

Annex

This annex contains the endnotes from each chapter, as well as some more detailed information about some of our calculations and methodology and the abbreviations we use throughout the report.

Further details on all the subjects we cover, as well as the underlying data, can be found on the Whitehall Monitor section of the Institute for Government website.

You can also email us on WhitehallMonitor@instituteforgovernment.org.uk.

Find out more at www.instituteforgovernment.org.uk/annex



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Methodology

Financial transparency, pages 47 and 48

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).

Staff numbers, pages 57 to 60

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.

We have grouped bodies 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 have grouped organisations included in the Public Sector Employment data into two kinds in 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 civil service bodies 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.

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.

The table below shows the categorisation of each body, which we also use when referring to departments and departmental groups elsewhere in the chapter.

Abbreviation	Department	Other organisations
AGO	Attorney General's Office	Attorney General's Office; Crown Prosecution Service; Crown Prosecution Service Inspectorate; Serious Fraud Office; Treasury Solicitor
BIS	Department for Business, Innovation and Skills	Advisory, Conciliation and Arbitration Service; Companies House; Export Credits Guarantee Department; 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	Office of Gas and Electricity Markets
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
DfE	Department for Education Standards and Testing Agency; Education Funding Agency; National College for Teaching and Leadership	Office of Qualifications and Examinations Regulation; Ofsted
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
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	
Scot Gov		Disclosure Scotland; Education Scotland; Historic Scotland; National Records of Scotland; Office of the Scottish Charity Regulator; Registers of Scotland; Scottish Court Service; Scottish Government (excl agencies); Scottish Housing Regulator; Scottish Prison Service Headquarters; Scottish Public Pensions Agency; Student Awards Agency; Transport Scotland; Crown Office and Procurator Fiscal; Accountant in Bankruptcy
Welsh Gov		Estyn; Welsh Government

Civil service professions, pages 70 to 72

We group the 25 civil service professions, used in the ONS Annual Civil Service Employment Survey and departmental organograms, as outlined below.

Profession	IfG category
Communications and Marketing	Communications & marketing
Economics	Insight & analysis
Engineering	Specialist
Finance	Corporate
Human Resources	Corporate
Information Technology	Corporate
Inspector of Education and Training	Specialist
Internal Audit	Corporate
Knowledge and Information Management	Insight & analysis
Law	Specialist
Medicine	Specialist
Operational Delivery	Operational delivery
Operational Research	Operational delivery
Planning	Specialist
Policy Delivery	Policy
Procurement and Contract Management	Corporate
Programme and Project Management	Operational delivery
Property Asset Management	Corporate
Psychology	Specialist
Science	Specialist
Social and Market Research	Insight & analysis
Statistics	Insight & analysis
Tax Professionals	Operational delivery
Veterinarian	Specialist
Other	Unknown/other
Not Reported	Unknown/other

ComRes survey of MPs' perceptions, pages 120 to 121

ComRes conducts a regular panel survey of MPs (n=c.150), asking: 'In dealing with these government departments in the course of your work as an MP, how would you rate them in terms of their overall responsiveness to your inquiries (i.e. speed, accuracy and depth of response)?' MPs are asked to state whether they feel a named department is 'very responsive', 'fairly responsive', 'fairly unresponsive' or 'very unresponsive'. ComRes has kindly shared with the Institute the data it collected for the years 2005, 2009, 2011, 2013, 2014 and 2015. At different times, ComRes has recorded MPs who do not respond to the survey in different ways – sometimes including the responses 'don't know', 'not applicable' and 'not stated'. In order to compare across years, we combine these responses into the single category 'not given'.

Impact indicators, pages 133 to 142

Our analysis of the departmental impact indicators, which we undertook for our report *Deep Impact? How government departments measured their impact, 2010–15*, involved three tasks.

Movement in the indicators We took the most recent set of impact indicators published for each department on the Number 10 Transparency website. In line with the Government's stated intentions, very few specific targets for performance against impact indicators are given. As such, for all indicators, we simply look at whether scores have improved or declined.

We gave two scores for each indicator – improvement since 2010; improvement over the latest reported time period:

- **Green** indicates an improvement
- **Amber** indicates no change, or a mixed picture according to different aspects of an indicator
- **Red** indicates a decline
- **Dark grey** indicates a lack of comparable data.

In nearly all cases, we have made an assumption about which direction departments want the indicators to head in; this is seldom explicit, but it is usually reasonably obvious.

Transparency and usability of the indicators We assessed each impact indicator against four measures, drawn from the Institute for Government's 2008 report *Performance Art*:

- Can we find the current score via the Number 10 Transparency website?
- Is the data available in an open format?
- Is it presented in an easily understandable form?
- Can the score be found in the department's annual report?

For each indicator, we gave a mark of either 0 or 1 for each category. Once we had scored each indicator, we took an overall percentage score for each department in each category.

Where the indicators could not be accessed from the Number 10 Transparency site, or where the most recent update was more than a year old, we awarded a 0 across the Current Score, Open Data and Presentation categories.

Departments were ranked in each category. For the overall rank, we used the overall average score, rather than average category rankings.

Link between actions and impact Each Structural Reform Plan is arranged by a series of overarching themes drawn from the Coalition Agreement, with actions, and then sub-actions, below them. We took each indicator and assessed whether there were actions listed in the Structural Reform Plan that linked to or sought to affect it.

For each indicator, we applied a RAG rating for the link between the actions outlined in the Structural Reform Plan (SRP) affecting it:

- **Green** Several SRP actions with a direct link to this indicator, i.e. will have a direct impact on this indicator
- **Amber-Green** One SRP action with a direct link to this indicator
- **Amber** Several SRP actions with indirect links to this indicator – i.e. actions will affect the indicator, but not deliberately/specifically
- **Amber-Red** One SRP action with indirect/tenuous link to this indicator
- **Red** There are no actions corresponding to this indicator.

Abbreviations

Government organisations

Acronym	Organisation name
AGO	Attorney General's Office
APA	Asset Protection Agency
BIS	Department for Business, Innovation and Skills
CO	Cabinet Office
CxD	Chancellor's Departments (APA, DMO, GAD, HMRC, HMT, NS&I, OBR)
DCLG	Department for Communities and Local Government
DCMS	Department for Culture, Media and Sport
DECC	Department of Energy and Climate Change
Defra	Department for Environment, Food and Rural Affairs
DE&S	Defence Equipment and Support (part of MoD)
DfE	Department for Education
DfID	Department for International Development
DfT	Department for Transport
DH	Department of Health
DMO	Debt Management Office
DPM	Deputy Prime Minister
DVLA	Driver and Vehicle Licensing Agency (part of DfT)
DWP	Department for Work and Pensions
ERG	Efficiency and Reform Group (part of CO)
FCO	Foreign and Commonwealth Office
GAD	Government Actuary's Department
HA	Highways Agency
HMRC	Her Majesty's Revenue and Customs
HMT	Her Majesty's Treasury
HO	Home Office
Law	Law officers (AGO, Office of the Advocate General for Scotland)
MoD	Ministry of Defence
MoJ	Ministry of Justice
MPA	Major Projects Authority (part of CO)
NAO	National Audit Office
NHS	National Health Service
NICS	Northern Ireland Civil Service
NIO	Northern Ireland Office
NS&I	National Savings and Investments
OBR	Office for Budget Responsibility
ONS	Office for National Statistics
PM	Prime Minister
Scot	Scotland Office
SG	Scottish Government
Wal	Wales Office
WG	Welsh Government

Other abbreviations

Acronym	Definition
AME	Annually Managed Expenditure
AO/AA	Administrative Officer/Administrative Assistant (Civil Service grade)
API	Application Programming Interface
AR	Annual Report
BUD	Budget
CAME	Capital Annually Managed Expenditure
CDEL	Capital Departmental Expenditure Limit
DEL	Departmental Expenditure Limit
EO	Executive Officer (Civil Service grade)
FTE	Full-time equivalent
G6, G7	Grade 6 and Grade 7 (Civil Service grade)
IfG	Institute for Government
IFRS	International Financial Reporting Standards
IT	Information Technology
NGO	Non-governmental organisation
OSCAR	Online System for Central Accounting and Reporting
PAC	Public Accounts Committee
PASC	Public Administration Select Committee
PESA	Public Expenditure Statistical Analyses
Q (Q1 etc.)	Quarter
QDS	Quarterly Data Summary
RAG	Red – Amber – Green (rating scheme)
RAME	Resource Annually Managed Expenditure
RDEL	Resource Departmental Expenditure Limit
SCS	Senior Civil Service
SEO/HEO	Senior Executive Officer/Higher Executive Officer (Civil Service grade)
SR	Spending Review/Spending Round
SRP	Structural Reform Plan
TME	Total Managed Expenditure
WGA	Whole of Government Accounts
WMI	Workforce Management Information