



Cabinet Office

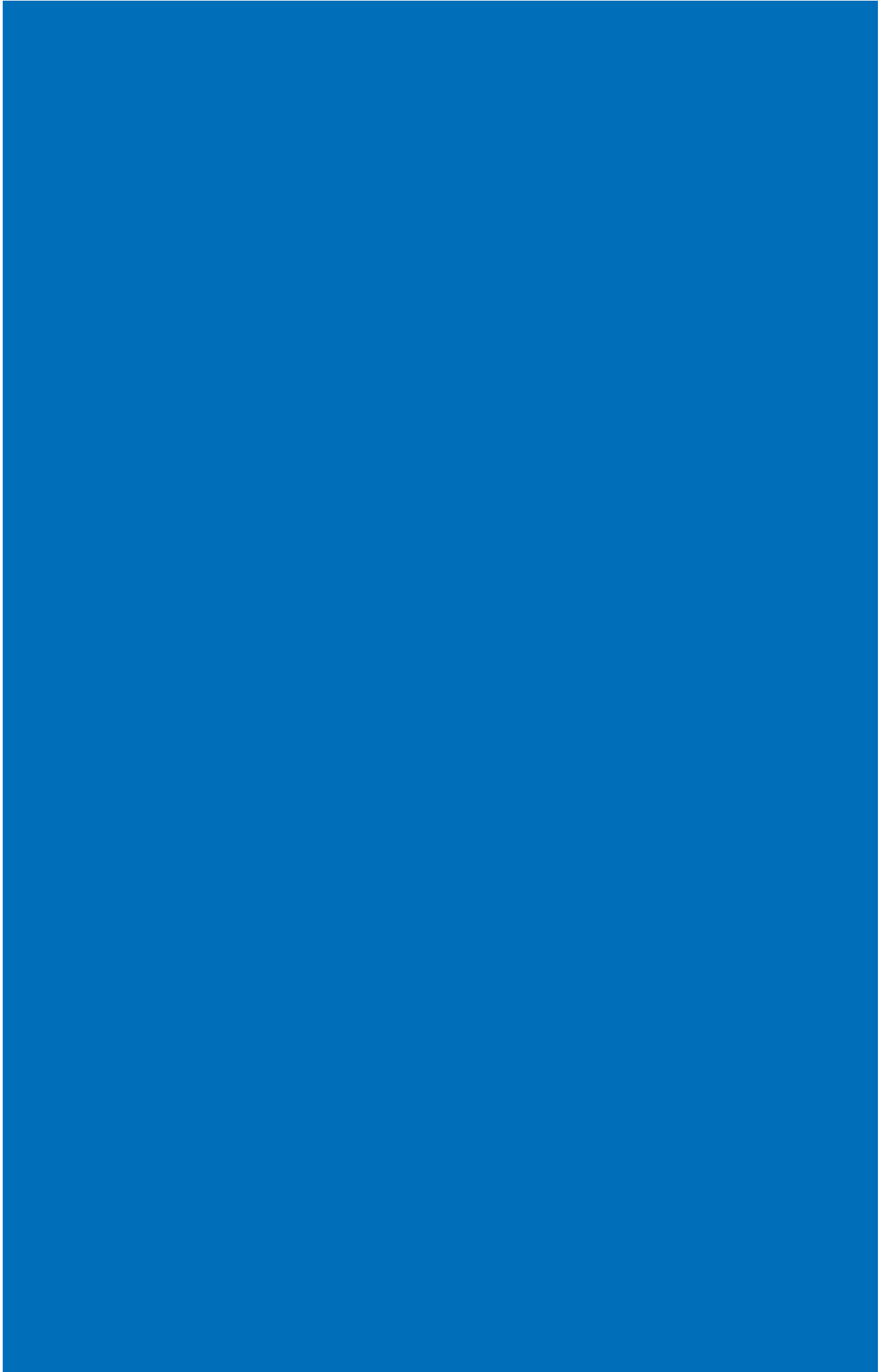
# Public Bodies

## 2018-19



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## Ministerial foreword



Public Bodies play a vital role in the delivery of public services for all our citizens, covering wide-ranging functions. Well-governed, effective and efficient public bodies enable government to deliver its priorities.

Public Bodies 2018-19 is an annual directory that provides a single transparent source of top-level financial and non-financial data on all executive agencies, non-departmental public bodies and non-ministerial departments across government.

As we approach the final year of the Government's strategy for public bodies (2016-2020) we will focus on activity that ensures public bodies are fit for purpose, efficient and effective. This applies to both new and existing bodies.

This report outlines progress on our programme of work and gives a forward look of what we plan to do next year. Alongside the plan for 2019-20 we will also be taking the opportunity to review the effectiveness of our own approach to inform proposals for the next phase of the public bodies strategy.

And as we prepare to exit the European Union, with a focus on ensuring our democracy is robust, trusted and open, we know our public bodies will play an important part in the Government's mission. We will continue to work with, and support, departments and public bodies in order to provide the highest quality public services that deliver for everyone.

A handwritten signature in dark ink, appearing to read 'Chloe Smith', with a horizontal line underneath.

**Chloe Smith**  
**Minister for the Constitution**

## The landscape at a glance

As at 31 March 2018:

Figure 1: Number of non-ministerial departments, executive agencies and non-departmental public bodies, broken down by department

# 301

public bodies\*

37

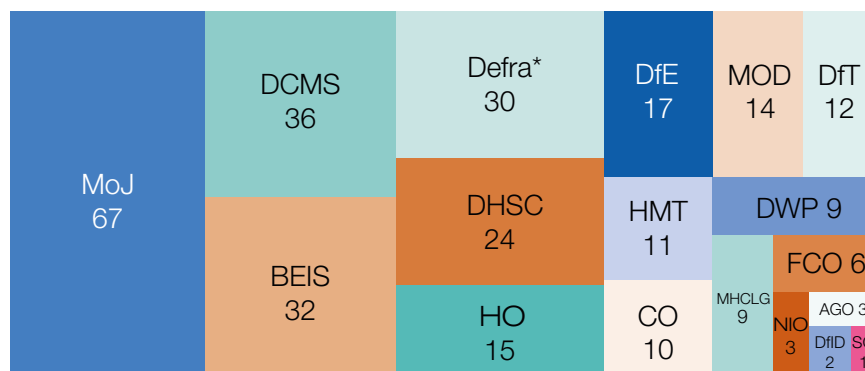
executive agencies

242

non-departmental public bodies

22

non-ministerial departments



\* Defra count the nine Forestry and woodlands advisory committees as one arm's length body. For the purpose of this publication the Forestry and woodlands advisory committees have been counted separately.



# 278,062

staff employed by public bodies\*

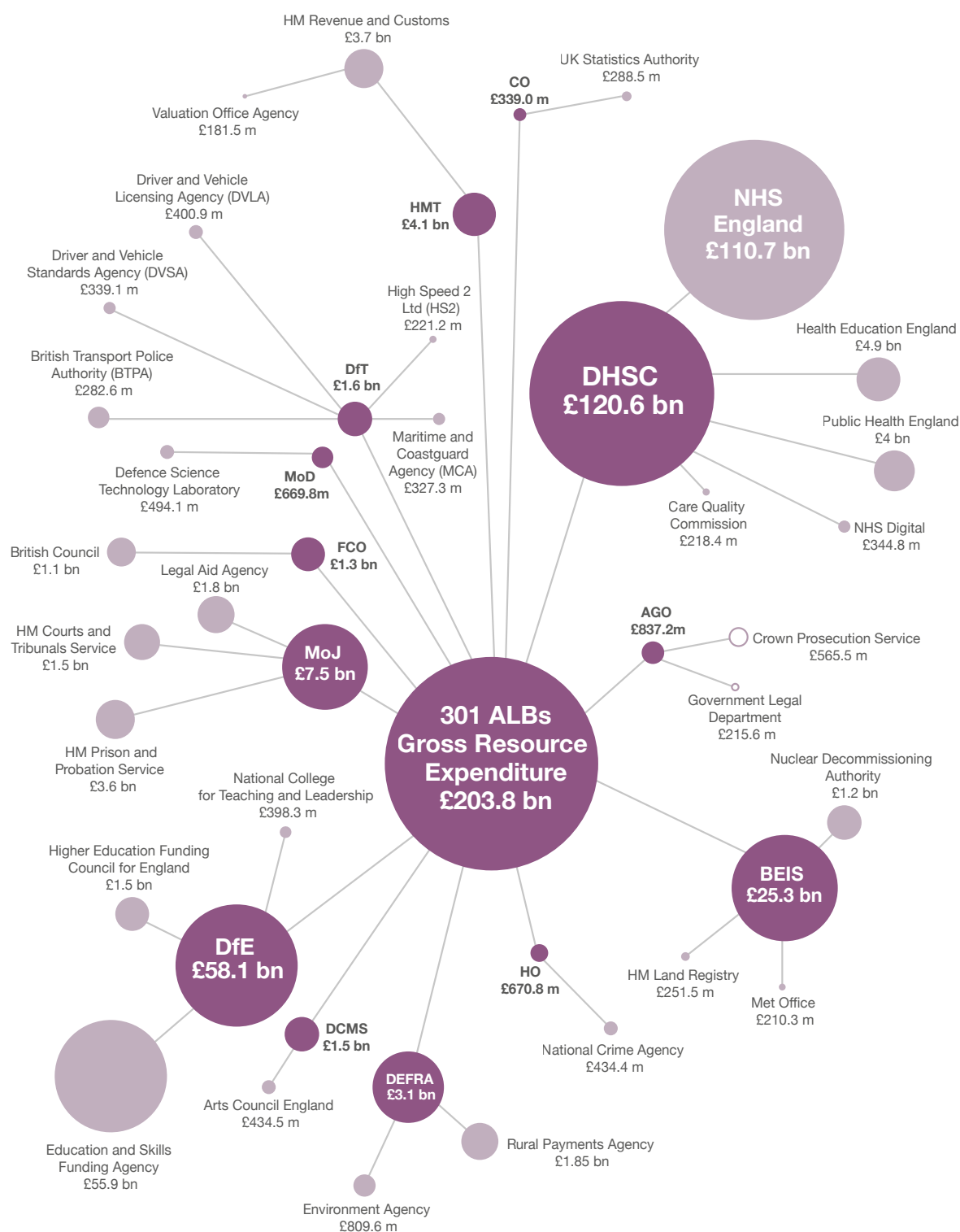


# 203.8 billion

gross resource expenditure

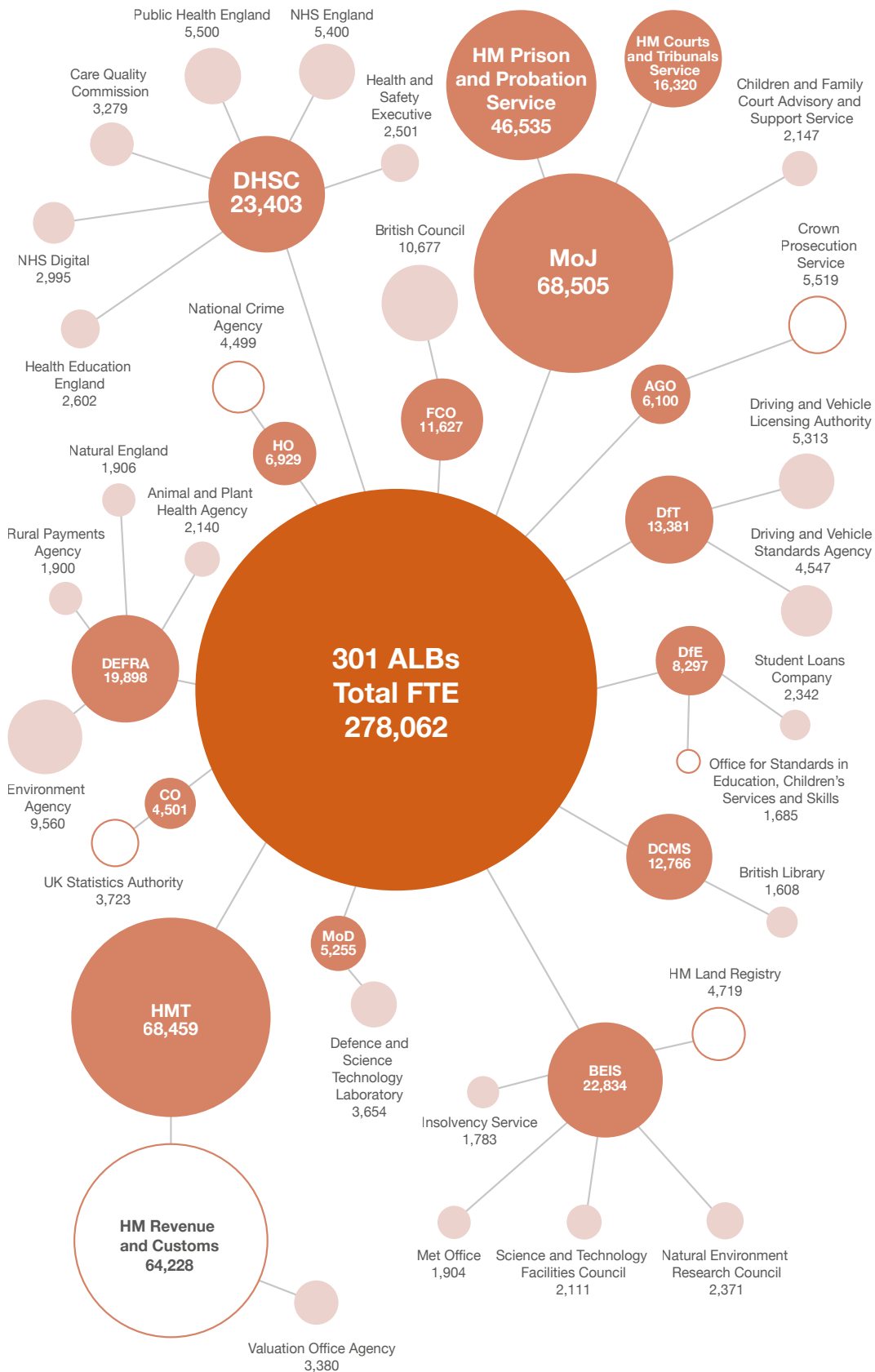
\*Full time equivalents (FTE)

**Figure 2: ALB Landscape by Gross Resource Expenditure\* Figures – Top 30 in 2017-18**



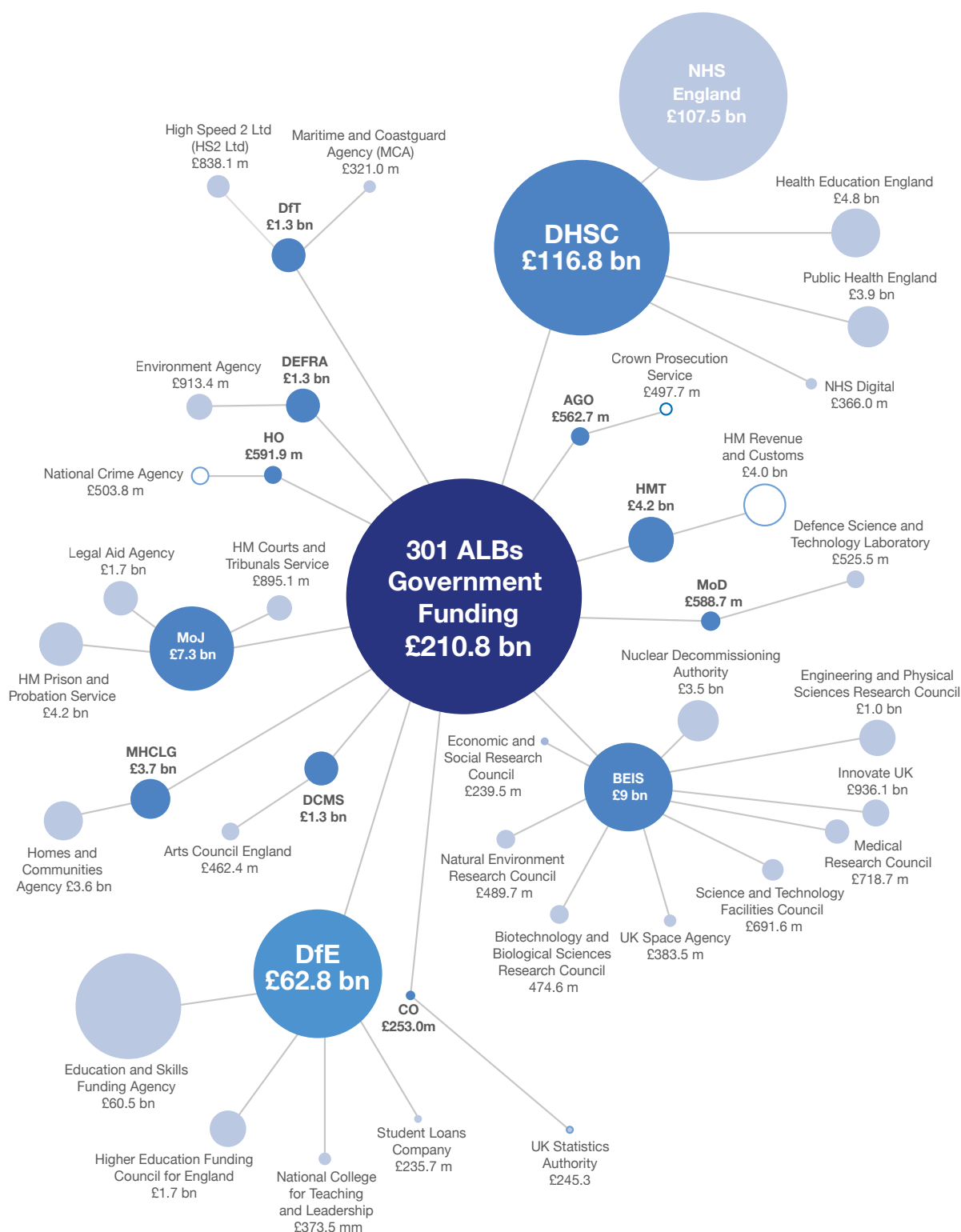
- Departmental bubbles show the resource spend for all bodies hosted by that department, including non-ministerial departments in financial year 2017-18
- The 30 largest spending ALBs are shown here – they capture 97.4% of the total gross resource spend
- \* Gross Resource Expenditure is measured using RDEL – Resource Delegated Expenditure Limit

Figure 3: ALB Landscape by FTE numbers as at 31 March 2018



- Departmental bubbles show the number of full time equivalents (FTE) for all bodies partnered for all bodies partnered by that department (excludes departmental staff) as at 31 March 2018
- The 30 largest ALBs in terms of FTE are shown here – they capture 81.5% of the total staff employed in ALBs

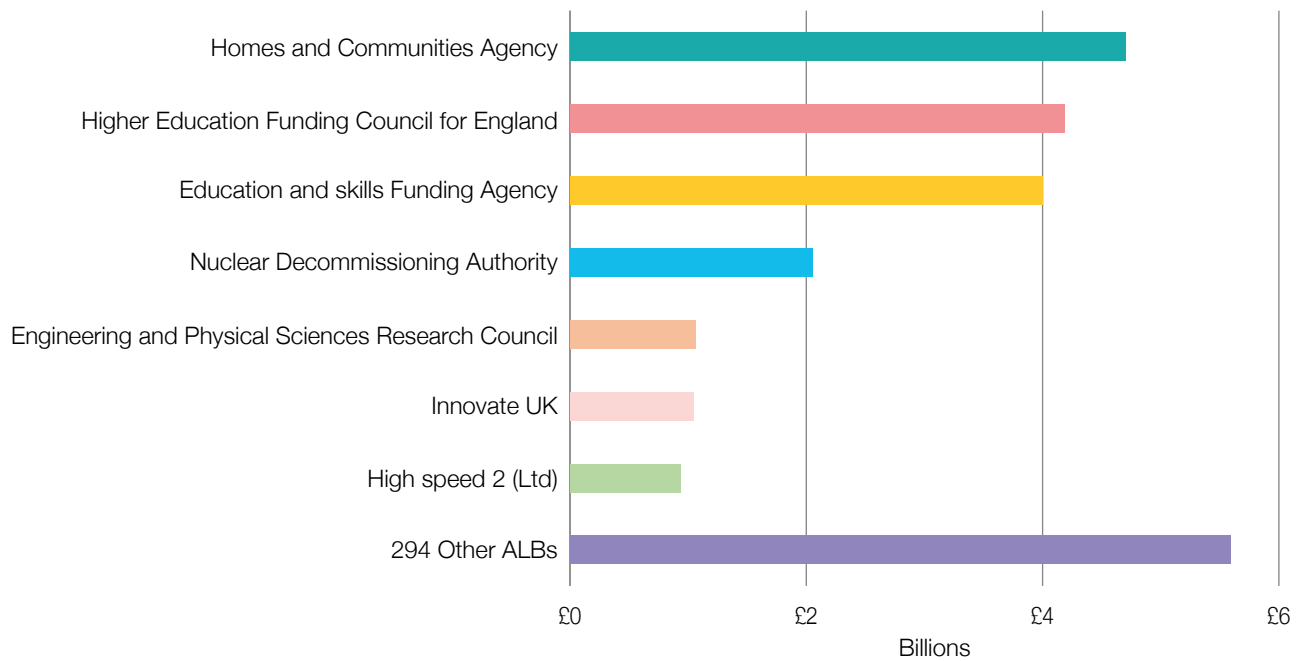
Figure 4: ALB Landscape by Government Funding – Top 30 in 2017-18



- Departmental bubbles show government funding for all bodies hosted by that department, including non-ministerial departments in financial year 2017-18
- Government funding includes resource and capital funding
- The 30 largest government funded ALBs are shown here
- In 2017-18, ALBs also received other income, such as revenues or levies, of £18bn separate to government funding. Complete funding and expenditure data by ALB can be found online<sup>†</sup>

<sup>†</sup> Cabinet Office, Public Bodies 2018-19, March 2018 <https://www.gov.uk/government/publications/public-bodies-2018-report>

**Figure 5: ALB Landscape by Gross Capital Expenditure\* in 2017-18**



- Figure 5 shows the top seven ALBs in terms of capital spend for financial year 2017-18. Total capital expenditure in 2017-18 was £23.6bn.
- \* Gross Capital Expenditure is measured using CDEL - Capital Delegated Expenditure Limit.





# Strategic overview

## Our mission

Public bodies play a vital role in the delivery of public services, covering functions such as regulation, operational delivery of services to the public and business, and advice to government.

The Cabinet Office is driving the collective delivery of a simplified, customer-centric and cost-effective system for the arm's length provision of public services.

In practice, this means working with departments when they need to create new organisations, collaborating on reviews that ensure each arm's length body (ALB) continues to be fit for purpose, and supporting departments and ALBs in the governance of their organisations by producing guidance on best practice.

The Public Bodies Team in the Cabinet Office works across government including with Cabinet Office functions such as project and programme management, commercial models and property to ensure that departments are supported with the right expertise.

### Purpose of this report

This report and its accompanying website<sup>1</sup> provides an overview of the ALB landscape at 31 March 2018 including all executive agencies, non-departmental public bodies and non-ministerial departments.

We record a variety of data, including cost and staffing numbers, and publish this data annually.

Public Bodies 2018-19 also sets out the progress we have made over the past year towards our objectives, and sets out our priorities for 2019-20.

### Dynamic environment for the delivery of public services

Many public bodies are undergoing a period of transformation as they modernise their services for today's world. These changes include providing more online and living with a smaller estates footprint as fewer buildings are required to deliver services. Many organisations are also looking at how they can become more transparent to the public about their operations – we cover this aspect of change in our progress update.

Today's environment is particularly challenging and dynamic. Some public bodies are also affected by the United Kingdom's exit from the European Union (EU) which will mean that some functions exercised by the EU will return to the UK.

Our objectives reflect this changing environment through articulating the ambition to have efficient and effective public bodies, underpinned by governance arrangements that ensure organisations are transparent and accountable.

### Our objectives 2016-2020

1. To provide support and challenge to ensure government maximises outcomes delivered through our public bodies in as cost-effective a way as possible
2. To promote good governance and accountability
3. To manage and simplify the landscape

<sup>1</sup> Cabinet Office, Public Bodies 2018-19, March 2018 <https://www.gov.uk/government/publications/public-bodies-2018-report>



# Reporting against our objectives

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

We began our 2016-2020 programme by explaining our new approach to regular reviews of ALBs through Functional and Tailored Reviews, building on the successes of the 2010-2015 period. Now that we are further forward in the programme schedule, we have decided to focus on Tailored Reviews and explore functional opportunities through collaboration with Cabinet Office commercial models, property and shared services functions. We have also worked with departments to understand how best to deliver the Tailored Review objectives and have collaborated on a number of more proportionate reviews that still meet the requirements of a Tailored Review.

### Tailored Reviews

Work continues to deliver the programme of Tailored Reviews across government and we are seeing examples of departments using the flexibility within the Tailored Review methodology to deliver reports with insight and findings that have an impact, while ensuring that the effort to deliver the reports remains proportionate. This includes 'clustering' reviews of similar or related bodies such as DCMS' Strategic Museums Review which looked at 16 ALBs (15 DCMS-sponsored national museums and the British Library) in conjunction with a wider review of the museums sector as a whole<sup>2</sup>. The cluster review approach allowed DCMS to look across the museums to identify common themes, risks and opportunities; in particular, it

identified the potential for increased efficiency and effectiveness through taking a shared approach to collections management which accounts for approximately £260 million of annual expenditure.

Similarly, we are encouraging departments to demonstrate the equivalence of their own review or transformation work to meet Tailored Review requirements. The Standards and Testing Agency demonstrated that a previous review and its subsequent implementation meets the Tailored Review requirements. In 2017, the Department for Education published a review of the Construction Industry Training Board<sup>3</sup> and Engineering Construction Industry Training Board which recognised that it partially met Tailored Review requirements, with some additional work required to demonstrate full equivalence<sup>4</sup>. These are two examples where existing or prior review work can be used to provide assurance that ALBs have been adequately reviewed and scrutinised without requiring additional, duplicative work to be commissioned.<sup>5 6</sup>

We continue to work with departments to ensure that Tailored Reviews are conducted in a proportionate manner especially for smaller bodies such as the Independent Commission for Aid Impact.

We have used Tailored Reviews to support our objective of simplifying the ALB landscape by reviewing the status and classification of

2 Department for Digital, Culture, Media & Sport, Strategic review of DCMS-sponsored museums, November 2017 <https://www.gov.uk/government/publications/strategic-review-of-dcms-sponsored-museums>

3 Department for Education, Building Support: the review of the Industry Training Boards, November 2017 <https://www.gov.uk/government/publications/building-support-the-review-of-the-industry-training-boards>

4 Cabinet Office, Tailored reviews: Guidance on reviews of public bodies, March 2016 <https://www.gov.uk/government/publications/tailored-reviews-of-public-bodies-guidance>

5 Standard and Testing Agency, STA review: final report, November 2016 <https://www.gov.uk/government/publications/standards-and-testing-agency-review-final-report-and-sta-response>

6 Department for Education, Building Support: review of the Industry Training Boards, November 2017 <https://www.gov.uk/government/publications/building-support-the-review-of-the-industry-training-boards>

ALBs under review in accordance with current guidance<sup>7</sup>. An example of this approach was the Tailored Review of the National Employment Savings Trust (NEST) Corporation<sup>8</sup> which had previously been classified as both a non-departmental public body and a public corporation. The report recommended that NEST Corporation should be solely classified as a public corporation, without a separate administrative classification thus clarifying the organisation's governance arrangements. As a result, governance arrangements are more transparent for anyone wishing to hold NEST to account.

## Regulatory Futures

Following publication of the Regulatory Futures Review<sup>9</sup> in January 2017, we established a project to implement the two key recommendations of the Review: greater use of regulated self-assurance, and full cost recovery for appropriate regulatory regimes.

In its first 12 months, this project discovered that regulated self-assurance was already much more widespread than the original review had indicated, and identified a number of additional opportunities.

The project also provided a more complete analysis of regulators' income and expenditure, which showed that regulators spent over £6 billion in 2016-17, and that over £4.3 billion of that (72%) was already recovered from regulatory fees and charges.

During 2018, we developed this implementation programme to identify specific actions which regulators were planning to take, or might

adopt in future, to close the gap between their cost to government and the income collected from regulated sectors. We are working with departments and their regulators to embed these and other recommendations from the review into future business plans.

## Work with other government functions

We have continued to collaborate with the Office for Government Property and the Department for Business, Energy and Industrial Strategy on the *Industrial Strategy: Building a Britain fit for the future*<sup>10</sup> since publication in 2017. Our work focused on opportunities for ALBs to relocate or increase their presence outside London and the South East, boosting local growth by providing additional jobs. This work stream is now a fully fledged programme, 'Places for Growth', run by the Office for Government Property.<sup>11</sup>

We continue to work with Government Shared Services and the Cabinet Office Commercial Models team to support ALBs to innovate, deliver value and improve efficiency, ensuring convergence on processes where appropriate and meeting end user needs.<sup>12</sup>

During the last year, we have supported the work of our commercial colleagues in the Government Commercial Function in extending their Assessment and Development Centre to ALBs, working with them to understand which ALBs might most benefit from this investment in their people. These development centres and subsequent development activities ensure that all commercial profession personnel work to the same standards across government.<sup>13</sup>

<sup>7</sup> Cabinet Office, Classification of public bodies: guidance for departments, April 2016  
<https://www.gov.uk/government/publications/classification-of-public-bodies-information-and-guidance>

<sup>8</sup> Department for Work and Pensions, Tailored review of NEST Corporation, March 2018  
<https://www.gov.uk/government/publications/national-employment-savings-trust-nest-corporation-tailored-review>

<sup>9</sup> Cabinet Office, Regulatory Futures Review, January 2017 [www.gov.uk/government/publications/regulatory-futures-review](http://www.gov.uk/government/publications/regulatory-futures-review)

<sup>10</sup> Department for Business, Energy and Industrial Strategy, Industrial Strategy: building a Britain for the future, November 2017  
<https://www.gov.uk/government/publications/industrial-strategy-building-a-britain-fit-for-the-future>

<sup>11</sup> Cabinet Office, Government Estate Strategy 2018, July 2018  
<https://www.gov.uk/government/publications/government-estate-strategy-2018>

<sup>12</sup> Cabinet Office, A Shared Services strategy for government, January 2018  
<https://www.gov.uk/government/publications/a-shared-services-strategy-for-government>

<sup>13</sup> Government Commercial Function, Commercial development and assessment centre, May 2018  
<https://www.gov.uk/government/publications/commercial-assessment-and-development-centre>

## CASE STUDY:

### Strategic Review of DCMS-Sponsored Museums

In November 2017, the Department for Digital, Culture, Media and Sport published the *Strategic Review of DCMS-Sponsored Museums*, celebrating the success of these ALBs and considering ways in which they could maximise their impact. Uniquely, this review ‘clustered’ the 15 DCMS-sponsored museums and the British Library into a single report, allowing for a collective examination of their functions, forms, effectiveness, efficiency and accountability. The review process ran in parallel with the wider-reaching Mendoza review of the whole museums sector in England.

The DCMS-sponsored museums include three of the most visited museums in the world and seven of the most visited attractions in England. In the year ending March 2017, there were 47.3 million visits to the sponsored museums, and of these 48% were made by overseas visitors. These world-class institutions have well-deserved reputations and achieve a considerable impact on many people’s lives, both in the UK and beyond.

The review found that the reach of these museums is extensive, both in terms of physical imprint, and in their national partnerships, collaborations and exchanges. The review recommended that the sponsored museums work more closely: to develop and deepen their impact even further; to co-ordinate better their initiatives; and ensure they continue to increase their capacity to share objects, knowledge and expertise throughout the UK and internationally. Accordingly, DCMS, with the National Museum Director’s Council, published a new museums partnership framework in October 2018.

The review also considered the range of revenue streams that the sponsored museums draw on and the overall funding environment within which they operate. In the year prior to the review, the 16 ALBs received £981.6 million in income and endowments, of which £435 million was grant-in-aid. At the same time, the museums have developed their income-generating commercial operations, which now account for, on average, 16% of income.

In order to prepare for the next spending review, the sponsored museums and DCMS will reflect on their funding arrangements, as well as working on better articulating the quantifiable and non-quantifiable benefits that museums deliver. Separately, DCMS, in partnership with its sponsored museums, has launched the shared solutions project, looking at achieving efficiencies through greater collaboration around collections management, estate and asset management, and back office functions. They are already making annual savings of £10 million, and are looking to increase this to £30 million.

Action has started on all 31 of the recommendations, linking up where possible with the 27 recommendations from the Mendoza review. Some of the recommendations are now complete, and many others have become business as usual for DCMS and their ALBs.



## Objective 2: Promote good governance and accountability

### Guidance

We published two new guidance documents in March 2018. *The Approvals Process for the Creation of New Arm's-Length Bodies*<sup>14</sup> sets out the considerations that departments must take into account when deciding if a new ALB is required and the approval process that must be followed for new proposals. *Executive Agencies: a guide for departments*<sup>15</sup> provides departments with a model template for an executive agency, together with guidance on the processes for their creation, review, and potential abolition or merger.

### Code of good practice

Following the publication of *Partnerships between departments and arm's length bodies: code of good practice*<sup>16</sup> in February 2017, we have continued to work with departments to help them to embed the principles it sets out and to improve their relationships with their ALBs. During the first quarter of 2017/18 departments completed an assessment to evaluate their existing practice and set out plans to deliver any necessary improvements. We met with departments in autumn 2017 to discuss the progress they had made against their plans, and will continue to work with them going forward.

We are working with HM Treasury on proposals to update the framework agreement template in *Managing Public Money*<sup>17</sup> (MPM) to include a requirement that departments should ensure alignment with the code of good practice when MPM is next revised. Meanwhile, in order to ensure that the principles of the code of good practice are fully embedded, we have advised departments to include a reference to it when drafting or updating framework documents for their ALBs.

The Partnership Peer Network, a Cabinet Office led group bringing together departmental ALB leads from across government to share best practice and discuss issues of common interest, was relaunched in June 2017. Its inaugural meeting focused on the code of good practice and how it relates to ALB relationships in a real world setting. In 2018 it discussed lessons learnt on Tailored Reviews (with the Ministry of Justice); performance indicators and developing working relationships with ALBs (with the Ministry of Defence); and the approvals process for new bodies (with HMT). Smaller working groups also discussed approaches to risk management and developing the capability of ALB sponsors through sharing training opportunities and materials.

14 Cabinet Office, *The Approvals Process for the Creation of New Arm's-Length Bodies*, March 2018 <https://www.gov.uk/government/publications/the-approvals-process-for-the-creation-of-new-arms-length-bodies>

15 Cabinet Office, *Executive Agencies: A Guide for Departments*, March 2018 <https://www.gov.uk/government/publications/executive-agencies-characteristics-and-governance>

16 Cabinet Office, *Partnerships between departments and arm's length bodies: code of good practice*, February 2017 <https://www.gov.uk/government/publications/partnerships-with-arms-length-bodies-code-of-good-practice>

17 HM Treasury, *Managing Public Money*, September 2018 <https://www.gov.uk/government/publications/managing-public-money>

## CASE STUDY:

### How Department for Transport implemented the code of good practice

Following the Cabinet Office launch of the *Partnerships between departments and arm's length bodies: code of good practice*, the governance division in the Department for Transport (DfT), set to work consulting with their delivery bodies and their sponsors in the department to produce their own DfT delivery body partnership guide. This guide:

- provided information on DfT's structure, its governance arrangements and the overall delivery body landscape;
- outlined the roles and responsibilities of sponsor, shareholder and client teams;
- provided details of corporate functions' roles and responsibilities; and
- offered useful hints and tips based on good practice across government.

DfT also successfully created a sponsor network group and worked hard to discuss, and where possible resolve, challenges and share best practice. On the department's intranet they created a sponsor network forum to encourage sponsors and other colleagues such as subject matter experts (for example finance, project management and HR) who have relationships with DfT's delivery bodies to join and share information, advice and guidance. It is also a place with quick access to documents for sponsors such as a bespoke DfT delivery body framework agreement and of course the partnership guide, all to support sponsors and in turn the delivery bodies through improved partnership working.

The code itself influenced the decision to move the DfT public appointments team and Nominations Committee into the governance division. This brought together support for sponsors, by co-ordinating public appointments and taking a more active role in the development of the cohort of non-executive directors (NEDs) across the DfT family. This includes advice and guidance to sponsors, encouraging effective board reviews by chairs, and effectiveness conversations with individual NEDs. The team has created a database which captures skills gaps to be addressed either during future recruitment, or through suggested learning and development opportunities. It also monitors diversity and is actively encouraging awareness and improvements in this area, particularly through new recruitment campaigns.

The governance division acts as a central source of guidance and co-ordination for sponsors within the department, and also works with the Cabinet Office and HM Treasury on governance related matters. Some examples include framework agreements, nominations, risk, new body classifications and management assurance. Improving framework agreements is one of our priorities as it sets out, in a transparent way, the practical ways of working between delivery bodies and DfT. It also clarifies roles and responsibilities of both partners as well as those of the accounting officers and non-executive directors who play a significant role in the leadership of delivery bodies.

From the evidence provided by delivery bodies and sponsors, these efforts have led to better cohesion. Feedback following the last annual management assurance exercise, from both sponsors and delivery bodies, was very encouraging. A recent government internal audit and assurance opinion provided further proof that DfT is making positive improvements in partnership working across the department and its delivery bodies.



## Objective 3: Manage and simplify the landscape

### Coherence

We work to promote the coherence of the UK ALB landscape. The 2016 Report on the *Outcome of the Classification Review*<sup>18</sup> recommended that the types of central government ALBs be reduced to the three main categories of executive agency, non-departmental public body and non-ministerial department. The Government aims to apply this and the other recommendations of the Review, particularly when considering proposals for new arm's length bodies and reviewing existing ones.

In February 2018, the Cabinet Office and HM Treasury held a public bodies classification workshop where departments were given in-depth briefing on the classifications process and encouraged to consider what reclassification activities may be required to deliver greater coherence and transparency in their respective portfolios. We have also worked with some departments to advise on the classification of specific public bodies.

### Openness and transparency

The 'principles of good corporate governance' in the *Executive Agencies* guidance published in March 2018 includes a principle and supporting provisions on transparency. The principle states that the body should operate "in an open, accountable and transparent manner, providing clarity about service provision and expenditure, as well as how it conducts its business".<sup>19</sup>

In *Public Bodies 2017*<sup>20</sup>, we made a commitment to "commission an openness and transparency review, to establish a set of principles and standards for public bodies to use". In 2018 we have been working with ALBs and their sponsor departments to understand how they currently fulfill transparency obligations with reference to the communication from the Prime Minister to departments in November 2017.<sup>21</sup> The findings of this review reveal that many ALBs have more work to do in order to meet the expectations of the Government's transparency agenda. The recommendations from this work are part of our plans for 2019-20 to improve consistency across the ALB landscape.

### Exiting the European Union

We continue to work with the Department for Exiting the European Union, other departments and ALBs on supporting their preparedness for EU exit. ALBs are now required to consider the impact of leaving the EU as part of the Tailored Review process.

18 Cabinet Office, Report on the outcome of the classification review of public bodies, April 2016 <https://www.gov.uk/government/publications/classification-review-of-public-bodies-outcome-report>

19 Cabinet Office, Executive Agencies: A Guide for Departments, March 2018 <https://www.gov.uk/government/publications/executive-agencies-characteristics-and-governance>

20 Cabinet Office, Public Bodies 2017, November 2017 <https://www.gov.uk/government/publications/public-bodies-2017-report>

21 Prime Minister's Office, 10 Downing Street, December 2017 <https://www.gov.uk/government/publications/letter-from-the-prime-minister-on-government-transparency-and-open-data>

## CASE STUDY:

### Creating the Single Financial Guidance Body

Following extensive consultation, the Government decided to restructure the public financial guidance landscape. It proposed a new delivery model for public financial guidance which would replace the Money Advice Service (MAS), The Pensions Advisory Service (TPAS) and Pension Wise with a new Single Financial Guidance Body (SFGB). The new body would bring together the provision of money guidance, debt advice and pensions guidance to:

- recognise that customers face increasingly complex financial guidance needs that can cross between money, debt and pensions;
- simplify a complex guidance landscape by removing duplication and overlaps;
- improve the customer journey by placing the individual at the heart of a holistic service, delivered over multiple platforms;
- make more efficient use of funding provided by the financial services industry and by pension schemes by streamlining back office functions currently provided by each of the existing services;
- work with the devolved authorities to provide information, guidance and advice to members of the public in Scotland, Wales and Northern Ireland;
- implement a national strategy for the financial education of children and young people; and
- futureproof the delivery model, so that it can evolve in response to new requirements and the availability of new technology.

Following the passage of the Financial Guidance and Claims Act 2018, the new SFGB became a legal entity on 1 October 2018. From January 2019, the body will become responsible for the services currently delivered by MAS, TPAS and Pension Wise, providing high quality, impartial and free-to-client financial guidance which will support the delivery of greater financial capability and improved customer outcomes.

The SFGB will have five core functions:

- **Pensions Guidance** – to provide information to the public on matters relating to workplace and personal pensions;
- **Money guidance** – to provide information designed to enhance people's understanding and knowledge of financial matters and day-to-day money management skills;
- **Debt advice** – to provide people in England with information and advice on debt;
- **Consumer protection** – enabling the SFGB to work with government and the Financial Conduct Authority (FCA) in protecting consumers; and
- **Strategy** – the SFGB has a statutory obligation to develop and co-ordinate a national strategy to improve the financial capability of members of the public in the UK. The SFGB must work with others, such as the devolved administrations, the third sector and industry in developing the national strategy.

The new SFGB will make accessing financial guidance much easier for the public, providing a holistic service that can look at consumer debt, day-to-day finances and pensions.



## Forward look

ALBs continue to transform to keep up to date with changing technology and different customer expectations. Like the rest of government, ALBs need to look for options for increasing efficiency and effectiveness as they prepare for the next Spending Review (SR). Our Tailored Review programme supports this work, in addition to reviewing changes needed as a result of exiting the EU.

The proposed objectives and supporting workstreams for 2019-20 build on the existing programme of work, but have been refined to take account of the current context and the feedback received from partners and stakeholders.

## Objective 1: Maximise successful outcomes

We will continue to work with departments to deliver Tailored Reviews with a renewed focus on priority reviews and a streamlined schedule based on risk. Where appropriate, we will align these reviews to wider departmental transformation work to avoid unnecessary duplication. We will ensure reviews address the challenges and opportunities facing ALBs, allowing us to move forward with a new objective for ALB assurance as part of the next phase of the public bodies reform work.

As the number of completed Tailored Reviews increases we will work with departments to capture lessons learned and good practice, to help our consideration of how to conduct future reviews.

We will continue to collaborate with other teams across government including Cabinet Office functional areas, HM Treasury and UK Government Investments to maximise value from Tailored Reviews and other opportunities, using their expert advice to support and enable efficient ways of working in ALBs.

On Regulatory Futures, Cabinet Office will continue to host implementation programme boards until the end of 2019 where departments will report on progress in harnessing the opportunities identified in their sectors. We will work with departments ahead of the next SR to ensure opportunities for further cost recovery and regulated self-assurance are included in their plans.

We will expand our role as the owner of public bodies policy in government, acting as a centre for advice and guidance to departments and ALBs. We will provide leadership through making connections with experts across government, and providing the tools necessary to improve quality across the delivery of public services.

### Objective 1: Maximise successful outcomes

1

#### Tailored Reviews

We will continue to provide support and challenge to ALB reviews, with a renewed focus on priority reviews and a streamlined schedule for the 2019/20 financial year based on risk. We will work in partnership with departments to improve efficiency and effectiveness across the landscape.

2

#### Regulatory futures

We will aim to embed and consolidate regulated self-assurance and full cost recovery more fully into UK regulator practice by successfully pushing workstreams to departments by 2020.

3

#### System leadership

We will expand and strengthen our role as the owner of public bodies policy in government, acting as a centre for advice and guidance to departments and ALBs. We will provide leadership through making connections with experts across central government and providing the tools to improve quality across the delivery of public services.

## Objective 2: Promote good governance and accountability

We will continue to provide user-driven guidance and advice by ensuring all guidance, templates and useful information is easily accessible and in the same place.

One year on from the publication of the *Partnerships between departments and arm's length bodies: code of good practice*, we continue to promote and embed its principles and standards across government. Over the coming year, we will work to enhance the Code's prominence online, identify barriers and provide solutions to embedding the code through workshops with frontline users.

We will continue our successful peer network, which allows departments to come together, collaborate and share experience in working with ALBs.

We will work more closely with the Public Appointments Policy Team to provide expertise to departments and ALBs, and emphasise the role of good quality, diverse Boards in the operation of ALBs.

Objective 2: Promote good governance and accountability		
<p>4</p> <p><b>Guidance and advice</b></p> <p>We will continue to provide advice and guidance on the design, governance and establishment of ALBs. We will ensure all guidance documents, tools and useful information is easily accessible and in the same place.</p>	<p>5</p> <p><b>Embed and track</b></p> <p>We will work with departments to ensure that the principles and standards outlined in the Code of Good Practice are fully embedded and bringing about change in partnership relationships with ALBs. We will work with departments and ALBs to adopt best practice following recommendations from the transparency review.</p>	<p>6</p> <p><b>Boards</b></p> <p>We will develop closer working between the Public Bodies and Public Appointments Policy Teams to provide expert advice and guidance on good governance including the role of good quality diverse Boards in the operation of ALBs.</p>

### Objective 3: Manage and simplify the landscape

We will continue to work across government to respond to the impact the UK's exit from the EU will have on the ALB landscape. This will be crucial in safeguarding and promoting good governance at a time when the UK is experiencing structural change with a direct effect on public service delivery.

We will do this by promoting good communication flows from the centre of government, and helping departments on any changes to existing bodies or the creation of new bodies resulting from the transfer of responsibilities from the EU to the UK.

As we move toward the completion of the current strategy (2016-20), we will develop the next phase of the Public Bodies agenda by evaluating the current phase, working with stakeholders to identify the key challenges ahead and designing solutions to address them.

Objective 3: Manage and simplify the landscape		
<p><b>7</b></p> <p><b>Exiting the EU</b></p> <p>We will continue to work across government to respond to the impact leaving the EU is having on the ALB landscape. We will promote good governance and information flows from the centre of government.</p>	<p><b>8</b></p> <p><b>New bodies</b></p> <p>We will work collaboratively with departments on changes to existing bodies and the creation of new bodies. We will prioritise advice which may be required urgently for changes emerging post EU Exit.</p>	<p><b>9</b></p> <p><b>Develop and design</b></p> <p>We will develop a strong and well-tested evidence base for the next phase of the Public Bodies agenda by gathering information; identifying key challenges; and working with stakeholders to design realistic and equitable solutions.</p>





## Annex A: Summary data tables

**Table 1: Number of Arm's Length Bodies (ALBs), ALB expenditure and ALB staff employed by department**

Department	No. bodies	Total gross resource spend (£000)	Total staff employed (FTE)
<b>Attorney General's Office</b>	<b>3</b>	<b>£837,724</b>	<b>6,100</b>
Non-ministerial department	3	£837,024	6,100
<b>Cabinet Office</b>	<b>10</b>	<b>£339,304</b>	<b>4,502</b>
Executive agency	1	£77,669	738
Non-ministerial department	1	£258,565	3,723
Non-departmental public body	8	£3,070	41
<b>Department for Business, Energy and Industrial Strategy</b>	<b>32</b>	<b>£2,531,421</b>	<b>22,834</b>
Executive agency	5	£459,263	5,854
Non-ministerial department	3	£402,951	6,267
Non-departmental public body	24	£1,669,207	10,713
<b>Ministry of Housing, Communities and Local Government</b>	<b>9</b>	<b>£128,345</b>	<b>1,616</b>
Executive agency	2	£57,440	653
Non-departmental public body	7	£70,905	963
<b>Department for Digital, Culture, Media and Sport</b>	<b>36</b>	<b>£1,528,807</b>	<b>13,590</b>
Non-ministerial department	2	£57,229	824
Non-departmental public body	34	£1,471,578	12,766
<b>Department for Education</b>	<b>17</b>	<b>£58,273,444</b>	<b>8,297</b>
Executive agency	3	£56,360,483	2,070
Non-ministerial department	2	£144,362	1,868
Non-departmental public body	12	£1,768,362	4,359
<b>Department for Environment, Food and Rural Affairs</b>	<b>30</b>	<b>£3,178,963</b>	<b>19,899</b>
Executive agency	6	£2,076,395	6,011
Non-ministerial department	2	£64,126	391
Non-departmental public Body	22	£1,038,442	13,497
<b>Department for International Development</b>	<b>2</b>	<b>£29,900</b>	<b>10</b>
Non-departmental public body	2	£29,900	10
<b>Department for Transport</b>	<b>12</b>	<b>£1,667,791</b>	<b>13,380</b>

Executive agency	4	£1,087,180	11,196
Non-ministerial department	1	£29,661	305
Non-departmental public body	7	£550,950	1,879
<b>Department for Work and Pensions</b>	<b>9</b>	<b>£268,266</b>	<b>3,620</b>
Non-departmental public body	9	£268,266	3,620
<b>Department of Health and Social Care</b>	<b>24</b>	<b>£120,626,140</b>	<b>23,406</b>
Executive agency	2	£4,106,644	6,806
Non-ministerial department	1	£109,916	981
Non-departmental public body	21	£116,409,580	15,619
<b>Foreign and Commonwealth Office</b>	<b>6</b>	<b>£1,312,512</b>	<b>11,627</b>
Executive agency	2	£153,800	906
Non-departmental public body	4	£1,158,712	10,721
<b>Her Majesty's Treasury</b>	<b>11</b>	<b>£4,123,191</b>	<b>68,459</b>
Executive agency	4	£245,712	4,016
Non-ministerial department	5	£3,874,916	64,417
Non-departmental public body	2	£2,563	26
<b>Home Office</b>	<b>15</b>	<b>£670,773</b>	<b>6,929</b>
Non-ministerial department	1	£435,390	4,499
Non-departmental public body	14	£235,383	2,430
<b>Ministry of Defence</b>	<b>14</b>	<b>£669,838</b>	<b>5,255</b>
Executive agency	3	£40,941	4,962
Non-departmental public body	11	£628,897	293
<b>Ministry of Justice</b>	<b>67</b>	<b>£7,566,507</b>	<b>68,505</b>
Executive agency	5	£7,280,081	65,832
Non-ministerial department	1	£11,801	48
Non-departmental public body	61	£274,625	2,625
<b>Northern Ireland Office</b>	<b>3</b>	<b>£2,130</b>	<b>27</b>
Non-departmental public body	3	£2,130	27
<b>Scotland Office</b>	<b>1</b>	<b>£304</b>	<b>6</b>
Non-departmental public body	1	£304	6
<b>Grand total</b>	<b>301</b>	<b>£203,755,360</b>	<b>278,062</b>

Table 2a Non-ministerial departments and relevant host departments

Non-ministerial departments	Host department
Crown Prosecution Service	Attorney General's Office
Government Legal Department	Attorney General's Office
Serious Fraud Office	Attorney General's Office
UK Statistics Authority	Cabinet Office
Competition and Markets Authority	Department for Business, Energy and Industrial Strategy
Her Majesty's Land Registry	Department for Business, Energy and Industrial Strategy
Office of Gas and Electricity Markets	Department for Business, Energy and Industrial Strategy
Charity Commission for England and Wales	Department for Digital, Culture, Media and Sport
The National Archives	Department for Digital, Culture, Media and Sport
Office for Standards in Education, Children's Services and Skills	Department for Education
Office of Qualifications and Examinations Regulation	Department for Education
Forestry Commission	Department for Environment, Food and Rural Affairs
Office of Water Services	Department for Environment, Food and Rural Affairs
Office of Rail and Road	Department for Transport
Food Standards Agency	Department for Health and Social Care
Commissioners for the Reduction of the National Debt	Her Majesty's Treasury
Government Actuary's Department	Her Majesty's Treasury
Her Majesty's Revenue and Customs	Her Majesty's Treasury
National Savings and Investments	Her Majesty's Treasury
Public Works Loan Board	Her Majesty's Treasury
National Crime Agency	Home Office
UK Supreme Court <sup>22</sup>	Ministry of Justice

22 The Lord Chancellor has a statutory duty under Section 50 of the Constitutional Reform Act 2005 to ensure that the UKSC has adequate resources.

Table 2b – ALBs hosted by non-ministerial departments

Organisation	Classification	NMD sponsor	Host department
Forest Enterprise England	EA	Forestry Commission	Department for Environment, Food and Rural Affairs
Forest Research	EA		
Regional Advisory Committees/Forest and Woodlands Advisory Committees (x9)	NDPB		
Advisory Committee on Animal Feeding stuffs	NDPB	Food Standards Agency (FSA)	Department of Health and Social Care
Advisory Committee on Novel Foods and Processes	NDPB		
Advisory Committee on Microbiological Safety of Food	NDPB		
Committee on Toxicity of Chemicals in Food, Consumer Products and the Environment	NDPB		
The Social Science Research Committee	NDPB		
Valuation Office Agency	EA	Her Majesty's Revenue and Customs (HMRC)	Her Majesty's Treasury





## Annex B: Methodology

The Public Bodies 2018 directory is published in a range of formats, including online spreadsheets, allowing easier searching and re-use of the information.

### Arm's length bodies: executive agencies, non-departmental public bodies and non-ministerial departments

**Arm's length bodies** (ALBs) are a specific category of public body that are administratively classified by the Cabinet Office. ALBs include executive agencies, non-departmental public bodies, and non-ministerial departments.

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

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

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

We have shown all NMDs, plus any EAs or NDPBs they sponsor, with their host departments (see Tables 2a and 2b in Annex A).

The bodies within scope of this directory are NMDs, NDPBs and EAs. For a full list of entities, including those beyond the scope of this

directory, that are consolidated into the Whole of Government Accounts please see here:

<https://www.gov.uk/government/collections/whole-of-government-accounts>

### Part i – Cost data

#### Source of cost data

For this report, we have worked with departments to provide data relating to the following measures: Government Funding, Resource Departmental Expenditure Limits (RDEL), Capital Departmental Expenditure Limits (CDEL) and Resource Annually Managed Expenditure (RAME). This marks a shift away from last year where we used data taken from the Online System for Central Accounting and Reporting (OSCAR), the cross-government public spending database managed by HM Treasury. The measure we used in last year's report was Gross Operational Expenditure.

Feedback from last year's exercise was that the OSCAR data was misleading for some bodies who do not use OSCAR definitions for standard reporting.

### Methodology

For this report we changed the request for the finance data collection. Different interpretations of accounting rules can lead to comparability issues when using OSCAR data. In order for comparisons between data to be transparent, we requested gross totals for RDEL, CDEL and RAME, as well as income totals as part of the finance commission. By asking for total income and government funding, we were able to distinguish between those funds that came in from HM Government, including budget, drawdowns and grants as appropriate for the specific ALB, and other income generated by the ALB through revenues or levies.

Because these splits are not readily available through annual reports and accounts, we asked for departments to complete this data themselves.

### Technical definitions for cost data fields

The information published reflects each body's position at 31 March 2018 and matches the outturn figures for 2017/18 Financial Year. Departments were asked to provide gross figures for each element and to exclude any non-cash items, such as depreciation or provisions. Given that the publication of Public Bodies 2018 is essentially a transparency exercise, the rationale here was to obtain the clearest picture of how much departments had actually spent and received during the year.

Where departments included non-cash items in their returns, movements in provisions for example, this was identified and removed. In instances where this has occurred, it is noted in the published excel tables which contain all financial data online.

Departmental budgets are split into various control totals, as agreed by the Treasury. The total amount that the government spends is also known as Total Managed Expenditure (TME). This is split up in to:

- departmental budgets – the amount that government departments have been allocated to spend; this is known as Departmental Expenditure Limits, or DEL
- money spent in areas outside budgetary control – this is all spending that is not controlled by a government department and is often demand-driven such as welfare, pensions and things like debt interest payments – this is known as Annually Managed Expenditure, or AME
- DEL and AME can have both capital (new investment or improvement or creation of an asset, such as an IT platform) and resource (current expenditure for day to day resources and administration costs, such as pay or procurement) elements

For more details on understanding public sector spending please see the explanation provided on GOV.UK

### Part ii – All other data fields

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

### Technical definitions for all other data fields

The information is as at 31 March 2018.

**Name:** name of the ALB

**Department:** name of the sponsoring department

**Classification:** whether it is an EA, NDPB or NMD, each of which is defined on page 37 of this document

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

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

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

**Date established:** the date the body was established

**Date abolished/merged/declassified:** the date the body was abolished, merged or declassified - if this occurred within the year

**Notes:** other important information or to clarify other information fields

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

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

**Chair:** the name of the current chair

**Chair's remuneration:** actual remuneration for financial year 2016/17 (excluding performance related pay and pension benefits) and is a numerical entry: either an exact figure (rounded to the nearest pound) or within a £5,000 range – an entry of zero denotes that the post is unpaid or that the chair does not claim the remuneration to which he or she is entitled

**Accounting Officer (Chief Executive/secretary):** the name of the current Accounting Officer (Chief Executive/secretary) – where there is more than one of a body and there are multiple post holders, the word 'multiple' will appear

**Accounting Officer (Chief Executive/secretary) remuneration:** shows the actual remuneration for 2016/17 (excluding performance related pay and pension benefits) – the entry will reflect the position:

- For Chief Executives employed by NMDs, NDPBs with executive functions and EAs a numerical figure is given – either an exact figure (rounded to the nearest pound) or a £5,000 pound range
- Salaries are not disclosed for civil servants holding ex officio posts
- For secretaries who support NDPBs with advisory functions but remain an employee of the sponsor department, a text entry of 'civil servant' or 'military officer' where appropriate is used

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

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

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

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

**Last review:** the year in which the body was last reviewed

**Staff employed:** the full-time equivalent (FTE) number of employees (to the nearest whole number) as at 31 March 2018

- Does not include staff of the parent department providing a secretariat for bodies with an executive function but does include civil servants temporarily seconded into the body itself, and paid for by the body's funds
- For NDPBs with advisory functions, which generally do not employ their own staff, the figure shown is the number of secretariat staff supplied by the parent department, where identifiable

**Chair – ministerial or non-ministerial:** whether ministers appoint the chair overseeing the ALB

**Chair – paid or unpaid:** pay details

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

**Board – paid or unpaid:** pay details





