

Members of the board 2025

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Introduction

Quasi-autonomous non-governmental organisations (quangos) are funded by taxpayers but not directly controlled by the central government.¹ They range from non-ministerial departments that regulate various sectors, to public corporations that deliver public services, to smaller expert committees that provide advice. These include organisations such as HM Revenue and Customs, HM Prisons and Probation Service, NHS England and the BBC which manage substantial budgets and hold vast sway over many aspects of taxpayers' everyday lives. What they all have in common is minimal ministerial direction, meaning they face less scrutiny and accountability.²

The new Labour government is set to create or overhaul at least 17 public bodies,³ such as the Fair Work Agency, Armed Forces Commissioner and a football regulator. It is imperative that the leadership of new and existing quangos are accountable and that they are representative of the public. Warning that arm's-length bodies (ALBs) have become a "law unto themselves", the chair of the public administration committee announced plans for an inquiry into those organisations in November 2024.⁴

This research paper updates previous work carried out by the TaxPayers' Alliance (TPA) in 2020,⁵ which examined the membership, attendance and remuneration of quango boards in 2018-19, with data from 2022-23.

Key findings

- There were at least **4,605** positions on the boards of **398** quangos in 2022-23, an increase of **6 per cent** from 2018-19. Of these, **3,824** positions were non-executive.
- From 2018-19 to 2022-23, at least **17** new quangos were established.
- At least **285** quango board members sat on more than one board in 2022-23. This included:
 - ♦ **one** person who sat on **nine** boards,
 - ♦ **one** person who sat on **six** boards,
 - ♦ **five** people who sat on **four** boards,
 - ♦ **31** who sat on **three** boards,
 - ♦ and **247** who sat on **two** boards.
- Members were collectively eligible to attend **21,332** board meetings in 2022-23, of which **10.5 per cent** or **2,230** were missed.⁶
- **Martin Spencer** sat on **nine** quango boards in 2022-23, the most of any individual.
 - ♦ This included being a non-executive board member, director, or commissioner for the following organisations: Ofsted, the Civil Service Commission, Companies House, the Criminal Cases Review Commission, the Criminal Injuries Compensation Authority, the Education and Skills Funding Agency, the Legal Ombudsman, NHS Counter Fraud Authority, and Submarine Delivery Agency.
 - ♦ Of the **65** meetings he was eligible to attend in 2022-23, he missed **18**, or **28 per cent**.
 - ♦ His total remuneration for holding these positions in 2022-23 was **£145,000**.

¹ BBC, Q&A: *What is a quango?*, 14 Oct 2010, www.bbc.co.uk/news/uk-politics-11405840, (accessed 19 July 2024).

² Norrie, R., *The failing quango state*, Civitas, April 2023, pp.6-7.

³ Mason, R., Labour's new public bodies are likely to come at a high cost, thinktank finds, *The Guardian*, 21 November 2024.

⁴ Fisher, L., Some UK quangos are 'a law unto themselves', Commons committee chair warns, *Financial Times*, 22 November 2024.

⁵ Friend, D., *Members of the Board*, TaxPayers' Alliance, October 2020, www.taxpayersalliance.com/members_of_the_board_2020, (accessed 18 July 2024).

⁶ Attendance figure only includes main board meetings and not meetings of sub-committees.

- **Emir Feisal** sat on **six** quango boards in 2022-23, the second most of any individual.
 - ♦ This included being a non-executive board member, director, or commissioner for the following organisations: the Serious Fraud Office, the British Transport Police Authority, Companies House, the Driver and Vehicle Standards Agency, the Judicial Appointments Commission and the Pensions Ombudsman.
 - ♦ He was eligible to attend **32** meetings at four of these organisations in 2022-23, of which he attended **23**, missing **28 per cent**.
 - ♦ His total remuneration for holding these positions in 2022-23 was **£70,500**.
- Remuneration of all quango board members in 2022-23 was at least **£125.8 million**, with remuneration for non-executive members comprising **£27.5 million** of this sum.
- In 2022-23, the average remuneration for a non-executive main board chair position was **£44,694**, while the average remuneration for a non-executive board member position (excluding main board chairs) was **£11,052**.
- **Peter Hendy**, chair of Network Rail, received **£316,000** in total remuneration in 2022-23, the highest of any non-executive board member.
- **Caroline Ackah** and **Bill Pauley** missed the most meetings in a single role, at **nine** each. Both were eligible to attend **11** meetings as non-executive board members for the **Police Service of Northern Ireland**. They attended just **two**.

Background

Quangos are usually governed by a board comprising executive and non-executive members. However, appointees often face little scrutiny before taking up their post, both from the public and parliamentarians. A 2021 report by the public accounts committee found that the current public appointments process “does not give confidence that it is efficient, transparent and fair”.⁷ A governance code on public appointments exists - however the Cabinet Office, which has policy responsibility for the governance and accountability of quangos, has failed to enforce it. According to the report, this gives rise to “real risks around the transparency and accountability of the public appointments process”.⁸

The Institute for Government (IfG) reported that in 2020 fewer bodies hold public meetings or publish the minutes of those meetings, and fewer release registers of interests for board members than in 2016.⁹ Central government has also exercised less oversight, with the Cabinet Office releasing less accessible data on public body accountability than it used to. It no longer collects data on how recently a body has released an annual report, and no longer publishes transparency data on 143 bodies that were recategorized outside the boundary of an ALB.¹⁰

While ALBs are technically overseen by their sponsoring departments, the relationships between them, departments and ministers “inevitably reach toward vagueness”.¹¹ By their very nature, they are shielded from direct ministerial control, making it difficult for politicians to exercise oversight. Arts Council England, which has been fiercely criticized for an “arrogant and secretive collective mindset”, has had the same chairman for seven years and the same chief executive for a decade.¹² In that same period, a

⁷ House of Commons Committee of Public Accounts, *Government's delivery through arm's-length bodies*, 16 September 2021, p.7.

⁸ Ibid.

⁹ Lily, A. et al., *Whitehall Monitor 2022*, Institute for Government, 31 January 2022, p.89.

¹⁰ Ibid, pp.89-90.

¹¹ Norrie, R., *The failing quango state*, Civitas, April 2023, p.7.

¹² Morrison, R., How Arts Council bosses escaped the executioner's axe – for now, *The Times*, 30 May 2024.

dozen culture secretaries have come and gone, with a planned inquiry into the quango commissioned by the last culture secretary put on hold due to the 2024 general election.¹³

In addition to the previously discussed criticisms made by the public accounts committee, another problem quango appointments face is a lack of diversity in beliefs and background. Previous work by the TPA has shown that there is a lack of geographical and political diversity in appointments.¹⁴ Appointees from the north of England, for example, only account for around ten per cent of English and Welsh quangos. Quango appointees are also far more likely to be associated with the Labour party. Nearly half of those who declared a political affiliation in 2018-19 were affiliated with Labour compared to just three in ten with the Conservatives. For example, six out of nine commissioners on the Low Pay Commission in 2022 declared a political association. Of these, five of them were affiliated with Labour with the sixth affiliated with the Liberal Democrats.¹⁵ This is despite the fact that a Conservative government was in power in both 2018-19 and 2022, with figures being even more skewed under the previous Labour government.¹⁶

Uniformity in background and outlook makes quangos vulnerable to group think, whereby the usual corporate governance functions seen in the business world cannot be applied as effectively.¹⁷ This undermines quango board members' ability to carry out their intended purpose – providing oversight and representing the interests of the public. That quangos often exercise their powers in secrecy worsens the problem. Ofqual, for example, rejected external advice from the Royal Statistical Society because the latter would not sign non-disclosure agreements.¹⁸ Shielded from scrutiny and usurping more of the functions that used to be the remit of elected politicians, they create a dangerous democratic deficit.

Recommendations

A points-based appointments process

The TPA has previously called on the government to implement a points based appointments system which would improve the composition of quango boards.¹⁹ Such a system would assign points for positive traits such as professional experience in the relevant sector, having a different political affiliation from their predecessor, or originating from an underrepresented region, while assigning negative points for those who already sit on the board of another quango, work for a company that receives a majority of their revenue from taxpayers or are donors to political parties.

The highest scores would automatically make the shortlist for the role while negative scores would result in a candidate being disregarded. This would create a more transparent and meritocratic system of appointments that gives the public confidence that those on quango boards are there for good reasons.

Linking remuneration with attendance

Once appointed, quango board members should be expected to fulfil their responsibilities, including attending all meetings. To incentivise this, remuneration should be linked to number of meetings attended. Consistently missing meetings should have consequences, particularly when the appointee in question holds multiple roles across more than one quango. Given the relatively few meetings held

¹³ Morrison, R., How Arts Council bosses escaped the executioner's axe – for now, *The Times*, 30 May 2024.

¹⁴ TaxPayers' Alliance, *Briefing: public appointments*, January 2020, www.taxpayersalliance.com/briefing_public_appointments, (accessed 26 November 2024).

¹⁵ Norrie, R., *The failing quango state*, Civitas, April 2023, p.28.

¹⁶ Lily, A. et al., *Whitehall Monitor 2022*, Institute for Government, 31 January 2022, p.90.

¹⁷ Simpson, D., *Points-based public appointments*, TaxPayers' Alliance, November 2020. p.3.

¹⁸ *The Times*, The Times view on Public Health England and Ofqual: Failing State, 19 August 2020.

¹⁹ Simpson, D., *Points-based public appointments*, TaxPayers' Alliance, November 2020. p.4.

each year, failure to attend all of them could suggest that the individual in question has too many responsibilities. In this scenario, appropriate action should be taken to reduce the number of roles that they hold, with this being taken into consideration for any future potential quango roles they are put forward for.

Limiting the number of roles an individual can hold

To the extent that it is difficult for any individual to divide their attention between multiple organisations, it would be prudent to limit the number of appointments an individual can hold even if they are able to attend all meetings. Many individuals included in this paper will have memberships outside of quango boards, such as sitting on the boards of other public organisations like NHS trusts, private sector companies and non-governmental organisations, which may result in insufficient attention being paid to some of their roles.

Limiting the number of quangos

Finally, governments should strive to limit the number of quangos. Ministers should take responsibility for political decisions instead of outsourcing them to unelected quangos which are difficult for the public to hold to account. ALBs must only be set up as a last resort, as is already the official guidance.²⁰ This is something that the previous government failed to do, with one quarter of business cases for ALBs submitted from 2016 to 2020 not containing a cost-benefit analysis of the chosen delivery model.²¹

The government should urgently reconsider whether the quangos they are planning to set up are necessary in light of the high fixed costs involved – in terms of time, budget and leadership focus, as well as the accountability deficit inherent in their nature. The IfG suggests that in some respects creating a new public body can be more costly than creating a new government department – which already costs £15 million excluding staff costs and £34 million more in lost productivity.²²

²⁰ Cabinet Office, *The Approvals Process for the Creation of New Arm's-Length Bodies: Guidance for Departments*, 2018, p.3.

²¹ House of Commons Committee of Public Accounts, *Government's delivery through arm's-length bodies*, 16 September 2021, p.9.

²² Gill, M. & Bishop, M., *How to set up a public body*, Institute for Government, November 2024, p.10.
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Data

Table 1: 15 highest remunerated non-executive board members, 2022-23

Name	Position	Organisation	Total (£)
Peter Hendy	Chair	Network Rail	316,000 ²³
	Trustee	Science Museum Group	
Ros Rivaz	Non-executive director	Defence Equipment and Support	215,000 ²⁴
	Chair	Nuclear Decommissioning Authority	
Richard Lloyd	Interim chair/senior independent director	Financial Conduct Authority ²⁵	178,500 ²⁶
	Chair	Independent Parliamentary Standards Authority	
Richard Sharp	Chair	BBC	172,000
Martin Cave	Chair	Ofgem	162,500
Richard George	Chair	DfT OLR Holdings Limited	150,000
Mark Hoban	Chair	Flood Re	150,000
John Manzoni	Chair	Atomic Weapons Establishment	150,000
Stephen Hillier	Chair	Civil Aviation Authority	147,500 ²⁷
	Chair	Royal Air Force Museum	
	Non-executive director	UK Atomic Energy Authority	
Mark Russell	Chair	Defence Equipment and Support	147,500
Martin Spencer	Commissioner	Civil Service Commission	145,000 ²⁸
	Non-executive board member	Companies House	
	Non-executive director	Criminal Cases Review Commission	
	Non-executive board member	Criminal Injuries Compensation Authority	
	Interim chair/chair	Education and Skills Funding Agency ²⁹	
	Non-executive director	NHS Counter Fraud Authority	
	Non-executive board member	Ofsted	
	Non-government non-executive director	Submarine Delivery Agency	
	Member	The Legal Ombudsman	
Michael Grade	Chair	Ofcom ³⁰	130,625
Jan Du Plessis	Chair	Financial Reporting Council	125,000
Robert Smith	Chair	British Business Bank	123,800
Brendan McCafferty	Chair	National Employment Savings Trust (NEST) Corporation	122,500

²³ £316,000 from Network Rail, no data for Science Museum Group.

²⁴ £27,500 from Defence Equipment and Support, £187,500 from Nuclear Decommissioning Authority.

²⁵ Senior independent director until 1 June 2022. Interim chair from 1 June 2022 to 19 February 2023. Senior independent director from 20 February 2023.

²⁶ £136,00 from Financial Conduct Authority, £42,500 from Independent Parliamentary Standards Authority.

²⁷ £130,000 from Civil Aviation Authority, £17,500 from UK Atomic Energy Authority, no data for the Royal Air Force Museum.

²⁸ £70,000 from Civil Service Commission, £12,500 from Companies House, £2,500 from Criminal Cases Review Commission, £2,500 from Criminal Injuries Compensation Authority, £12,500 from Education and Skills Funding Agency, £7,500 from NHS Counter Fraud Authority, £7,500 from Ofsted, £17,500 from Submarine Delivery Agency, £12,500 from The Legal Ombudsman.

²⁹ Interim chair from to 1 August 2022, chair thereafter.

³⁰ From 1 May 2022.

Table 2: 10 positions with most meetings missed, excluding executive positions, 2022-23³¹

Name	Position	Organisation	Attendance	Meetings missed	Remuneration (£)
Carol Ackah	Non-executive member	Police Service of Northern Ireland	2/11	9	2,500
Bill Pauley	Non-executive member	Police Service of Northern Ireland	2/11	9	2,500
Andrew Gwynne	Director	Great Britain-China Centre	2/10	8	No data
Brendan Whittle	Strategic planning and performance group director in attendance	Public Health Agency (Northern Ireland)	2/10	8	No data
Jeremy Kite	Board member (Dartford council)	Ebbsfleet Development Corporation	4/11	7	No data
Luke Graham	Director	Great Britain-China Centre	3/10	7	No data
Paul Johnson	Member	Committee on Climate Change	6/12	6	2,500
Tony McGovern	Member	Family Procedure Rule Committee	1/7	6	No data
Simon Wessely	Commissioner	Judicial Appointments Commission	4/10	6	17,000
Joanne Bunting	Political member (DUP)	Northern Ireland Policing Board	3/9	6	No data

Table 3: individuals who sat on nine quango boards, 2022-23

Name	Position	Organisation	Attendance	Remuneration (£)	Note
Martin Spencer	Commissioner	Civil Service Commission	8/10	70,000	
	Non-executive board member	Companies House	5/7	12,500	
	Non-executive director	Criminal Cases Review Commission	6/7	2,500	
	Non-executive board member	Criminal Injuries Compensation Authority	1/4	2,500	
	Interim chair/chair	Education and Skills Funding Agency	5/5	12,500	Permanent chair from 1 August 2022
	Non-executive director	NHS Counter Fraud Authority	3/8	7,500	
	Non-executive board member	Ofsted	3/6	7,500	
	Non-government non-executive director	Submarine Delivery Agency	8/9	17,500	From July 2022
	Member	The Legal Ombudsman	8/9	12,500	
		Total	47/65	145,000	

³¹ Some annual reports did not consider the date members joined the board (and thus which meetings they were eligible for) when presenting attendance information. This list therefore excludes those who began their term after 30 September 2022 unless the attendance information provided explicitly related to meetings they were eligible to attend.

Table 4: individuals who sat on six quango boards, 2022-23

Name	Position	Organisation	Attendance	Remuneration (£)	Note
Emir Feisal	Member	British Transport Police Authority	4/5	17,500	
	Non-executive board member	Companies House	5/7	12,500	
	Non-executive director	Driver and Vehicle Standards Agency	9/10	17,500	
	Commissioner	Judicial Appointments Commission	5/10	13,000	
	Non-executive director	Pensions Ombudsman	No data	7,500	
	Non-executive director	Serious Fraud Office	No data	2,500	To 28 August 2022
		Total	23/32	70,500	

Table 5: individuals who sat on four quango boards, 2022-23

Name	Position	Organisation	Attendance	Remuneration (£)	Note
Catherine Mackenzie	Non-executive member	Agriculture and Horticulture Development Board	6/6	12,500	
	Member	Committee on Radioactive Waste Management	3/3	No data	
	Commissioner	Commonwealth Scholarship Commission in the UK	2/3	No data	
	Chairman	Plant Varieties and Seeds Tribunal	No data	No data	
		Total	11/12	12,500	
Catherine Seddon	Board member	Children and Family Court Advisory and Support Service	4/4	7,500	From 19 April 2022
	Senior independent director	Gambling Commission	6/6	12,500	
	Non-executive director	Human Fertilisation and Embryology Authority	5/6	22,500	
	Lay member	Legal Services Board	9/12	12,500	
		Total	24/28	55,000	

Name	Position	Organisation	Attendance	Remuneration (£)	Note
Deep Sagar	Non-executive director	Animal and Plant Health Agency	4/4	7,500	From 18 July 2022
	Board member	Gangmasters and Labour Abuse Authority	4/4	7,500	
	Non-executive board member - commercial	Legal Aid Agency	5/6	8,000	
	Independent advisory member	Local Government and Social Care Ombudsman	4/4	6,011	
		Total	17/18	29,011	
Jo Shanmugalingam ³²	Director	British Technology Investments Ltd	No data	No data	
	Member	Council for Science and Technology	4/4	No data	
	BEIS director	Intellectual Property Office	1/5	No data	
	Board member	UK Research and Innovation	6/6	No data	
		Total	11/15	No data	
Suzanne McCarthy	Non-executive director	College of Policing	5/6	No data	
	Board member	Gangmasters and Labour Abuse Authority	4/4	7,500	
	Commissioner	Marshall Aid Commemoration Commission	0/1	No data	To 31 July 2022
	Deputy chair	Valuation Tribunal Service	7/8	7,500	
		Total	16/19	15,000	

Table 6: individuals who sat on three quango boards in 2022-23

Name	Position	Organisation	Attendance	Remuneration (£)	Note
Alan Cumming	Non-executive director	National Highways	1/1	No data	To 29 April 2022
	Nuclear Decommissioning Authority non-executive director	Nuclear Waste Services	No data	No data	
	Shareholder appointed director	Sellafield Ltd	6/9	No data	To 9 January 2023
		Total	7/10	No data	

³² Jo Shanmugalingam sat on these boards as a representative of the Department for Business, Energy and Industrial Strategy.
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Name	Position	Organisation	Attendance	Remuneration (£)	Note
Alison White	Non-executive director	Animal and Plant Health Agency	5/5	17,500	To 31 January 2023
	Non-executive director	Queen Elizabeth II Conference Centre	No data	2,500	To 28 November 2022
	Non-executive member	The Oil and Pipelines Agency	6/6	12,500	
		Total	11/11	32,500	
Andy Greenfield	Member	Advisory Committee on Novel Foods and Processes	6/6	No data	
	Member	Human Tissue Authority	4/4	7,500	
	Member	Regulatory Horizons Council	No data	No data	
		Total	10/10	7,500	
Caroline Corby	Chair	Parole Board	8/8	37,500	
	Chair	Professional Standards Authority for Health and Social Care	6/6	35,000	
	Non-executive director	Security Industry Authority	3/3	2,500	From 19 September 2022
		Total	17/17	75,000	
Chris Boardman	Chair	Active Travel England	1/1	57,500	From 1 August 2022
	Chair	Sport England	4/4	42,500	
	Member	UK Sport	5/6	1,090	
		Total	10/11	101,090	
Colin Coffey	Chair	Agri-Food and Biosciences Institute (Northern Ireland)	11/11	£27,500	
	Member	Invest Northern Ireland	10/10	£14,000	
	Department of Education assessor	Northern Ireland Council for the Curriculum, Examinations and Assessment	5/9	No data	From 10 October 2022
		Total	26/30	41,500	

Name	Position	Organisation	Attendance	Remuneration (£)	Note
Colm McKenna	Chair of the Northern Ireland advisory commission	Food Standards Agency	1/1	7,500	To 31 August 2022
	Interim chair	Invest Northern Ireland	2/2	46,000	From 24 February 2023
	Independent member	Northern Ireland Policing Board	4/5	10,000	To 30 November 2022
		Total	7/8	63,500	
David Henshaw	Member	Joint Nature Conservation Committee	0/4	No data	
	Chair	National Museums Liverpool ³³	4/4	0	
	Chair	Natural Resources Wales	5/6	47,500	
		Total	9/14	47,500	
David Maclean	Board member	Food Standards Agency	4/4	7,500	
	Member	Joint Nature Conservation Committee	3/4	No data	
	Deputy chair	Natural England	6/6	27,500	
		Total	13/14	35,000	
Fiona Rayment	Chief science and technology officer	National Nuclear Laboratory	8/8	No data	
	Independent non-executive director	Nuclear Restoration Services	No data	No data	
	Non-executive member	UK Space Agency	4/4	8,000	
		Total	12/12	8,000	
Geoffrey Vos ³⁴	Chairman	Civil Justice Council	No data	No data	
	Ex-officio member	Civil Procedure Rule Committee	2/2	No data	
	Chair	The Advisory Council on National Records and Archives	No data	No data	
		Total	2/2	No data	

³³ 2022-23 data was not available, information from 2021-22 annual report was used instead

³⁴ Geoffrey Vos chairs the committees in his capacity as master of the rolls.

Name	Position	Organisation	Attendance	Remuneration (£)	Note
Gordon Messenger	Trustee	Historic Royal Palaces	3/3	No data	From 1 August 2022
	Trustee	Royal Armouries Museum	2/2	No data	From 1 August 2022
	Non-executive member	UK Health Security Agency	6/7	7,500	From 25 April 2022
		Total	11/12	7,500	
Gisela Stuart	First commissioner	Civil Service Commission	10/10	87,500	
	Chair	Royal Mint Advisory Committee	No data	No data	
	Chair	Wilton Park	4/4	0	
		Total	14/14	87,500	
Glenn Houston	Board member	Disclosure and Barring Service	8/9	12,500	
	Member	Human Tissue Authority	No data	2,500	To 30 April 2022
	Independent board member	Public Prosecution Service for Northern Ireland	9/9	7,500	
		Total	17/18	22,500	
Harry Rich	Chair	Intellectual Property Office	5/5	17,500	
	Registrar of consultant lobbyists	Office of the Registrar of Consultant Lobbyists	No data	No data	
	Chair	Valuation Tribunal Service	8/8	7,500	
		Total	13/13	25,000	
Iain Lanaghan	Non-executive director	Defence Equipment and Support	9/9	27,500	
	Non-executive director	North Sea Transition Authority	7/7	25,200	
	Chair/non-executive director	Supreme Court	No data	2,500	Non-executive director until January 2023 when appointed chair
		Total	16/16	55,200	
Judith Batchelar	Trustee	Board of Trustees of the Royal Botanic Gardens Kew	3/4	No data	
	Deputy chair	Environment Agency	8/9	25,201	
	Member	Natural Environment Research Council	3/4	No data	
		Total	14/17	25,201	

Name	Position	Organisation	Attendance	Remuneration (£)	Note
Julia Mulligan	Chair	Gangmasters and Labour Abuse Authority	4/4	27,500	
	Senior independent director	Independent Office for Police Conduct	11/11	17,500	
	Independent chair	Police Advisory Board for England and Wales	4/4	No data	
		Total	19/19	45,000	
Kathryn Cearns	Senior independent non-executive director	National Highways	10/10	30,500	
	Non-executive member	Nuclear Decommissioning Authority	7/7	26,667	From 1 August 2022
	Non-executive director	Supreme Court	4/4	7,500	To December 2022
		Total	21/21	64,667	
Mark Bayley	Non-executive director	Network Rail	7/8	66,000	
	Non-executive director	The Water Services Regulation Authority	9/11	17,500	
	Non-executive director	UK Atomic Energy Authority	6/6	17,500	
		Total	22/25	101,000	
Neil Sachdev	Non-executive chair	East West Railway Company Limited	7/7	75,000	
	Non-executive chair	HM Land Registry	5/5	32,500	From 2 September 2022
	Non-executive director	London and Continental Railways Limited	6/6	No data	
		Total	18/18	107,500	
Paul Griffiths	Non-executive director	College of Policing	1/1	No data	To 25 May 2022
	Non-executive member	Natural Resources Wales	No data	2,500	To 25 May 2022
	Member (Police Superintendents' Association)	Police Advisory Board for England and Wales	3/3	No data	
		Total	4/4	2,500	
Philippa Hird	Chair	NHS Pay Review Body	No data	11,090	
	Senior independent director	Ordnance Survey	19/19	29,022	
	Member	Senior Salaries Review Body	No data	1,548	
		Total	19/19	41,660	

Name	Position	Organisation	Attendance	Remuneration (£)	Note
Pippa Britton	Vice chair	Sports Council for Wales	5/5	12,500	
	Member	The Charity Commission	4/5	2,500	From 1 September 2022
	Senior independent director and vice chair	UK Anti-Doping	2/2	2,500	To 5 September 2022
		Total	11/12	17,500	
Richard Stanford	Forestry commission chief executive	Forest Research	5/6	No data	
	Executive commissioner	Forestry Commission	No data	187,500	
	Executive commissioner	Forestry England	6/7	No data	
		Total	11/13	187,500	
Sally Cheshire	Non-executive director	Care Quality Commission	6/7	12,500	To 31 December 2022
	Chair	Children and Family Court Advisory and Support Service	4/4	32,500	
	Chair	NHS Resolution	3/3	37,500	From 19 September 2022
		Total	13/14	82,500	
Sarah Sands	Deputy chair	British Council	4/4	No data	From 19 September 2022
	Non-executive	Channel 4	8/8	22,000	
	Trustee	Science Museum Group	2/2	No data	From 1 November 2022
		Total	14/14	22,000	
Simon Wessely	Member	Economic and Social Research Council	2/4	No data	
	Commissioner	Judicial Appointments Commission	4/10	17,000	
	Non-executive director	NHS England	2/2	2,500	From 27 January 2023
		Total	8/16	19,500	

Name	Position	Organisation	Attendance	Remuneration (£)	Note
Stephen Cohen	Non-executive director	Advanced Research and Invention Agency	No data	No data	
	Commissioner	Civil Service Commission	5/5	5,000	From 3 October 2022
	Commissioner	Gambling Commission	6/6	12,500	
		Total	11/11	17,500	
Stephen Hillier	Chair	Civil Aviation Authority	12/12	130,000	
	Chair	Royal Air Force Museum	4/4	No data	
	Non-executive director	UK Atomic Energy Authority	5/6	17,500	
		Total	21/22	147,500	
Susan Johnson	Chair	Civil Nuclear Police Authority	3/3	32,500	From 13 October 2022
	Non-executive member	Health and Safety Executive	10/10	17,500	
	Member	Sports Grounds Safety Authority	5/5	2,650	To 7 February 2023
		Total	18/18	52,650	

Annex

Table 1: quangos created from 2018-19 to 2022-23³⁵

Organisation	Date established
Money and Pensions Service	October 2018/April 2019 ³⁶
Regulatory Horizons Council	2019 ³⁷
Oak National Academy	April 2020 ³⁸
Trade and Agriculture Commission	July 2020 ³⁹
Independent Monitoring Authority for the Citizens' Rights Agreements	December 2020 ⁴⁰
Active Travel England	August 2022 ⁴¹
Trade Remedies Authority	2021 ⁴²
UK Infrastructure Bank	June 2021 ⁴³
Atomic Weapons Establishment	July 2021 ⁴⁴
Office for Place	July 2021 ⁴⁵
UK Health Security Agency	October 2021 ⁴⁶
Office for Environmental Protection	November 2021 ⁴⁷
Nuclear Waste Services	January 2022 ⁴⁸
LGBT Veterans Independent Review	January 2022 ⁴⁹
Building Digital UK	April 2022 ⁵⁰
UK Commission on Covid Commemoration	July 2022 ⁵¹
Advanced Research and Invention Agency	January 2023 ⁵²

³⁵ New quangos that were either renamed or created from merging existing quangos have not been included.

³⁶ Gov.uk, *Money & Pensions Service*, www.gov.uk/government/organisations/single-financial-guidance-body, (accessed 18 July 2024).

³⁷ House of Lords Communications and Digital Committee, *Digital regulation: joined-up and accountable*, 13 December 2021, p.3.

³⁸ Winchester, N., *Oak National Academy: Impact on the publishing and educational technology sectors*, House of Lords Library, 9 January 2023, lordslibrary.parliament.uk/oak-national-academy-impact-on-the-publishing-and-educational-technology-sectors/, (accessed 18 July 2024).

³⁹ Trade and Agriculture Commission, *About us*, www.gov.uk/government/organisations/trade-and-agriculture-commission/about, (accessed 18 July 2024).

⁴⁰ Ministry of Justice, *New Independent Monitoring Authority goes live on 31 December 2020*, 31 December 2020, www.gov.uk/government/news/new-independent-monitoring-authority-goes-live-on-31-december-2020, (accessed 18 July 2024).

⁴¹ House of Commons Committee of Public Accounts, *Active travel in England*, 16 October 2023, p.4.

⁴² Varcoe, S., *Meet the Trade Remedies Authority*, Government Communication Service, 26 July 2023, gcs.civilservice.gov.uk/blog/meet-the-trade-remedies-authority/, (accessed 18 July 2024).

⁴³ House of Commons Committee of Public Accounts, *The Creation of the UK Infrastructure Bank*, 16 January 2023, p.4.

⁴⁴ AWE, *Our business model*, www.awe.co.uk/about-us/our-company/our-business-model, (accessed 18 July 2024).

⁴⁵ RIBA Journal, *What is the new Office for Place? Nicholas Boys Smith explains*, 23 August 2021, www.ribaj.com/intelligence/q-a-office-for-place-nicholas-boys-smith, (accessed 18 July 2024).

⁴⁶ UK Health Security Agency, *UK Health Security Agency launches with a relentless focus on keeping the nation safe*, 1 October 2021, www.gov.uk/government/news/uk-health-security-agency-launches-with-a-relentless-focus-on-keeping-the-nation-safe, (accessed 18 July 2024).

⁴⁷ Office for Environmental Protection, *What we do*, www.theoep.org.uk/about-what-we-do, (accessed 18 July 2024).

⁴⁸ Nuclear Waste Services, *Nuclear Waste Services launches, 31 January 2022*, www.gov.uk/government/news/nuclear-waste-services-launches, (accessed 18 July 2024).

⁴⁹ Wallace, B., *LGBT Veterans Independent Review*, Hansard, 19 July 2023, hansard.parliament.uk/commons/2023-07-19/debates/23071913000010/LGBTVeteransIndependentReview, (accessed 18 July 2024).

⁵⁰ Policy Mogul, *Building Digital UK to become executive agency of DCMS*, 3 December 2021, policymogul.com/key-updates/20378/building-digital-uk-to-become-executive-agency-of-dcms, (accessed 18 July 2024).

⁵¹ UK Commission on Covid Commemoration, *Final Report*, March 2023, p.6.

⁵² Department for Business, Energy & Industrial Strategy, *Research agency supporting high risk, high reward research formally established*, 26 Jan 2023, www.gov.uk/government/news/research-agency-supporting-high-risk-high-reward-research-formally-established, (accessed 18 July 2024).

Methodology

Quangos are organisations that have been classified as either 'non-ministerial departments', 'agencies and other public bodies' or 'public corporations' by the government.⁵³

Data used in this paper has been taken from 2022-23 annual report and accounts where possible. If this was not available, the latest available year's annual report and accounts were used. Where the organisation did not publish annual reports at all, minutes from board meetings held during the 2022-23 financial year were used. If this was not available, membership information was taken directly from the organisation's website. Where a range has been provided for remuneration, the midpoint has been taken. Remuneration data was only recorded if it was provided separately for each individual, or else in a format that allowed for the calculation of individual remuneration.

⁵³ Gov.uk, *Departments, agencies and public bodies*, www.gov.uk/government/organisations, (accessed 19 July 2024).
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