

Modernising the Constitution – Quangos

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1. INTRODUCTION

Our constitution needs to be modernised by removing obsolete and irrelevant material - both legislative and common law. Previous articles have proposed - to achieve this (it is, actually, not difficult) - that there should be 4 pieces of legislation *viz.* a:

- Crown Act;
- Parliament Act;
- Courts Act;
- Government Act.

Previous articles have, also, considered the nature and form of a Crown Act,¹ a Parliament Act² and a Courts Act.³ However, prior to considering the form of a *Government Act*, it would be useful to consider in detail one specific feature of Government - **Quangos**.

The concept of a quango - a '*quasi autonomous non-governmental organisation*' - did not exist until the latter part of the 20th century. It is said the term was only coined in 1967. Its nature is that it is only *quasi-autonomous* from government since it is still controlled (and/or funded by) the same, whether in whole or part.⁴ *Why* quangos were created was to permit a greater measure of autonomy (independence) from the government which legally comprised - prior to 1960 - only Ministries and a few public corporations ('**PC's**'). However, since the late 1960's quangos have increased - akin to Japanese knotweed - out of all proportion to the original few. Indeed, even their present number is unknown. Government data suggests that there are c. 301 (or 415) quangos when the true figure is (likely) to be, at least, c. 550. This has been '*covered up*' by treating the following as not being quangos when they (obviously) are:

- Non-Ministerial Government depts. (**NMGD's**);
- High Profile Groups (**HPG's**);⁵
- Sub-quangos (and sub-sub quangos).

The result of all the above is a UK government (and civil service) structure that is clinically obese and growing. A constitutional structure that few (if any) politicians or civil servants understand - far less the general public. One in which quangos threaten to empty Ministries of all decision-making content and render them empty shells. One in which civil servants (and others) can avoid taking responsibility for decision making and administration by hiving this off to others. In short, a thick government fog - a veritable pea soup - in which a '*job's for life*' and '*I was not responsible*' mentality can prevail.⁶

¹ GS McBain, *Modernising the Constitution - A Crown Act* (2021) International Law Research ('**ILR**'), vol 10, no 1, pp 33-100.

² GS McBain, *Modernising the Constitution - A Parliament Act* (2021) ILR, vol 10, no 1, pp 101-84.

³ GS McBain, *Modernising the Constitution - A Courts Act* (2021) ILR, vol 10, no 1, pp 195-248.

⁴ A 1997 government definition of a quango was 'a body which has a role in the processes of national government, but is not a ministerial department or part of one, and which accordingly operates to a greater or lesser extent at arm's length from ministers.' For other (eclectic) definitions of quangos see n 25.

⁵ NMGD's and HPG's '*obviously*' are quangos since a (generally) accepted definition of a quango is a body wholly (or partly) controlled (or funded) by government; see also n 4. Thus, these terms are '*civil service speak*'. They are not legal terms (which look at the '*public*' function performed, not the terminological description). Indeed, in the case of '*high profile group*' the expression is meaningless since it suggests that some quangos are more important than others (but who decides that?).

⁶ See M Coolican, *No Tradesmen and No Women, The Origins of the British Civil Service* (2018), especially chs 8-9. The author was a civil servant for four decades; latterly Assistant Secretary, Department of Trade and Industry.

The purpose of this article is to trace the development of quangos and to argue that - besides PC's - none are actually needed. ⁷ And, that the excision of such would greatly improve constitutional accountability, transparency and democracy. It would also save huge sums of money for the taxpayer.

2. HOW IT USED TO BE

The problem with an *unwritten constitution* is that it is opaque in delineating the government structures involved as well as the hierarchy of command and responsibility. However, since 1688,⁸ Parliament has been treated as the supreme organ of government. One responsible to the people. Further, from Victorian times (at least) until the 1960's - the structure of government in the UK was pretty simple in administrative terms.⁹ Thus, it was as follows:

- Parliament;
- Cabinet (administered by the Cabinet Office);¹⁰
- Ministries;
- PC's (i.e. chartered and legislative).¹¹

As to these:

- **Parliament** was the supreme constitutional organ from which all legislation flowed;¹²
- The **Cabinet**¹³ was responsible for implementing this legislation as well as for dictating the course of central government on a daily basis;
- Below the Cabinet - but represented in it by ministers - were the **Ministries** - which were responsible for carrying out the instructions of the Cabinet;
- There were, also, a few **Public Corporations (PC's)**. Some had been created by the Crown by charter (such as the Bank of England). Others were created by legislation.¹⁴

This structure was, really, quite simple and it was sufficient to govern an Empire. The individuals responsible for administering the function of the Cabinet and the Ministries were civil servants.¹⁵ They were (and are) nominally employed by the Crown, although they are paid for by Parliament, from money deriving from the taxpayer.¹⁶ The following may also be noted:

- **The Crown** refers to the sovereign - both in a **personal** capacity (the *body natural*) and in a **corporate** capacity (the *body politic* or *political body*). The latter never dies. However, today, the role of the sovereign in the latter capacity

⁷ That is, quangos should: (a) become part of Ministries (as independent committees); or (b) be abolished; or (c) become public corporations (PC's); or (d) become part of the Civil Service or Armed Forces basic structure.

⁸ In 1688, the (so-called) Glorious Revolution occurred. James II (1685-9) was held to have abdicated the throne and Parliament chose a new sovereign (William of Orange), Parliament (legislatively) asserting its supremacy over the Crown.

⁹ P Holland, *The Governance of Quangos* (1981), pp 10-5 suggests that quangos existed *pre-1960's* citing Victorian boards and tribunals. However, these were mainly *judicial* bodies of some sort established by legislation and not the same as the administrative bodies set up from the 1960's. He also accepts that 'Any attempt to trace historically the changing numbers of quangos is bedevilled by problems of definition.' Further, there seems little doubt that the impetus for establishing quangos came from the Fulton Committee, *Report on the Civil Service* (Cmd 3638, 1968).

¹⁰ Part of the Cabinet Office comprises a Prime Minister's Office (reorganised in 2001) which reports to the Cabinet Secretary.

¹¹ Chartered corporations derive from medieval times when many were created for commercial, ecclesiastical, charitable and educational purposes. Relatively few PC's existed prior to 1960 in the context of *government* (examples include the Bank of England and the BBC). PC's comprise *distinct* legal entities in English law. Thus, although they may be funded and controlled (to a certain extent) by government, they should be treated as distinct from other quangos.

¹² Parliament, itself, comprises the House of Commons and the House of Lords assembled in Parliament (i.e. assembled in a building called Parliament situated in the palace of Westminster).

¹³ The Cabinet is a committee of the Privy Council which developed from the time of Charles I (1625-49). HD Trail, *Central Government* (1892), p 14 'The sovereign, on the most important occasions, resorted for advice to a small knot of leading ministers (whose name of 'Cabinet' was derived from the circumstances of their deliberations being conducted in an inner room or cabinet of the [Privy] Council apartments in the palace [of Westminster].'

¹⁴ This was especially so after WW2. JAG Griffith & M Ryle, *Parliament. Functions, Practice and Procedures* (1989), p 38 'The nationalisation measures of the Labour Government of 1945 to 1951 used the [PC] as the principal institutional device. And it has continued to be used for many purposes by successive governments.'

¹⁵ For useful texts on how the Civil Service developed see WA Robson, *The Civil Service in Britain and France* (1956); EW Cohen, *The Growth of the British Civil Service 1780-1939* (1965); R Moses, *The Civil Service of Great Britain* (1914); NE Mustoe, *The Law and Organisation of the British Civil Service* (1932); WA Ronson, *The British Civil Service* (1937); W Griffith, *The British Civil Service 1854-1954* (1954); HE Dale, *The Higher Civil Service of Great Britain* (1941); J Craig, *A History of Red Tape* (1955).

¹⁶ As Cohen, n 15, p 19 noted 'The expression 'civil servant' has today a precise meaning; it describes 'those servants of the Crown, other than holders of political or judicial offices, who are employed in a civil capacity, and whose remuneration is paid wholly and directly out of monies voted by Parliament' (quoting the Royal Tomlin Commission on the Civil Service (1931), x, p 4). Ibid, p 20 'In 1816 [56 Geo III c 46] an Act was passed by virtue of which Parliament took over responsibility for the salaries of those employed in public offices. This Act has been described as the statute which first created the civil service, converting those employed in the various departments from being servants of the ministers in whose offices they served, to being servants of the Crown.'

is ceremonial (formal) in that the sovereign does not interfere with Parliament; nor with the operation of central (or local) government.¹⁷ This (diminished) role should be reflected in legislation (*viz.* a Crown Act);

- There is also the **Cabinet Office**. It was created in 1916 in order to help carry out the will (decisions) of the Cabinet. Also, to supervise (that is, to oversight) the Civil Service;
- The **Privy Council**. This Crown created body (*'privy'* meaning *'small'* or *'inner'*) is ancient (although it was abolished during the Civil War period 1649-60). It comprises a body of senior advisers (mainly senior politicians) who formally advise the sovereign. To the extent it effects government business, it follows the decisions of Cabinet.¹⁸

A useful means to indicate what Ministries (also, sometimes, called 'Ministerial departments')¹⁹ and PC's existed (as well as the various ranks of the Civil Service) is to consult *Whitaker's Almanac* (published from 1869 to date). Suffice to say that, at present, there are 18 Ministries, see *Appendix A*.²⁰ There are also 13 PC's, see **11**.

In conclusion, prior to the 1960's, the hierarchy of government in the UK was fairly clear. Central Government comprised the Cabinet and the Ministries, with a few PC's.

3. SHIFTING SANDS FROM THE 1960's

Where the complexity - and the gremlins - crept in was *post*-1960.²¹ The following will be considered in more depth later on. However, at this juncture, the gremlins may be identified - as well as the solution to the same. In the 1960's there arose the following organs of government which were not, strictly, necessary:

- **Non-Ministerial Government Depts (NMGD's)**. These comprise departments of government. However, they do not comprise Ministries as such, not being represented by a Minister in Cabinet. A problem is that there is no legal basis for these *'departments'*. Further, there is no direct chain of responsibility *in* Cabinet for their decision making. Thus, they should all go. In the end, there should only be Ministries represented *in* Cabinet - to preserve a clear chain of command and responsibility.²² Further, NMGD's have had an inevitable tendency to overlap with Ministries - as well as with each other and with other quangos - creating confusion and bureaucracy (see also **10**).

In conclusion, NMGD's should be abolished.

- **High Profile Groups (HPGs)**. This term has - only recently - been employed to seek to describe quangos by another epithet as if to suggest that they are not quangos. However, the term *'High Profile Group'* is meaningless. That is, it has no *legal* meaning. Nor any *commonly accepted* administrative meaning. Indeed - to the cynic - this new terminological invention looks much like a Civil Service sleight of hand. That is, HPG's are quangos - but not termed as such so that the Civil Service can assure ministers that they have cut the number of quangos! This term should go. Further, all 97 or so of them (see *Appendix B*) should be: (a) absorbed into Ministries; or (b) abolished; or (c) become PC's; or (d) become part of the Civil Service's basic structure, in the form of independent committees (see also **12**).

In conclusion, the term HPG should be abolished.

- **Other Quangos**. A disaster! Quasi-autonomous, yet connected to (and funded by) government. *The problems?* (a) too many of them; (b) no constitutional basis; (c) no oversight; (d) too much overlap with Ministries, NMGDs, HPG's and other quangos; (e) a golden opportunity for civil servants and others to pack them (a *'cushy billet'*); (f) the cost of maintaining these today is - probably - far more than if they were absorbed back into Ministries (or if a few of them become PC's) since there are so many senior posts.

¹⁷ Thus, this (diminished) role should be reflected in legislation (*viz.* a Crown Act).

¹⁸ Although the membership of the Privy Council is large, usually, only 4 or so members meet on a daily basis. See Traill, n 13, ch 2 for the historical emergence of Cabinet from the Privy Council.

¹⁹ Robson, n 15, p 48 (writing in 1956) summarised things: 'In 1854, very few of the government departments which we know today had come into existence. The Treasury, Home Office, Board of Trade, Foreign Office, Post Office, Admiralty, Customs, Inland Revenue, Lord Chancellor's department, and Office of Works, were the principal exceptions. The Ministry of Agriculture and Fisheries dates from 1903 (when the former Board of Agriculture and Fisheries was set up); the Ministry of Education from 1899 (if we take the Board of Education as its progenitor); the Air Ministry from 1917; the Ministry of Labour from 1917; the Ministry of Health from 1919; the Ministry of Supply from 1939; the Ministry of Fuel and Power from 1942; the Ministry of National Insurance from 1944; the Ministry of Local Government and Housing from 1951, or from 1943 if we regard the Ministry of Town and Country Planning as its progenitor. The Ministry of Transport was created in 1919 and the Ministry of Civil Aviation in 1944; the two were merged in 1953.' For public offices in the UK at date earlier to 1854 see e.g. Cohen, n 15, p 34 (public offices 1797).

²⁰ 'Ministeries', strictly, refer to government departments represented by a minister in Cabinet.

²¹ Already in 1956, Robson, n 15, p 106 noted the tendency to separatism and autonomy within central government (and away from direct Treasury control): 'Most clearly this is the case with [PC's], of which the latest in a long line are to deal with atomic energy and commercial television [i.e. the BBC]. Partly there is a whittling away of a responsible and integrating authority, such as has been slowly built up in a system of the Treasury establishments divisions and the operation of the civil service commission under Treasury regulation. Partly there is the creation of new public bodies beyond the reach of its influence, and into whose ranks there pass an appreciable number of hitherto dependent officials.' *Ibid*, p 128 'Up to 1939 the nineteenth century machinery of complement control retained most of its pristine simplicity... This system was necessarily abandoned during the second world war... No attempt was made after the war to return to the *pre*-war system. And in 1949 the decentralisation of responsibility which had taken place of necessity during the war was in large degree formalised and made permanent.'

²² If clear evidence of independence is needed, the non-departmental body should be a PC to ensure that it is a legal entity created by Parliament or the Crown. The former, today, is (obviously) better in terms of legal accountability.

The answer? Permit no more to be created. Further, present quangos should be absorbed back into Ministries (in the form of independent committees) or make them PC's.

The result of all this is that the Civil Service itself has, increasingly, slipped away from the *effective* political control of Ministers and Cabinet²³ with the result that important decisions are, frequently, emanating from quangos whose members do not have the same degree of responsibility (including legal responsibility)²⁴ as civil servants employed in the Cabinet Office and Ministries. Such is bad for accountability and democracy.

In conclusion, quangos should be abolished or re-absorbed back into Ministries or become PC's or become an integral part of the Civil Service or the Armed Forces.

4. WHY QUANGOS WERE CREATED²⁵

Why quangos were created was to permit a greater measure of autonomy (independence) from the government which legally comprised - prior to 1960 - only Ministries and a few PC's. The *rationale* behind the creation of quangos was that:

- they could be more *independent* of government. Thus, they could exercise a greater degree of managerial freedom as well as dictate - to a greater extent - the nature (and scope) of their activities;
- being more independent of government they could give (perhaps) more *impartial advice* than Ministries and civil servants. For example, members of quangos could be special advisers not employed by government (academics *etc*);
- possibly, quangos were also thought to be more *efficient* in achieving decision making as well as a means to enable bodies of *specialists* to be assembled more easily; and
- possibly, quangos were also thought to be *cheaper* (that is, less expensive to the taxpayer) than if what they did was retained within Ministries or PC's.

However, it should be noted that most quangos were not created pursuant to any Parliamentary sanction. That is, pursuant to any Act of Parliament (general, local or private). Instead, most are an administrative invention by the Civil Service and they can be created without limit.

In conclusion, quangos were created to grant certain committees (and commissions) a measure of autonomy from Ministries. However, they have no legal basis in most cases for their operation (cf. PC's or bodies especially established by legislation).

5. PROBLEMS WITH QUANGOS

Today, some of the major problems of quangos are as follows; they:

- have no *general* legal, or constitutional, basis in most cases;
- have no direct link to the Cabinet - in terms of *legal responsibility or control* - unlike Ministries. Thus, they lack legal and democratic accountability;
- are multitudinous;
- have a great *overlap* in their functions with Ministries and other quangos - wasting time and money;
- often, have members of quangos who are *appointees*. Such lack democratic electability;
- often, have members who are civil servants (or ex-civil servants). Thus, there is a (legal) *conflict of interest* since the quango is not wholly independent in terms of its decision making from the influence of government employees.

Additional problems have sprung up:

- **Sub-Quangos**. Many quangos have created *sub-quangos* (and some, *sub-sub quangos*). The legal basis for doing so is unclear. So too, who is responsible for what;
- **Multitudinous**. The sheer number of quangos (over 500, I believe) means a *bureaucratic paper chase* (beloved of bureaucrats). Such wastes taxpayers' money without any benefit;

²³ Cf. Robson (writing in 1956, prior to the rise of quangos), n 15, p 7 'we have managed to keep our Civil Service under effective political control by Ministers and the Cabinet.'

²⁴ Crown servants are subject to the criminal offence of misuse of a public office. It is not at all clear whether the same applies in the case of members of quangos. See generally, GS McBain, *Modernising the Common Law offence of Misconduct in a Public or Judicial Office* (2014) *Journal of Politics & Law*, vol 7, no 4.

²⁵ General texts on UK quangos include: (a) A Barker, *Quangos in Britain, Government and the Networks of Policy Making* (1982); (b) H Davis, *Quangos and Local Government: A Changing World* (1996); (c) Holland, n 9, (d) S Talbot Rice & T Burkard, *School Quangos, A Blueprint for Abolition and Reform* (2009); (e) S van Thiel, *Quangos* (2019); (f) MJ Smith & MV Flinders, *Quangos, Accountability and Reform: The Politics of Quasi-Government* (1998); (g) C Pollitt & C Talbot, *Unbundled Government: A Critical Analysis of the Global Trend to Agencies, Quangos and Centralisation* (2004); (h) D Lewis, *The Essential Guide to British Quangos* (2005); (i) House of Commons Public Administration Committee, *Mapping the Quango State* (5th Report, Session 2000-1, Annex 4), (j) J Plummer, *The Governance Gap: Quangos and Accountability* (1994); (k) House of Commons, *Smaller Government: Shrinking the Quango State* (5th report, Session 2010-1 (2011)).

- ***Removes Decision Making from Ministries***. The effect of quangos is that Ministries are becoming *empty shells* - all their work being done by the Cabinet Office or quangos;
- ***Made Up Terminology***. Endless new terms are being invented by the Civil Service, although they lack any legal meaning (and, sometimes, any generally accepted meaning). Such: (a) hide the true number of quangos and; (b) their actual function. Also, they seem to be intended: (c) to enable civil servants to avoid any liability for the common law offence of mis-use of a public office.²⁶ This, on the basis of the quango (of which they may be a member) not performing a *public* function ('*It was their independent decision - not mine, my lord*'). However, such is fallacious;²⁷
- ***No Limit to Number***. There is nothing to prevent civil servants from creating more quangos at will, since they are not subject to Parliamentary supervision as such.

The result is that the constitutional structure of government has become flabby and obscure.

6. HOW MANY QUANGOS ARE THERE?

A Cabinet Office report in March 2018 entitled, '**Public Bodies 2018-19**', published 22 March 2019, asserted that there were some 301 quangos. However, unhelpfully, it made no attempt to list the same. This figure, also, conflicts with the Government's website (www.gov.uk) figure of 415 (just up from 411) quangos!²⁸ which is to be much preferred. However, both these figures are not (legally) accurate since the definition of a quango includes not only the 415 listed as such **but also** the following:

- High Profile Groups (the website www.gov.uk says there are 104 of these);²⁹
- Non-Ministerial Government Departments (the website www.gov.uk says there are 20 of these).

These are also quangos. Thus, the true figure should be 539 quangos.³⁰ However, the above website - which is not wholly accurate - also (sometimes) fails to note sub-quangos and sub-sub quangos. Thus, the true figure is (likely) to be some **550 quangos**.

Why did the website - and the 2018 report - seek to invent a category such as 'a *High Profile Group*'? A cynic would suggest that it was to hide the true number of quangos. Further, the government website never indicates *when* the quango was created and many have been recently created - contrary to the general policy of government to reduce the number of quangos. *Is this uncertainty necessary?* No, not when even the simplest of A2 charts (or a website) could identify each quango, *when* it was established and *which* Ministry is responsible for controlling/funding the same.

There is a huge (and growing) number of quangos. This threatens to overwhelm government (and the Civil Service) - as well as to incur ever increasing cost to the taxpayer. Further, the nomenclature and confusion employed in the description of quangos seems to evince an intention to 'muddy the waters'. That is, to obscure how many quangos there are and what Ministries are responsible for them.

7. (DELIBERATELY) CONFUSING TERMINOLOGY

At first, quangos were called just that. However, presently, these arm's length bodies are (sometimes) further sub-divided by the Civil Service into:

- Non-departmental Public Bodies (NDPBs) which are (sometimes) further sub-divided by the Civil Service into:
 - Executive;
 - Advisory;
 - Tribunals;
 - Independent Monitoring Boards.³¹
- Non-Ministerial Government Departments (NMGDs);³²

²⁶ See n 24.

²⁷ Fallacious since a court will - regardless of what the quango calls itself or whether the civil servant was divorced from decision making by means of a person not employed by the Civil Service giving advice - determine whether, as a matter of law, a '*public*' function was involved as well as the role of the civil servant in that decision (for example, whether he/she should have reasonably checked/investigated the decision of a non-civil servant to confirm its impartiality and accuracy).

²⁸ See *www.gov.uk*. This list is not wholly accurate since the website refers to some quangos which have been dissolved. Also, it forgets to mention others (such as NHS Wales).

²⁹ Recently, there were only 97. However, there are now 104.

³⁰ i.e. 415 plus 104 (HPG's) and 20 (NMGD's).

³¹ The Civil Service has noted that: (a) *Executive* quangos are (typically) established by legislation and carry out executive, administrative and regulatory functions; (b) *Advisory* quangos provide independent advice to ministers; (c) *Tribunals* have a specialised legal role, (d) *Independent Monitoring Boards* exist in prisons, immigration services *etc*. However, all this sub-division is meaningless. Further, often, the description is mis-placed.

³² The Civil Service has noted that these answer directly to Parliament on issues but where it is deemed appropriate to remove (possible) executive political interference.

- Executive Agencies (EAs),³³
- NHS bodies;
- Local Government bodies.

It should be noted that:

- **Not Legal Terms.** None of the above are legal terms. They are, quite simply, ‘*in-house Civil Service-speak*.’ Further, they are not (often) accepted - even by the government!³⁴ Thus, these terms are mis-leading and simply confuse the issue. They should be dispensed with;
- **PC’s Different to Quangos.** Also, the Civil Service (often) fails to distinguish between quangos and *public corporations* (‘PC’s’).³⁵ The latter are (often) much older than quangos and they have a clear legal basis - referring to: (a) chartered corporations (i.e. those created by a Crown charter),³⁶ and (b) statutory corporations (i.e. those created by legislation). Strictly, (a) should be distinguished from (b). However, the word ‘*public corporation*’ is (often) used in a generic sense today - including by the government - to cover both (a) and (b);
- **Sub-Categorisation.** The Civil Service’s sub-categorisation of quangos is their own and, at times, at variance with legal reality. Thus, tribunals are regulated by legislation and are, at base, *legal* bodies, not *administrative* ones.³⁷ Thus, they are statutory organizations (like courts, such as the Court of Appeal) and not quangos.

A cynic would suggest that all this ‘*in-house*’ terminology has been (recently) employed to hide the true number of quangos. Also, to ‘*muddy the waters*’ - in order to prevent politicians (and others) from seeing the (considerable) overlap between quangos *inter se* as well as between quangos, Ministries and PC’s.

In conclusion, all the above nomenclature should be dispensed with and government should revert to describing these as ‘quangos.’ Then, everyone will be the wiser.

8. HOW TO RESOLVE THE CONFUSION - APPROACH

This is, actually, quite simple:

- The *first*, is to identify non-quangos. That is, Ministries and Offices;
- The *second*, is to consider quangos by their present description, *viz.*
 - Non-Ministerial Government departments (NMGD’s);
 - High Profile Groups (HPG’s);
 - Public Corporations (PC’s);
 - Other quangos (some 415 of them, at least)

At the same time, consideration should be given as to how similar bodies can merged (or dispensed with) in order to simplify the constitutional structure and to make it more accountable and democratic.

9. RESOLVING THE CONFUSION - MINISTRIES & OFFICES

(a) Ministerial Departments

Those Ministries which are, presently, government departments represented in Cabinet (sometimes, called Ministerial departments)³⁸ are not quangos and have never been treated as such. These are set out in *Appendix A*. Besides these there are also certain government ‘*offices*’ *viz.* the:

- Cabinet Office (including the Prime Minister’s Office);
- Privy Council Office;
- Office of the Leader of the House of Commons;
- *Office of the Leader of the House of Lords*.³⁹

The Cabinet Office is part of Cabinet, the Privy Council Office is part of the Privy Council. And, the latter two offices are part of Parliament. Thus, they are not quangos as such and no more will be said of the same.

³³ The Civil Service has noted that these tend to be part of Government departments but are considered to be separate in managerial and budgetary terms.

³⁴ For example, the Government website treats NMGD’s as separate from quangos. Yet, the Cabinet Office publication, ‘*Public Bodies 2018-19*’, does not. The latter is correct. Both are controlled and/or funded by government.

³⁵ Cf. Griffith & Ryle, n 14, p 39 (they treated PC’s as a quango). OH Phillips & Jackson, *Constitutional and Administrative Law* (8th ed, 2001, ed P Jackson & P Leopold), p 650, n 5 pointed to the vagueness of the definition of a quango.

³⁶ e.g. the Bank of England was created as chartered corporation in 1694.

³⁷ Cf. Griffith & Ryle, n 14, p 39 noted that the word quango ‘is also sometimes used to include advisory bodies and tribunals.’

³⁸ Why the old words ‘*department*’ and ‘*office*’ are used (as well as the old terms ‘*Secretary of State*’ and ‘*Under [i.e. deputy] secretary of State*’) are used will be considered in the article on the Government Act. Suffice to say none are now needed (‘*Minister*’ and ‘*Deputy Minister*’ are much better).

³⁹ These offices (save for the Privy Council Office) are, presently, represented in the Cabinet. A previous article, see n 2, has considered the possible abolition of the House of Lords.

(b) Law Officers' Offices

There are also the:

- Attorney-General's Office (A-G's Office);
- *Solicitor-General's Office (SG's Office).*

These offices will be considered in greater detail in an article on the *Government Act*. However, for present purposes, it is suggested that the SG's Office should merge with that of the A-G (which office is, presently, represented in Cabinet). The title SG should be changed to that of Deputy AG since the reference to 'solicitor' is (actually) an archaic reference to the deputy to the A-G⁴⁰ and a person does not have to be a 'solicitor' as such. As for the A-G's Office, it has a close connection to various quangos which provide legal services to, and for, the Government (that is services to Ministers and the Cabinet) viz.

- Government Legal Department (a NMGD, see **10**);
- Government Legal Profession (an HPG, see **12**);
- Office of the Parliamentary Counsel (an HPG, see **12**);
- Official Solicitor and Public Trustee (an 'other' quango, see *App D*, no 290),⁴¹
- Office of the Public Guardian (Ibid, no 286);
- Crown Prosecution Service (a NMGD, see **10**).

At present, the plethora of all these legal bodies is wholly confusing to anyone who is not a lawyer. And, even then, often confusing to lawyers. These legal bodies are, presently, distinct as a result of various historical anomalies and for having been established at different times.

- It is suggested that much time, money and confusion would be saved if all the above legal bodies were merged into one Government Legal Department, which is, itself a Ministry (the '*Legal Ministry*'); or
- All of the same become part of the Ministry of Justice (**MOJ**) since the relationships between all *inter se* and with the MOJ, is so close.

In any case, all the above legal bodies should be in one building (the same as that of the MOJ).

In conclusion, Ministries and Offices are not quangos. However, the latter could be conveniently streamlined, in the manner suggested above.

10. RESOLVING THE CONFUSION - NON-MINISTERIAL GOVERNMENT DEPTS.

Presently, there are 20 NMGD's. Some are regulatory, others have some commercial function and others are part of government (also, one is a court). In many cases, the titles of these quangos are too long and confusing⁴² and they could (easily) be simplified in order to help the general public (as well as civil servants). Further, a number should be merged. There is, also, no need for the Supreme Court to be a quango (no other court is).⁴³ Thus, suggested new titles (and mergers) for these NMGDs is as follows:

<u>Regulatory</u>	<u>Suggested New Titles & Divisions</u>
Charity Commission	Charity (division)
Competition and Markets Authority	Competition & Markets (ibid)
Forestry Commission [<i>England</i>]	Forestry (ibid) ⁴⁴
Food Standards Agency	Food (ibid)
Office of Rail and Road	Transport (ibid)
Ofgem (Office of Gas and Electricity)	Utilities (ibid)
Ofqual (Office of Qualifications and Exams Regulation)	Education (ibid)
Ofstead (Office for Standards in Education, Children's Services & Skills)	Education (ibid)
OfWat (Water Services Regulation Authority)	Utilities (ibid)

⁴⁰ The SG is the second law officer of the Crown in England and Wales. The present title was used from 1515 (the office of the King's solicitor derives from c. 1460). The description (likely) comes from chancery practice. See JL Edwards, *The Law Officers of the Crown* (1964). See also House of Commons Library Note (by A Horne), *The Law Officers* (SN/PC/04485, 1 Aug 2014).

⁴¹ The term '*Official Solicitor*' is meaningless and should be dispensed with.

⁴² Thus, they are confusing since bodies which are *external* to Ministries are, generally, referred to as a '*Commission*.' However, as can be seen, some are called an '*authority*' or an '*agency*' or an '*office*'. There is no rhyme or reason to these titles.

⁴³ Courts such as the Court of Appeal and the High Court are regulated by the Senior Courts Act 1981 and they are not quangos.

⁴⁴ This is now restricted to England. It regulates public and private forests.

Some Commercial Function

HM Land Registry

Land Registry

NS & I (National Savings & Investments)

National Savings

The National Archives

National Archives

Others

Crown Prosecution Service

Government Legal Department

Government Legal Department

Government Legal Department

HM Revenue and Customs

UK Tax Office (part of the Treasury)

National Crime Agency

National Crime Agency

Serious Fraud Office

National Crime Agency

UK Statistics Authority

UK Stats (see 11)

Government Actuary Department

UK Actuary (see 11)

Court

The Supreme Court of the UK

It is suggested that things would be simpler (and large cost savings made) if the following were to occur:

- **Regulatory.** All the above should be part of 1 Regulatory Commission, located in 1 building (it need not be in London) with one Board of (say, 9) Directors. Ofgem and Ofwat should be combined. So too, Ofqual and Ofstead. This would bring benefits (not least, enabling employees to move from one regulator to the other);
- **Some Commercial Function.** The Land Registry should become a PC. So too, the National Archives. The NS & I should merge with the National Employment Savings Trust (Nest) Corporation (and, perhaps, be named ‘*National Savings*’), see 11. Overall control of these bodies should be held by specific Ministries. For example, the Treasury in the case of National Savings;
- **Others:**
 - The Crown Prosecution Service should become part of the Government Legal Dept, see 9.
 - HM Revenue and Customs (HMRC) should be called the ‘*UK Tax Office*’ - which is shorter and more accurate⁴⁵ - and become part of the Treasury.
 - The Serious Fraud Office should become part of the National Crime Agency. And, both should become part of the Home Office (i.e. both becoming divisions of the same);
 - The UK Statistics Authority should be renamed ‘*UK Stats*’ and become part of a PC, perhaps named ‘*UK Data*’, see 11. So too, the Government Actuary Department, see 11.
- **Court.** The Supreme Court should not be a non-ministerial government department but - like all other courts - separate from government. Legislation should provide for this.

In conclusion, there should no longer be any non-ministerial government departments, which are quangos anyway. This description should be abolished and these quangos either become part of a regulatory commission (a PC), see 13, or re-allocated in the manner described.

11. RESOLVING THE CONFUSION - PUBLIC CORPORATIONS

Presently, there are 13 PC’s. Some conduct commercial activities, others regulatory *etc.* All are linked to Ministries who pay for, and exercise a degree of control over, the same. These PC’s (and their link) comprise:

Commercial

1. BBC (linked to the Dept for Digital)
2. BBC World Service (ibid)
3. Channel 4 (ibid)
4. Crossrail International (linked to the Dept for Transport)
5. London and Continental Railways Limited (a public sector property developer) (ibid)

Regulatory

6. Architects Registration Board
7. Civil Aviation Authority (linked to the Dept for Transport)
8. Office for Nuclear Regulation (linked to the Dept for Business)

⁴⁵ Revenue and Customs merged in 2005. Customs was also a ‘*tallage*’ (tax) in ancient times (but a ‘*customary*’ one, that is, one arising from ancient custom as opposed to the common law or legislation).

Cultural

9. Historic Royal Palaces (linked to the Dept for Digital)

Financial

10. National Employment Savings Trust (NEST) Corporation (linked to the Treasury)

11. Pension Protection Fund (linked to the DWP)

Other

12. Ordnance Survey (Ibid)

13. Oil and Pipelines Agency (linked to the MOD).

It is suggested that things would be simpler (and large cost savings made) if the following were to occur:

- **Commercial**. These bodies should become PC's, if not privatized;
- **Regulatory**. Nos 6-8, which have a regulatory function, should become part of 1 Regulatory Commission (i.e. Architects, Nuclear, Civil Aviation);
- **Cultural/Financial**. No 9 should become a PC. No 10 should, perhaps, be called 'National Savings', being merged with NS & I (see 10);
- **Ordnance Survey**. It is also suggested there be a PC (called, perhaps, 'Government Information' or 'Government Data' or 'UK Data') with the following divisions (their present status is in brackets):
 - UK Maps (Ordnance Survey, see 11)
 - UK Actuary (a non-ministerial gov dept, the Government Actuary Department, see 10);
 - UK Stats (a non-ministerial gov. dept, UK Statistics Authority (to inc. the Office for National Statistics, see *App D*, no 279 & the Higher Education Statistics Agency, no 164));
 - UK Geospace (a high profile group, the Geospatial Commission, see 12);
 - UK Property Valuer (a high profile group, the District Valuer Services, see 12);
 - UK Met Office (a quango linked to the Dept for Business, see *App D*, no 229).
 - UK Hydrographic (a quango linked to the MOD, see *App D*, no 389 inc the HM Nautical Almanac Office, see 12).

In conclusion, there should be fewer PC's corporations, with simple names.

12. RESOLVING THE CONFUSION - HIGH PROFILE GROUPS

Presently, there are 104 High Profile Groups according to www.gov.uk, see *Appendix C*.⁴⁶ As previously noted, this meaningless title should be abolished and the following apply, with reference to *Appendices B and C*:

- **Civil Service**. Those in bold indented and marked with an * should become part of the core function of a Civil Service Board (a merged board of the Civil Service Board and the Cabinet Office Board) with the following divisions:
 - CS Resources;
 - CS Infrastructure;
 - CS Goods & Services;
 - CS Support & Networks;
 - CS Reform.

The result is that at least, 43-4 HPG's, see *Appendix C*, will be brought in-house, to be an integral part of the Civil Service;

- **Armed Forces**. Those indented should become part of the core function of a Joint Forces Command Board (perhaps, called the 'Armed Forces Command Board') with the following divisions:
 - Defence Resources;
 - Defence Infrastructure;
 - Defence Goods & Services;
 - Defence Support and Networks;
 - Defence Reform;
 - Defence Commercial Services.

The result, is that, at least, 10 HPG's, see *Appendix C*, will be brought in-house, to be an integral part of the Armed Forces.

All other HPG's should become quangos and dealt with as indicated in 13 and *Appendix D*.

⁴⁶ This is up from 97 only a while ago which has been achieved by re-categorising some quangos as HPG, which shows how the Civil Service hides the true number of quangos.

In conclusion, there should no longer be any high profile groups (HPG's) which are quangos anyway. This term is simply misleading and helps hide the true number of quangos.

13. RESOLVING THE CONFUSION - OTHER QUANGOS

Having looked at quangos that comprise Non-Ministerial Government Departments (NMGD's, see **11**) and High Profile Groups (HPG's, see **12**), the government website (www.gov.uk) lists the 415 quangos (it was recently 411) *alphabetically* (see *Appendix D*). However, this is of little use since the crucial things are:

- what Ministry sponsors (i.e. controls or funds)⁴⁷ them;
- what do they *do*?
- how can they be reduced in number?

If one lists all these quangos by reference to their *sponsoring* Ministry and what these quangos actually *do* (i.e. their actual function) it becomes apparent that there is great overlap between all of these. It is, then, possible to also see what should be done (it is strange that neither the Cabinet Office - nor the Civil Service - have ever done this since any lawyer (or a person who has worked in commerce) would automatically think of the same). It is suggested that following should be done with all these 415 other quangos:

- **Scotland, Wales, NI**. All quangos relating to the same should be devolved (with rare exceptions) since these are 'micro' and not 'macro' issues for the UK government. Also, devolving things will enable streamlining, greater local responsibility *etc.* All devolved quangos should be funded by the devolved administrations;
- **Pay Review Bodies**. All 7 of these⁴⁸ should be combined into **1 Pay Review Commission** (in 1 building) - a commission which is *ad hoc*⁴⁹ and which delivers 1 (combined) annual report (where required). This Commission should be in the form of a PC (a public corporation). There should only be 1 Board with (say) 7 directors (max) and with 3 divisions:
 - Senior Salaries;
 - Armed Forces, Prison & Police (inc. the National Crime Agency);
 - Teachers, Doctors & Dentists.

Number reduced. 7 quangos into 1.

- **Ombudsmen**. There are presently, at least, 14 *viz.*
 - Prisons, Probation, Immigration removal (see *App E*, MOJ - 1 body);
 - Police (Ibid, HO - 1 body);
 - Inland Revenue & Customs (inc Valuation Office Agency) (Ibid, Treasury 1 body)⁵⁰
 - Armed Forces (Ibid, MOD - 1 body)
 - Legal (re judges, lawyers) (Ibid, MOJ - 3 bodies);⁵¹
 - Housing & Local Government (i.e. councils) (Ibid, MOH - 2 bodies);
 - Pensions & Benefits (Ibid, DWP - 3 bodies);
 - *Small Businesses* (Ibid, DfB - 1 body);⁵²
 - Land Registration⁵³ (Ibid - 1 body).

These should be combined into **1 Ombudsman** ('*The Ombudsman*') in the form of a PC located in 1 building. There should be 1 board of (say) 7 directors (max), comprising the following distinct Ombudsman:

- Legal (inc. prisons, probation, police, judges, lawyers, immigration, land reg)
- Tax (inc. IR, customs, any form of benefit)
- Military
- Housing & Local Gov
- Pensions

Number reduced. 14 quangos into 1.

- **Regulators**. All c. 62 (!) of these (also called, confusingly, at times, '*inspectors*' or '*commissioners*') should be consolidated into **1 Regulatory Commission**, in the form of a PC (located in one building) with a board with a board

⁴⁷ 'Sponsor' is another (disingenuous) Civil Service speak word. It, invariably, refers to what Ministry helps control/fund them.

⁴⁸ At present, pay review bodies deal with pay relating to: (a) senior salaries (CO); (b) prison service (MOJ); (c) police (HO); (d) National Crime Agency (HO); (e) Armed Forces (MOD); (f) doctors & dentists (DfE). They are serviced by the Office of Manpower Economics.

⁴⁹ In other words, it only meets when the government intends to increase salaries. In a recession it will not do so.

⁵⁰ Also, deals with complaints against the HO in respect of compensation claims. Also, the Windrush compensation scheme.

⁵¹ He/she should deal with: (a) judicial appointments and conduct; (b) complaints about any lawyer (solicitor or barrister).

⁵² What the Small Businesses Commissioner does is unclear.

⁵³ Also, deals with complaints *re* the NI Youth Justice Agency, which complaint handling process should be devolved.

(of say 9) directors. And, with c. 15 divisions reflecting the different regulatory functions (see below). Indeed, it would be perfectly possible for the Regulators to take over the function of the Ombudsman as well and handle all complaints. This would simplify things for complainants. Regulators, also, have more teeth. This Commission should be in the form of a PC which regulates all the below:

(a) Professions

- Architects (see 11, a PC) - currently 1 body;
- Police & Fire and Rescue (see *App E*, HO) - currently 1 body;⁵⁴
- Home Office officials *re* immigration (Ibid, HO) - currently 1 body;
- Auditors, Accountants, Actuaries (Ibid, DfB) - currently 1 body;

(b) Utilities

- Water & Sewerage (Ibid, inc. Ofwat, Defra) - currently 3 bodies;
- Gas & Electricity (see 10, Ofgem) - currently 1 body;
- Phones & Communications (Ibid, inc. Ofcom) - currently, 2 bodies;

(c) Legal Activities

- Prisons & Probation (see *App E*, MOJ) - currently 2 bodies;
- Crown Prosecution Service (Ibid) - currently 1 body;
- Those held in Custody (Ibid) - currently 1 body;
- Legal Services (Ibid) - currently 1 body;
- Youth Justice (Ibid) - currently 1 body;
- Criminal Cases (Ibid) - currently 1 body;
- Forensic Science (Ibid, HO) - currently 1 body;
- Biometrics (Ibid, HO) (Police DNA samples) - currently 1 body;

(d) Education

- Teachers (see *App E*, DfE) - currently 1 body;
- Higher Education (Ibid) - currently 1 body;
- Education (Ibid, Ofstead & Ofqual) - currently 2 bodies;
- Further Education (Ibid) - currently 1 body;
- Regional School Improvement (Ibid) - currently 1 body;

(e) Health & Safety

- Health & Safety (see *App E*, DWP) - currently 1 body;

(f) Health Social Care

- Health and Social Care (See *App E*, DHSC) - currently 2 bodies);
- Social Workers (see *App E*, DfE. Also, DHSC) - currently 2 bodies);
- Medicines & Healthcare Products (Ibid, DHSC) - currently 1 body;

(g) Children

- Child Safeguarding (see *App E*, DfE) - currently 1 body;
- Adoption & Fostering (Ibid) - currently 1 body;

(h) Human Body

- Human Fertilisation & Embryology (see *App E*, DHSC) - currently 1 body;
- Human Tissue (Ibid) - currently 1 body;

(i) Finance

- Payment Systems (see *App E*, Treasury) - currently 1 body;
- Financial Conduct (Ibid) - currently 1 body;
- Competition and Markets (Ibid, DfB) - currently 1 body;
- Community Interest Companies (Ibid, DfB) - currently 1 body;
- Pensions (Ibid, DWP) - currently 1 body;

(j) Food & Drink

- Food Standards (see *App E*, Food Standards Authority) - currently 1 body;

⁵⁴ This is titled an 'inspectorate.'

- Pubs (Ibid, DfB) - currently 1 body;
- Groceries (Ibid) - currently 1 body;
- (k) Industries**
 - Nuclear (see **11**, a PC. Also, *App E*, DWP) - currently 1 body;
 - Security Industry (Ibid, HO) - currently 1 body;
 - Gangmasters and Anti- Slavery (Ibid) - currently 2 bodies;
 - Employment Agencies (Ibid, DFB) - currently 1 body;
- (l) Environment**
 - Forests (see **10**, a NMGD). Also *App E*, Defra) - currently 1 body;
 - Marine (Ibid) - currently 1 body;
- (m) Parliament**
 - Elections (see *App E*) - currently 1 body;
 - Parliamentary Standards (Ibid) - currently 1 body
- (n) Transport**
 - Rail & Road (See *App E*, DfT inc Office of Road and Rail) - currently 2 bodies;
- (o) Others**
 - Charity (see **10**, a NMGD) - currently 1 body;
 - Surveillance Cameras (see *App E*, HO) - currently 1 body;
 - Planning Applications (Ibid, MOH) - currently 1 body;
 - Social Housing (Ibid, DfB) - currently 2 bodies;
 - Gambling (Ibid, DCMS) - currently 1 body;
 - Hallmarking (Ibid, DfB) - currently 1 body;
 - Petroleum (Ibid, see **12**, an HPG) - currently 1 body;

Number reduced. 62 quangos into 1.

In particular, the titles for all Regulators should be general **and** simple, to prevent confusion to the public and be more convenient. Thus, there should be 1 Regulatory Commission with the following 15 regulators (obviously, more can - and likely will - be added, in due course).

- Utilities (e.g. water, gas, electricity, phone).
- Legal (e.g. judges, lawyers, prisons, probation, legal services, *etc*)
- Education (e.g. teachers, schools, higher education)
- Safety (e.g. 'health and safety')⁵⁵
- Health & Social Care (e.g. health, social care, medicines)
- Finance (e.g. payment systems, markets, pensions *etc*)
- Food & Drink (e.g. food standards, pubs, groceries)
- Industries (e.g. nuclear, employment agencies, security, petroleum *etc*)
- Professions (e.g. architects, accountants, actuaries, police *etc*)
- Environment (e.g. forests, marine *etc*)
- Parliament (e.g. elections, standards)
- Transport (e.g. road, rail, buses *etc*)
- Charities
- Housing & Planning (e.g. social housing and planning)
- Gambling

In due course, Regulators should take over the work of the *Ombudsmen* (who handle complaints) since regulation should involve the same and make things simpler for the general public.

- **Tribunals.** There are 6 of these recorded on www.gov.uk. *viz.*

- Police Discipline (see *App E*, HO);
- Council Tax & Business Rates (Ibid, MOH);

⁵⁵ The word 'health' should be excised since it does not mean anything.

- Plant Varieties (Ibid, Defra);
- Rural Payments (Ibid);
- Competition Appeals (2 bodies, Ibid, DfB);⁵⁶
- Copyright (Ibid).

Also, the HM Courts and Tribunals Service (which is responsible for services to tribunals in E & W). Yet, there are many more. For example, the Civil Service Yearbook 2015/6 records the following 44 Tribunals ('A' means it is an appeal tribunal):

Charity	Food	Transport
Claims Management	Gambling	Immigration & Asylum
Community right to bid	Immigration Services	Asylum Support
Copyright Licensing	Information Rights	Criminal Injuries Compensation
Electronic Communications & Postal Services	Letting & Management Agents	Social Security & Child Support
Environment	Microchipping Dogs	Tax
Estate Agents	Pensions Regulation	Lands (A)
Exam Boards	Professional Regulation	Tax & Chancery (A)
Care Standards	Property	Gangmasters Licensing App (A)
Mental Health	Agricultural Land & Drainage	
Primary Health Lists	Land Registration	
Special Education and Needs & Disability	Residential Property (in 5 regions)	
MP Expenses	Administrative Appeals (A)	
War Pensions & Armed Forces Compensation	Immigration and Asylum (A)	
Employment	Employment Appeal (A)	
Gender Recognition Panel	Pathogens Access Appeals Com.(A)	
Proscribed Organisations Appeal Commission (A)	Reserve Forces Appeal (A)	
Special Immigration Appeals Commission (A)		

All these 50 tribunals should be located (where possible) in 1 building (all supported by 1 service). It should also be determined whether some are necessary. *Surely, a number could be merged?*

- **Statistical Bodies.** All 7 of these (see 11) provide impartial statistics for the government and others. They should be combined into 1 PC (in 1 building) with 1 board of (say) 7 directors and with 7 divisions:
 - UK Maps
 - UK Actuary
 - UK Stats
 - UK Geospace
 - UK Property Valuer
 - UK Met Office
 - UK Hydrographic (inc. Nautical Almanac)

Number reduced. 7 quangos into 1.

Also, importantly, none of the above (Pay Review bodies *etc*) need be located in London.⁵⁷ As for all the remaining 415 quangos, the Government should require the Civil Service to either:

- dissolve them; or
- to merge them, within 6 months (there is huge overlap).

This would reduce the number to a more manageable number of 200 or so. It would, then, be easy to determine which should be: (i) brought back into the Ministries, as independent committees; (ii) established as PC's; or (iii) made an integral part of the Civil Service or Armed Forces. In the end it would be possible to reduce the overall number of c.550 quangos to a more manageable 80-100 PC's (or less) as well as some 100 independent

⁵⁶ This could also deal with copyright.

⁵⁷ Thus, Pay Review bodies and a Statistics Commission could, for example, be located in one building in (say) Cardiff, Wales. And, all Regulators (merged with Ombudsmen) and Tribunals could, for example, be located in 1 building in (say) the north of England. Such would cut out huge overlap and administration.

committees.⁵⁸ In other words, to return to the pre-1960's position with there being no quangos. *Why* this would be legally and democratically good is considered in 15.

Suffice to say, also, that how all this can be best shown to all Ministers, MP's, civil servants, the general public, commerce *etc.* is for the Cabinet Office to produce an (annual) A2 wall chart setting it out (with colours).⁵⁹ *Not difficult!*

In conclusion, there is (huge) overlap between the existing 550 quangos. This number could (easily) be halved within 6 months. The remaining 200 quangos should then be independent committees within Ministries or PC's or an integral part of the Civil Service or Armed Forces. No quangos should be allowed to continue as such.

14. GETTING RID OF MEANINGLESS TITLES

When choosing titles for quangos, at present, there is no rhyme or reason employed by the Civil Service. Nor legal sense. And, most titles are prolix and (often) inaccurate.⁶⁰ Thus, the titles of the c. 550 quangos (often) employ nomenclature that is vacuous - such as:

- Committee (including, at times, epithets such as 'advisory' and 'independent');
- Body;
- Panel;
- Board;
- Council;
- Group;
- Service (including, at times, epithets such as 'support' and 'independent');
- Organisation;
- Authority;
- Agency;
- Office;
- Department;
- Management;
- Commission;
- Inspectorate;
- Ombudsman;
- Commissioner;
- Function.

The solution is obvious, standardise the terms, *viz*, to 2 (where possible):

- **Committee**. If the quango is an internal body (whether independent or not), then, the title should refer to a 'Committee' and - in the case where the committee has independent people on it, to an - 'Independent Committee';
- **Commission**. If the quango is an external body, the title should refer to a 'Commission.'

In conclusion, meaningless (as well as long winded) titles should be dispensed with.

15. LEGAL & PRACTICAL NEED TO DO SOMETHING

Quangos were never part of the constitutional structure of the UK until the 1960's. Further, the terminology to describe them has no legal basis,⁶¹ being 'in-house Civil Service speak.' Certainly, there is no clear democratic - or legal - oversight of quangos.⁶² Also, little financial analysis seems to have been done as to whether it would be cheaper for *most* quangos:

- to be part of Ministries; or

⁵⁸ Big reductions have been achieved before Griffith & Ryle, n 14, p 38 'On January 28, 1988 the Prime Minister stated that on April 1, 1987 there were 524 fewer non-departmental public bodies than in 1979 and that further reductions were planned (H.C. Deb, Vol 126, cols 313-314)'. After 1988, this impetus lapsed.

⁵⁹ The annual chart (also, online) would (perhaps) show pictures of present Cabinet ministers. Then, the Ministries. Then, bodies (e.g. PC's and quangos still remaining) for which those Ministries are responsible, with short data as to what they do (in a box at the bottom). Then, there would be no doubt as to how many quangos *etc* exist - and who is responsible for them.

⁶⁰ 'agent' is a legal term. However, quangos with this term are not such.

⁶¹ In other words, no Act of Parliament or SI appears to define quangos. However, it is better today for legislation to define a quango, in order to prevent people using the *same* word but *meaning* different things - which is common.

⁶² In the case of 'legal' I mean there is no clear chain of command (responsibility) unlike **Ministries** - the head of which (the minister) is responsible to **Cabinet**, itself responsible to **Parliament** (*via* the PM and ministers assembled in Parliament).

- PC's; or
- abolished.

As it is, there is no legal problem for a quango being described as an '*Independent Committees*' and still being part of a Ministry. That is, funded by the Ministry and with the secretary being a civil servant, but all other members not being civil servants. If, in some cases, this is not thought sufficient in terms of independence there is no legal problem for a quango being a PC and described as a '*Commission*'. Further, to prevent many Commissions being set up for each Ministry, it would seem sensible for there to be, for example, one '*Commission of Experts*' for each Ministry (i.e. DfT), with there being a sub-committee within the same dealing with aviation, another with rail *etc.*

As it is, the current position is wholly inefficient, costly and unsustainable. There is no politician, civil servant or other person able to remember all 550 quangos and what they do. Further, there is no real oversight. And, a huge overlap. If the Civil Service (and government) was run on genuine business lines, then, all this would have been sorted out long ago. As it is, the situation concerning quangos is a *paradigm* of how far adrift government is from commercial standards of transparency, efficiency and accountability. An ex-civil servant, Coolican (in 2018) stated:

According to a report from the National Audit Office published in 2010, reorganisations of Whitehall departments and quangos in the five years following the May 2005 general election cost some £1 billion and achieved precious little. When the report was published, the chairman of the House of Commons Public Accounts Committee, Sir Edward Leigh, remarked that designers of logos and makers on nameplates had much reason to be grateful for central government's passion for constantly reorganising and renaming departments.⁶³

This is absolutely to be expected since no one had a comprehensive knowledge of constitutional government. Thus, what was done was mere tinkering!⁶⁴ Further, there was no attempt at merger (or to reduce the number of quangos). Nor to define a quango or remove unnecessary terms and sub-categorisation. No attempt, either, to look at the *legal* position. Finally, no attempt to place the constitutional architecture in legislation. Hence, a case of merely re-arranging the chairs on the deck of the Titanic. As it is, a *Government Act* should (as well as placing all constitutional legislation in respect of the Crown and Parliament into 2 Acts):

- define what is a quango;⁶⁵
- require all quangos to be listed under their '*sponsor*' Ministry in a SI (with a sunset clause);⁶⁶
- require an annual A2 government chart listing all quangos under their Ministry;
- require all quangos to be converted into '*Independent C-ees*' of Ministries or made PC's or abolished by a certain date;
- require all Scots, NI and Welsh quangos to be devolved, unless a SI expressly provides otherwise.

In conclusion, quangos are not needed and they are anathema to open, democratic and responsible government. They also eviscerate Ministries of their content and they are not legally accountable.

Finally, to prevent quangos becoming dishonest and people sitting on them with vested interests (and their deliberately giving dishonest or partial advice) legislation should make it clear that members of all quangos are performing a public function and are subject to the criminal offence of mis-use of a public office - whether they are civil servants or not.

The solution to quangos is (actually) easy - providing a person knows the overall constitutional structure and the legal history in which they operate. However, few civil servants actually know this (indeed, nor do many lawyers).

16. CONCLUSION

The UK Constitution is clinically obese. For anyone to understand it, such is becoming like the Schleswig-Holstein question.⁶⁷ However, all that is need is for its architecture to be streamlined into 4 pieces of legislation (a Crown Act, Parliament Act, Courts Act and Government Act).

- In the case of quangos, as to their number, government data seems to be inaccurate - suggesting figures of 301 or 415 when the true figure is likely to be c. 550. This has been '*covered up*' by treating the following not as quangos

⁶³ Coolican, n 6, p 204.

⁶⁴ Asking civil servants within Ministries to deal with quangos when they had no prior skill in resolving the situation for decades seems unwise. Better for the Cabinet Office (and legislation) to drive matters.

⁶⁵ ie. all bodies funded and/controlled by government which are not Ministries or PC's. This would, then, reveal the true number of the same which is probably even more than the 550 I have indicated.

⁶⁶ That is, the quango is automatically abolished if not re-listed in an annual SI.

⁶⁷ Lord Palmerston (1784-1865) is alleged to have said: 'The Schleswig-Holstein question is so complicated, only three men in Europe have ever understood it. One was Prince Albert, who is dead. The second was a German professor who became mad. I am the third and I have forgotten all about it.'

when they (obviously) are: Non-Ministerial Government Depts; High Profile Groups, sub-quangos and sub-sub quangos;

- The solution must be viewed having regard to the *overall* constitutional structure of Government - something rarely done.⁶⁸ Also, with regard to the need for that structure to be *more corporate-like, streamlined, transparent and user-friendly*.

The solution is as follows:

- **Overall Structure.** Below the Cabinet (as administered by the Cabinet Office) there should only be some 15 or so Ministries. These should bear short, simple, names⁶⁹ - appropriate for easy name recognition in an electronic world.⁷⁰ This will be discussed further in a *Government Act*;
- **Ministries.** There should - in the government structure - only be (in the end, when quangos are dealt with): (a) Ministries; (b) PC's. These should be reflected in an annual (coloured) A2 wall chart (perhaps, called the '*UK Government*') issued by the Cabinet Office. It should display which of (b) each Ministry sponsors - so the same can be seen by everyone at a glance.
- **Terms.** All '*Civil Service speak*' categorization of quangos should be dispensed with. It confuses (possibly, deliberately) and it is (often) inaccurate.

As for reducing the number of quangos:

- **Scotland, Wales, NI.** All quangos relating to the same should be devolved since these are '*micro*' and not '*macro*' issues for the UK government. Also, devolving things will enable streamlining, greater local responsibility *etc.* Such devolved quangos should, then, be funded by Scotland, Wales and NI (doubtless, as a result, they will get rid of some of them);
- **Pay Review Bodies.** All 7 should be consolidated into **1 Pay Review Commission** (in 1 building) - a commission which is *ad hoc*. This Commission should be in the form of a PC (a public corporation);
- **Ombudsmen.** All 14 of these should be consolidated into **1 Ombudsman** (in 1 building) with a board (of, say, 7). And, with (say) 6 divisions reflecting the different functions. This Commission should be in the form of a PC;
- **Regulators.** All c. 62 should be consolidated into **1 Regulatory Commission** (in 1 building) with a board of (say) 9 directors. And, with c. 15 divisions reflecting the different functions. Indeed, it would be perfectly possible for the Regulators to take over the function of the Ombudsman as well and handle all complaints. This Commission should be in the form of a PC;
- **Tribunals.** These should be located in 1 building where possible. Further, their number (more than 50) should be reduced;
- **Statistical Bodies.** All 7 of these - they provide impartial statistics for the government and others - should be placed in 1 public corporation and located in 1 building.

Such will cut out huge amounts of administration and overlap. It will also make life easier for the general public since they will know *where* to go. Also, the title will disclose the *function* - something (often) missing at present. Also, the following should be undertaken:

- **Independent Committees.** Often, a bewildering array of terms are used by the Civil Service for these, confusing everyone. However, the word '*independent*' should be used in the title, to distinguish them from internal Ministerial c-ees staffed only by civil servants. There should be some useful restrictions on them - both, to save costs and to prevent the modern form of patronage (i.e. packing them with civil servants or ex-civil servants). Thus,
 - the maximum no of c-ee persons should only be 7 (unless the Minister determines otherwise);
 - the c-ee should meet online, where possible (saving transport costs *etc.*);⁷¹
 - the c-ee should meet only 3 times p.a., unless otherwise necessary;
 - all physical meetings should be in a Ministry - or government - offices (to save costs);
 - no civil servant (or ex-civil servant) should be a c-ee member (but can be the secretary);⁷²
 - c-ees with the same function should be consolidated;
 - payments/allowances for c-ee members should be reduced.
- **Commissions.** Where the quango is wholly external, the word '*Commission*' should be used.

⁶⁸ As Robson, n 15, p 3 (in 1956) pertinently noted 'The maladies from which bureaucracy most frequently suffers are... an inability to consider the government as a whole'.

⁶⁹ e.g. Trade Ministry, Education Ministry *etc.*

⁷⁰ These Ministries, (perhaps) like industry, should have a board of (say) 7-9 directors - the Minister being the Chairman. This gives some centrality and cohesion to the Ministry, as well as line responsibility.

⁷¹ This to reduce travel (and a '*day out*' mentality).

⁷² To prevent a '*jobs for the boys*' mentality and to prevent their no longer being truly independent.

- **Civil Service.** At present, this is an amorphous without a firm legal basis or any structure. There should be one Civil Service Board, with (like any company) 5 essential divisions. *viz.*
 - CS Resources;
 - CS Infrastructure;
 - CS Goods & Services;
 - CS Support and Networks;
 - CS Reform.
- **MOD.** The above divisions should also apply to the Armed Forces (with another division, Defence Commercial Services as well).

Finally, all persons who are members of the above are performing a *public function*. Thus, all should be subject to the criminal offence of mis-use of a public office, whether they are civil servants or not.

If the above is effected, there will be a return to the position prior to the 1960's. That is, central government will comprise the Cabinet, Ministries and PC's. This will give back to Ministries a proper function since, at present, Ministries are little more than 'empty vessels' - given that so much of their work is undertaken by quangos.

17. TIME AND COST

These can be answered with some ease. All the Cabinet Office has to do is to instruct the following:

1. Abolish Confusing Terms. Abolish all unnecessary categorisation and sub-categorisation of quangos⁷³ - this '*Civil Service speak*' - as unnecessary and confusing (the word '*quango*' is quite sufficient);

2. Devolve Quangos. Order all Scots, Welsh and NI quangos to be devolved. And, paid for by the same;

3 Consolidate Various Bodies. Order all Pay Review Bodies to be consolidated into one. So too, Ombudsmen and Regulators. Also, all Statistical bodies. And, for a retired judge to review how Tribunals can be consolidated (50 or so are too many);

4. Civil Service & Armed Forces. Order the Civil Service and Armed Forces to establish Boards with Divisions (5 for the former, 6 for the latter) and to absorb various quangos (especially HPGs) into them;

5. All other Quangos. Order Ministries to: (i) abolish; or (ii) merge; or (iii) absorb all other (415 or so) quangos (*except PC's*) into the Ministry within 6 months, save for those earmarked for being PC's.

Thereafter, once this ground has been cleared, it would, then, be possible to consolidate all of 5 into 80-100 PC's, if that. As to cost, the answer is simple. Any cost will (far) outweigh the present cost and administration (as well as confusion) of 550 quangos, which number will, invariably grow.

In conclusion, in an efficient⁷⁴ Civil Service (if operating like any company) the same could be achieved easily.

18. VESTED INTERESTS

Why has nothing been done to reduce this excessive number of quangos? The answers seem clear:

- Inaccurate data (*re* the number of quangos and what they do);
- Confusing terminology;
- Poor understanding of the basic functions of quangos;
- Vested interests.

In the case of the latter, Philip Holland, an MP, in 1981 wrote:

As each attempt to reduce the numbers and powers of ministerially appointed official bodies records a modest success, so those that remain become more difficult to dislodge. The resistance to change of the Whitehall establishment stiffens as each new citadel is stormed. Its determination to maintain the *status quo* in the corporate state hardens. Instead, there is continuing pressure from within Whitehall to make good such losses that may occur.

Ministers are fed beguiling reasons for retaining this and creating that. On occasions, proposals for creating a powerful new quango have been leaked to the press in the hope of stampeding ministers into acceptance. Even more successful has been the expedient of replacing several minor bodies with one more powerful one, requiring at least the same number of ministerial appointments and administrative staff.⁷⁵

Little has changed in 30 years. Much of the problem has stemmed from civil servants not considering quangos within the context of the *overall* structure of constitutional government. Nor from looking at the *legal issues* involved.

⁷³ e.g. NMGD's and HPG's and the sub-categorisation in 7.

⁷⁴ Cf. Coolican, n 6, p 202 'In the early 1980s, the Treasury and Civil Service Committee reported that: 'There is no clear orientation towards the achievement of effectiveness and efficiency at the higher levels of the Civil Service or in government generally.' Ibid, p 185 ('What do all these people do?').

⁷⁵ Holland, n 13, p 7.

How, then, to get an impartial judgment on the matter? The answer is not to appoint yet more government organs or commissions (on which civil servants sit) to review matters. Instead, a retired Law Lord should be asked (if required) to look at the UK constitutional structure and advise whether quangos are *legally* needed or whether existing organs of government can be utilised. Very importantly, in this, it needs to be made clear that civil servants (and others) cannot avoid criminal responsibility for mis-use of a public office simply by claiming that the decision was taken by a quango. If so, then, much (most) of the *rationale* for quangos would go in any case.

Graham McBain

Appendix A: Ministerial Departments represented in Cabinet

- HM Treasury
- Foreign, Commonwealth and Development Office
- Home Office
- Ministry of Justice
- Ministry of Defence
- Department of Health and Social Care
- Department for Business, Energy & Industrial Strategy
- Department for International Trade
- Department for Work & Pensions
- Department for Education
- Department for Environment, Food & Rural Affairs
- Ministry of Housing, Communities & Local Government
- Department for Transport
- Northern Ireland Office
- Office of the Secretary of State for Scotland
- Office of the Secretary of State for Wales
- Department for Digital, Culture, Media & Sport
- UK Export Finance [total 18]

Also, represented in Cabinet are the Cabinet Office, A-G's Office and the Office of the Advocate General for Scotland. Besides the Ministers in Cabinet, the latter has attendees (Chief Secretary to the Treasury, Chief Whip, Leader of the House of Commons).

Appendix B: High Profile Groups

Only recently, there were 97 of these. Now there are 104. The changes (*in italics*) and deletions (*in []*) are indicated below (which only goes to show that the list is completely quixotic and without any legal basis).

Bona Vacantia	See <i>App E</i> , MOJ.
Border Force	Ibid, HO.
British Cattle Movement Service	Ibid, Defra.
Cabinet Office Board*	Ibid, CO.
<i>Central Digital and Data Office</i>	
Centre for Connected and Autonomous Vehicles	Ibid, DfT.
Centre for Data Ethics and Innovation	Ibid, DCMS.
Chief Fire and Rescue Adviser	Ibid, HO.
Civil Nuclear Constabulary	Ibid, DfB.
Civil Service Board*	
Civil Service Fast Stream *	
[Civil Service Fast Track Apprenticeship *]	
Civil Service Group *	
[Civil Service HR *]	
[Civil Service Reform *]	
Civil Service Resourcing *	
Conflict, Stability and Security Fund	Ibid, CO.
Defence Equipment and Support	
Defence Infrastructure Organisation	
Defence Nuclear Organisation	

	<i>Defence Sixth Form College</i>	
	Defence Safety Authority	
	Defence and Security Accelerator	
[Department for International Trade, Defence and Security Organisation		Ibid, DfIT.]
	Digital, Data and Technology Profession*	
	Disability Unit*	
District Valuer Services		Ibid, Treasury.
Employment Agency Standards Inspectorate		Ibid, DfB.
Export Control Joint Unit		Ibid, DfIT.
Financial Services Trade and Investment Board		Ibid, Treasury.
<i>Fleet Air Arm Museum</i>		
<i>Flood and Coastal Erosion Risk Management Research and Development Programme</i>		
Further Education Commissioner		Ibid, DfE.
Geospatial Commission		Ibid, CO.
Government Facility Services Limited		Ibid, MOJ.
	Government Analysis Function*	
Government Chemist		Ibid, DfB.
	Government Commercial Function*	
	Government Communication Service *	
	Government Corporate Finance Profession*	
	Government Digital Service*	
	Government Economic Service*	
	Government Finance Function* ⁷⁶	Ibid, CO.
	Government Geography Profession*	
	Government Knowledge and Information Management Profession*	
Government Legal Profession		Ibid, MOJ.
	Government Occupational Psychology Profession*	
	Government Operational Research Service*	
Government Partnerships International		Ibid, CO.
	Government Planning Inspectors*	
	Government Planning Profession*	
	Government Property Function*	Ibid, CO.
	Government Recruitment Services*	
	Government Science and Engineering Profession*	
	<i>Government Skills and Curriculum Unit</i>	
	Government Security Profession*	
	Government Social Research Profession*	
	Government Statistical Service*	
	Government Tax Profession*	
	Government Veterinary Services*	
HM Nautical Almanac Office		Ibid, MOD.
HM Passport Office		Ibid, HO.
Healthcare UK		Ibid, DHSC.
	[Human Resources Profession*]	
Immigration Enforcement		Ibid, HO.
Innovate UK		Ibid, DfB.
	Intelligence Analysis*	
	Internal Audit Profession*	

⁷⁶ This is also part of HM Treasury. It should be part of the Civil Service.

Life Sciences Organisation		Ibid, DfIT.
	Medical Profession*	
	Military Aviation Authority	
<i>Modernisation and Reform</i>		
National Cyber Security Centre		Ibid, FCO.
	National Leadership Centre*	
National Security and Intelligence		Ibid, CO.
	Office for Artificial Intelligence*	
[Office for Civil Society		Ibid, DCMS.]
<i>Office for Investment</i>		
Office for Life Sciences		Ibid, DHSC.
<i>Office for Zero Emission Vehicles (formerly Low Emission)</i>		Ibid, DfT.
Office for Product Safety Standards		Ibid, DfB.
Office for Veteran's Affairs		Ibid, CO.
Office of Financial Sanctions Implementation		Ibid, Treasury.
Office of the Parliamentary Counsel		Ibid, MOJ.
Offshore Petroleum Regulator for Environment and Decommissions		Ibid, DfB.
	Open Public Services*	
	Operational Delivery Profession*	
	Policy Profession*	
Preventing Sexual Violence in Conflict Initiative		Ibid, FCO.
	Procurement Profession*	
	Project Delivery Profession*	
	Queen's Harbour Master	
	Race Disparity Unit*	
	<i>Royal Marines Museum</i>	
	<i>Royal Navy Submarine Museum</i>	
Regional Schools Commissioners		Ibid, DfE.
Rural Development Programme for England Network		Ibid, Defra.
	Strategic Command	
[Trade Remedies Investigations Directorate]		Ibid, DfIT.
	UK Council for Internet Safety*	
	<i>UK Defence and Security Exports</i>	
<i>UK National Authority for Evesdropping</i>		
UK National Contact Point		Ibid, DfIT.
<i>UK National Screening Committee</i>		
<i>UK Reserve Forces Association</i>		
UK Visas and Immigration		Ibid, HO.
United Kingdom Security Vetting		Ibid, CO.
	Veterans UK	
Windrush Commemoration Committee		Ibid, MOH.
[Youth Custody]		
	jHub Defence Innovation	
	<u>Appendix C - Civil Service</u>	

The Civil Service should be configured into the following 5 divisions:

(i) **Boards**

- | | |
|--------------------------------------|--|
| (a) Civil Service Board (15 persons) | - looks at the strategic function of the CS |
| (b) Cabinet Office Board (6) | - links ministerial & CS leaders with executives outside gov |

(ii) **Reform**

- | | |
|--------------------------|-------------------------------|
| (c) Civil Service Reform | - deals with reform of the CS |
|--------------------------|-------------------------------|

- (d) Civil Service Group - deals with implementing CS reform
- (e) Government Digital Service - deals with CS digital reform
- (f) Open Public Services - reform programme for public services
- (g) Office for Artificial Intelligence - implements AI & Data Grand Challenge (BEIS/DCMS)
- (iii) **Human Resources**
 - (h) Civil Service Fast Stream (15 schemes) - deals with fast stream
 - (i) Civil Service Fast Track Apprenticeship - deals with fast stream apprentices
 - (j) National Leadership Centre (3 yr pilot) - pilot leadership programme, peer networking, research *etc*
 - (k) Civil Service HR - deals with CS human resources
 - (l) Digital, Data & Technology Profession - helps CS get digital specialists
 - (m) Government Recruitment Service - part of CS HR (see (k)).
- (iv) **Resources - Goods, Services**
 - (n) Civil Service Resourcing - deals with CS goods & services resourcing
 - (o) Government Commercial Function - supports procurement of CS goods & services
- (v) **Support & Networking**
 - (p) Disability Unit - creates strategy for disabled people
 - (q) Race Disparity Unit - driving change where disparity is found
 - (r) Government Operational Research Service - supports policy making, strategy & ops.
 - (s) Government Analysis Function - integrates analytical techniques & scientific methods in gov.

Also,

- Government Corporate Finance Profession - brings together and supports CS in corporate finance
- Government Economic Service - same, re CS economists
- Government Statistical Service - same, re CS statisticians
- Government Geography Profession - same, re CS geographers
- Government Occupational Psychology Profession - same, re CS occupational psychologists
- Government Planning Profession - same, re planning inspectors
- Government Science and Engineering Profession - same, re science & engineering
- Government Security Profession - same, re security professionals
- Government Social Research Profession - same, re social research professionals
- Government Tax Profession - same, re tax professionals
- Government Communication Service - same, re communications
- Government Veterinary Services - same, re vets
- Human Resources Profession - same, re human resource professionals
- Internal Audit Profession - same, re internal audit
- Medical Profession - same, re medical professionals
- Intelligence Analysis [Profession] - same, re intelligence analysis professionals
- Operational Delivery Profession - same, re operational delivery professionals (re visas *etc*)
- Policy Profession - same, re policy professionals
- Procurement Profession - same, re procurement professionals
- Project Delivery Profession - same, re project delivery professionals
- Government Knowledge & Info. Management Profession - same, re information and knowledge
- UK Council for Internet Safety - forum by high gov, tech community & 3rd sector ensure safety online

All these quangos should become internal parts of the Civil Service, pursuant to the divisions referred to above. There is no need for them to be quangos.

Appendix D - 415 Quangos - Alphabetical List

1. Academy for Social Justice
2. Accelerated Access Review
3. The Adjudicator's Office
4. Administration of Radioactive Substances Advisory Committee

5. Advisory Committee on Animal Feedingstuffs
6. Advisory Committee on Business Appointments
7. Advisory Committee on Clinical Excellence Awards
8. Advisory Committee on Conscientious Objectors
9. Advisory Committee on Novel Foods and Processes
10. Advisory Committee on Releases to the Environment
11. Advisory Committee on the Microbiological Safety of Food
12. Advisory Committees on Justices of the Peace
13. The Advisory Council on National Records and Archives
14. Advisory Council on the Misuse of Drugs
15. Advisory Group on Military *and Emergency Response* Medicine
16. Advisory, Conciliation and Arbitration Service
17. Agri-Food and Biosciences Institute (Northern Ireland)
18. Agriculture and Horticulture Development Board
19. Air Accidents Investigation Branch
20. Animal and Plant Health Agency
21. Animals in Science Committee
22. Armed Forces Covenant Fund Trust
23. Armed Forces' Pay Review Body
24. Arts Council England
25. Arts Council of Northern Ireland
26. Arts Council of Wales
27. Arts and Humanities Research Council
28. [BPPTS Ltd – closed. Became part of DWP in July 2021]
29. Bank of England
30. Biometrics Commissioner
31. Biometrics and Forensics Ethics Group
32. Biotechnology and Biological Sciences Research Council
33. Birmingham Organising Committee for the 2022 Commonwealth Games Ltd
34. Board of Trustees of the Royal Botanic Gardens Kew
35. Boundary Commission for England
36. Boundary Commission for Northern Ireland
37. Boundary Commission for Scotland
38. Boundary Commission for Wales
39. British Business Bank
40. British Council
41. British Film Institute
42. British Hallmarking Council
43. British Library
44. British Museum
45. British Pharmacopoeia Commission
46. British Transport Police Authority
47. Broads Authority
48. Building Regulations Advisory Committee
49. Cafcass
50. Care Quality Commission
51. Careers Wales
52. Central Advisory Committee on Compensation
53. Central Arbitration Committee
54. Centre for Environment, Fisheries and Aquaculture Science

55. Centre for the Protection of National Infrastructure
56. Certification Officer
57. Chevening Scholarship Programme
58. Child Safeguarding Practice Review Panel
59. Churches Conservation Trust
60. Civil Justice Council
61. Civil Nuclear Police Authority
62. Civil Procedure Rule Committee
63. Civil Service Commission
64. Coal Authority
65. College of Policing
66. Commission for Countering Extremism
67. Commission on Human Medicines
68. Commissioner for Public Appointments
69. Commissioner for Shale Gas
70. Committee on Climate Change
71. Committee on Fuel Poverty
72. Committee on Mutagenicity of Chemicals in Food, Consumer Products and the Environment
73. Committee on Radioactive Waste Management
74. Committee on Standards in Public Life
75. Committee on Toxicity of Chemicals in Food, Consumer Products and the Environment
76. Commonwealth Scholarship Commission in the UK
77. Companies House
78. Company Names Tribunal
79. Competition Appeal Tribunal
80. Competition Service
81. Construction Industry Training Board
82. Consumer Council for Water
83. Copyright Tribunal
84. Council for Science and Technology
85. Covent Garden Market Authority
86. Criminal Cases Review Commission
87. Criminal Injuries Compensation Authority
88. Criminal Procedure Rule Committee
89. Crown Commercial Service
90. The Crown Estate
91. Dartmoor National Park Authority
92. Defence Academy of the United Kingdom
93. Defence Electronics and Components Agency
94. Defence Nuclear Safety Committee
95. Defence Science and Technology Laboratory
96. Defence Sixth Form College
97. Defence and Security Media Advisory Committee
98. Department for Communities (Northern Ireland)
99. Department for Infrastructure (Northern Ireland)
100. Department for the Economy (Northern Ireland)
101. Department of Agriculture, Environment and Rural Affairs (Northern Ireland)
102. Department of Education (Northern Ireland)
103. Department of Finance (Northern Ireland)
104. Department of Health (Northern Ireland)

105. Department of Justice (Northern Ireland)
106. DfT OLR Holdings Limited
107. Directly Operated Railways Limited
108. Disabled People's Employment Corporation (GB) Ltd
109. Disabled Persons Transport Advisory Committee
110. Disclosure and Barring Service
111. Dounreay
112. Drinking Water Inspectorate
113. Driver and Vehicle Licensing Agency
114. Driver and Vehicle Standards Agency
115. East West Railway Company Limited
116. Ebbsfleet Development Corporation
117. Economic and Social Research Council
118. Education and Skills Funding Agency
119. The Electoral Commission
120. Engineering Construction Industry Training Board
121. Engineering and Physical Sciences Research Council
122. English Institute of Sport
123. Environment Agency
124. Equality and Human Rights Commission
125. Estyn
126. The Executive Office (Northern Ireland)
127. Exmoor National Park Authority
128. Export Guarantees Advisory Council
129. FCO Services
130. Family Justice Council
131. Family Procedure Rule Committee
132. Financial Conduct Authority
133. Financial Reporting Council
134. Fire Service College
135. [Fleet Air Arm Museum – newly deleted]
136. Forensic Science Regulator
137. Forest Research
138. Forestry England
139. Gambling Commission
140. Gangmasters and Labour Abuse Authority
141. Geffrye Museum
142. General Advisory Committee on Science
143. Government Communications Headquarters
144. Government Equalities Office
145. Government Estates Management
146. Government Internal Audit Agency
147. Government Office for Science
148. Government Property Agency
149. Great Britain-China Centre
150. Groceries Code Adjudicator
151. HM Courts & Tribunals Service
152. HM Crown Prosecution Service Inspectorate
153. HM Inspectorate of Constabulary and Fire & Rescue Services
154. HM Inspectorate of Prisons

155. HM Inspectorate of Probation
156. HM Prison Service
157. HSC Business Services Organisation (Northern Ireland)
158. Health Education England
159. Health Research Authority
160. Health and Safety Executive
161. Her Majesty's Government Communications Centre
162. Her Majesty's Prison and Probation Service
163. High Speed Two (HS2) Limited
164. Higher Education Statistics Agency
165. Highways England
166. Historic England
167. Homes England
168. Horniman Public Museum and Public Park Trust
169. Horserace Betting Levy Board
170. House of Lords Appointments Commission
171. Housing Ombudsman
172. Human Fertilisation and Embryology Authority
173. Human Tissue Authority
174. Imperial War Museum
175. Independent Advisory Panel on Deaths in Custody
176. Independent Agricultural Appeals Panel
177. Independent Anti-slavery Commissioner
178. Independent Case Examiner
179. Independent Chief Inspector of Borders and Immigration
180. Independent Commission for Aid Impact
181. Independent Commission on Civil Aviation Noise
182. Independent Commission on Freedom of Information
183. Independent Complaints Reviewer
184. Independent Dormant Assets Commission
185. Independent Family Returns Panel
186. Independent Medical Expert Group
187. Independent Monitoring Boards
188. Independent Office for Police Conduct
189. Independent Parliamentary Standards Authority
190. Independent Reconfiguration Panel
191. Independent Review Mechanism
192. Independent Reviewer of Terrorism Legislation
193. Industrial Development Advisory Board
194. Industrial Injuries Advisory Council
195. Information Commissioner's Office
196. Infrastructure and Projects Authority
197. Insolvency Rules Committee
198. The Insolvency Service
199. Institute for Apprenticeships and Technical Education
200. Intellectual Property Office
201. Investigatory Powers Commissioner's Office
202. Investigatory Powers Tribunal
203. Iraq Inquiry
204. Joint Nature Conservation Committee

205. Judicial Appointments Commission
206. Judicial Appointments and Conduct Ombudsman
207. Judicial Office
208. Lake District National Park Authority
209. Lammy Review
210. Land Registration Rule Committee
211. Law Commission
212. Leasehold Advisory Service
213. Legal Aid Agency
214. The Legal Ombudsman
215. Legal Services Agency (Northern Ireland)
216. Legal Services Board
217. Livestock and Meat Commission for Northern Ireland
218. Local Government and Social Care Ombudsman
219. LocatED
220. Low Level Waste Repository Ltd
221. Low Pay Commission
222. Magnox Ltd
223. Marine Accident Investigation Branch
224. Marine Management Organisation
225. Maritime and Coastguard Agency
226. Marshall Aid Commemoration Commission
227. Medical Research Council
228. Medicines and Healthcare Products Regulatory Agency
229. Met Office
230. Migration Advisory Committee
231. Morecambe Bay Investigation
232. NHS Blood and Transplant
233. NHS Business Services Authority
234. NHS Counter Fraud Authority
235. NHS Digital
236. NHS England
237. NHS Improvement
238. NHS Pay Review Body
239. NHS Resolution
240. NHS Wales Informatics Service
241. National Army Museum
242. National Citizen Service
243. National Counter Terrorism Security Office
244. National Crime Agency Remuneration Review Body
245. National Data Guardian
246. National Forest Company
247. National Gallery
248. National Heritage Memorial Fund
249. National Information Board
250. National Infrastructure Commission
251. National Institute for Health and Care Excellence
252. The National Lottery Community Fund
253. National Lottery Heritage Fund
254. National Museum of the Royal Navy

255. National Museums Liverpool
256. National Portrait Gallery
257. National Probation Service [now Probation Service]
258. Natural England
259. Natural Environment Research Council
260. Natural History Museum
261. Natural Resources Wales
262. Network Rail
263. New Forest National Park Authority
264. North York Moors National Park Authority
265. Northern Ireland Council for the Curriculum, Examinations and Assessment
266. Northern Ireland Courts and Tribunals Service
267. Northern Ireland Housing Executive
268. Northern Ireland Human Rights Commission
269. Northern Ireland Policing Board
270. Northern Ireland Statistics and Research Agency
271. Northern Lighthouse Board
272. Northumberland National Park Authority
273. Nuclear Decommissioning Authority
274. Nuclear Liabilities Financing Assurance Board
275. Nuclear Research Advisory Council
276. Ofcom
277. Office for Budget Responsibility
278. Office for Communications Data Authorisations
279. Office for National Statistics
280. Office for Students
281. Office of Manpower Economics
282. Office of Tax Simplification
283. Office of the Children's Commissioner
284. Office of the Immigration Services Commissioner
285. Office of the Police Ombudsman for Northern Ireland
286. Office of the Public Guardian
287. Office of the Registrar of Consultant Lobbyists
288. Office of the Regulator of Community Interest Companies
289. Office of the Schools Adjudicator
290. Official Solicitor and Public Trustee
291. Oil and Gas Authority
292. [The Oil and Pipelines Agency [newly deleted, this is a PC]
293. Parades Commission for Northern Ireland
294. The Parliamentary and Health Service Ombudsman
295. Parole Board
296. Payment Systems Regulator
297. Peak District National Park Authority
298. The Pension Protection Fund Ombudsman
299. The Pensions Advisory Service
300. The Pensions Ombudsman
301. The Pensions Regulator
302. Phone-paid Services Authority
303. Planning Inspectorate
304. Plant Varieties and Seeds Tribunal

305. Police Advisory Board for England and Wales
306. Police Discipline Appeals Tribunal
307. Police Remuneration Review Body
308. Police Service of Northern Ireland
309. Porton Biopharma Limited
310. Prison Service Pay Review Body
311. Prisons and Probation Ombudsman
312. Privy Council Office
313. Probation Board for Northern Ireland
314. Professional Standards Authority for Health and Social Care
315. Public Health Agency (Northern Ireland)
316. Public Health England
317. Public Health Wales
318. Public Prosecution Service for Northern Ireland
319. Pubs Code Adjudicator
320. Queen Elizabeth II Conference Centre
321. Radioactive Waste Management
322. Rail Accident Investigation Branch
323. Rail Safety and Standards Board
324. Regulator of Social Housing
325. Regulatory Policy Committee
326. Remploy Pension Scheme Trustees Ltd
327. Reserve Forces' and Cadets' Associations
328. Review Body on Doctors' and Dentists' Remuneration
329. The Reviewing Committee on the Export of Works of Art and Objects of Cultural Interest
330. Royal Air Force Museum
331. Royal Armouries Museum
332. Royal Marines Museum
333. Royal Mint
334. Royal Mint Advisory Committee
335. Royal Museums Greenwich
336. [Royal Navy Submarine Museum – newly deleted]
337. Rural Payments Agency
338. S4C
339. School Teachers' Review Body
340. Science Advisory Council
341. Science Museum Group
342. Science and Technology Facilities Council
343. Scientific Advisory Committee on the Medical Implications of Less-Lethal Weapons
344. Scientific Advisory Group for Emergencies
345. Sea Fish Industry Authority
346. Secret Intelligence Service
347. Security Industry Authority
348. The Security Service
349. Security Vetting Appeals Panel
350. Sellafield Ltd
351. Senior Salaries Review Body
352. Sentencing Council for England and Wales
353. Service Complaints Ombudsman
354. Service Prosecuting Authority

355. [Single Financial Guidance Body – newly deleted]
356. Single Source Regulations Office
357. Sir John Soane's Museum
358. Small Business Commissioner
359. Social Mobility Commission
360. Social Science Research Committee
361. Social Security Advisory Committee
362. Social Work England
363. South Downs National Park Authority
364. Sport England
365. Sports Council for Wales
366. Sports Grounds Safety Authority
367. Stabilisation Unit
368. Standards and Testing Agency
369. Student Loans Company
370. Surveillance Camera Commissioner
371. Tate
372. Teaching Regulation Agency
373. Technical Advisory Board
374. The Theatres Trust
375. Traffic Commissioners for Great Britain
376. Transport Focus
377. Treasure Valuation Committee
378. Tribunal Procedure Committee
379. Trinity House
380. UK Anti-Doping
381. UK Asset Resolution Limited
382. UK Atomic Energy Authority
383. UK Co-ordinating Body
384. UK Debt Management Office
385. UK Government Investments
386. UK Holocaust Memorial Foundation
387. UK Hydrographic Office
388. UK Research and Innovation
389. UK Space Agency
390. UK Sport
391. [United Kingdom Reserve Forces Association –newly deleted]
392. Valuation Office Agency
393. Valuation Tribunal Service
394. Valuation Tribunal for England
395. Vehicle Certification Agency
396. Veterans Advisory and Pensions Committees
397. Veterinary Medicines Directorate
398. Veterinary Products Committee
399. Victims' Commissioner
400. Victoria and Albert Museum
401. VisitBritain
402. VisitEngland
403. Wales Audit Office
404. Wallace Collection

- 405. Welsh Language Commissioner
- 406. Westminster Foundation for Democracy
- 407. Wilton Park
- 408. Yorkshire Dales National Park Authority
- 409. Youth Justice Agency of Northern Ireland
- 410. Youth Justice Board for England and Wales
- 411. NEWLY ADDED - Commission on Race and Ethnic Disparities
- 412. NEWLY ADDED - Atomic Weapons Establishment
- 413. NEWLY ADDED - Defence Equipment and Support
- 414. NEWLY ADDED - Equality Hub
- 415. NEWLY ADDED - Flood Forecasting Centre
- 416. NEWLY ADDED - Independent Monitoring for the Citizens' Rights Agreements Authority
- 417. NEWLY ADDED - NI Prison Service
- 418. NEWLY ADDED - Reclaim Fund Ltd
- 419. NEWLY ADDED - Submarine Camera Commissioner
- 420. NEWLY ADDED - UK Health Security Agency

Appendix E - Quangos with Reference to Sponsoring Ministry

The following is a list of how (it is asserted) **all** quangos - whether categorised as such (or as non-ministerial government departments or high profile groups) - as well as all PC's - should be listed. That is, by reference to the Ministry which sponsors them, whether directly or indirectly.

1. CABINET OFFICE (including PM's Office)

CS Acronyms:	<ul style="list-style-type: none"> (a) EA (b) E (c) A (d) O (e) Executive Office (f) Non-Ministerial Dept (g) Ministerial Dept (h) Tribunal (i) Ad Hoc Advisory Group (j) Independent Monitoring Body 	<ul style="list-style-type: none"> Executive Agency (2); Executive Non-Departmental Public Body (2); Advisory Non-Departmental Public Body (7); Other (7); EO (1); NMD (1); MD(2); T (O); AG (O); IMB (O).
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These Civil Service acronyms are not helpful (and, often, inaccurate). It is better to set out the *practical function* of the quango under some simple headings. Also, to indicate links to other Ministries.

(a) Pay Review Body	Senior Salaries Review Body (351) ⁷⁷	A
(b) Committees & Panels	<ul style="list-style-type: none"> Ind.Commission on Freedom of Information (182)⁷⁸(dissolved) Scientific Advisory Group for Emergencies (344)⁷⁹ 	
(c) Appointments, Vetting, Lobbyists	<ul style="list-style-type: none"> House of Lords Appointments Commission (170)⁸⁰ Advisory Co-ee on Business Appointments (6)⁸¹ C-er for Public Appointments (68)⁸² Security Vetting Appeals Panel (349)⁸³ 	<ul style="list-style-type: none"> A A O A

⁷⁷ 'independent advice on the pay of senior civil servants, the judiciary, senior officers of the armed forces, certain senior managers in the NHS, police and crime commissioners and chief police officers.'

⁷⁸ *Its purpose was to review the Freedom of Information Act. The government website (www.gov.uk) has failed to take this out.*

⁷⁹ 'ensuring that timely and co-ordinated scientific advice is made available to decision makers to support UK cross-government decisions in the Cabinet Office Briefing Room (COBR).' *It is unclear to what office or Ministry this quango has been allocated.*

⁸⁰ 'recommends individuals for appointment as non-party political life peers and vets nominations for life peers.'

⁸¹ 'considers applications under the business opportunities rules about new jobs for former ministers, senior civil servants and other Crown servants.'

⁸² 'regulates the processes by which ministers make appointments to the boards of national and regional public bodies.'

⁸³ 'independent avenue of appeal for individuals...challenging a decision to refuse or withdraw national security vetting.'

	Office of the Registrar of Consultant Lobbyists (287) ⁸⁴	O
(d) <u>Boundary Commissions</u>	Boundary Commission for England (35) ⁸⁵	A
	Boundary Commission for Wales (38) ⁸⁶	A
(e) <u>Major Gov. Offices</u>	Prime Minister’s Office	EO
	Privy Council Office (312) ⁸⁷	O
	Office of the Leader of the House of Commons	MD
	<i>Office of the Leader of the House of Lords</i>	MD
(f) <u>Civil Service</u>	Civil Service (<i>oversight</i>)	Civil Service
	Civil Service Commission (63) ⁸⁸	E
	Crown Commercial Service (89) ⁸⁹	EA
	Government Estates Management (145) ⁹⁰	O
	Government Property Agency (148) ⁹¹	EA
(g) <u>Equality, Human Rights, Ethics</u>	Equality and Human Rights Commission (124) ⁹²	E
	Government Equalities Office (144) ⁹³	O
	Commission on Race and Ethnic Disparities	(new quango)
	C-ee on Standards in Public Life (74) ⁹⁴	A
(h) <u>Others - Linked to Treasury & MOD</u>	<i>Infrastructure and Projects Authority (196)</i> ⁹⁵	O

OTHER QUANGOS LINKED TO THE CO:

Non Ministerial Gov Depts: UK Statistics Authority

High Profile Groups: Cabinet Office Board	(part of Cabinet Office (CO)) ⁹⁶
National Security & Intelligence	(part of CO) ⁹⁷
UK Security Vetting	(part of CO) ⁹⁸
Conflict Security and Stability Fund	⁹⁹
Geospatial Commission	(part of CO) ¹⁰⁰
Government Property Function	(part of CO) ¹⁰¹
Government Finance Function	(part of CO) ¹⁰²
Office for Veteran’s Affairs ¹⁰³	(part of CO)

⁸⁴ ‘to support individuals and organisations in complying with the requirements of Part 1 of the Transparency of Lobbying, Non-Party Campaigning and Trade Union Administration Act 2014.’

⁸⁵ ‘reviews the boundaries of Parliamentary constituencies in England’.

⁸⁶ conducts ‘boundary reviews of Parliamentary constituencies in Wales.’

⁸⁷ ‘provides secretariat services for the [PC], including the arrangements leading to the making of all royal proclamations and orders in council.’

⁸⁸ ‘regulates recruitment into the Civil Service, ensuring that appointments are made on merit after fair and open competition. It also hears complaints under the Civil Service Code.’

⁸⁹ ‘brings together policy, advice and direct buying providing commercial services to the public sector and saving money for the taxpayer.’

⁹⁰ ‘responsible for providing solutions to specialist estates management issues across government.’

⁹¹ ‘delivers property and workplace solutions across government by managing central government property as a strategic asset.’

⁹² ‘monitors human rights...’.

⁹³ ‘leads work on policy relating to women, sexual orientation and transgender equality.’

⁹⁴ ‘advises the [PM] on ethical standards across the whole of public life in England.’

⁹⁵ ‘government’s centre of expertise for infrastructure and major projects.’ Also, sponsored by HM Treasury.

⁹⁶ ‘forms the collective structure and operational leadership of the department, bringing together its ministerial and civil service leaders with senior non-executives from outside government.’

⁹⁷ This quango is a composite of the *National Security Secretariat* and the *Joint Intelligence Organisation*, which advise the *National Security Council*. There is also the *Intelligence Security Committee*.

⁹⁸ ‘single government provider of national security vetting.’

⁹⁹ ‘a cross government fund which supports and delivers activity to tackle instability and to preserve conflicts that threaten UK interests.’ The National Security Council guides its strategic direction.

¹⁰⁰ ‘expert committee that sets the UK’s geospatial strategy and provides the best use of geospatial data.’

¹⁰¹ ‘operates across all departments, delivery organisations and agencies. It has a network of over 5000 members with responsibility for a range of property-related activities.’ This is, also, part of the Civil Service.

¹⁰² ‘to enable delivery of high quality public services and to ensure that public money is spent efficiently and effectively.’

¹⁰³ ‘to make sure the UK is the best place to be a veteran anywhere in the world.’

Public Corporations: None

Sub-quangos National Security Council¹⁰⁴
 Joint Intelligence Organisation¹⁰⁵
 Intelligence Security C-ee¹⁰⁶
 National Security Secretariat¹⁰⁷
 Stabilisation Unit (367)¹⁰⁸ (governed through National Security Council)

Sub quango to the UK Statistics Authority: Office for National Statistics (279)¹⁰⁹

Sub-sub quango of the Stabilisation Unit: Government Partnerships International¹¹⁰

Sub quango of the Commission of Race and Ethnic Disparities: Race Disparity Unit

TOTAL QUANGOS OF CO - 41.

How to rationalise these quangos:

1. **Pay Review Body.** There are lots of these. They should be combined into 1 Pay Review Commission (in 1 building and with one board of, say, 7 directors, issuing 1 (combined) annual report). The savings would be very considerable on admin, cutting out too many chiefs *etc.*

2. **Committees & Panels.** The **Independent Commission on Freedom of Information** was dissolved in 2016 (it shows how little the www.gov.uk website is checked). The **Scientific Advisory Group for Emergencies** might simply be an internal Cabinet Office C-ee and not a quango.

3. **Appointments, Vetting, Lobbyists.** The HL Commission would not be needed if the HL is abolished. In any case, all these bodies could be combined (save that the **Security Vetting Appeals Panel** would seem better as a tribunal). Also, the **C-er for Public Appointments** should be part of 1 Regulatory Commission.

4. **Boundary Commissions.** These should be combined.

5. **Major Gov. Offices.** Those of the Commons and Lords should be combined (administratively), assuming the latter is retained.

6. **Civil Service.** The **Civil Service Commission, Crown Commercial Service, Government Estates Management and the Government Property Agency** (these estate management and property functions should be combined) should be part an integral part of the Civil Service (as it would be with any company) and not something part of the CO. Otherwise, what does the Civil Service do, if major parts of its Board function are handled by the CO?

7. **Equality, Human Rights & Ethics.** These should be combined (although the **C-ee on Standards in Public Life** seems vacuous and consideration should be given to its abolition or just being an internal c-ee. It may be noted there is also a **Centre for Data Ethics and Innovation** - a quango managed by the Dept for Digital as well as a Biometrics and Forensic Ethics Group managed by the Home Office).

8. **Others.** Responsibility for the Infrastructure and Projects Authority should pass to the Treasury.

9. **Other Quangos.**

- The **UK Statistics Authority** (inc. its sub-quango, the Office for National Statistics) and the **Geospatial Commission** should be part of a PC (see 12) since they are meant to be independent and there is no need for oversight by the CO in any case.
- The **Government Property Function** (a HPG) should be a division of the Civil Service - along with the **Government Estates Management** and the **Government Property Agency** (see 6 above) - in respect of which both there would appear to be much overlap.
- **UK Security Vetting** should be part of no 3 above (*Appointments, Vetting & Lobbyists*).
- The **Conflict, Security and Stability Fund** (which should include the **Stabilisation Unit** and its sub-sub quango, **Government Partnerships Int**) would seem better handled by the FCO.
- **Office for Veterans Affairs.** This should be part of the MOD (which has 2 bodies, at least, dealing with Veterans).
- Can the: (a) **Joint Intelligence Organisation;** (b) **Intelligence Security C-ee;** (c) **National Security Secretariat;** (d) **National Security and Intelligence** not just be sub-committees of the **National Security Council** - to prevent overlap and provide more intelligibility?

In conclusion, there is too much overlap and the CO dealing with *micro* (not macro) matters. In the end, the CO should only have as quangos (i.e. directly oversight) the following:

- Offices (PM's, Privy Council, Leaders of HC and HL)

¹⁰⁴ 'cabinet committee tasked with overseeing all issues related to national security intelligence co-ordination and defence strategy.'

¹⁰⁵ 'provides all-service intelligence assessments for the Prime Minister and the National Security Council.'

¹⁰⁶ Established pursuant to the Intelligence Service Act 1994, it provides an annual report to Parliament and to the Prime Minister.

¹⁰⁷ provides co-ordination on security and intelligence issues of strategic importance across government.'

¹⁰⁸ 'an agile, cross government unit providing expertise to build stability, prevent conflict and meet security challenges internationally.' It is governed through the National Security Council.

¹⁰⁹ 'largest independent producer of official statistics.'

¹¹⁰ stated to be a 'cross government team which works closely with DFID.'

- Civil Service Board (oversight)

also, possibly, an:

- Appointments, Vetting and Lobbyists Commission
- Equality and Human Rights Commission

Further, it is for the Civil Service (as with any corporate body) to run its own recruitment, infrastructure *etc, viz.*

- Human Resources;
- Infrastructure;
- Goods & Services;
- Support & Networks;
- Reform.

2. MINISTRY OF JUSTICE (MOJ)

CS Acronyms :	(a) EA	Executive Agency (5);
	(b) E	Executive Non-Departmental Public Body (6);
	(c) A	Advisory Non-Departmental Public Body (12);
	(d) O	Other (10);
	(e) Executive Office	EO (0);
	(f) Non- Ministerial Dept	NMD (4 and 3 High Profile Groups);
	(g) Ministerial Dept	MD(0);
	(h) Tribunal	T (0);
	(i) Ad Hoc Advisory Group	AG (0);
	(j) Independent Monitoring Body	IMB (0).

These Civil Service acronyms are not helpful (and, often, inaccurate). It is better to set out the *practical function* of the quango under some simple headings. Also, indicate links to other Ministries.

(a) <u>Pay Review Body</u>	Prison Service Pay Review Body (310) ¹¹¹	A
(b) <u>Committees & Panels</u>	Academy for Social Justice (1) ¹¹²	O
	Advisory C-ee on Justices of the Peace (12) ¹¹³	A
	Children and Family Court Advisory and Support Service(49) ¹¹⁴	E
	Independent Advisory Panel on Deaths in Custody (175) ¹¹⁵	A
	<i>Lammy Review (209)¹¹⁶</i>	
(c) <u>Rule Committees</u>	Civil Procedure Rule C-ee (62) ¹¹⁷	A
	Criminal Procedure Rule C-ee (88) ¹¹⁸	A
	Family Procedure Rule C-ee (131) ¹¹⁹	A
	Tribunal Procedure C-ee (378) ¹²⁰	
	Insolvency Rules C-ee (197) ¹²¹	A
(d) <u>Councils</u>	Civil Justice Council (60) ¹²²	A

¹¹¹ ‘independent advice on pay for governors, operation managers, prison officers and support grades in the [E&W] prison service and equivalent posts in [NI].’

¹¹² ‘a networked community of people’.

¹¹³ ‘interview candidates and make recommendations to the Lord Chancellor about who to appoint to their local benches as [JPs].’

¹¹⁴ ‘looks after the interests of children involved in family proceedings’. It works under the rule of the family court.

¹¹⁵ ‘collecting, analysing and disseminating information on deaths in prisons *etc.*’

¹¹⁶ ‘review of the treatment, and outcomes for, Black Asian and Minority Ethnic individuals in the criminal justice system.’ *The Government website (www.gov.uk) lists this. However, it seems obsolete since the final report was in 2017. Therefore, it should be taken from the list.*

¹¹⁷ ‘set up under the Civil Procedure Act 1997 to make rules of court for the civil division of the Court of Appeal, High Court and County Court.’

¹¹⁸ ‘Makes criminal procedure rules which ‘govern the way criminal cases are managed and set out the processes of the criminal courts.’

¹¹⁹ ‘makes rules of court that govern the practice and procedure in the High Court and Family Court.’

¹²⁰ ‘makes rules governing the practice and procedure in the First-Tier tribunal and the Upper Tribunal.’ (Cafcass)

¹²¹ ‘considers amendments to the rules arising out of a review of secondary insolvency legislation.’

¹²² ‘responsible for overseeing and co-ordinating the modernisation of the civil justice system.’

	Family Justice Council (130) ¹²³	A
	Sentencing Council for England and Wales (352) ¹²⁴	A
(e) <u>Ombudsmen</u>	Judicial Appointments and Conduct Ombudsman (206) ¹²⁵	O
	The Legal Ombudsman (214) ¹²⁶	O
	<i>Office of Legal Complaints</i> ¹²⁷	
	Prisons and Probation Ombudsman (311) ¹²⁸	O
(f) <u>Regulators</u>	HM Inspectorate of Prisons (154) ¹²⁹	O
	HM Inspectorate of Probation (155) ¹³⁰	O
	<i>HM Crown Prosecution Service Inspectorate (152)</i> ¹³¹	
	Independent Monitoring Boards (187)(<i>re those in custody</i>) ¹³²	O
	Legal Services Board (216) ¹³³	E
	Youth Justice Board for England and Wales (410) ¹³⁴	E
	Criminal Cases Review Commission (86) ¹³⁵	E
(g) <u>Commissions & C-ers</u>	Judicial Appointments Commission (202) ¹³⁶	E
	Law Commission (211) ¹³⁷	A
	Victims C-er (399) ¹³⁸	O
(h) <u>Services</u>	HM Courts and Tribunals Service (151) ¹³⁹	EA
	HM's Prison and Probation Service (162) ¹⁴⁰	EA
	<i>HM Prison Service (156)</i> ¹⁴¹	
	<i>National Probation Service (257)</i> ¹⁴²	
	Judicial Office (207) ¹⁴³	O
(i) <u>Government Legal Depts</u>	Office of the Public Guardian (286) ¹⁴⁴	EA

¹²³ 'helps to get better results for families in the court system.'

¹²⁴ 'promotes greater consistency in sentencing...'

¹²⁵ 'investigates the handling of complaints about a judicial appointments process, and the handling of complaints involving judicial discipline and conduct.'

¹²⁶ 'appointed by the Office of Legal Complaints to run an independent scheme that resolves complaints about lawyers in a fair and efficient way.'

¹²⁷ *This is not recorded as a quango but it should be since it is separate from the Legal Ombudsman. It is 'the board of the legal ombudsman' and it comprises 7 members. Thus, in effect, the Legal Ombudsman is a sub-quango.*

¹²⁸ 'investigates complaints from prisoners, those on probation and those held in immigration removal centres etc.'

¹²⁹ 'an independent inspectorate which reports on conditions for and treatment of those in prison, young offenders' institutions and immigration detention facilities.'

¹³⁰ 'reports on the effectiveness of work with adults, children and young people who have offended with an aim to reduce re-offending and protect the public.'

¹³¹ 'inspects the work carried out by the crown prosecution service and some other prosecuting agencies [i.e. Serious Fraud Office].' The inspectorate is mentioned here although it is funded by the Attorney-General's Office.

¹³² 'monitor the treatment received by those detained in custody to confirm it is fair, just and humane...'

¹³³ 'ensures that regulation in the legal services sector is carried out in the public interest and that the interests of consumers are placed at the heart of the system.'

¹³⁴ 'responsible for overseeing the youth justice system in [E&W]'

¹³⁵ 'reviews possible miscarriages of justice in the criminal courts of [EW and NI] and refers cases to the appeal courts.'

¹³⁶ 'selects candidates for judicial office in courts and tribunals...'

¹³⁷ 'keeps the law under review and recommends reform when it is needed.'

¹³⁸ 'promote the interest of victims and witnesses.'

¹³⁹ 'responsible for the administration of criminal, civil and family courts and tribunals in [E & W].'

¹⁴⁰ 'we carry out sentences given by the courts, in custody and the community, and rehabilitate people in our care through education and employment.'

¹⁴¹ 'we keep those sentenced to prison in custody.' *This is a sub-quango being an agency of HM's Prison and Probation Service which is an agency of the MOJ. Therefore, the MOJ (indirectly) control this and it should be listed under the MOJ.*

¹⁴² 'statutory justice service that supervises high risk offenders released into the community.' *This is a sub-quango being an agency of HM's Prison and Probation Service which is an agency of the MOJ. Therefore, the MOJ (indirectly) control this and it should be listed under the MOJ.*

¹⁴³ 'supports the judiciary across the courts of [E & W] and non-devolved tribunals across the UK, by training, legal and policy advice etc.'

¹⁴⁴ 'helps people in [E & W] to stay in control of decisions about their health and finance.'

	Official Solicitor and Public Trustee (290) ¹⁴⁵	O
(j) Others	Parole Board (295) ¹⁴⁶	E
	Criminal Injuries Compensation Authority (87) ¹⁴⁷	EA
	Legal Aid Agency (213) ¹⁴⁸	EA

OTHER QUANGOS LINKED TO THE MOJ:

Non Ministerial Gov Depts:	Crown Prosecution Service ¹⁴⁹
	Government Legal Dept ¹⁵⁰
	National Crime Agency ¹⁵¹
	Serious Fraud Office ¹⁵²
High Profile Groups:	Bona Vacantia (i.e. ownerless goods) ¹⁵³
Government Legal Profession¹⁵⁴	Office of the Parliamentary Counsel ¹⁵⁵
	Government Facility Services Limited ¹⁵⁶
Also Connected to MOJ:	Attorney-General's Office ¹⁵⁷
	Solicitor-General's Office ¹⁵⁸

TOTAL QUANGOS OF MOJ - 45.

How to rationalise these Quangos:

1. **Pay Review Body.** There are lots of these. They should be combined into 1 Pay Review Commission (which should be in one building and with one board of, say, 7 directors issuing 1 (combined) annual report). Cost savings would be very considerable on admin, cutting out too many chiefs *etc.*
2. **C-ee's & Panels.** These should not be quangos but in-house, with the MOJ supplying the building and admin. Further, they could easily meet electronically (saving transport costs) and advise by email *etc.* However, to be independent (where required), none of the members of the committee should be civil servants or ex-civil servants. Also, what purpose is the **Academy for Social Justice?**
3. **Rule C-ees.** Some of these were established by legislation. However, this does not preclude their being in-house, but with independent members.
4. **Councils.** These should be in-house. Indeed, this is the very task of the MOJ! (to reform civil, family and sentencing law - as well as to reform criminal law of which there is no council!).
5. **Ombudsman.** Why are 3 separate ombudsmen needed? There should be one **Legal Ombudsman** with staff to deal with complaints about: (a) judicial appointments and conduct, (b) lawyers; and (c) prisons and probation. Further, all ombudsman should be combined into **1 Ombudsman** (in one building and with 1 board of, say, 7 directors). The savings would be very considerable, on admin, cutting out too many chiefs *etc.*
6. **Regulators.** These *review* (inspect) and *regulate*. Thus, they should be (in the form of one **Legal Regulator** dealing with (a) Prisons; (b) Probation; (c) Crown Prosecution Service and be part of 1 Regulatory Commission. The **Criminal Cases Review Commission** also regulates (it reviews criminal cases for miscarriages of justice). Thus, it should, also, be part of 1 Regulatory Commission.

¹⁴⁵ 'helps people who are vulnerable because of their mental capacity or young age to take advantage of the services offered by the justice system.'

¹⁴⁶ 'carries out risk assessments on prisoners to decide whether they can be safely released into the community.'

¹⁴⁷ 'deals with competition claims from people who have been physically or mentally injured because they were a victim of violent crime in [EW or S].'

¹⁴⁸ 'provide civil and criminal legal aid and advice in [E&W] to help people deal with their legal problems.'

¹⁴⁹ 'responsible for prosecuting criminal cases investigated by the police and other investigative authorities, in England and Wales.'

¹⁵⁰ 'government's principal legal advisers.'

¹⁵¹ 'leads the UK's fight to cut serious and organised crime.'

¹⁵² 'investigates and prosecutes serious or complex fraud.'

¹⁵³ 'the name given to ownerless property which by law passes to the Crown.'

¹⁵⁴ 'provides legal advice for the government and represents it in court proceedings.'

¹⁵⁵ 'government lawyers who specialise in drafting legislation.'

¹⁵⁶ 'provides facility maintenance services to prisons across the south of [E].'

¹⁵⁷ 'provides legal advice and support to the Attorney-General and the Solicitor General who give legal advice to the government.' This body notes that it works with the: (a) Crown Prosecution Service; (b) Government Legal Dept; (c) Serious Fraud Office; and (d) HM Crown Prosecution Inspectorate.

¹⁵⁸ 'supports the [A-G] across the range of his responsibilities.'

7. **Services.** These *service providers* should be divisions of the MOJ, viz: (a) Courts; (b) Tribunals; (c) Prisons; (d) Probation; (e) Parole; (f) Judiciary. The title 'HM' in any case should be dispensed with. The Government Facility Services Ltd should either be in-house or a PC (or a private company).

8. **Government Legal Depts.** The Public Guardian and the Public Trustee (the term 'Official Solicitor' is meaningless and should be dispensed with) should be part of the Government Legal Department which should also include the following:

- Government Legal Profession;
- Office of the Parliamentary Counsel;
- A-G's Office;
- Crown Prosecution Service.

with the same all being in 1 building and headed by the Attorney-General. Otherwise, among ordinary people (and, often, lawyers) there is complete confusion as to who does what. The Solicitor General should be a rank merged with the Attorney-General and his/her Office become part of the former's Office. Consideration should be made to all of these (i.e. all the Government Legal Department) becoming part of the MOJ since the relationships between all *inter se* - and with the MOJ - are so close.

9. **Other Quangos Linked**

The **Serious Fraud Office** should be part of the **National Crime Agency**, for similar reasons since they both deal with serious crimes. Consideration should be made of both becoming part of the **Home Office**, for the same reason. The Crown's (and any franchisee's) right to *bona vacantia* should be abolished, with the same passing to the Treasury.

In conclusion, the MOJ has many quangos. However, it is obvious that the same could be halved. Such will result in considerable savings as well as matters becoming more intelligible and convenient to the general public (and to lawyers).

3. HOME OFFICE (HO)

CS Acronyms:	(a) EA (b) E (c) A (d) O (e) Executive Office (f) Non- Ministerial Dept (g) Ministerial Dept (h) Tribunal (i) Ad Hoc Advisory Group (j) Independent Monitoring Body	Executive Agency (0); Executive Non-Departmental Public Body (5); Advisory Non-Departmental Public Body (7); Other (15); EO (0); NMD (O and 3 High Profile Groups); MD(0); T (2); AG (O); IMB (1).
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These Civil Service acronyms are not helpful (and, often, inaccurate). It is better to set out the *practical function* of the quango under some simple headings. Also, indicate links to other Ministries.

(a) Pay Review Body	Police Remuneration Review Body (307) ¹⁵⁹ National Crime Agency Remuneration Review Body (244) ¹⁶⁰	A O
(b) Committees & Panels	Advisory Council on the Misuse of Drugs (14) ¹⁶¹ Animals in Science C-ee (21) ¹⁶² Independent Family Returns Panel (185) ¹⁶³ Migration Advisory C-ee (230) ¹⁶⁴ Commission for Countering Extremism (66) ¹⁶⁵ Biometrics and Forensic Ethics Group (31) ¹⁶⁶	A A O A O A

¹⁵⁹ 'provide independent advice to the government on pay or conditions for police officers at or below the rank of chief superintendent.'
¹⁶⁰ 'makes independent recommendations to the government on the pay and allowances of National Crime Agency officers designated with operational powers.'
¹⁶¹ 'makes recommendations to the government on the control of dangerous or otherwise harmful drugs.'
¹⁶² '(a) advises the [SS] on all matters concerning the use of animals in scientific procedures; (b) advises animal welfare bodies on sharing best practice in the UK; (c) exchange info with the EU to co-ordinate best practice.'
¹⁶³ 'provides independent advice to the [HO] on how best to safeguard children's welfare during a family's enforced return.'
¹⁶⁴ 'advises the government on migration issues.'
¹⁶⁵ 'addresses the government on new policies to deal with extremism, including the need for any new powers.' This is not really a commission but a committee and should be treated as such.
¹⁶⁶ 'provides ethical advice to the [HO] ministers on issues related to the use of biometrics and forensics.'

	Disclosure and Barring Service (110) ¹⁶⁷	E
	Independent Office for Police Conduct (188) ¹⁶⁸	E
	Police Advisory Board for England and Wales (305) ¹⁶⁹	A
	Technical Advisory Board (373) ¹⁷⁰	A
	Office for Communication Data Authorisation (278) ¹⁷¹	O
	Independent Reviewer of Terrorism Legislation (192) ¹⁷²	O
	National Counter Terrorism Security Office (243) ¹⁷³	O
(c) <u>Regulators</u>	Biometrics C-er (30) ¹⁷⁴	O
	Investigatory Powers C-er's Office (201) ¹⁷⁵	O
	Office of the Immigration Services C-er (284) ¹⁷⁶	E
	Forensic Science Regulator (136) ¹⁷⁷	O
	Surveillance Camera C-er (370) ¹⁷⁸	O
	Security Industry Authority (347) ¹⁷⁹	E
	Gangmasters and Labour Abuse Authority (140) ¹⁸⁰	O
	Independent Anti-Slavery C-er (177) ¹⁸¹	IMB
(d) <u>Inspectorates</u>	HM Inspectorate of Constabulary & Fire & Rescue Services (153) ¹⁸²	O
	Independent Chief Inspector of Borders and Immigration (179) ¹⁸³	O
(e) <u>Ombudsman</u>	Investigatory Powers Tribunal (202) ¹⁸⁴	T
	The Adjudicator's Office (3) ¹⁸⁵	O
(f) <u>Tribunal</u>	Police Discipline Appeals Tribunal (306) ¹⁸⁶	T
(g) <u>Others</u>	College of Policing (65) ¹⁸⁷	O
	The Security Service (MI5)(348) ¹⁸⁸	O

OTHER QUANGOS LINKED TO THE HO:

Non Ministerial Gov Depts: None

¹⁶⁷ 'helps employers to make safer recruitment decisions each year by processing and issuing DBS checks for [E&W], Channel Islands, Isle of Man.'

¹⁶⁸ 'to increase public confidence in the police complaints system in [E & W].'

¹⁶⁹ 'considers draft regulations under the Police Act 1996 about matters such as recruitment, diversity and collaboration between forces.'

¹⁷⁰ 'advises the Home Secretary on whether the obligations imposed on communication service providers (CSPs) under the terms of the Regulation of Investigatory Powers Act (RIPA) are reasonable.'

¹⁷¹ 'considers request for communications data from law enforcement and public authorities.'

¹⁷² 'reviews the operation of the [UK's] laws on terrorism.'

¹⁷³ 'a police unit that supports the *'protect and prepare'* strands of the government counter terrorism strategy.'

¹⁷⁴ 'keeps under review the retention and use by the police of DNA samples, profiles and fingerprints.'

¹⁷⁵ 'responsible for reviewing the use of investigatory powers by police authorities, such as intelligence and law enforcement agencies.'

¹⁷⁶ 'regulates immigration advisers.'

¹⁷⁷ 'ensures that the provision of forensic science services across the criminal justice system is subject to an appropriate regime of scientific quality standards.'

¹⁷⁸ 'encourage compliance with the surveillance camera code of practice.'

¹⁷⁹ 'regulates and licences the private security industry in the UK.'

¹⁸⁰ 'investigative agency for labour exploitation in the UK.'

¹⁸¹ 'has a UK wide remit to encourage good practice in the prevention, detection, investigation and protection of modern slavery offences.'

¹⁸² 'assesses police forces and policing...and publishing information to allow other people to compare the performance of their force against others.'

¹⁸³ 'reports on the efficiency and effectiveness of the immigration, asylum, nationality and customs functions carried out by the home office and by officials and others on their behalf.'

¹⁸⁴ 'investigates complaints about the alleged conduct of police bodies in relation to members of the public under the Regulation of Investigatory Powers Act 2000.'

¹⁸⁵ 'investigates complaints about HM Rev & Customs and the Valuation Office Agency. Reviews HO decisions on entitlement to compensation under the Windrush Compensation Scheme. Investigates complaints about how the HO handled compensation claims.'

¹⁸⁶ 'hears appeals against the findings of internal disciplinary proceedings brought against members of the police force.'

¹⁸⁷ 'professional body for the police in England and Wales'. This is a company limited by guarantee.

¹⁸⁸ 'responsible for protecting the UK against threats to national security.'

High Profile Groups:	Border Force ¹⁸⁹ Immigration Enforcement ¹⁹⁰ Chief Fire and Rescue Adviser ¹⁹¹ HM Passport Office ¹⁹² UK Visas and Immigration ¹⁹³
Public Corporations:	None
Sub-quango to the Security Service:	Centre for Protection of National Infrastructure (55) ¹⁹⁴

TOTAL QUANGOS OF HO - 36.

How to rationalise these quangos:

1. **Pay Review Body.** These 2 (i.e. the Police and National Crime Agency review bodies) should be combined into 1 Pay Review Commission (which should be in one building issuing 1 (combined) annual report). Cost savings would be very considerable on admin, cutting out too many chiefs etc.
2. **C-ees & Panels.** These (including the Chief Fire and Rescue Adviser, categorised as a HPG should not be quangos but in-house, with the MOJ supplying the building and admin. Further, they could easily meet electronically (saving transport costs) and advise by email etc. However, to be independent (where required), none of the members of the committee should be civil servants or ex-civil servants.
3. **Regulators & Inspectorates.** These are all regulatory and should be in 1 Regulatory Commission. The Gangmasters and Labour Abuse Authority and the Independent Anti-Slavery C-er should be a combined regulator, in any case.
4. **Ombudsman.** The **Adjudicator’s Office** and the **Investigatory Powers Tribunal** should be a Ombudsman, since the latter deals with complaints but does not operate as a legal tribunal as such. Further, all ombudsmen should be combined into 1 Ombudsman, in 1 building (but with different divisions).
5. **High Profile Groups.** These should not be categorised as a HPG’s but as ‘Other’ (the former category being abolished). Further, **Immigration Enforcement** should be part of **Border Force**.
6. **Others.** The Centre for the Protection of National Infrastructure should be part of MI5, not a separate quango.

4. FOREIGN & COMMONWEALTH OFFICE (FCO)

CS Acronyms:	(a) EA	Executive Agency (1);
	(b) E	Executive Non-Departmental Public Body (4);
	(c) A	Advisory Non-Departmental Public Body (0);
	(d) O	Other (4);
	(e) Executive Office	EO (0);
	(f) Non- Ministerial Dept	NMD (O and 1 High Profile Group);
	(g) Ministerial Dept	MD (O);
	(h) Tribunal	T (O);
	(i) Ad Hoc Advisory Group	AG (O);
	(j) Independent Monitoring Body	IMB (1).

These Civil Service acronyms are not helpful (and, often, inaccurate). It is better to set out the *practical function* of the quango under some simple headings. Also, to indicate links to other Ministries.

(a) <u>Scholarship Programmes</u>	Chevening Scholarship Programme (57) ¹⁹⁵	O
	Marshall Aid Commemoration Commission (226) ¹⁹⁶	E
	Commonwealth Scholarship Commission in the UK (76) ¹⁹⁷	
(b) <u>Foundations</u>	Westminster Foundation for Democracy (406) ¹⁹⁸	E

¹⁸⁹ ‘secure the UK border by carrying out investigation and customs control for people and goods entering the UK.’

¹⁹⁰ ‘responsible for preventing abuse, tracking immigration offenders and increasing compliance with immigration law.’

¹⁹¹ ‘provides strategic advice...on the structure, organisation and performance of fire and rescue authorities.’ Employed by the HO.

¹⁹² ‘issuer of UK passports and provides for civil registration services through the General Register Office.’

¹⁹³ ‘responsible...about who has the right to visit or stay in the country.’

¹⁹⁴ ‘protects national security by providing advice to the organisations that make up the UK’s national infrastructure covering physical, personnel and cyber security.’ It works with the Security Service (MI5) and the Government Communications Headquarters.

¹⁹⁵ ‘are the UK government’s global scholarships programme.’

¹⁹⁶ ‘administers the British Marshall scholarship which finance young Americans of high ability to study for a graduate degree in the UK.’

¹⁹⁷ ‘provides the main UK government scholarship scheme led by international development objectives’. Was sponsored by DFID.

¹⁹⁸ ‘to support democratic institutions overseas.’

	Wilton Park (407) ¹⁹⁹	EA
(c) Others	British Council (40) ²⁰⁰	E
	FCO Services (129) ²⁰¹	O
	Government Communications Headquarters (GCHQ)(143) ²⁰²	O
	Great Britain-China Centre (149) ²⁰³	E
	HM's Government Communications Centre (161) ²⁰⁴	
	Secret Intelligence Service (346) ²⁰⁵	O
Also:	Independent Commission for Aid Impact (180)[DFID] ²⁰⁶	

OTHER QUANGOS LINKED TO THE FCO:

Non-Ministerial Gov Depts:	None
High Profile Groups:	Preventing Sexual Violence in Conflict Initiative ²⁰⁷
Public Corporations:	BBC World Service ²⁰⁸
Sub-quangos of Government Communications Headquarters:	National Cyber Security Centre ²⁰⁹ Centre for the Protection of National Infrastructure ²¹⁰

TOTAL QUANGOS OF FCO - 15 (since BBC World Service no long funded by FCO)

How to rationalise these quangos:

1. Scholarship Programmes. These should be *in-house* (the fact that the programme was established pursuant to legislation will not affect this) with one C-ee handling all scholarships. Or, these should be combined into 1 Commission (it is assumed the FCO will take over the Commonwealth Scholarship Commission in the UK from DFID).

2. Others. It is assumed the FCO will take over the Independent Commission for Aid Impact from DFID. It should (if still required) become a *regulatory body* under 1 Regulatory Commission. Is the **GB-China Centre** required? The Preventing Violence in Conflict Initiative should be part of the Conflict, Security and Stability Fund, transferred from the Cabinet Office.

5. HM TREASURY

CS Acronyms :	(a) EA	Executive Agency (3);
	(b) E	Executive Non-Departmental Public Body (1);
	(c) A	Advisory Non-Departmental Public Body (1);
	(d) O	Other (7);
	(e) Executive Office	EO (0);
	(f) Non- Ministerial Dept	NMD (3 and O High Profile Groups);
	(g) Ministerial Dept	MD (0);
	(h) Tribunal	T (0);
	(i) Ad Hoc Advisory Group	AG (0);
	(j) Independent Monitoring Body	IMB (0).

These Civil Service acronyms are not helpful (and, often, inaccurate). It is better to set out the *practical function* of the quango under some simple headings. Also, to indicate links to other Ministries.

¹⁹⁹ provides a 'global forum for strategic discussion.' Located in Wilton, West Sussex.

²⁰⁰ 'works in over 100 countries promoting a wider knowledge of the [UK] and the English language'. The British Council is a chartered corporation.

²⁰¹ 'part of the [FCO] operating commercially as a trading fund to deliver, secure, trusted services worldwide.'

²⁰² 'provides intelligence, protects information and informs relevant UK policy to keep society safe and successful in the internet age.'

²⁰³ 'promotes mutual trust and understanding between the UK and China etc.'

²⁰⁴ 'we design and manufacture secure communications systems for the [UK] government.' Appears to be a FCO quango.

²⁰⁵ 'often known as MI6, collects Britain's foreign intelligence.'

²⁰⁶ 'independent body responsible for scrutiny of [UK] aid.'

²⁰⁷ 'raise awareness of...sexual violence...in situations of armed conflict and rally global action to end it.'

²⁰⁸ 'independent broadcaster owned and operated by the BCC'. *The website www.gov.uk links this to the FCO. However, they stopped grant aid to it in 2014. Thus, its link to the FCO should be deleted.*

²⁰⁹ 'a bridge between government, providing a unified source of advice, guidance and support on cyber security.'

²¹⁰ 'advises the organisations that make up the UK's national infrastructure covering physical, personnel and cyber security.'

(a) <u>Committees & Panels</u>	Royal Mint Advisory C-ee (334) ²¹¹	A
	Office of Tax Simplification (282) ²¹²	
	National Infrastructure Commission (250) ²¹³	EA
	Infrastructure and Payments Authority (196) ²¹⁴	O
	Government Internal Audit Agency (146) ²¹⁵	EA
	Office for Budget Responsibility (277) ²¹⁶	E
	UK Debt Management Office (384) ²¹⁷	EA
(b) <u>Regulators</u>	UK Government Investments (385) ²¹⁸	O
	Payment Systems Regulator (296) ²¹⁹	O
	Financial Conduct Authority (132) ²²⁰	O
(c) <u>Others</u>	The Crown Estate (90) ²²¹	O
	Royal Mint (333) ²²²	O
	UK Asset Resolution Ltd (381) ²²³	O
<u>OTHER QUANGOS LINKED TO HM TREASURY:</u>		
<i>Non-Ministerial Gov Depts:</i>	NS & I ²²⁴	
	Government Actuary's Dept ²²⁵	
	HM Revenue & Customs ²²⁶	
<i>High Profile Groups:</i>	Financial Services Trade and Investment Board ²²⁷	
	District Valuer Services (sub-quango of the Valuation Office Agency) ²²⁸	
	Office of Financial Sanctions Implementation ²²⁹	
<i>Public Corporations:</i>	None	
<i>Sub quangos of HM's Revenue & Customs:</i>	(a) The Adjudicator's Office (3) ²³⁰	
	(b) Valuation Office Agency (392) ²³¹	
<i>Others Connected to the Treasury:</i>	Bank of England (29) ²³²	
<u>TOTAL QUANGOS OF HM TREASURY – 22 (if the Office of Tax Simplification is included).</u>		

How to rationalise these quangos:

²¹¹ 'review new designs of coins, medals, seal and decorations and then recommend preferred designs to the government.'

²¹² 'independent advice to the government on simplifying the UK tax system.' This is described as being an 'independent office of the Treasury' and, thus, it should be included on www.gov.uk.

²¹³ 'provides the government with impartial expert advice on major long-term infrastructure challenges.'

²¹⁴ *This also works with the Cabinet Office and is listed under the same.*

²¹⁵ 'helps ensure government and the wider public sector provide services effectively.'

²¹⁶ 'gives independent and authoritative analysis of the UK's public finances.'

²¹⁷ 'carries out the government's debt management policy of minimising financing costs over the long term.'

²¹⁸ 'government's centre of expertise in corporate finance and... governance.'

²¹⁹ 'economic regulation for the £75 trillion payment systems industry in the UK.'

²²⁰ 'regulates the financial services of the UK.'

²²¹ 'an independent business created by Act of Parliament with a diverse portfolio of UK buildings *etc.*'

²²² 'world's leading export mint.'

²²³ 'holding company of the government owned businesses of NRAM and Bradford and Bingley.' Also, sponsored by UK Government Investments.

²²⁴ 'state owned savings bank in the UK'.

²²⁵ 'to improve the stewardship of public sector finances by supporting effective decision making and robust financial reporting through actuarial analysis, modelling and advice.'

²²⁶ 'the UK's tax, payments and customs authority.' It has two sub-quangos (being, itself a quango), see above.

²²⁷ 'makes sure that government policy supports financial services initiatives with high growth potential.'

²²⁸ 'provides independent impartial valuation and professional property advice across the entire public sector, where public money or public functions are involved.' Part of the Valuation Office Agency.

²²⁹ 'helps to ensure that financial sanctions are properly understood.'

²³⁰ *This also works with the Home Office and so is listed under the same.*

²³¹ 'gives the government the valuation and property advice needed to support taxation and benefits.'

²³² The Central Bank. The www.gov.uk website describes the Bank of England as working with the Treasury Solicitor's Dept (now the Government Legal Dept). However, more accurately, it works closely with the Treasury and this should be stated.

1. C-ees & Panels. These should not be quangos but in-house, with the Treasury supplying the building and admin. Further, they could easily meet electronically (saving transport costs) and advise by email *etc.* However, to be independent (if required) none of the members of the committee should be civil servants or ex-civil servants. Should not the 2 Infrastructure bodies be combined - and the latter (the **Infrastructure and Payments Authority**) be the *sole* control of the Treasury and not also of the Cabinet Office?

2. Regulatory. These regulate and should be part of 1 Regulatory Commission.

3. Non-Ministerial Gov Depts. There should be none of these. Thus:

- **HM Revenue & Custom** should be foreshortened to ‘*UK Tax Office*’ (to make it more intelligible) and become part of the Treasury (for the latter to be hands on), with it incorporating the Valuation and Office Agency (presently, its quango). **The Adjudicator’s Office** should be an Ombudsman (see Home Office);
- The **NS & I** should merge with the **National Employment Savings Trust (Nest) Corporation** (perhaps to be named National Savings?), see **10**;
- The **Government Actuary’s Dept** should be a PC (called, perhaps, ‘*Government Data*’) with other divisions, see **11**.

4. High Profile Groups. These should be internal departments of the Treasury, save for the **District Valuer Services** (see above).

6. MINISTRY OF DEFENCE (MOD)

Acronyms:	(a) EA	Executive Agency (3);
	(b) E	Executive Non-Departmental Public Body (5);
	(c) A	Advisory Non-Departmental Public Body (7);
	(d) O	Other (12);
	(e) Executive Office	EO (O);
	(f) Non- Ministerial Dept	NMD (O and O High Profile Groups);
	(g) Ministerial Dept	MD(O);
	(h) Tribunal	T (O);
	(i) Ad Hoc Advisory Group	AG (1);
	(j) Independent Monitoring Body	IMB (O).

These Civil Service acronyms are not helpful (and, often, inaccurate). It is better to set out the *practical function* of the quango under some simple headings. Also, indicate links to other Ministries.

(a) Pay Review Body	Armed Forces Pay Review Body (23) ²³³	A
(b) Committees & Panels	Advisory C-ee on Conscientious Objectors (8) ²³⁴	A
	Central Advisory C-ee on Compensation (52) ²³⁵	AG
	Defence Nuclear Safety C-ee (94) ²³⁶	A
	Defence and Security Media Advisory C-ee (97) ²³⁷	O
	Veterans Advisory and Pensions C-ees (396) ²³⁸	A
	Advisory Group on Military Medicine (15) ²³⁹	O
	Defence Electronics and Components Agency (93) ²⁴⁰	EA
	Independent Medical Expert Group (186) ²⁴¹	A
	Nuclear Research Advisory Council (275) ²⁴²	A
	Scientific Advisory C-ee on the Medical Implications of Less-Lethal Weapons (343) ²⁴³	A

²³³ ‘advises the [PM] and [SS for Defence] on the pay and charges for members of the armed forces’.

²³⁴ ‘advises the [SS for Defence] on claims by those in the armed forces whose application to retire, resign or be discharged have been refused by the service authorities.’

²³⁵ ‘gives advice on all service compensation schemes and on policy issues relating to them’.

²³⁶ ‘advises [SS for D] on nuclear safety issues associated with the defence nuclear programmes’.

²³⁷ ‘oversees a voluntary code which operates between the government departments which have responsibility for national security and the media.’

²³⁸ ‘supports ex-servicemen and women, their widows or widowers and their immediate family members.’

²³⁹ ‘provides specialist advice to the [MOD] on the medical aspects of defence against chemical, biological and radiological threats.’

²⁴⁰ ‘the principal in-house government organisation dedicated to maintenance, repair, overhaul, upgrade, procurement and managed service provisions in the defence avionics, electronics and components field.’

²⁴¹ ‘advises the [MOD] personnel and veterans on medical and scientific aspects of the armed forces compensation scheme and related matters.’

²⁴² ‘provides independent external evidence based advice to the [MOD].’

²⁴³ ‘advice to UK government departments and organisations on the biophysical, biomechanical, pathological and clinical aspects of less lethal weapons systems.’

	Single Source Regulations Office (356) ²⁴⁴	E
	Nuclear Research Advisory Council (275) ²⁴⁵	A
(c) <u>Ombudsman</u>	Service Complaints Ombudsman (353) ²⁴⁶	O
(d) <u>Museums</u>	Fleet Air Arm Museum (135) ²⁴⁷	O
	National Army Museum (241) ²⁴⁸	E
	National Museum of the Royal Navy (254) ²⁴⁹	E
	Royal Air Force Museum (330) ²⁵⁰	E
	Royal Marines Museum (332) ²⁵¹	O
	Royal Navy Submarine Museum (336) ²⁵²	O
(e) <u>Veterans/Reserves</u>	Armed Forces Covenant Fund Trust (22) ²⁵³ [<i>Veterans</i>]	E
	Reserve Forces' and Cadets' Associations (327) ²⁵⁴	O
	UK Reserve Forces Association (391) ²⁵⁵	O
(f) <u>Others</u>	Defence Academy of the UK (92) ²⁵⁶	O
	Defence Science and Technology Laboratory (95) ²⁵⁷	EA
	Defence Sixth Form College (96) ²⁵⁸	O
	The Oil and Pipelines Agency (292) ²⁵⁹	O
	Service Prosecuting Authority (354) ²⁶⁰	O
	UK Hydrographic Office (387) ²⁶¹	EA
	Queen's Harbour Master ²⁶²	

OTHER QUANGOS LINKED TO THE MOD:

Non-Ministerial Gov Depts: None

<i>High Profile Groups:</i>	Defence Equipment and Support	(part of MOD) ²⁶³
	Defence Infrastructure Organisation	(part of MOD) ²⁶⁴
	Defence Nuclear Organisation	(part of MOD) ²⁶⁵
	Defence Safety Authority	(part of MOD) ²⁶⁶
	Defence and Security Accelerator	(part of MOD) ²⁶⁷

²⁴⁴ 'mission...to maintain a single source procurement framework that assures value for money for the UK taxpayer and allows a fair and reasonable price for single source suppliers.'

²⁴⁵ 'provides independent external evidence based advice to the [MOD].'

²⁴⁶ 'provides independent and impartial scrutiny of the handling of service complaints made by members of the UK armed forces.'

²⁴⁷ 'the world's second largest naval aviation museum.'

²⁴⁸ 'British army's central museum.'

²⁴⁹ 'one of Britain's oldest maritime museums.'

²⁵⁰ 'located on the former Hendon Aerodrome'. A registered charity.

²⁵¹ 'museum on the history of the royal marines'. A registered charity.

²⁵² 'tracing the history of submarine development'. A registered charity.

²⁵³ 'supports a range of programmes for vets, their careers and serving families and supports integration of military and civilian communities.'

²⁵⁴ 'give advice and assistance to the Defence Council and to the army, navy and air force on matters that concern reserves and cadets.'

²⁵⁵ 'provides the efficiency of the reserve forces by providing opportunities for education, personal development and international experiences.'

²⁵⁶ 'responsible for post-graduate education and the majority of command, staff, leadership, defence management, acquisition and technology training for members of the UK armed forces and MOD civil servants.'

²⁵⁷ 'ensures that innovative science and technology contributes to the defence and security of the UK.'

²⁵⁸ 'unique programme of personal, physical and intellectual development which provides its students with an education designed to meet the needs of today's modern technical armed forces.'

²⁵⁹ 'manage, operate and maintaining naval oil fuel depots and a petroleum storage depot on behalf of the [MOD].'

²⁶⁰ 'initiates and conducts prosecutions in criminal cases involving alleged offences contrary to military discipline.'

²⁶¹ 'centre for hydrography'.

²⁶² 'protects the port [of Portsmouth], the Royal Navy, its vessels and other government assets.' This is not mentioned on www.gov.uk.

²⁶³ 'bespoke trading entity and arm's length body of the MOD.'

²⁶⁴ 'estate expert for defence.'

²⁶⁵ 'oversee all defence nuclear business.'

²⁶⁶ 'empowered by charter from [SS of MOD] to undertake the roles of regulator, accident investigation and defence authority for safety.'

²⁶⁷ 'finds and funds exploitable innovations to support UK defence and security quickly and effectively and support UK prosperity.'

Military Aviation Authority	(part of MOD and Defence Safety Authority) ²⁶⁸
Veterans UK	(part of MOD) ²⁶⁹
Strategic Command	(part of MOD) ²⁷⁰
JHub Defence Innovation ²⁷¹	(part of Strategic Command)
HM Nautical Almanac Office	(part of the Hydrographic Office) ²⁷²

Public Corporations: None

Sub-quango Defence Suppliers Service²⁷³

TOTAL QUANGOS OF MOD - 41.

How to rationalise these quangos:

1. **Pay Review Body.** The Armed Forces Pay Review Body should be combined into 1 Pay Review Commission (which should be in one building issuing 1 (combined) annual report). Cost savings would be very considerable, on admin, cutting out too many chiefs *etc.*
2. **C-ees & Panels.** These should not be quangos but in-house, with the MOD supplying the building and admin. Further, they could easily meet electronically (saving transport costs) and advise by email *etc.* However, to be independent none of the members of the committee should be civil servants or ex-civil servants.
3. **Ombudsman.** This should be combined with other ombudsmen into 1 Ombudsman, in 1 building.
4. **Museum.** Should all these not be combined into 1 charity, to help each fund the others? Also, all be connected to the Imperial War Museum?
5. **Reserves.** The Reserves Forces and Cadets Associations and the UK Reserve Forces Association should be combined.
6. **Veterans.** Should not Veterans UK combine with the Office for Veteran’s Affairs²⁷⁴ which is part of the Cabinet Office? Also, with the Armed Forces Covenant Fund Trust, which also deals with veterans?
7. **High Profile Groups.** All these (including the sub-quango, the Defence Suppliers Service) should be part of the MOD, to enable the Joint Forces Command Board to function as a corporate, business-like entity, with the following divisions:

- Defence Reform;
- Defence Human Resources (including any fast stream);
- Defence Infrastructure;
- Defence Goods & Service;
- Defence Support & Networks;
- Defence Commercial.

7. MINISTRY OF HOUSING (MOH)

CS Acronyms:	(a) EA	Executive Agency (1);
	(b) E	Executive Non-Departmental Public Body (6);
	(c) A	Advisory Non-Departmental Public Body (1);
	(d) O	Other (2);
	(e) Executive Office	EO (0);
	(f) Non- Ministerial Dept	NMD (O and O High Profile Groups);
	(g) Ministerial Dept	MD(0);
	(h) Tribunal	T (1);
	(i) Ad Hoc Advisory Group	AG (O);
	(j) Independent Monitoring Body	IMB (O).

These Civil Service acronyms are not helpful (and, often, inaccurate). It is better to set out the *practical function* of the quango under some simple headings. Also, indicate links to other Ministries.

(a) Committees & Panels Building Regulations Advisory C-ee (48)²⁷⁵ A

²⁶⁸ ‘Authority responsible for the regulation, surveillance and assurance of the defence and operating and technical domains.’

²⁶⁹ ‘provide free support for veterans and their families.’

²⁷⁰ ‘support the [MOD] by making such that joint capabilities such as medical services, training and education, intelligence and information systems are developed and managed across all 5 of the land, sea, air, space and cyber domains.’

²⁷¹ ‘innovation centre for Strategic Command, seeking innovation and technology to enhance and improve the operation of the UK armed forces.’

²⁷² ‘to provide solutions to astronomical and celestial navigation problems.’

²⁷³ Part of the Defence Equipment and Support, supplier relations team (see High Profile Group, see *App B*).

²⁷⁴ ‘to make sure the UK is the best place to be a veteran anywhere in the world.’

²⁷⁵ ‘advises on making building regulations and setting standards for the design and construction of buildings’.

	Leasehold Advisory Service (212) ²⁷⁶	E
	UK Holocaust Memorial Foundation (386) ²⁷⁷	O
	Valuation Tribunal Service (393) ²⁷⁸	E
(b) <u>Ombudsman</u>	Housing Ombudsmen (171) ²⁷⁹	E
	Local Government and Social Care Ombudsman (218) ²⁸⁰	O
(c) <u>Regulator/Inspectorate</u>	Planning Inspectorate (303) ²⁸¹	
	Regulator of Social Housing (324) ²⁸²	E
(d) <u>Tribunals</u>	Valuation Tribunal for England (394)	T ²⁸³
(e) <u>Others</u>	Ebbsfleet Development Corp (116) ²⁸⁴	E
	Homes England (167) ²⁸⁵	E
	Queen Elizabeth II Conference Centre (320) ²⁸⁶	EA

OTHER QUANGOS LINKED TO THE MOH:

Non-Ministerial Gov Depts:

None

High Profile Groups:

Windrush Commemoration C-ee²⁸⁷

Public Corporations:

Architects Registration Board²⁸⁸

TOTAL QUANGOS OF MOH - 14.

How to rationalise these quangos:

1. C-ees & Panels. These should not be quangos but in-house (inc the Windrush Commemoration C-ee), with the MOH supplying the building and admin. Further, they could easily meet electronically (saving transport costs) and advise by email *etc.* However, to be independent (if required) no members of the committee should be civil servants or ex-civil servants.

2. Ombudsman. This should be combined with other ombudsmen into 1 Ombudsman, in 1 building.

3. Regulator/Inspectorate. These regulate and should be part of 1 Regulatory Commission. So too, the Architects Registration Board since it is, also, a regulator.

4. Others. Ebbsfleet Development Corp and Homes England might be combined?

8. DEPT FOR THE ENVIRONMENT (Defra)

CS Acronyms:	(a) EA	Executive Agency (4);
	(b) E	Executive Non-Departmental Public Body (9);
	(c) A	Advisory Non-Departmental Public Body (4);
	(d) O	Other (13);
	(e) Executive Office	EO (0);
	(f) Non- Ministerial Dept	NMD (2 and O High Profile Groups);
	(g) Ministerial Dept	MD(0);
	(h) Tribunal	T (1);
	(i) Ad Hoc Advisory Group	AG (0);
	(j) Independent Monitoring Body	IMB (O).

These Civil Service acronyms are not helpful (and, often, inaccurate). It is better to set out the *practical function* of the quango under some simple headings. Also, indicate links to other Ministries.

²⁷⁶ ‘gives free legal advice to leaseholders on the law affecting residential leaseholds in [E&W].’

²⁷⁷ ‘advise government on taking forward the recommendation of the [PM’s] Holocaust Commission.’

²⁷⁸ ‘supports the valuation tribunal for England in its work dealing with appeals about Council Tax and non-domestic (business) rates.’

²⁷⁹ ‘looks at complaints about registered providers of social housing...’.

²⁸⁰ ‘looks at complaints about councils and some other authorities and organisations.’

²⁸¹ ‘deals with planning applications *etc.*’

²⁸² ‘regulates registered providers of social housing...’.

²⁸³ a ‘judicial body, deals with appeals about council tax and non-domestic (business) rates.’

²⁸⁴ ‘to speed up delivering up to 15,000 homes and to create a 21st century garden city in north Kent.’

²⁸⁵ ‘the government’s housing accelerator.’

²⁸⁶ ‘international events venue that hosts conferences and receptions for up to 2500 delegates in Westminster, London.’

²⁸⁷ ‘advice on how best to create a permanent and fitting tribute to the Windrush generation and their descendants.’

²⁸⁸ ‘regulates the architects’ profession in the UK.’

(a) <u>Committees & Panels</u>	Advisory C-ee on Releases to the Environment (10) ²⁸⁹	A
	Joint Nature Conservation C-ee (204) ²⁹⁰	E
	Agriculture and Horticulture Development Board (18) ²⁹¹	E
	Animal and Plant Health Agency (20) ²⁹²	EA
	Centre for Environment, Fisheries and Agriculture Science (54) ²⁹³	EA
	Veterinary Medicines Directorate (397) ²⁹⁴	EA
	Veterinary Products C-ee (398) ²⁹⁵	A
	Natural England (258) ²⁹⁶	E
	Science Advisory Council (340) ²⁹⁷	A
	Environment Agency (123) ²⁹⁸	E
(b) <u>Gardens, Parks</u>	Board of Trustees of the Royal Botanic Gardens Kew (34) ²⁹⁹	E
	Dartmoor National Park Authority ('NPA')(91) ³⁰⁰	O
	Exmoor NPA (127) ³⁰¹	O
	Lake District NPA (208) ³⁰²	O
	New Forest NPA (263) ³⁰³	O
	North York NPA (264) ³⁰⁴	O
	Northumberland NPA (172) ³⁰⁵	O
	Peak District NPA (297) ³⁰⁶	O
	South Downs NPA (363) ³⁰⁷	O
	Yorkshire Dales NPA (408) ³⁰⁸	O
(c) <u>Tribunals</u>	Broads Authority (47) ³⁰⁹	O
	Plant Varieties and Seeds Tribunal (304) ³¹⁰	T
(d) <u>Water</u>	Independent Agricultural Appeals Panel (176) ³¹¹	A
	Drinking Water Inspectorate (112) ³¹²	O

²⁸⁹ gives 'statutory advice to ministers on the risks to human health and the environment from the release of genetically modified organisms (GMOs).'

²⁹⁰ 'adviser to the government and devolved administrations on UK and international nature conservation.'

²⁹¹ 'helps to make [Great Britain's] livestock, dairy and agriculture sectors more successful, providing market information to improve supply chain transparency and stimulating demand in the UK and export markets.'

²⁹² 'works to safeguard animal and plant health for the benefit of people, the environment and the economy'. Also sponsored by the Welsh and Scottish governments.

²⁹³ 'collects, manages and interprets data on the aquatic environment, biodiversity and fisheries.'

²⁹⁴ 'protects animal health, public health and the environment.'

²⁹⁵ 'advises [Defra] on veterinary medical products and animal feed additives.'

²⁹⁶ 'government's adviser for the natural environment in England.'

²⁹⁷ 'provides advice on science policy and strategy to [Defra].'

²⁹⁸ 'we work to create better places for people and wildlife and support sustainable development.'

²⁹⁹ 'responsible for ensuring Kew gardens operates within the guidelines set out by government advisers and is value for money.'

³⁰⁰ 'conserves and enhances the natural beauty, wildlife and cultural heritage of Dartmoor and promotes opportunities for the understanding and enjoyment of the area by the public.'

³⁰¹ 'conserves and enhances the natural beauty, wildlife and cultural heritage of Exmoor.'

³⁰² Same, for the Lake District.

³⁰³ Same, for the New Forest.

³⁰⁴ Same, for the North York moors.

³⁰⁵ Same, for the Northumberland uplands.

³⁰⁶ Same, for the Peak District

³⁰⁷ Same, for the South Downs.

³⁰⁸ Same, for the Yorkshire Dales.

³⁰⁹ 'conserves and enhances the natural beauty, wildlife and cultural heritage of the Broads and promotes opportunities for understanding and enjoyment of the Broads by the public. It also protects the interests of navigation.'

³¹⁰ 'The tribunal makes legally binding decisions about national listing of new varieties of plants, UK plant variety rights and certain forestry matters.'

³¹¹ 'considers appeals against the decisions of the Rural Payments Agency.'

³¹² 'regulator of public water supplies in [E&W].'

	Consumer Council for Water (82) ³¹³	E
(e) <u>Market</u>	Covent Garden Market Authority (85) ³¹⁴	O
(f) <u>Forestry</u>	National Forest Company (246) ³¹⁵	E
(g) <u>Marine</u>	Sea Fish Industry Authority (345) ³¹⁶	E
	Marine Management Organisation (224) ³¹⁷	E
(h) <u>Other</u>	Rural Payments Agency (337) ³¹⁸	EA
	UK Co-ordinating Body (383) ³¹⁹ (CAP)	O

OTHER QUANGOS LINKED TO Defra:

Non-Ministerial Gov Depts:	Forestry Commission ³²⁰
	The Water Services Regulation Authority (Ofwat) ³²¹
High Profile Groups:	British Cattle Movement Service ³²² (sub-quango of the Rural Payments Agency)
	Rural Development Programme for England Network ³²³
Public Corporations:	None
Sub quangos of the Forestry Commission:	(a) Forest Research (137) ³²⁴
	(b) Forestry England (138) ³²⁵

TOTAL QUANGOS OF Defra – 37

How to rationalise these quangos:

1. **C-ees & Panels.** These should not be quangos but in-house, with the Defra supplying the building and admin. Further, they could easily meet electronically (saving transport costs) and advise by email *etc.* However, to be independent (if required) none of the members of the committee should be civil servants or ex-civil servants.
2. **National Parks Authority.** Should these not become PC's or charities? Also, possibly, be put into 1 PC - to permit cross funding.
3. **Tribunals.** The **Independent Agricultural Appeals Panel** should be a tribunal and (possibly) merged with the **Plant and Seeds Tribunal**.
4. **Water.** The **Drinking Water Inspectorate** and the **Consumer Council for Water** should be merged with Ofwat, into 1 Regulatory Commission.
5. **Forestry.** The **National Forest Co.** could be merged with the **Forestry Commission**. In any case, the 2 sub-quangos of the latter (i.e. **Forest Research** and **Forestry England**) should become part of the latter. So too, the Rural Development Programme for England in so far as it relates to forestry.
6. **Other.** The **Rural Payments Agency** and the **UK Co-ordinating Body (Cap)** should be merged if the latter is still required.

9. DEPARTMENT FOR TRANSPORT (DfT)

CS Acronyms:	(a) EA	Executive Agency (4);
	(b) E	Executive Non-Departmental Public Body (6);
	(c) A	Advisory Non-Departmental Public Body (1);
	(d) O	Other (8);
	(e) Executive Office	EO (O);
	(f) Non- Ministerial Dept	NMD (1 and 2 High Profile Group);
	(g) Ministerial Dept	MD(O);
	(h) Tribunal	T (O);

³¹³ 'represents water and sewage consumers in [E & W] and takes up unresolved complaints.'

³¹⁴ 'looks after and manages New Covent Garden Market'. Does not receive government funding.

³¹⁵ 'leads the creation of The National Forest, a new forested landscape and destination across 200 square miles of central England.'

³¹⁶ 'supports the seafood industry to work for a sustainable, profitable future.'

³¹⁷ 'regulate and plan marine activities in the seas around England.'

³¹⁸ 'pay out over £2 billion a year to support a thriving farming and food sector.'

³¹⁹ 'supports Defra, and the Scottish, Welsh and [NI] governments and their paying agencies to administer the CAP in the UK.'

³²⁰ 'increases the value of woodlands to society and the environment'.

³²¹ 'economic regulator for the water and sewerage sectors in [E & W].

³²² 'maintain an online database of all bovine animals in Great Britain called the Cattle Tracing System.' This is part of the Rural Payments Agency.

³²³ 'support the rural development programme for [E] which works to make [E's] agriculture and forestry sectors more comprehensive, to improve the quality of life in rural areas and to diversify rural economies.'

³²⁴ 'increases the value of woodlands to society and the environment.'

³²⁵ 'provides research services relevant to the UK and international forestry interests'

(i) Ad Hoc Advisory Group AG (O);
 (j) Independent Monitoring Body IMB (O).

These Civil Service acronyms are not helpful (and, often, inaccurate). It is better to set out the *practical function* of the quango under some simple headings. Also, indicate links to other Ministries.

(a) <u>Committees & Panels</u>	Disabled Persons Transport Advisory C-ee (109) ³²⁶	O
	Independent Commission on Civil Aviation Noise (181) ³²⁷	A
(b) <u>Regulator</u>	Traffic C-ers for Great Britain (375) ³²⁸	T
(c) <u>Rail</u>	Rail Safety and Standards Board (323) ³²⁹	
	East West Railway Company Limited (115) ³³⁰	O
	High Speed Two (HS2) Limited (163) ³³¹	E
	Network Rail (262) ³³²	O
	Rail Accident Investigation Branch (322) ³³³	O
	Directly Operated Railways Ltd (107) ³³⁴	<i>E</i>
	DfT OLR Holdings Limited (106) ³³⁵	O
(d) <u>Road</u>	Driver and Vehicle Licensing Agency (113) ³³⁶	EA
	Driver and Vehicle Standards Agency (114) ³³⁷	EA
	Vehicle Certification Agency (395) ³³⁸	EA
	British Transport Police Authority (46) ³³⁹	E
	Transport Focus (376) ³⁴⁰	E
(e) <u>Sea</u>	Highways England (165) ³⁴¹	O
	Marine Accident Investigation Branch (223) ³⁴²	O
	Maritime and Coastguard Agency (225) ³⁴³	EA
(f) <u>Lighthouses</u>	Trinity House (379) ³⁴⁴	E
	Northern Lighthouse Board (271) ³⁴⁵	E
(g) <u>Air</u>	Air Accidents Investigation Branch (19) ³⁴⁶	O

OTHER QUANGOS LINKED TO DfT:

Non-Ministerial Gov Depts: Office of Rail and Road³⁴⁷

³²⁶ ‘established by the Transport Act 1985, providing advice to the government on the transport needs of disabled people.’

³²⁷ ‘independent voice on civil aviation noise issues.’

³²⁸ ‘responsible for the licensing and regulation of those who operate heavy goods vehicles, buses and coaches, and the regulation of local bus services.’

³²⁹ ‘supports our members and stakeholders in delivering a safer, more efficient and sustainable rail system’. A company limited by guarantee.

³³⁰ ‘to accelerate the East West railway project - a new link between Cambridge and Oxford.’

³³¹ ‘the company responsible for developing and promoting the [UK’s] high speed rail network.’

³³² ‘owns, operates, maintains and develops Britain’s railway.’

³³³ ‘investigates accidents to improve rail safety and to inform the industry and the public.’

³³⁴ ‘was the operator of East Coast Rail until it was re-franchised to Virgin Trains East Coast.’ *Defunct. This quango should be excluded from the www.gov.uk website.*

³³⁵ ‘maintains the continuity of passenger rail services if a passenger rail franchise terminates and is not immediately replaced.’

³³⁶ ‘maintains the registration and licensing of drivers in [GB].’

³³⁷ ‘carry out driving tests, approve people to be driving instructors and MOT testers *etc.*’

³³⁸ ‘UK authority for approving new road vehicles, agricultural tractors, off road vehicles and components.’

³³⁹ ‘ensures an efficient and effective transport police force.’

³⁴⁰ provides ‘advice to the public and takes up passengers complaints that train companies have failed to resolve.’ Also, represents the interests of bus and tram passengers (outside London) and passengers on scheduled domestic coach services in England. Also, represents the users of England’s major roads.

³⁴¹ ‘operates, maintains and improves England’s motorways and major A roads.’

³⁴² ‘investigates marine accidents involving UK vessels worldwide and all vessels in UK territorial waters.’

³⁴³ ‘work to prevent the loss of life on the coast and at sea.’

³⁴⁴ ‘general lighthouse authority for England, Wales, the Channel Islands and Gibraltar.’

³⁴⁵ ‘the general lighthouse authority for Scotland and the Isle of Man.’

³⁴⁶ ‘investigates civil aircraft accidents and serious incidents within the [UK], its overseas territories and crown dependencies.’

³⁴⁷ ‘independent safety and economic regulator for railway infrastructure.’

High Profile Groups:

Office for Low Emission Vehicles³⁴⁸

Centre for Connected and Autonomous Vehicles³⁴⁹

Public Corporations:

Crossrail International³⁵⁰

London and Continental Railway Ltd³⁵¹

Civil Aviation Authority³⁵²

TOTAL QUANGOS OF DfT- 27

How to rationalise these quangos:

1. **C-ees & Panels.** These should not be quangos but in-house, with the DfT supplying the building and admin. Further, they could easily meet electronically (saving transport costs) and advise by email *etc.* However, to be independent none of the members of the committee should be civil servants or ex-civil servants. The London and Continental Railway Ltd might be an integral part of the DfT and not a standalone company.

2. **Regulator.** The Traffic Commissioners for Great Britain regulate. Thus, it should be a regulator (it is not a tribunal, as www.gov.uk assert). So too, the Rail Safety and Standards Board. Both should be combined with the Office of Rail and Road (a non-ministerial gov dept) which is also a regulator. In short, one Transport Regulator. The Civil Aviation Authority is also a regulator. All should combined into 1 Regulator in 1 building.

3. **Road.** The Driver and Vehicle Licensing Agency, Driver and Vehicle Standards Agency and the Vehicle Certification Agency should merge.

4. **Lighthouse.** The Northern Lighthouse Board should be dealt with wholly by Scotland and not included in www.gov.uk.

5. **Accidents.** Rail, Marine and Air Accidents Boards should (possibly) be combined into 1 Accidents Commission and be in the same building.

6. **British Transport Authority** This should be merged with the police generally.

10. DEPARTMENT OF WORK AND PENSIONS (DWP)

CS Acronyms:

(a) EA	Executive Agency (O);
(b) E	Executive Non-Departmental Public Body (5);
(c) A	Advisory Non-Departmental Public Body (2);
(d) O	Other (3);
(e) Executive Office	EO (O);
(f) Non- Ministerial Dept	NMD (O and O High Profile Groups);
(g) Ministerial Dept	MD(O);
(h) Tribunal	T (2);
(i) Ad Hoc Advisory Group	AG (O);
(j) Independent Monitoring Body	IMB (O).

These Civil Service acronyms are not helpful (and, often, inaccurate). It is better to set out the *practical function* of the quango under some simple headings. Also, to indicate links to other Ministries.

(a) Committees & Panels	Social Security Advisory C-ee (361) ³⁵³	A
	Industrial Injuries Advisory Council (194) ³⁵⁴	A
	The Pensions Advisory Service (299) ³⁵⁵	E
	Single Financial Guidance Body (355) ³⁵⁶	E
(b) Ombudsmen	The Pension Protection Fund Ombudsman (298) ³⁵⁷	T
	The Pensions Ombudsman (300) ³⁵⁸	T
	Independent Case Examiner (178) ³⁵⁹	O

³⁴⁸ ‘team working across government to support the early market for ultra-low transmission vehicles.’ Part of the DfT and the Dept for Business.

³⁴⁹ ‘supports the market for connected and automated vehicles.’ Part of the DfT and the Dept for Business.

³⁵⁰ ‘to help promote UK businesses abroad’ (re complex rail and metro schemes across the globe.

³⁵¹ ‘property development and land regeneration’.

³⁵² ‘responsible for the regulation of aviation safety in the UK.’

³⁵³ ‘provides advice to the UK government on social security issues.’

³⁵⁴ ‘an independent scientific advisory body that looks at industrial injuries benefit and how it is administered.’

³⁵⁵ ‘gives information and guidance to members of the public on State, company and personal pensions.’

³⁵⁶ ‘provision of debt advice, money guidance and pensions guidance’ to the public.

³⁵⁷ ‘a tribunal’.

³⁵⁸ ‘impartially investigates complaints from members of the pension schemes (including personal pensions) or their beneficiaries, employees or trustees.’

³⁵⁹ ‘reviews complaints about certain government organisations that deal with benefits, work and financial support.’

(c) <u>Regulator</u>	Health and Safety Executive (160) ³⁶⁰	E
	The Pensions Regulator (301) ³⁶¹	E
(d) <u>Other</u>	BPDTS Ltd (28) ³⁶²	O
	Disabled People’s Employment Corp (GB) Ltd (108) ³⁶³	E
	Reemploy Pension Scheme Trustees Ltd (326) ³⁶⁴	O

OTHER QUANGOS LINKED TO DWP:

Non-Ministerial Gov Depts:	None
High Profile Groups:	None
Public Corporations:	National Employment Savings Trust (NEST) Corporation ³⁶⁵ (see 7)
	Office for Nuclear Regulation ³⁶⁶ (see 7)
	Pension Protection Fund ³⁶⁷ (see 7)

TOTAL QUANGOS OF DWP -14 if the Disabled People’s Employment Corp (GB) Ltd (liquidated) is not included.

How to rationalise these quangos:

1. **C-ees & Panels.** These should not be quangos but in-house, with the DWP supplying the building and admin. Further, they could easily meet electronically (saving transport costs) and advise by email *etc.* However, to be independent (if required) none of the members of the committee should be civil servants or ex-civil servants. NEST could also be an integral part of the DWP and not a PC.
2. **Ombudsmen.** These should be combined into 1 Ombudsman. They are mis-categorised as tribunals in www.gov.uk
3. **Regulator.** These should be combined into 1 Regulator. So too, the Office for Nuclear Regulation (which is not appropriate to be linked to the DWP anyway; it should be related to a new Energy Ministry).

11. DEPARTMENT FOR EDUCATION (DfE)

CS Acronyms:	(a) EA	Executive Agency (3);
	(b) E	Executive Non-Departmental Public Body (8);
	(c) A	Advisory Non-Departmental Public Body (2);
	(d) O	Other (3);
	(e) Executive Office	EO (O);
	(f) Non- Ministerial Dept	NMD (O and O High Profile Groups);
	(g) Ministerial Dept	MD(O);
	(h) Tribunal	T (O);
	(i) Ad Hoc Advisory Group	AG (O);
	(j) Independent Monitoring Body	IMB (O).

These Civil Service acronyms are not helpful (and, often, inaccurate). It is better to set out the *practical function* of the quango under some simple headings. Also, to indicate links to other Ministries.

(a) <u>Pay Review</u>	School Teachers’ Review Body (339) ³⁶⁸	A
(b) <u>Committees & Panels</u>	Education and Skills Funding Agency (118) ³⁶⁹	EA
	Office of the Schools Adjudicator (289) ³⁷⁰	O
	Institute for Apprenticeships and Technical Education (199) ³⁷¹	E
	Office of the Children’s C-er (283) ³⁷²	E

³⁶⁰ ‘Britain’s national regulator for workplace health and safety.’

³⁶¹ ‘UK regulator of work based pension schemes.’

³⁶² a ‘digital technology company set up to provide specialist digital technology to the [DWP].’

³⁶³ *Went into voluntary liquidation in 2017. Thus, should not be recorded in www.gov.uk*

³⁶⁴ ‘trustee for the Reemploy Ltd Pension and Assurance Scheme.’ This is a company limited by guarantee.

³⁶⁵ ‘to make sure that every employer has access to a workplace pension scheme that meets the requirements of the new pension rules.’

³⁶⁶ ‘responsible for regulating nuclear safety and security across the UK.’

³⁶⁷ ‘pays compensation to members of eligible defined benefit pension schemes when there is a qualifying insolvency event in relation to the employer and where there are insufficient assets in the pension scheme to cover Pension Protection Fund levels of compensation.’

³⁶⁸ ‘makes recommendations on the pay, professional duties and working time of school teachers in England.’

³⁶⁹ ‘a single agency accountable for funding education and skills for children, young people and adults.’

³⁷⁰ ‘helps to clarify the legal position on admissions policies in schools.’

³⁷¹ ‘ensures high quality apprenticeships standards...’

³⁷² ‘promotes the rights, views and interests of children to policies or decisions affecting their lives.’

	Social Mobility Commission (359) ³⁷³	A
	Standards and Testing Agency (368) ³⁷⁴	EA
(c) <u>Boards</u>	Construction Industry Training Board (81) ³⁷⁵	E
	Engineering Construction Industry Training Board (120) ³⁷⁶	E
(d) <u>Regulators</u>	Child Safeguarding Practice Review Panel (58) ³⁷⁷	O
	Teaching Regulation Agency (372) ³⁷⁸	EA
	Office for Students (280) ³⁷⁹	E
	Social Work England (362) ³⁸⁰	E
	Independent Review Mechanism (191) ³⁸¹	O
(e) <u>Others</u>	LocatEd (219) ³⁸²	E
	Student Loans Company (369) ³⁸³	E
	Fire Service College (134) ³⁸⁴	Sold to Capita

OTHER QUANGOS LINKED TO DfE:

Non-Ministerial Gov Depts:	Ofqual ³⁸⁵
	Ofsted ³⁸⁶
High Profile Groups:	Further Education C-er ³⁸⁷
	Regional Schools C-ers ³⁸⁸

Public Corporations: None

TOTAL QUANGOS OF DfE- 20 (if Fire Service College not included).

How to rationalise these quangos:

- 1. Pay Review.** The Schoolteachers’ Review Body should be in 1 Pay Review body.
- 2. C-ees & Panels.** These should **not** be quangos but in-house, with the DfE supplying the building and admin. Further, they could easily meet electronically (saving transport costs) and advise by email *etc.* However, to be independent (if required) none of the members of the committee should be civil servants or ex-civil servants.
- 3. Boards.** These should be combined into 1 Board. Further, this should be in-house.
- 4. Regulators.** These should be combined into 1 Regulator, along with **Ofsted** and **Ofqual**. Also, the **Further Education C-er** as well as **Regional Schools C-ers**. Thus, 1 Education Regulator, with these as divisions, where necessary.

12. DEPARTMENT FOR DIGITAL, CULTURE etc (DCMS)

CS Acronyms:	(a) EA	Executive Agency (3);
	(b) E	Executive Non-Departmental Public Body (31);
	(c) A	Advisory Non-Departmental Public Body (4);
	(d) O	Other (5);
	(e) Executive Office	EO (O);

³⁷³ ‘monitors progress towards improving social mobility in the UK.’

³⁷⁴ ‘develop and deliver assessments for children between reception and the end of key stage 2.’

³⁷⁵ ‘sector skills council and industry training board for the construction industry. Works with construction companies to improve skills *etc.*’

³⁷⁶ ‘ensures there are enough trained people to meet industry needs. It gives professional advice and offers skills development and qualifications to help individuals in the sector in their chosen careers.’

³⁷⁷ ‘independent panel commissioning reviews of serious child safeguarding cases.’

³⁷⁸ ‘responsible for the regulation of the teaching profession.’

³⁷⁹ acts as the ‘regulator and competition authority for the higher education sector in [E].’

³⁸⁰ ‘independent regulator for social workers.’

³⁸¹ ‘provides independent panels that review decisions made by adoption and fostering providers.’

³⁸² ‘responsible for buying and developing sites in [E & W] to help deliver... school places for thousands of children.’

³⁸³ ‘administers loans and grants to students in universities and colleges in the UK.’

³⁸⁴ ‘supplies fire and rescue training to the UK’s own fire and rescue services, the private sector and the international market.’ *It was sold to Capita in 2013. Thus, it should not be included in the www.gov.uk website.*

³⁸⁵ ‘regulates qualifications, examinations and assessments in [E].’

³⁸⁶ ‘inspects services providing education and skills for learners of all ages.’

³⁸⁷ ‘work with further education colleges to improve their quality and financial resilience.’

³⁸⁸ ‘work with schools to ensure they are supported to improve and to address underperformance.’

(f) Non- Ministerial Dept	NMD (2 and O High Profile Groups);
(g) Ministerial Dept	MD(O);
(h) Tribunal	T (O);
(i) Ad Hoc Advisory Group	AG (O);
(j) Independent Monitoring Body	IMB (O).

These Civil Service acronyms are not helpful (and, often, inaccurate). It is better to set out the *practical function* of the quango under some simple headings. Also, to indicate links to other Ministries.

(a) <u>Museums</u>	British Museum (44) ³⁸⁹	E
	[Geffrye Museum] or Museum of the Home (141) ³⁹⁰	E
	Horniman Public Museum and Public Park Trust (168) ³⁹¹	E
	Imperial War Museum (174) ³⁹²	E
	National Museums Liverpool (255) ³⁹³	E
	Natural History Museum (260) ³⁹⁴	E
	Royal Armouries Museum (331) ³⁹⁵	E
	Royal Museums Greenwich (335) ³⁹⁶	E
	Science Museum Group (341) ³⁹⁷	E
	Sir John Soane’s Museum (357) ³⁹⁸	E
	Victoria and Albert Museum (400) ³⁹⁹	E
(b) <u>Libraries, Galleries, Theatres</u>	British Library (43) ⁴⁰⁰	E
	National Gallery (247) ⁴⁰¹	E
	National Portrait Gallery (256) ⁴⁰²	E
	Tate (371) ⁴⁰³	E
	Wallace Collection (404) ⁴⁰⁴	E
	The Theatres Trust (374) ⁴⁰⁵	E
(c) <u>Films & TV</u>	British Film Institute (41) ⁴⁰⁶	E
	S4C (338) ⁴⁰⁷	O
(d) <u>Sports</u>	Sport England (364) ⁴⁰⁸	E
	UK Sport (390) ⁴⁰⁹	E

³⁸⁹ ‘was the first national public museum in the world.’

³⁹⁰ Now called Museum of the Home.

³⁹¹ ‘specialises in anthropology, natural history and musical instruments...’

³⁹² A war museum.

³⁹³ ‘a diverse group of museums and galleries.’

³⁹⁴ A ‘natural history museum in London.’

³⁹⁵ ‘a national collection of arms and armour.’

³⁹⁶ ‘comprises the National Maritime Museum, the Royal Observatory and the Queen’s House.’

³⁹⁷ ‘consists of Science Museum, Museum of Science and Industry, National Railway Museum (York), National Science and Media Museum and Locomotion’.

³⁹⁸ a ‘house museum located next to Lincoln’s Inn Fields in Holborn.’

³⁹⁹ ‘world’s largest museum of applied and decorative arts.’

⁴⁰⁰ ‘national library of the [UK] and one of the world’s largest libraries.’

⁴⁰¹ ‘an art museum in central London.’

⁴⁰² ‘art gallery in London housing a collection of portraits of historically important people.’

⁴⁰³ ‘holds the national collection of British art from 1500 up to the present day and international modern and contemporary art’. Comprises: (a) Tate Britain (London); (b) Tate Liverpool; (c) Tate St Ives; (d) Tate Modern (London).

⁴⁰⁴ ‘museum in London in Manchester Square’.

⁴⁰⁵ ‘provides a range of specialist services to help theatres and are a statutory consultee on planning applications.’

⁴⁰⁶ ‘lead organisation for film in the UK and use lottery funds to support film production, distribution, education and audience development.’

⁴⁰⁷ ‘Welsh language TV channel.’

⁴⁰⁸ ‘helps people and communities across the country get a sporting habit for life.’

⁴⁰⁹ ‘investing in Olympic and Paralympics sport in the UK.’

	Sports Ground Safety Authority (366) ⁴¹⁰	E
	UK Anti-Doping (380) ⁴¹¹	O
	Birmingham Organising C-ee for the 2022 Commonwealth Games Ltd (33) ⁴¹²	E
(e) <u>Gambling</u>	Horsrace Betting Levy Board (169) ⁴¹³	E
	National Lottery Community Fund (252) ⁴¹⁴	E
(f) <u>Regulators</u>	Gambling Commission (139) ⁴¹⁵	E
	Ofcom (276) ⁴¹⁶	O
	Phone-paid Services Authority (302) ⁴¹⁷	O
(g) <u>Committees & C-ers</u>	Information C-er's Office (195) ⁴¹⁸	E
	Advisory C-ee on National Records and Archives (13) ⁴¹⁹	A
	The Reviewing C-ee on the Export of Works or Art and Objects of Cultural Interest (329) ⁴²⁰	A
	Treasure Valuation C-ee (377) ⁴²¹	A
	Historic England (166) ⁴²²	E
(h) <u>Churches</u>	Churches Conservation Trust (59) ⁴²³	O
(i) <u>Tourism Bodies</u>	VisitBritain (401) ⁴²⁴	E
	VisitEngland (402) ⁴²⁵	E
(j) <u>Others</u>	Arts Council England (24) ⁴²⁶	E
	National Citizen Service (242) ⁴²⁷	O
	National Heritage Memorial Fund (248) ⁴²⁸	E

OTHER QUANGOS LINKED TO DCMS:

<i>Non-Ministerial Gov Depts:</i>	Charity Commission ⁴²⁹
	The National Archives ⁴³⁰
<i>High Profile Groups:</i>	Office for Civil Society ⁴³¹
	Centre for Data Ethics and Innovation ⁴³²

⁴¹⁰ 'helps to secure the conditions for safe and enjoyable experiences for spectators at all sports grounds in [E&W], and campaigns for safe sports grounds around the world.'

⁴¹¹ 'implements and manages anti-doping in the UK.'

⁴¹² 'A private company limited by guarantee established by the Dept for Culture, Birmingham City Council and the Commonwealth Games Ltd.'

⁴¹³ 'required to collect a statutory levy...the horserace betting levy.'

⁴¹⁴ 'gives millions of pounds from the UK's national lottery to good causes'. Formerly, the Big Lottery Fund.

⁴¹⁵ 'regulates arcades, betting, bingo, casinos, gaming machines etc.'

⁴¹⁶ 'regulator and competition authority for the UK communications industries.'

⁴¹⁷ 'UK regulator for contents, goods and services charged to a phone bill.'

⁴¹⁸ 'upholds information rights in the public interest, promoting openness by public bodies and data privacy for individuals.'

⁴¹⁹ 'advises the [SS for Culture] on the issues relating to access to public records.'

⁴²⁰ 'advises the government on the export of cultural property.'

⁴²¹ 'independent antiques or coin experts...establishes the likely market value of each treasure find.'

⁴²² 'government's statutory adviser on the historic environment.'

⁴²³ 'purpose is to protect historic churches at risk in England.' Is a UK charity.

⁴²⁴ 'national tourism agency'. Works with UK Trade and Investment.

⁴²⁵ 'national tourist board for England.'

⁴²⁶ 'champions, develops and invests in artistic and cultural experiences to enrich people's lives.'

⁴²⁷ 'voluntary personal and social development programme for 16-17 year olds, founded largely by money from the UK government.' See also National Citizen Service Act 2017.

⁴²⁸ 'saves the most outstanding parts of our heritage at risk of loss to the nation.'

⁴²⁹ 'regulates and registers charities in [E & W]'

⁴³⁰ 'official archive and publisher for the UK government and for [E & W].'

⁴³¹ 'responsible for policy relating to young people, volunteers, charities, social policy and public service mutuals'. This was once part of the CO.

⁴³² 'connects policymakers, industry, civil society and the public to develop the right government regime for data-driven technologies.'

Public Corporations: BBC⁴³³ (see 11)
 Channel 4 (C4)⁴³⁴ (see 11)
 Historic Royal Palaces⁴³⁵ (see 11)

TOTAL QUANGOS OF DCMS - 47.

How to rationalise these quangos:

1. **Museums/Libraries/Galleries/Theatres.** Possibly, the Museums (whether wholly or in part) should be grouped into 1 Public Corporation (or company limited by guarantee or charity) in order to enable cross-funding. So too, **Historic Royal Palaces** (with Museums). The same could also apply to the **art galleries** (i.e. National Gallery, National Portrait Gallery, Tate). **The MOD Museums** should, perhaps, be linked with the **Imperial War Museum** (with the Department for Digital having responsibility for the same and not the MOD), in order to permit cross funding.
2. **Regulators.** These should be combined into 1 Regulatory Commission. So too, the Charity Commission.
3. **Sports.** Consideration could be given to merging some of these.
4. **C-ees & Panels.** These should not be quangos but in-house, with the DCMS supplying the building and admin. Further, they could easily meet electronically (saving transport costs) and advise by email *etc.* However, to be independent (if required) none of the members of the committee should be civil servants or ex-civil servants.
5. **Tourism Bodies.** These could be merged. The **Office for Civil Society** and the **Centre for Data Ethics and Innovation** seem vacuous – are they required? So too the **National Citizen Service**.
6. **Buildings Conservation.** Consideration could be given to merging the **Churches Conservation Trust** and the **National Heritage Memorial Fund**.
7. **Tourism.** Consideration should be given to merging **VisitBritain** and **VisitEngland**.

13. DEPARTMENT OF HELTH & SOCIAL CARE (DHSC)

CS Acronyms:	(a) EA	Executive Agency (2);
	(b) E	Executive Non-Departmental Public Body (12);
	(c) A	Advisory Non-Departmental Public Body (7);
	(d) O	Other (8);
	(e) Executive Office	EO (5);
	(f) Non- Ministerial Dept	NMD (O and I High Profile Groups);
	(g) Ministerial Dept	MD(O);
	(h) Tribunal	T (O);
	(i) Ad Hoc Advisory Group	AG (O);
	(j) Independent Monitoring Body	IMB (O).

These Civil Service acronyms are not helpful (and, often, inaccurate). It is better to set out the *practical function* of the quango under some simple headings. Also, to indicate links to other Ministries.

(a) <u>Pay Review Body</u>	Review Body on Doctors’ and Dentists’ Remuneration (328) ⁴³⁶	A
(b) <u>Committees & Panels</u>	Administration of Radioactive Substances Advisory C-ee (4) ⁴³⁷	O
	Advisory C-ee on Clinical Excellence Awards (7) ⁴³⁸	A
	C-ee on Mutagenicity of Chemicals in Food, Common Products and the Environment (72) ⁴³⁹	A
	Accelerated Access Review (2) ⁴⁴⁰	O
	Health Education England (158) ⁴⁴¹	E

⁴³³ ‘British public service broadcaster’

⁴³⁴ A ‘public service broadcaster and works across television, film and digital media.’

⁴³⁵ ‘manages Britain’s unoccupied royal palaces’ viz. Tower of London, Hampton Court Palace, Banqueting House, Kensington Palace, Kew Palace.

⁴³⁶ ‘advises government on rates of pay for doctors and dentists.’

⁴³⁷ ‘advises the licensing authorities on applications from practitioners, employers and researchers who want to use radioactive substances on people.’

⁴³⁸ ‘advises health ministers on the presentation of clinical excellence awards to consultants working in the NHS.’

⁴³⁹ ‘assesses and advises on mutagenic risks to humans.’ Also, sponsored by the Food Standards Agency.

⁴⁴⁰ ‘to speed up access to innovative drugs, devices and diagnostics for NHS patients’.

⁴⁴¹ ‘new national leadership organisation for education, training and workforce development in the health sector.’

	Health Research Authority (159) ⁴⁴²	E
	Morecombe Bay Investigation (231) ⁴⁴³	O
	National Institute for Health and Care Excellence (251) ⁴⁴⁴	E
	Commission on Human Medicines (67) ⁴⁴⁵	A
	National Information Board (249) ⁴⁴⁶	O
	Public Health England (316) ⁴⁴⁷	EA
	National Data Guardian (245) ⁴⁴⁸	O
	Independent Reconfiguration Panel ⁴⁴⁹	A
(c) <u>Commissions & C-ers</u>	British Pharmacopoeia Commission (45) ⁴⁵⁰	A
(d) <u>Regulators</u>	Human Fertilisation and Embryology Authority (172) ⁴⁵¹	E
	Human Tissue Authority (173) ⁴⁵²	E
	Medicines and Healthcare Products Regulatory Agency (228) ⁴⁵³	EA
	Care Quality Commission (50) ⁴⁵⁴	E
	<i>Professional Standards Authority for Health and Social Care (314)⁴⁵⁵</i>	
(e) <u>NHS Bodies</u>	NHS Blood and Transfusion (232) ⁴⁵⁶	E
	NHS Business Services Authority (233) ⁴⁵⁷	E
	NHS Counter Fraud Authority (234) ⁴⁵⁸	O
	NHS Digital (235) ⁴⁵⁹	E
	NHS England (236) ⁴⁶⁰	E
	NHS Improvement (237) ⁴⁶¹	O
	NHS Pay Review Body (238) ⁴⁶²	A
	NHS Resolution (239) ⁴⁶³	E
(f) <u>Others</u>	Porton Biopharma Ltd (309) ⁴⁶⁴	E
	<i>Social Work England (362)⁴⁶⁵</i>	E

⁴⁴² ‘protects and promotes the interests of patients and the public in health research.’

⁴⁴³ ‘commissioned by [DOH] to look at the maternity and neonatal services in university hospitals Morecambe Bay foundation trust.’

⁴⁴⁴ ‘provides national assistance and advice to improve health and social care.’

⁴⁴⁵ ‘advises ministers on the safety, efficiency and quality of medical products.’

⁴⁴⁶ ‘puts data and technology safely to work for patients, service users, citizens and the professionals who serve them.’

⁴⁴⁷ ‘exist to protect and improve the nation’s health and wellbeing, and reduce health inequalities.’

⁴⁴⁸ ‘advises and challenges the health and care system to help ensure the nation’s confidential information is safeguarded securely and used properly.’

⁴⁴⁹ ‘independent expert on the NHS service change.’

⁴⁵⁰ ‘provides official standards for pharmaceutical substances and medicinal products.’

⁴⁵¹ ‘oversees the use of gametes and embryos in fertility treatment and research’.

⁴⁵² ‘ensures that human tissue is used safely and ethically, and with proper consent.’

⁴⁵³ ‘regulates medicines, medical devices and blood components for transfusion in the UK.’

⁴⁵⁴ ‘regulates all health and social care services in England’.

⁴⁵⁵ ‘promotes the health, safety and well being of patients, service users and the public by raising standards of regulation and voluntary registration of people working in health and care.’ It oversees the 9 statutory bodies that regulate the health professions in the UK and social care in England.’ This is an independent body accountable to Parliament. It is not listed by www.gov.uk, under the DHSC but should be.

⁴⁵⁶ ‘improves the supply of donated blood, organs and tissues, and raises the quality, effectiveness and efficiency of blood and transparent services.’

⁴⁵⁷ ‘provides central services to NHS bodies, patients and the public.’

⁴⁵⁸ ‘charged with identifying, investigating and preventing fraud and other economic crimes within the NHS and the wider health group.’

⁴⁵⁹ ‘uses information and technology to improve health and care.’

⁴⁶⁰ ‘authorises the new clinical commissioning groups.’

⁴⁶¹ ‘responsible for overseeing NHS foundation trusts, NHS trusts and independent providers.’

⁴⁶² ‘advises on the pay of NHS staff.’

⁴⁶³ ‘provides expertise to the NHS to resolve concerns fairly, sharing learning for improvement and preserving resources for patient care.’

⁴⁶⁴ ‘develops new vaccines, therapeutic proteins and enzyme products etc.’

⁴⁶⁵ ‘new specialist regulator for social workers in [E].’ Also, funded by the DfE, see p 49.

OTHER QUANGOS LINKED TO DHSC:

Non-Ministerial Gov Depts: None
High Profile Groups: Healthcare UK⁴⁶⁶
 Office for Life Sciences⁴⁶⁷

Public Corporations: None
Also connected to the DHSC: The Parliamentary and Health Service Ombudsman (294)⁴⁶⁸

TOTAL QUANGOS OF DHSC - 34.

How to rationalise these quangos:

1. **Pay Review.** The Review Body on Doctors’ and Dentists’ Remuneration should be in 1 Pay Review body.
2. **C-ees & Panels.** These (also, the British Pharmacopoeia Commission) should not be quangos but in-house, with the DHSC supplying the building and admin. Further, they could easily meet electronically (saving transport costs) and advise by email *etc.* However, to be independent (if required) none of the members of the committee should be civil servants or ex-civil servants.
3. **Regulators.** These should be part of 1 Regulatory Commission.
4. **NHS.** There is a large amount of duplication in the roles of the DHSC and the NHS. **Thus, who is running what?** Is the HNS running itself and the DHSC over sighting (regulating the same)? Or is the NHS running itself? Further, to ensure local accountability - and prevent a gargantuan bureaucracy - the NHS in Scotland, NI and Wales (with their respective quangos) should be distinct.
5. **Ombudsman.** The Parliamentary and Health Service Ombudsman should be part of 1 Ombudsman.

14. DEPARTMENT FOR BUSINESS (DFB)

CS Acronyms:	(a) EA (b) E (c) A (d) O (e) Executive Office (f) Non- Ministerial Dept (g) Ministerial Dept (h) Tribunal (i) Ad Hoc Advisory Group (j) Independent Monitoring Body	Executive Agency (5); Executive Non-Departmental Public Body (10); Advisory Non-Departmental Public Body (7); Other (12); EO (O); NMD (3 and O High Profile Groups); MD(O); T (3); AG (O); IMB (O).
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These Civil Service acronyms are not helpful (and, often, inaccurate). It is better to set out the *practical function* of the quango under some simple headings. Also, indicate links to other Ministries.

(a) Pay Review	Office of Manpower Economics (281) ⁴⁶⁹	O
(b) Committees & Panels	Low Pay Commission (221) ⁴⁷⁰	A
	C-ee on Climate Change (70) ⁴⁷¹	E
	Land Registration Rule C-ee (210) ⁴⁷²	A
	Council for Science and Technology (84) ⁴⁷³	O
	Government Office for Science (147) ⁴⁷⁴	O

⁴⁶⁶ ‘helps healthcare providers to do more business overseas’. Also, part of the Dept for International Trade, see p 59.
⁴⁶⁷ ‘champions research, innovation and the use of technology to transform health and care service.’ Also, part of the Department for Business.
⁴⁶⁸ ‘considers complaints by the public that UK gov departments, public authorities and the NHS in England have not acted properly or fairly or have provided a poor service.’ Comprises the offices of the Parliamentary C-er for Administration (PCA) and the Health Service C-er for England (HSC). Reports to both Houses of Parliament.
⁴⁶⁹ ‘provides an independent secretariat to 8 pay review bodies’.
⁴⁷⁰ ‘advises the government about the national living wage and the national minimum wage.’
⁴⁷¹ ‘advises the government on emissions targets and reports to Parliament on progress made on reducing greenhouse gas emissions.’
⁴⁷² ‘advises the [SS for the Environment] on making land registration rules and specifying service fees for land registration and information services established under the Land Registration Act 2012.’
⁴⁷³ ‘advises the [PM] on science and technology issues across government.’
⁴⁷⁴ ‘advise the [PM] and members of the Cabinet to ensure that government policies and decisions are informed by the best scientific evidence and strategic long term thinking.’

	Industrial Development Advisory Board (193) ⁴⁷⁵	A
(c) <u>Ombudsmen</u>	Small Business C-er (358) ⁴⁷⁶	E
	Independent Complaints Reviewer (183) ⁴⁷⁷	A
(d) <u>Regulators</u>	Regulatory Policy C-ee (325) ⁴⁷⁸	A
	Office of the Regulator of Community Interest Companies (288) ⁴⁷⁹	O
	Pubs Code Adjudicator (319) ⁴⁸⁰	O
	Groceries Code Adjudicator (150) ⁴⁸¹	O
	Financial Reporting Council (133) ⁴⁸²	O
	Central Arbitration C-ee (53) ⁴⁸³	T
(e) <u>Tribunals</u>	Competition Appeal Tribunal (79) ⁴⁸⁴	T
	Copyright Tribunal (83) ⁴⁸⁵	T
	Competition Service (80) ⁴⁸⁶	E
(f) <u>Energy</u>	Civil Nuclear Police Authority (61) ⁴⁸⁷	E
	Coal Authority (64) ⁴⁸⁸	E
	Nuclear Decommissioning Authority (273) ⁴⁸⁹	E
	Nuclear Liabilities Financing Assurance Board (274) ⁴⁹⁰	A
	Oil and Gas Authority (291) ⁴⁹¹	O
	C-ee on Radioactive Waste Management (73) ⁴⁹²	A
	C-ee on Fuel Poverty (71) ⁴⁹³	A
	C-er for Shale Gas (69) ⁴⁹⁴	O
	UK Atomic Energy Authority (382) ⁴⁹⁵	E
(g) <u>Space</u>	UK Space Agency (389) ⁴⁹⁶	EA
(h) <u>Companies</u>	Companies House (77) ⁴⁹⁷	EA

⁴⁷⁵ ‘advises ministers on applications from companies proposing to start capital investment projects in England who have applied for regional selective assistance under the grant for business investment scheme or the regional growth fund.’

⁴⁷⁶ ‘ensure fair payment practices for Britain’s 5.7 million small businesses.’

⁴⁷⁷ ‘investigates complaints about HM Land Registry and the Northern Ireland Youth Justice Agency.’

⁴⁷⁸ ‘regulates registered providers of social housing’.

⁴⁷⁹ ‘decides whether an acquisition is eligible to become, or continue to be, a community interest company.’

⁴⁸⁰ ‘responsible for enforcing the statutory Pubs Code [which] regulates the relationship between all pub companies owning 500 or more tied pubs in [E&W] and their tied tenants.’

⁴⁸¹ ‘independent regulator ensures that regulated retailers treat their direct suppliers lawfully and fairly’.

⁴⁸² ‘promotes transparency and integrity in business. Regulates auditors, accountants and actuaries.’

⁴⁸³ ‘encourage fair and efficient arrangements in the workplace by resolving collective disputes in [E, S & W].’

⁴⁸⁴ ‘specialist judicial body...whose function is to decide cases involving competition or economic regulatory issues.’

⁴⁸⁵ ‘aims to resolve UK commercial licensing disputes between copyright owners or their agents (collective management organisations) and people who use copyright material in their business’.

⁴⁸⁶ ‘hears appeals on ruling by the Competition and Market Authority (CMA), the Office of Fair Trading and [various regulators]. Also, reviews decisions on merger and market references. [*Gov proposes to merge*].’

⁴⁸⁷ ‘oversees the Civil Nuclear Constabulary (CNC) and must ensure that their policing meets the needs of the nuclear operating companies’.

⁴⁸⁸ ‘works to resolve the impacts of mining.’

⁴⁸⁹ ‘cleaning up the UK’s earliest nuclear sites.’ In Scotland, it is responsible to Scottish Ministers.

⁴⁹⁰ ‘Impartial scrutiny and advice on the suitability of the funded decommissioning programme submitted by operators of new nuclear power stations.’

⁴⁹¹ ‘regulate, influence and guarantee the UK oil and gas industry in order to...maximise the economic recovery of the UK’s oil and gas resources.’

⁴⁹² ‘provides independent scrutiny and advice to UK governments on the long-term management of higher activity radioactive wastes’.

⁴⁹³ ‘advises on the effectiveness of policies aimed at reducing fuel poverty and encourages greater co-ordination across the organisations working to reduce fuel poverty.’

⁴⁹⁴ a ‘ministerial public appointment that acts independently of government as a contact point for residents.’

⁴⁹⁵ ‘researches fusion energy and related technologies.’

⁴⁹⁶ ‘responsible for all strategic decisions on the UK civil space programme.’

⁴⁹⁷ we ‘incorporate and dissolve limited companies.’

	The Insolvency Service (198) ⁴⁹⁸	EA
(i) <u>Copyright</u>	Intellectual Property Office (200) ⁴⁹⁹	EA
(j) <u>Banks</u>	British Business Bank (39) ⁵⁰⁰	O
(k) <u>Conciliation Service</u>	Advisory, Conciliation and Arbitration Service (16) ⁵⁰¹	E
(l) <u>Weather</u>	Met Office (229) ⁵⁰²	EA
(m) <u>Others</u>	British Hallmarking Council (42) ⁵⁰³	E
	Certification Officer (56) ⁵⁰⁴	O
	Higher Education Statistics Agency (164) ⁵⁰⁵	
	UK Research and Innovation (388) ⁵⁰⁶	E
<u>OTHER QUANGOS LINKED TO DfB:</u>		
<i>Non-Ministerial Gov Depts:</i>	Competition and Markets Authority ⁵⁰⁷	
	HM Land Registry ⁵⁰⁸	
	Ofgem ⁵⁰⁹	
<i>High Profile Groups:</i>	Employment Agency Standards Inspectorate ⁵¹⁰	
	Government Chemist ⁵¹¹	
	Innovate UK (part of UK Research and Innovation) ⁵¹²	
	Office for Product Safety Standards ⁵¹³	
	Offshore Petroleum Regulator for the Environment & Decommissions ⁵¹⁴	
<i>Public Corporations:</i>	Ordnance Survey ⁵¹⁵	
<i>Sub-quangos of UK Research and Innovation:</i>	Biotechnology and Biological Sciences Research Council (32) ⁵¹⁶	
	Economic and Social Research Council (117) ⁵¹⁷	
	Engineering and Physical Sciences Research Council (121) ⁵¹⁸	
	Medical Research Council (227) ⁵¹⁹	
	Natural Environment Research Council (259) ⁵²⁰	

⁴⁹⁸ 'helps to delivery economic confidence by supporting those in financial distress tackling wrongdoing and maximising returns to creditors.'

⁴⁹⁹ 'UK government body responsible for intellectual property rights, including patents, designs, trademarks and copyrights.'

⁵⁰⁰ 'Government owned business development bank dedicated to making financial markets work better for smaller businesses.'

⁵⁰¹ '[ACAS] aims to improve organisations and working life through better employment relations, working with employees to solve problems and improve performance.'

⁵⁰² 'UK's national weather service.'

⁵⁰³ 'supervises the hallmarking activities of the 4 assay offices in the UK to ensure there is adequate supervision of hallmarking within the UK.'

⁵⁰⁴ 'responsible for statutory functions relating to trade unions and employer's associations.'

⁵⁰⁵ 'collect, process and publish data about higher education in the [UK]. This should also be part of the Dept of Education or the UK Statistics Authority.'

⁵⁰⁶ 'national funding agency investing in science and research in the UK.'

⁵⁰⁷ 'work to promote competition for the benefit of consumers, both within and outside the UK.'

⁵⁰⁸ 'register the ownership of land and property in [E & W].'

⁵⁰⁹ 'regulator for gas and electricity markets in Great Britain.'

⁵¹⁰ 'protects the rights of workers by ensuring that employment agencies and businesses treat their workers fairly.'

⁵¹¹ 'resolve scientific disputes mainly in the food and feed sectors, give advice to regulators industry and carry out research.'

⁵¹² 'UK's innovation agency'. Part of UK Research and Innovation.

⁵¹³ 'to make regulation work, so that it protects people and enables businesses to understand their obligations.'

⁵¹⁴ 'responsible for regulating environmental and decommissioning activity for oil and gas operations in the UK.'

⁵¹⁵ 'Great Britain's national mapping agency.'

⁵¹⁶ Part of UK Research and Innovation 'predominantly funds research institutes and university research [depts.] in the UK.'

⁵¹⁷ 'UK's largest organisation funding research on economic and social issues.'

⁵¹⁸ 'main UK government agency for funding research and funding research and training in engineering and on physical sciences.'

⁵¹⁹ 'national funding agency dedicated to improving human health by supporting research across the entire spectrum of medical sciences..'

⁵²⁰ 'UK's main agency for funding and managing research, training and knowledge exchange in atmospheric, earth, biological, terrestrial and aquatic sciences.'

	Science and Technology Facilities Council (342) ⁵²¹
	Arts and Humanities Research Council (27) ⁵²²
Sub-quangos of the Nuclear Decommissioning Authority:	Radioactive Waste Management (321) ⁵²³
	Sellafield Ltd (350) ⁵²⁴
	Low Level Waste Depository (220) ⁵²⁵
	Magnox Ltd (222) ⁵²⁶
	Dounreay (111) ⁵²⁷
Sub-quango of the Intellectual Property Office:	Company Names Tribunal (78) ⁵²⁸
Sub-quango of the Civil Nuclear Police Authority:	Civil Nuclear Constabulary ⁵²⁹

TOTAL QUANGOS OF DfB - 62.

How to rationalise these quangos:

1. **Pay Review.** The **Office of Manpower Economics** should be in 1 Pay Review body - providing manpower to them all.
2. **C-ees & Panels.** These should not (including the Office for Product Safety Standards and Innovate UK) be quangos but in-house, with the DfB supplying the building and admin. Further, they could easily meet electronically (saving transport costs) and advise by email *etc.* However, to be independent (if required) none of the members of the committee should be civil servants or ex-civil servants.
3. **Ombudsman.** These should be part of 1 Ombudsman. So too, the **Government Chemist** (which handles complaints)
4. **Regulators.** These should be part of 1 Regulatory Commission. Also, **Ofgem**, the **Employment Agency Standards Inspectorate** and the **Offshore Petroleum Regulator for the Environment and Decommissioning.**
5. **Tribunals.** These 3 should be merged. So too, the **Company Names Tribunal.**
6. **Energy.** All these should be part of a new Energy Ministry. So, too the sub-quangos of the **Nuclear Decommissioning Authority.**
7. **Weather.** This should be part of a PC relating to UK Data, see 11. So too, the **Higher Education Statistics Agency and Ordnance Survey.**
8. **Police.** The **Civil Nuclear Police Authority** and the **Civil Nuclear Constabulary** should be part of the general police.

15. DEPARTMENT FOR INTERNATIONAL TRADE (DfIT) & UK Export Finance

CS Acronyms:	(a) EA	Executive Agency (O);
	(b) E	Executive Non-Departmental Public Body (O);
	(c) A	Advisory Non-Departmental Public Body (O);
	(d) O	Other (O);
	(e) Executive Office	EO (O);
	(f) Non- Ministerial Dept	NMD (O and 7 High Profile Groups);
	(g) Ministerial Dept	MD(O);
	(h) Tribunal	T (O);
	(i) Ad Hoc Advisory Group	AG (O);
	(j) Independent Monitoring Body	IMB (O).

These Civil Service acronyms are not helpful (and, often, inaccurate). It is better to set out the *practical function* of the quango under some simple headings. Also, to indicate links to other Ministries.

The DfIT is closely connected with 6 HPG's:

Non-Ministerial Gov Depts:	None
High Profile Groups:	Department for International Trade, Defence and Security Organisation ⁵³⁰

⁵²¹ 'coordinates research on some of the most significant challenges facing society...offers grants and support in particle physics, astronomy and nuclear physics.'

⁵²² 'supports arts and humanities research in the UK'.

⁵²³ 'mission is to deliver a geological disposal facility and provide radioactive waste management solutions.'

⁵²⁴ Responsible for the safe and secure operation and clean up of the Sellafield nuclear site'.

⁵²⁵ 'manages the low level waste repository in Cumbria and ensures that lower activity waste is managed effectively across the UK.'

⁵²⁶ 'responsible for the same and secure clean up of 12 nuclear sites and the operation of one hydro-electric plant.'

⁵²⁷ 'responsible for the safe and secure clean up of the Dounreay nuclear site.'

⁵²⁸ 'deal with complaints about cases where a company name is registered for the primary purpose of preventing someone else with a legitimate interest from registering it, or demanding payment for them to release it.'

⁵²⁹ 'armed police force in charge of protecting civil and nuclear sites and nuclear materials in [E, S & W].'

⁵³⁰ 'we helped UK defence and security industries to export.'

Life Sciences Organisation⁵³¹
 Healthcare UK (*also, part of the Dept of Health & Social Care*).
 Trade Remedies and Investigations Directorate⁵³²
 UK Defence and Security Exports⁵³³
 UK National Contact Point⁵³⁴

Public Corporations: None

The DfIT is also closely connected with a quango of **UK Export Finance**⁵³⁵ which describes itself as a ministerial department. UK Export Finance has 2 sub-quangos:

Export Guarantees Advisory Council (128);⁵³⁶
 Export Control Joint Unit (also a HPG).⁵³⁷

It is suggested that both DfIT and UK Export Finance become part of a Trade Ministry (with the above quangos becoming in-house parts of the same).

16. QUANGOS, SCOTLAND, WALES & NI⁵³⁸

The government website, www.gov.uk lists the following as quangos for Scotland, Wales and NI.

Scotland

Boundary Commission for Scotland (37)⁵³⁹

Wales

Arts Council of Wales (26)⁵⁴⁰
 Careers Wales (51)⁵⁴¹
 Estyn (125)⁵⁴²
 Natural Resources Wales (261)⁵⁴³
 Public Health Wales (317)⁵⁴⁴
 Sport Council for Wales (365)⁵⁴⁵
 Wales Audit Office (403)⁵⁴⁶
 Welsh Language C-er (405)⁵⁴⁷
 NHS Wales⁵⁴⁸
 NHS Wales Informatics Service (240)⁵⁴⁹ **Total: 10 quangos**

Northern Ireland

Agri-Food and Biosciences Institute (Northern Ireland)(17)⁵⁵⁰ Arts Council of NI (25)⁵⁵¹

⁵³¹ 'helps UK life sciences companies to do business overseas and support foreign life sciences companies to invest in the UK.'

⁵³² 'investigates whether new trade remedies are needed to prevent injury to UK industries caused by unfair trading practices and unforeseen surges in imports.'

⁵³³ 'help the UK defence and security industries to export.' Said to be a HPG, but not recorded as such (see **11**).

⁵³⁴ 'responsible for promoting the OECD guidelines for multinational enterprises on responsible business conduct for operating the complaints mechanism set out in the guidelines.'

⁵³⁵ 'our mission is to ensure that no viable UK export fails for lack of funding or insurance, while operating at no net cost to the taxpayer.'

⁵³⁶ 'advise [SS for Int Trade] on UK Export Finance's operations.'

⁵³⁷ 'administers the UK's system of export controls and licensing for military and dual use items.'

⁵³⁸ 'responsible for food safety.'

⁵³⁹ 'carries out boundary reviews of parliamentary constituencies in Scotland.' This is a non departmental public body sponsored by the SS for Scotland.

⁵⁴⁰ 'responsible for funding and developing the arts in Wales.'

⁵⁴¹ 'provides independent and impartial careers information, advice and guidance services for Wales.'

⁵⁴² 'provide advice and guidance to the Welsh government on quality and standards etc which promote the spread of the best practice in education and training in Wales.' Funded by the Welsh Assembly.

⁵⁴³ 'ensures the environment and natural resources of Wales are sustainably maintained, used, now and in the future.'

⁵⁴⁴ 'HNS body whose purpose is to protect and improve health and wellbeing and reduce health inequalities.'

⁵⁴⁵ 'national organisations responsible for developing and promoting sport and physical activity in Wales.'

⁵⁴⁶ 'public money watchdog in Wales.'

⁵⁴⁷ 'to promote the use of the Welsh language.'

⁵⁴⁸ 'the publicly funded healthcare system in Wales.' The website www.gov.uk does not mention this quango, although it should.

⁵⁴⁹ 'collects stores and analyses and presents [national] data and statistical data for NHS Wales.'

⁵⁵⁰ 'carries out research, development and testing for the [Dept of Ag] and other public bodies and companies.'

⁵⁵¹ 'development and funding agency for the arts in [NI].'

Boundary Commission for NI (36) ⁵⁵²	Dept for Communities (NI)(98) ⁵⁵³
Dept for Infrastructure (NI)(99) ⁵⁵⁴	Dept for the Economy (NI)(100) ⁵⁵⁵
Dept for Agriculture, Environment and Rural Affairs (NI)(101) ⁵⁵⁶	Dept for Finance (NI)(103) ⁵⁵⁷
Dept for Education (NI)(102) ⁵⁵⁸	Dept of Justice (NI)(105) ⁵⁵⁹
Dept of Health (NI)(104) ⁵⁶⁰	The Executive Office (NI)(126) ⁵⁶¹
HSC Business Services Organisation (NI)(157) ⁵⁶²	Legal Services Agency (NI)(215) ⁵⁶³
Livestock and Meat Commission for NI (217) ⁵⁶⁴	NI Council for the Curriculum, Examinations & Assessment (265) ⁵⁶⁵
NI Courts and Tribunals Service (266) ⁵⁶⁶	NI Housing Executive (267) ⁵⁶⁷
NI Human Rights Commission (268) ⁵⁶⁸	NI Policing Board (269) ⁵⁶⁹
Northern Ireland Statistics and Research Agency (270) ⁵⁷⁰	Office of the Police Ombudsman for NI (285) ⁵⁷¹
Parades Commission for NI (293) ⁵⁷²	Police Service of NI (308) ⁵⁷³
Probation Board for NI (313) ⁵⁷⁴	Public Health Agency (NI)(315) ⁵⁷⁵
Public Prosecution Service for NI (318) ⁵⁷⁶	Youth Justice Agency of NI (409) ⁵⁷⁷

Total: 28 quangos

All these quangos - to the extent presently devolved - should be removed from the www.gov.uk website and dealt with in a separate Scotland, Wales and NI websites (the same also to have an A2 chart). Where possible, ALL quangos relating to Scotland, Wales & NI (inc NHS bodies) should be devolved, since all they deal with micro, and not macro, things.

17. PARLIAMENTARY QUANGOS

The following bodies were created as independent public bodies pursuant to legislation:

- The Electoral Commission (119)⁵⁷⁸
- Independent Parliamentary Standards Authority (189)⁵⁷⁹

⁵⁵² ‘reviews all UK Parliamentary constituencies in [NI].’

⁵⁵³ ‘tackling disadvantage and building sustainable communities.’

⁵⁵⁴ ‘improve quality of life by securing transport and water infrastructure and shaping the region’s long term strategic development.’

⁵⁵⁵ ‘promote the development of a globally competitive economy’.

⁵⁵⁶ ‘assists the competitive development of the agri-food, fishing and forestry sectors of the [NI] economy etc.’

⁵⁵⁷ ‘a devolved [NI] government department in the [NI] Executive.’

⁵⁵⁸ ‘aims to promote the education of the people of the north of Ireland.’

⁵⁵⁹ has a ‘range of powers relating to devolved policing and is responsible for the resourcing, legislative and policy framework of the justice system in [NI].’

⁵⁶⁰ ‘to improve the health and social well-being of the people of [NI] etc.’

⁵⁶¹ ‘overall responsibility for the running of the [NI] Executive.’

⁵⁶² ‘to provide a broad range of regional business support functions and specialist professional services to the health and social care sector in [NI].’

⁵⁶³ ‘executive agency within the [NI] Do J [Dept of Justice].’

⁵⁶⁴ ‘assists the development of the livestock and livestock products industries.’

⁵⁶⁵ ‘[NI’s] awarding application, offering a range of qualifications’. Sponsored by the NI Dept. of Education.

⁵⁶⁶ ‘agency under the [DOJ (NI)] sponsored by the access to justice directorate.’

⁵⁶⁷ ‘sponsored by the [Dept for Communities (NI)].’

⁵⁶⁸ ‘ensures government and other public bodies protect the human rights of everyone in [NI].’

⁵⁶⁹ ‘police authority for [NI], charged with supervising the activities of the police service in [NI].’ Sponsored by the DOJ (NI).

⁵⁷⁰ ‘an executive agency within the [Dept of Finance (NI)].’

⁵⁷¹ ‘independent impartial police complaints system for [NI].’

⁵⁷² ‘has the power to place restrictions on public processions and related protest meetings’. Part of the NI Office.

⁵⁷³ ‘is the police force that serves [NI].’

⁵⁷⁴ ‘has a range of devolved policing and justice functions’. Works with DOJ (NI).

⁵⁷⁵ ‘established in 2009 under a major reform of health services in NI.’ Works with Dept of Health (NI).

⁵⁷⁶ ‘principal prosecuting authority in NI.’

⁵⁷⁷ ‘aims to make communities safer by helping children to stop offending.’ Works with the DOJ (NI).

⁵⁷⁸ ‘regulates party and election finance and sets standards for how elections should be run’. This is an independent body created in 2001 as a result of the Political Parties, Elections and Referendum Act 2001. It regulates party and election finance and sets standards for how elections should be run.

⁵⁷⁹ ‘sets and regulates MP’s salaries, pensions, business costs and expenses.’ This was created by the Parliamentary Standards Act 2009.

- *Iraq Inquiry (Chilcot Report (203) (ended in 2016))*⁵⁸⁰

The first 2 should be part of 1 Regulatory Commission.

18. FOOD STANDARDS AGENCY (FSA)⁵⁸¹

This agency is a quango in the form of a non-ministerial government department. It was established in 2000 to protect public health in relation to food in England, Wales and NI. There is a separate agency in Scotland (Food Standards Scotland). The nutrition policy of the FSA was transferred to the Dept of Health in England (and to the Welsh Government's Dept of Health in Wales) in 2010. The FSA has 6 sub-quangos:

- Advisory Committee on Animal Feeding Stuffs (5)⁵⁸²
- Advisory Committee on Novel Foods and Processes (9)⁵⁸³
- Advisory Committee on the Microbiological Safety of Food (11)⁵⁸⁴
- Committee on Toxicity of Chemicals in Food, Consumer Products and the Environment (75)⁵⁸⁵
- General Advisory Committee on Science (142)⁵⁸⁶
- Social Science Research Committee (360)⁵⁸⁷

The FSA (with its sub-quangos) should be part of 1 Regulatory Commission. Public health in relation to food in Wales and NI should be transferred to the same.

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⁵⁸⁰ This inquiry finished with the publication of the Chilcot Report in 2016 (after 7 years). *Therefore, it should be removed from the www.gov.uk website.*

⁵⁸¹ responsible for food safety and hygiene in [E, W & NI].

⁵⁸² 'advises the safety and use of animal feeds and feeding practices.'

⁵⁸³ 'advises the [FSA] on any matters relating to novel foods (including genetically modified foods) and novel processes (including food irradiation).'

⁵⁸⁴ 'provides expert advice to government on questions relating to microbiological issues and food.'

⁵⁸⁵ 'provides advice to the [FSA, DOH] and other government departments on matters concerning the toxicity of chemicals.'

⁵⁸⁶ 'provides...advice in the [FSA's governance and use of science.'

⁵⁸⁷ 'advice to the [FSA] about how it gathers and uses social science evidence.'