

**Measuring the Workload:  
Public Sector Performance Reporting  
and Inspection Regimes in  
Leicestershire**

**Statement of Findings**

Status: Final

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## Contents

<b>1.</b>	<b>DOCUMENT CONTROL</b>	<b>3</b>
1.1	Control Details	3
1.2	Document Amendment Record	3
1.3	Document Sign-off	3
<b>2.</b>	<b>EXECUTIVE SUMMARY</b>	<b>4</b>
2.1	Background	4
2.2	Approach	4
2.3	Summary of Findings	5
2.4	Recommended Next Steps	5
<b>3.</b>	<b>PERFORMANCE REPORTING</b>	<b>6</b>
3.1	Summary of Performance Reporting Requirements	6
<b>4.</b>	<b>INSPECTION LISTING</b>	<b>7</b>
4.1	Inspection Analysis	7
4.2	Staffing Implications and Deflected Workload	8
<b>5.</b>	<b>THE WORKLOAD MEASUREMENT TOOL</b>	<b>9</b>

# 1. Document Control

## 1.1 Control Details

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## 1.2 Document Amendment Record

Issue	Amendment Detail	Author	Date	Approved by
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## 1.3 Document Sign-off

For Leicestershire County Council

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For Deloitte

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## 2. Executive Summary

### 2.1 Background

This report presents the findings from the review of the inspection and performance reporting regimes for public sector agencies across Leicestershire. Leicestershire County Council commissioned Deloitte to undertake the review, which consisted of gathering data from and interviewing over 40 representatives of the following organisations:

- Leicestershire County Council (6 Divisions)
- Leicester City Council
- North West Leicestershire (acting on behalf of the 7 district and borough councils) District Council
- NHS Leicestershire and Rutland (PCT)
- NHS Leicester City (PCT)
- Leicestershire Police Authority
- Leicestershire and Leicester Combined Fire Authority
- Leicestershire and Rutland Probation Trust

This review was conducted between January and August 2009. The performance reporting and inspection workload assessed during this period related to the 12 month period broadly in line with the new Comprehensive Area Assessment (CAA) regime. However, it is important to note that the scope of the data collected was not confined to CAA alone, but extended to cover a wider range of reporting and inspection requirements placed on public bodies by third parties. The information collected can be categorised into one of the following areas:

- Known workload based on prior year experience for performance reporting or inspections that were assumed to stay broadly the same – for example Use of Resources;
- Estimated workload for new inspections where prior experience is less developed – for example Safeguarding Reviews in Children’s Services.

### 2.2 Approach

Deloitte interviewed strategic and operational managers, and staff responsible for responding to nationally defined inspection and performance reporting regimes. Each public sector agency provided Deloitte with the following information:

- Details of required performance reporting requirements;
- A breakdown of staff involved in responding to these requirements, including the amount of time they spent on the activities;
- A list inspections undertaken or likely to be undertaken in each area;
- Breakdown of staff required to prepare for and manage each inspection, including staff numbers, time involved and cost of staff.

Deloitte did not undertake any specific work to audit the information supplied. Ensuring the accuracy and completeness of the data provided was the responsibility of individuals completing the data returns used during the review. By definition, some information included in the Workload Measurement Tool (particularly associated with staff time and costs) has been estimated by different agencies contributing to the review. Where relevant, agencies were encouraged to review and re-profile their estimates as new information came to light.

This information was used to create a Workload Measurement Tool enable each public sector agency to understand their own performance workload for data returns and inspections, and the resources dedicated to supporting them. The Tool also compares the data and inspection workload and staffing profiles for each agency.

## 2.3 Summary of Findings

The information provided by each agency was combined to show the following:

- An estimated 92 FTE staff are employed at an estimated cost of £3.7m to service nationally required performance reporting or evaluation regimes
- Over 3,000 performance datasets, reports or evaluations are likely to be processed and reported each year;
- Collectively, the public sector agencies are required, or likely to be required, to respond to 83 inspections during the year
- The staff cost of responding to inspections is an estimated £3.57m per annum.

## 2.4 Recommended Next Steps

The review identified the following opportunities to improve the efficiency of the current approach:

- **Joint Research and Intelligence Function** – There is a significant amount of data collected across agencies and this could be brought together more effectively to understand the local challenges and responses needed to deal with them. Rather than organisations operating in isolation, it is proposed that the potential for a Joint Research and Intelligence Function across agencies should be examined;
- **Performance Management Shared Service** – 92 FTE staff, at an estimated cost of £3.7m are involved in the process of transactional performance information processing: collecting, processing and reporting performance data. Each partner agency employs their own staff within their own organisational structure to deliver this common activity. Partner agencies should explore the potential to bring these staff together in a common central team operating as a shared service; effectively a Performance Management Centre of Excellence.

## 3. Performance reporting

A complete record of the source data used to create the table below can be found in the Workload Measurement Tool associated with this report.

### 3.1 Summary of Performance Reporting Requirements

Across all agencies it is estimated that there are more than 90 FTE staff, at an annual cost of almost £3.7m providing information or reports on more 3,000 individual data items. The information presented below is based on estimates provided by staff during the data collection process and fed into the Workload Measurement Tool:

Agency	Datasets					Resource		
	LAA	NIS	Stat Return	Local KPIs	TOTAL	FTE	Average Cost per FTE (£,000)	Total Cost (£,000)
City Council	50	181	547	0	778	13	38	494
City PCT	0	13	259	0	272	3	35	105
County Council	49	140	472	60	721	27.15	44	1195
County PCT	0	13	259	0	272	3	35	105
District Councils	0	287	266	84	637	17.5	44	770
Fire	0	2	137	82	221	12	40	480
Police	0	13	60	0	73	14	30	420
Probation	0	1	29	0	30	2.2	44	97
<b>Total</b>	<b>99</b>	<b>650</b>	<b>2,029</b>	<b>226</b>	<b>3,004</b>	<b>91.85</b>	<b>38.75</b>	<b>3,665</b>

#### Notes

- District returns based on NWLDC returns multiplied to account for all District / Borough Councils
- LAA returns based on City and County Council responsibilities and multiple measures for some indicators, i.e. NI 179
- NHS Leicestershire County and Rutland and NHS Leicester City are responsible for three Statutory Performance Returns which are completed outside of the PCT, but collated through the 6 FTEs for internal performance challenge. This information is used for PCT inspections and Performance Management
- NHS Leicestershire County and Rutland and NHS Leicester City are responsible for Department of Health Information Returns which are determined on a rolling short-term basis (e.g., immediate priorities such as Swine Flu). There are 30 additional (joint) PCT staff responsible for these Information Returns.
- Details of the breakdown of indicator listings and staffing allocations can be found in the "Workload Measurement Tool".

## 4. Inspection Listing

### 4.1 Inspection Analysis

The review identified that public sector agencies in Leicestershire and the City of Leicester are likely to be subjected to 83 inspections over a given 12 month period. Details of the breakdown of indicator listings and staffing allocations can be found in the "Workload Measurement Tool".

Agency	Number of Inspections	Direct Staff Cost (£,000)	Strategic Staff Cost (£,000)	Organisation Staff Cost (£,000)	Overall Cost (£,000)	Average Cost per Inspection (£,000)
City Council	21	944	155	261	1359	65
City PCT	3	105	18	35	157	52
County Council	18	609	146	225	979	54
County PCT	3	105	18	35	157	52
District Council	28	308	169	212	689	25
Fire	2	33	33	22	89	44
Police	6	60	8	13	80	13
Probation	2	40	4	17	61	31
<b>Total</b>	<b>83</b>	<b>2,204</b>	<b>549</b>	<b>819</b>	<b>3,572</b>	<b>43</b>

#### Notes

- District returns based on NWLDC returns multiplied to account for all District / Borough Councils

## 4.2 Staffing Implications and Deflected Workload

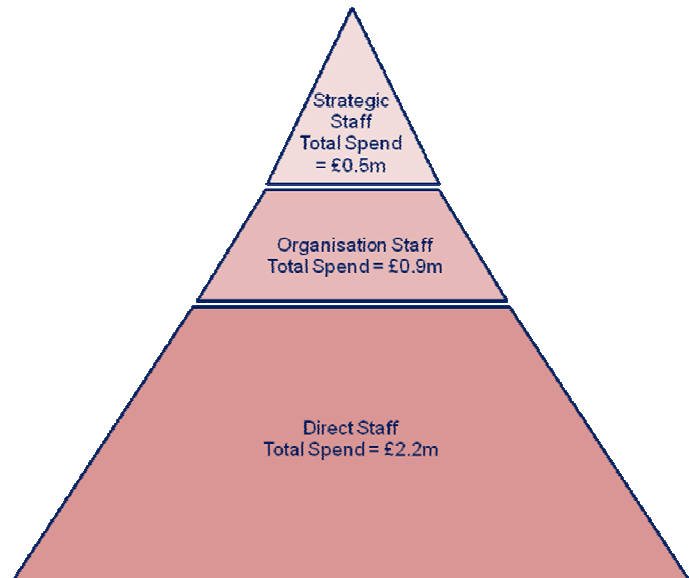
Inspections of any nature, even short notice light touch inspections, have an impact on organisations being inspected.

**This review has not attempted to examine or assess the benefits of inspections and should not be interpreted as suggesting that they are not required. The review was simply focused on assessing the number of inspections and the number of staff that are involved in responding to them.**

The split of staffing input is illustrated by the pyramid to the right. This shows that the vast majority of staff cost is associated with those staff that are directly involved in the inspections (£2.2m).

However, inspections create peripheral or deflected workload for other parts of the organisation and based on local estimates and analysis this equated to a further £1.4m worth of staff time.

The assumptions and basis for these figures can be re-worked and tested in the Workload Measurement Tool.



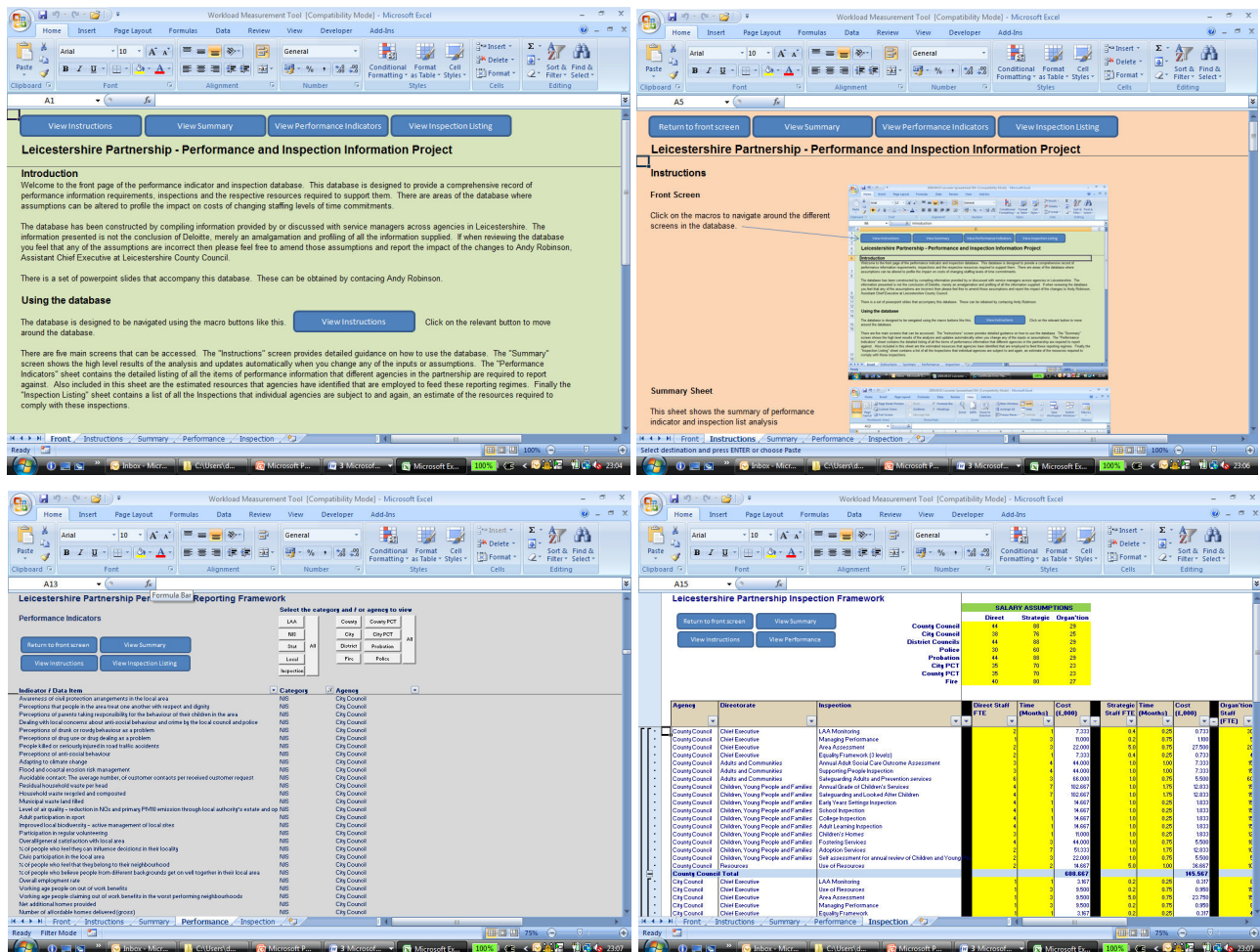


# 5. The Workload Measurement Tool

As part of the project, Deloitte developed a Workload Measurement Tool to capture the information supplied by individual agencies and collate it into a single comprehensive record of performance reporting and inspection requirements.

The Workload Measurement Tool also allows individual agencies to change key assumptions in order to profile the impact of different staffing structures to feed the respective regimes. It should be noted that this tool is only designed to be illustrative purposes and should not be used for any other purpose.

## The Workload Measurement Tool



The tool contains full instructions for use and is designed to enable staff to review and updated assumptions and to be a list of current known performance reporting requirements and inspection listings.