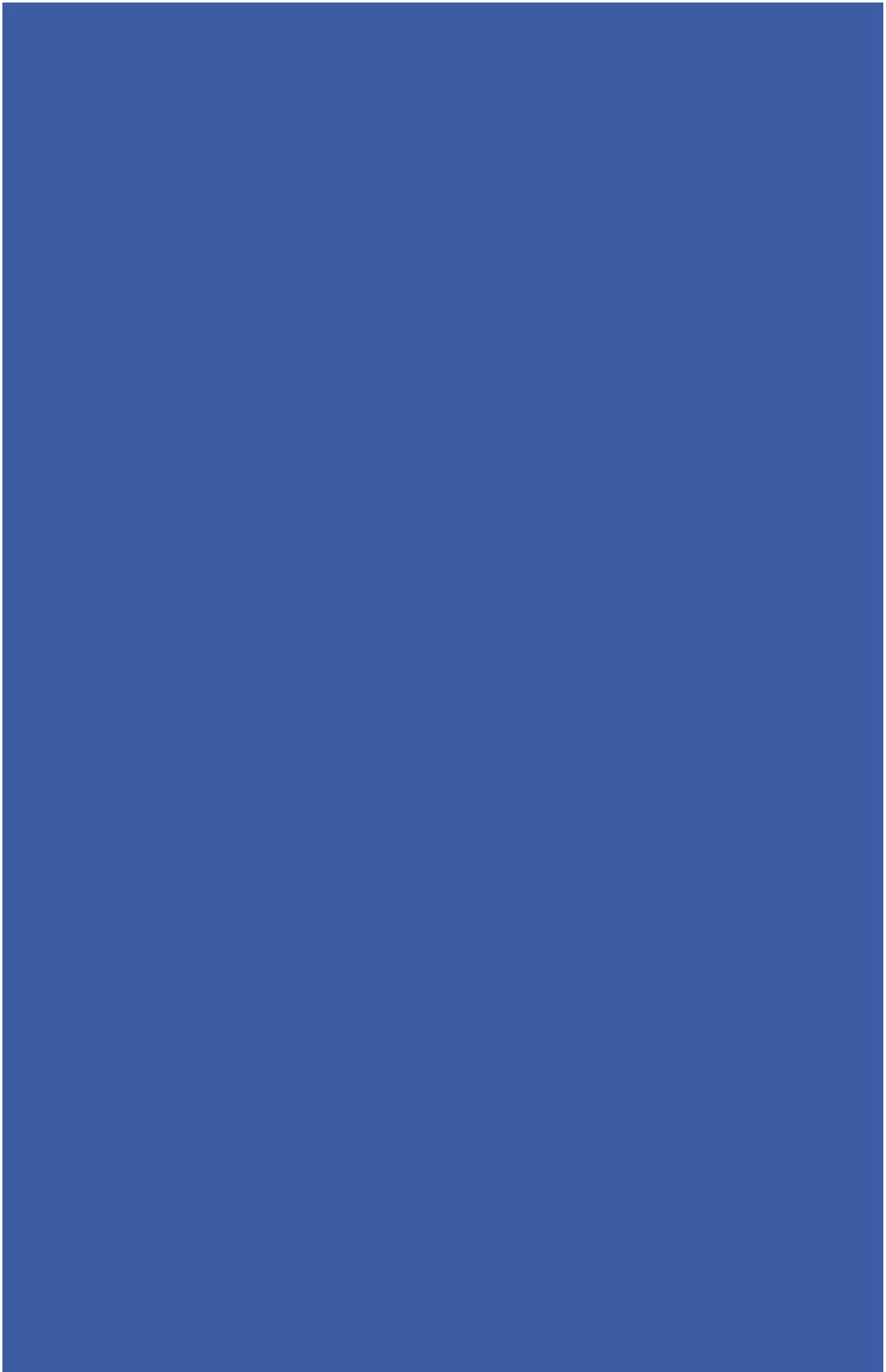




Cabinet Office

# Public Bodies 2016



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## Ministerial foreword



**Ben Gummer**

**Minister for the Cabinet Office and Paymaster General**

The Government is committed to building a country that works for everyone – not just the privileged few. Over the next few years this will require the Civil Service to deliver policies that enhance public services, share wealth more widely, enact social reforms and strengthen the Union and our democracy.

Recent events provide a powerful reminder that for a government to recover and maintain the public's trust, it needs to deliver on its commitments.

Public bodies are a crucial part of how government delivers its priorities. They deliver vital services in a range of areas. They protect consumers and businesses. They provide expert advice to many organisations. Well-governed, effective and efficient public bodies help contribute to building public trust in government at a time when this has never been more important.

Over the last Parliament the Government's overall reform programme reduced the cost of administering public bodies by £3 billion. This is a fantastic achievement but we recognise that there is more to do.

Working in partnership with departments and public bodies, we will deliver a more cost-effective, transparent and simplified landscape that is better able to meet the needs of the people it serves.

We have set ourselves three objectives this Parliament:

- **provide continuing support and challenge to ensure government maximises outcomes delivered through our public bodies in as cost-effective a way as possible;**
- **promote good governance and accountability; and**
- **manage and simplify the landscape to improve public understanding and scrutiny of how government delivers services through our public bodies.**

This report outlines how we will meet these objectives.

I would like to thank officials in the Public Bodies Reform team, their colleagues across Whitehall and staff in public bodies for all their hard work. Working together with departments and public bodies, we will build on our success to ensure that this Government continues to deliver high-quality services for the people of the United Kingdom.

## The landscape at a glance

As at 31 March 2016:

**463**

public bodies of which:

**40** are executive agencies;

**399** are non-departmental public bodies;

**24** are non-ministerial Departments

**£195.3 billion**

gross resource spend\* for public bodies

**£183.4 billion**

net<sup>^</sup> resource spend for public bodies

**266,137**

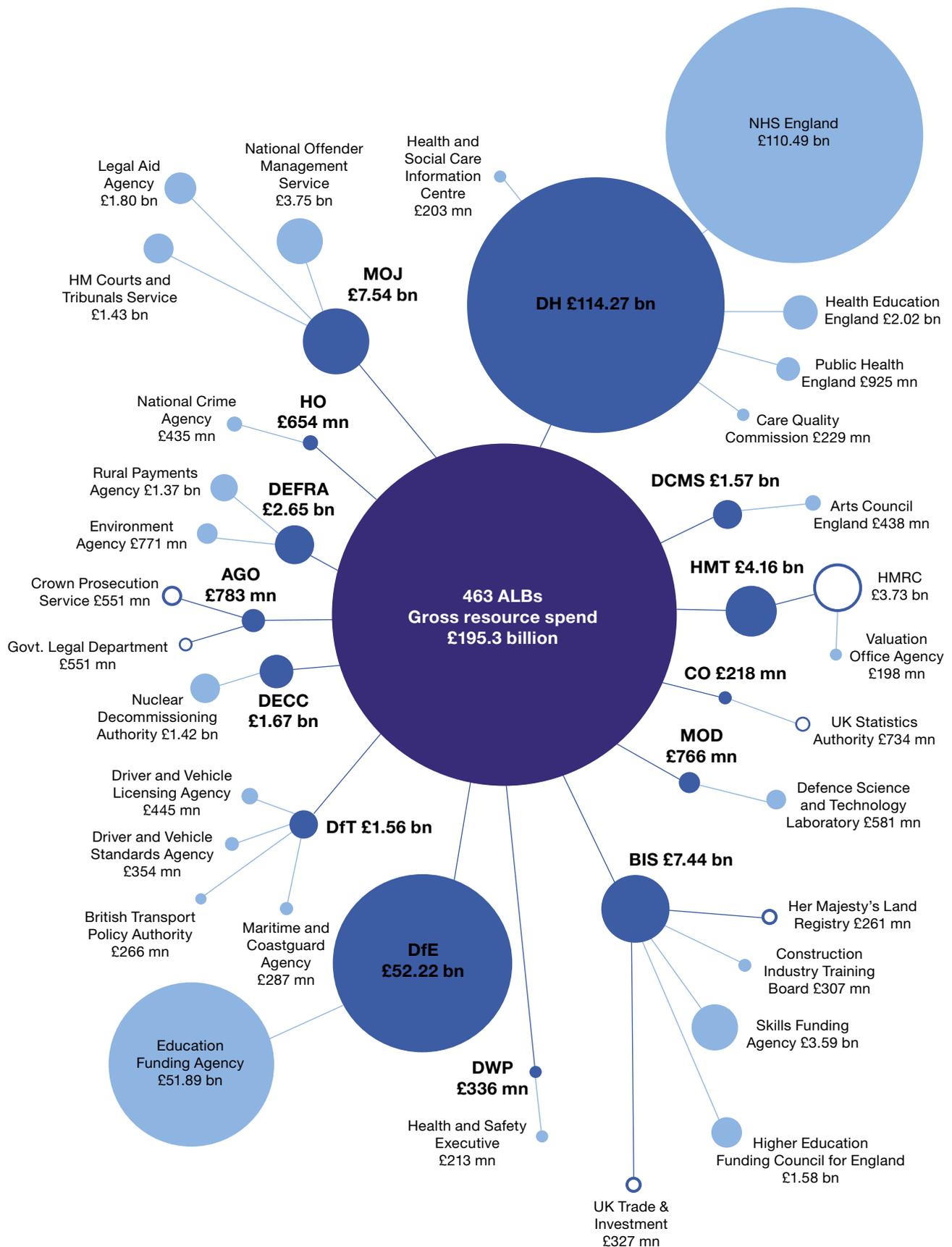
staff employed (full-time equivalent) by public bodies

\* Spend is reported on a different basis to Public Bodies 2015. See Annex B.

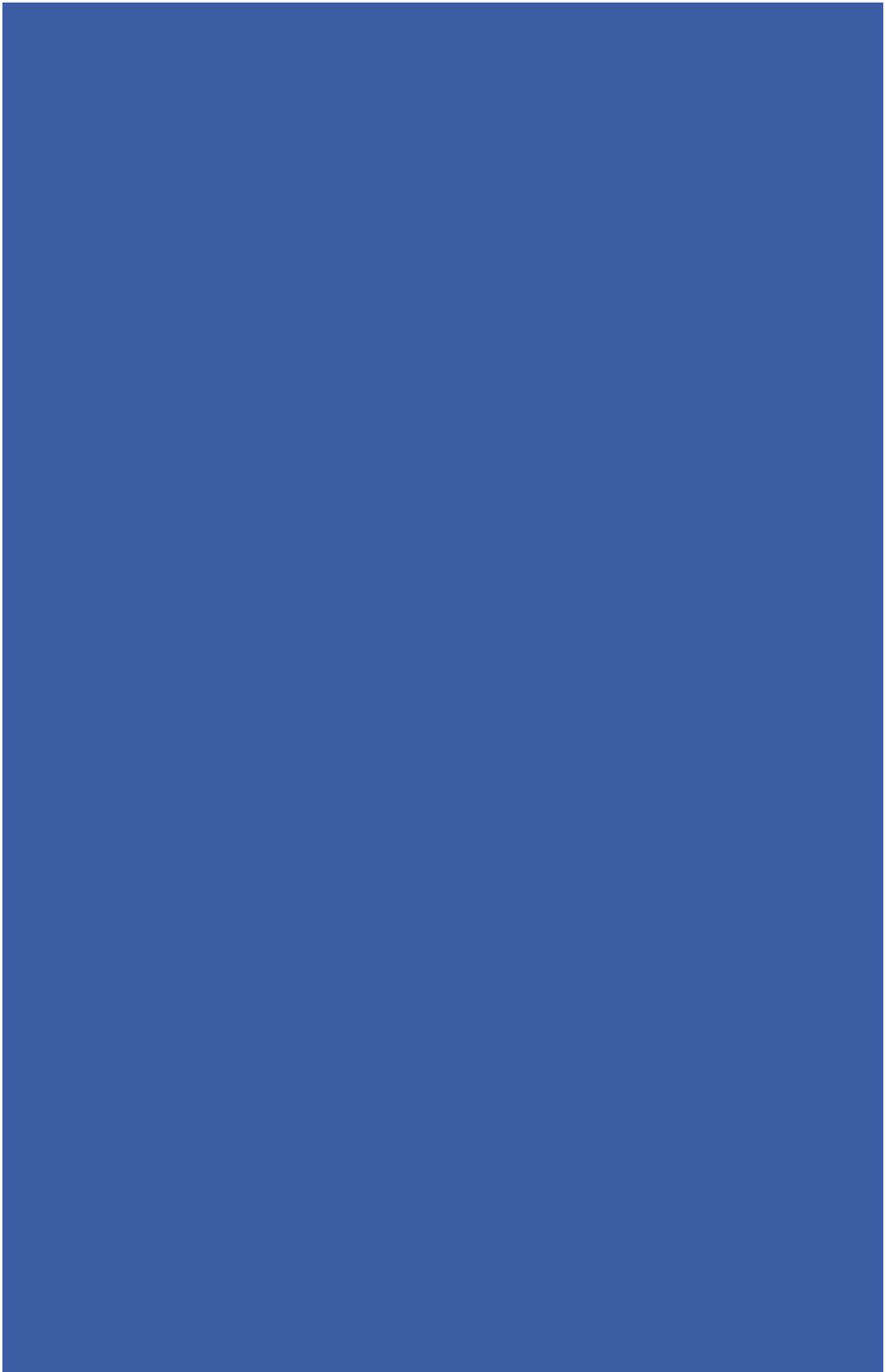
<sup>^</sup> Difference between gross and net; net deducts income, which includes intra departmental expenditure, as well as external sources.

\_ HM Revenue and Customs (HMRC) is included for the first time in Public Bodies 2016.

## ALB landscape by resource spend



- Departmental bubbles show the resource spend for all bodies hosted by that department, including non-ministerial departments (e.g. HMRC). The following departments are not included: DfID, FCO, ECGD, NI Office and Scotland Office.
- The 30 largest spending ALBs are shown here. They capture 97% of the total gross resource spend.



# Strategic Overview

## Purpose of this Report

Public Bodies 2016 is an annual directory of all arm's-length bodies (ALBs)<sup>1</sup> recording cost and non-cost data for each executive agency (EA), non-departmental public body (NDPB) and non-ministerial department (NMD) as at 31 March 2016. We also take this opportunity to set out our strategy for public bodies reform for the remainder of this Parliament.

## Where are we now?

Our mission in this Parliament is to drive the collective delivery of a simplified, customer-centric and cost-effective system for the arm's-length provision of public services.

There are three challenges:

### 1. The need for fiscal discipline is very much still with us

In the last Spending Review, many departments managed significant cost reductions by abolishing and merging a number of bodies. To maximise delivery of outcomes within tighter spending envelopes, many departments have embarked on group-wide transformation extending beyond the core department into their ALBs. ALB review programmes complement this by providing continuing assurance that ALBs maximise delivery of outcomes as cost-effectively as possible.

Triennial Reviews in the last Parliament applied to NDPBs only, and looked at issues specific to the body. Feedback from departments and ALBs suggested that these reviews should be conducted in a more proportionate way and in a shorter timescale. In this Parliament, we also have thematic reviews that look across common functions or services in ALBs to identify opportunities that reviews within a single department might not be able to reveal.

### 2. There is an opportunity to bring greater coherence to relationships between departments and their ALBs

ALBs play a crucial role in the delivery of public services and are the most common interface between the public and government. Government relies on ALBs and the expertise they bring to the delivery of vital services in a range of areas. The relationships departments have with ALBs across the system are an important enabler of this.

A recent National Audit Office (NAO) review and subsequent Public Accounts Committee (PAC) report<sup>2</sup> found that while there were many positive examples, there were also disparate approaches between departments on the oversight of their ALBs. We welcome the opportunity highlighted by both the NAO and PAC reports to bring much greater coherence to departments' relationships with

1 As Public Bodies 2016 covers the financial period from 1 April 2015 – 31 March 2016, this report does not reflect the Machinery of Government changes that occurred in July 2016.

2 NAO, Departments' Oversight of Arm's Length Bodies: A Comparative Study, July 2016 and subsequent PAC report, Departments' Oversight of Arm's Length Bodies, October 2016.

ALBs, drawing from a better understanding of what works well currently.

### 3. The landscape remains complex and is not necessarily easy for the public or commentators to understand

Despite the 2010-15 programme significantly reducing the number of ALBs, there are still 463 public bodies and this landscape is not well-understood. Much of the landscape has evolved over a long period of time, with no systematic approach to the overall design or delivery of services.

The ALB landscape will always be complex. We need to manage this complexity to make it easier for the public to understand how services are delivered and to hold to account those that are responsible.

## Our strategic objectives

To effectively address these challenges, we must adopt an approach that looks **across government**.

Working collectively across government, collaborating with the senior leaders and Non-Executive Directors (NEDs) from both departments and ALBs, we will deliver three objectives this Parliament:

- to provide continuing support and challenge to ensure government maximises the delivery of outcomes through our public bodies as cost-effectively as possible;
- to promote good governance and accountability; and
- to manage and simplify the landscape to improve public understanding and scrutiny of how government delivers services through our public bodies.





## Objective 1: maximise outcomes in a cost-effective way

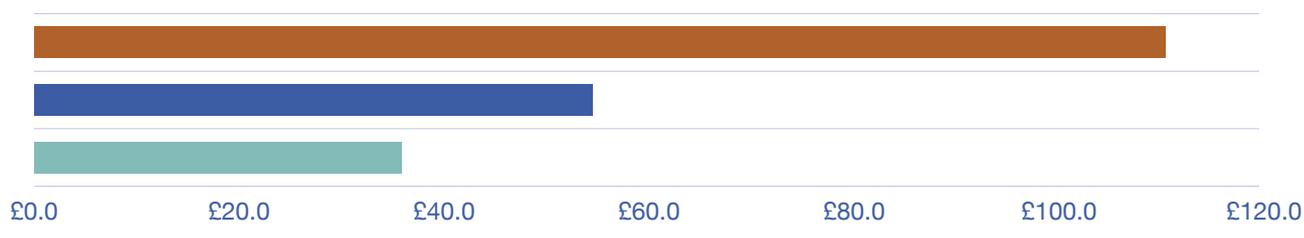
### Where are we now?

The previous programme made significant reductions to the overall number of ALBs and their overall cost. There remain considerable pressures on cost and government departments are responding to these by planning unprecedented levels of transformational change of their ALBs over the next few years.

In recognition that sustainable cost reductions will require innovation, it is an opportune time to consider what works well across all parts of government. Many ALBs have more in common with other bodies than the departments that host them. There is

ample opportunity to learn from best practice elsewhere in the pursuit of this transformation.

In this Parliament, we will provide continuing support and challenge through the programme of Tailored, Functional and Departmental Reviews to ensure that we are maximising outcomes. We will take a proportionate approach depending on ALB size, political salience, risk and opportunity. It is worth noting that 30 ALBs account for **97%** of total ALB resource spend.<sup>3</sup>

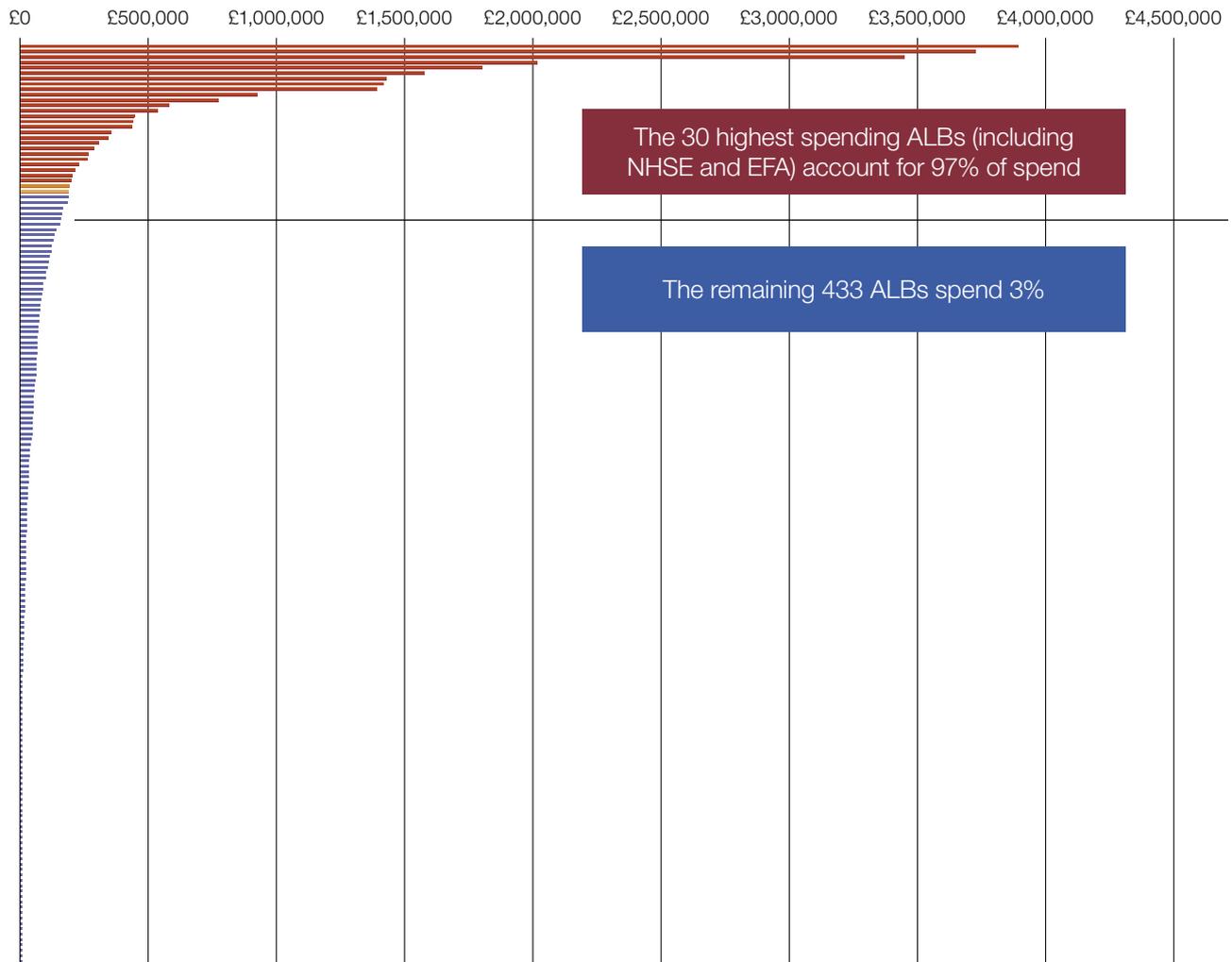


**Figure 1 – Gross resource spend of ALBs (shown in £ billion)**

- NHS England, 56%
- Education Funding Agency, 27%
- 461 other ALBs, 17%

<sup>3</sup> Based on gross expenditure for ALBs at 31 March 2016. See Annex B.

Figure 2 – shows the breakdown of resource spend for ALBs (shown in £000)



## Activities underway:

- We are using a more integrated approach to reviews to provide - through Functional, Tailored and Departmental Reviews - assurance and challenge about the continuing need, efficiency and good governance of ALBs.
- Tailored Reviews (which supersede the Triennial Review programme) are broader in scope in that they extend beyond NDPBs to EAs and NMDs. They also give departments greater flexibility to dovetail reviews with wider policy reforms and to scale their approach to the ALB under review. We will provide support and challenge to departments in these reviews, focusing our efforts to maximise the delivery of outcomes.
- We will continue to develop our knowledge of the public bodies landscape and apply our expertise to cross-departmental reviews of functions. While it is not practical to embark on a wholesale redesign of ALBs, there will be opportunities to reform functions where these are replicated across numerous organisations. We will seek to identify and exploit these opportunities.

The Triennial Review programme is now closed, although a small number of reports are awaiting publication.

During the last Parliament, much reform was delivered under the Public Bodies Act 2011. The memorandum for the post-legislative scrutiny of this Act is also published this month.

In this Parliament, the review programmes outlined above are well underway. We have worked with all departments to add value to

high priority reviews, including those of the Homes and Communities Agency, Public Health England and Arts Council England. The Functional Review of Regulators is complete and its significant findings (which are due to be published shortly) highlight the merit of reviews that look across government.

## How will we measure success?

### Objective

We are assured that departments are maximising outcomes delivered through ALBs as cost-effectively as possible.

### Specific measures:

#### a) Quantitative measure

We will measure and report the total resources expended every year through ALBs using HM Treasury's (HMT) OSCAR data.<sup>4</sup> As at 31 March 2016 (which will form the baseline year for reporting in this Parliament), the gross total resource DEL (RDEL) for all<sup>5</sup> ALBs was £195.32 billion and the net RDEL was £183.38 billion.<sup>6</sup>

#### b) Qualitative measure

We will provide support and challenge to departments on ALB reviews, ensuring that reviews are proportionate and prioritised according to size, significance and risk and that recommendations for change are being carried forward through effective implementation plans. Every year, we will summarise the high-level results of reviews of ALBs.

4 OSCAR is the Online System for Central Accounting and Reporting, introduced in 2012.

5 Where there was no OSCAR data available for a body, we used the total gross operational expenditure as in disclosed the body's published 2015/16 accounts.

6 Gross RDEL records the expenditure of the body without any adjustments for income, or if relevant, any eliminations for intra-departmental spending.



## Objective 2: promote good governance and accountability

### Where are we now?

Every department has a role and responsibility to ensure that where it does deliver through ALBs, that they are set up, governed and managed appropriately so they can achieve what they set out to do.

Effective ALB oversight is integral to achieving this. The scrutiny by the National Audit Office (NAO) and the Public Accounts Committee (PAC)<sup>7</sup> provides a timely catalyst to our work to bring much greater coherence to government departments' relationships with their ALBs.

### Activities underway:

We will:

- develop a Code of Practice with agreed principles and standards to bring greater coherence to departments' relationships with ALBs;
- support departments to assess their current models against the Code of Practice, ensuring they have a plan to close identified gaps from April 2017; and
- harness the expertise and insights of departmental NEDs through their role on departmental boards and their involvement in priority ALB reviews.

### How will we measure success?

#### Objective

Promote good governance and accountability through effective partnerships between departments and ALBs, underpinned by agreed principles and standards.

#### Specific measures:

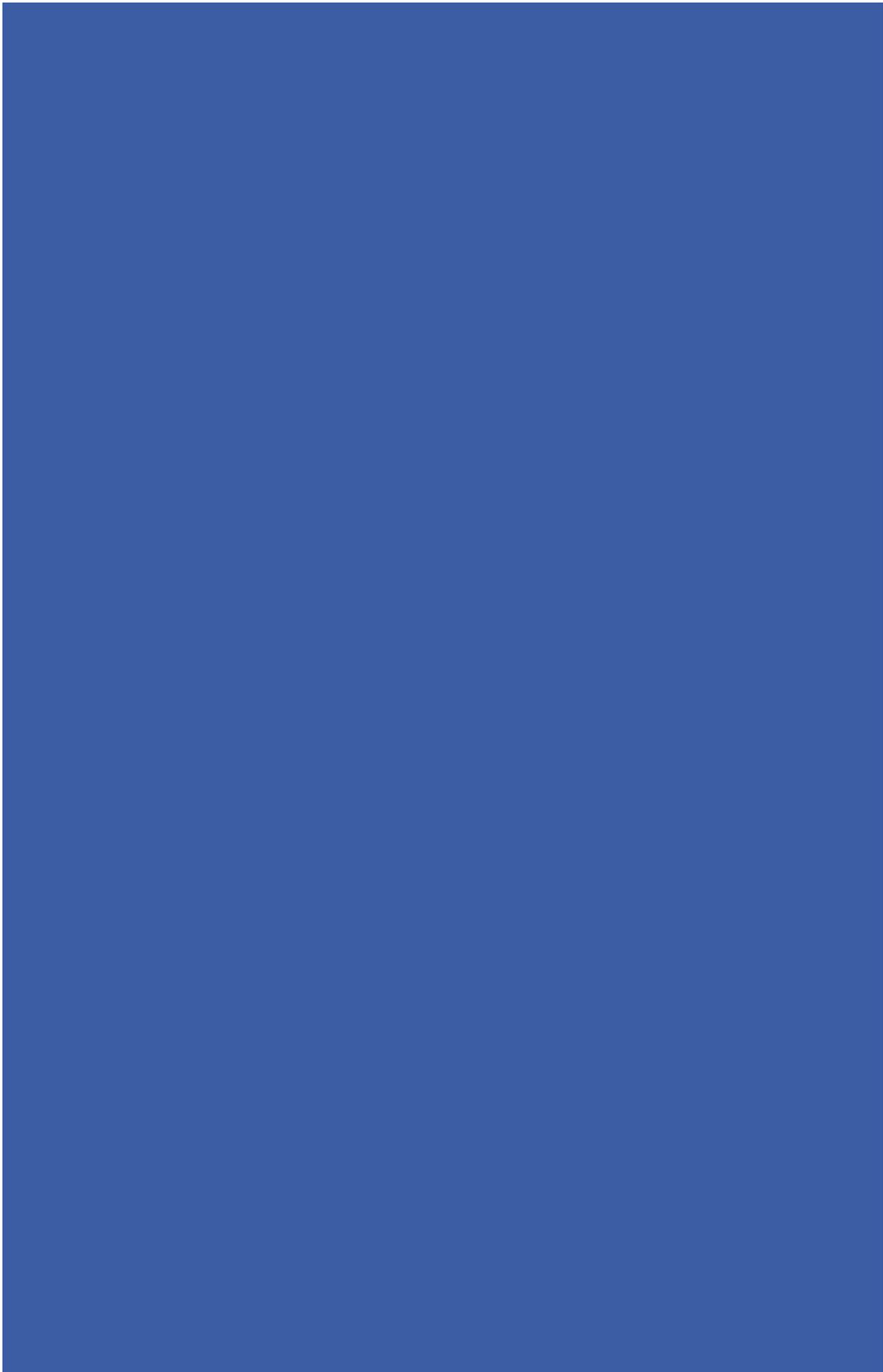
##### a) Quantitative measure

Departments, with support from the Cabinet Office, will assess their current models against a Code of Practice and have a prioritised plan to close identified gaps from April 2017.

##### b) Qualitative measure

A number of departments already assess the quality of their relationships with their ALBs on an annual basis. The Cabinet Office will work with all departments to adopt a similar practice to suit their particular needs and circumstances, and collate a high-level summary report on an annual basis.

<sup>7</sup> NAO, Departments' Oversight of Arm's Length Bodies: A Comparative Study, July 2016 and subsequent PAC report, Departments' Oversight of Arm's Length Bodies, October 2016.



## Objective 3: manage and simplify the landscape

### Where are we now?

Although there was a significant reduction in the number of ALBs in the last Parliament, there are still 463 public bodies and this landscape is not well understood. In a review earlier this year, the NAO and PAC concluded that the ALB landscape remains complex and is difficult to understand.

The ALB landscape will always be complex. However, we need to manage this complexity to make it easier for the public to understand how services are delivered and to hold to account those that are responsible.

Having a single register of all ALBs is a necessary step towards better accountability and transparency. The Public Bodies directory we are publishing this year includes all EAs, NDPBs and NMDs.<sup>8</sup>

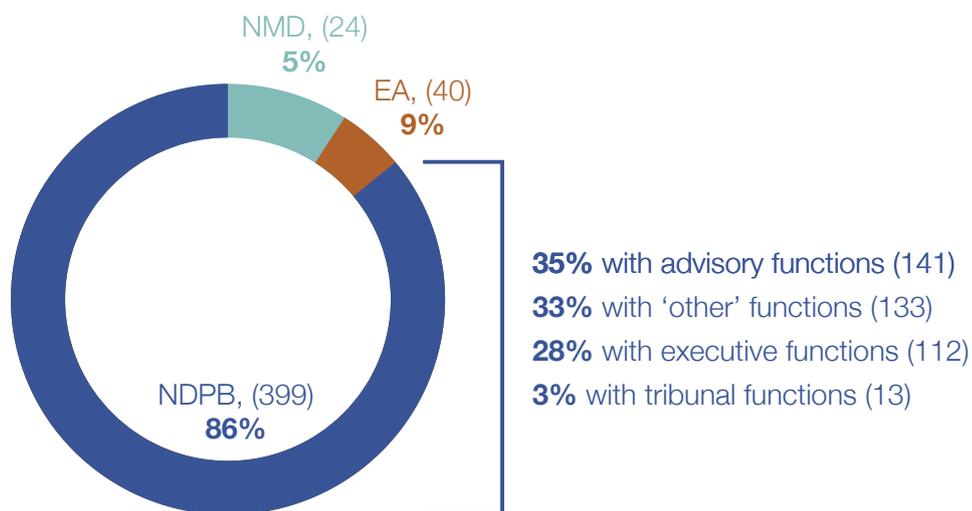


Figure 3 – the landscape by type

8 HMRC is included for the first time.

Departments	EA	NDPBs	NMD	Grand Total
Ministry of Justice	5	193	1	199
Dept for Business, Innovation & Skills	7	28	4	39
Dept. for Culture, Media and Sport	1	34	1	36
Dept. for Environmental & Rural Affairs	6	24	2	32
Ministry of Defence	3	26		29
Department of Health	2	22	1	25
Home Office		15	1	16
Department for Transport	4	8	1	13
Cabinet Office	1	9	2	12
Dept. for Communities & Local Government	2	7		9
Dept. for Education	3	4	2	9
Dept. for Work and Pensions		9		9
Dept. of Energy and Climate Change	1	7	1	9
HM Treasury	3	2	5	10
Foreign & Commonwealth Office	2	4		6
Attorney-General's Office			3	3
Northern Ireland Office		3		3
Dept. for International Development		2		2
Export Credit Guarantees Dept.		1		1
Scotland Office		1		1
<b>Total</b>	<b>40</b>	<b>399</b>	<b>24</b>	<b>463</b>
<b>Overall proportion</b>	<b>9%</b>	<b>86%</b>	<b>5%</b>	<b>100%</b>

Figure 4 – the landscape by type and department

## Activities underway:

We will:

- maintain and continuously improve an annual directory of public bodies listing all ALBs alongside details of their expenditure and non-cost data;
- continue to provide challenge and scrutiny on the creation of new ALBs. New ALBs should only be set up as a last resort, when the core department or existing bodies cannot carry out the proposed functions and when alternative options for delivery, including private and third sector solutions, have been fully considered; and
- bring greater coherence to the ALB landscape via the application of the Classification Guidance to new and existing bodies, and identify ways to simplify the 'long tail' of smaller bodies. A functional review of the provision of expert advice to government is currently underway to ensure we create a firm and consistent foundation to retain the independence of expert advice as bodies convert into expert committees.

## How will we measure success?

### Objective

The landscape is more coherent, consistent and public services are delivered through the most appropriate route.

### Specific measures:

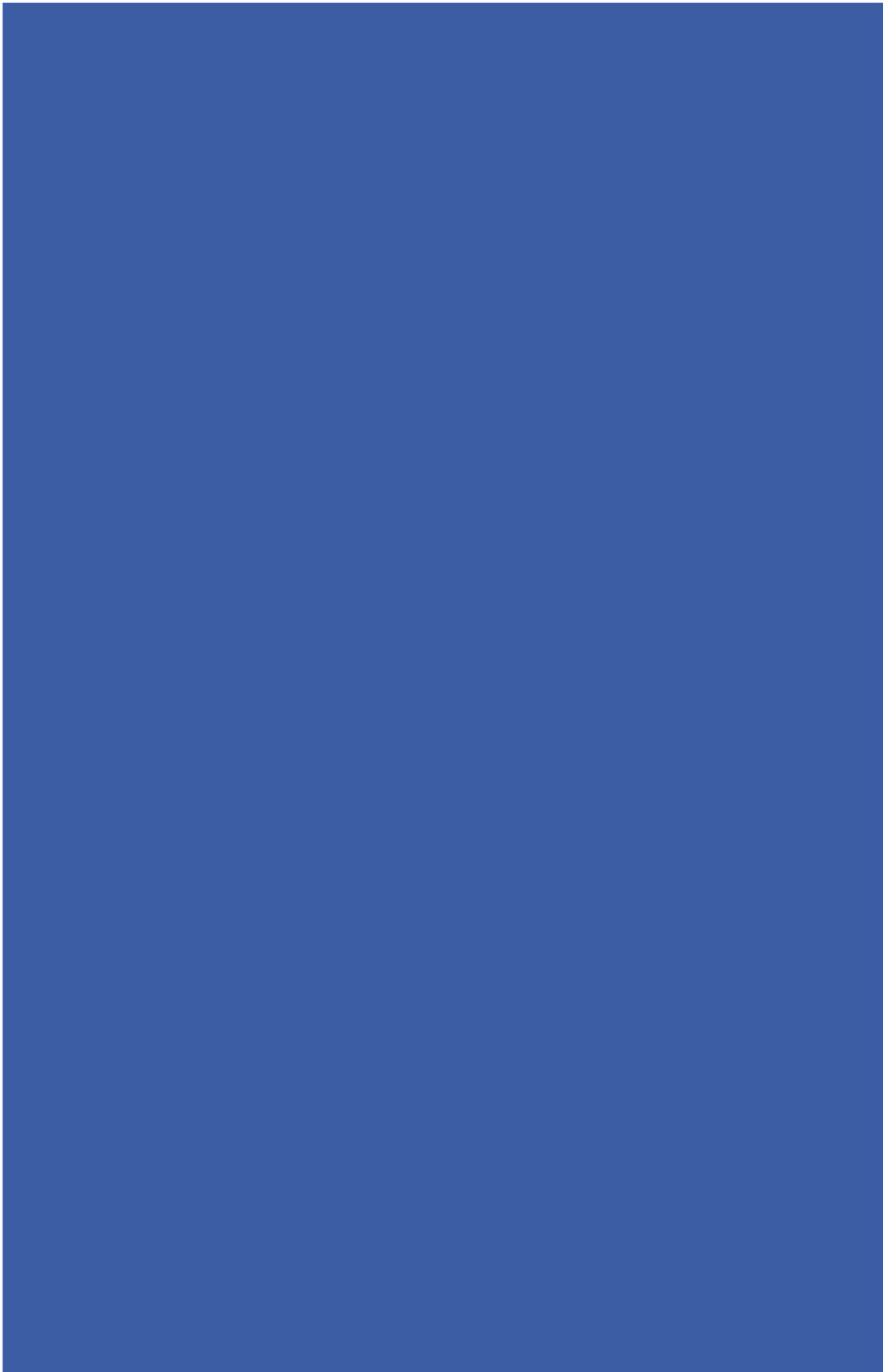
#### a) Quantitative measure

The Cabinet Office will work with departments to improve the quality of data in the annual directory of public bodies.

Each year, we will continue to measure and report the total number of ALBs, focusing on the change in the **current stock** of ALBs and their **classification**. The current number of total ALBs is **463**.

#### b) Qualitative measure

Each year, we will also publish case studies where we have provided challenge and rigour on changes to the existing stock of ALBs, for example through closure and reclassification of public bodies.



## Annex A – summary data tables

**Table 1 – Number of arm’s-length bodies, ALB expenditure and ALB staff employed by Department**

Department	No. of bodies	Total gross resource spend £000	Total staff employed
<b>Attorney General's Office</b>	<b>3</b>	<b>£783,632</b>	<b>7,863</b>
Non Ministerial Department	3	£783,632	7863.26
<b>Cabinet Office</b>	<b>12</b>	<b>£218,423</b>	<b>5,246</b>
Executive Agency	1	£0	790
Non-Departmental Public Body	9	£3,536	958
Non Ministerial Department	2	£214,887	3,498
<b>Department for Business, Innovation and Skills</b>	<b>39</b>	<b>£6,643,301</b>	<b>25,925</b>
Executive Agency	7	£3,692,290	8,698
Non-Departmental Public Body	28	£2,148,822	11,439
Non Ministerial Department	4	£802,189	5,788
<b>Department for Communities and Local Government</b>	<b>9</b>	<b>£111,381</b>	<b>1,793</b>
Executive Agency	2	£63,373	713
Non-Departmental Public Body	7	£48,008	1,080
<b>Department for Culture, Media and Sport</b>	<b>36</b>	<b>£1,492,106</b>	<b>12,490</b>
Executive Agency	1	£33,354	111
Non-Departmental Public Body	34	£1,420,056	11,779
Non Ministerial Department	1	£38,696	600
<b>Department for Education</b>	<b>9</b>	<b>£52,217,845</b>	<b>3,035</b>
Executive Agency	3	£52,016,071	1,222
Non-Departmental Public Body	4	£18,871	228
Non Ministerial Department	2	£182,903	1,585
<b>Department for Environment, Food and Rural Affairs</b>	<b>32</b>	<b>£2,652,084</b>	<b>21,159</b>
Executive Agency	6	£1,544,349	6,143
Non-Departmental Public Body	24	£1,016,312	14,393
Non Ministerial Department	2	£91,423	623
<b>Department for International Development</b>	<b>2</b>	<b>£29,268</b>	<b>9</b>
Non-Departmental Public Body	2	£29,268	9
<b>Department for Transport</b>	<b>13</b>	<b>£1,555,075</b>	<b>12,502</b>
Executive Agency	4	£1,105,149	10,979
Non-Departmental Public Body	8	£421,034	1,221
Non Ministerial Department	1	£28,892	302
<b>Department for Work and Pensions</b>	<b>9</b>	<b>£335,620</b>	<b>4,614</b>
Non-Departmental Public Body	9	£335,620	4,614
<b>Department for Energy and Climate Change</b>	<b>9</b>	<b>£1,666,321</b>	<b>2,991</b>
Executive Agency	1	£33,490	112
Non-Departmental Public Body	7	£1,557,248	1,972

Table 1 – continued

Department	No. of bodies	Total gross resource spend £000	Total staff employed
Non Ministerial Department	1	£75,583	907
<b>Department of Health</b>	<b>25</b>	<b>£114,149,041</b>	<b>19,225</b>
Executive Agency	2	£1,062,634	6,566
Non-Departmental Public Body	22	£112,977,943	11,645
Non Ministerial Department	1	£108,464	1,014
<b>Export Credit Guarantee Department</b>	<b>1</b>	<b>£0</b>	<b>0</b>
Non-Departmental Public Body	1	£0	0
<b>Foreign and Commonwealth Office</b>	<b>6</b>	<b>£193,678</b>	<b>10,586</b>
Executive Agency	2	£31,426	931
Non-Departmental Public Body	4	£162,252	9,655
<b>Her Majesty's Treasury</b>	<b>10</b>	<b>£4,163,642</b>	<b>62,805</b>
Executive Agency	3	£230,595	3,843
Non-Departmental Public Body	2	£2,103	19
Non Ministerial Department	5	£3,930,944	58,943
<b>Home Office</b>	<b>16</b>	<b>£657,763</b>	<b>6,731</b>
Non-Departmental Public Body	15	£222,302	1,987
Non Ministerial Department	1	£435,461	4,744
<b>Ministry of Defence</b>	<b>29</b>	<b>£766,317</b>	<b>5,636</b>
Executive Agency	3	£724,525	5,206
Non-Departmental Public Body	26	£41,792	430
<b>Ministry of Justice</b>	<b>199</b>	<b>£7,682,074</b>	<b>63,495</b>
Executive Agency	5	£7,338,112	61,123
Non-Departmental Public Body	193	£332,407	2,324
Non Ministerial Department	1	£11,555	48
<b>Northern Ireland Office</b>	<b>3</b>	<b>£1,815</b>	<b>27</b>
Non-Departmental Public Body	3	£1,815	27
<b>Scotland Office</b>	<b>1</b>	<b>£135</b>	<b>5</b>
Non-Departmental Public Body	1	£135	5
<b>Grand Total</b>	<b>463</b>	<b>£195,319,520</b>	<b>266,137</b>

## Notes

This table captures total gross resource spend; fuller spend, including net figures on OSCAR, can be found in the expenditure data set on gov.uk.

**Table 2 – Total gross and net resource DEL from OSCAR**

No. of bodies	OSCAR - Total Gross RDEL Non-ringfenced (£000)	OSCAR - Total Net RDEL (£000)
150	£192,959,017	£181,023,261

**Table 3a – Total gross/net operational expenditure for trading funds (not on OSCAR)<sup>9</sup>**

No. of bodies	Organisation	Department	Classification	Total Gross/ Net Operating Expenditure (£000)
1	Companies House (TF)	Department for Business Innovation and Skills	Executive Agency	£65,175
1	Defence Science and Technology Laboratory (TF)	Ministry of Defence	Executive Agency	£581,300
1	FCO Services (TF)	Foreign and Commonwealth Office	Executive Agency	£26,047
1	Her Majesty's Land Registry (TF)	Her Majesty's Land Registry	Non Ministerial Department	£260,735
1	Horniman Public Museum and Public Park Trust (TF)	Department for Culture, Media and Sport	Executive NDPB	£7,351
1	Intellectual Property Office (TF)	Department for Business Innovation and Skills	Executive Agency	£79,742
1	Medicines and Healthcare Products Regulatory Agency (TF)	Department of Health	Executive Agency	£138,119
1	Met Office (TF)	Department for Business Innovation and Skills	Executive Agency	£0
1	Ordnance Survey (TF)	Ordnance Survey	Non Ministerial Department	£128,670
1	Queen Elizabeth II Conference Centre (TF)	Department for Communities and Local Government	Executive Agency	£9,372
1	UK Hydrographic Office (TF)	Ministry of Defence	Executive Agency	£121,052
<b>11</b>				<b>£1,417,563</b>

9 Gross/net spend figures derived from published accounts.

**Table 3b – Total gross/net operational expenditure for remaining ALBs (not on OSCAR)<sup>10</sup>**

No. of bodies	Organisation	Department	Classification	Total Gross/ Net Operating Expenditure (£000)
1	Advisory Committee on Business Appointments	Cabinet Office	Advisory NDPB	£2
1	Administration of Radioactive Substances Advisory Committee	Department of Health	Advisory NDPB	£0
1	Advisory Committee on Animal Feeding stuffs	Food Standards Agency	Advisory NDPB	£0
1	Advisory Committee on Clinical Excellence Awards	Department of Health	Advisory NDPB	£0
1	Advisory Committee on Conscientious Objectors	Ministry of Defence	Advisory NDPB	£0
44	Advisory Committee on Justices of the Peace (x47)	Ministry of Justice	Advisory NDPB	£0
1	Advisory Committee on Novel Foods and Processes	Food Standards Agency	Advisory NDPB	£0
1	Advisory Committee on Releases to the Environment	Department for Environment, Food and Rural Affairs	Advisory NDPB	£0
1	Advisory Committee on the Microbiological Safety of Food	Food Standards Agency	Advisory NDPB	£0
1	Advisory Council on National Records and Archives	National Archives, The	<b>Advisory NDPB</b>	£9
1	Advisory Council on the Misuse of Drugs (ACMD)	Home Office	<b>Advisory NDPB</b>	£50
1	Animals in Science Committee	Home Office	<b>Advisory NDPB</b>	Included in ACMD figures
1	Armed Forces Pay Review Body	Ministry of Defence	<b>Advisory NDPB</b>	£105
1	Boundary Commission for England	Cabinet Office	<b>Advisory NDPB</b>	£585
1	Boundary Commission for Northern Ireland	Northern Ireland Office	<b>Advisory NDPB</b>	£81
1	Boundary Commission for Wales	Cabinet Office	<b>Advisory NDPB</b>	£120
1	British Hallmarking Council	Department for Business Innovation and Skills	<b>Executive NDPB</b>	£71

10 Gross/net spend figures derived from published accounts.

**Table 3b – Total gross/net operational expenditure for remaining ALBs (not on OSCAR) continued**

1	British Pharmacopoeia Commission	Department of Health	Advisory NDPB	£0
1	Building Regulations Advisory Committee	Department for Communities and Local Government	Advisory NDPB	£0
1	Central Arbitration Committee	Department for Business Innovation and Skills	Tribunal NDPB	£0
1	Civil Justice Council	Ministry of Justice	Advisory NDPB	£40
1	Civil Procedure Rule Committee	Ministry of Justice	Advisory NDPB	£0
1	Commission on Human Medicines	Department of Health	Advisory NDPB	£0
1	Commissioners for the Reduction of the National Debt	Commissioners for the Reduction of the National Debt	Non Ministerial Department	Included in DMO figures
1	Committee on Mutagenicity of Chemicals in Food, Consumer Products and the Environment	Department of Health	Advisory NDPB	£0
1	Committee on Radioactive Waste management	Department of Energy and Climate Change	Advisory NDPB	£279
1	Committee on Standards in Public Life	Cabinet Office	Advisory NDPB	£304
1	Committee on Toxicity of Chemicals in Food, Consumer Products and the Environment	Food Standards Agency	Advisory NDPB	£0
1	Competition Appeal Tribunal	Department for Business Innovation and Skills	Tribunal NDPB	£0
1	Construction Industry Training Board	Department for Business Innovation and Skills	Executive NDPB	£307,054
1	Copyright Tribunal	Department for Business Innovation and Skills	Tribunal NDPB	£0
1	Council for Science and Technology	Department for Business Innovation and Skills	Advisory NDPB	£666
1	Criminal Procedure Rule Committee	Ministry of Justice	Advisory NDPB	£0
1	Crown Commercial Service, The	Cabinet Office	Executive Agency	£0
1	Defence Electronics and Components Agency	Ministry of Defence	Executive Agency	£22,173
1	Defence Nuclear Safety Committee	Ministry of Defence	Advisory NDPB	£86

**Table 3b – Total gross/net operational expenditure for remaining ALBs (not on OSCAR) *continued***

1	Defence Scientific Advisory Council	Ministry of Defence	Advisory NDPB	£102
1	Disabled Persons' Transport Advisory Committee (DPTAC)	Department for Transport	Advisory NDPB	£69,758
1	Driver and Vehicle Standards Agency (DVSA)	Department for Transport	Executive Agency	£354,430
1	Engineering Construction Industry Training Board	Department for Business Innovation and Skills	Executive NDPB	£36,955
1	Export Guarantees Advisory Council	Export Credits Guarantee Department	Advisory NDPB	£0
1	Family Justice Council	Ministry of Justice	Advisory NDPB	£25
1	Family Procedure Rule Committee	Ministry of Justice	Advisory NDPB	£7
1	Film Industry Training Board	Department for Business Innovation and Skills	Executive NDPB	£0
1	Forest Enterprise England	Forestry Commission	Executive Agency	£84,952
1	Forest Research	Forestry Commission	Executive Agency	£0
1	Fuel Poverty Advisory Group	Department of Energy and Climate Change	Advisory NDPB	£114
1	Geffrye Museum	Department for Culture, Media and Sport	Executive NDPB	£2,388
1	General Advisory Committee on Science	Food Standards Agency	Advisory NDPB	£0
1	Great Britain China Centre	Foreign and Commonwealth Office	Executive NDPB	£250
1	Horseshoe Betting Levy Appeal Tribunal	Department for Culture, Media and Sport	Tribunal NDPB	£0
1	House of Lords Appointments Commission	Cabinet Office	Advisory NDPB	£64
1	Independent Advisory Panel on Deaths in Custody	Ministry of Justice	Advisory NDPB	£0
1	Independent Agricultural Appeals Panel	Department for Environment, Food and Rural Affairs	Advisory NDPB	£0
1	Independent Medical Expert Group	Ministry of Defence	Advisory NDPB	£0
1	Independent Monitoring Board for the Military Corrective Training Centre	Ministry of Defence	Other NDPB	£4

**Table 3b – Total gross/net operational expenditure for remaining ALBs (not on OSCAR) *continued***

132	Independent Monitoring Boards of Prisons, Immigration Removal Centres and Short-Term Holding Rooms (x132)	Ministry of Justice	Other NDPB	£2,041
1	Independent Reconfiguration Panel	Department of Health	Advisory NDPB	£0
1	Industrial Development Advisory Board	Department for Business Innovation and Skills	Advisory NDPB	£0
1	Industrial Injuries Advisory Council	Department for Work and Pensions	Advisory NDPB	£28
1	Insolvency Practitioners Tribunal	Department for Business Innovation and Skills	Tribunal NDPB	£0
1	Insolvency Rules Committee	Ministry of Justice	Advisory NDPB	£0
1	Land Registration Rule Committee	Department for Business Innovation and Skills	Advisory NDPB	£0
1	Law Commission of England and Wales	Ministry of Justice	Advisory NDPB	£3,956
1	Low Pay Commission	Department for Business Innovation and Skills	Advisory NDPB	£818
1	Migration Advisory Committee	Home Office	Advisory NDPB	£813
1	National Crime Agency Remuneration Review Body	Home Office	Advisory NDPB	Included in PRRB
1	National DNA Database Ethics Group (NDNADEG)	Home Office	Advisory NDPB	Included in ACMD figures
1	National Employer Advisory Board	Ministry of Defence	Advisory NDPB	£0
1	National Portrait Gallery	Department for Culture, Media and Sport	Executive NDPB	£21,733
1	NHS Pay Review Body	Department of Health	Advisory NDPB	£0
1	Nuclear Liabilities Financing Assurance Board	Department of Energy and Climate Change	Advisory NDPB	£50
1	Nuclear Research Advisory Council	Ministry of Defence	Advisory NDPB	£37
1	Office of Surveillance Commissioners	Home Office	Tribunal NDPB	£1,679
1	Parades Commission for Northern Ireland	Northern Ireland Office	Executive NDPB	£715
1	Plant Varieties and Seeds Tribunal	Department for Environment, Food and Rural Affairs	Tribunal NDPB	£0

**Table 3b – Total gross/net operational expenditure for remaining ALBs (not on OSCAR) *continued***

1	Police Discipline Appeals Tribunal	Home Office	Tribunal NDPB	£0
1	Police Remuneration Review Body	Home Office	Advisory NDPB	£428
1	Prison Services Pay Review Body	Ministry of Justice	Advisory NDPB	£0
1	Public Works Loan Board	Public Works Loan Board	Non Ministerial Department	£0
9	Regional Advisory Committees / Forestry and Woodlands Advisory Committees (x9)	Forestry Commission	Advisory NDPB	£0
1	Regulatory Policy Committee	Department for Business Innovation and Skills	Advisory NDPB	£985
1	Review Body on Doctors' and Dentists' Remuneration	Department of Health	Advisory NDPB	£0
1	Reviewing Committee on the Export of Works of Art	Department for Culture, Media and Sport	Advisory NDPB	£0
1	Royal Armouries	Department for Culture, Media and Sport	Executive NDPB	£12,878
1	Royal Mint Advisory Committee on the design of coins, medals, seals and decorations	HM Treasury	Advisory NDPB	£1
1	School Teachers' Review Body	Department for Education	Advisory NDPB	£0
1	Science Advisory Committee on the Medical Implications of Less-Lethal Weapons	Ministry of Defence	Advisory NDPB	£74
1	Science Advisory Council	Department for Environment, Food and Rural Affairs	Advisory NDPB	£0
1	Security Vetting Appeals Panel	Cabinet Office	Advisory NDPB	£740
1	Senior Salaries Review Body	Cabinet Office	Advisory NDPB	£6
1	Sentencing Council for England and Wales	Ministry of Justice	Advisory NDPB	£1,397
1	Sir John Soane's Museum	Department for Culture, Media and Sport	Executive NDPB	£2,142
1	Social Mobility Commission	Department for Education	Advisory NDPB	£561
1	Social Science Research Committee, The	Food Standards Agency	Advisory NDPB	£0
1	Social Security Advisory Committee	Department for Work and Pensions	Advisory NDPB	£0

**Table 3b – Total gross/net operational expenditure for remaining ALBs (not on OSCAR) *continued***

1	Sports Grounds Safety Authority	Department for Culture, Media and Sport	Executive NDPB	£0
1	Technical Advisory Board	Home Office	Advisory NDPB	£0
1	Theatres Trust, The	Department for Culture, Media and Sport	Advisory NDPB	£0
1	Traffic Commissioners and Deputies	Department for Transport	Tribunal NDPB	Expenditure is recharged to DVSA
1	Treasure Valuation Committee	Department for Culture, Media and Sport	Advisory NDPB	£0
1	Tribunal Procedure Committee	Ministry of Justice	Advisory NDPB	£0
1	Valuation Tribunal for England	Department for Communities and Local Government	Tribunal NDPB	Included in VTS figures
13	Veterans Advisory and Pensions Committees (x 13)	Ministry of Defence	Advisory NDPB	£29
1	Veterinary Products Committee	Department for Environment, Food and Rural Affairs	Advisory NDPB	£0
1	Visit England	Department for Culture, Media and Sport	Advisory NDPB	£0
1	Wallace Collection	Department for Culture, Media and Sport	Executive NDPB	£5,778
1	Wilton Park	Foreign and Commonwealth Office	Executive Agency	£5,379
302				£942,940

**Table 4a – Non ministerial departments and relevant host departments**

<b>Non Ministerial Departments</b>	<b>Host Department</b>
Charity Commission for England and Wales	Cabinet Office
Commissioners for the Reduction of the National Debt	Her Majesty's Treasury
Competition and Markets Authority	Department for Business, Innovation and Skills
Crown Prosecution Service	Attorney General's Office
Food Standards Agency	Department of Health
Forestry Commission	Department for Environment, Food and Rural Affairs
Government Actuary's Department	Her Majesty's Treasury
Government Legal Department	Attorney General's Office
Her Majesty's Land Registry	Department for Business, Innovation and Skills
Her Majesty's Revenue and Customs	Her Majesty's Treasury
National Archives, The	Department for Culture, Media and Sport
National Crime Agency	Home Office
National Savings and Investments	Her Majesty's Treasury
Office for Standards in Education, Children's Services and Skills	Department for Education
Office of Gas and Electricity Markets	Department for Energy and Climate Change
Office of Rail and Road	Department for Transport
Office of Water Services	Department for Environment, Food and Rural Affairs
Office of Qualifications	Department for Education
Ordnance Survey	Department for Business, Innovation and Skills
Public Works Loan Board	Her Majesty's Treasury
Serious Fraud Office	Attorney General's Office
UK Statistics Authority	Cabinet Office
UK Supreme Court	Ministry of Justice
UK Trade and Investment	Department for Business, Innovation and Skills

**Table 4b – ALBs hosted by non-ministerial departments**

Organisation	Classification	NMD Sponsor	Host Department
Regional Advisory Committees / Forestry and Woodlands Advisory Committees (x9)	NDPB with advisory function	Forestry Commission	Department for Environment, Food and Rural Affairs
Forest Enterprise England	Executive Agency		
Forest Research	Executive Agency		
Advisory Committee on Animal Feeding Stuffs	NDPB with advisory function	Food Standards Agency	Department of Health
Advisory Committee on Novel Foods and Processes	NDPB with advisory function		
Advisory Committee on the Microbiological Safety in Food, Consumer Products and the Environment	NDPB with advisory function		
General Advisory Committee on Science	NDPB with advisory function		
Social Science Research Committee, The	NDPB with advisory function		
Committee on Toxicity of Chemicals in Food, Consumer Products and the Environment	NDPB with advisory function	Food Standards Agency	Department for Environment, Food and Rural Affairs
Valuation Office Agency	Executive Agency	Her Majesty's Revenue and Customs	Her Majesty's Treasury
Advisory Council on National Records and Archives	NDPB with advisory function	National Archives, The	Department for Culture, Media and Sports

Table 5 – Equalities

Department	No. Appointments for which gender is known	No. Appointments Female	Percentage of known appointments female	No. appointments for which ethnicity is known	No. Appointments BAME**	No. Appointments for which disability (or lack thereof) is known	No. Appointments disabled**
Cabinet Office	79	29	37%	22		10	0
Charity Commission for England and Wales	8	2	25%	0	0	0	0
Commissioners for the Reduction of the National Debt	0	0	0%	0	0	0	0
Competition and Markets Authority	35	8	23%	35	1	1	0
Crown Prosecution Service	9	3	33%	7	0	0	0
Department for Business, Innovation and Skills	372	114	31%	0	0	0	0
Department for Communities and Local Government	54	13	24%	26	0	16	
Department for Culture, Media and Sport	310	119	38%	134	11	126	5
Department for Education	19	9	47%	8		8	
Department for Environment, Food and Rural Affairs	198	59	30%	41	0	41	
Department for International Development	19	7	37%	2		3	
Department for Transport	113	34	30%	52		45	10
Department for Work and Pensions	82	33	40%	2		0	0

Table 5 – Equalities *continued*

Department of Energy and Climate Change	64	18	28%	18	0	9	7
Department of Health	186	72	39%	170	22	181	7
Export Credits Guarantee Department	7	3	43%	6	0	6	0
Food Standards Agency	93	34	37%	34	5	37	0
Foreign and Commonwealth Office	63	12	19%	16	0	14	0
Forestry Commission	115	30	26%	0	0	0	0
Government Actuary's Department	10	4	40%	0	0	0	0
Government Legal Department	4	2	50%	0	0	0	0
Her Majesty's Land Registry	7	2	29%	6	0	6	0
Her Majesty's Revenue and Customs	27	11	41%	7	0	6	0
Her Majesty's Treasury	23	5	22%	1	0	0	0
Home Office	146	51	35%	66	9	57	0
Ministry of Defence	355	72	20%	130	141	186	34
Ministry of Justice	2712	1318	49%	1993	0	2343	29
National Archives, The	25	9	36%	10	0	10	0
National Crime Agency	4744	1835	39%	0	0	0	0
National Savings and Investments	13	4	31%	12	0	12	0

Table 5 – Equalities *continued*

Northern Ireland Office	18	9	50%	0	0	0	0	0
Office for Standards in Education, Children's Services and Skills (OFSTED)	6	1	17%	6	0	5	0	0
Office of Gas and Electricity Markets (Ofgem)	10	3	30%	0	0	0	0	0
Office of Qualifications and Examinations Regulation (OFQUAL)	13	5	38%	0	0	0	0	0
Office of Rail and Road	6	1	17%	6	0	6	0	0
Office of Water Services (Ofwat)	6	3	50%	0	0	0	0	0
Ordnance Survey	11	1	9%	10	0	10	0	0
Public Works Loan Board	7	2	29%	0	0	0	0	0
Scotland Office	3	2	67%	0	0	0	0	0
Serious Fraud Office	3	1	33%	0	0	0	0	0
UK Statistics Authority	11	2	18%	0	0	11	0	0
UK Supreme Court	3	0	0%	3	0	0	0	0
UK Trade & Investment	5	1	20%	0	0	0	0	0
Grand Total	9994	3943	39%	2823	201	3149	94	94

#### Notes

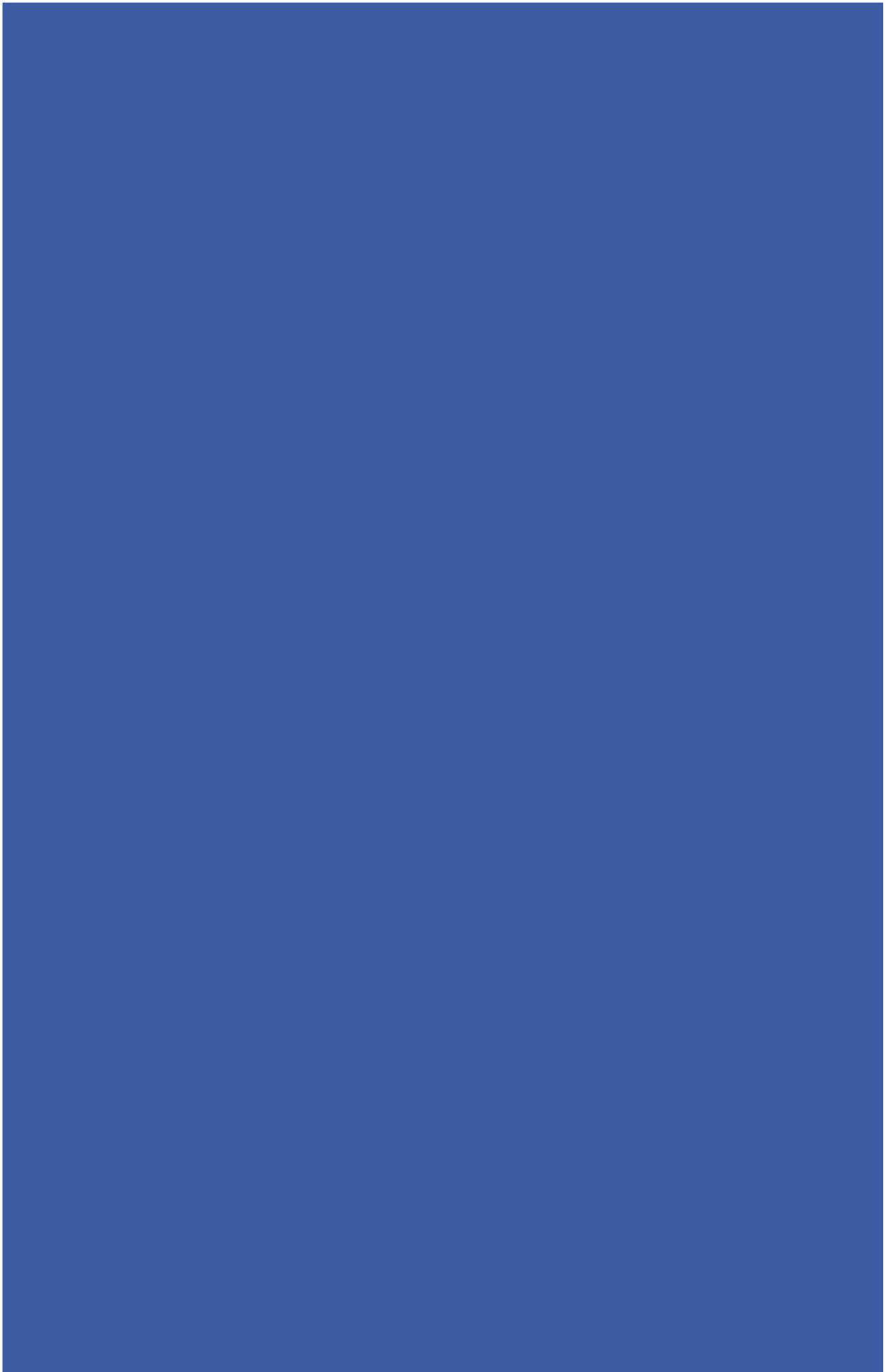
“Appointments” includes all board members and chairs, as of 31 March 2016.

“Ethnicity” includes all board members and chairs, who have declared their ethnicity – of which ‘BAME’ is a proportion.

“Disability (or lack thereof)” includes all board members and chairs who have declared whether or not they are disabled – of which ‘disabled’ is a proportion.

\*\* **Blank spaces:** In cases where the number of declared appointments is under five but greater than zero, we have redacted the figure to protect personal information.





## Annex B – Methodology

The two Public Bodies 2016 data directories are published in a range of formats, including online spreadsheets, allowing easier searching and re-use of the information.

Her Majesty's Revenue and Customs data is included in both directories for the first time this year.

### Executive Agencies, Non-Departmental Public Bodies and Non-Ministerial Departments

**Executive agencies** (EAs) are clearly designated business units within departments and are responsible for undertaking the executive functions of that department, as distinct from giving policy advice.

**Non-departmental public bodies** (NDPBs) have a role in the process of national government but are not part of a government department. They operate at arm's-length from ministers, though a minister will be responsible to Parliament for the NDPBs.

**Non-ministerial departments** (NMDs) operate similarly to normal government departments in the functions they perform (though usually they are more specialised and not as wide ranging in the policy areas they cover). They generally cover matters for which direct political oversight is judged unnecessary or inappropriate.

Unlike Public Bodies 2015, we have shown all NMDs and any EAs or NDPBs they sponsor with their host departments (see Tables 4a and 4b in Annex A).

### Part i - Cost Data

#### Source of Cost Data

For this report, we have worked with Treasury to use data from the Online System for Central Accounting and Reporting (OSCAR) for costs and savings. OSCAR data provides greater granularity and splits operational spend by resource, capital and liability, allowing us to better focus on controllable spend.

This is a change in method from the previous public bodies reports<sup>11</sup> and so the costs and savings figures are not comparable. Rather than using total gross operational expenditure as the baseline cost, we will track changes in cost against the total gross resource non-ringfenced spend (column C: RDEL Non ring fenced £000) for all ALBs.

#### Methodology

Each department was provided with a snapshot of the current figures as reflected on OSCAR in early Sep 2016 and were asked to confirm broad alignment. Any major discrepancies were noted and Treasury, Cabinet Office and departments worked together to ensure that all changes aligned with the OSCAR database.

<sup>11</sup> The total gross operational expenditure, as outlined in the annual reports and accounts, was published.

Where OSCAR data was not available, departments were asked to provide a single Total Gross Operational figure as outlined in annual reports and accounts (see Tables 2, 3a and 3b in Annex A). We will continue to use the RDEL total gross non-ring fenced figure but future comparisons need to ensure that adjustments are made where OSCAR data becomes available for these bodies over the course of the programme.

The 2015/16 financial year is our baseline year to align with the start of the new programme.

### Technical Definitions for Cost Data Fields

The information published is as at 31 March 2016 and matches the outturn figures for the same period, as updated on OSCAR on 29 November 2016. Data on OSCAR is subject to change as departments are permitted to reflect accurate outturn adjustments. The data extracted from OSCAR aligns with departments' budgets, as agreed at Spending Review 2015. Departments' budgets are split into various control totals, as agreed by HM Treasury. For more details on understanding public sector spending please see the explanation provided on Gov.uk.

In summary:

departments have separate budgets for:

- **resource:** current expenditure such as pay or procurement and including depreciation; and
- **capital:** for new investment and net policy lending.

These budgets are divided into:

- **Departmental expenditure limits (DEL):** limits are set in the Spending Review. Departments may not exceed the limits that they have been set. Programmes are presumed to be

included in DEL unless agreed by the Chief Secretary; and

- **Annually Managed Expenditure (AME):** budgets are set by the Treasury and may be reviewed; more likely to be volatile spend.

**Depreciation ring-fence:** The budgets for depreciation and impairments (i.e. the loss of value in an asset from wear and tear) scoring in DEL are within a ring-fenced part of the RDEL budget.

The **total gross operational expenditure:** Taken from organisational annual reports and accounts. It is generally used when the organisation is below the £10 million threshold (and so is not recorded separately in OSCAR) or is an external body – such as a trading fund.

It is calculated as follows:

Total gross/ net resource outturn in the statement of parliamentary supply

**Add:** capital grants (such as a grant to a local authority)

**Less:** income payable to the consolidated fund (cash surrendered to HM Treasury)

= gross/ net operating expenditure

In the majority of cases, gross and net operating expenditure will be consistent with RDEL for ALBs. However, for a small minority there will be small differences driven primarily by the inclusion of: capital grants (treated as CDEL in budgets); AME; and depreciation.

### Part ii - All other data fields

The main directory has been compiled by collecting data from government departments concerning the public bodies they sponsor and, in the case of non-ministerial departments, their own activities.

### Technical definitions for all other data fields

The information is as at 31 March 2016 unless indicated otherwise. The entries for ‘annual report’ and ‘last review’ may have been updated as recently as November 2015, when the last of the departmental returns were completed.

**Name:** name of the ALB.

**Department:** name of the sponsoring department.

**Classification:** whether it is an EA, NDPB or NMD, each of which is described on page 14.

**Regulatory Function:** indicates where the body performs a regulatory function, which is defined as “exerting powers over, or imposing burdens on, other organisations or individuals; by means of inspection, licensing, referral to another decision-maker (particularly with binding advice), accreditation or enforcement.”

**Description/Terms of Reference:** a short description of the purpose of the body.

**Notes:** normally records the date that a body was established and may be used to record other important information or to clarify other information fields.

**Address, phone, email, website:** preferred contacts details for the body.

**Senior Responsible Officer:** the name and job title of the person in the role (in the host department).

**Chair:** shows the name of the current Chair.

**Chair’s Remuneration:** actual remuneration for financial year 2015-16 (excluding expenses such as travel and subsistence) and is a numerical entry: either an exact figure (rounded to the nearest pound) or within a £5,000 range. Where payment is on a ‘per day’ or similar basis, this is set out in

the ‘Notes’ field. An entry of zero denotes that the post is unpaid or that the chair does not claim the remuneration (aside from expenses) to which he or she is entitled.

**Accounting Officer (Chief Executive/ Secretary):** shows the name of the current Accounting Officer (CE/secretary). Where there is more than one of a body and there are multiple post holders, the word “Multiple” will appear.

**Accounting Officer (Chief Exec/ Secretary) Remuneration:** shows the actual remuneration for 2015-16 (excluding expenses such as travel and subsistence). The entry will reflect the position:

- For CEs employed by NMDs, NDPBs with executive functions and EAs (whether they are civil servants or not) a numerical figure is given, either an exact figure (rounded to the nearest pound), or a £5,000 pound range. In common with many annual reports, it consists of only salary and any performance pay.
- For secretaries who support NDPBs with advisory functions but remain an employee of the sponsor department, a text entry of “Civil Servant” or “Military Officer” where appropriate is used.

**Public Meetings:** indicates whether any of the body’s meetings are open to the public (it does not necessarily relate to public access to the body’s board meetings).

**Public Minutes:** indicates whether minutes or summary reports of board meetings and other meetings are published. Where minutes are available only on request it should read “no”, but an explanatory note should be included.

**Register of Interests:** indicates whether a register of interests for board members is maintained.

**Ombudsman:** the ombudsman, if any, within whose remit the body falls. The most common entry in the directory is “PHSO” indicating the Parliamentary and Health Service Ombudsman, which combines the two statutory roles of Parliamentary Commissioner for Administration (the Parliamentary Ombudsman) and Health Service Commissioner for England (Health Service Ombudsman).

**Last Annual Report:** shows the year of the body’s latest published annual report. For smaller bodies, the annual report may be included as part of a departmental annual report.

**Last Review:** the year in which the body was last reviewed or an indication of a forthcoming review.

**Government Funding:** represents sums voted by Parliament, and funded from central government or grant/grant-in-aid from the host department. For smaller NDPBs, it represents the secretariat costs borne by the host department, where identifiable.

**Staff Employed:** the full-time equivalent number of employees (to the nearest whole number) as at 31 March 2016. Does not include staff of the host department providing a secretariat for bodies with an executive function but does include civil servants temporarily seconded into the body itself, and paid for by the body’s funds. For NDPBs with advisory functions, which generally do not employ their own staff, the figure shown is the number of secretariat staff supplied by the host department, where identifiable.

**Audit Arrangements:** shows the audit arrangements/external auditor for ALBs. The entry “NAO” refers to the National Audit Office.

**OCPA Regulated:** indicates whether the Office of the Commissioner for Public Appointments regulates any appointments to the body.

**Chair - Ministerial or Non-ministerial:** whether ministers appoint the chair overseeing the ALB.

**Chair – Paid / Unpaid / Male / Female / Gender Unknown:** pay details; whether the chair of the board has declared themselves male or female, where the data is available. ‘-’ indicates that information on gender was not available.

**Board – Ministerial or Non-ministerial:** whether ministers appoint the members of the board overseeing the public body.

**Board - Paid / Unpaid / Male / Female / Gender Unknown:** pay details; whether the members of the board have declared themselves male or female, where the data is available. ‘-’ indicates that information on gender was not available.



