



Methodology

While some of the datasets we use have included numbers for the new departments created in July 2016 (BEIS, DExEU, DIT) in their most recent releases, many have not. We have tried to use data from the new departments where possible.

Staff numbers, grade and location, pages 22 to 33

We group bodies into 'departmental groups' according to where ministerial responsibility lies, even when these are reported under a separate 'departmental' heading in the ONS data. For instance, we group Ofsted with DfE and not as a separate department.

We then make the following distinction within each departmental group:

- **Department** The core department and other bodies within the department that are line-managed within a structure that flows from the departmental leadership (for example, the National Offender Management Service within MoJ, the Education Funding Agency within DfE).
- **Other organisations** Other bodies employing civil servants, like executive agencies and non-ministerial departments, for which ministers in the department have responsibility (e.g. Ofsted in DfE, DVLA in DfT) but which are not part of the department's line management structure.

Acronym	Department	Other Organisations
AGO	Attorney General's Office	Attorney General's Office; Crown Prosecution Service; Crown Prosecution Service Inspectorate; Serious Fraud Office; Treasury Solicitor
BEIS	Department for Business, Energy and Industrial Strategy <i>Created July 2016</i>	Advisory, Conciliation and Arbitration Service; Companies House; Competition and Markets Authority; HM Land Registry; Insolvency Service; Intellectual Property Office; Met Office; Office of Gas and Electricity Markets (Ofgem); Ordnance Survey; UK Space Agency
BIS	Department for Business, Innovation and Skills <i>Abolished July 2016</i>	Advisory, Conciliation and Arbitration Service; Companies House; Export Credits Guarantee Department/UK Export Finance; HM Land Registry; Insolvency Service; Met Office; National Measurement Office; Ordnance Survey; Skills Funding Agency; Intellectual Property Office; UK Space Agency; Competition and Markets Authority
CO	Cabinet Office excl agencies Office of the Parliamentary Counsel	Charity Commission; UK Statistics Authority; Crown Commercial Service

DCLG	Department for Communities and Local Government	Planning Inspectorate; Queen Elizabeth II Conference Centre
DCMS	Department for Culture, Media and Sport	Royal Parks
DECC	Department of Energy and Climate Change <i>Abolished July 2016</i>	Office of Gas and Electricity Markets (Ofgem)
Defra	Department for Environment, Food and Rural Affairs	Animal and Plant Health Agency; Centre for Environment, Fisheries and Aquaculture Science; Food and Environment Research Agency; Ofwat; Rural Payments Agency; Veterinary Medicines Directorate
DExEU	Department for Exiting the European Union <i>Created July 2016</i>	
DfE	Department for Education Standards and Testing Agency; Education Funding Agency; National College for Teaching and Leadership	Office of Qualifications and Examinations Regulation; Ofsted <i>From Q3 2016: Skills Funding Agency</i>
DfID	Department for International Development	
DfT	Department for Transport	Driver and Vehicle Licensing Agency; Highways Agency; Maritime and Coastguard Agency; Office of Rail Regulation; Vehicle and Operator Services Agency; Vehicle Certification Agency; Driver and Vehicle Standards Agency
DH	Department of Health (excl agencies)	Food Standards Agency; Medicines and Healthcare Products Regulatory Agency; Public Health England
DIT	Department for International Trade <i>Created July 2016</i>	Export Credits Guarantee Department/UK Export Finance (from Q3 2016)
DWP	Department for Work and Pensions	The Health and Safety Executive
FCO	Foreign and Commonwealth Office (excl agencies)	Security and Intelligence Services; Wilton Park Executive Agency; Foreign and Commonwealth Office Services
HMRC	HM Revenue and Customs	Valuation Office
HMT	HM Treasury	Debt Management Office; Government Actuary's Department; National Savings and Investments; Office for Budget Responsibility
HO	Home Office (excl agencies)	National Fraud Authority; National Crime Agency; Her Majesty's Passport Office
MoD	Ministry of Defence	Defence Science and Technology Laboratory; Defence Support Group; UK Hydrographic Office
MoJ	Ministry of Justice (excl agencies) HM Courts and Tribunals Service; National Offender Management Service; The Office of the Public Guardian; Wales Office; Scotland Office (incl. Office of the Advocate General for Scotland); Legal Aid Agency	National Archives; UK Supreme Court; Criminal Injuries Compensation Authority
NIO	Northern Ireland Office	

For staff numbers, we use table 9 from the ONS Public Sector Employment series, which contains staff numbers (full-time equivalent, FTE) in all public organisations that employ civil servants. FTE counts part-time staff according to the time they work (e.g. a person working two days a week as 0.4); this is more accurate than headcount, which does not distinguish between full-time and part-time employees.

Our calculated rates of change in each period for each department are adjusted for reclassifications of staff between bodies. Reclassifications are usually noted by the ONS in footnotes to the data tables. The figures shown for each department in our 'change from baseline' charts take a geometric average of per period change rates over all periods from 2010 Q3 (our Spending Review baseline) to the latest period.

Civil service professions, page 31

We grouped together the 27 different professions (and 'Not reported' and 'Other') provided by the ONS into the following categories:

IfG categorisation	ONS professions
Corporate	Commercial; Corporate Finance; Finance; Human Resources; Internal Audit; Property
Communications and Marketing	Communications
Digital, Data and Technology	Digital, Data and Technology
Insight and Analysis	Economics; Intelligence Analysis; Knowledge and Information Management; Social Research; Statistics
Policy	Policy
Operational Delivery	Operational Delivery; Operational Research; Project Delivery; Tax
Specialist	Inspector of Education and Training; Legal; Medicine; Planning; Planning Inspectors; Psychology; Science and Engineering; Security; Veterinarian
Unknown/Other	Not reported; Other

In our chart, BIS has a large percentage of 'specialists', most of which seem to be in 'Planning'. This is despite BIS employing most of its staff in 'policy' according to previous releases. For avoidance of doubt, this is the data as signed off by BIS.

Financial transparency, page 45

We have ranked each government department according to how transparently it accounts for movements in spending plans.

For each financial year we compared the original spending plan, as published in Spending Review 2010, with every reissue of a plan for that financial year (in annual Budget documents and the department's Annual Report and Accounts), and noted whether the spending plan had changed and whether this change was explained. We looked for

explanations in the annual Budget documentation, in the Government's Public Expenditure Statistical Analyses (PESA), in departmental Annual Reports and Accounts, and in Explanatory Memoranda to Main and Supplementary Estimates.

We graded each department according to:

- whether an explanation was given for a change
- whether each movement was fully or partially explained
- where the explanation appeared and how easy it was to access the documentation.

We then ranked the departments based on their average ranking across the five financial years (2010/11 to 2015/16).

Resource management model, pages 46 to 48

For each department we calculated the total amount of Resource Departmental Expenditure Limit (RDEL) minus depreciation, using 2015/16 data in HMT's Online System for Central Accounting and Reporting (OSCAR). This provided us with a 100% departmental spending figure. Individual spending lines for each department were then ranked from largest to smallest and calculated as a percentage of the total RDEL figure.

Each department's spending lines were categorised as direct management, sponsorship of arm's-length bodies, system and grant funding, and markets and contracting. For each department we categorised approximately 85%-90% of total RDEL spending. In certain areas we used departmental Annual Reports and Accounts to supplement our understanding of spending lines – but the expenditure data is consistently taken from OSCAR.

The net result of this process was a percentage breakdown into four component parts of each department's total RDEL. This percentage breakdown forms the underlying basis of the heat map.

Information request timeliness ranking, page 57

Our composite timeliness ranking accounts for performance in responding to Freedom of Information requests, parliamentary questions and ministerial correspondence over the course of the Cameron government, and Theresa May's term at the Home Office. For FoI, this was from Q3 2010 to Q2 2016; for parliamentary questions, parliamentary sessions 2010-12 to 2015-16; and for ministerial correspondence, calendar years 2010 to 2015. For each of these three metrics we calculated the total volume received over the period, and the percentage that the department answered on time (within 20 days or with a permitted exemption for FoI; within the targets set by departments for ministerial correspondence; and the percentage answered on the named day or within five sitting days for parliamentary questions). The area of the bubbles is determined by total volume, and the position on the y axis is the percentage answered on time for that metric. Departments are then ordered according to their overall rank for timeliness, calculated using their rank on each individual metric.

Spend over £25,000 publication, pages 60 to 61

We searched for £25,000 spend data on GOV.UK (largely since 2013) and data.gov.uk (largely prior to 2013) with some overlap between the two. Our data covers the period November 2010 to October 2016 in line with David Cameron's initial instruction to government departments and our own publication schedule. Where we could not find a data file, we used the history function on data.gov.uk and (extremely useful) correspondence with the GOV.UK and data.gov.uk teams to track the file down. If it still could not be located, we marked the file as 'Not Published'.

We then searched for the publication date for the located files. According to advice from the Treasury (see endnote 3 for chapter 7 'Communicating transparently'), each monthly spend release should have been published by the end of the following month (e.g. the September 2016 file should have been published by 31 October 2016). We extended the time limit to 70 days from the first day of the month to which the data refers, for our calculations to allow for weekends and public holidays and to give a few days' grace. Where files were published after this 70 day limit, we marked them as 'Late'; where they were published before the limit, we marked them as 'On Time'. Some files were missing the metadata recording their publication date and we could not locate this date even with the assistance of the GOV.UK and data.gov.uk teams. These files were marked as 'No Date'.

Organogram publication, page 60

We searched for organogram data on GOV.UK and data.gov.uk and recorded whether or not we could find the file for each six-month period. If we could find the file, we marked it as 'Published'. Where we could not find a data file, we consulted with the GOV.UK and data.gov.uk teams and, if the file still could not be located, we marked it as 'Not Published/Findable'. Our final data was collected on 9 December 2016 as departments were due to have published their organograms for September 2016 by 6 December, according to the guidance here: <http://guidance.data.gov.uk/organogram-data.html>.

Single Departmental Plan analysis, page 65

A good Single Departmental Plan would have a short list of specific priorities, with a list of actions the department planned to undertake to achieve them.

The SDPs had headline 'objectives' with 'actions' underneath them. If the objective constituted a single specific priority, it was counted, and the actions below were ignored. If it did not, we turned our attention to the actions below, counting the number of specific (or non-specific) priorities which sat beneath it.

A priority was deemed specific if it was possible to assess whether or not it had been achieved.