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Administrative Burdens Measurement Exercise Technical Summary

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1 Introduction

1.1 Context

This document forms a technical annex to the final reports prepared for each Government department. It describes the approach which has been implemented during the Administrative Burdens Measurement Exercise (ABME), a part of the Government's Administrative Burdens Reduction Project (ABRP).

1.2 Roles and responsibilities

Overall responsibility for initiating and coordinating the ABME has rested with the Better Regulation Executive (BRE) within the Cabinet Office. The BRE's project team has been responsible for coordinating the work across departments, including the development and consistent application of the Standard Cost Model (SCM). The overall management and direction of the project has been conducted through a Project Board chaired by the BRE with representation from a number of departments. In addition, all departments have been represented at regular meetings of Senior Departmental Leads (SDLs). Departments have been responsible for the provision of information relating to the regulations in scope, the validation and sign-off of data and the sign-off of their respective reports. Wider stakeholder input has been sought from the Strategic Measurement Monitoring Group – at which PwC has been represented during the lifetime of the ABME.

A consortium led by PricewaterhouseCoopers LLP (PwC) including legal experts from DLA Piper and Landwell has been responsible for implementing the project supported by BRE and the participating government departments. PwC has worked closely with the BRE in interpreting and applying the SCM methodology within the UK context.

PwC has also drawn upon the expertise of Brigitte van der Burg, Member of the Dutch Advisory Board on Administrative Burden (ACTAL), as technical adviser. Brigitte's involvement in the Dutch implementation of the SCM has given her a deep understanding of the subject and an insight into some of the practical challenges involved.

1.3 Scope

The scope of the ABME is wide. It seeks to assess the administrative costs (as opposed to the policy/compliance costs) imposed on all parts of the private sector. This is taken to comprise businesses, charities and voluntary organisations¹. The total administrative costs are calculated as the sum of the time related costs plus the expenses incurred in procuring the necessary external goods and services.

This project has focused on deriving an estimate of the administrative costs incurred by businesses as they comply with the information obligations/ data requirements (IO/DRs)² within each department's

¹ This is based on the definition of the private sector used by the Office of National Statistics (ONS) for national accounts purposes.

² In the vast majority of cases each information obligation has a corresponding data requirement which is unique: however, in a small number of cases, an IO has more than one DR, each of which has been measured separately. Throughout this document the unit level at which measurement was conducted is described as an IO/DR. See section 3.1.3 for more detail.

regulations. As the SCM recognises, not all of these costs represent an administrative burden (that is, they reflect the cost of those administrative activities that businesses sustain simply because it is a requirement of regulation). Thus, the administrative costs will include some element of cost which a business might expect to incur regardless of whether a regulation exists. This has important implications for the interpretation of the measurements resulting from the application of the SCM.

As part of the businesses interviews, respondents were asked about the processes they used to fulfil each IO/DR and for their views as to whether or not they would undertake the activities anyway for their own business purposes or in order to meet other obligations arising from government regulation. Whilst these responses need to be treated with some caution, for example, because the interviews covered only a proportion of the IO/DRs which are within scope of the ABME, they do provide an insight into the extent to which the costs which have been measured represent an administrative burden, rather than 'business as usual' costs. Examples and commentary in relation to their IO/DRs have been provided to each department based on the responses from interviewees.

The ABME covers all regulations in force as of 6 May 2005 and extends to cover all Whitehall departments and their related agencies and Non-Departmental Public Bodies (NDPBs). The Ministry of Defence, the Foreign & Commonwealth Office, the Cabinet Office and the Department for International Development are not included in this project because they have no regulations which fall within the scope of the ABME. Her Majesty's Revenue and Customs (HMRC) was not included this project as it has been subject to a separate exercise conducted by KPMG. A degree of liaison between BRE, HMRC, PwC and KPMG has been maintained to ensure consistency of approach.

Legislation for which devolved governments in Scotland, Wales and Northern Ireland are responsible was not within the scope of the ABME. However, the project team interviewed businesses in Scotland, Wales and Northern Ireland where UK-wide regulation impacts on these areas.

1.4 Timescales

Work on the ABME has been undertaken between September 2005 and May 2006. The timeframe has been very challenging for an exercise of this size and complexity, and there has been limited scope for accommodating unforeseen delays. There have been a number of instances where activity has commenced on a particular workstream before the previous activity has been fully complete (for example, in Step 1, the process mapping started before legal mapping was complete, and fieldwork commenced before all the process mapping had been carried out). In addition, timeframes have been very tight for departmental input. This has resulted in situations such as initial validation of the mapping of regulations being conducted on a sample basis. As a result of these pressures, issues have emerged throughout the project requiring ongoing amendments and corrections to the dataset.

1.5 Structure and purpose of document

This annex documents the procedure followed in the measurement process on a step-by-step basis. This process has been essentially generic for all departments.

The measurement process has been conducted according to the SCM in four phases of activity:

- Phase 0 – Start-up
- Phase 1 – Preparatory analysis
- Phase 2 – Time and cost data capture and standardisation
- Phase 3 – Calculation, data submission and reporting.

Where there have been any significant differences of interpretation for specific departments these are documented in the individual departmental final reports.

In order to ensure that this document is complete as a stand-alone record of the ABME, some of the text duplicates that within individual departmental final reports.

This document is intended to explain how the UK SCM was applied in practice during the ABME. It is not, and is not intended to be, a comprehensive record of the ABME.

The SCM describes the methodology as a series of steps. For ease of reference the process adopted by PwC has been documented against the relevant step, with additional explanatory notes where these were not conducted in strictly chronological order. Where specific methodological issues have arisen, these are set out against the appropriate step.

Table 1: Phases and steps in implementing the SCM

Phase 0 – Start-up	
Step 0	Start-up and ensuring infrastructure in place for the ABME
Phase 1 – Preparatory analysis	
Step 1	Identification of IOs, DRs and administrative activities and classification by origin
Step 2	Identification and demarcation of related regulations
Step 3	Identification of segments
Step 4	Identification of population, rate and frequency
Step 5	Business interviews versus assessment
Step 6	Identification of relevant cost parameters
Step 7	Preparation of interview guide
Step 8	Expert review of Steps 1 – 7
Phase 2 – Time and cost data capture and standardisation	
Step 9	Selection of typical businesses for interview
Step 10	Business interviews
Step 11	Completion and standardisation of time and resource estimates for each segment by activity
Step 12	Expert review of Steps 9 – 11
Phase 3 – Calculation, data submission and reports	
Step 13	Extrapolation of validated data to national level
Step 14	Reporting and transfer to database

2 Phase 0 – Start-up

During Step 0 a range of preparatory activities was undertaken in order to ensure that the structures, people and processes were in place ready to conduct the measurement activity.

2.1.1 Start-up

During September 2005 initial meetings were held between PwC and the BRE. Contact was initiated with each of the Departmental Senior Leads by PwC's Departmental Contractor Team Leaders (DCTLs) – PwC's primary point of contact with each Departmental team. Project office and project systems and processes were established and agreed with project office counterparts in the BRE. A high-level plan was prepared, agreed with BRE, and worked up into a detailed project plan. This has been updated regularly, shared with stakeholders on ABR.net, and reviewed at Project Board and wider stakeholder meetings.

Mobilisation training and awareness raising events were also held during September 2005 for PwC's core team, the joint PwC/BRE team, the legal mapping team, SDLs and PwC's process mappers. In addition, three departmental workshops were held during late September and October.

Further mobilisation took place later in the project to support implementation of the fieldwork (see Step 10), including training for the call centre staff conducting telephone interviews and face-to-face (F2F) interview recruitment at PwC's International Survey Unit (ISU), the call-centre sub-contractors and for PwC's regional interviewing teams (late October 2005), training for the Expert Panel team (November 2005), and training for the Assessment team (early January 2006).

2.1.2 Establishment of PwC's quality assurance processes

PwC's quality assurance (QA) processes were designed and implemented for each work-stream, including building QA steps into data entry processes and developing QA guidance material for monitoring delivery of interviews and Expert Panels. Further details of the QA processes are described against each step to which they were applied.

Appropriate staff were identified at each stage to fulfil all key roles within the PwC team. Training in the SCM was provided to each team member.

Knowledge-sharing protocols and co-ordination meetings for the team, including regular management meetings with BRE colleagues, were established.

Quality assurance throughout the measurement exercise has been supported by PwC's specially designed web-based tool **ABR.net**, which has facilitated information storage and sharing for each work-stream within the project. Modules were designed to support each stage of the exercise and implemented on an incremental basis, including modules for mapping regulations, validation by departments, allocating and managing each type of fieldwork activity and hosting associated data, running standardisation processes, carrying out calculations and hosting key project documents. ABR.net is a web-enabled database which is globally accessible over the internet, protected by a high level of access security. BRE and departmental staff were able access the site over the internet using Microsoft Internet Explorer version 5.0 or higher. Digital Certificates were issued to each nominated user. In addition, each user was given a user identification name (ID) and password. Together these provided a robust level of security that not only required knowledge of the user ID and password, but also required the user to be in possession of the digital certificate (an electronic file) installed on their computer. In addition the website

was accessible via an 'https' connection which ensured that the data passing between the user's computer and the server provided by PwC were encrypted. Therefore, the data could not be easily intercepted and read.

2.1.3 Preparation of the list of regulations

For the purpose of the ABME, a regulation was defined as 'a rule with which failure to comply would result in a business coming into conflict with the law or being ineligible for continued funding, grants and other applied for schemes'³. In effect, this definition covered all requirements with legal force imposed by central government and other schemes operated by central government.

During September 2005, following several months of activity, departments submitted lists of regulations to be used as the basis of the ABME. These initial lists identified 2,266 regulations as potentially being within the scope of the ABME.

Validation and consistency checks were performed by PwC and BRE to ensure that the lists did not include:

- duplications (a regulation appearing on the list more than once);
- truncations (a single entry on the list, for example 'One Act and 11 Statutory Instruments', when it should appear as 12 individual entries);
- omissions (regulations expected to be in scope and not on the list): the PwC consortium's obligations did not extend to ensuring the comprehensiveness of the lists of regulations but, where omissions were evident, they were drawn to the attention of the relevant department;
- mis-named or inappropriate regulations (e.g. the 'Horse-Drawn Omnibus By-Laws'); and
- demarcation issues (i.e. regulations where the IO/DRs might fall under the ambit of more than one department): where potential demarcation issues were identified, they were resolved as described under Step 2.

During the start-up period PwC also confirmed the scope of the ABME given the lists of regulations provided by departments and dealt with borderline inclusion issues in liaison with BRE and departments. These included discussions on regulations enacted by 6 May 2005 but not yet in force, which in principle were excluded from the ABME. In addition, several regulations generated discussion about whether or not they affected the private sector for the purposes of the ABME (such as regulation of general practitioners by the Department of Health and of universities by the Department for Education and Skills, both of which were not included, and regulation of pharmaceutical pricing for the National Health Service by the Department of Health, which was included).

The list of regulations in scope was initially agreed with departments, mostly by mid-October 2005 although there has been further refinement of the list during the implementation of the project. A summary of the current number of regulations by department is provided below (see Table 2).

The initial list of regulations in scope was validated with responsible departments and confirmed through their acceptance of the Phase 1 reports (see Step 8).

³ A full definition of inclusions and exclusions within a regulation is defined in the Standard Cost Manual.

Table 2: Number of regulations by department⁴

Government department	Regulations which have been measured	Amending regulations	Total
Charity Commission	9	0	9
DCA	48	5	53
DCMS	35	0	35
DEFRA	362	14	376
DfES	16	3	19
DfT	117	6	123
DH	90	9	99
DTI	305	70	375
DWP	53	1	54
Forestry Commission	9	0	9
FSA	53	0	53
Home Office	34	0	34
HSE	111	1	112
DCLG (formerly ODPM)	66	3	69
ONS	1	0	1
Treasury	14	0	14
Total	1323	112	1435

⁴ The 'Total' column includes all those regulations which amend other existing regulations. In practice, however, these regulations were mapped as part of the original regulations due to the way in which the legal database captured the amendments (see Section 3.1.2). For clarity, the number of amending regulations is shown in a separate column.

3 Phase 1 – Preparatory analysis

Phase 1 of the ABME involved eight steps designed to lay the foundations for the collection of the cost data.

3.1 Step 1: Identification of IOs, DRs and administrative activities and classification by origin

3.1.1 Introduction

The SCM provides a way of breaking down a regulation into a range of manageable components the costs of which can be measured. These components are essentially items of information that businesses, as a consequence of regulation, have to provide and submit to organisations typically within the public sector, or to third parties such as employees or customers.

Each regulation was broken down ('mapped') into IOs and DRs (see Figure 1 below):

- An information obligation (IO) is a duty to procure or prepare information and subsequently make it available to a public authority or a third party, as well as a duty to facilitate the collection or preparation of information by others, e.g. by permitting and cooperating with an audit, visit or inspection. It includes regular requirements to read guidance and updated rules, for example rules which are updated annually. An IO does not necessarily require information to be sent to a public authority: it may also be directed towards third parties, such as consumers or employees. Each regulation may contain several IOs.
- Each IO consists of a range of different information or data that a business shall provide in order to be able to comply with the IO – these are the data requirements (DR). For example, as part of submitting its annual accounts (the IO), a business may need to supply a range of data such as a management report and endorsement or a balance sheet. Each IO may contain several DRs.

The process of breaking down regulations into their constituent parts was undertaken in two stages – legal mapping and process mapping.

3.1.2 Legal mapping

Legal mapping was undertaken by the two legal firms within PwC's consortium, Landwell and DLA Piper. It involved:

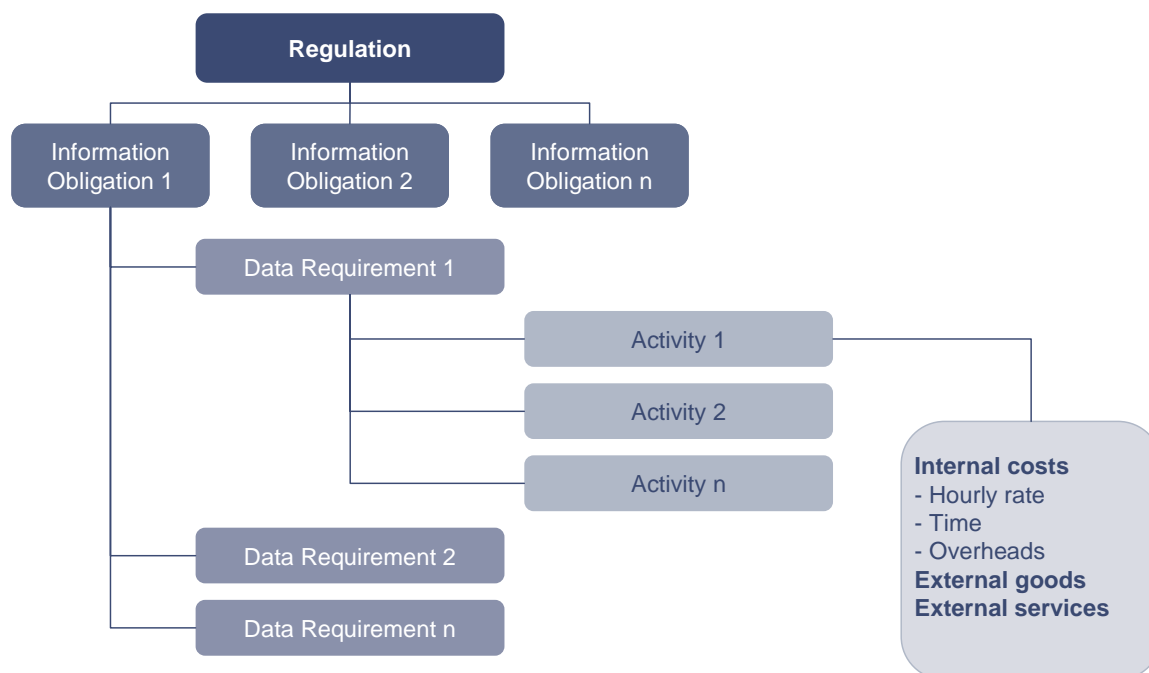
- reviewing the regulations to identify and list the associated IOs and DRs; and
- identifying from the text of the regulation any associated ancillary data required to implement the SCM, such as frequency (i.e. the number of times each year that a business is required to fulfil an IO/DR).

The identification and classification of IOs and DRs raised a number of issues and queries throughout the project. The issues have generally fallen into one of two categories:

- 'Interpretative' (i.e. clarification – and possible modification – of specific requirements of the SCM); and

- 'Practicality' – how best to capture / record the identified IOs and DRs in a way that would be both consistent and usable for subsequent fieldwork phases.

Figure 1: Breakdown of a regulation



During the course of Phase 1, the legal mappers kept a record of technical issues arising and agreed with the BRE how these should be resolved. All legally mapped regulations were subject to a two stage quality assurance check by the senior legal member of staff with responsibility for work in relation to a particular government department. These checks were formalised through a check-box system on ABR.net which prevented un-checked work from being released for process mapping.

The legal mapping work was largely undertaken using Butterworth's Legislation Direct database which contains the full, amended text of UK Statutes and UK Statutory Instruments (as well as some other regulations). Since the database holds the current version of each Statute and Statutory Instrument (SI), any regulation which amends existing Statutes and SIs is captured in the updated version. As a result all the IO/DRs resulting from the amending regulations have been picked up under the original Statutes and SIs, rather than the amendments which show (on ABR.net and in the tables/annexes) as having no IO/DRs associated with them even though some arose in practice. They have therefore, been included in the ABME under the original legislation.

3.1.3 Process mapping

The PwC process mapping team undertook further mapping and categorisation of IOs and DRs. Initially, this involved:

- developing 'plain English' (i.e. non-legal) descriptions of the IOs and DRs identified by the legal team for use in the scripts for recruitment to the fieldwork exercise (see Step 10); and
- identifying the IO/DR type.

The categorisation of IO/DR type was largely based on the predetermined list outlined in the SCM:

- Returns and reports - e.g. details of pupil admissions to independent schools;
- Applications for permission for or exemption from... - predominantly applications for licences e.g. to sell spirits;

- Applications for authorisation - to carry out certain activities e.g. authorisation as a sewer contractor;
- Notification of activities - e.g. notification to the local authority of the transportation of a dangerous cargo;
- Entry in a register - e.g. application for entry in the register of trademarks;
- Carrying out inspections of... - the business itself carrying out inspections of machinery and equipment that can represent a risk to health or the environment, or monitoring the conditions for employees;
- Applications for subsidies or grants for... - e.g. a subsidy for job training;
- Keeping commercial emergency plans and programmes updated, etc - including manuals and emergency plans;
- Cooperating with audits/inspections of... - informing and assisting inspectors who carry out inspections of and auditing work for a business, or who visit a business in connection with enforcement of a regulation;
- Statutory labelling for the third parties - including labelling products or installations with consumer information, e.g. energy labelling of domestic appliances;
- Providing statutory information for third parties - e.g. a financial prospectus to accompany investment products; and
- Framing complaints and appeals - submitting complaints about and (possibly later) appealing against a decision made by the authorities.

Four further IO/DR types were, however, defined as the project progressed:

- Keeping records e.g. records of accidents incurred by staff in the workplace;
- Carrying documentation e.g. cattle passports during transportation of herds;
- Requesting information; and
- Agreeing contracts.

Upon review by PwC and the BRE, and following feedback from pilot interviews, it was concluded that initial mapping of regulations to DR level had generated an overly detailed breakdown of the regulation for the purposes of conducting business interviews. On this basis, the process mapping team reviewed all mapped DRs and grouped them into logical sets, suitable for interviews with businesses. This created merged descriptions of an IO with some or all of its constituent DRs (termed IO/DR).

The process mapping team then:

- categorised the IO/DR content, for example as accounting data or personnel data;
- identified, where possible, Standard Industry Classification 2003 (SIC) codes that describe the sector(s) affected by the IO/DR, to assist in the identification of suitable businesses to interview in the data collection phase; and
- defined the type of person likely to be responsible for complying with the IO/DR (e.g. Managing Director, head teacher, farmer): this information was incorporated into the interview guide and used by the fieldwork team when contacting interviewees in Phase 2 (see Step 7).

All the process mapped regulations were then subject to a two-stage quality assurance check (supported by ABR.net) by the senior members of the process mapping team. In addition, the members of the BRE

Clearing House team conducted a sample review of the process mapping work to confirm the level to which DRs should be grouped as IO/DRs for the purpose of meaningful interviewing.

3.1.4 Classification of regulations by origin

The SCM describes three categories for the origin of regulation as follows:

- Category A – obligations that are exclusively and completely a consequence of EU rules or other international obligations (i.e. the international rules describe which information businesses have to produce);
- Category B – obligations that are a consequence of EU rules and other international obligations where the purpose has been formulated in the international rules but where implementation has been left to individual Member States (i.e. the international rules do not describe which information businesses have to produce); and
- Category C – obligations that are exclusively a consequence of rules formulated at national level.

The regulations allocated to Categories A and B were further divided depending upon whether they were driven by an EU Regulation, an EU Directive or some other international regulation.

Departments provided information about the origin of each of their regulations on the original lists. It was subsequently determined, in discussion with the BRE, that it would be more appropriate to specify origin at IO/DR level. This analysis was carried out by a team at BRE and subsequently validated with departments during the process of agreeing datasets with PwC at the end of Phase 2 and the start of Phase 3. It should be noted that a recommendation was made to departments by the BRE to focus their validation efforts on those IO/DRs allocated to 'A' or 'B' origins.

3.1.5 Validating the mapped regulations

Once the legal mapping was complete, the Departments reviewed the regulations to validate that relevant IO/DRs had been properly identified. The validation process was applied on the basis of the following core principles:

- the SDLs would lead the process (supported where required by agreed delegation to relevant policy officials);
- the department had a quick escalation route back to the SDL or their delegate;
- the department's view prevailed in the case of disagreement;
- the department did not have to validate all regulations: a sample check was acceptable; and
- where the department did not validate on ABR.net, written confirmation of validation from each policy area was provided.

A further opportunity to review the list of regulations was provided during Step 8 (Phase 1 reports) and Step 12 (review of Phase 2 datasets).

3.2 Step 2: Identification and demarcation of related regulations

The process of identification and demarcation of related regulations ensured that:

- regulations (and IO/DRs within regulations) were all correctly allocated to the departments with responsibility for them; and
- double-counting of administrative costs was avoided, both within this measurement exercise and between this exercise and the parallel project being conducted by HMRC.

3.2.1 Apportionment of IO/DRs

Having confirmed the list of regulations with departments and carried out the initial mapping, work then took place to apportion shared regulations between departments at IO/DR level. A number of instances where regulations were potentially 'owned' by more than one department were identified during the preparation of the lists at Step 0. During Phase 2 work was undertaken by PwC with departments to ensure that each IO/DR within these regulations had a unique departmental owner. These were appropriately referenced on ABR.net and the associated costs assigned to the relevant departments. Further detail on shared regulations has been provided to each department in their final reports.

3.2.2 Avoiding double-counting

Two main types of double-counting were identified:

- Duplicate IO/DRs within and between regulations. Data review by departments identified a common problem across a number of regulations and IO/DRs. Specifically, in a number of cases, individual IO/DRs were mapped and costed separately which in fact related to the same regulatory process and placed a single set of administrative costs on businesses. This created the possibility that costs would be 'double-counted' with the result that overall costs would be artificially high. Where such duplications were identified, DCTLs worked with departments to determine which IO/DR should become the 'parent IO/DR' for the relevant cost and population data. In the event that the population differed across duplicate IO/DRs, Departments were asked to provide a single figure.
- Duplicate IO/DRs between regulations and codes of practice. Data review by departments also identified that IO/DRs within codes of practice sometimes directly duplicated IO/DRs within regulations which were also being measured. This led to double counting of administrative costs. DCTLs and departments reviewed their datasets for instances of this nature, and where these were identified the IO/DR in the regulation was flagged as the 'parent IO/DR' for the relevant cost and population data and the duplicate IO/DR in the code of practice was removed from the calculations. In the event that the population differed across duplicate IO/DRs, departments were asked to provide a single figure.

3.3 Step 3: Identification of segments

The SCM indicates that appropriate segmentation is necessary to reflect any expected differences in unit cost/resource structure between different groups of organisations responding to a particular IO/DR. Standard segmentation was applied as defined by the SCM according to business size, as defined by number of employees (micro, small, medium and large). In choosing the level of further segmentation required, the SCM also states that the aim is to segment as little as possible to ease the measurement process. In practice, therefore, PwC worked with departments to identify instances where there were reasons for expecting significant differences in unit costs between different types of organisation.

To introduce any segmentation, it was necessary to have a clear rationale for doing so. In practice, this meant that PwC sought to be sure that:

- the drivers of the (unit) costs of each IO/DR varied significantly between those organisations in each of the different segments identified;
- it was possible to define the distinguishing characteristics of those organisations which fall into each segment: otherwise, it would not be possible to identify appropriate organisations to interview; and
- failing to take account of the need for segmentation would lead to an estimate of the administrative costs which was significantly misleading.

Initially, only three departments submitted cases for specific segmentation during Phase 1, which were taken into account during the fieldwork.

In addition, departments were asked to provide details of the extent to which the use of forms underpinned each IO/DR. In the event, only limited data were available systematically across departments and this has restricted the basis for analysis (see Step 5 for more on form-filling).

Departments were also asked whether e-government solutions were available and how extensively they were used with the intention of providing an understanding of the implications for the estimated administrative costs. In addition, a screening question was included in the telephone interviews seeking to ascertain whether respondents used e-government solutions to fulfil the IO/DRs about which they were being questioned. The F2F interviews included a question around the use of e-government solutions to support/enable reporting. In practice, however, the information from the interviews does not provide a reliable basis from which to estimate the use of the e-government solutions since the interviews do not cover all the IO/DRs and the sample is small and not necessarily representative of the proportion of the affected businesses which uses the e-government solution.

Following the completion of the majority of the fieldwork, additional cases for segmentation were identified by a small number of departments to support the development of more robust cost estimates, particularly for IO/DRs with apparently very high costs. Additional fieldwork was conducted to gather further results for each of the required segments. In total, segmentation was applied to 32 IO/DRs across seven departments.

3.4 Step 4: Identification of population, rate and frequency

3.4.1 Identification of quantity (population)

The identification of quantity is necessary to estimate total administrative costs. Quantity reflects either the actual number of times a particular transaction is completed in a year or an estimate derived by multiplying the number of businesses impacted by the regulation (the population) and the frequency of the activity undertaken to comply with the IO/DR each year. The actual transaction number is taken if it is known; if not, the quantity is derived by multiplying the number of businesses by the frequency of the activity.

PwC has worked with departments to identify the quantity per IO/DR. In many cases, it has been necessary to make estimates. It should be noted that, as directed by the SCM, PwC has assumed full compliance with a regulation across all organisations to which it applies.

The process used to collect and/or estimate the quantity was carried out in two stages during Phases 1 and 2 (as recognised within the SCM).

During Phase 1 the PwC population team focused on:

- the identification and collection of readily available information sources from departments, such as annual reports, internal data sets or Regulatory Impact Assessments (RIAs); and
- the identification, where appropriate, of the relevant Standard Industry Classification (SIC) codes for each IO/DR in order to support appropriate identification of businesses to interview: in practice, a large proportion of the IO/DRs were found to apply across sectors, or to groups of organisations that do not correspond to SIC codes or have qualifying criteria attached to the IO/DR which meant that SIC codes were either inaccurate and/or insufficient in defining the relevant population.

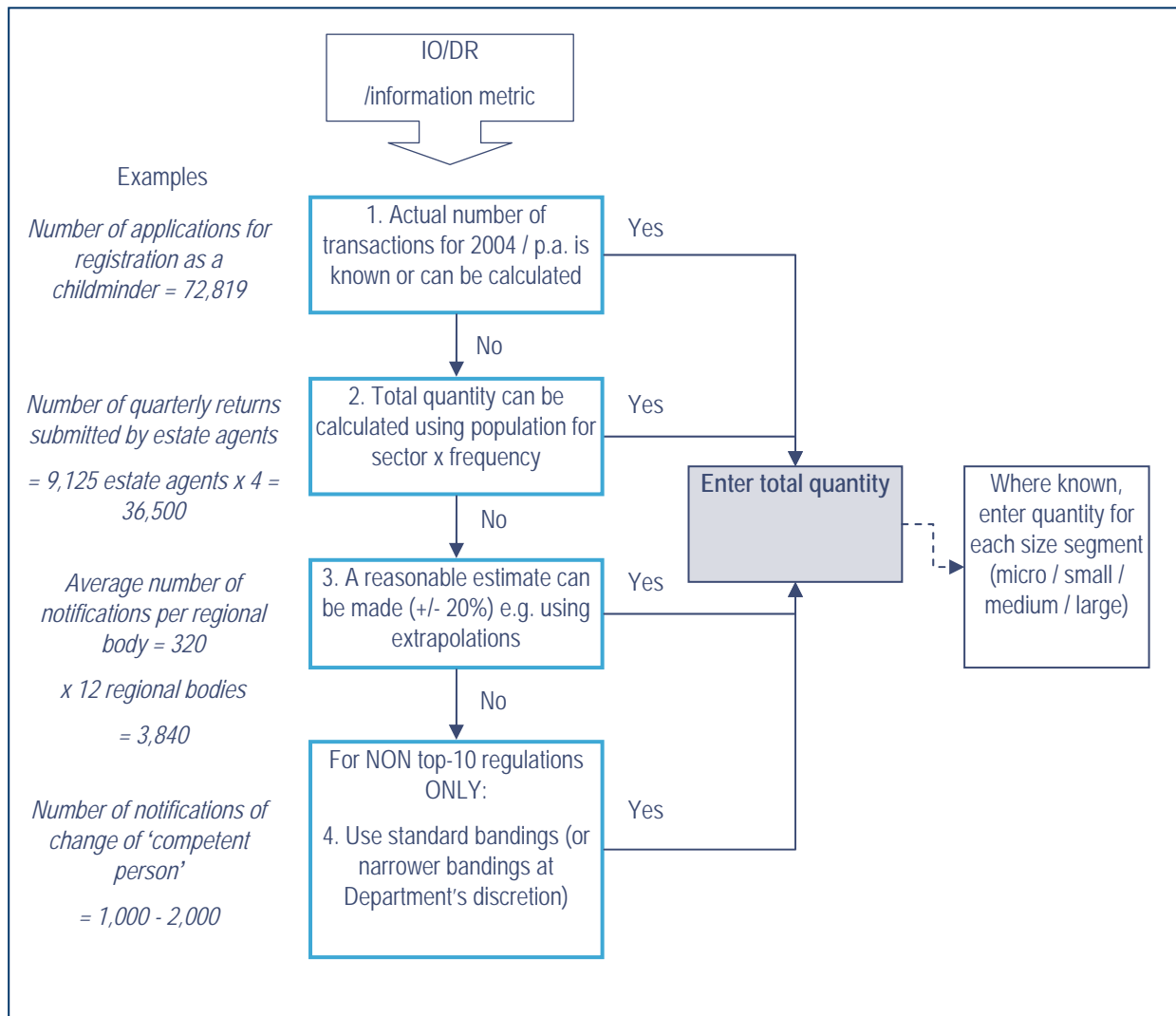
During Phase 2, in parallel with fieldwork activity, the process then involved a series of stages:

- PwC defined an appropriate information metric for each IO/DR which described the quantity to be identified (i.e. the 'number of...') based on one of three categories:
 - 1 Sector-based metrics e.g. number of companies of a certain type, number of people of a certain profession, number of entities;
 - 2 Third party metrics e.g. number of customers, number of pupils, number of employees;
 - 3 Number of transactions e.g. number of licences, number of applications, number of products sold, number of requests for information, number of inspections;
- PwC reviewed existing quantity/population information provided by departments, statistical information sources from departmental/enforcement agency websites, ONS or other publicly available information to identify available population/quantity data;

- PwC provided the remaining information metrics to departments for the data to be identified and, where necessary, using an estimate of quantity based on banding (see below); and
- Departments completed the quantity data in order to ensure that all IO/DRs contained either actual quantity data or an informed estimate.

Guidance was provided to departments to support them in making estimates in the form of the flow chart shown in Figure 2 below. It was suggested that, where possible, departments should try to avoid using bandings for those regulations anticipated to fall within their top 10 most costly.

Figure 2: Guidance on making quantity estimates



Where standard bandings were applied, the ranges suggested are shown in Table 3.

Table 3: Bandings used in estimation of population

Band reference	Estimated population range
Band 1	0 – 100
Band 2	101 – 500
Band 3	501 - 1,000
Band 4	1,001 - 5,000
Band 5	5,001 – 10,000
Band 6	10,001 - 15,000
Band 7	15,001 - 20,000
Band 8	20,001 - 40,000
Band 9	40,001 - 60,000
Band 10	60,001 - 80,000
Band 11	80,001 – 100,000
Band 12	100,001 – 200,000
Band 13	200,001 – 300,000
Band 14	300,001 – 400,000
Band 15	400,001 – 500,000
Band 16	500,001 +

The work to gather quantity/population data highlighted extensive gaps in knowledge about the number of organisations that are affected by an IO/DR, the frequency with which they are affected and the extent of compliance. As a result, many of the numbers used in the calculations are based on departmental estimates and the departments themselves have made it very clear that many of these estimates were very difficult to make. The process involved a considerable effort on the part of the departments with input from many policy officials and personnel in related agencies.

3.5 Step 5: Business interviews versus Assessment

3.5.1 Initial allocation to measurement method

The approach to the allocation of IO/DRs to measurement routes has been subject to regular review and revision during the course of the ABME based on the outcomes in practice. This section describes the initial process applied to the dataset. Further detail on how the approach was revised and implemented in practice is provided under Step 10 to preserve the chronological flow of this document.

Stage 1: An algorithm was developed and agreed with the BRE which provided the initial basis for determining the interview mode to be used for each IO/DR. Those priority items to be measured through the use of Expert Panels were identified separately, selecting those where the IO/DR was particularly complex or unusual (i.e. infrequent) and/or where the population of organisations is small (less than 100). These IO/DRs were not then subjected to the algorithm.

Stage 2: Those items to be measured by telephone and F2F interviews were identified based on application of the algorithm:

- the complexity of the information required (based on allocating IO/DR types according to Table 4);

Table 4: Framework for determining complexity of IO/DR

Type of data required by IO/DR	Complexity rating		
	1 – simple	2 – medium	3 - complex
Business data	✓		
Production data			✓
Personnel data	✓		
Purchasing data		✓	
Sales data		✓	
Product data		✓	
Accounting data			✓

- the frequency with which the information is required;
- whether or not the IO/DR was underpinned by a form; and
- the number of organisations affected by the IO/DR.

Stage 3: Further items to be measured through Expert Panel were then identified both by Departments and the PwC team. These additional items had to be similar in terms of IO/DR type and data content to those covered in the telephone and F2F interviews so that the information from these interviews could be combined with the knowledge of the Expert Panel members to derive appropriate standard unit cost estimates.

Stage 4: Prioritisation of the measurement activity on those IO/DRs expected to be most significant was based on:

- the expected scale of the administrative costs: the smaller number of interviews would be focused on those items where the expected administrative cost was small;
- the number of similar items which existed (and which provided a potential benchmark). Additional measurements would be required for those IO/DR types occurring relatively rarely; and
- whether the IO/DR was to a third party⁵: although IO/DRs to a third party were measured, it was assumed at this stage that they would not form part of each department’s baseline: given the slower than anticipated rate at which interviews were undertaken, it was decided to allow an extension of the timeline to cover third party IO/DRs interviews.

IO/DRs identified later in the process, either through late addition of a regulation to the dataset, or revised mapping, were manually allocated to the fieldwork routes according to the same principles described above. In some cases, IO/DRs were identified too late to be considered for Expert Panel or business interview. These were sent directly for Assessment (see Step 10).

⁵ A third party is any other person or organisation that is not a public sector body, for example employees, consumers, parents and other stakeholders. For the purposes of the definition, a public sector body is a government department or agency (including law enforcement, local government, emergency services etc), a court, a government funded school or other educational institution. Where an IO/DR refers specifically to an inspector but does not clarify who the inspector might be, it is deemed to refer to a public sector body. For the purpose of distinguishing third party and non-third party administrative costs, an obligation to a third party arises only if it is exclusively owed to third parties (e.g. parents). Therefore, there are some obligations that partially apply to third parties but are not flagged as such because they also apply to public sector bodies.

3.5.2 Form filling

During the mapping exercises in Phase 1, each IO/DR was flagged according to whether or not it involved form-filling activities where it was possible to identify this. A variety of approaches was used to establish whether or not standard forms were associated with IO/DRs:

- noting where a regulation specifically stated that a standard form must be used;
- forms sourced and supplied by the Department or its enforcement agencies; and
- forms identified through internet research by a dedicated PwC team.

In practice, however, it is unlikely that all standard forms were identified, especially where regulations are implemented at regional or local levels. Overall, the percentage of IO/DRs flagged as involving form-filling across the dataset is 7%. However, it seems likely that this figure understates the actual level of form-filling activity.

3.6 Step 6: Identification of relevant cost parameters

Application of the SCM involves applying activity based costing to determine the internal and external costs incurred by a 'normally efficient business' (i.e. a business that handles its administrative tasks in a normal manner, neither better nor worse than may be reasonably expected) within the private sector as it fulfils each IO/DR. This requires a series of calculations to be performed to establish the overall administrative costs for each IO/DR. The overall costs are made up of internal costs (including overheads), external costs and external services as shown in Figure 3 below. All internal costs were subject to an overhead uplift. Overheads are those costs that relate to fixed administration costs, such as expenses for premises (rent or building depreciation), telephone, heating, electricity, IT equipment, etc. These are calculated by applying a standard percentage mark-up (30% of the time based costs) as recommended by the SCM.

Figure 3: Calculation of administrative costs

Administrative costs (£)	= Internal costs (£) + External costs (£)
Internal costs	= Price (£) x Quantity
	= (Wage rate (£) x Time (hours)) x (Population x Frequency) + Overheads
External costs	= External services (£) + External goods (£)
External services	= Wage rate (£) x Time (hours)

3.6.1 Calculation of internal costs

In order to calculate the internal costs associated with meeting a particular IO/DR, it was necessary to establish a basis for valuing the time spent by staff (including volunteers) working with the private sector. For the purposes of implementing the SCM, PwC relied upon data from the Annual Survey of Hours and Earnings (ASHE) collected by the ONS⁶.

The work in the data collection exercise in Phase 2 sought to ascertain the amount of time spent undertaking various administrative activities by staff at different levels. Across all the channels used – telephone and F2F interview, Expert Panel and Assessment – a common framework was used to categorise those involved in performing the activities as per Table 5:

⁶ ASHE, which is a new survey developed to replace the New Earnings Survey from 2004, provides information on the pattern of earnings and hours worked for employees in all industries and occupations.

Table 5: Categorisation of staff types

Category of staff	Code
Owner / family member	1
Directors	2
Senior managers	3
Other managers	4
Internal professionals (e.g. lawyers, accountants, teachers)	5
Technicians/officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/unskilled trades	8
Other (as specified)	99

A standard value of time was derived for each of the categories based on the median hourly wage rate (excluding overtime) across the United Kingdom in 2005 by matching the ASHE occupational groups to those used in the data gathering and then calculating the weighted average median wage using the number of jobs in each occupational group as the weight.

In the case of volunteers and (unpaid) trustees (for example, those working for charities) a notional value of time has been derived by allocating them to an appropriate category. In this way, the opportunity costs of the time are included within the analysis.

Table 6: Wage rates used for different staff types

Category	Code as per data gathering	Wage rate (£ per hour)	Occupational groups included	Occupational codes (as per ASHE)
Owner / family member	1	16.23	The ASHE survey does not distinguish Owners/Family Members, therefore the average rate for senior managers has been used	
Directors	2	46.04	Directors and Chief Executives of major organisations	1112
Senior managers	3	16.23	Production managers Functional manager Quality and customer care manager Financial institutional and office manager	112 – 116, 12

Category	Code as per data gathering	Wage rate (£ per hour)	Occupational groups included	Occupational codes (as per ASHE)
			Managers in distribution, storage and retailing Managers and proprietors in agriculture and services	
Other managers	4	16.23	ASHE does not distinguish between Senior Managers and Managers so the same rate as Senior Manager was used Trustees have been included in this category	
Internal professionals (e.g. lawyers, accountants, teachers)	5	18.00	Professional occupations (includes Science and Technology, Engineering, Health, Teaching and Research, Legal, Business and Statistical)	2
Technicians/officers (e.g. nurses, building inspectors, estate agents)	6	12.70	Associate professional and technical occupations	3
Administrative and clerical staff	7	8.28	Administrative and secretarial occupations	4
Skilled/unskilled trades	8	7.27	Skilled trades occupations Elementary Occupations	5, 9
Other (as specified)	99	9.48	Personal service occupations Sales and customer service occupations Process, plant and machine operatives Volunteers have been included in this category	6, 7, 8

3.6.2 External costs

External costs relate to the purchase of goods and services purchased specifically to fulfil the requirements of a regulation. Data on external costs and services was collected during fieldwork. In each case, they were reported as cash spend by respondents. During Step 11, analysis of the initial dataset indicated that external costs were driving a very significant proportion of the total costs. In order to ensure that external costs were included appropriately and consistently, additional fieldwork was undertaken and further review carried out for those IO/DRs with the most significant external costs. This resulted in the exclusion or amendment of a small number of external cost measurements (see Step 11 for more information).

3.7 Step 7: Preparation of interview guide

Interview guides were prepared for the F2F and telephone interviews. A script was also developed for the recruitment of businesses to participate in F2F interviews.

The telephone questionnaire, which was agreed with the BRE, Project Board and departments, formed the core script around which each of the other data collection measures was structured. This ensured that consistent data were collected and recorded, using the same terminology and data fields throughout the ABME.

The piloting of the draft telephone questionnaire raised a number of issues around the appropriate level at which to collect unit cost data in Phase 2. Feedback from interviewees during the pilots clearly indicated that they generally found it easier to understand and provide information about their administrative activities in relation to IOs rather than DRs. This highlighted the importance of adopting a business centric approach to data collection during Phase 2 (i.e. one which reflects the business processes involved) and this reinforced the need to define IO/DRs at a level which reflected the organisation of business processes (see Step 1).

The piloting of the draft telephone questionnaire also identified that the number of questions needed to be restricted in order to retain the engagement of interviewees: as a result, the 16 administrative activities identified within the SCM were grouped into seven sets of activities which enabled the interviews to be undertaken within the required timescale (see Table 7).

Table 7: Structure of administrative activities used to underpin cost data collection

SCM administrative activity	Summary list used in interviews
1. Familiarisation with the information obligation. The resource consumption of businesses in connection with familiarising themselves with the rules for a given information obligation.	1. Familiarisation with requirements
2. Information retrieval. Retrieving the relevant figures and information needed to comply with a given information obligation.	2. Gathering and assessing relevant information/figures
3. Assessment. Assessing which figures and information are necessary for the public authorities to accept the report.	
4. Calculation. Performing the relevant calculations needed for the public authorities to accept the report.	3. Preparing figures (including calculating, presenting, checking and correcting)
5. Presentation of figures. Presenting the calculated figures in tables or the like.	
6. Checking. Checking the calculated figures, e.g. by reconciliation with other data.	
7. Correction. If the business's own checks reveal errors in the calculations, corrections are made afterwards.	
8. Description. Preparation of description, e.g. the directors' report in the Financial Statements Act.	4. Reporting (including written descriptions, copying, filing, distributing or submitting information/reports)

SCM administrative activity	Summary list used in interviews
9. Settlement/payment. Payment of tax, charges or the like.	5. Making settlements or payments
10. Internal meetings. Meeting held internally between the various personnel groups involved in complying with the information obligation.	6. Holding meetings
11. External meetings. Meetings held in cases where compliance with the information obligation requires meetings with an auditor, lawyer or the like.	
12. Inspection by public authorities. Businesses must assist external inspectors when they carry out their inspection at the business.	7. Inspections
13. Correction resulting from inspection by public authorities. If the external inspection identifies administrative faults/defects, corrections are made afterwards.	
14. Training. Relevant employees must be kept up to date with regulations that change frequently (at least once a year).	1. Familiarisation with requirements; general staff training included within overheads
15. Copying, distribution, filing, etc. In some cases the report is copied, distributed and/or filed in order to comply with the information obligation. It may also be necessary to store the information obligation with a view to subsequent production in connection with an inspection.	4. Reporting (including written descriptions, copying, filing, distributing or submitting information/reports)
16. Reporting/submitting information. In cases where compliance with an information obligation requires the submission of information on the business, the information must be sent to the relevant authority.	

During the quality assurance of the measurement results it became clear that external costs were highly significant drivers of the overall costs of some IO/DRs. In order to ensure the robustness of the cost estimates, additional measurements were collected using a modified questionnaire designed to assure accurate information about whether the costs being described were:

- specifically needed to fulfil the IO/DR; and
- on a transaction basis or on an annual basis.

To do this, additional prompts were inserted into the telephone questionnaire to ensure that external cost information was recorded accurately and the frequency confirmed with the interviewee during later interviews although the broad nature of the question remained unchanged. The revised questionnaire was implemented from 17 February 2006. Final copies of the telephone interview documents are provided as Appendices 1 and 4.

Guidance material for those running the Expert Panels was also developed, based on the telephone interview questionnaires. This was piloted and agreed with the BRE, including a template for recording Expert Panel results. This template is provided as Appendix 3.

3.8 Step 8: Expert Review of Steps 1 – 7

Draft Phase 1 Reports were prepared describing the implementation of Steps 1 – 7 and submitted to departments and the BRE for review. Comments were received and taken into account before final versions were issued.

4 Phase 2 – Time and cost data capture and standardisation

Phase 2 involved four steps principally designed to collect the data required to derive estimates of the standard unit costs.

4.1 Step 9: Selection of typical businesses for interview

In Step 9, businesses were identified using publicly available standard business databases and other sources including business stakeholder organisations (which method has been used often depended on the regulation involved). Specific nominations were avoided where possible in order to minimise potential bias in data collected and improve robustness overall.

As part of the survey preparation a sample database was built with functionality to allow storage of contact details, unique allocation of sample to interview bundles and tracking of contact details through the system. The database was populated with information on potential contacts (name, address, telephone number) drawn from the Inter Departmental Business Register (IDBR), oneSource, Dun and Bradstreet and Sample Answers. All data were cleaned to ensure that all records were unique.

In a number of cases there were limitations on the availability of appropriate sample for certain types of IO/DR, and in other cases, it was very difficult to identify appropriate groups of organisations to contact. The team at PwC's International Survey Unit developed a number of strategies for making best use of the available sample, including rigorous sample review both before putting IO/DRs into the field, and during the fieldwork period.

Pairs of IO/DRs to be measured in the same interview (bundles) were allocated sample contacts (target respondents) based on their SIC code with the aim of providing a maximum of 20 contacts per target interview was allocated. This figure was intended to provide sufficient sample for each interview, while ensuring that sufficient contacts remained for allocation to further bundles. Where there was insufficient sample available from established sources, a further sample availability check was carried out. If this failed, and no additional sample could be obtained, the bundle was returned to the interview management team with a view to seeking assistance from departments with contacts, or consideration of the IO/DRs for Expert Panel. Departments and trade associations were approached on a number of occasions for support in identifying appropriate sample lists. Their support has been invaluable in increasing the success rate of fieldwork.

Bundles were then sent to interview providers and loaded into the IT systems used by the call centres for the conduct and management of interviews. Progress of the survey in field was monitored daily, according to the parameters of appointment, interviews completed, refusals etc. In addition a detailed sample review was provided weekly where bundles were reviewed where interviewing progress was slow relative to other in-field bundles. Specifically, the review covered:

- the accuracy of the population allocated to the bundle;
- the form and content of the IO/DRs within the bundle; and
- any pertinent information from daily interviewing monitoring such as reasons for refusal.

This gave an indication of why the bundle was not achieving interviews. The output of this part of the process was either further population work (i.e. redefining the population), provision of additional sample or allocation to an alternative fieldwork approach, such as an Expert Panel.

Expert Panel recruitment was approached differently. Departments were asked to provide names of specific public service staff and names of relevant umbrella organisations for invitation to the specific Panels planned. To avoid introducing bias, only in rare situations did government departments give specific names of individuals from business. The initial contact suggestions were then followed up by a dedicated recruitment team and supplemented by cold-calling and web-searching to get names of relevant companies and/or individuals.

Supporting information, in effect a series of FAQs, was prepared and agreed with BRE and issued to contacts who requested further detail either about the project or about the wider simplification agenda.

4.2 Step 10: Business interviews

As described in Step 5, data on the time and external costs involved in meeting an IO/DR were collected as the basis for estimating unit costs using three different methods:

- business interviews by telephone and F2F;
- Expert Panels; and
- Assessment (later in the measurement process).

Further details of the implementation of each method and the associated issues arising are set out below.

It should be noted that not all data obtained through fieldwork have been used in the calculations. There are two principal reasons for this:

- automated identification by ABR.net of missing fields within the data which result in the measurement being categorised as null and void for the purposes of calculation (sample checks to confirm the appropriateness of this automated process and/or whether the gaps can be rectified from information recorded during interview have been applied); and
- validation of the data set, including standardisation and quality review (see Step 11 for full details).

In addition, some measurements were collected for IO/DRs which were removed from the scope of the ABME during Phase 2. As a result both numbers of measures obtained and numbers of measures used are reported below for clarity.

4.2.1 Business interviews

These were interviews with individuals from organisations in the business, voluntary and charity sectors with direct experience of fulfilling an IO/DR. Call centre teams and regional fieldwork teams were provided with training in the application of the standard questionnaire and interview guides were followed in the interests of uniform data collection. The guide scripts for both telephone and F2F interviews were tested through pilot interviews to ensure suitable results and structured to allow interviewees to answer the questions as precisely as possible. Recruitment to both types of interview was carried out by PwC's ISU based in Belfast, with the successfully scheduled F2F interviews subsequently allocated to a specially trained team of regional staff to conduct.

IO/DRs were 'bundled' into groups of similar/associated content so that up to two might be covered in a telephone interview, and up to six in a F2F interview.

4.2.2 Telephone interviews

IO/DRs allocated to telephone interview were subject to two phases of review:

First, the preparation review phase identified:

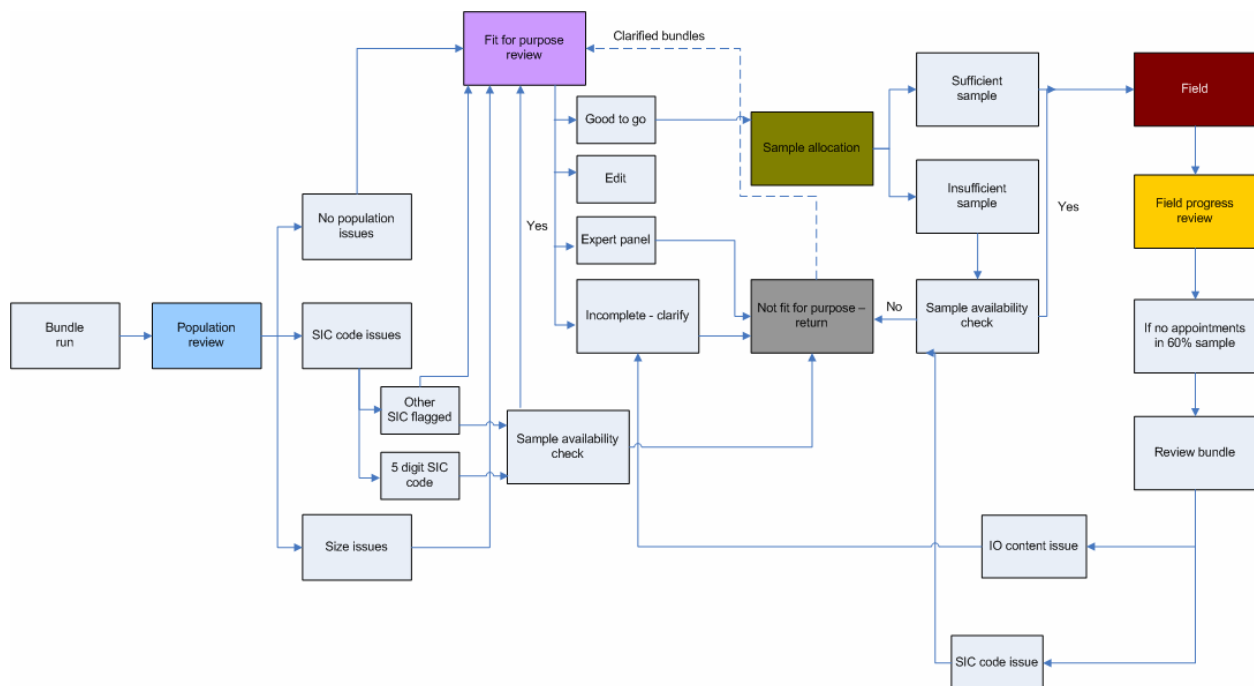
- population size (i.e. confirmation that the potential population size was sufficient to support telephone interviewing): where IO/DRs failed this review they were passed to another measurement route;
- fitness for purpose in relation to telephone interviewing: content unsuitable for telephone interviewing (e.g. overly long or complex IO/DR descriptions) was redrafted and those IO/DRs unsuitable for telephone interviewing (i.e. difficult to explain in a short interview or unlikely to be understood in an interview context) were passed to another measurement route; and
- sample availability: where the available sample was inadequate for the purposes of seeking interviews in field, IO/DRs were passed to another measurement route.

Second, the in-field review phase covered the bundles not achieving interviews. As a result, bundles were either corrected as appropriate or re-routed to other measurement routes. This work led to a large number of IO/DRs being re-assigned to the Expert Panel workstream and Assessment measures sought in parallel for IO/DRs identified as being at risk.

Both reviews had the effect of reducing the number of IO/DRs for which telephone interviews were attempted, in order to maximise efficiency of effort. Further re-bundling of IO/DRs and recycling through the telephone interview process boosted the total number of interviews actually achieved. In the end, the conversion rate (i.e. the number of interviews achieved expressed as a proportion of the number of interviews targeted for those bundles passing through the population and 'fit for purpose' reviews and hence assigned to field) ran at 62%, although during the fieldwork process this fluctuated significantly, both below and above the eventual figure.

Figure 4 shows the various review stages applied to each bundle of IO/DRs:

Figure 4: Telephone interview review process



The overall outcome of the telephone interview workstream is summarised below:

Total number of telephone interviews conducted	8,476
Total number of measures obtained by telephone interview	8,565

Quality assurance arrangements: PwC’s ISU and its subcontractors operate within the guidelines of the Interviewer Quality Control Scheme (IQCS). All calls conducted by ISU (and as far as possible, all those conducted by subcontractors) were recorded. Managers listened in to between 5 and 10% of all calls.

4.2.3 Face-to-face interviews

The F2F interview approach was designed around in-depth interviews with business people. It was expected that six IO/DRs would be covered in a 90 minute interview. A large, regionally based fieldforce was mobilised and trained for this purpose.

Two initial challenges with the F2F interviews required practical solutions to allow the workstream to progress:

- The inclusion of highly conditional IO/DRs meant that potential interviewees did not have the direct experience needed to discuss all the IO/DRs scheduled to be covered by the interview. The initial review phase was adapted to ensure that highly conditional IO/DR content with limited application in practice according to the occurrence of certain events/circumstances) was rejected from the workstream.
- It proved difficult to complete F2F interviews covering six IO/DRs within the estimated 90 minutes. In order to overcome this barrier, the content of interviews was reduced to four IO/DRs per interview.

In the event, the number of achieved F2F interviews remained significantly lower than initially anticipated, despite the practical steps taken to improve success rates. Recruitment rates continued to be very low largely as a consequence of the contingent nature of many of the IO/DRs within scope of the ABME and/or the limited populations of businesses affected by many of the IO/DR. This was reflected in a high cancellation rate among those interviews successfully scheduled as a result of respondents feeling unable to comment on the proposed content of the interview once this was discussed in more detail.

As a result, in the later stages of the measurement phase (Phase 2), a more flexible approach to scheduling F2F interviews was implemented outside the work of the call centre. A small team of people with deep knowledge of the ABME and of the interview requirements (the ‘crack team’) sought additional interviews against a number of priority IO/DRs. As a consequence, more than 500 additional measures were achieved using the F2F approach although some of the data gathering was completed over the telephone rather than in person. These interviews are recorded within the figures below as F2F interviews.

Total number of face-to-face (including ‘crack team’ interviews conducted⁷	408
Total number of measures obtained by face-to-face and ‘crack team’ interview	1,114⁸

Quality assurance arrangements: The scheduling activity was conducted under the same rigorous monitoring as the main telephone interviewing process (see above). In addition, 5% of F2F interviews conducted were formally observed by a senior member of the PwC project team and/or a member of the BRE Clearing House. Paper records of interview notes were retained.

4.2.4 Size of businesses interviewed

During the ABME PwC interviewed a large number of organisations from across the spectrum of business size. A summary of the distribution of respondents by size compared with their share of the overall business population is shown in Table 8.

⁷ Includes 241 F2F interviews undertaken over the telephone at the request of business by the ‘crack team’.

⁸ Excludes 3,544 measures bundled for potential collection by the ‘crack team’ where no measurement was achieved.

Table 8: Breakdown of measurements by organisation size

Number of employees	% of measurements	% of business population
0 – 4	25%	84%
5 – 9	14%	
10 – 24	23%	
25 – 49	14%	14%
50 – 249	16%	2%
250+	7%	1%
Don't know	1%	
Refused	0%	
Total	100%	

4.2.5 Expert Panels

Expert Panels were focus group sessions which brought together experts from both the private and public sector, all with experience of providing and/or receiving the information associated with fulfilling different IO/DRs. Each Panel was supported by a PwC facilitator and rapporteur. In addition, several Panels were also attended by members of the BRE Clearing House.

Two mechanisms were initially used to allocate IO/DRs to an Expert Panel:

- Identification of groups of IO/DR which were potentially suited to a Panel (see Step 5 above); and
- proposals from departments.

In addition, IO/DRs that proved difficult to measure by business interview were allocated to Expert Panel where they could be grouped into large enough bundles.

Expert Panels typically considered:

- complex IO/DRs with small populations (e.g. nuclear security);
- groups of IO/DRs where a large number are very similar in their requirements (e.g. petroleum licences);
- underperforming IO/DRs from the telephone interview workstream that were identified as high priority (e.g. agricultural good practice for the protection of water); and
- IO/DRs that departments wanted in the Panel programme for other reasons.

Each Expert Panel typically involved an average of more than two private sector experts and at least one public servant. In some cases, however, with the agreement of the BRE, Panels proceeded with one private sector expert and, occasionally, with no public servant present.

On average, each Expert Panel considered 43 IO/DRs. Panels were successful in providing measures for more than 90% of the IO/DRs allocated to the session.

A 'straw man' costing (i.e. an estimate for a normally efficient person carrying out the activity within a normally efficient business) was usually completed by one participant prior to the Panel meeting. The facilitator then led the review of the straw man estimates and reaching a Panel judgement about normally efficient business costs. Wherever possible, the facilitator led the group to a consensus figure. Where participants were not able to agree, the range of estimates and an explanation for the disagreement was noted. Straw man data was not recorded as part of the project, being simply a tool to stimulate (rather

than prejudice) discussion at the Panel, and completion of the straw man was conducted on an anonymous basis. Cost information was entered into ABR.net either during the session itself or shortly afterwards. In addition, qualitative comments, including explanations for disagreements and simplification ideas were captured.

A number of issues were encountered during the implementation of the Expert Panel approach, particularly the circumstances which led to short lead times for participants and, more critically, the lack of sufficient contact details to support recruitment to a number of policy areas. The PwC team worked closely with departments and associated professional bodies and industry groups to ensure that each Expert Panel was quorate.

At a later stage in the project the work-stream was extended to support the sourcing of additional measurements through the use of 'Virtual' Expert Panels. Experts who had previously participated in Panels for similar or associated IO/DRs were contacted by telephone and/or e-mail for their views. In each case, two measures were sought, using the same general approach as for traditional Expert Panels. The figures in the table below include measures obtained by Virtual Expert Panel.

Total number of Expert Panels conducted (including Virtual Expert Panels)	198
Total number of measures obtained by Expert Panel (including Virtual Expert Panels)⁹	8,332

Quality assurance arrangements: More than 5% of Expert Panels conducted were formally observed by senior member of the PwC project team and/or a member of the BRE Clearing House. All Expert Panels were recorded using a digital dictaphone and the file retained as a CD.

4.2.6 Assessment

At the end of December, when initial outputs of the business-facing measurement activity were emerging, it became clear that the number of measurements being achieved through business interviews was falling short of both initial predictions and project requirements. The most significant problems were in identifying and engaging with those organisations which are in scope to some highly specific regulations. These difficulties were compounded by the fact that many of the requirements are highly 'contingent' (i.e. they apply only to a subset of organisations potentially in scope when a particular event occurs).

As a result, the use of Assessment was agreed by the BRE and the Project Board as a pragmatic adaptation of the original implementation plan in order to ensure that all IO/DRs were measured in the process of fieldwork. Those IO/DRs for which business-facing measures were proving difficult to obtain were sent to the Assessment workstream in parallel with continuing fieldwork efforts. It was agreed that where measures subsequently became available for the IO/DRs subjected to Assessment, the Assessment measure would not be used in the calculation.

It is important to note that Assessment has primarily been used for those IO/DRs where:

- difficulties were encountered with IO/DRs in the preparatory stage of business interviews, for example, because of difficulties defining/identifying the affected organisations and limited numbers of potential interviewees;
- there were ongoing difficulties in achieving interviews for IO/DRs despite making numerous calls to potential interviewees; and
- the IO/DR was on the agenda for an Expert Panel but was not covered, for example because none of the experts was comfortable providing the required data.

In practice, Assessment has largely been used for IO/DRs that are low cost and/or affect a small

⁹ Of this total, 1,405 measures were obtained by Virtual Expert Panel.

population. It has involved PricewaterhouseCoopers staff familiar with the SCM methodology estimating the time and external costs involved in meeting an IO/DR. The estimates were based on an analysis of the IO/DR, the forms required to fulfil the IO/DR (where available and appropriate) and the identification of administrative activities.

Quality assurance arrangements: Each assessment has been subject to review where the amount of time required was expected to exceed 3 hours (equivalent to about £50), external goods and services are required and/or the population affected by the IO/DR is expected to be significant (over 50,000). In these instances, the assessments were reviewed wherever possible by external business experts, PwC industry experts and/or departmental policy officials.

The findings of the Assessments have also been compared and checked against data gathered externally, through a comparison of similar IO/DR types, and where anomalies were identified a review of the assessment was conducted, with external stakeholder input where possible.

Number of Assessments made	15,558
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4.3 Step 11: Completion and standardisation of time and resource estimates for each segment by activity

4.3.1 Interpretation of cost estimates

The estimates of administrative costs derived during the project are based on the application of the SCM which is designed to produce consistent estimates and so enable measurements to be compared and targets for reduction to be set across government departments. The SCM relies on deriving estimates of the standard cost of meeting each of the IO/DRs within a regulation for a ‘normally efficient business’. Given the need to manage the overall costs of data collection while providing information about a very large number of IO/DRs, the SCM relies on the input of a limited number of experts and/or businesses in order to determine each standard cost estimate. As such, it does not produce a statistically representative measure of costs. Instead, it is a pragmatic approach to measurement that gives an indicative estimate of the magnitude of costs which provides a starting point for setting reduction targets and highlighting the areas of focus. Moreover, the nature of the estimation process means that the greater the level of disaggregation of the cost estimates, the greater the potential margins of error surrounding the cost estimate. Nonetheless, experience from Denmark and the Netherlands demonstrates that using SCM-based estimates of administrative costs can provide a useful framework within which to focus efforts to reduce burdens.

In interpreting the results of the application of the SCM, it is also important to recognise that the SCM provides an estimate of administrative costs of which administrative burdens are a part. The costs of some activities that business, charities and the voluntary sector would carry out regardless of regulatory requirements (business as usual costs) may be included. Equally, some costs that may be regarded as associated with the underlying policy aim rather than being purely administrative may be included. Conversely, the costs of other administrative tasks, for example requirements that come from case law, are not included as they do not fit the SCM framework which is based on information obligations arising out of regulations. If the SCM is to produce a measure of costs upon which to set meaningful reduction targets such that effort is focused on areas that business will feel the most benefit from, consideration needs to be given to how to take into account business as usual costs.

4.3.2 Validation of measurement results

In order to ensure the credibility of the cost measures overall and, specifically, to maximise the likelihood that the standard costs would reflect those of a ‘normally efficient business’, there was a presumption that:

- the cost estimates would be derived through direct engagement with business, charities and the voluntary sector;
- efforts to achieve the appropriate cost measurements would be focused on those IO/DRs which were

expected to be the most costly; and

- any outlying cost measurements would be removed from the estimation process.

The consistency of the cost and quantity data generated has been examined and assessed on a continuing basis in accordance with the credibility criteria agreed with departments. In addition to an automated data quality check (confirming that no gaps exist in the data set for each measurement) carried out by ABR.net (see Step 10 above), three complementary methods have been used to standardise the results.

First, the data has undergone a continuing quality assurance process by PwC. Given that the bulk of the administrative costs emerging from the analysis appear to be concentrated in relatively few IO/DRs, this process has focused on those measurements which affect the IO/DRs with the largest total costs, unit costs or quantities/populations. The aim of the process has been to identify and address those quantities/populations or costs that appear potentially anomalous.

Second, the SCM requires that the unit cost estimates are subject to an agreed set of [standardisation tests](#) with the aim of identifying any measures that might need to be excluded because they do not reflect the normally efficient business (see Section 4.3.4 Standardisation tests).

Third, departments were provided with sets of draft results to [review](#), and given the opportunity to raise challenges against them on various grounds, such as the use of Assessment, the appropriateness of the quantity used and the consistency of the fieldwork based measures. This is described under Step 12.

The first two validation processes have been ongoing since measurement results first became available, reflecting the continuing work to collect data. This has meant constant review of the quality of the emerging results and continued application of the standardisation tests.

4.3.3 PwC quality assurance

PwC's quality assurance process focused on examining the measurement data linked to the most costly IO/DRs on a rolling basis. The focus was on a number of potential issues:

- the need for non-standard segmentation to reflect differences in unit costs between different segments of the affected population;
- the treatment of external costs since many of the highest costs were found to be driven by large external costs;
- potential inconsistencies between the measurement of quantity and the basis of the cost estimate since, in some cases, the quantity and cost estimates were not consistent with one another (e.g. per transaction vs. per year);
- the allocation of costs to IO/DRs since there was potential for the costs of meeting different but closely related IO/DRs to be double-counted due to the structure of the regulations and their consequent mapping into IO/DRs; and

Perhaps the most significant aspects of PwC's quality assurance process related to external costs where analysis of the initial dataset showed that external costs accounted for a very large proportion of both the total costs and the costs of the most significant IO/DRs. Additional fieldwork was commissioned on the most significant IO/DRs with large external costs to provide a larger and more robust dataset for these IO/DRs.

In order to ensure that external costs were included in the calculation on a consistent basis, the most significant external costs have been reviewed. It is estimated that PwC reviewed the measurements for those IO/DRs accounting for approximately 80% of the overall external costs at the time.

The criteria for reviewing the external costs associated with an IO/DR were:

- the total cost for that IO/DR was high and the external cost was a large proportion of the total cost; or

- the IO/DR was identified by a department for review during the challenge/QA process.

The evidence from these reviews resulted in one of the following three outcomes:

- the measurements for that IO/DR were valid and therefore no changes were made;
- the external costs on one or more measurements for that IO/DR should be excluded from the calculation; or
- the external costs on one or more measurements for that IO/DR should be amended.

Once reviewed, the external costs on a measurement were *excluded* where one or more of the following criteria applied:

- the measurement did not pass the standardisation tests and/or was inconsistent with the other measurements obtained for that IO/DR (i.e. the external cost is very high in comparison to other external costs, or it is the only measurement including an external cost); or
- evidence or commentary from the interview (or Expert Panel) which indicated that the cost was out of scope (e.g. it relates to training or other costs picked up in the SCM in other ways).

The external costs on a measurement were *amended* where:

- the evidence suggested that external costs were being quoted on a different basis to time costs, for example where time estimates are transactional whilst external costs relate to one-off or annual expenditure; or
- the evidence suggested that the external costs related to capital expenditure which would not be incurred annually (e.g. IT).

A small number of external cost measurements were amended, in one of the following two ways:

- costs were re-based to bring the time costs and external costs into line with the information metric (e.g. by dividing an annual cost by the expected number of transactions); or
- capital costs were amortised – over 3 years in the case of IT and over 5 or 10 years in a very small number of cases where we had evidence about the type of equipment and its expected lifetime.

In addition to the automatic review of the most significant costs, Departments raised challenges on a number of IO/DRs around external costs (see Section 4.4). In these cases, the review process followed the same steps set out above. In the majority of cases, the outcomes of reviews of external costs were discussed with Departmental officials and/or the BRE as part of the ongoing process of QA.

4.3.4 Standardisation tests

The second part of the validation process was a statistically based series of standardisation tests which was geared to understanding and defining a standard profile of time and resource use which is applicable to the 'normally efficient business'. This was done by identifying measurements which should be treated as outliers (i.e. measurements that do not appear to fit well with the other data available) and hence excluded from the analysis. The SCM states that a key requirement in this measurement exercise is to understand the standard time and resource data to be used to determine the overall administrative costs associated with each of the IO/DRs. The process for identifying outliers involves analysing the evidence collected during fieldwork at two levels:

- for each IO/DR where interviews are undertaken (rather than relying upon an Expert Panel), the results of at least two (and possibly three) observations (for each segment) can be compared; and, in addition,
- for all IO/DRs, the results emerging from the interviews/Expert Panels can be compared with those for other IO/DRs which have similar characteristics (e.g. they relate to the same IO/DR type, they are

linked to the same regulation and they involve the provision of a similar type of data, etc.).

In practice, there were several different ways in which the consistency (or otherwise) of the data generated by different interviews for each IO/DR were examined and assessed.

Where the data were collected through two or more interviews, comparisons were made between:

- the administrative activities undertaken by each of the different organisations interviewed and those which were expected (based on the results of the process mapping) – **Test 1**;
- the overall time spent by each of the different organisations fulfilling the same IO/DR and the time spent on each of the seven groups of administrative activities (both absolutely and proportionately) – **Tests 2 and 2a**;
- the overall internal costs incurred by each of the different organisations fulfilling the same IO/DR and the costs of each of the seven groups of administrative activities (both absolutely and proportionately) - **Tests 3 and 3a**; and
- the overall total costs (internal and external) incurred by each of the different organisations fulfilling the same IO/DR – **Test 4**.

For all IO/DRs, including those where the information was gathered through Expert Panels, each of the tests above was used to compare the evidence with that arising for IO/DRs which were similar. (For example as they related to the same IO/DR type and/or IO/DRs with the same data content type (possibly within the same regulation). This ensured full use of the evidence gathered through fieldwork.

In applying the acceptance tests outlined above, it was important to adopt a pragmatic approach when seeking to standardise the time and resource data. In particular effort was focused on those IO/DRs which were most significant because of their potential overall administrative costs, high unit costs and/or their large population. This meant that the actual parameters used in the standardisation process to determine the potential outliers needed to be sensitive to the evidence of costs emerging from the fieldwork.

Table 9 summarises the approach to the application of the standardisation tests together with the acceptance tests and how any issues were resolved. Thus, for example, where the expected administrative costs of the IO/DR were between £1 million and £10 million then the standard unit cost was calculated as the average of the measures emerging from the interviews (or the output from the Expert Panel) provided that each of the measurements was:

- based on a pattern of administrative activities that was consistent with those undertaken for similar IO/DRs; and
- within three 'steps' (standard deviations) away from the average for the IO/DR type on at least two of the tests defined above.
- In those cases where the expected administrative costs were larger, the acceptance tests were tighter. Where a measurement was identified as a potential outlier, it was subjected to a (manual) quality assurance review and assessment to establish the potential reasons for the measurement appearing to be an outlier. (See quality assurance section below).

Where data from either the interviews and/or the Expert Panels provided an insufficient basis from which to generate a robust assessment of the time and resources required, then several options were potentially available subject to time constraints. These were to undertake further interviews (either by telephone or F2F), or Expert Panels, to apply expert assessment or simply to omit the measurement from the analysis altogether. Figure 6 indicates when each of the different approaches was applied. In addition, the Credibility Criteria (see Step 10 above) were considered in taking decisions about prioritising further measurement activity.

On the basis of the review, the measurement was accepted or removed from the calculation process.

Table 9: Standardisation tests

	Expected administrative costs (£)				
	Data collection mode	Less than £1 million	£1 - £10 million	£11 - £25 million	£26 million or more
Standardisation approach	Interview	Mean of interviews	Mean of interviews	Mean of interviews	Mean of interviews
	Expert Panel	EP output	EP output	EP output	EP output
Acceptance tests	Interview	Tests 2-4 – two measures within 4 SD of type mean	Test 1 - consistent activities	Test 1 - consistent activities	Test 1 - consistent activities
	Expert Panel		Tests 2-4 – two measures within 3 SD of type mean	Tests 2-4 – two measures within 2 SD of type mean	Tests 2-4 – two measures within 2 SD of type mean
Resolution	Interview	Sample based assessment	Further assessment	Additional interviews (until acceptance tests satisfied)	Additional interviews (until acceptance tests satisfied)
	Expert Panel				

4.3.5 Reaching an acceptable result

Together, the validation processes highlighted a number of issues:

- the need for segmentation: in some cases, the initial calculations highlighted the importance of ensuring that the measurements used reflect differences in unit costs between different segments of the affected population;
- potential inconsistencies between the measurement of quantity and the basis of the cost estimate: in some cases, the quantity and cost estimates did not appear to be consistent with one another in which case the quantities have been adjusted or new measurements obtained;
- allocation of costs to IO/DRs: in a number of cases, the draft results suggested a number of instances where the costs of meeting different but closely related IO/DRs may have been double-counted. In many of these cases new measurements have been obtained or the mapping of the IO/DRs has been refined; and
- duplication of the IO/DRs: whilst reviewing the draft results, departments have identified instances where IO/DRs have been covered more than once in the calculations. In these instances, the mapping of the IO/DRs has been amended (see detailed explanation at Step 2).

Where apparent anomalies have been identified as part of the QA and standardisation processes, the relevant measurements have either been amended or removed from the calculations. In many cases, additional measurements have also been collected, for example where segmentation issues have been identified, or potentially anomalous external costs. In addition, as already described, wherever a business-facing measure was collected for an IO/DR, any existing Assessment measure was disregarded for calculation purposes.

4.3.6 Credibility criteria

Throughout the validation process the need was to ensure the credibility of the ABME. In order to do this, discussions between PwC, the BRE and departments continued throughout the fieldwork stage about how to maximise the robustness of the data within the contractual framework and, more importantly, how to respond to the initial fieldwork outcomes. As a consequence of these discussions, the first iteration of a document entitled 'Criteria for credible results' was prepared which set out in some detail the expectations departments might legitimately have in relation to the fieldwork conducted for their regulations. In particular, the expectation was that at least two measurements provided by external stakeholders would be required for IO/DRs identified as being 'high priority' by departments and that limitations would apply to the use of measures obtained by Assessment according to a set of criteria. These criteria included difficulty experienced in obtaining measures by other means and the relatively low cost of the IO/DR (i.e. below £2m). It was also agreed that, wherever possible, business-facing measures would be sought for any IO/DRs previously subject to Assessment where estimates suggested that the time taken to comply would exceed three hours (about £50), where the population was large and where external services were required.

As the end of the fieldwork period drew nearer and the range and extent of the costs associated with the IO/DRs in the dataset became clearer, the document was significantly amended to focus in particular on the robustness of the data associated with the highest cost IO/DRs, both within and across departments. The criteria were changed to indicate that eight business-facing measurements might be expected for the top 20 IO/DRs by cost across Whitehall, and at least three measurements for the next 80 IO/DRs by total cost across Whitehall and, if not already included in the top 20 or the top 80, the top 3 IO/DRs by total cost in each department.

4.3.7 Summary: impact of overall variation in measurement type on quality of measurement data

The SCM recommends that cost measures are sought through business interview or expert assessment depending on the nature of the IO/DR and the likely costs. PwC has used a mix of three approaches to achieve measures: two seek the views of business stakeholders (business interviews by telephone and F2F and Expert Panels).

PwC's approach to the business interviews by telephone and F2F has been very similar, including the use of very similar questionnaires (see Section 3.7). The main differences between the two approaches relate to the number of IO/DRs it was hoped to cover during an interview (two for a telephone interview and six - subsequently reduced to four - for a F2F interview) and the potential scope to seek and record more qualitative information during a F2F interview.

In the event, and as described in more detail above, the number of achieved F2F interviews was significantly lower than initially anticipated, despite a number of changes designed to increase the number of successful interviews.

Total number of measurements obtained	37,121
Total number of measurements not used	13,709
Of which:	
Measurements related to regulations and IO/DRs not measured	1,569
Assessments not used	5,174
Measurements bundled for potential collection by the 'crack team' where no measurement was achieved	3,544
Measurements 'removed' from calculation through data validation processes¹⁰	3,422
Total number of measurements used in calculation	23,412

¹⁰ These include measurements recorded on ABR which were prepared for interviews by the crack teams but where the interviews were not actually completed.

The number of measurements generated by each measurement method and included in the final calculations is summarised below.

Telephone interviews	6,893
Face to face interviews¹¹	850
Expert Panel	4,494
Virtual Expert Panel	922
Assessments	10,253
Total	23,412

The breakdown of measurements by measurement method is summarised in Table 10 below.

Table 10: Breakdown of measurements and costs by measurement method used

Measurement method	% of IO/DRs measured by method¹²	% of costs of IO/DRs measured by method
Business interview	16.8%	69.1%
Expert Panel (including Virtual Expert Panel)	26.1%	13.9%
Business interview and Expert Panel	1.4%	9.7%
Assessment	55.7%	7.4%
Total	100.0%	100%

Table 10 highlights a number of key points:

- over 17% of IO/DRs have been measured based on some input from business interviews and these IO/DRs account for nearly 80% of the estimated administrative costs;
- over one quarter of IO/DRs have been measured solely on the basis of Expert Panels (or Virtual Expert Panels) and these IO/DRs account for an additional 14% of the estimated administrative costs; and
- just under 56% of IO/DRs have been measured based on Assessment but these IO/DRs contribute approximately 7% of the estimated administrative costs.

In summary, whilst a number of changes have been made to the approach to obtaining the required measures in the course of the ABME, their impact on the overall quality of the datasets supplied to departments has been minimal for two key reasons:

- the quantitative data collected by each measurement method has been essentially the same; and
- more than 90% of the overall cost estimate is based on measures obtained from business stakeholders.

The impact of the shift in emphasis between telephone and F2F interviews is limited mainly to a small reduction in the extent of the qualitative information available. The emphasis throughout the ABME has been on achieving good quality and consistent measurement information to support the estimation of administrative costs.

¹¹ 735 of these measurements were collected by the ‘crack team’ using the F2F process.

¹² Excludes IO/DRs where the cost is zero.

4.4 Step 12: Expert Review of Steps 9 - 11

In parallel with and in addition to the internal quality checks described above, datasets showing the measurement results for each department were prepared on spreadsheets and issued to each department for review on an iterative basis over a period of several weeks. Departments were asked to consider whether their results were acceptable in relation to the requirements of the 'Criteria for credible results' paper agreed with the Project Board (see Step 10 above). In a number of cases, it was agreed that additional measures would be sought to increase the robustness of the results for particular IO/DRs. In other cases, further cleansing and accuracy amendments were brought to the attention of the PwC, and subsequently actioned where appropriate evidence was available in support.

In accordance with the criteria, PwC offered an 'audit trail' process allowing departments to seek further information about PwC's endeavours in relation to specific IO/DRs. This option was taken up by four departments.

Each department was asked to provide formal sign-off for the dataset which would then trigger production of their Phase 3 report. A strict change control process internal to PwC was initiated at this stage to limit and closely manage any further requests from either PwC or departments for amendments to the datasets following this sign-off.

5 Phase 3 – Calculation, data submission and reports

5.1 Step 13: Extrapolation of validated data to national level

The calculations for this process were programmed into ABR.net and tested with dummy and then real data. Initial results were provided on the spreadsheets given to departments at Step 12 in order to support their review of departmental data in the context of the overall results. Departments (and the BRE) reviewed results data at national level to confirm that they were an appropriate basis upon which to prepare the final reports.

5.1.1 Administrative costs versus administrative burden

This project has focused on deriving an estimate of the administrative costs incurred by businesses as they comply with the IO/DRs within each department's regulations. As the SCM recognises, not all of these costs represent an administrative burden (that is they reflect the cost of those administrative activities that businesses sustain simply because it is a requirement of regulation). Thus, the administrative costs include some element of cost which a business might expect to incur regardless of whether a regulation exists. This has important implications for the interpretation of the measurements resulting from the application of the SCM.

As part of the businesses interviews, respondents were asked about the processes they used to fulfil each IO/DR and for their views as to whether or not they would undertake the activities anyway for their own business purposes or in order to meet other obligations arising from government regulation. Whilst these responses need to be treated with some caution, for example because the interviews covered only a proportion of the IO/DRs which are within scope of the exercise, they do provide an insight into the extent to which the costs which have been measured represent an administrative burden, rather than the 'business as usual' costs. Where possible, such responses are described in each individual department's final report for the project.

5.2 Step 14: Reporting and transfer to database

The final report template was developed in close discussion with the BRE and with input from departments. The essential principle was that each report would be similarly structured with the same basic content, with department specific results and conclusions. Generic text was prepared by centrally, with the departmental tailoring and additional material provided by each DCTL. Reports were provided in two iterations for review by departments in parallel with the BRE, followed by a final version.

The reports present the results of the ABME. They give a detailed account of the method used and primary analysis of the data for each department.

Appendices

Appendix 1 – Final telephone questionnaire (Nov 2005)

Appendix 1b – Additional screening questions

Appendix 2 – Final face-to-face questionnaire (Nov 2005)

Appendix 3 – Expert Panel results template (Nov 2005)

Appendix 4 – Revised telephone questionnaire (Feb 2006)

Appendix 1 – Final telephone questionnaire (Nov 2005)

IF SWITCHBOARD: May I speak with the [RESPONDENT NAME IF AVAILABLE FROM SAMPLE LIST]/[MANAGING DIRECTOR/EQUIVALENT DEPENDING ON TYPE OF ORGANISATION]?

IF SECRETARY: Hello, my name is.... from PricewaterhouseCoopers International Survey Unit. May I please speak with ... [RESPONDENT NAME]/[MANAGING DIRECTOR/EQUIVALENT DEPENDING ON TYPE OF ORGANISATION]?

IF SECRETARY ASKS: I'm calling regarding a project we are conducting on behalf of the Cabinet Office to measure administrative burdens imposed on businesses, charities and the voluntary sector as a result of regulation.

IF REFERRAL: (e.g. TO MD GATEKEEPER) May I please have the name and contact telephone number for the person with whom I should speak?

IF ACTUAL CONTACT, PROCEED BELOW.

Hello, my name is _____, with PricewaterhouseCoopers' International Survey Unit.

I am calling regarding a project we are conducting on behalf of the Cabinet Office to measure the administrative burdens imposed on the private sector by government regulation. The project has the support of the Prime Minister and the Chancellor as well as representative groups such as the CBI.

Through the project, the Government is committed to setting targets to reduce the administrative costs of regulation and so produce benefits for individual organisations such as yours.

We are asking organisations to tell us about the amount of time they take completing the administrative activities associated with preparing and/or providing information for regulations, across all Government departments. This interview is about [REGULATION NAME].

If respondent unsure of regulation – read out [REGULATION DESCRIPTION]

INTERVIEWER PLEASE RECORD IF

REGULATION RELEVANT TO RESPONDENT	1	GO TO INTRO
REGULATION NOT RELEVANT/APPLICABLE TO RESPONDENT	2	CONTINUE

IF NOT RELEVANT SAY: Unfortunately this particular interview is targeted at organisations that prepare and/or provide information for this regulation. However, we are completing interviews on a range of regulations and may like to contact you again – would that be acceptable to you?

IF YES, MOVE CONTACT DETAILS TO OTHER INFORMATION OBLIGATION INTERVIEW

IF NO, PROCEED TO EXIT 2

INTRO: Would you be willing to spare some time for this study? The interview will take between approximately 10 and 20 minutes.

IF YES, PROCEED TO CLASSIFICATION

IF UNABLE TO SPARE SOME TIME NOW, ASK:

QA. Would it be possible for me to make an appointment to call you back at a time which would be more convenient for you?

Yes	Record appointment details and continue to QB
No	Continue to Exit 2

QB. Would you like us to send you a fact sheet about the project?

Yes	Continue to QC
No	Continue to Exit 1

QC. Could I possibly have your e-mail address or fax number to send the information – this information will remain confidential to us and will be used for no purposes, other than to supply this information?

IF YES, RECORD FAX NUMBER/E-MAIL ADDRESS AND CONTINUE

Can I confirm that?

READ OUT AND CONFIRM FAX/E-MAIL ADDRESS, THANK AND CLOSE

IF NO, PROCEED TO EXIT 3.

EXIT 1

Information on the project is available at www.betterregulation.gov.uk. Thank you for your time, we will be in touch again soon.

EXIT 2

Thank you very much for your time in taking my call and considering participation. Information on this project is available at www.betterregulation.gov.uk. If you change your mind, please feel free to call us to make an appointment on 028 9041 5234 or send an e-mail to adminburdens.measurement@uk.pwc.com.

EXIT 3

Information on the project is available at www.betterregulation.gov.uk. Thank you for your time.

CLASSIFICATION

We would very much appreciate including the views of your organisation. The summary results of the project will be shared with all participating organisations when the project is complete in the New Year.

This interview is conducted in accordance with the Market Research Society Code of Conduct, which guarantees confidentiality and anonymity. Under no circumstances will you or your organisation be associated with particular interview responses.

The purpose of this particular interview is to gather data on the time it takes your organisation to prepare and/or provide information for:

- [UNIT DESCRIPTION 1]
- [UNIT DESCRIPTION 2]

QD. Before we start, can I confirm that your organisation prepares and/or provides information for these obligations?

Yes – for both obligations	1	<i>PROCEED TO QE</i>
Yes – for obligation 1 only	2	
Yes – for obligation 2 only	3	
No – for none of these obligations	4	CONTINUE

IF NO SAY: Unfortunately this particular interview is targeted at organisations that prepare and/or provide information for these obligations. However, we are completing interviews on a range of regulations and may like to contact you again – would that be acceptable to you?

IF YES, MOVE CONTACT DETAILS TO OTHER INFORMATION OBLIGATION INTERVIEW

IF NO, PROCEED TO EXIT 2

QE. And can you confirm that you are the most appropriate person in your organisation to discuss this subject?

IF YES, PROCEED TO QF

IF NO, SAY: Can you provide the name and contact details of the relevant person? RECORD CONTACT DETAILS, AND ASK TO BE TRANSFERRED, REVERT TO START, MAKE SOFT APPOINTMENT, THANK AND CLOSE.

QF. Can I also confirm the number of employees in your organisation in the UK?

Number of employees	
0 – 4	1
5 – 9	2
10 – 24	3
25 – 49	4
50 – 249	5
250 or more	6
DON'T KNOW	8
REFUSED	9

SCRIPT THE ATTACHED QUESTIONS HERE BUT DO NOT ASK IN THE MAIN SURVEY. IF THEY NEED TO BE ASKED A SEPARATE SURVEY WILL BE SET UP WITH SPECIFIC FILTERS. THIS IS MORE ABOUT SCRIPTING THEM IN THE CORRECT PLACE FOR THE DATA LAYOUT MAP.

QG.

SEE SEPARATE DOCUMENT
'Screening Questions 3.doc'

QH.

SECTION 1: ADMINISTRATIVE ACTIVITIES

ASK FOR UNIT DESCRIPTION 1 IF CODE 1 OR 2 AT QD.

- Thinking firstly about [UNIT DESCRIPTION 1]

Q1. How many times have you prepared and/or provided information for this obligation in the last 3 years? RECORD VERBATIM AND CODE ONE RESPONSE ONLY

Number of times activities undertaken	
None but have done more than 3 yrs ago	1
1 – 5	2
6 – 10	3
11 – 20	4
>20	5
REFUSED	8
DON'T KNOW	9

Q2. On a scale of 1 to 5, where 1 means very easy and 5 means very difficult, how easy do you find it to prepare and/or provide information for this obligation?

Very easy	1
Easy	2
Neutral	3
Difficult	4
Very difficult	5
REFUSED	8
DON'T KNOW	9

Q3. Each time you fulfil this particular information obligation, how much time does your organisation spend preparing and/or providing information for this obligation? Please include all time from familiarising yourself with the requirement through to preparing and/or providing the required information.

INTERVIEWER NOTE: 1 DAY = 7HOURS; 1 WEEK = 35 HOURS

Hours	
Minutes	
Other (please specify)	

Thank you. We would now like to understand what administrative activities you undertake to prepare and/or provide information for this obligation.

We will ask you about the activities you undertake, who does them and how long it takes. We would like you to think specifically about the time you spend on recurring administrative activities. Please bear with us as some of these activities may not be relevant to this regulation; however we have to ask the same questions for all regulations included in this project.

First of all I'd like you to think about the activities undertaken and who is mainly involved in them each time.....

Q4a. Each time, do you or your employees spend time familiarising yourselves with the rules of this obligation?

Yes	1	Continue to Q4b and include at Q11 Skip to Q5a
No	2	

Q4b. And who is mainly involved in carrying out this task? READ OUT AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

Q5a. Do you and your employees spend time gathering and assessing relevant figures/information for this obligation, including storing and retrieving the information?

Yes	1	Continue to Q5b and include at Q11 Skip to Q6a
No	2	

Q5b. And who is mainly involved in carrying out this task? PROBE TO PRECODES AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

Q6a. Do you and your employees spend time preparing figures needed for this obligation? This includes activities such as calculating, presenting figures (in tables or charts), checking and correcting figures.

Yes	1	Continue to Q6b and include at Q11 Skip to Q7a
No	2	

Q6b. And who is mainly involved in carrying out this task? PROBE TO PRECODES AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

Q7a. Do you or your employees spend time undertaking reporting activities for this obligation? This includes preparing written descriptions of data, copying, filing, distributing or submitting information / reports.

Yes

1

 Continue to Q7b
and include at Q11

No

2

 Skip to Q8a

Q7b. And who is mainly involved in carrying out this task? PROBE TO PRECODES AND CODE ONE ONLY.

	Owner / family member	1
	Directors	2
	Senior Managers	3
	Other managers	4
	Internal Professionals (e.g. lawyers, accountants, teachers)	5
	Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
	Administrative and clerical staff	7
	Skilled/unskilled trades	8
	OTHER <i>please specify</i>	48
	Don't know	49
	Refused	50

Q8a. Do you or your employees spend time making settlements or payments (e.g. taxes or charges) in relation to this obligation?

Yes

1

 Continue to Q8b
and include at Q11

No

2

 Skip to Q9a

Q8b. And who is mainly involved in carrying out this task? PROBE TO PRECODES AND CODE ONE ONLY.

	Owner / family member	1
	Directors	2
	Senior Managers	3
	Other managers	4
	Internal Professionals (e.g. lawyers, accountants, teachers)	5
	Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
	Administrative and clerical staff	7
	Skilled/unskilled trades	8
	OTHER <i>please specify</i>	48
	Don't know	49
	Refused	50

Q9a. Do you hold any meetings – internally or externally - about preparing and/or providing information?

Yes

1

 Continue to Q9b
and include at Q11

No

2

 Skip to Q10a

Q9b. Which members of internal staff are usually involved? PROBE TO PRECODES AND CODE ALL THAT APPLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/Unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

Q10a. Are you subject to possible inspections as part of this obligation?

Yes	1	Continue to Q10b and include at Q11
No	2	

Q10b. Who is mainly involved in providing assistance to inspectors and addressing any issues such as corrections arising from inspections etc? PROBE TO PRECODES AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/Unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

Q11. Now, I'd like you to think about how much time it takes you and your employees to undertake each of the activities you have mentioned each time you fulfil the information obligation. REMIND RESPONDENT OF ANSWER TO Q3 So, of this **total time**, what percentage of that time does it take you to....

Activity	%
Q11a. Familiarise yourself with the requirements	
Q11b. Gather figures /information and assess their relevance	
Q11c. Prepare figures (calculating, presenting, checking, correcting)	
Q11d. Undertake reporting activities (written descriptions of data, copying, submitting reports etc.)	
Q11e. Making settlements or payments	
Q11f. Hold meetings	
Q11g. Undertake inspection activities (preparation and conduct)	
TOTAL	100%

TOTAL SHOULD ADD UP TO NO MORE THAN 100%

Q12a. Does your organisation purchase any goods or services from external suppliers in order to prepare and/or provide information for this obligation? READ OUT AND CODE ALL THAT APPLY

None	1	Continue to Q13a
Postage	2	
Printing	3	
Software	4	If yes ask Q12d
Technical equipment/machinery	5	
External professional services	6	If yes ask Q12b and Q12c
Other (<i>please specify</i>)	18	If yes ask Q12d
Don' know	19	
Refused	20	GO TO Q13a.

ASK Q12b IF USE EXTERNAL PROFESSIONAL SERVICES (Q12a. 6). OTHERS TO NOTE BEFORE Q12d.

Q12b. Could you tell us how much the external professional services cost? RECORD VERBATIM

Cost (£)

Q12c. And is that solely for providing external services for this obligation?

Yes	1
No	2

ASK Q12d IF PURCHASED GOODS (Q12a. 2-5 or 18). OTHERS TO Q13a.

Q12d. Could you tell us how much the goods cost? RECORD VERBATIM

Cost (£)

ASK ALL.

Q13a. How would you describe the process your organisation uses to prepare and/or provide the information for this obligation. Would you say that it is ...

A manual process	<input type="text" value="1"/>
A partially automated process	<input type="text" value="2"/>
A predominantly automated process	<input type="text" value="3"/>
Don't know	<input type="text" value="4"/>
Refused	<input type="text" value="5"/>

Q13b. Does your organisation prepare and/or provide any of the information or data you gather for this obligation for any other government purpose, department or regulator?

Yes	<input type="text" value="1"/>	<i>Please specify</i>
No	<input type="text" value="2"/>	

Q13c. If you did not need to prepare and/or provide the information for this obligation, would your organisation prepare and/or provide some/any of the information or data you gather for this obligation for any other organisational purpose?

Yes, to a large extent	<input type="text" value="1"/>	<i>Please specify</i>
Yes, to some extent	<input type="text" value="2"/>	<i>Please specify</i>
No	<input type="text" value="3"/>	

IF NO UNIT DESCRIPTION 2 GO TO SECTION 3

SECTION 2: ADMINISTRATIVE ACTIVITIES – [UNIT DESCRIPTION 2]

ASK FOR UNIT DESCRIPTION 2 IF CODE 1 OR 3 AT QD.

Now thinking about [UNIT DESCRIPTION 2]

Q14. – Q26c.

REPEAT FROM Q1 TO Q13 BUT USING UNIT DESCRIPTION 2. AND DATA REQUIREMENT MAPPING DESCRIPTION 2.

EXCLUDE THE SECOND PARAGRAPH AFTER Q3 STARTING: ‘We will ask you about the activities you undertake who does them and how long it takes. ’

SECTION 3: OPINION DATA

Q27a How well do you feel you understand the purpose of [REGULATION NAME]? Would you say you understand it READ OUT. SINGLE CODE ONLY.

Very well	<input type="text" value="1"/>
Fairly well	<input type="text" value="2"/>
Not very well	<input type="text" value="3"/>
Not at all well	<input type="text" value="4"/>
Refused	<input type="text" value="5"/>

Thank you very much for taking the time to provide us with information on the time associated with these administrative activities. The Cabinet Office is also keen to get your views on the administrative burden of regulation, for example your understanding of information obligations, key 'irritation factors' and ideas for reducing the burden.

Q27b Is there anything you would like to add regarding your opinions on regulation and any ideas for improvement?

Probe on:

- Awareness of responsibilities
- Key irritation factors
- Opportunities for reducing the administrative burden (e.g. through simplification)

--

Thank you very much for taking the time to participate in this very important project. As I mentioned earlier the summary results of the project will be shared with all participating organisations when the project is complete in the New Year. Could I possibly have your e-mail address to send the information – this information will remain confidential to us and will be used for no purposes, other than to supply this information?

E mail address	
----------------	--

Can I confirm that?

READ OUT AND CONFIRM E-MAIL ADDRESS, THANK AND CLOSE

SECTION 4: CLOSE

I declare that this interview was conducted in accordance with the Market Research Society's Code of Conduct and according to instruction and that the respondent was unknown to me. I understand that all information given to me must be kept confidential.

Date: _____ Signed _____

Appendix 1b – Additional screening questions

There are a number of occasions where we will be required to ask a question or set of questions in the early part of the survey to insure organisations with a designated set of characteristics are captured in the survey (screening questions). This will arise where segmentation occurs or where the population affected by the regulation or information obligation is contingent on a particular event or organisation characteristic. The full list of segmentation or contingent areas are not yet clear, but there are indications that the following may be included:

- The use of an e-government solution;
- Size; and
- Turnover thresholds.

We have provided below an example of how segmentation and contingent characteristics will be dealt with in the questionnaire – all segmentation / contingent questions will be in the most appropriate format, similar to the examples given below.

E-government screening question

QG. We are aware that an electronic solution is available for organisations such as yours to use to provide the information required by the regulation. Do you use the e-government solution?

Yes	1
No	2

IF NO/YES DEPENDING ON QUOTA SAY: Unfortunately, this particular survey is targeted at organisations that use/do not use the e-government solution for this regulation. However, we are completing surveys on a range of regulations and may like to contact you again – would that be acceptable to you?

IF YES, MOVE CONTACT DETAILS TO OTHER DATA REQUIREMENT SURVEY

IF NO, PROCEED TO EXIT 2

Turnover threshold screening question

QH. We are aware that this regulation is relevant only to organisations with specific turnovers. Can I therefore confirm the turnover of your organisation before we proceed?

Under £100k	1
£100k – under £250k	2
£250k – under £0.5m	3
£0.5m – under £1m	4
£1m – under £2m	5
£2m – under £5m	6
£5m – under £10m	7
£10m – under £20m	8
£20m – under £50m	9
£50m – under - £100m	10
£100m or more	11
DON'T KNOW	12
REFUSED	13

DEPENDING ON QUOTA SAY: Unfortunately, this particular survey is targeted at organisations within a different turnover range. However, we are completing surveys on a range of regulations and may like to contact you again – would that be acceptable to you?

IF YES, MOVE CONTACT DETAILS TO OTHER DATA REQUIREMENT SURVEY

IF NO, PROCEED TO EXIT 2

Appendix 2 – Final face-to-face questionnaire (Nov 2005)

Background to project and purpose of interview

The Government has committed to identifying, measuring and reducing the administrative burdens placed on businesses, charities and the voluntary sector by regulation. To do this, departments were asked to identify all the regulations for which they are responsible which have such burdens.

A measurement exercise is now being undertaken across government to estimate the costs of these burdens. This information will provide a baseline against which the Government will set targets for reductions.

Departments are already being asked to develop plans for reductions, which will be included in their wider plans for regulatory simplification. The outcomes of the measurement exercise will enable these plans to provide a focus for reduction efforts on those areas where the biggest burdens lie, or which cause businesses the greatest irritation.

The measurement exercise is a short, one-off and intensive exercise to engage with business, charities and voluntary organisations to gain understanding, to take stock and to establish a baseline against which targets for admin burdens reductions can be set. The overall baseline and targets for achieving admin burdens reductions will be published in the Budget 2006 Report.

The exercise is a unique and valuable opportunity for your organisation to have their say and to provide government with the evidence of the cost for completing paperwork, keeping records and providing information.

The summary results of the project will be shared with all participating organisations when the project is complete early next year.

Confidentiality statement

All data gathered in the course of this interview is confidential and reported in anonymised, aggregate form. At no stage will information relating to an individual or an individual organisation be published, nor will individuals or their organisations be identified to anyone outside the primary fieldwork team.

Interview process

For each interview content item:

- 1) Sheet 1 - Questions 1 to 3 covering frequency and total time spent
- 2) Sheet 2a – Activity Questions 4a to 11 (record responses on sheet 2b) covering the activities involved in responding to the regulation, who does these and how long they spend
- 3) Sheet 3 – Acquisition questions Q12a – Q13c covering information about goods and services purchased to support fulfilment of the obligation
- 4) Additional question (13d) covering comprehension

REPEAT STEPS 1 TO 3 (or 4) FOR EACH INTERVIEW CONTENT ITEM WITHIN A REGULATION AND WHEN ALL REGULATIONS AND ITEMS TO BE COVERED IN AN INTERVIEW ARE COMPLETED CONTINUE TO STEP 4

- 4) Sheet 4 – Opinion data Q14

Thank and close

SHEET 1

Thinking firstly about [REGULATION 1] AND SPECIFICALLY [OBLIGATION 1]:

Q1. How many times have you prepared and provided information for this obligation in the last 3 years? **SHOWCARD 1 - RECORD VERBATIM & RECORD CORRESPONDING CODE**

Number of times undertaken Code

Q2a. On a scale of 1 to 5, where 1 means very easy and 5 means very difficult, how easy do you find it to prepare and provide information for this obligation? **SHOWCARD 2 – RECORD ONE CODE ONLY**

Code

ASK Q2B IF ANSWER AT Q2a IS DIFFICULT OR VERY DIFFICULT (I.E CODE 4 OR 5)

Q2b What is the main reason behind the difficulty in preparing and providing this information? (RECORD MAIN REASON AS CONCISELY AS POSSIBLE – free text)

Q3. Each time you fulfil this particular obligation, how much time does your organisation spend preparing and providing the required information. Please include all time from familiarisation with the various requirements through to preparing and providing the necessary information.

NB Be prepared to re-visit this figure after the more detailed estimating activity for table 2B – interviewee may revise upward or downward having thought further.

Hours		Mins		Other	<i>Please specify</i>
-------	--	------	--	-------	-----------------------

Thank you. I would now like to understand what administrative activities you undertake to prepare and provide information for this obligation. To help you, we have a list of 7 groups of activities that we'd like to run through, not all of which you will necessarily undertake. Firstly, we will ask you to select the activities you undertake and who does them, and secondly we will ask you to tell us how long they each take. We would like you to think specifically about the time you spend on recurring administrative activities. Please bear with me as some of these activities may not be relevant to this obligation, however, we have to ask the same questions for all regulations included in this project.

MOVE TO ACTIVITY QUESTIONS SHEET 2A AND RECORD ANSWERS ON SHEET 2B

SHEET 2A

(ACTIVITY QUESTIONS FOR EACH OBLIGATION - RECORD ANSWERS ON SHEET 2B)

Each time you fulfil the obligation:

- Q4a. Do you or other organisation personnel spend time **familiarising yourselves with the requirements of this obligation**? (IF NO SKIP TO NEXT ACTIVITY – Q5a)
- Q4b. And who is mainly involved in carrying out this task? (SHOWCARD 3 - RECORD ONE CODE ONLY)
- Q4c. And is anyone else involved in carrying out this task (SHOWCARD 3 – RECORD ALL THAT APPLY)
- Q5a. Do you and your employees spend time **gathering and assessing relevant figures / information** for this obligation (including storing and retrieving the information)? (IF NO SKIP TO NEXT ACTIVITY – Q6a)
- Q5b. And who is mainly involved in carrying out this task? (SHOWCARD 3 – CODE ONE ONLY)
- Q5c. And is anyone else involved in carrying out this task (SHOWCARD 3 – RECORD ALL THAT APPLY)
- **Q6a. Do you and your employees spend time **preparing figures** needed for this obligation? **This includes activities such as calculating, presenting figures (in tables or charts), checking and correcting figures**? (IF NO SKIP TO NEXT ACTIVITY – Q7a)
- Q6b. And who is mainly involved in carrying out this task? (SHOWCARD 3 - CODE ONE ONLY)
- Q6c. And is anyone else involved in carrying out this task (SHOWCARD 3 – RECORD ALL THAT APPLY)
- Q7a. Do you or your employees spend time undertaking **reporting activities** for this obligation? **This includes preparing written descriptions of data, copying, filing, distributing or submitting information / reports**? (IF NO SKIP TO ACTIVITY AT Q8a)
- Q7b. And who is mainly involved in carrying out this task? SHOWCARD 3 - CODE ONE ONLY
- Q7c. And is anyone else involved in carrying out this task (SHOWCARD 3 – RECORD ALL THAT APPLY)
- Q7d. And do you make use of any **e-government solutions** in this reporting activity (YES/NO)
- Q8a. Do you or your employees spend time **making settlements or payments** (e.g. taxes or charges) in relation to this obligation? (IF NO SKIP TO NEXT ACTIVITY – Q9a)
- Q8b. And who is mainly involved in carrying out this task? (SHOWCARD 3 - CODE ONE ONLY)
- Q8c. And is anyone else involved in carrying out this task (SHOWCARD 3 – RECORD ALL THAT APPLY)
- Q9a. Do you **hold any meetings** – internally or externally - about preparing and providing the necessary information? (IF NO SKIP TO NEXT ACTIVITY – Q10a)
- Q9b. And which members of **internal staff** are usually involved? (SHOWCARD 3 - CODE ALL THAT APPLY)
- NB If external advisers mentioned, prompt for these again in Acquisition section.*
- Q10a. Are you subject to possible **inspections** as part of this obligation? (IF NO SKIP TO ACQUISITION QUESTIONS ON SHEET 3)
- Q10b. Who is mainly involved in providing assistance to inspectors and addressing any issues such as corrections arising from inspections etc? (SHOWCARD 3 - CODE ONE ONLY)
- Q10c. And is anyone else involved in providing assistance (SHOWCARD 3 – RECORD ALL THAT APPLY)

Q.11 Now, I'd like you to think about how much time it takes you and your employees to undertake the activities you have mentioned each time you fulfil the obligation. So, of the total time it takes to prepare and provide information for this obligation which you stated earlier as being (refer to Q3) what percentage of that time does it take you to.....(*complete on grid for each activity undertaken and ensure that this adds to 100%. Cross check back to Q3 if interviewee revises their original estimate during this discussion*)

** PLEASE NOTE THAT IF AN ORGANISATION UNDERTAKES PREPARING FIGURES OR REPORTING ACTIVITIES YOU NEED TO CAPTURE THE OVERALL TIME IN % FOR THESE ACTIVITIES AS WELL AS SPECIFIC TIME WITHIN THIS IN % SPENT ON:

PREPARING FIGURES - TIME SPENT CALCULATING AND TIME SPENT CORRECTING

REPORTING – TIME SPENT PREPARING WRITTEN DESCRIPTIONS/COPYING REPORTS AND TIME SPENT SUBMITTING REPORTS

SHEET 2B – ACTIVITY DATA

Activity		Activity undertaken (Y/N)	E-Gov (Y/N)	Who is mainly involved? (enter code - if other, record verbatim)	Q11. Time spent (record verbatim)	Who else is involved? (enter code/s - if other, record verbatim)	Q11. Time spent (record verbatim)
Q4a	Familiarisation with requirements						
Q5a	Gathering and assessing relevant information/figures						
Q6a	Preparing figures (including calculating, presenting, checking and correcting)						
	<i>Time spent calculating figures</i>						
	<i>Time spent correcting figures</i>						
Q7a	Reporting (including written descriptions, copying, filing, distributing or submitting info/reports)						
	<i>Time spent preparing written descriptions/copying reports</i>						
	<i>Time spent submitting reports</i>						
Q8a	Making settlements or payments						
Q9a	Holding meetings						
Q10a	Inspections						
Total time stated in Q3 (check 2 columns add to this):				Total:		Total:	

SHEET 3 - ACQUISITION QUESTIONS

Q12a. Does your organisation purchase any of the following goods or services from external suppliers in order to prepare and provide information for this obligation? **(SHOWCARD 4)**

Code(s)	1	2	3	4	5*	6 (please specify)	7	8
---------	---	---	---	---	----	--------------------	---	---

IF EXTERNAL PROFESSIONAL SERVICES USED (CODE 5 ABOVE) ASK Q12b /c&d

Q12b Which of the activities you undertake to fulfil this obligation require the use of external services?

Activity Undertaken	Use of External Services (Y/N)	External advisers used (Show card 5 - Code all that apply)
Familiarisation with requirements		
Gathering and assessing information		
Preparing figures		
Reporting		
Making settlements/payments		
Holding meetings		
Inspections		

Q12c Could you tell us how much the external professional services cost? RECORD COST

Cost (£)		Don't know
----------	--	------------

Q12d. And is that cost solely for providing services for this obligation?

Yes	No	Don't know
-----	----	------------

FOR ANY OTHER GOODS (i.e. CODES 1, 2, 3, 4, 6) PURCHASED ASK 12e &12f:

Q12e. Could you tell us how much these goods cost in total? RECORD COST

Cost (£)		Don't know
----------	--	------------

Q12f. And are these goods purchased solely to fulfil this obligation?

Yes	No	Don't know
-----	----	------------

Q13a How would you describe the process your organisation uses to prepare and/or provide the information for this obligation. Would you say that it is.... (**SHOWCARD 6 AND CODE ONE ANSWER ONLY**)?

Code

Q13b. Does your organisation prepare and/or provide any of the information or data you gather for this obligation for any other **government** purpose (i.e. Department or Regulator)? **IF YES RECORD PURPOSE**

Yes	<i>Please specify purpose</i>	No	Don't know
-----	-------------------------------	----	------------

Q13c. If you did not need to prepare and provide the information for this obligation, would your organisation prepare and/or provide some/any of the information or data you gather for this obligation for any other organisational purpose? **RECORD ONE ANSWER ONLY AND IF YES RECORD PURPOSE**

Yes, to a large extent	<i>Please specify purpose</i>
-------------------------------	-------------------------------

Yes, to some extent	<i>Please specify purpose</i>
----------------------------	-------------------------------

No	Don't know
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MOVE TO NEXT INTERVIEW CONTENT ITEM WITHIN REGULATION AND REPEAT Q1 TO Q11

ASK Q13d BELOW WHEN ALL OBLIGATIONS WITHIN A REGULATION ARE COVERED

Q13d. How well do you feel you understand the purpose of [Regulation 1]. Would you say that you understand it... (**SHOWCARD 7 AND RECORD ONE CODE ONLY**)

Code

MOVE TO OPINION DATA ON SHEET 4 WHEN ALL REGULATIONS HAVE BEEN COVERED.

SHEET 4 – OPINION DATA

Thank you very much for taking the time to provide us with information on the time associated with these administrative activities. The Cabinet Office is also keen to get your views on the administrative burden of regulation, for example your understanding of information obligations, key 'irritation factors' and ideas for reducing the burden.

Q14. Is there anything you would like to add regarding your opinions on regulation and any ideas for improvement?

Probe on:

- Understanding of information obligations
- Awareness of responsibilities
- Key irritation factors
- Opportunities for reducing the administrative burden (e.g. through simplification)
- Understanding of the purpose of the regulation

Thank you very much for taking the time to participate in this very important project. As I mentioned earlier the summary results of the project will be shared with all participating organisations when the project is complete early next. Could I possibly have/check your e-mail address to send the information – this information will remain confidential to us and will be used for no purposes, other than to supply this information? (READ OUT AND CONFIRM E-MAIL ADDRESS)

E mail address

Show Card 1

None, but have done more than 3 years ago	1
1 – 5	2
6 – 10	3
11 – 20	4
>20	5
Prefer not to answer	6
Don't know	7

Show Card 2

Very easy	1
Easy	2
Neutral	3
Difficult	4
Very difficult	5
Prefer not to answer	6
Don't know	7

Show Card 3 – Internal Personnel

Owner/family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/unskilled trades	8
Other	9
Prefer not to answer	10
Don't know	11

Show Card 4 - Acquisitions

Postage	1
Printing	2
Software	3
Technical equipment/machinery	4
External professional services	5
Other	6
No goods/services purchased	7
Prefer not to answer	8
Don't know	9

Show Card 5 – External Advisers

Lawyer	1
Financial Advisor	2
Engineer	3
Accountant	4
Surveyor	5
Medical Professional (doctor, nurse, chiropractor)	6
Other	7
Don't know	8
Prefer not to answer	9

Show Card 6 – Nature of Process

A manual process	1
A partially automated process	2
A predominantly automated process	3
Prefer not to answer	4
Don't know	5

Show Card 7 – Understanding of regulation

Very well	1
Fairly well	2
Not very well	3
Not at all well	4
Prefer not to answer	5
Don't know	6

Appendix 3 – Expert Panel results template (Nov 2005)

Admin Burdens Reduction Project - Expert Panel Report												
Questionnaire Template												
Q1	Each time this particular information obligation is fulfilled, how much time do you think a normally efficient business spends preparing and providing information for this obligation? Please include all time from familiarisation with the requirement through to preparing and providing the required information.					Hours	Minutes					
	Each time this information obligation is completed, do you think that the employees of a normally efficient business spends time: (See Annex 1 for codes)					Activity Undertaken (Y/N)	Who is mainly involved?(enter code - if other record verbatim)	Hours	Minutes	Who is else is involved?(enter code/s - if other record verbatim)	Hours	Minutes
Q2	a) Familiarising themselves with the rules											
Q3	b) Gathering and assessing relevant information/figures											
Q4	c) Preparing figures (including calculating, presenting, checking and correcting)											
Q5	d) Reporting (including written descriptions, copying, filing, distributing or submitting info/reports)											
Q6	e) Making settlements or payments											
Q7	f) Holding meetings											
Q8	g) Inspections											
Q9	Goods or services from external suppliers in order to prepare and provide information for this obligation					Purchase goods or services?(enter codes/s - if other record verbatim)		How much do these cost(£)		Solely for providing external services for this obligation?(Y/N)		

Question	Consensus not reached(Y/N)	Comments
Q1		
Q2		
Q3		
Q4		
Q5		
Q6		
Q7		
Q8		
Q9		

Information Obligation not covered during the Expert Panel	
--	--

Please note that it is important to complete all of the questions per IO. It is not just sufficient to get Question 1 for each IO even if you are running out of time.

Appendix 4 – Revised telephone questionnaire (Feb 2006)

IF SWITCHBOARD: May I speak with the [RESPONDENT NAME IF AVAILABLE FROM SAMPLE LIST]/[MANAGING DIRECTOR/EQUIVALENT DEPENDING ON TYPE OF ORGANISATION]?

IF SECRETARY: Hello, my name is.... from PricewaterhouseCoopers International Survey Unit. May I please speak with ... [RESPONDENT NAME]/[MANAGING DIRECTOR/EQUIVALENT DEPENDING ON TYPE OF ORGANISATION]?

IF SECRETARY ASKS: I'm calling regarding a project we are conducting on behalf of the Cabinet Office to measure administrative burdens imposed on businesses, charities and the voluntary sector as a result of regulation.

IF REFERRAL: (e.g. TO MD GATEKEEPER) May I please have the name and contact telephone number for the person with whom I should speak?

IF ACTUAL CONTACT, PROCEED BELOW.

Hello, my name is _____, with PricewaterhouseCoopers' International Survey Unit.

I am calling regarding a project we are conducting on behalf of the Cabinet Office to measure the administrative burdens imposed on the private sector by government regulation. The project has the support of the Prime Minister and the Chancellor as well as representative groups such as the CBI.

Through the project, the Government is committed to setting targets to reduce the administrative costs of regulation and so produce benefits for individual organisations such as yours.

We are asking organisations to tell us about the amount of time they take completing the administrative activities associated with preparing and/or providing information for regulations, across all Government departments. This interview is about [REGULATION NAME].

If respondent unsure of regulation – read out [REGULATION DESCRIPTION]

INTERVIEWER PLEASE RECORD IF

REGULATION RELEVANT TO RESPONDENT	1	GO TO INTRO
REGULATION NOT RELEVANT/APPLICABLE TO RESPONDENT	2	CONTINUE

IF NOT RELEVANT SAY: Unfortunately this particular interview is targeted at organisations that prepare and/or provide information for this regulation. However, we are completing interviews on a range of regulations and may like to contact you again – would that be acceptable to you?

IF YES, MOVE CONTACT DETAILS TO OTHER INFORMATION OBLIGATION INTERVIEW

IF NO, PROCEED TO EXIT 2

INTRO: Would you be willing to spare some time for this study? The interview will take between approximately 10 and 20 minutes.

IF YES, PROCEED TO CLASSIFICATION

IF UNABLE TO SPARE SOME TIME NOW, ASK:

QA. Would it be possible for me to make an appointment to call you back at a time which would be more convenient for you?

Yes	Record appointment details and continue to QB
No	Continue to Exit 2

QB. Would you like us to send you a fact sheet about the project?

Yes	Continue to QC
No	Continue to Exit 1

QC. Could I possibly have your e-mail address or fax number to send the information – this information will remain confidential to us and will be used for no purposes, other than to supply this information?

IF YES, RECORD FAX NUMBER/E-MAIL ADDRESS AND CONTINUE

Can I confirm that?

READ OUT AND CONFIRM FAX/E-MAIL ADDRESS, THANK AND CLOSE

IF NO, PROCEED TO EXIT 3.

EXIT 1

Information on the project is available at www.betterregulation.gov.uk. Thank you for your time, we will be in touch again soon.

EXIT 2

Thank you very much for your time in taking my call and considering participation. Information on this project is available at www.betterregulation.gov.uk. If you change your mind, please feel free to call us to make an appointment on 028 9041 5234 or send an e-mail to adminburdens.measurement@uk.pwc.com.

EXIT 3

Information on the project is available at www.betterregulation.gov.uk. Thank you for your time.

CLASSIFICATION

We would very much appreciate including the views of your organisation. The summary results of the project will be shared with all participating organisations when the project is complete in the New Year.

This interview is conducted in accordance with the Market Research Society Code of Conduct, which guarantees confidentiality and anonymity. Under no circumstances will you or your organisation be associated with particular interview responses.

The purpose of this particular interview is to gather data on the time it takes your organisation to prepare and/or provide information for:

- [UNIT DESCRIPTION 1]
- [UNIT DESCRIPTION 2]

QD. Before we start, can I confirm that your organisation prepares and/or provides information for these obligations?

Yes – for both obligations	<table border="1"><tr><td>1</td></tr></table>	1	<i>PROCEED TO QE</i>
1			
Yes – for obligation 1 only	<table border="1"><tr><td>2</td></tr></table>	2	
2			
Yes – for obligation 2 only	<table border="1"><tr><td>3</td></tr></table>	3	
3			
No – for none of these obligations	<table border="1"><tr><td>4</td></tr></table> CONTINUE	4	
4			

IF NO SAY: Unfortunately this particular interview is targeted at organisations that prepare and/or provide information for these obligations. However, we are completing interviews on a range of regulations and may like to contact you again – would that be acceptable to you?

IF YES, MOVE CONTACT DETAILS TO OTHER INFORMATION OBLIGATION INTERVIEW

IF NO, PROCEED TO EXIT 2

QE. And can you confirm that you are the most appropriate person in your organisation to discuss this subject?

IF YES, PROCEED TO QF

IF NO, SAY: Can you provide the name and contact details of the relevant person? RECORD CONTACT DETAILS, AND ASK TO BE TRANSFERRED, REVERT TO START, MAKE SOFT APPOINTMENT, THANK AND CLOSE.

QF. Can I also confirm the number of employees in your organisation in the UK?

Number of employees	
0 – 4	1
5 – 9	2
10 – 24	3
25 – 49	4
50 – 249	5
250 or more	6
DON'T KNOW	8
REFUSED	9

SCRIPT THE ATTACHED QUESTIONS HERE BUT DO NOT ASK IN THE MAIN SURVEY. IF THEY NEED TO BE ASKED A SEPARATE SURVEY WILL BE SET UP WITH SPECIFIC FILTERS. THIS IS MORE ABOUT SCRIPTING THEM IN THE CORRECT PLACE FOR THE DATA LAYOUT MAP.

QG. SEE SEPARATE DOCUMENT

QH. 'Screening Questions 3.doc'

SECTION 1: ADMINISTRATIVE ACTIVITIES

ASK FOR UNIT DESCRIPTION 1 IF CODE 1 OR 2 AT QD.

- Thinking firstly about [UNIT DESCRIPTION 1]
- Q1. How many times have you prepared and/or provided information for this obligation in the last 3 years? RECORD VERBATIM AND CODE ONE RESPONSE ONLY

Number of times activities undertaken	
None but have done more than 3 yrs ago	1
1 – 5	2
6 – 10	3
11 – 20	4
>20	5
REFUSED	8
DON'T KNOW	9

Q2. On a scale of 1 to 5, where 1 means very easy and 5 means very difficult, how easy do you find it to prepare and/or provide information for this obligation?

Very easy	1
Easy	2
Neutral	3
Difficult	4
Very difficult	5
REFUSED	8
DON'T KNOW	9

Q3. Each time you fulfil this particular information obligation, how much time does your organisation spend preparing and/or providing information for this obligation? Please include all time from familiarising yourself with the requirement through to preparing and/or providing the required information.

INTERVIEWER NOTE 1: 1 DAY = 7HOURS; 1 WEEK = 35 HOURS

Hours	
Minutes	
Other (please specify)	

INTERVIEWER NOTE 2: Can you please confirm with the respondent that the time stated is for each time they have to fulfil this particular obligation.

Thank you. We would now like to understand what administrative activities you undertake to prepare and/or provide information for this obligation.

We will ask you about the activities you undertake, who does them and how long it takes. We would like you to think specifically about the time you spend on recurring administrative activities. Please bear with us as some of these activities may not be relevant to this regulation; however we have to ask the same questions for all regulations included in this project.

First of all I'd like you to think about the activities undertaken and who is mainly involved in them each time.....

Q4a. Each time, do you or your employees spend time familiarising yourselves with the rules of this obligation?

Yes	1	Continue to Q4b and include at Q11
No	2	Skip to Q5a

Q4b. And who is mainly involved in carrying out this task? READ OUT AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

Q5a. Do you and your employees spend time gathering and assessing relevant figures/information for this obligation, including storing and retrieving the information?

Yes	1	Continue to Q5b and include at Q11
No	2	Skip to Q6a

Q5b. And who is mainly involved in carrying out this task? PROBE TO PRECODES AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

Q6a. Do you and your employees spend time preparing figures needed for this obligation? This includes activities such as calculating, presenting figures (in tables or charts), checking and correcting figures.

Yes	1	Continue to Q6b and include at Q11
No	2	Skip to Q7a

Q6b. And who is mainly involved in carrying out this task? PROBE TO PRECODES AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

Q7a. Do you or your employees spend time undertaking reporting activities for this obligation? This includes preparing written descriptions of data, copying, filing, distributing or submitting information / reports.

Yes	1	Continue to Q7b and include at Q11
No	2	Skip to Q8a

Q7b. And who is mainly involved in carrying out this task? PROBE TO PRECODES AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

Q8a. Do you or your employees spend time making settlements or payments (e.g. taxes or charges) in relation to this obligation?

Yes	1	Continue to Q8b and include at Q11
No	2	Skip to Q9a

Q8b. And who is mainly involved in carrying out this task? PROBE TO PRECODES AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

Q9a. Do you hold any meetings – internally or externally - about preparing and/or providing information?

Yes	1	Continue to Q9b and include at Q11
No	2	Skip to Q10a

Q9b. Which members of internal staff are usually involved? PROBE TO PRECODES AND CODE ALL THAT APPLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/Unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

Q10a. Are you subject to possible inspections as part of this obligation?

Yes	1	Continue to Q10b and include at Q11
No	2	Skip to Q11

Q10b. Who is mainly involved in providing assistance to inspectors and addressing any issues such as corrections arising from inspections etc? PROBE TO PRECODES AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/Unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

Q11. Now, I'd like you to think about how much time it takes you and your employees to undertake each of the activities you have mentioned each time you fulfil the information obligation. REMIND RESPONDENT OF ANSWER TO Q3 So, of this **total time**, what percentage of that time does it take you to....

Activity	%
Q11a. Familiarise yourself with the requirements	
Q11b. Gather figures /information and assess their relevance	
Q11c. Prepare figures (calculating, presenting, checking, correcting)	
Q11d. Undertake reporting activities (written descriptions of data, copying, submitting reports etc.)	
Q11e. Making settlements or payments	
Q11f. Hold meetings	
Q11g. Undertake inspection activities (preparation and conduct)	
TOTAL	100%

TOTAL SHOULD ADD UP TO NO MORE THAN 100%

INTERVIEWER NOTE – Please remind respondent at this stage of the obligation the questions relate to.

Q12a. Does your organisation purchase any goods or services from external suppliers in order to prepare and/or provide information for this obligation? READ OUT AND CODE ALL THAT APPLY

None	1	Continue to Q13a
Postage	2	
Printing	3	
Software	4	If yes ask Q12d
Technical equipment/machinery	5	
External professional services	6	If yes ask Q12b and Q12c
Other (<i>please specify</i>)	18	If yes ask Q12d
Don' know	19	
Refused	20	GO TO Q13a.

ASK Q12b IF USE EXTERNAL PROFESSIONAL SERVICES (Q12a. 6). OTHERS TO NOTE BEFORE Q12d.

Q12b. Could you tell us how much the external professional services cost? RECORD VERBATIM

Cost (£)

Q12c(1). And is that solely for providing external services for this obligation?

Yes	1
No	2

INTERVIEWER NOTE – Can you please confirm with the respondent that the cost stated is for each time they have to fulfil this particular obligation. If not please each time, please record below on what basis the cost is being stated

Q12c(2).

Annual	1
OTHER please specify	2

IF ANNUAL

Q12c(3). How many times a year do you fulfil this obligation?

Please record

ASK Q12d IF PURCHASED GOODS (Q12a. 2-5 or 18). OTHERS TO Q13a.

Q12d. Could you tell us how much the goods cost? RECORD VERBATIM

Cost (£)

ASK ALL.

Q13a. How would you describe the process your organisation uses to prepare and/or provide the information for this obligation. Would you say that it is ...

A manual process	1
A partially automated process	2
A predominantly automated process	3
Don't know	4
Refused	5

Q13b. Does your organisation prepare and/or provide any of the information or data you gather for this obligation for any other government purpose, department or regulator?

Yes	1	<i>Please specify</i>
No	2	

Q13c. If you did not need to prepare and/or provide the information for this obligation, would your organisation prepare and/or provide some/any of the information or data you gather for this obligation for any other organisational purpose?

Yes, to a large extent	1	<i>Please specify</i>
Yes, to some extent	2	<i>Please specify</i>
No	3	

IF NO UNIT DESCRIPTION 2 GO TO SECTION 3

SECTION 2: ADMINISTRATIVE ACTIVITIES – [UNIT DESCRIPTION 2]

ASK FOR UNIT DESCRIPTION 2 IF CODE 1 OR 3 AT QD.

Now thinking about . . . [UNIT DESCRIPTION 2]

QQ1. How many times have you prepared and/or provided information for this obligation in the last 3 years? RECORD VERBATIM AND CODE ONE RESPONSE ONLY

Number of times activities undertaken	
None but have done more than 3 yrs ago	1
1 – 5	2
6 – 10	3
11 – 20	4
>20	5
REFUSED	8
DON'T KNOW	9

QQ2. On a scale of 1 to 5, where 1 means very easy and 5 means very difficult, how easy do you find it to prepare and/or provide information for this obligation?

Very easy	1
Easy	2
Neutral	3
Difficult	4
Very difficult	5
REFUSED	8
DON'T KNOW	9

QQ3. Each time you fulfil this particular information obligation, how much time does your organisation spend preparing and/or providing information for this obligation? Please include all time from familiarising yourself with the requirement through to preparing and/or providing the required information.

INTERVIEWER NOTE: 1 DAY = 7HOURS; 1 WEEK = 35 HOURS

Hours	
Minutes	
Other (please specify)	

INTERVIEWER NOTE 2: Can you please confirm with the respondent that the time stated is for each time they have to fulfil this particular obligation.

Thank you. We would now like to understand what administrative activities you undertake to prepare and/or provide information for this obligation.

QQ4a. Each time, do you or your employees spend time familiarising yourselves with the rules of this obligation?

Yes	1	Continue to QQ4b and include at QQ11
No	2	Skip to QQ5a

QQ4b. And who is mainly involved in carrying out this task? READ OUT AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

QQ5a. Do you and your employees spend time gathering and assessing relevant figures/information for this obligation, including storing and retrieving the information?

Yes	1	Continue to QQ5b and include at QQ11
No	2	Skip to QQ6a

QQ5b. And who is mainly involved in carrying out this task? PROBE TO PRECODES AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

QQ6a. Do you and your employees spend time preparing figures needed for this obligation? This includes activities such as calculating, presenting figures (in tables or charts), checking and correcting figures.

Yes	1	Continue to QQ6b and include at QQ11
No	2	Skip to QQ7a

QQ6b. And who is mainly involved in carrying out this task? PROBE TO PRECODES AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

QQ7a. Do you or your employees spend time undertaking reporting activities for this obligation? This includes preparing written descriptions of data, copying, filing, distributing or submitting information / reports.

Yes	1	Continue to QQ7b and include at QQ11
No	2	Skip to QQ8a

QQ7b. And who is mainly involved in carrying out this task? PROBE TO PRECODES AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

QQ8a. Do you or your employees spend time making settlements or payments (e.g. taxes or charges) in relation to this obligation?

Yes	1	Continue to QQ8b and include at QQ11
No	2	Skip to QQ9a

QQ8b. And who is mainly involved in carrying out this task? PROBE TO PRECODES AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

QQ9a. Do you hold any meetings – internally or externally - about preparing and/or providing information?

Yes	1	Continue to QQ9b and include at QQ11
No	2	Skip to QQ10a

QQ9b. Which members of internal staff are usually involved? PROBE TO PRECODES AND CODE ALL THAT APPLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/Unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

QQ10a. Are you subject to possible inspections as part of this obligation?

Yes	1	Continue to QQ10b and include at QQ11
No	2	Skip to QQ11

QQ10b. Who is mainly involved in providing assistance to inspectors and addressing any issues such as corrections arising from inspections etc? PROBE TO PRECODES AND CODE ONE ONLY.

Owner / family member	1
Directors	2
Senior Managers	3
Other managers	4
Internal Professionals (e.g. lawyers, accountants, teachers)	5
Technicians/Officers (e.g. nurses, building inspectors, estate agents)	6
Administrative and clerical staff	7
Skilled/Unskilled trades	8
OTHER <i>please specify</i>	48
Don't know	49
Refused	50

QQ11. Now, I'd like you to think about how much time it takes you and your employees to undertake each of the activities you have mentioned each time you fulfil the information obligation. REMIND RESPONDENT OF ANSWER TO QQ3 So, of this **total time**, what percentage of that time does it take you to....

Activity	%
QQ11a. Familiarise yourself with the requirements	
QQ11b. Gather figures /information and assess their relevance	
QQ11c. Prepare figures (calculating, presenting, checking, correcting)	
QQ11d. Undertake reporting activities (written descriptions of data, copying, submitting reports etc.)	
QQ11e. Making settlements or payments	
QQ11f. Hold meetings	
QQ11g. Undertake inspection activities (preparation and conduct)	
TOTAL	100%

TOTAL SHOULD ADD UP TO NO MORE THAN 100%

INTERVIEWER NOTE – Please remind respondent at this stage of the obligation the questions relate to.

QQ12a. Does your organisation purchase any goods or services from external suppliers in order to prepare and/or provide information for this obligation? READ OUT AND CODE ALL THAT APPLY

None	1	Continue to QQ13a
Postage	2	
Printing	3	
Software	4	If yes ask QQ12d
Technical equipment/machinery	5	
External professional services	6	If yes ask QQ12b and QQ12c
Other (<i>please specify</i>)	18	If yes ask QQ12d
Don' know	19	
Refused	20	GO TO QQ13a.

ASK QQ12b IF USE EXTERNAL PROFESSIONAL SERVICES (QQ12a. 6). OTHERS TO NOTE BEFORE QQ12d.

QQ12b. Could you tell us how much the external professional services cost? RECORD VERBATIM

Cost (£) |

QQ12c(1). And is that solely for providing external services for this obligation?

Yes	1
No	2

INTERVIEWER NOTE – Can you please confirm with the respondent that the cost stated is for each time they have to fulfil this particular obligation. If not please each time, please record below on what basis the cost is being stated

QQ12c(2).	Annual	1
	<i>OTHER please specify</i>	2

IF ANNUAL,

QQ12c(3). How many times a year do you fulfil this obligation?

Please record |

ASK QQ12d IF PURCHASED GOODS (QQ12a. 2-5 or 18). OTHERS TO QQ13a.

QQ12d. Could you tell us how much the goods cost? RECORD VERBATIM

Cost (£) |

ASK ALL.

QQ13a. How would you describe the process your organisation uses to prepare and/or provide the information for this obligation. Would you say that it is ...

A manual process	1
A partially automated process	2
A predominantly automated process	3
Don't know	4
Refused	5

QQ13b. Does your organisation prepare and/or provide any of the information or data you gather for this obligation for any other government purpose, department or regulator?

Yes	1	<i>Please specify</i>
No	2	

QQ13c. If you did not need to prepare and/or provide the information for this obligation, would your organisation prepare and/or provide some/any of the information or data you gather for this obligation for any other organisational purpose?

Yes, to a large extent	1	<i>Please specify</i>
Yes, to some extent	2	<i>Please specify</i>
No	3	

SECTION 3: OPINION DATA

Q27a How well do you feel you understand the purpose of [REGULATION NAME]? Would you say you understand it READ OUT. SINGLE CODE ONLY.

Very well	1
Fairly well	2
Not very well	3
Not at all well	4
Refused	5

Thank you very much for taking the time to provide us with information on the time associated with these administrative activities. The Cabinet Office is also keen to get your views on the administrative burden of regulation, for example your understanding of information obligations, key 'irritation factors' and ideas for reducing the burden.

Q27b Is there anything you would like to add regarding your opinions on regulation and any ideas for improvement?

Probe on:

- Awareness of responsibilities
- Key irritation factors
- Opportunities for reducing the administrative burden (e.g. through simplification)

Thank you very much for taking the time to participate in this very important project. As I mentioned earlier the summary results of the project will be shared with all participating organisations when the project is complete in the New Year. Could I possibly have your e-mail address to send the information – this information will remain confidential to us and will be used for no purposes, other than to supply this information?

E mail address

Can I confirm that?

READ OUT AND CONFIRM E-MAIL ADDRESS, THANK AND CLOSE

SECTION 4: CLOSE

I declare that this interview was conducted in accordance with the Market Research Society's Code of Conduct and according to instruction and that the respondent was unknown to me. I understand that all information given to me must be kept confidential.

Date: _____ Signed _____

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