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## Structure of Government No.1

# THE UNSEEN GOVERNMENT OF THE UK

### FOR IMMEDIATE RELEASE

In 2003, the parliamentary Select Committee on Public Administration criticised the Government's inadequate approach to mapping Britain's public bodies.<sup>1</sup> 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. 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" (often referred to as "quangos").<sup>2</sup> This paper – the first in a new 'Structure of Government' series from the TaxPayers' Alliance – attempts to do what government has far failed to do, providing people with a comprehensive picture of Britain's "unseen government".

Using the legal definition of "subsidiary" – as stated in the Companies Act of 2006 – government in the UK controlled at least 2,063 subsidiary bodies in 2006-07, if not many more.<sup>3</sup> This number includes the 469 Local Authorities, 432 plus NHS Trusts, and the 1,162 quangos and agencies which are the focus of this report. It does not include the hundreds of police forces, fire services and other subsidiary spending bodies in the UK, or the 36 EU agencies with responsibilities in the United Kingdom.

	Number	Staff	TaxPayer Funding, £million
Quangos and Agencies	1,162	714,430	63,518
Local Authorities	469	2,927,000	92,490
NHS Trusts and Boards <sup>4</sup>	432	1,478,559	101,400
<b>Total</b>	<b>2,063</b>	<b>5,119,989</b>	<b>257,408</b>

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

<sup>2</sup> Ibid – p.61 (paragraph 38)

<sup>3</sup> Companies Act 2006: *Part 37, Section 1159*, p.56

<sup>4</sup> The stated figures reflect funding spent on health by the Westminster parliament and grant-in-aid given to NHS Boards by the Scottish Executive. Staff figures reflect total employed by NHS Trusts and Boards in England and Scotland. Current data for Wales and Ireland is unavailable.

This paper deals with those 1,162 Quangos and Agencies identified as subsidiaries of the governments in England, Wales, Scotland and Northern Ireland at 31 March 2007.

### The key findings of the report were:

- That **no government office keeps a complete, public record** of the UK's public bodies. This is our attempt to provide an authoritative, comprehensive list.
- In 2006-07, taxpayers funded **1,162 public bodies, at a cost of nearly £64 billion.**
- This is **equivalent to £2,550 per household in the UK.**<sup>5</sup>
- Over **700,000 people in the UK work within this layer of quasi-government.**
- **While the number of Executive Non-Departmental Public Bodies - the classic "quango" - has fallen since 1997**, from 1,128 to 827, **the cost of these has soared** from some £19 billion in 1997 to £31 billion in 2007, a growth in real terms of 50%.<sup>6</sup> 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 true picture of Britain's public bodies' landscape.
- The organisation of British government is difficult to comprehend. **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, five bodies monitor the water industries of the UK.
- **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,

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<sup>5</sup> National Statistics: Households in UK - [www.statistics.gov.uk/cci/nugget.asp?id=1866](http://www.statistics.gov.uk/cci/nugget.asp?id=1866)

<sup>6</sup> The Cabinet Office definition of public body covers only Non-Departmental Public Bodies (NDPB's); *Cabinet Office Public Bodies Directory 1998*; *Cabinet Office Public Bodies Directory 2007*

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**, a 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, 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 better value and significant improvements in our public services."*

### 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 efforts, this list captures all those organisations over which the governments in Westminster, Edinburgh, Cardiff and Stormont 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.<sup>7</sup>

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<sup>7</sup> Remploy is an example of sensible policy – a public, for-profit company designed to provide employment opportunities to those with disabilities.

- **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.

### **Wider Context: UK Government - 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.<sup>8</sup>

- **Too large:** Government employs just under 6 million people and has an annual expenditure of almost £600 billion.<sup>9</sup> Twenty senior ministers and around 500,000 civil servants oversee 1,162 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; their interests are just too diverse.

For example, the predecessor to today's Department of Business, Enterprise and Regulatory Reform (BERR), the Department of Trade

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<sup>8</sup> OECD Economic Outlook No.81, May 2007

<sup>9</sup> Budget 2008, March 2008; Office for National Statistics, 2007, Public Sector Employment Q4

and Industry, in 2006-07 managed an expenditure of £23 billion, 244,000 staff (there are only four FTSE companies larger) and 68 subsidiary 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'.<sup>10</sup> After 11 years of schooling, at a total cost of £75,000, the state system fails to provide individuals with the 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.<sup>11</sup> 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.<sup>12</sup> 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.

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<sup>10</sup> GCSE attempts and achievement in selected subjects of pupils at the end of Key Stage 4, Department for Education and Skills, October 2006

<sup>11</sup> Nolte, Ellen, 2008, *Measuring the Health of Nations*, Commonwealth Fund

<sup>12</sup> Matthew Sinclair, 2007, *Wasting Lives: A Statistical Analysis of Deaths Amenable to HealthCare*

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 day to day management responsibilities.
- 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 attempt to do this, beginning here with a comprehensive guide to Britain's unseen state.

### **Sources and Methodology**

1. Unseen Government has been compiled over the past year, 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 Council<sup>13</sup>, 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.

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<sup>13</sup> Quango Database - Economic Research Council - <http://quangos.ercouncil.org/>

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 total figures. For full information on NMD's, please make enquires at the numbers provided below.
8. Any errors within the list are our responsibility. However, errors are not necessarily our own; available data on public bodies is often out of date, and frequently inaccurate. Considering the lack of clarity in this area, omissions are inevitable. If there is a quango or agency missing from the list, please let us know.
9. Within the list:
  - ~ = 'no information available'. Accounts have not been published, departments gave no information
  - \* = 2005-06 data has been used.
  - n/a = Not applicable. For instance, the body was dormant.

To discuss the research, please contact:

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## Appendix A

### UK Government Subsidiary Bodies, at 31 March 2007

	Bodies	Staff	Funding £ million	Expenditure £ million
<b>Total</b>	<b>1,162</b>	<b>714,430</b>	<b>63,518.8</b>	<b>101,756.4</b>
<b>Attorney General's Office</b>	<b>4</b>	<b>817</b>	<b>0.0</b>	<b>57.9</b>
Treasury Solicitor's Department		817	0.0	57.9
<b>Non Ministerial Departments</b>		<b>9,017</b>	<b>684.8</b>	<b>715.8</b>
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
<b>Cabinet Office</b>	<b>16</b>	<b>1,518</b>	<b>68.3</b>	<b>434.6</b>
<b>Communications</b>		<b>701</b>	<b>0.0</b>	<b>338.8</b>
Advertising, Advisory Committee on		0	~	~
Central Office of Information		701	0.0	338.8
<b>Personnel</b>		<b>14</b>	<b>1.1</b>	<b>1.1</b>
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		~	~	~
<b>Regulation</b>		<b>~</b>	<b>~</b>	<b>~</b>
Better Regulation Commission		~	~	~
<b>Third Sector</b>		<b>28</b>	<b>34.3</b>	<b>34.0</b>
Capacitybuilders UK Ltd		28	34.3	34.0
Commission for the Compact		~	~	~
Futurebuilders Advisory Panel		~	~	~
<b>Non Ministerial Departments</b>		<b>775</b>	<b>33.0</b>	<b>60.8</b>
Charity Commission for England and Wales		514	30.5	31.4
National School of Government		261	2.5	29.3





	Bodies	Staff	Funding £ million	Expenditure £ million
<b>Communities and Local Government</b>	<b>28</b>	<b>6,240</b>	<b>2,522.6</b>	<b>1,104.7</b>
<b>Audit</b>		<b>2,005</b>	<b>26.8</b>	<b>199.7</b>
Local Authorities and the NHS in England and Wales, Audit Commission for		2,005	26.8	199.7
<b>Building</b>		<b>828</b>	<b>48.5</b>	<b>60.7</b>
Standards for the Planning Inspectorate, Advisory Panel on the Architects Registration Board		0	0.0	0.0
Building Regulations Advisory Committee		18	0.0	2.4
Planning Inspectorate		0	0.0	0.0
		810	48.4	58.2
<b>Social</b>		<b>421</b>	<b>31.1</b>	<b>45.1</b>
Racial Equality, Commission for Community Development Foundation		193	19.1	19.6
National Community Forum		56	1.5	14.9
Women's National Commission		2	0.2	0.0
Equal Opportunities Commission		0	0.3	~
		170	10.0	10.5
<b>Fire Service</b>		<b>309</b>	<b>19.8</b>	<b>25.2</b>
Firebuy		20	2.0	2.0
Fire Services College		289	17.7	23.2
<b>Housing</b>		<b>838</b>	<b>1,667.7</b>	<b>27.5</b>
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
<b>Local Government</b>		<b>117</b>	<b>11.8</b>	<b>11.7</b>
Beacon Councils, Advisory Panel on Standards Board for England		0	0.1	0.0
		117	11.8	11.7
<b>Regional Development</b>		<b>261</b>	<b>716.9</b>	<b>615.9</b>
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
<b>Other</b>		<b>1,461</b>	<b>0.0</b>	<b>118.3</b>
Ordnance Survey		1,410	0.0	109.7
Queen Elizabeth II Conference Centre		51	0.0	8.7



	Bodies	Staff	Funding £ million	Expenditure £ million
<b>Local Government</b> - Figures not in totals	<b>469</b>	<b>2,927,000</b>	<b>92,490.0</b>	<b>145,569.0</b>
<i>Local Authorities x 469</i>		2,927,000	92,490.0	145,569.0

**Constitutional Affairs** **578** **33,097** **1,161.8** **2,404.5**

<b>Electoral</b>	<b>7</b>	<b>1.3</b>	<b>0.9</b>
Boundary Commission for England	6	1.2	0.8
Boundary Commission for Scotland	1	~	~
Boundary Commission for Wales	0	0.1	0.0

<b>Information, Records &amp; Archives</b>	<b>822</b>	<b>38.2</b>	<b>55.5</b>
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

<b>Law &amp; The Courts</b>	<b>32,268</b>	<b>1,122.3</b>	<b>2,348.1</b>
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	~	~	~
Crown Court Rules Committee	~	~	~
Family Justice Council	~	0.4	0.4
Family Procedure Rule Committee	~	~	~
Insolvency Rules Committee	~	~	~
Land Registration Rules Committee	~	~	~
Law Commission	51	~	4.0
Legal Services Consultative Panel	~	~	~
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 (x350)	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

	Bodies	Staff	Funding £ million	Expenditure £ million
<b>Culture, Media and Sport</b>	<b>63</b>	<b>45,545</b>	<b>1,657.8</b>	<b>8,412.8</b>
<b>Art</b>		<b>1,215</b>	<b>483.6</b>	<b>999.7</b>
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		~	~	~
<b>Historic Sites and Buildings</b>		<b>2,836</b>	<b>175.8</b>	<b>268.5</b>
Historic Wreck Sites, Advisory Committee on		0	~	~
National Historic Ships, Advisory Committee on		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
<b>Libraries</b>		<b>2,024</b>	<b>110.3</b>	<b>127.5</b>
Libraries, Advisory Council on		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
<b>Lottery</b>		<b>1,148</b>	<b>9.2</b>	<b>88.4</b>
Big Lottery Fund (BIG)		1,103	~	76.9
National Lottery Commission		45	9.2	11.4
<b>Museums</b>		<b>8,197</b>	<b>308.5</b>	<b>545.6</b>
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		829	36.7	69.4
National Portrait Gallery		212	7.0	14.2
Natural History Museum *		932	41.5	74.8
Royal Armouries Museums		189	7.8	10.5
Sir John Soane's Museum		25	~	~
Tate Gallery		1,150	34.1	87.4



Bodies	Staff	Funding £ million	Expenditure £ million
Victoria and Albert Museum	960	39.1	61.2
Wallace Collection	95	3.5	5.3
<b>Olympics</b>	<b>154</b>	<b>52.7</b>	<b>347.9</b>
Olympic Delivery Authority	152	52.7	192.9
Olympic Lottery Distributor	2	0.0	155.0
<b>Regional Development</b>	<b>41</b>	<b>0.9</b>	<b>1.3</b>
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	~	~
<b>Sport</b>	<b>5,306</b>	<b>174.3</b>	<b>606.7</b>
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
<b>Media</b>	<b>24,044</b>	<b>291.0</b>	<b>5,334.2</b>
BBC	23,037	264.1	4,353.4
Channel 4	917	~	922.9
Sianel Pedwar Cymra (S4C) - Welsh Fourth Channel Authority	~	~	~
UK Film Council	90	26.9	57.9
<b>Tourism</b>	<b>463</b>	<b>49.9</b>	<b>70.9</b>
England Marketing Advisory Board	0	~	~
VisitBritain	463	49.9	70.9
<b>Other</b>	<b>117</b>	<b>1.6</b>	<b>22.1</b>
Football Licensing Authority	15	1.6	1.6
Science, Technology and the Arts, National Endowment for	102	~	20.5



	Bodies	Staff	Funding £ million	Expenditure £ million
<b>Defence</b>	<b>48</b>	<b>41,117</b>	<b>8,877.3</b>	<b>4,877.8</b>
<b>Armed Forces Personnel</b>		<b>6,393</b>	<b>427.7</b>	<b>546.2</b>
Conscientious Objectors, Advisory Committee on		0	0.0	0.0
Medical Countermeasures, Advisory Group on		~	0.1	0.1
Armed Forces Pay Review Body		~	~	~
War Pensions, Central Advisory Committee on		0	0.0	0.0
Military Corrective Training Centers, Independent Board of Visitors for		~	~	~
National Employer Advisory Board		~	~	~
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		~	~	~
<b>Museum</b>		<b>207</b>	<b>14.9</b>	<b>24.0</b>
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
<b>Research</b>		<b>3,452</b>	<b>0.0</b>	<b>345.9</b>
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
<b>Sites &amp; Equipment</b>		<b>20,291</b>	<b>8,428.7</b>	<b>3,363.0</b>
Animal Welfare Advisory Committee		0	0.0	0.0
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	~	~
<b>Other</b>		<b>10,774</b>	<b>391.0</b>	<b>598.7</b>
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



	Bodies	Staff	Funding £ million	Expenditure £ million
<b>Education and Skills</b>	<b>22</b>	<b>12,408</b>	<b>18,887.4</b>	<b>19,738.5</b>
<b>Child Health and Welfare</b>		<b>20</b>	<b>3.4</b>	<b>3.0</b>
Children's Commissioner, Office of the Teenage Pregnancy, Independent Advisory Group on		20	3.4	3.0
		~	~	~
<b>Higher Education</b>		<b>1,240</b>	<b>7,051.5</b>	<b>7,021.3</b>
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
<b>Legal</b>		<b>1,702</b>	<b>104.4</b>	<b>108.0</b>
Children and Family Court Advisory and Support Service		1,702	104.4	108.0
<b>Skills &amp; Adult Learning</b>		<b>5,520</b>	<b>10,521.5</b>	<b>11,357.1</b>
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
<b>Teaching &amp; Schools</b>		<b>1,688</b>	<b>1,013.6</b>	<b>1,055.1</b>
British Educational Communications and Technology Agency		262	30.3	33.7
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
<b>Non-Ministerial Department</b>		<b>2,238</b>	<b>193.1</b>	<b>193.9</b>
Standards in Education, Office for (OFSTED)		2,238	193.1	193.9



	Bodies	Staff	Funding £ million	Expenditure £ million
<b>Environment, Food and Rural Affairs</b>	<b>107</b>	<b>29,842</b>	<b>3,337.5</b>	<b>5,909.5</b>
<b>Agriculture</b>		<b>2,389</b>	<b>109.5</b>	<b>201.8</b>
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	~	~
Veterinary Residues Committee		~	~	~
State Veterinary Agency		1,427	96.4	109.7
Veterinary Medicines Directorate		152	8.2	8.8
<b>Environment</b>		<b>20,429</b>	<b>1,079.9</b>	<b>2,149.6</b>
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



Bodies	Staff	Funding £ million	Expenditure £ million
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
<b>Food</b>	<b>190</b>	<b>6.0</b>	<b>33.4</b>
Covent Garden Marketing Authority	46	~	12.8
Food from Britain	40	6.0	8.8
Sea Fish Industry Authority	104	0.0	11.7
<b>National Parks</b>	<b>0</b>	<b>32.1</b>	<b>58.4</b>
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
Peak District NPA	~	4.3	14.3
Yorkshire Dales NPA	~	4.8	7.4
<b>Research</b>	<b>1,917</b>	<b>33.9</b>	<b>155.4</b>
Science Advisory Council *	4	0.3	~
Central Science Laboratory	680	33.7	44.5
Veterinary Laboratories Agency	1,233	0.0	110.9
<b>Rural Affairs</b>	<b>4,648</b>	<b>2,068.7</b>	<b>3,293.6</b>
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
<b>Water Supply</b>	<b>81</b>	<b>7.0</b>	<b>5.8</b>
Water, Consumer Council for	81	7.0	5.8
Cryptosporidium in Water Supplies, Expert Group on	~	~	~
<b>Non-Ministerial Department</b>	<b>188</b>	<b>0.3</b>	<b>11.5</b>
Water Service, Office of	188	0.3	11.5



	Bodies	Staff	Funding £ million	Expenditure £ million
<b>Export Credit Guarantee</b>	<b>1</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
Export Guarantees Advisory Council		~	~	~
<b>Food Standards Agency</b>	<b>6</b>	<b>1,478</b>	<b>33.0</b>	<b>91.3</b>
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
<b>Foreign and Commonwealth Office</b>	<b>12</b>	<b>10,972</b>	<b>467.3</b>	<b>930.4</b>
<b>Diplomatic</b>		<b>0</b>	<b>0.0</b>	<b>0.0</b>
Government Hospitality Advisory Committee for the Purchase of Wine		0	0.0	0.0
<b>Education</b>		<b>9,778</b>	<b>441.7</b>	<b>797.1</b>
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
<b>Foreign Office Personnel</b>		<b>1,194</b>	<b>25.5</b>	<b>133.3</b>
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
<b>Forestry Commission (Great Britain/ England)</b>	<b>3</b>	<b>1,255</b>	<b>23.1</b>	<b>52.4</b>
Regional Advisory Committees England (x9)		~	~	~
Forest Research		290	0.0	15.1
Forest Enterprise		965	23.1	37.3



	Bodies	Staff	Funding £ million	Expenditure £ million
<b>Health</b>	<b>59</b>	<b>20,050</b>	<b>818.6</b>	<b>3,488.2</b>
<b>Audit</b>		<b>917</b>	<b>81.1</b>	<b>89.8</b>
Healthcare Commission (Commission for Healthcare Audit and Inspection)		889	68.8	75.4
Independent Regulator of NHS Foundation Trusts		28	12.3	14.4
<b>Equipment, Medicines &amp; Resources</b>		<b>7,503</b>	<b>111.1</b>	<b>575.9</b>
National Institute for Health and Clinical Excellence (NICE)		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
<b>Expert Advice</b>		<b>440</b>	<b>14.8</b>	<b>36.8</b>
Administration of Radioactive Substances Advisory Committee		0	~	~
Registration of Homoeopathic Medicines, Advisory Board on		0	~	~
Borderline Substances, Advisory Committee on		0	~	~
Clinical Excellence Awards, Advisory Committee on		0	~	~
Dangerous Pathogens, Advisory Committee on		0	~	~
Hepatitis, Advisory Group on		0	~	~
British Pharmacopoeia Commission		0	~	~
Human Medicines, Commission on		0	~	~
Carcinogenicity of Chemicals in Food, Consumer Products and the Environment, Committee on		0	~	~
Medical Aspects of Radiation in the Environment, Committee on		0	~	~
Mutagenicity of Chemicals in Food, Consumer Products and the Environment, Committee on		0	~	~
Medical Effects of Air Pollutants, Committee on		0	~	~
Safety of Devices, Committee on the		0	~	~
Aids, Expert Advisory Group on		0	~	~
Gene Therapy Advisory Committee		0	~	~
Genetics and Insurance Committee		0	~	~
Herbal Medicines Advisory Committee		0	~	~
Human Genetics Commission		0	~	~
Sexual Health and HIV, Independent Advisory Group on		0	~	~
Independent Reconfiguration Panel		0	~	~
Borderline Products, Independent Review Panel for		0	~	~
Advertising of Medicines, Independent Review Panel for the		0	~	~
Vaccination and Immunisation, Joint Committee on		0	~	~
National Joint Registry Steering Committee		0	~	~
Nutrition, Scientific Advisory Committee on		0	~	~



Bodies	Staff	Funding £ million	Expenditure £ million
Antimicrobial Resistance, Specialist Advisory Committee on	0	~	~
Standing Dental Advisory Committee	0	~	~
Alcohol Education and Research Council	3	~	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
<b>NHS Personnel</b>	<b>1,009</b>	<b>23.4</b>	<b>1,462.8</b>
Doctors and Dentists Review Body	0	0.0	0.0
Nurses and Other Health Professions Review Body	0	0.0	0.0
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
<b>Patient Welfare</b>	<b>7,056</b>	<b>376.2</b>	<b>655.1</b>
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
<b>Other</b>	<b>3,125</b>	<b>212.0</b>	<b>667.8</b>
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

<b>NHS Trusts – figures not in totals</b>	<b>418</b>	<b>1,540,000</b>	<b>95,100.0</b>	<b>~</b>
<i>NHS Direct</i>	~	~	~	~
<i>Primary Care Trusts (x302)</i>	~	~	~	~
<i>Strategic Health Authorities (x10)</i>	~	~	~	~
<i>Acute Trusts (75)</i>	~	~	~	~
<i>Foundation Trusts (x92)</i>	~	~	~	~
<i>Ambulance Trusts (x13)</i>	~	~	~	~
<i>Care Trusts (around 10)</i>	~	~	~	~
<i>Mental Health Trusts</i>	~	~	~	~



	Bodies	Staff	Funding £ million	Expenditure £ million
<b>HM Revenue and Customs</b>	<b>1</b>	<b>4,428</b>	<b>0.0</b>	<b>201.3</b>
Valuation Office		4,428	~	201.3
<b>Home Office</b>	<b>33</b>	<b>59,409</b>	<b>3,538.0</b>	<b>3,994.1</b>
<b>Crime</b>		<b>7,877</b>	<b>679.4</b>	<b>902.6</b>
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
<b>Immigration</b>		<b>3,684</b>	<b>94.1</b>	<b>340.5</b>
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
<b>Police</b>		<b>415</b>	<b>30.6</b>	<b>34.5</b>
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		~	~	~
<b>Prisons</b>		<b>47,337</b>	<b>2,729.9</b>	<b>2,690.3</b>
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
<b>Surveillance</b>		<b>0</b>	<b>0.0</b>	<b>1.6</b>
Technical Advisory Board		0	0.0	0.0
Surveillance Commissioners, Office of		~	~	1.6



	Bodies	Staff	Funding £ million	Expenditure £ million
<b>Other</b>		<b>96</b>	<b>4.1</b>	<b>24.5</b>
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
<b>International Development</b>	<b>4</b>	<b>6,785</b>	<b>15.8</b>	<b>137.5</b>
<b>Education</b>		~	<b>15.8</b>	~
Advisory Commonwealth Scholarship				
Commission in the UK		~	~	~
Commonwealth Scholarship Commission				
in the UK		~	15.8	~
<b>Other</b>		<b>6,785</b>	<b>0.0</b>	<b>137.5</b>
Crown Agents Holding and Realisation Board		~	0.0	~
CDC Group		6,785	0.0	137.5
<b>Northern Ireland Court Service</b>	<b>12</b>	<b>16</b>	<b>1.0</b>	<b>1.0</b>
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
<b>Northern Ireland Office</b>	<b>21</b>	<b>3,586</b>	<b>242.9</b>	<b>245.6</b>
<b>Community Relations</b>		<b>248</b>	<b>54.4</b>	<b>38.9</b>
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
<b>Electoral</b>		<b>3</b>	<b>0.2</b>	<b>0.2</b>
Boundary Commission for Northern Ireland		3	0.2	0.2
<b>Legal</b>		<b>422</b>	<b>21.0</b>	<b>26.3</b>
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

Bodies	Staff	Funding £ million	Expenditure £ million
<b>Police</b>	<b>396</b>	<b>20.6</b>	<b>26.1</b>
Police Service Recruitment Vetting, Independent Assessor for	~	~	~
Police Oversight Commissioner, Office of Police Fund, Northern Ireland	~	~	~
Policing Board, Northern Ireland	62	1.8	~
Royal Ulster Constabulary George Cross Foundation *	2	7.9	8.0
Police Ombudsman for Northern Ireland, Office of the	140	0.2	0.2
Forensic Science Agency, Northern Ireland	192	8.7	8.5
		2.1	9.4
<b>Prisons</b>	<b>2,517</b>	<b>146.7</b>	<b>154.3</b>
Probation Board for Northern Ireland	366	15.2	17.7
Independent Monitoring Board (x3)	~	~	~
Prison Service, Northern Ireland	2,151	131.5	136.6
<b>Security</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
Military Complaints Procedures, Independent Assessor for	~	~	~
<b>Prime Minister's Office</b>	<b>380</b>	<b>2.2</b>	<b>38.7</b>
Crown Estate	380	2.2	38.7
<b>Trade and Industry</b>	<b>68</b>	<b>244,365</b>	<b>6,161.8</b>
<b>Business &amp; Industry</b>	<b>207,683</b>	<b>110.8</b>	<b>9,278.0</b>
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
UK Intellectual Property Office	953	~	53.4
<b>Consumer Protection</b>	<b>389</b>	<b>28.2</b>	<b>28.2</b>
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





Bodies	Staff	Funding £ million	Expenditure £ million
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
<b>Employment</b>	<b>799</b>	<b>50.0</b>	<b>52.3</b>
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
<b>Energy</b>	<b>21,763</b>	<b>1,460.1</b>	<b>8,499.2</b>
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
<b>Regional Development</b>	<b>2,749</b>	<b>1,707.2</b>	<b>2,114.1</b>
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
<b>Research</b>	<b>9,860</b>	<b>2,630.4</b>	<b>2,839.7</b>
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 Councils	1,742	208.2	215.1
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
<b>Other</b>	<b>47</b>	<b>0.0</b>	<b>3.6</b>
UK Chemical Weapons Convention National Authority Advisory Committee	1	0.0	0.0
National Weights and Measures Laboratory	46	0.0	3.6



	Bodies	Staff	Funding £ million	Expenditure £ million
<b>Non-Ministerial Departments</b>		<b>1,075</b>	<b>175.2</b>	<b>218.1</b>
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
<b>Transport</b>	<b>26</b>	<b>22,030</b>	<b>2,303.8</b>	<b>6,502.2</b>
<b>Aviation</b>		<b>959</b>	<b>0.0</b>	<b>174.8</b>
Civil Aviation Authority		959	0.0	174.8
<b>Passengers</b>		<b>43</b>	<b>5.3</b>	<b>5.3</b>
Disabled Persons Transport Advisory Committee		~	~	~
Passenger Focus		43	5.3	5.3
<b>Rail</b>		<b>28</b>	<b>0.1</b>	<b>31.3</b>
BRB (Residuary) Ltd		27	0.0	31.2
Rail Heritage Committee		1	0.1	0.1
<b>Road</b>		<b>3,507</b>	<b>2,264.6</b>	<b>5,166.3</b>
Standing Advisory Committee for Trunk Road Assessment		~	~	~
Traffic Commissioners (x8)		~	~	~
Highways Agency		3,507	2,264.6	5,166.3
<b>Sea</b>		<b>1,782</b>	<b>0.0</b>	<b>46.7</b>
Northern Lighthouse Board		272	0.0	18.7
Trinity House Lighthouse Service		331	0.0	28.0
Maritime and Coastguard Agency		1,179	~	~
<b>Vehicle</b>		<b>12,162</b>	<b>30.9</b>	<b>851.1</b>
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
<b>Other</b>		<b>3,170</b>	<b>2.9</b>	<b>197.6</b>
British Transport Police Authority		3,170	1.1	195.9
Integrated Transport, Commission for		~	1.8	1.7
<b>Non-Ministerial Department</b>		<b>379</b>	<b>0.0</b>	<b>29.2</b>
Rail Regulation, Office of		379	0.0	29.2



	Bodies	Staff	Funding £ million	Expenditure £ million
<b>Treasury</b>	<b>9</b>	<b>8,222</b>	<b>317.6</b>	<b>920.5</b>
<b>Economic Regulation</b>		2,887	166.6	490.5
National Savings and Investments		143	157.6	180.4
Financial Services Authority		2,659	~	295.8
UK Debt Management Office		85	9.0	14.3
<b>Other</b>		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
<b>Non-Ministerial Department</b>		0	0.0	0.0
Reduction of the National Debt, Commission for the Public Works Loan Board		~	~	~
		~	~	~
<b>Work and Pensions</b>	<b>23</b>	<b>115,453</b>	<b>4,817.1</b>	<b>7,304.6</b>
<b>Disability</b>		<b>7,585</b>	<b>371.5</b>	<b>517.1</b>
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
<b>Employment</b>		<b>70,111</b>	<b>3,361.5</b>	<b>4,627.8</b>
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
<b>Pensions</b>		<b>13,864</b>	<b>183.1</b>	<b>842.7</b>
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
<b>Welfare</b>		<b>20,196</b>	<b>668.5</b>	<b>1,023.2</b>
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
<b>Workplace</b>		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



	Bodies	Staff	Funding £ million	Expenditure £ million
<b>Scottish Executive</b>	<b>148</b>	<b>40,169</b>	<b>6,685.0</b>	<b>8,434.9</b>
<b>Adult and Child Welfare</b>		<b>1,200</b>	<b>57.8</b>	<b>72.5</b>
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		~	~	~
<b>Agriculture</b>		<b>217</b>	<b>3.5</b>	<b>21.1</b>
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
<b>Art</b>		<b>97</b>	<b>62.5</b>	<b>57.4</b>
Scottish Arts Council		97	62.5	57.4
<b>Building</b>		<b>71</b>	<b>4.3</b>	<b>4.5</b>
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
<b>Business &amp; Industry</b>		<b>5,414</b>	<b>606.2</b>	<b>782.2</b>
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
<b>Community Development</b>		<b>450</b>	<b>867.1</b>	<b>947.3</b>
Bord na Gaidhling		10	4.4	4.5
Communities Scotland		440	862.6	942.8
<b>Disability</b>		<b>2</b>	<b>0.2</b>	<b>0.2</b>
Mobility and Access Committee for Scotland		2	0.2	0.2
<b>Energy</b>		<b>0</b>	<b>0.0</b>	<b>0.0</b>
Fisheries (Electricity) Committee		~	~	~
<b>Environment</b>		<b>1,205</b>	<b>35.3</b>	<b>65.8</b>
Deer Commission for Scotland		27	1.7	1.7
Environment Protection Agency		1,178	33.6	64.1
Sustainable Development Commission		n/a	~	~



Bodies	Staff	Funding £ million	Expenditure £ million
<b>Financial</b>	<b>547</b>	<b>22.5</b>	<b>62.3</b>
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
<b>Fire</b>	<b>~</b>	<b>~</b>	<b>~</b>
HM Fire Service Inspectorate for Scotland	~	~	~
<b>Fisheries</b>	<b>628</b>	<b>45.1</b>	<b>46.6</b>
Fisheries Research Services	321	21.2	25.5
Fisheries Protection Agency, Scottish	307	23.9	21.1
<b>Higher Education</b>	<b>365</b>	<b>1,721.3</b>	<b>1,795.2</b>
Further and Higher Education Funding Council	129	1,714.2	1,786.4
University for Industry, Scotland	81	~	~
Student Awards Agency for Scotland	155	7.1	8.8
<b>Historic Sites, Buildings &amp; Estates</b>	<b>2,037</b>	<b>142.8</b>	<b>153.2</b>
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
<b>Information, Records &amp; Archives</b>	<b>1,508</b>	<b>18.5</b>	<b>84.4</b>
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	~	~	~
<b>Legal</b>	<b>2,723</b>	<b>210.0</b>	<b>252.9</b>
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	~	~	~



Bodies	Staff	Funding £ million	Expenditure £ million
<b>Libraries</b>	<b>284</b>	<b>14.8</b>	<b>15.4</b>
National Library of Scotland	284	14.8	15.4
<b>Local Government</b>	<b>4</b>	<b>0.4</b>	<b>0.4</b>
Local Authorities Remuneration Committee	~	~	~
Local Government Boundary Commission for Scotland	4	0.4	0.4
<b>Media</b>	<b>46</b>	<b>3.0</b>	<b>4.4</b>
Scottish Screen	46	3.0	4.4
<b>Museums &amp; Galleries</b>	<b>718</b>	<b>34.9</b>	<b>43.4</b>
National Museums of Scotland	432	23.7	27.6
National Galleries of Scotland	286	11.2	15.8
<b>National Parks</b>	<b>74</b>	<b>4.4</b>	<b>5.4</b>
Cairngorms National Park Authority	74	4.4	5.4
Loch Lomond and the Trossachs National Park Authority	~	~	~
<b>NHS in Scotland</b>	<b>11,267</b>	<b>988.7</b>	<b>1,084.0</b>
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
<b>Passengers</b>	<b>2</b>	<b>0.2</b>	<b>0.1</b>
Public Transport Users Committee for Scotland	2	0.2	0.1
<b>Pensions</b>	<b>213</b>	<b>9.1</b>	<b>8.8</b>
Public Pensions Agency, Scottish	213	9.1	8.8
<b>Personnel</b>	<b>5</b>	<b>0.4</b>	<b>0.4</b>
Public Appointments in Scotland, Commissioner for	5	0.4	0.4
Standards Commission for Scotland	~	~	~
<b>Police</b>	<b>278</b>	<b>36.3</b>	<b>36.7</b>
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	~	~	~

Bodies	Staff	Funding £ million	Expenditure £ million
<b>Prisons</b>	<b>4,145</b>	<b>293.4</b>	<b>265.1</b>
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	~	~	~
<b>Regional Development</b>	<b>~</b>	<b>~</b>	<b>~</b>
Industrial Development Advisory Board	~	~	~
<b>Research</b>	<b>770</b>	<b>20.7</b>	<b>43.8</b>
Advisory Committee on Sites of Special Scientific Interest	0	0.0	0.0
Macauley Institute	~	~	~
Moredun Research Institute	~	~	~
Rowett Research Institute	~	~	~
Agricultural College, Scottish	770	20.7	43.8
Crop Research Institute, Scottish	~	~	~
<b>Sport</b>	<b>~</b>	<b>29.7</b>	<b>~</b>
sportscotland	~	29.7	~
Institute of Sport, Scottish	n/a	~	~
<b>Teaching &amp; Schools</b>	<b>1,198</b>	<b>37.2</b>	<b>105.0</b>
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
<b>Tourism</b>	<b>798</b>	<b>45.2</b>	<b>66.6</b>
VisitScotland	798	45.2	66.6
<b>Transport</b>	<b>270</b>	<b>1,366.5</b>	<b>1,756.9</b>
Transport Scotland	270	1,366.5	1,756.9
Roadworks Commissioner, Scottish	~	~	~
<b>Water</b>	<b>3,633</b>	<b>2.8</b>	<b>653.3</b>
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





	Bodies	Staff	Funding £ million	Expenditure £ million
<b>Northern Ireland Executive</b>	<b>11</b>	<b>1,357</b>	<b>8.2</b>	<b>36.1</b>
<b>Building</b>		<b>0</b>	<b>0.0</b>	<b>0.0</b>
Building Regulations Advisory Committee		0	0.0	0.0
<b>Community Development</b>		<b>49</b>	<b>1.1</b>	<b>1.1</b>
North South Body - Special EU Programmes Body		49	1.1	1.1
<b>Financial</b>		<b>672</b>	<b>0.0</b>	<b>28.3</b>
Valuation and Lands Agency		348	~	15.5
Rates Collection Agency		324	~	12.8
<b>Information, Records &amp; Archives</b>		<b>396</b>	<b>7.1</b>	<b>6.7</b>
Statistics Advisory Committee		1	0.0	0.0
Northern Ireland Statistics and Research Agency		395	7.1	6.7
<b>Legal</b>		<b>239</b>	<b>0.0</b>	<b>0.0</b>
Law Reform Advisory Committee		1	0.0	0.0
Land Registers of Northern Ireland		238	~	~
<b>Personnel</b>		<b>1</b>	<b>0.0</b>	<b>0.0</b>
Civil Service Appeal Board		1	0.0	0.0

	Bodies	Staff	Funding £ million	Expenditure £ million
<b>Welsh Assembly</b>	<b>38</b>	<b>3,241</b>	<b>1,154.3</b>	<b>1,234.9</b>
<b>Adult and Child Welfare</b>		<b>58</b>	<b>8.7</b>	<b>9.2</b>
Care Council for Wales		58	8.7	9.2
<b>Art</b>		<b>99</b>	<b>27.3</b>	<b>40.1</b>
Arts Council of Wales		99	27.3	40.1
<b>Community Development</b>		<b>76</b>	<b>13.3</b>	<b>13.6</b>
Welsh Language Board		76	13.3	13.6
<b>Environment</b>		<b>1,166</b>	<b>48.6</b>	<b>79.6</b>
Environment Agency Wales		1,166	48.6	79.6
<b>Financial</b>		<b>72</b>	<b>3.6</b>	<b>10.5</b>
Finance Wales		72	3.6	10.5
<b>Health</b>		<b>40</b>	<b>511.2</b>	<b>518.1</b>
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		~	~	~
Nursing and Midwifery Advisory Committee, Welsh		~	~	~
Optometric Committee, Welsh		~	~	~
Pharmaceutical Committee, Welsh		~	~	~
Scientific Advisory Committee, Welsh		~	~	~
Therapies Advisory Committee, Welsh		~	~	~
Mental Health Review Tribunal		~	~	1.2
Health Commission Wales (Specialist Services)		21	509.9	514.3
<b>Higher Education</b>		<b>52</b>	<b>433.5</b>	<b>449.0</b>
Higher Education Funding Council for Wales		52	433.5	449.0
<b>Historic Sites, Buildings &amp; Estates</b>		<b>35</b>	<b>1.9</b>	<b>1.8</b>
Royal Commission for the Ancient and Historic Monuments of Wales		35	1.9	1.8
<b>Legal</b>		<b>19</b>	<b>1.1</b>	<b>1.1</b>
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
<b>Libraries</b>		<b>282</b>	<b>11.8</b>	<b>12.2</b>
National Library of Wales		282	11.8	12.2
<b>Local Government</b>		<b>5</b>	<b>0.4</b>	<b>0.3</b>
Local Government Boundary Commission		5	0.4	0.3



Bodies	Staff	Funding £ million	Expenditure £ million
<b>Museums &amp; Galleries</b>	<b>627</b>	<b>24.9</b>	<b>26.7</b>
National Museum of Wales	627	24.9	26.7
<b>Regional Development</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
Industrial Development Advisory Board, Welsh	0	0.0	0.0
<b>Rural Affairs</b>	<b>501</b>	<b>44.7</b>	<b>47.4</b>
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
<b>Sport</b>	<b>209</b>	<b>23.4</b>	<b>25.3</b>
Sports Council for Wales	209	23.4	25.3
<b>Total UK subsidiary bodies</b>	<b>1,162</b>	<b>63,518.8</b>	<b>101,756.4</b>

## Appendix B

### FTSE 100 Companies for comparative purposes, by number of staff

	Staff	Turnover £million
Group 4 Securicor	440,128	4,490
Compass Group	361,327	9,895
HSBC Holdings	322,282	137,892
Tesco	318,283	42,641
Unilever	189,000	40,187
Anglo American	162,000	25,470
Sainsbury's	148,000	17,151
Royal Bank of Scotland	142,600	49,526
Barclays	134,900	39,668
Royal Dutch Shell	108,000	355,782
BT Group	106,200	20,223
Glaxosmithkline	103,401	22,716
British American Tobacco	97,431	10,018
BP	97,000	284,365
Associated British Foods	84,636	6,800
WPP Group	79,352	6,186
BAE Systems	79,000	14,309
Wolseley	78,948	16,221
Marks & Spencer	75,871	8,588
FirstGroup	74,233	3,709
Camellia	73,059	161
Rentokil Initial	70,834	2,203
Astrazeneca	67,900	29,559
SabMiller	66,949	14,862
Vodafone	66,343	31,104
Next	62,314	3,284
Standard Chartered	59,205	21,506
Aviva	59,000	40,900
Lloyds TSB Group	58,078	22,081
HBOS	57,884	42,373
Old Mutual	53,152	14,630
Wm Morrison Supermarkets	51,502	12,969
British Airways	48,070	8,492
MITIE Group	44,866	1,229
Mitchells & Butlers	42,741	1,894
Logica	40,483	3,073
Serco	40,086	2,811
DSG International	38,596	7,930
Rolls-Royce	37,300	7,435
GKN PLC	36,117	3,616
Rio Tinto	35,245	29,700
Mondi	34,000	5,751
Centrica	33,933	16,342
BHP Billiton	33,861	39,498
Arriva	32,435	2,001
Whitbread	31,703	1,411
Carillion	31,576	3,331
Woolworths	30,209	2,737
Kesa	29,581	4,501



Home Retail Group	29,468	5,607
Pearson	29,283	4,162
Smiths Group	29,068	2,161
Balfour Beatty	28,862	6,466
Xstrata	28,198	28,542
Invensys	27,793	2,562
Wincanton	27,270	1,933
Debenhams	26,490	1,774
Capita Group	25,584	2,073
Punch Taverns	24,939	1,705
Go-Ahead Group	24,378	1,827
Rexam	24,200	3,611
Lonmin	24,122	1,941
Southern Cross Healthcare	22,361	732
Thomas Cook	22,101	9,439
Diageo	22,086	7,481
AMEC	21,479	2,356
Carphone Warehouse	19,810	3,991
National Grid	19,712	8,695
Rank Group	19,002	534
Greggs	18,974	586
Interserve	18,386	1,738
United Utilities	16,868	2,323
Daily Mail / General Trust	16,839	2,235
Signet Group	16,836	3,519
Northern Foods	16,721	889
Reuters	16,302	2,605
W H Smith	16,227	1,299
Pendragon	16,192	5,060
Savills	15,844	651
The Davis Service Group	15,618	822
Atkins	14,891	1,264
Travis Perkins	14,866	3,187
IMI	14,738	1,599
Taylor Nelson Sofres	14,542	1,068
Imperial Tobacco	14,221	3,280
Ladbrokes	14,083	1,235
John Menzies	13,978	1,541
Yell Group	13,898	2,075
Cable & Wireless	13,851	3,348
Scottish & Newcastle	13,652	2,988
Aegis Group	13,566	8,230
Sage Group	13,531	1,158
Cookson Group	13,357	1,620
British Sky Broadcasting	13,087	4,551
William Hill	13,000	940
HMV Group	12,977	1,895
Millennium & Copthorne Hotels	12,862	670
Experian Group	12,628	3,481
Scottish and Southern Energy	12,472	11,867
Severn Trent	12,461	1,480
<b>Total</b>	<b>5,523,288</b>	<b>1,670,015</b>



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