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Structure of Government No.1 **THE UNSEEN GOVERNMENT OF THE UK**

In 2003, the parliamentary Select Committee on Public Administration criticised the Government's inadequate approach to mapping Britain's public bodies.¹ Its report highlighted the failure of successive administrations to provide a clear picture of the true size and cost of this unseen layer of government.

Five years on, the Government has yet to address this problem adequately. Among the Committee's priority recommendations was for a list to be published annually, registering each public body, its costs and its responsibilities, accompanied by a clear explanation of the bewildering variety of organisations which fall under the term 'public body'.² This paper, the first in a new 'Structure of Government' series from the TaxPayers' Alliances, attempts to do what government has far failed to do, and provide people with a comprehensive picture of Britain's 'unseen government'.

Using the legal definition of "subsidiary" – as stated in the Companies Act of 2006 – we present here a list of all those subsidiary public bodies and agencies over which Westminster, Edinburgh, Stormont and Cardiff had effective control as of the 31 March 2007.³

Key findings

- The **Cabinet Office keeps no complete, public, central record** of the governments public bodies. This is our attempt to provide an authoritative, comprehensive list.
- Taxpayers supported **1,162 public bodies in 2006-07, agencies and non-ministerial departments, at a cost of nearly £64 billion.**
- Over **700,000 people in the UK work within this layer of quasi-government.**

¹ House of Commons Public Administration Committee, June 2003, *Government by Appointment: Opening up the Patronage State*

² Ibid – p.61 (paragraph 38)

³ Companies Act 2006: *Part 37, Section 1159*, p.56



- If we were to stick to the Cabinet Office's definitions of quangos and public bodies, the number has fallen since 1997, from **1,128 to 827**.⁴ However, the cost of these public bodies in particular has soared from some **£19 billion in 1996-1997 to £31 billion in 2006-07, a growth in real terms of 50%**.⁵ This reflects three consistent trends: firstly, the merging of multiple smaller quangos into super-quangos; secondly the creep of government into every aspect of British life; and thirdly, the ever increasing willingness of ministers to farm out the responsibilities of investment, regulation and provision of services.
- **Government definitions of public bodies exclude massive swathes of 'unseen' government.** The accountability of these bodies is even more suspect as a result. Our definition is broader, and captures a truer picture of Britain's public bodies' landscape.
- The organisation of British government is a mess, impossible to understand and inefficient. **Political and financial lines of responsibility are so divorced that it is often difficult to ascertain where responsibility lies, or to whom anyone is accountable.** With no coherent structure, duplication of responsibilities is endemic: for example three bodies monitor the water industry in England alone.
- **Government itself does not know the true and size and cost of government.** The few official documents concerned with Britain's public bodies are out of date and often inaccurate. The Cabinet Office, whose responsibility it is to monitor and regulate public bodies, applies a very limited definition of public body, and fails completely to provide the public with clear information on the size and cost of the public bodies.

Ben Farrugia, Policy Analyst at the TaxPayers' Alliance, said:

"Government in the UK is now so large, diverse and complex that it is impossible for anyone to manage effectively or efficiently, let alone by Ministers with no prior experience of management and little in-depth understanding of the work carried out by their departments. Government today tries to do too much, and consequently fails; the structure of government needs to change if we hope to see any significant improvements in services and efficiency."

⁴ "Executive Non-Departmental Public Bodies"

⁵ Cabinet Office Public Bodies Directory 1998; Cabinet Office Public Bodies Directory 2007



Further details

This list offers a comprehensive picture of British government at 31 March 2007, the most recent date for which data is available. Unlike previous Government efforts, this list captures all those organisations over which government has effective control; the subsidiaries of representative government.

The term “effective control” refers to the fact that while these bodies may not be directly managed or controlled by a Minister, they are effectively controlled by departments or assemblies via financial instruments, or powers of appointment over their executive management boards. In other words, this list includes all bodies which take, or have access to, taxpayers’ money, all those where the Chief Executive is selected by a Minister, and all those over which a Minister is politically responsible. None of them, however, is run by an elected politician.

The list thus captures:

- **All quangos:** the eponymous ‘Quasi-Autonomous Non-Governmental Organisations’ covers a wide range of bodies, including Executive Non-Departmental Public Bodies (NDPB’s), Advisory NDPB’s, Tribunal NDPB’s, Levy Boards and Independent Monitoring Boards.
- **Public Corporations:** such as Royal Mail, the BBC and Remploy.⁶
- **Executive Agencies:** the ‘delivery agents’ of departments, often responsible for the provision or regulation of a service, such as the Courts Service.
- **Investment Funds:** private equity funds wholly or partly owned by a UK government.
- **Non-Ministerial departments:** these are neither departments of state – none possess a minister, nor have a place in cabinet – nor executive agencies, but are rather a combination of the two. Headed by a Chief Executive, funded directly by Parliament, but represented by a selected minister of state, most are regulatory – Ofwat, Ofgem – but some are more proactive – Serious Fraud Office, Food Standard Agency.

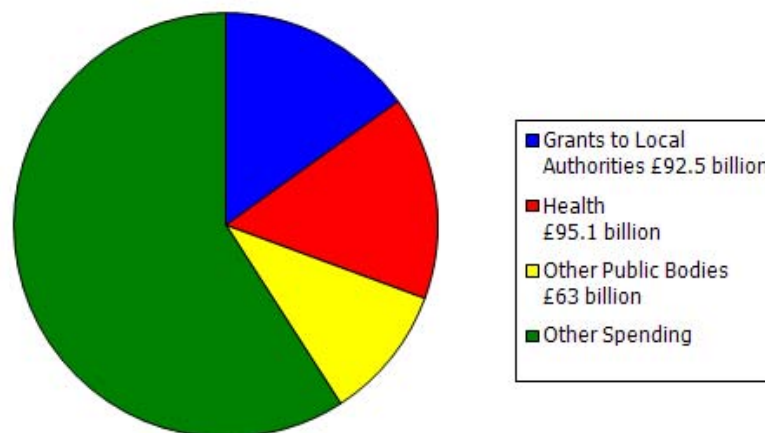
⁶ Remploy is an example of sensible policy – a public, for profit company designed to provide employment opportunities to those with disabilities.

The Limits of “Effective Control”

Both local government and the NHS represent significant organisations over which central government also has “effective control”. Local authorities receive 70 per cent of their income from Westminster, and carry out policies dictated by the offices of state, while NHS Trusts – despite notions of independence and autonomy – are funded by central government, its Chief Executive directly accountable to the Secretary of State for Health.

Neither represents however “unseen government”, and as such they have not been included in our calculations. For reference, figures for local government and the NHS are shown within the list, but these have not been added into totals.

Figure A1.1: Health, Local Government and Public Body Funding as a percentage of total government spending



Wider Context: Government of the United Kingdom - impossible to manage

Over the past hundred years Britain has witnessed a relentless increase in the size of government. Politicians have steadily taken responsibility and authority away from civil society, establishing a presence in every aspect of British life. Government today spends 45.1 per cent of Britain’s GDP, employees nearly 20 per cent of the UK workforce and regulates or provides almost every service available to UK citizens.⁷

⁷ OECD Economic Outlook No.81, May 2007



- **Too large:** Government employs just under 6 million people and has an annual expenditure of almost £600 billion.⁸ Twenty senior ministers and around 500,000 civil servants oversee 1162 public bodies, 365 NHS Trusts, 469 Local Authorities, 60 police forces (140,500 officers) and countless other local and regional spending bodies. No-one could effectively manage such an organisation, and as such British government suffers from terrible inefficiencies, waste, and ultimately depreciation in the quality of services provided.
- **Too diverse:** Effective management requires an in-depth knowledge of the sector in which the organisation operates, its customers and processes. Yet the breadth of government today makes this impossible. No Minister, or anyone else, could have sufficient knowledge to agree the vision, objectives, plans and budgets for any department of government.

For example, the predecessor to today's' Department of Business, Enterprise and Regulatory Reform (BERR), the Department of Trade and Industry, in 2006-07 managed an expenditure of £23 billion, 244,000 staff (there are only four FTSE companies larger), 68 public bodies – advising on everything from employment, architectural design to chemical weapons, not to mention the activities of two major British corporations, Royal Mail and Remploy.

Astonishingly, the DTI still only constituted a small unit of government, accounting for only 3% of total staff and 4% of total expenditure.

- **Government provides monopoly services** – Free from the threat of customer loss or bankruptcy, monopolies remove the basic tools of management - the need to innovate, improve and reduce costs. The services government provides – education and health in particular – exist as monopolies, presenting the majority of tax payers with little choice and ever sinking standards.

Judged on the outcomes – Failing public services

The inadequacies of our current structure of government are clear when the quality of services is considered.

- **Education:** Four out of ten pupils in state education now leave school without the minimum standards in English and Maths that the QCA deems necessary for 'Life, Learning and Work'.⁹ After 11 years of schooling, at a total cost of £75,000, the state system fails to provide individuals with the

⁸ Budget 2008, March 2008; Office for National Statistics, 2007, Public Sector Employment Q4,

⁹ GCSE attempts and achievement in selected subjects of pupils at the end of Key Stage 4, Department for Education and Skills, October 2006



means necessary to succeed, trapping them in poverty and dependency. Year on year, British educational standards falls in comparison to other wealthy countries.

- **Healthcare:** The standard of care provided by the National Health Service is now ranked 16 in a comparison of 19 peer countries.¹⁰ In 2004 alone, 17,157 deaths amenable to healthcare occurred in the NHS, which would have been avoided in Britain matched the performance of European peers.¹¹ Levels of hospital-acquired infections are among the highest in Europe and waiting times continue to force people abroad for treatment.
- **Welfare:** The complex system of tax credits, allowances and income support has created a welfare trap, while at the same time necessitating a large and costly bureaucracy to administer it.

Nothing but fundamental structural reform can reverse the trend of declining standards in our public services. Government is poorly designed to deliver the services which people deserve, and after a decade of spending, money alone is clearly not the answer.

The principles of reform

To give the public a higher quality and wider choice of services at a greatly reduced cost, and most importantly, return control over their lives.

- Politicians, advised by a small, informed team of civil servants, should set high level policy. This is the area where they can make a real contribution, freeing them from the day to day management responsibilities for which they have no qualification.
- Civil society, employing experienced management, should execute that policy.

The first step towards reform must be a proper assessment of the true size and cost of Government. The TaxPayers Alliance's 'Structure of Government' series will attempted to do this, beginning here with a comprehensive guide to Britain's unseen state.

¹⁰Nolte, Ellen, 2008, *Measuring the Health of Nations*, Commonwealth Fund

¹¹ Matthew Sinclair, 2007, *Wasting Lives: A Statistical Analysis of Deaths Amenable to HealthCare*



Sources and Methodology

1. Unseen Government has been compiled over recent months through a combination of careful investigation, extensive auditing of public accounts and multiple Freedom of Information requests.
2. Building on work begun by the Economic Research Council¹², and through correspondence with government departments, we have established a fair picture of the public bodies in existence at 31 March 2007. Freedom of Information requests for staff, funding and expenditure details were then sent to all the Departments of Westminster, the Welsh Assembly and Northern Irish Executive. Requests were not sent to the Scottish Executive, as a sufficient public bodies directory is already maintained and available.
3. Analysis of over 500 Annual Accounts and Financial Statements provided the majority of the information shown below.
4. Staff figures reflect 'Total Staff' numbers, as shown in the annual accounts. Where these were not available, total full time equivalents have been used.
5. Funding figures reflect direct government funding to the organisation. In many cases this is shown in the accounts as 'grant-in-aid'. In other cases, funding is shown as either 'Financing', 'Grants from government', 'Parliamentary Funding' or 'Monies drawn down from Parliament'. While these do not represent an entirely consistent form, they are the best possible guide to the government's financial contribution.
6. Expenditure figures reflect the gross expenditure of the organisation. However, as not all bodies define gross expenditure within their accounts, 'net expenditure', 'total expenditure' and 'gross operating cost' has sometimes been used. As far as possible however, gross expenditure has been calculated and displayed.
7. Those Non-Ministerial Departments (NMD's) not possessing any quangos or agencies of their own have been included under the Ministerial Department which accounts for its activities in parliament. As such, they are considered as more akin to Executive Agencies than Departments. NMD's which do sponsor bodies of their own – such as the Food Standards Agency – are shown in the list as Departments of their own, and consequently their own spending and staff numbers are not reflected in

¹² Quango Database - Economic Research Council - <http://quangos.ercouncil.org/>



total figures. For full information on NMD's, please make enquires at the numbers provided below.

8. Within the list, the symbol ~ represents 'no information available', either because accounts have not been published, or the departments gave no information in response to our Freedom of Information requests. The symbol * shows that 2005-06 data has been used.
9. Figures have been rounded to the nearest million for ease of reference. For full figures, please email info@taxpayersalliance.com.
10. Any errors within the list are our responsibility. However errors are not necessarily our own; departmental data on public bodies is frequently inaccurate, often contradicted by the annual accounts.

To discuss the research, please contact:

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Public Bodies and Agencies in the UK, at 31 March 2007

	Number	Staff	Funding £ million	Expenditure £ million
Total	1162	714,430	63,518.8	101,756.4
Attorney General	4	817	0.0	57.9
Treasury Solicitor's Department		817	0.0	57.9
Non Ministerial Departments	3	9,017	684.8	715.8
Crown Prosecution Service *		8,384	602.5	638.2
Revenue and Customs Prosecutions Office *		257	37.7	36.8
Serious Fraud Office		376	44.6	40.8
Cabinet Office	16	1,518	68.3	434.6
Communications	2	701	0.0	338.8
Advertising, Advisory Committee on		0	~	~
Central Office of Information		701	0.0	338.8
Personnel	8	14	1.1	1.1
Business Appointments, Advisory Committee on		~	~	~
Civil Service Appeal Board		4	0.4	0.4
Committee on,		5	0.6	0.6
House of Lords Appointment Commission		3	0.1	0.1
Main Honours Advisory Committee		~	~	~
Security Commission		1	~	~
Security Vetting Appeals Panel		1	~	~
Senior Salaries Review Body		~	~	~
Regulation	1	0	0.0	0.0
Better Regulation Commission		~	~	~
Third Sector	3	28	34.3	34.0
Capacitybuilders UK Ltd		28	34.3	34.0
Commission for the Compact		~	~	~
Futurebuilders Advisory Panel		~	~	~
Non Ministerial Departments	2	775	33.0	60.8
Charity Commission for England and Wales		514	30.5	31.4
National School of Government		261	2.5	29.3



	Number	Staff	Funding £ million	Expenditure £ million
Communities and Local Government	28	6,240	2,522.6	1,104.7
Audit	1	2,005	26.8	199.7
Local Authorities and the NHS in England and Wales, Audit Commission for		2,005	26.8	199.7
Building	4	828	48.5	60.7
Standards for the Planning Inspectorate, Advisory Panel on the		0	0.0	0.0
Architects Registration Board		18	0.0	2.4
Building Regulations Advisory Committee		0	0.0	0.0
Planning Inspectorate		810	48.4	58.2
Social	5	421	31.1	45.1
Racial Equality, Commission for		193	19.1	19.6
Community Development Foundation		56	1.5	14.9
National Community Forum		2	0.2	0.0
Women's National Commission		0	0.3	~
Equal Opportunities Commission		170	10.0	10.5
Fire Service	2	309	19.8	25.2
Firebuy		20	2.0	2.0
Fire Services College		289	17.7	23.2
Housing	7	838	1,667.7	27.5
Housing Corporation		551	1,644.1	2.0
Independent Housing Ombudsman Ltd		34	0.0	2.3
LEASE (The Leasehold Advisory Service)		19	1.2	1.1
National Housing & Planning Advice Unit		12	1.4	1.4
Rent Assessment Panel / Resident Property Tribunal		87	10.2	10.9
Valuation Tribunal Service		135	10.8	9.8
Valuation Tribunals		0	0.0	0.0
Local Government	2	117	11.8	11.7
Beacon Councils, Advisory Panel on		0	0.1	0.0
Standards Board for England		117	11.8	11.7
Regional Development	5	261	716.9	615.9
English Partnerships		164	628.0	555.0
London Thames Gateway Development Corporation		26	49.3	15.8
Stonebridge Housing Action Trust		9	6.5	11.2
Thurrock Development Corporation		28	17.8	18.5
West Northants Development Corporation		34	15.3	15.3



	Number	Staff	Funding £ million	Expenditure £ million
Other	2	1,461	0.0	118.3
Ordnance Survey		1,410	0.0	109.7
Queen Elizabeth II Conference Centre		51	0.0	8.7
Local Authorities	469	2,927,000	92,490.0	145,569.0
Local Authorities (469)		2,927,000	92,490.0	145,569.0
Constitutional Affairs	578	33,097	1,161.8	2,404.5
Electoral	3	7	1.3	0.9
Boundary Commission for England		6	1.2	0.8
Boundary Commission for Scotland		1	~	~
Boundary Commission for Wales		0	0.1	0.0
Information, Records & Archives	5	822	38.2	55.5
National Records and Archives, Advisory Committee on		1	~	~
Public Record, Advisory Council on		~	~	~
Historic Manuscripts, Advisory Council on		~	~	~
Information Commissioner, Office of the		243	5.1	17.3
National Archive		578	33.1	38.1
Law & The Courts	570	32,268	1,122.3	2,348.1
HM Courts Service		19,986	704.8	1,508.3
Justices of the Peace in Lancashire, Greater Manchester and Merseyside, Advisory Committee on (x17)		~	~	~
General Commissioners of Income Tax, Advisory Committee on (x73)		~	~	~
Justices of the Peace in England and Wales, Advisory Committee on (x86)		~	~	~
Public Sector Information, Advisory Panel on		~	0.1	0.1
Civil Justice Council		~	~	~
Civil Procedure Rule Committee		~	~	~
Council on Tribunals		15	1.2	1.1
Courts Board (x42)		~	~	~
Criminal Procedure Rule Committee		0	~	~
Crown Court Rules Committee		0	0.0	0.0
Family Justice Council		~	0.4	0.4
Family Procedure Rule Committee		~	~	~
Insolvency Rules Committee		0	0.0	0.0
Land Registration Rules Committee		0	0.0	0.0



	Number	Staff	Funding £ million	Expenditure £ million
Law Commission		51	~	4.0
Legal Services Consultative Panel		0	0.0	0.0
Strategic Investment Board		28	8.5	9.2
Judicial Appointments Commission		109	6.1	8.0
Legal Services Commission		32	112.8	102.6
General Commissioners of Income Tax Tribunals (350)		n/a	~	~
Public Guardianship Office		406	1.7	21.5
HM Land Registry		8,593	~	378.2
Tribunals Service		3,048	286.8	314.5
Culture, Media and Sport	63	45,545	1,657.8	8,412.8
Art	8	1,215	483.6	999.7
Arts Council England		872	426.5	602.3
Heritage Lottery Fund		266	0.0	339.7
National Heritage Memorial Fund		1	5.0	6.3
Export of Works of Art, Reviewing Committee on the *		2	0.0	0.0
Treasure Valuation Committee *		3	0.1	0.0
Government Art Collection, Advisory Committee on the		0	0.0	0.0
Museums', Libraries and Archives Council		71	52.0	51.4
Spoilation Advisory Panel		~	~	~
Historic Sites and Buildings	8	2,836	175.8	268.5
Historic Wreck Sites, Advisory Committee on		0	0.0	0.0
National Historic Ships, Advisory Committee on		0	0.0	0.0
Churches Conservation Trust		35	4.3	5.9
Architecture and the Built Environment, Commission for		102	10.1	11.9
English Heritage		1,937	141.3	175.3
Historic Royal Palaces		654	0.0	46.0
Theatres Trust & Theatres Charitable Trust		7	0.0	0.4
Royal Parks Agency		101	20.0	29.0
Libraries	4	2,024	110.3	127.5
Libraries, Advisory Council on		0	0.0	0.0
British Library		2,011	102.6	119.8
Legal Deposit Advisory Panel		~	~	~
Public Lending Right and Public Lending Right Advisory Committee		13	7.7	7.6
Lottery	2	1,148	9.2	88.4
Big Lottery Fund (BIG)		1,103	~	76.9
National Lottery Commission		45	9.2	11.4



	Number	Staff	Funding £ million	Expenditure £ million
Museums	17	8,197	308.5	545.6
British Museum		1,034	38.7	62.3
Geffrye Museum *		35	1.5	1.9
Horniman Public Museum and Public Park Trust		97	3.9	5.0
Imperial War Museum		665	20.6	42.1
Museum of London		405	7.9	24.5
Museum of Science and Industry in Manchester		116	3.9	6.2
National Gallery		453	24.0	30.4
National Maritime Museum		407	17.0	20.6
National Museum Liverpool		593	21.2	30.0
National Museum of Science and Industry (London)		829	36.7	69.4
National Portrait Gallery		212	7.0	14.2
Natural History Museum *		932	41.5	74.8
Royal Armories Museums		189	7.8	10.5
Sir John Soane's Museum		25	~	~
Tate Gallery		1,150	34.1	87.4
Victoria and Albert Museum		960	39.1	61.2
Wallace Collection		95	3.5	5.3
Olympics	2	154	52.7	347.9
Olympic Delivery Authority		152	52.7	192.9
Olympic Lottery Distributor		2	0.0	155.0
Regional Development	8	41	0.9	1.3
Culture East Midlands		4	0.2	0.3
Culture North East		4	0.2	0.3
Culture South East		20	0.2	0.3
Culture South West		~	~	~
Culture West Midlands		~	~	~
Culture North West		~	~	~
Living East		4	0.2	0.3
Yorkshire Cultural		9	~	~
Sport	6	5,306	174.3	606.7
Gambling Commission		175	18.7	14.4
Horserace Betting Levy Board		158	~	111.0
Horserace Betting Levy Tribunal		2	~	~
Horserace Totalisator Board (TOTE)		4,775	~	134.5
Sport England		113	102.5	257.1
UK Sport		83	53.1	89.7
Media	4	24,044	291.0	5,334.2
BBC		23,037	264.1	4,353.4
Channel 4		917	~	922.9



	Number	Staff	Funding £ million	Expenditure £ million
Sianel Pedwar Cymra (S4C) - Welsh Fourth Channel Authority		~	~	~
UK Film Council		90	26.9	57.9
Tourism	2	463	49.9	70.9
England Marketing Advisory Board		0	~	0.0
VisitBritain		463	49.9	70.9
Other	2	117	1.6	22.1
Football Licensing Authority		15	1.6	1.6
Science, Technology and the Arts, National Endowment for		102	~	20.5
Defence	48	41,117	8,877.3	4,877.8
Armed Forces Personnel	26	6,393	427.7	546.2
Conscientious Objectors, Advisory Committee on		0	0.0	0.0
Medical Countermeasures, Advisory Group on		~	0.1	0.1
Armed Forces Pay Review Body		0	0.0	0.0
War Pensions, Central Advisory Committee on		0	0.0	0.0
Military Corrective Training Centres, Independent Board of Visitors for		0	0.0	0.0
National Employer Advisory Board		0	0.0	0.0
War Pensions Committee (x13)		0	0.0	0.0
Defence Medical, Education and Training Agency		2,359	138.3	218.1
Defence Vetting Agency		357	11.7	13.1
Defence Bills Agency		510	16.1	18.3
People, Pay and Pensions Agency		1,032	50.9	50.5
Service Children's Education		1,679	81.6	110.8
Armed Forces Personnel Administration Agency		456	129.0	135.3
Veterans Agency		~	~	~
Museum	6	207	14.9	24.0
Fleet Air Arm Museum		34	0.6	2.2
National Army Museum		88	5.3	5.7
Royal Air Force Museum		~	6.8	11.5
Royal Marines Museum		23	0.7	1.3
Royal Naval Museum		39	0.9	2.1
Royal Naval Submarine Museum		23	0.6	1.1
Research	3	3,452	0.0	345.9
Defence Scientific Advisory Council		0	0.0	0.0
Nuclear Research Advisory Council		0	0.0	0.0
Defence Science and Technology Laboratory		3,452	0.0	345.9
Sites & Equipment	9	20,291	8,428.7	3,363.0
Animal Welfare Advisory Committee		0	0.0	0.0



	Number	Staff	Funding £ million	Expenditure £ million
Defence Nuclear Safety Committee		0	0.0	0.0
Review Board for Government Contracts		0	0.0	0.0
Defence Analytical Services Agency		199	8.6	10.9
Defence Storage and Distribution Agency		4,742	184.9	319.7
Defence Communication Services Agency		4,831	1,222.4	1,500.0
Defence Procurement Agency		5,530	7,012.8	1,400.3
Army Base Repair Organization (ABRO)		2,298	0.0	132.1
Defence Aviation Repair Agency (DARA)		2,691	~	~
Other	4	10,774	391.0	598.7
Oil and Pipelines Agency		23	0.0	2.0
Ministry of Defence Police and Guarding Agency		7,981	325.7	355.4
MET Office		1,708	65.4	163.1
UK Hydrographic Office		1,062	0.0	78.2
Education and Skills	22	12,408	18,887.4	19,738.5
Child Health and Welfare	2	20	3.4	3.0
Children's Commissioner, Office of the		20	3.4	3.0
Teenage Pregnancy, Independent Advisory Group on		~	~	~
Higher Education	3	1,240	7,051.5	7,021.3
Higher Education Funding Council for England			6,983.3	6,945.0
Fair Access, Office for		4	0.4	0.4
Student Loans Company Ltd		1,236	67.8	75.9
Legal	1	1,702	104.4	108.0
Children and Family Court Advisory and Support Service		1,702	104.4	108.0
Skills & Adult Learning	7	5,520	10,521.5	11,357.1
Adult Learning Inspectorate		217	21.7	24.7
Construction Industry Training Board		1,399	0.0	287.2
Engineering Construction Industry Training Board		~	~	~
Investors in People UK		40	4.6	7.3
Learning and Skills Council		3,741	10,328.1	10,869.9
Quality Improvement Agency for Life Long Learning		~	93.1	93.1
Sector Skills Development Agency		123	73.9	74.9
Teaching & Schools	8	1,688	1,013.6	1,055.1
British Educational Communications and		262	30.3	33.7



	Number	Staff	Funding £ million	Expenditure £ million
Technology Agency				
General Teaching Council for England		201	0.6	18.6
National College for School Leadership		235	91.8	90.6
Partnerships for Schools		90	10.2	13.2
Qualifications and Curriculum Authority		565	144.0	154.6
School Food Trust		27	7.0	7.1
School Teachers Review Body		~	~	~
Training and Development Agency for Schools		308	729.5	737.3
Non-Ministerial Department	1	2,238	193.1	193.9
Standards in Education, Office for (OFSTED)		2,238	193.1	193.9
Environment, Food and Rural Affairs	107	29,842	3,337.5	5,909.5
Agriculture	59	2,389	109.5	201.8
Organic Standards, Advisory Committee on		~	~	~
Packaging, Advisory Committee on		~	~	~
Pesticides, Advisory Committee on		~	~	~
Releases into the Environment, Advisory Committee on		~	~	~
Agricultural Dwelling House Advisory Committees (x18)		~	~	~
Agricultural Land Tribunals		~	~	~
Agricultural Wages Board		~	~	~
Agricultural Wages Committee for England (x15)		~	~	~
Animal Health and Welfare Strategy England Implementation Group *		5	0.3	~
British Potato Council		49	0.0	6.5
British Wool Marketing Board		236	0.0	10.8
Agricultural Valuation, Committee on (dormant)		n/a	~	~
Dairy Produce Quota Tribunal (dormant)		n/a	~	~
English Farming and Food Partnership		22	1.1	1.7
Farm Animal Welfare Council		~	0.4	0.4
Home Grown Cereals Authority		70	0.8	11.2
Horticultural Development Council		16	0.0	6.3
Independent Agricultural Appeals Panel *		2	0.1	~
Cattle TB, Independent Scientific Group on		~	~	~
Meat and Livestock Commission		359	2.2	37.4
Milk Development Council		50	~	7.5
National Fallen Stock Company		~	~	~
National Non-Food Crops Centre		~	~	1.4
Plant Varieties and Seeds Tribunal		~	~	~
Veterinary Products Committee *		1	0.0	~
Veterinary Residues Committee		~	~	~
State Veterinary Agency		1,427	96.4	109.7



	Number	Staff	Funding £ million	Expenditure £ million
Veterinary Medicines Directorate		152	8.2	8.8
Environment	26	20,429	1,079.9	2,149.6
Hazardous Substances, Advisory Committee on		~	~	~
Air Quality Expert Group		~	~	~
British Waterways		1,963	57.1	189.3
Broads Authority		~	3.8	4.7
Carbon Trust		127	85.6	87.2
Products and Processes for Use in Public Water Supply, Committee on *		2	0.2	~
Radioactive Waste Management, Committee on *		5	0.0	~
Darwin Advisory Committee *		1	0.0	~
Energy Savings Trust		142	43.2	74.5
Environment Agency		13,114	603.6	1,064.6
Environmental Campaigns		136	5.2	9.7
Envirowise		~	~	~
Air Quality Standards, Expert Group on *		1	0.0	~
Inland Waterways Advisory Council		~	~	232.9
Joint Nature Conservation Committee		123	6.8	9.0
National Forest Company		26	3.4	4.5
Natural England		2,323	204.4	233.2
Pesticides Residues Committee *		1	0.1	~
Royal Botanic Gardens, Kew		717	25.2	41.6
Spongiform Encephalopathy Advisory Committee *		7	0.2	~
Waste and Resource Action Program		216	~	73.8
Zoos Forum *		2	0.1	~
Centre for Environment, Fisheries and Aquaculture Science		533	38.9	41.3
Government Decontamination Service		24	2.0	2.2
Marine and Fisheries Agency		156	~	22.9
Pesticides Safety Directorate		810	~	58.2
Food	3	190	6.0	33.4
Covent Garden Marketing Authority		46	~	12.8
Food from Britain		40	6.0	8.8
Sea Fish Industry Authority		104	0.0	11.7
National Parks	8	0	32.1	58.4
Dartmoor NPA		~	3.2	5.5
Exmoor NPA		~	3.5	5.3
Lake District NPA		~	4.5	10.4
New Forest NPA		~	4.0	3.9
North York Moors NPA		~	4.9	7.3
Northumberland NPA		~	2.9	4.3



	Number	Staff	Funding £ million	Expenditure £ million
Peak District NPA		~	4.3	14.3
Yorkshire Dales NPA		~	4.8	7.4
Research	3	1,917	33.9	155.4
Science Advisory Council *		4	0.3	~
Central Science Laboratory		680	33.7	44.5
Veterinary Laboratories Agency		1,233	0.0	110.9
Rural Affairs	5	4,648	2,068.7	3,293.6
Commission for Rural Communities		84	8.6	9.3
Commons Commissioners *		1	0.0	~
Gangmasters Licensing Authority		44	2.2	2.9
Sustainable Development Commission		52	2.9	3.8
Rural Payments Agency		4,467	2,055.0	3,277.6
Water Supply	2	81	7.0	5.8
Water, Consumer Council for		81	7.0	5.8
Cryptosporidium in Water Supplies, Expert Group on		~	~	~
Non-Ministerial Department	1	188	0.3	11.5
Water Service, Office of		188	0.3	11.5
Export Credit Guarantee Department	1	0	0.0	0.0
Export Guarantees Advisory Council		~	~	~
Food Standards Agency	6	1,478	33.0	91.3
Animal Feedstuffs, Advisory Committee on		0	0.0	0.0
Novel Foods and Processes, Advisory Committee on		0	0.0	0.0
Research, Advisory Committee on		0	0.0	0.0
Microbiological Safety of Food, Advisory Committee on		0	0.0	0.0
Toxicity of Chemicals in Food, Consumer Products and the Environment, Committee on		~	~	~
Meat Hygiene Service		1,478	33.0	91.3
Foreign and Commonwealth Office	12	10,972	467.3	930.4
Diplomatic	1	0	0.0	0.0



	Number	Staff	Funding £ million	Expenditure £ million
Government Hospitality Advisory Committee for the Purchase of Wine		n/a	0.0	0.0
Education	8	9,778	441.7	797.1
BBC World		1,736	239.5	230.9
British Association for Central and Eastern Europe *		5	0.3	0.5
British Council		7,925	195.3	549.7
Great Britain-China Centre		7	0.3	1.0
Marshall Aid Commemoration Commission		3	2.3	2.3
Westminster Foundation for Democracy		13	4.1	4.3
Wilton Park Academic Council		24	0.0	0.0
Wilton Park		65	0.0	8.4
Foreign Office Personnel	3	1,194	25.5	133.3
Diplomatic Service Appeal Board		8	0.0	0.0
Foreign Compensation Commission		3	0.0	0.0
FCO Service		1,183	25.5	133.2
Forestry Commission (Great Britain/ England)	3	1,255	23.1	52.4
Regional Advisory Committees England (x9)		~	~	~
Forest Research		290	0.0	15.1
Forest Enterprise		965	23.1	37.3
Health	59	20,050	818.6	3,488.2
Audit	2	917	81.1	89.8
Healthcare Commission (Commission for Healthcare Audit and Inspection)		889	68.8	75.4
Independent Regulator of NHS Foundation Trusts		28	12.3	14.4
Equipment, Medicines & Resources	5	7,503	111.1	575.9
National Institute for Health and Clinical Excellence		230	29.1	28.7
NHS Blood and Transplant Authority		6,110	43.4	438.6
Medicines and Healthcare Products Regulatory Authority		831	11.0	80.2
NHS Purchasing and Supply Agency		332	27.7	28.5
Plasma Resources UK Ltd		0	0.0	0.0



	Number	Staff	Funding £ million	Expenditure £ million
Expert Advice	31	440	14.8	36.8
Administration of Radioactive Substances Advisory Committee		0	0.0	0.0
Registration of Homoeopathic Medicines, Advisory Board on		0	0.0	0.0
Borderline Substances, Advisory Committee on		0	0.0	0.0
Clinical Excellence Awards, Advisory Committee on		0	0.0	0.0
Dangerous Pathogens, Advisory Committee on		0	0.0	0.0
Hepatitis, Advisory Group on		0	0.0	0.0
British Pharmacopoeia Commission		0	0.0	0.0
Human Medicines, Commission on		0	0.0	0.0
Carcinogenicity of Chemicals in Food, Consumer Products and the Environment, Committee on		0	0.0	0.0
Medical Aspects of Radiation in the Environment, Committee on		0	0.0	0.0
Mutagenicity of Chemicals in Food, Consumer Products and the Environment, Committee on		0	0.0	0.0
Medical Effects of Air Pollutants, Committee on		0	0.0	0.0
Safety of Devices, Committee on the		0	0.0	0.0
Aids, Expert Advisory Group on		0	0.0	0.0
Gene Therapy Advisory Committee		0	0.0	0.0
Genetics and Insurance Committee		0	0.0	0.0
Herbal Medicines Advisory Committee		0	0.0	0.0
Human Genetics Commission		0	0.0	0.0
Sexual Health and HIV, Independent Advisory Group on		0	0.0	0.0
Independent Reconfiguration Panel		0	0.0	0.0
Borderline Products, Independent Review Panel for		0	0.0	0.0
Advertising of Medicines, Independent Review Panel for the		0	0.0	0.0
Vaccination and Immunisation, Joint Committee on		0	0.0	0.0
National Joint Registry Steering Committee		0	0.0	0.0
Nutrition, Scientific Advisory Committee on		0	0.0	0.0
Antimicrobial Resistance, Specialist Advisory Committee on		0	0.0	0.0
Standing Dental Advisory Committee		0	0.0	0.0
Alcohol Education and Research Council		3	0.0	0.7
Human Fertilisation & Embryology Authority		82	1.8	7.1
Human Tissue Authority		42	0.9	2.8
National Biological Board		313	12.0	26.1
NHS Personnel	7	1,009	23.4	1,462.8
Doctors and Dentists Review Body		0	0.0	0.0
Nurses and Other Health Professions Review Body		0	0.0	0.0



	Number	Staff	Funding £ million	Expenditure £ million
Pharmacy Postgraduate Education, Steering Committee on		0	0.0	0.0
Appointments Commission		42	4.7	6.5
Postgraduate Medical Education and Training Board		51	2.9	3.9
NHS Litigation Authority		176	2.5	1,197.9
NHS Professionals		740	13.3	254.5
Patient Welfare	10	7,056	376.2	655.1
Patient Information Advisory Group		0	0.0	0.0
Patient and Public Involvement in Health, Commission for		114	28.0	28.3
Social Care Inspection, Commission for		2,335	79.7	164.4
Healthcare Regulatory Excellence, Council for		12	2.0	2.3
General Social Care Council		301	10.1	89.9
Health Protection Agency		3,248	143.5	252.7
Health and Social Care Information Centre		354	36.9	40.9
Mental Health Act Commission		42	5.0	5.8
National Patient Safety Agency		299	30.6	32.5
The Information Centre		351	40.4	38.3
Other	4	3,125	212.0	667.8
National Treatment Agency for Substance Misuse		166	10.4	13.7
NHS Business Services Authority		2,722	124.9	598.1
NHS Institute for Innovation and Improvement		175	69.0	56.0
Social Care Institute for Excellence		62	7.7	0.0
NHS Trusts	502	1,540,000	95,000.0	~
NHS Direct		~	~	~
Primary Care Trusts (x302)		~	~	~
Strategic Health Authorities (x10)		~	~	~
Acute Trusts (75)		~	~	~
Foundation Trusts (x92)		~	~	~
Ambulance Trusts (x13)		~	~	~
Care Trusts (around 10)		~	~	~
Mental Health Trusts		~	~	~
HM Revenue and Customs	1	4,428	0.0	201.3
Valuation Office		4,428	~	201.3
Home	33	59,409	3,538.0	3,994.1
Crime	9	7,877	679.4	902.6



	Number	Staff	Funding £ million	Expenditure £ million
Misuse of Drugs, Advisory Council on		0	0.2	0.0
Victims Advisory Panel		~	~	~
Criminal Cases Review Commission		94	6.7	7.4
Criminal Injuries Compensation Authority		471	221.0	156.5
Serious Organised Crime Agency		4,285	423.4	432.7
Forensic Science Service Ltd		2,431	2.4	211.8
Criminal Injuries Compensation Appeals Panel (Part of the Tribunal Service)		~	~	~
Asset Recovery Agency		219	16.0	15.1
Criminal Records Bureau		377	9.8	79.0
Immigration	5	3,684	94.1	340.5
Naturalisation and Integration, Advisory Board on		0	~	0.0
Immigration and Nationality Directorate Complaints Audit Committee		~	~	~
Immigration Services Commissioner, Office of the		65	4.3	4.4
Asylum Support Adjudicators		~	~	~
Identity and Passport Service		3,619	89.8	336.2
Police	5	415	30.6	34.5
Police Advisory Board for England and Wales		~	~	~
Police Negotiating Board		~	~	~
Independent Police Complaints Commission		415	30.6	34.5
Police Appeals Tribunals		0	0.0	0.0
Police Arbitration Tribunal		~	~	~
Prisons	8	47,337	2,729.9	2,690.3
Correctional Services Accreditation Panel		~	0.1	0.1
Prison Service Pay Review Body		~	~	~
Sentencing Advisory Panel		0	0.0	0.0
Sentencing Guidelines Council		12	1.0	1.0
Parole Board		83	6.6	8.6
Youth Justice Board for England and Wales		232	439.5	445.4
Independent Monitoring Boards of Prisons, Immigration Removal Centres and Immigration Holding Rooms (x145)		0	0.0	0.0
HM Prison Service		47,010	2,282.7	2,235.3
Surveillance	2	0	0.0	1.6
Technical Advisory Board		0	0.0	0.0
Surveillance Commissioners, Office of		~	~	1.6
Other	4	96	4.1	24.5
Animal Procedures Committee		0	~	0.0
Country Information, Advisory Panel on		0	0.1	0.0
Security Industry Authority		92	4.0	24.4
Investigatory Powers Tribunal		4	~	0.1



	Number	Staff	Funding £ million	Expenditure £ million
International Development	4	6,785	15.8	137.5
Education	2	0	15.8	0.0
Advisory Commonwealth Scholarship Commission in the UK		~	~	~
Commonwealth Scholarship Commission in the UK		~	15.8	~
Other	2	6,785	0.0	137.5
Crown Agents Holding and Realisation Board		~	0.0	~
CDC Group		6,785	0.0	137.5
Northern Ireland Court Service	12	16	1.0	1.0
Northern Ireland Judicial Appointments Commission *		16	1.0	1.0
Northern Ireland Legal Services Commission		~	~	~
Advisory Committees on General Commissioners of Income Tax (x2)		0	0.0	0.0
Advisory Committees on Justices of the Peace (x8)		0	0.0	0.0
Northern Ireland Office	21	3,586	242.9	245.6
Community Relations	4	248	54.4	38.9
Equality Commission for Northern Ireland		130	7.1	7.1
Human Rights Commission, Northern Ireland		19	1.5	1.4
Parades Commission for Northern Ireland		11	1.3	1.7
Compensation Agency for Northern Ireland		88	44.5	28.6
Electoral	1	3	0.2	0.2
Boundary Commission for Northern Ireland		3	0.2	0.2
Legal	3	422	21.0	26.3
Criminal Justice in Northern Ireland, Office of Chief Inspector of		14	1.2	1.2
Criminal Injuries Compensation Appeals Panel for Northern Ireland		9	0.6	0.7
Youth Justice Agency, Northern Ireland		399	19.3	24.3



	Number	Staff	Funding £ million	Expenditure £ million
Police	7	396	20.6	26.1
Police Service Recruitment Vetting, Independent Assessor for		~	~	~
Police Oversight Commissioner, Office of Police Fund, Northern Ireland		~	~	~
		~	1.8	~
Policing Board, Northern Ireland		62	7.9	8.0
Royal Ulster Constabulary George Cross Foundation *		2	0.2	0.2
Police Ombudsman for Northern Ireland, Office of		140	8.7	8.5
Forensic Science Agency, Northern Ireland		192	2.1	9.4
Prisons	5	2,517	146.7	154.3
Probation Board for Northern Ireland		366	15.2	17.7
Independent Monitoring Board (x3)		~	~	~
Prison Service, Northern Ireland		2,151	131.5	136.6
Security	1	0	0.0	0.0
Military Complaints Procedures, Independent Assessor for		~	~	~
Prime Minister's Office		380	2.2	38.7
Crown Estate		380	2.2	38.7
Trade and Industry	68	244,365	6,161.8	23,033.3
Business & Industry	16	207,683	110.8	9,278.0
British Hallmarking Council		1	0.0	0.1
British Shipbuilders		0	0.0	9.5
Competition Appeal Tribunal		~	~	0.8
Competition Commission		151	17.2	21.6
Competition Service		17	4.0	3.6
Copyright Tribunal		~	~	~
Design Council		76	6.0	8.3
Ethnic Minority Business Forum		1	~	~
Insolvency Practitioners' Tribunal		0	0.0	0.0
Communications, Office of (OFCOM)		789	82.7	125.2
Royal Mail		204,438	0.0	8,985.0
SITPRO (Simplifying International Trade)		8	0.9	1.0
Small Business Council		1	0.0	0.0
Small Business Investment Taskforce		1	0.0	0.0
Companies House		1,247	0.0	69.5



	Number	Staff	Funding £ million	Expenditure £ million
UK Intellectual Property Office		953	~	53.4
Consumer Protection	6	389	28.2	28.2
Consumer Council for Postal Services (Postwatch)		94	9.7	9.2
Fuel Poverty Advisory Group		1	0.0	0.0
Gas and Electricity Consumer Council (Energywatch)		220	15.0	11.8
Hearing Aid Council		5	0.0	1.1
National Consumer Council		69	3.5	6.2
Persons Hearing Consumer Credit Licensing Appeals		0	0.0	0.0
Employment	4	799	50.0	52.3
Advisory, Conciliation and Arbitration Service		789	48.3	50.7
Central Arbitration Committee		0	0.7	0.7
Low Pay Commission		9	0.9	0.9
Union Modernisation Fund Supervisory Board		1	0.0	0.0
Energy	9	21,763	1,460.1	8,499.2
Carbon Abatement Technologies, Advisory Committee on		1	0.0	0.0
British Nuclear Fuels PLC		17,859	0.0	797.0
Civil Nuclear Police Authority		808	6.9	44.2
Coal Authority		161	12.0	39.6
Nuclear Decommissioning Authority		705	1,108.0	7,249.0
Nuclear Liabilities Fund		~	~	~
Renewables Advisory Board		~	~	~
Sustainable Energy Policy Advisory Board		1	0.0	0.0
UK Atomic Energy Authority		2,228	333.2	369.3
Regional Development	16	2,749	1,707.2	2,114.1
Advantage West Midlands		327	211.7	284.9
East Midlands Development Agency		247	160.9	188.2
East of England Development Agency		223	136.8	149.0
Industrial Development Advisory Board		3	0.0	0.0
North West Development Agency		402	369.0	462.5
ONE North East		446	246.0	306.0
Regional Industrial Development Boards (x7)		~	~	~
South East England Development Agency		370	136.9	195.4
South West England Development Agency		303	159.9	188.6
Yorkshire Forward		428	286.0	339.5
Research	10	9,860	2,630.4	2,839.7
Arts and Humanities Research Council		102	98.9	98.6
Biotechnology and Biological Sciences Research Council		291	377.1	398.1
Council for Central Laboratory of Research		1,742	208.2	215.1



	Number	Staff	Funding £ million	Expenditure £ million
Councils				
Council for Science and Technology		~	~	~
Economic and Social Research Council		122	140.5	160.1
Engineering and Physical Sciences Research Council		344	637.1	659.2
Medical Research Council		4,234	503.5	597.7
Natural Environment Research Council		2,689	340.6	373.3
Particle Physics and Astronomy Research Council		335	324.5	337.6
Technology Strategy Board		1	0.0	0.0
Other	3	47	0.0	3.6
UK Chemical Weapons Convention National Authority Advisory Committee		1	0.0	0.0
National Weights and Measures Laboratory		46	0.0	3.6
Non-Ministerial Departments	4	1,075	175.2	218.1
Fair Trading, Office of (OFT)		683	73.9	74.5
Gas and Electricity Markets, Office of (OFGEM)		306	6.0	39.1
Postal Services Commission (POSTCOM)		61	0.0	8.8
UK Trade and Investment		25	95.3	95.8
Transport	19	22,030	2,303.8	6,502.2
Aviation	1	959	0.0	174.8
Civil Aviation Authority		959	0.0	174.8
Passengers	2	43	5.3	5.3
Disabled Persons Transport Advisory Committee		~	~	~
Passenger Focus		43	5.3	5.3
Rail	2	28	0.1	31.3
BRB (Residuary) Ltd		27	0.0	31.2
Rail Heritage Committee		1	0.1	0.1
Road	3	3,507	2,264.6	5,166.3
Standing Advisory Committee for Trunk Road Assessment		~	~	~
Traffic Commissioners (x8)		~	~	~
Highways Agency		3,507	2,264.6	5,166.3
Sea	3	1,782	0.0	46.7
Northern Lighthouse Board		272	0.0	18.7
Trinity House Lighthouse Service		331	0.0	28.0
Maritime and Coastguard Agency		1,179	~	~
Vehicle	5	12,162	30.9	851.1



	Number	Staff	Funding £ million	Expenditure £ million
Driver and Vehicle Licensing Agency (DVLA)		6,487	30.9	488.0
Driving Standards Agency (DSA)		2,653	~	149.5
Government Car and Dispatch Agency		307	0.0	18.9
Vehicle and Operator Services Agency (VOSA)		2,578	~	184.9
Vehicle Certification Agency (VCA)		137	~	9.9
Other	2	3,170	2.9	197.6
British Transport Police Authority		3,170	1.1	195.9
Integrated Transport, Commission for		~	1.8	1.7
Non-Ministerial Department	1	379	0.0	29.2
Rail Regulation, Office of		379	0.0	29.2
Treasury	9	8,222	317.6	920.5
Economic Regulation	3	2,887	166.6	490.5
National Savings and Investments		143	157.6	180.4
FSA		2,659	~	295.8
UK Debt Management Office (and the Debt Management Account)		85	9.0	14.3
Other	4	5,335	151.0	430.0
OGC Buying Solutions		290	0.0	65.8
Statistics Commission		11	1.4	1.4
Office for National Statistics		4,173	149.6	244.2
Royal Mint		861	0.0	118.6
Non-Ministerial Department	2	0	0.0	0.0
Reduction of the National Debt, Commission for the		~	~	~
Public Works Loan Board		~	~	~
Work and Pensions	23	115,453	4,817.1	7,304.6
Disability	6	7,585	371.5	517.1
Disability Employment Advisory Committee		3	0.1	~
Disability Living Allowance Advisory Board		3	~	~
Disability Rights Commission		209	21.0	21.7
Equality 2025		4	0.4	0.0
Independent Living Funds		145	216.2	199.7
Remploy Ltd		7,221	133.8	295.8
Employment	3	70,111	3,361.5	4,627.8



	Number	Staff	Funding £ million	Expenditure £ million
National Employment Panel		33	2.1	~
National Employment Panel Ltd		36	2.7	1.7
JobCentre Plus		70,042	3,356.7	4,626.1
Pensions	6	13,864	183.1	842.7
Pension Protection Fund		99	10.0	13.2
Pension Protection Fund Ombudsman		7	~	~
Pensions Ombudsman		37	~	2.1
The Pensions Regulator		325	34.4	31.9
The Pensions Advisory Service		34	2.7	2.7
Pension Service		13,362	135.9	792.8
Welfare	5	20,196	668.5	1,023.2
Social Security Advisory Committee		5	0.4	0.0
Child Support Agency		11,040	400.4	522.9
Disability and Carers Service		6,318	216.5	306.9
Insolvency Service		2,146	46.6	157.6
Rent Service		687	4.5	35.8
Workplace	3	3,697	232.6	293.8
Health and Safety Commission		16	0.9	0.9
Health and Safety Executive		3,675	231.6	292.9
Industrial Injuries Advisory Council		6	0.1	0.0
Scottish Executive	148	40,169	6,685.0	8,434.9
Adult and Child Welfare	41	1,200	57.8	72.5
Social Services Council, Scottish		84	8.5	11.4
Scottish Children's Reporter Administration		471	25.3	23.0
Regulation of Care, Commission for the (Care Commission)		583	17.4	30.7
Additional Support Needs Tribunal for Scotland		6	~	0.5
Children's Panel (x32)		~	1.7	1.7
Private Rented Housing Services		3	0.3	0.3
Mental Health Tribunal for Scotland		~	~	~
Social Work Inspection Agency		53	3.4	3.8
Children and Young People in Scotland, Commissioner for		~	1.2	1.2
Public Services Ombudsman, Scottish		~	~	~
Agriculture	4	217	3.5	21.1
Crofters Commission		28	3.5	3.6
Agricultural Wages Board, Scottish		0	0.0	0.0
Agricultural Science Agency, Scottish		170	~	11.1
Quality Meat Scotland		19	0.0	6.4



	Number	Staff	Funding £ million	Expenditure £ million
Art	1	97	62.5	57.4
Scottish Arts Council		97	62.5	57.4
Building	3	71	4.3	4.5
Building Standards Advisory Committee		30	1.7	1.8
Architecture and Design Scotland		11	0.9	0.9
Building Standards Agency, Scottish		30	1.7	1.8
Business & Industry	5	5,414	606.2	782.2
Highlands and Islands Enterprise		564	100.4	113.1
Scottish Enterprise		2,720	426.9	513.9
Caledonian Maritime Assets Ltd		626	3.3	45.6
David MacBrayne Limited		1,200	51.7	83.4
Highlands and Islands Airports Ltd		304	23.9	26.3
Community Development	2	450	867.1	947.3
Bord na Gaidhling		10	4.4	4.5
Communities Scotland		440	862.6	942.8
Disability	1	2	0.2	0.2
Mobility and Access Committee for Scotland		2	0.2	0.2
Energy	1	0	0.0	0.0
Fisheries (Electricity) Committee		~	~	~
Environment	3	1,205	35.3	65.8
Deer Commission for Scotland		27	1.7	1.7
Environment Protection Agency		1,178	33.6	64.1
Sustainable Development Commission in Scotland		n/a	~	~
Financial	5	547	22.5	62.3
Accounts Commission for Scotland		279	6.1	24.9
Risk Management Authority		18	1.2	0.9
Accountant in Bankruptcy		127	7.1	11.5
Public Audit, Scottish Commission for Audit Scotland		n/a	~	~
		123	8.1	24.9
Fire	1	~	~	~
HM Fire Service Inspectorate for Scotland		~	~	~
Fisheries	2	628	45.1	46.6
Fisheries Research Services		321	21.2	25.5
Fisheries Protection Agency, Scottish		307	23.9	21.1
Higher Education	3	365	1,721.3	1,795.2
Further and Higher Education Funding Council		129	1,714.2	1,786.4



	Number	Staff	Funding £ million	Expenditure £ million
University for Industry, Scotland		81	~	~
Student Awards Agency for Scotland		155	7.1	8.8
Historic Sites, Buildings & Estates	5	2,037	142.8	153.2
Historic Environment Advisory Council for Scotland		~	0.1	0.1
Natural Heritage, Scottish		725	86.6	70.6
Royal Commission on Ancient and Historical Monuments of Scotland		99	3.9	4.8
Royal Botanic Garden, Edinburgh		222	10.6	10.6
Historic Scotland		991	41.6	67.1
Information, Records & Archives	8	1,508	18.5	84.4
Records Advisory Council		n/a	~	~
National Archives of Scotland		168	11.6	10.6
General Register Office for Scotland		257	6.8	12.8
Registers of Scotland		1,058	0.0	59.4
Parliamentary Standards Commissioner		1	0.1	0.1
Information Commissioner, Scottish		24	~	1.4
Court of Lord Lyon		~	~	~
Office of the Queens Printer for Scotland		~	~	~
Legal	43	2,723	210.0	252.9
Justices of the Peace Advisory Committee (x32)		0	0.0	0.0
Law Commission, Scottish		21	1.5	1.5
Criminal Cases Review Commission		14	1.3	1.2
Legal Aid Board		306	149.0	172.2
Lands Tribunal for Scotland		3	1.6	0.4
Parole Board for Scotland		0	1.1	1.0
Charity Appeals Panel, Scottish		3	0.2	~
Mental Health Tribunal for Scotland		0	0.0	0.0
Courts Service, Scottish		1,143	52.5	73.4
Charity Regulator, Office of the		1,226	2.4	2.8
Legal Services Ombudsman		7	0.4	0.4
Inspectorate of Prosecution		~	~	~
Libraries	1	284	14.8	15.4
National Library of Scotland		284	14.8	15.4
Local Government	2	4	0.4	0.4
Local Authorities Remuneration Committee		~	~	~
Local Government Boundary Commission for Scotland		4	0.4	0.4
Media	1	46	3.0	4.4
Scottish Screen		46	3.0	4.4
Museums & Galleries	2	718	34.9	43.4



	Number	Staff	Funding £ million	Expenditure £ million
National Museums of Scotland		432	23.7	27.6
National Galleries of Scotland		286	11.2	15.8
National Parks	2	74	4.4	5.4
Cairngorms National Park Authority		74	4.4	5.4
Loch Lomond and the Trossachs National Park Authority		~	~	~
NHS in Scotland	24	11,267	988.7	1,084.0
Distinction Awards, Advisory Committee on		~	~	~
Scottish Ambulance Service Board		3,973	169.5	174.8
National Waiting Times Centre Board		750	38.3	54.8
NHS 24		1,351	56.8	55.1
NHS Boards (14)		~	~	~
NHS Education Scotland		623	356.4	345.9
NHS Health Scotland		~	22.6	22.4
NHS Quality Improvement Scotland		224	15.0	15.0
NHS National Services Scotland (formerly Common Services Agency)		3,582	292.0	377.5
Mental Welfare Commission for Scotland		64	4.0	3.8
State Hospitals Board for Scotland		700	34.1	34.7
Passengers	1	2	0.2	0.1
Public Transport Users Committee for Scotland		2	0.2	0.1
Pensions	1	213	9.1	8.8
Public Pensions Agency, Scottish		213	9.1	8.8
Personnel	2	5	0.4	0.4
Public Appointments in Scotland, Commissioner for		5	0.4	0.4
Standards Commission for Scotland		~	~	~
Police	4	278	36.3	36.7
Police Complaints Commissioner for Scotland		4	0.0	~
Police College, Scottish		~	14.5	14.9
Crime and Drug Enforcement Agency, Scottish		274	21.7	21.7
HM Inspectorate of Constabulary		~	~	~
Prisons	4	4,145	293.4	265.1
Prison Service, Scottish		4,137	292.9	264.8
Prison Complaints Commissioner		3	0.1	~
HM Prisons Inspectorate		5	0.4	0.4
Visiting Committees for Scottish Penal Complaints		~	~	~
Regional Development	1	~	~	~
Industrial Development Advisory Board		~	~	~



	Number	Staff	Funding £ million	Expenditure £ million
Research	6	770	20.7	43.8
Advisory Committee on Sites of Special Scientific Interest		0	0.0	0.0
Macaulay Institute		~	~	~
Moredun Research Institute		~	~	~
Rowett Research Institute		~	~	~
Agricultural College, Scottish		770	20.7	43.8
Crop Research Institute, Scottish		~	~	~
Sport	2	~	29.7	~
sportscotland		~	29.7	~
Institute of Sport, Scottish		n/a	~	~
Teaching & Schools	4	1,198	37.2	105.0
General Teaching Council for Scotland		51	0.0	3.6
Learning and Teaching Scotland		180	5.5	22.1
Qualifications Authority, Scottish		762	18.3	64.2
HM Inspectorate of Education		205	13.4	15.1
Tourism	1	798	45.2	66.6
VisitScotland		798	45.2	66.6
Transport	2	270	1,366.5	1,756.9
Transport Scotland		270	1,366.5	1,756.9
Roadworks Commissioner, Scottish		~	~	~
Water	4	3,633	2.8	653.3
Water Industry Commission for Scotland		18	2.8	5.0
Scottish Water		3,587	~	647.6
Drinking Water Quality Regulator		n/a	~	~
Waterwatch Scotland		28	0.0	0.7
Northern Ireland Executive	11	1,357	8.2	36.1
Building	2	0	0.0	0.0
Building Regulations Advisory Committee		0	0.0	0.0
Community Development	2	49	1.1	1.1
North South Body - Special EU Programmes Body		49	1.1	1.1
Financial	2	672	0.0	28.3
Valuation and Lands Agency		348	~	15.5
Rates Collection Agency		324	~	12.8



	Number	Staff	Funding £ million	Expenditure £ million
Information, Records & Archives	2	396	7.1	6.7
Statistics Advisory Committee		1	0.0	0.0
Northern Ireland Statistics and Research Agency		395	7.1	6.7
Legal	2	239	0.0	0.0
Law Reform Advisory Committee		1	0.0	0.0
Land Registers of Northern Ireland		238	~	~
Personnel	1	1	0.0	0.0
Civil Service Appeal Board		1	0.0	0.0
Welsh Assembly	38	3,241	1,154.3	1,234.9
Adult and Child Welfare	1	58	8.7	9.2
Care Council for Wales		58	8.7	9.2
Art	1	99	27.3	40.1
Arts Council of Wales		99	27.3	40.1
Community Development	1	76	13.3	13.6
Welsh Language Board		76	13.3	13.6
Environment	1	1,166	48.6	79.6
Environment Agency Wales		1,166	48.6	79.6
Financial	1	72	3.6	10.5
Finance Wales		72	3.6	10.5
Health	13	40	511.2	518.1
Wales Centre for Health		19	1.3	2.1
Advisory Panel on Substance Misuse		0	0.0	0.0
All Wales Medicines Strategy Group		0	0.0	0.3
Welsh Committee for the Professional Development of Pharmacists		0	0.0	0.0
Dental Committee, Welsh		0	0.0	0.1
Medical Committee, Welsh		0	0.0	0.0
Nursing and Midwifery Advisory Committee, Welsh		0	0.0	0.0
Optometric Committee, Welsh		0	0.0	0.0
Pharmaceutical Committee, Welsh		0	0.0	0.0
Scientific Advisory Committee, Welsh		0	0.0	0.0
Therapies Advisory Committee, Welsh		0	0.0	0.0
Mental Health Review Tribunal		0	0.0	1.2
Health Commission Wales (Specialist Services)		21	509.9	514.3



	Number	Staff	Funding £ million	Expenditure £ million
Higher Education	1	52	433.5	449.0
Higher Education Funding Council for Wales		52	433.5	449.0
Historic Sites, Buildings & Estates	1	35	1.9	1.8
Royal Commission for the Ancient and Historic Monuments of Wales		35	1.9	1.8
Legal	8	19	1.1	1.1
Registered Inspectors Appeals Tribunal (Wales)		0	0.0	0.0
Residential Property Tribunal		0	0.0	0.1
Valuation Tribunals (Wales) (x6)		19	1.1	1.0
Libraries	1	282	11.8	12.2
National Library of Wales		282	11.8	12.2
Local Government	1	5	0.4	0.3
Local Government Boundary Commission		5	0.4	0.3
Museums & Galleries	1	627	24.9	26.7
National Museum of Wales		627	24.9	26.7
Regional Development	1	0	0.0	0.0
Industrial Development Advisory Board, Welsh		0	0.0	0.0
Rural Affairs	5	501	44.7	47.4
Countryside Council for Wales		501	44.7	47.4
Agricultural Dwelling House Advisory Committee (x6) (Dormant)		0	0.0	0.0
Agricultural Wages Committee (x6) (Dormant)		0	0.0	0.0
Independent Appeal Panel for Farmers		0	0.0	0.0
Agricultural Land Tribunal		0	0.0	0.0
Sport	1	209	23.4	25.3
Sports Council for Wales		209	23.4	25.3
Total Quangos, Agencies and Non-Ministerial Departments	1162	714,430	63,518.8	101,756.4