	
Grant Certification	60	0.11	0.04	
Other	0	0.00	0.15	
Contingency*	300	13.2%	5.5%	
	2,276	4.17	2.66	

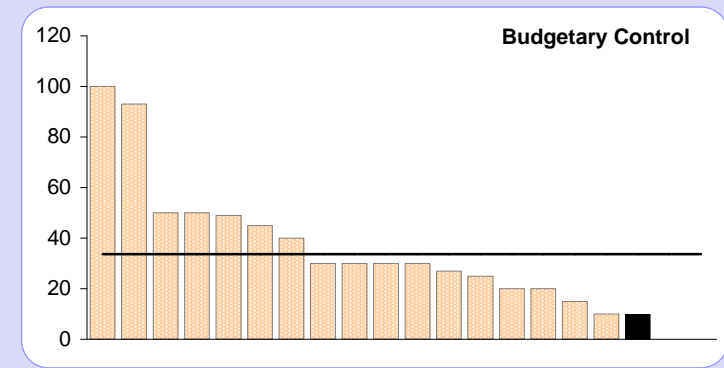
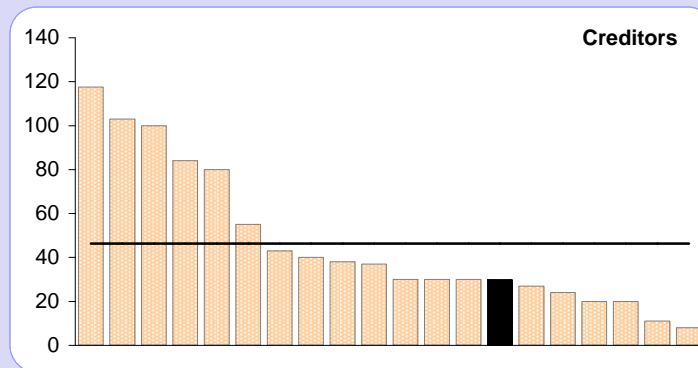
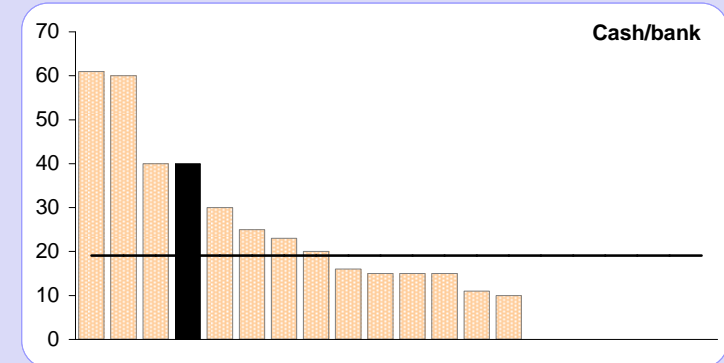
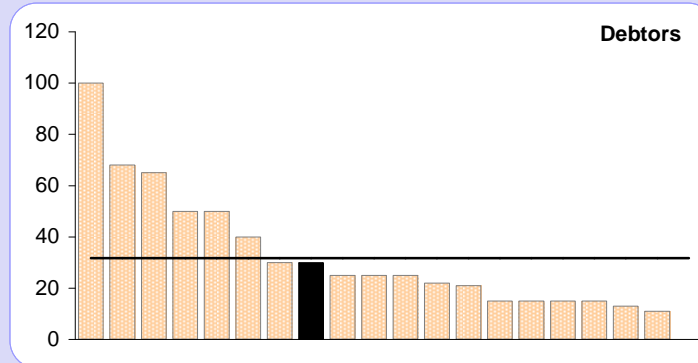
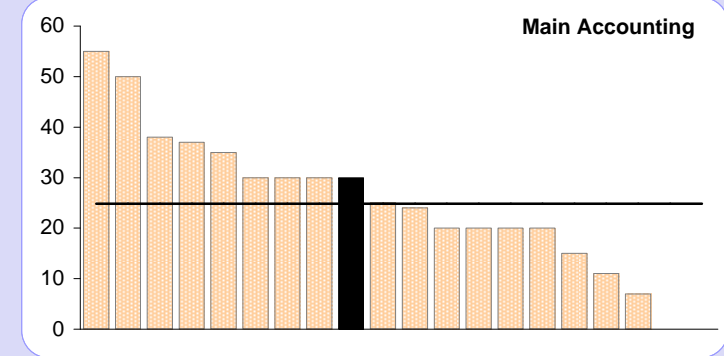
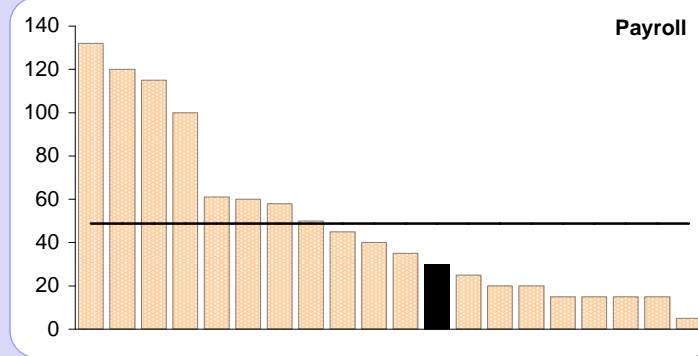
\*Contingency is shown as a percentage of the total number of days



## Fundamental Financial Systems - with no adjustment for size of authority

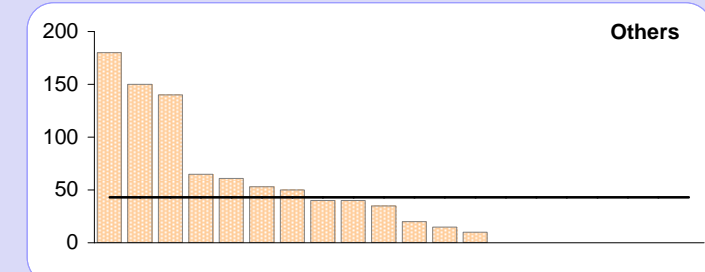
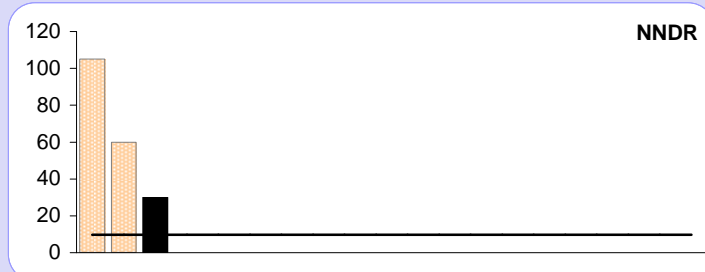
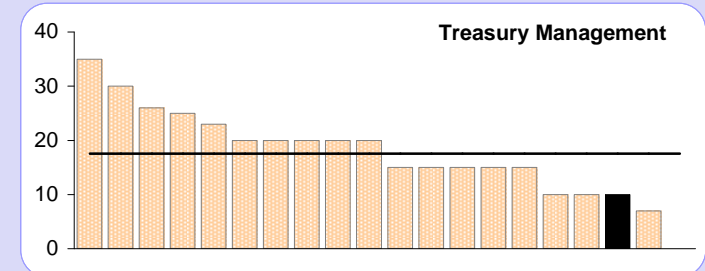
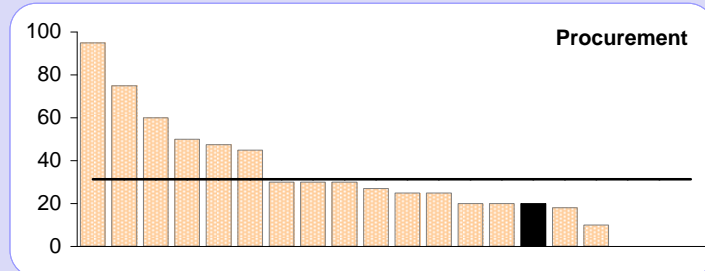
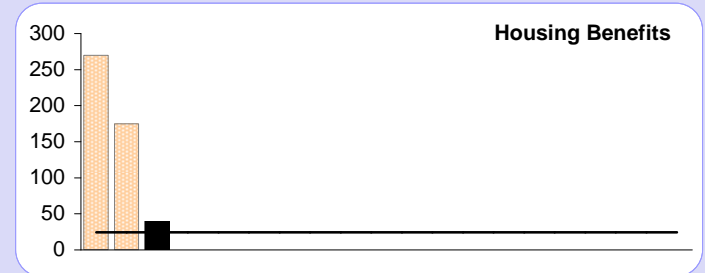
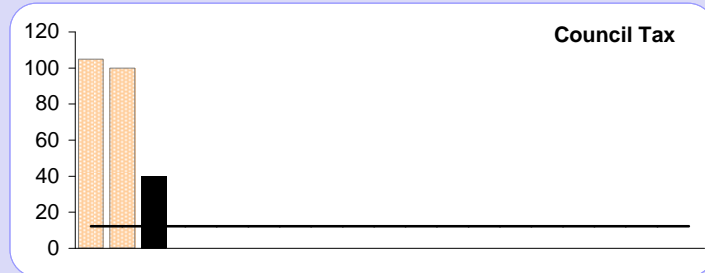
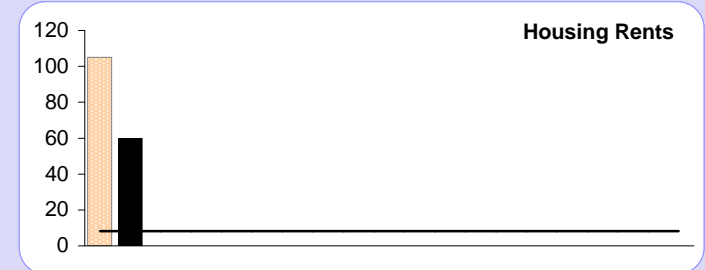
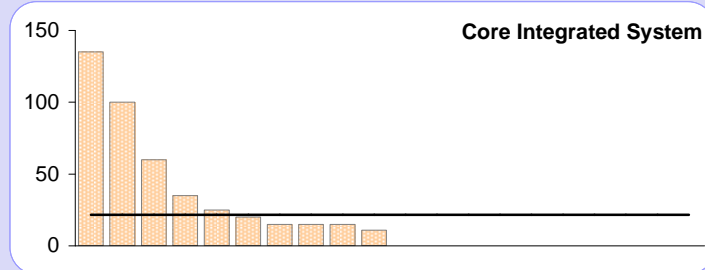
2009/10 plan

	Days	Avg
Payroll	30	49
Debtors	30	32
Creditors	30	46
Main Accounting	30	25
Cash/bank	40	19
Budgetary control	10	34
Core Integrated System	0	22
Council Tax	40	12
NNDR	30	10
Procurement	20	31
Housing Rents	60	8
Benefits Administration	40	24
Treasury Management	10	18
Others	0	43
<b>Total</b>	<b>370</b>	<b>372</b>



**FUNDAMENTAL FINANCIAL SYSTEMS (continued) - with no adjustment for size of authority**

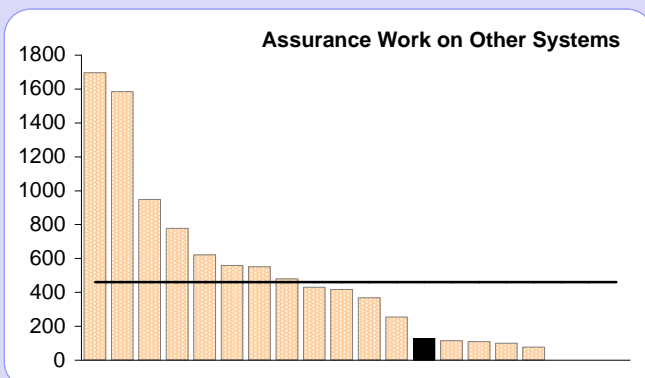
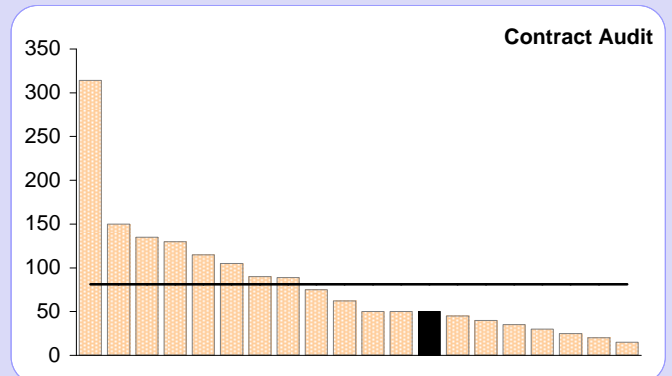
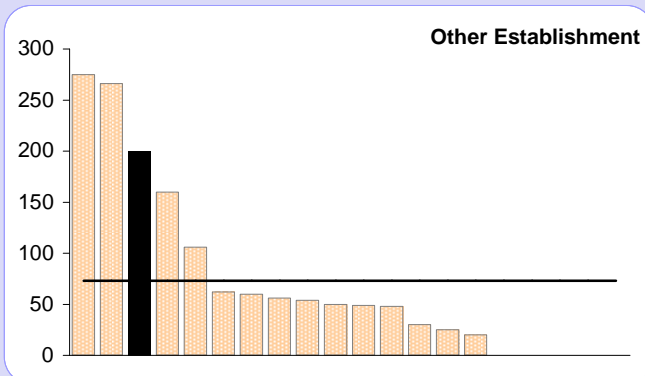
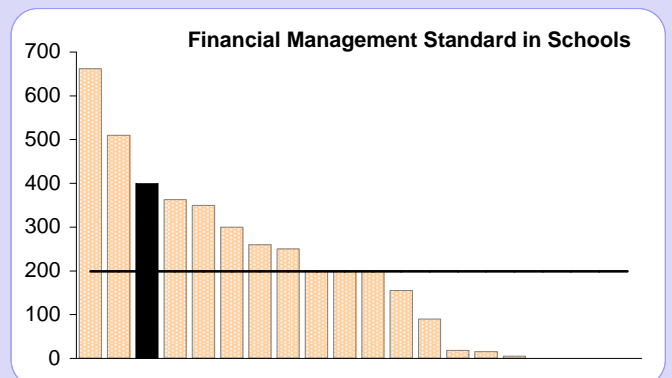
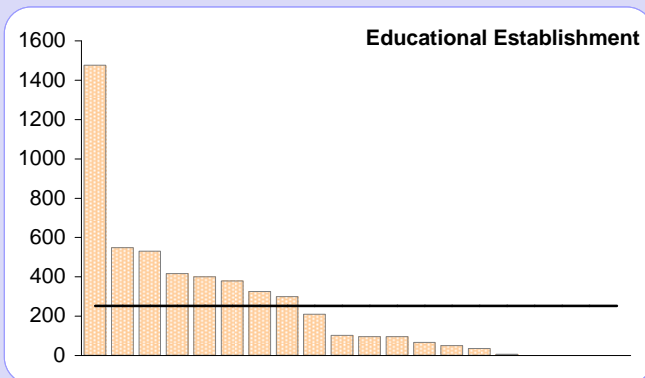
2009/10 Plan



## Operational Risks Breakdown - with no adjustment for size of authority

2009/10 Plan

Total Number of Operational Risks Days		781
	No. of Days	Avg
Educational Establishment	0	252
Financial Management Standard in Schools	400	199
Other Establishment	200	73
Contract Audit	50	81
Assurance Work on Other Systems	131	461
Other	0	65

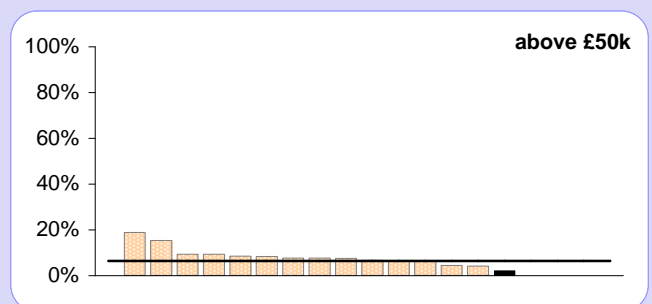
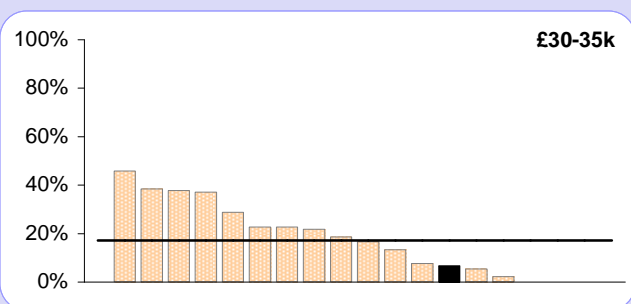
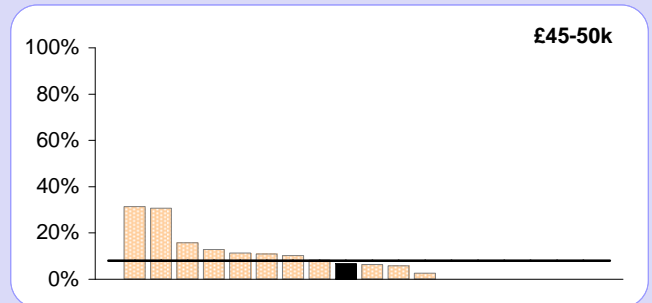
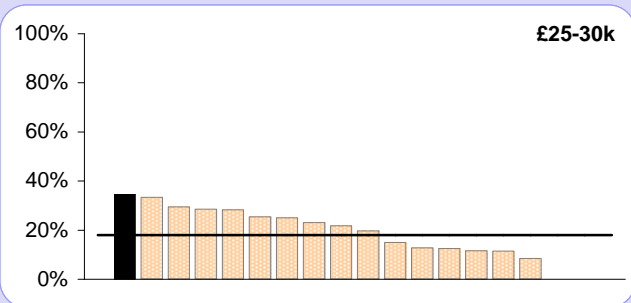
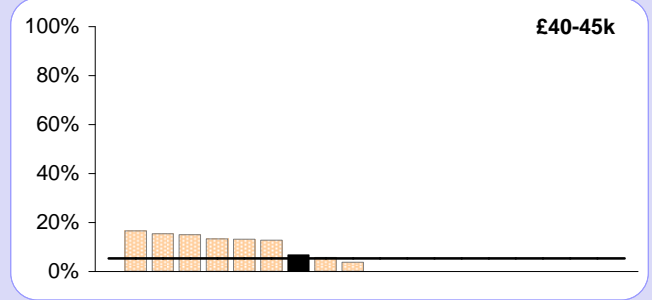
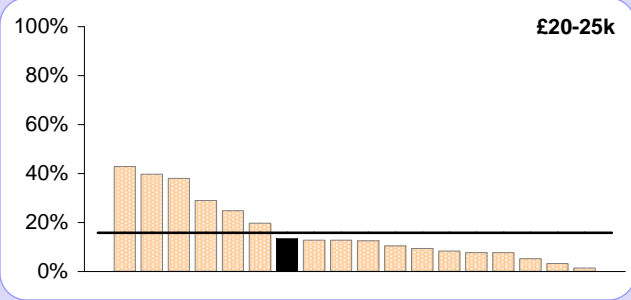
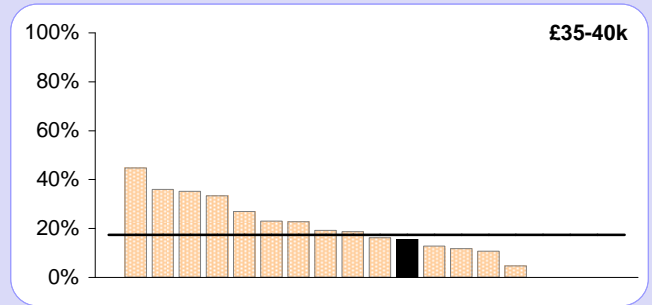
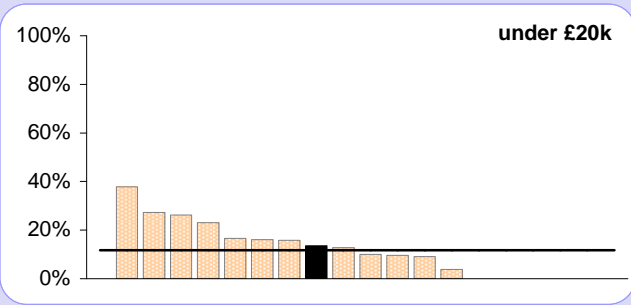




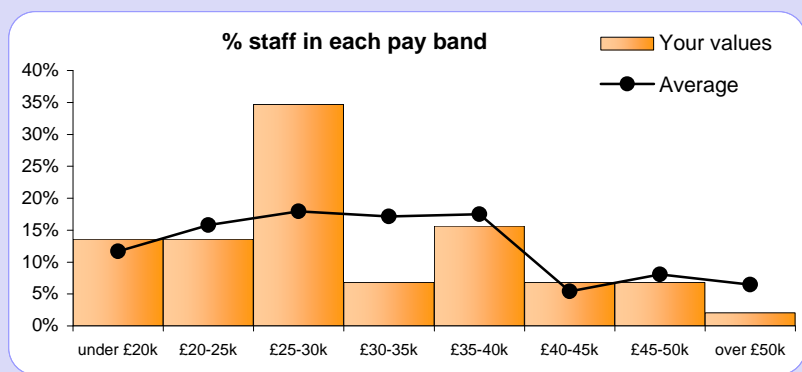


## SECTION 3 - STAFFING

### Staff Salary Bandings as at 31 March 2009

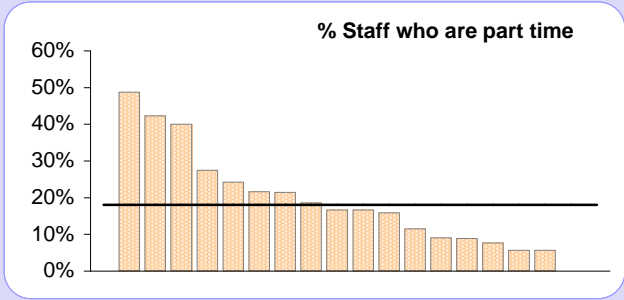


Salary bandings			
	FTE	%	Avg
under £20k	2.0	14%	12%
£20-25k	2.0	14%	16%
£25-30k	5.1	35%	18%
£30-35k	1.0	7%	17%
£35-40k	2.3	16%	17%
£40-45k	1.0	7%	5%
£45-50k	1.0	7%	8%
over £50k	0.3	2%	6%
	14.7		

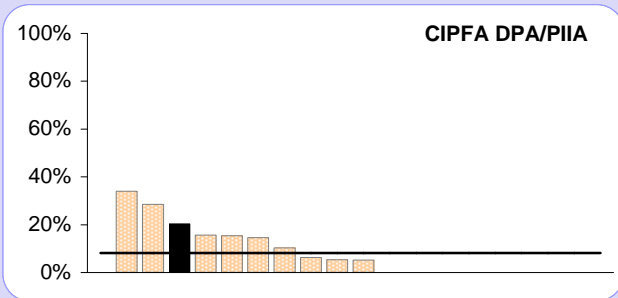
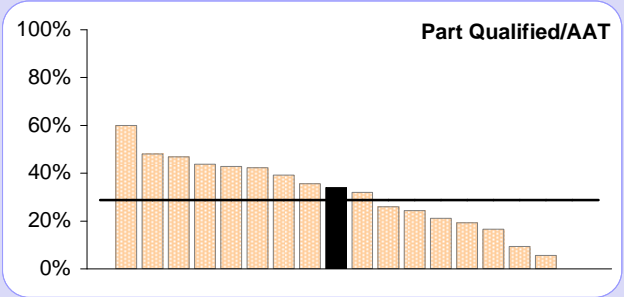
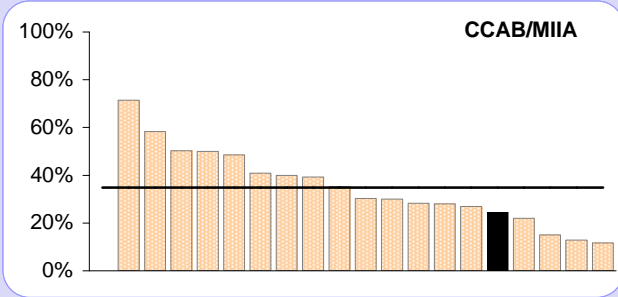


### Part Time Staff at 31 March 2009

Part Time	FTE	%	Avg
Part Time	0.0	0%	18%



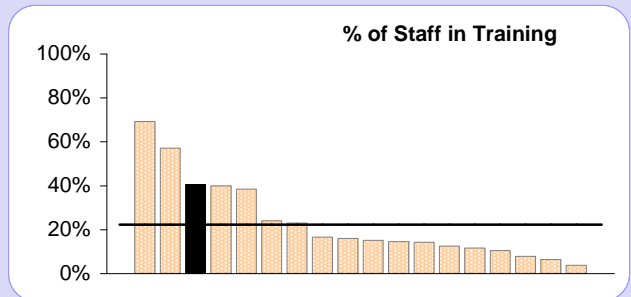
### Qualifications as at 31 March 2009



Qualifications	FTE	%	Avg
CCAB/MIIA	3.6	24%	35%
CIPFA DPA/PIIA	3.0	20%	8%
Part Qualified/AAT	5.0	34%	29%
Other specialists	1.1	7%	5%
Trainees (actively training)	2.0	14%	11%
Non-Qualified	0.0	0%	12%
	14.7		

### % Staff in Training at 31 March 2009

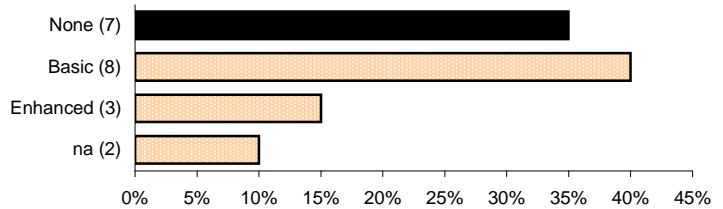
Training	FTE	%	Avg
Training	6.0	41%	22%



### CRB Checks

CRB Checks		
Shropshire	None	
	Authorities	%
None	7	35%
Basic	8	40%
Enhanced	3	15%
na	2	10%

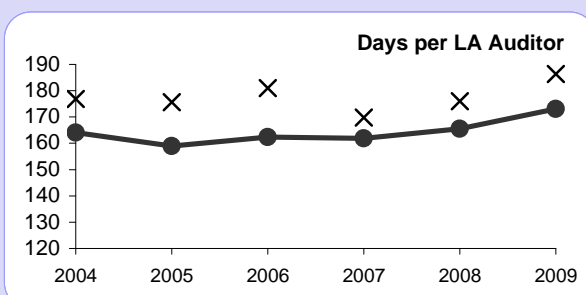
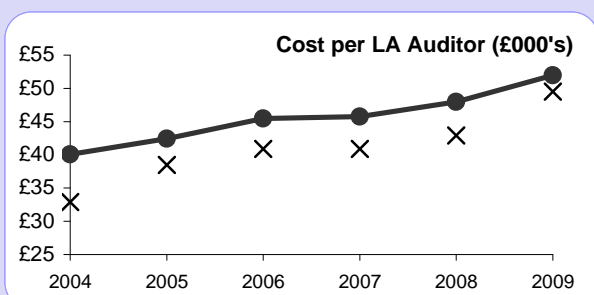
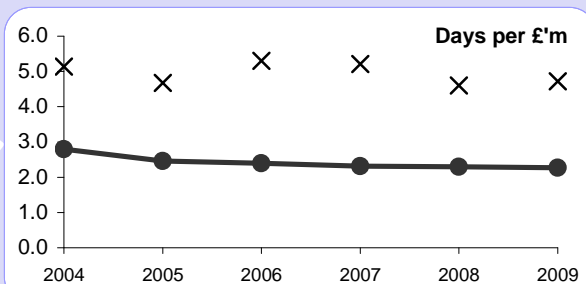
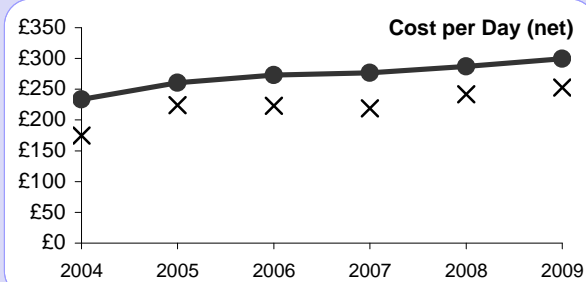
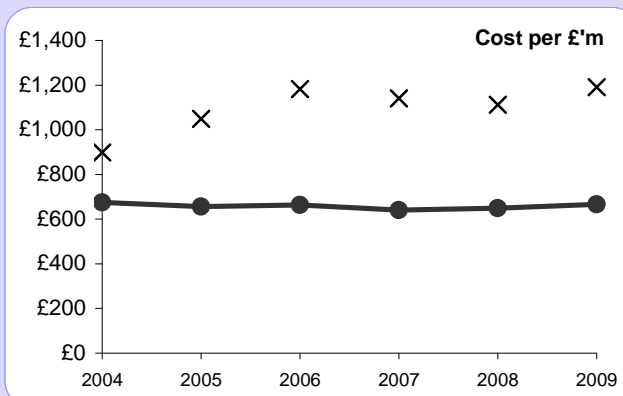
### To what level are audit staff checked?



## SECTION 4 - TIMESERIES

**Actuals: e.g. 2009 refers to this years 2008/09 actuals**

The 2009 averages are the actual club averages. For previous years, the averages shown here are scaled up or down from the 2009 figure based on the average rate of change in each year. This is calculated using data from members who supplied figures in consecutive years, otherwise the simple average in each year would be distorted by changes in the composition of the club from year to year.



**KEY:** Club Average - Black Line  
Shropshire - Crosses



Timeseries data						
	2004	2005	2006	2007	2008	2009
Cost*	£385k	£483k	£531k	£580k	£586k	£677k
FTE Auditors	11.7	12.5	13.0	14.2	13.7	12.6
Cost per LA Auditor	£32,878	£38,504	£40,894	£40,912	£42,914	£49,509
Average	£40,072	£42,434	£45,466	£45,757	£47,987	£51,970
Days per LA Auditor	177	176	181	170	176	186
Average	164	159	162	162	166	173
Cost per £'m	£898	£1,049	£1,182	£1,141	£1,112	£1,191
Average	£675	£656	£663	£641	£650	£666
Cost per Day (net)	£175	£224	£223	£219	£242	£253
Average	£233	£260	£273	£277	£287	£299
Mainline Audit Days	1,834	1,880	1,953	2,071	1,938	2,191
Turnover	£357m	£402m	£368m	£397m	£421m	£465m
Days per £'m	5.1	4.7	5.3	5.2	4.6	4.7
Average	2.8	2.5	2.4	2.3	2.3	2.3

\* Figure shown is the cost of your In-House Audit section

Shropshire

## SECTION 5 - QUARTILE FIGURES

### Counties

<b>2008/09</b>					
	Shropshire	Average	Lower Quartile	Median	Upper Quartile
Cost/auditor £'k					
Pay	£41.9	£42.4	£38.42	£40.0	£42.7
Overheads	£7.6	£10.8	£7.26	£10.6	£13.1
Total	£49.5	£52.0	£46.31	£51.2	£54.2
Days per Auditor	186	173	166	171	179
Cost per Day (net to LA)	£253	£299	£261.78	£304	£326
Days per £'m	4.72	2.27	1.71	2.22	2.54
Cost per £'m	£1,191	£666	£537.44	£605	£813

<b>2009/10</b>					
	Shropshire	Average	Lower Quartile	Median	Upper Quartile
Cost/auditor £'k					
Pay	£40.9	£42.5	£38.6	£41.7	£44.4
Overheads	£6.6	£9.4	£5.1	£9.0	£13.2
Total	£47.5	£50.6	£45.0	£49.1	£55.4
Days per Auditor	177	178	168	180	184
Cost per Day (Net to LA)	£272	£281	£250	£271	£321
Days per £'m	4.17	2.66	2.05	2.55	2.69
Cost per £'m	£1,134	£691	£522	£615	£825