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Research Note 51

Members of the Board: Holding quangos to account

Semi-autonomous public bodies (the UK's ubiquitous 'quangos') are now responsible for a significant proportion of the Government's work.¹ Major public services – such as health, education and criminal justice – are dominated by them, while sectors such as art, sport and agriculture have become dependent on the financial support which they dispense.

But who oversees their work? Operating at arms length from departments and elected ministers, direct political scrutiny of quangos is limited. In holding quangos to account, taxpayers depend predominately upon the oversight afforded by **non-executive boards** and quango **Chairs**.

In a concept borrowed from the corporate sector, most quangos are steered (at least notionally) by a board of non-executive members (i.e. not part of the executive management team) appointed to represent the interests of shareholders (in this case taxpayers and 'stakeholders'). Meeting typically twice a month, the exact responsibilities of quango boards varies tremendously, but their primary functions are: *to provide direction and leadership; to hold senior staff to account; and to represent the work and views of the body to the public that pays for them.*² Board Chairs often play a role in the executive management of quangos, working between 1 and 3 days a week, chairing both main and supplementary committees. They provide advice to senior management and are often the public face of the organisation.

But who are non-executive board members? Perhaps more importantly, what type of people become quango Chairs? What motivates these members of the public to sit on a board, and do they have the taxpayers' interests at heart, or the quango's?

Key findings of this research note are:

- **1,620 public appointments** (and reappointments) to non-advisory quangos and NHS bodies in England and Wales **were made in 2008-09.**³

¹ Matthew Flinders of the University of Sheffield recently estimated that up to 90 per cent of the Government's work is now carried out by quangos; Local Government Chronicle, 3rd December, *Government work 'done by quangos'*; Daily Mail, 3rd December, *New research reveals that 90% of Government work is completed by Britain's 1,152 quangos*

² www.direct.gov.uk/en/Governmentcitizensandrights/UKgovernment/UKpublicappointments/DG_067071

³ Commissioner for Public Appointments, *Annual Report 2008-09*, p.57

- Non-executive **board appointments in 2008-09 covered approximately 9 per cent** of the 18,500 (plus) public sector (appointed) positions.⁴
- **10.2 per cent of all appointments** (and reappointments) in 2008-09 **declared a political activity**. 5.5 per cent reported to be active Labour Party supporters, 2.1 per cent Conservative and 1 per cent Liberal Democrat.
- The political activity of public appointments appears to correspond with the party in power; in 1996-97 5.9 per cent of all board appointees declared political activity on behalf of the Conservative party, compared to 3.3 for Labour. However over the past 13 years public appointments have been dominated by Labour supporters.
- No data was available for the political activity of Chairs *after* 2005-06. But **in 2005-06 17 per cent of Chair appointments declared political activity**, significantly above the level for general public appointments; **13.4 per cent declared an affiliation with Labour, compared to 1.6 for the Conservatives**.⁵

From a sample of 100 notable SAPBs (which is included at Appendix 4) we can also reveal details about the workings of a non-executive quango board.

- **The average quango board includes between 8 to 12 non-executive members**. Executive Agencies (which often have the closest relationship to departments among the types of quango) have the smallest number of non-executive members (for instance the Driving Standards Agency has only 2) while large regulatory quangos have the most (the Human Fertilisation and Embryology Authority had 22 non-executive members in 2008-09).
- **A typical non-executive board meets between 10 and 14 times a year**, although many individual members also sit on board committees (such as audit, remuneration and nomination), for which they are often remunerated.
- In the sample, **the median average remuneration for a non-executive board member** (so not including Chairs) **in 2008-09 was £8,538**.
- **The median average remuneration for a quango Chair was £49,793 in 2008-09**. The highest paid Chair in our sample was Sir Callum McCarthy, of the Financial Services Authority, on £487,238.⁶
- For those quangos which provided information on days worked, **the median average daily rate for a non-executive board member was £356**.
- For those quangos which provided information on days worked, **the median average daily rate was £642**. **The best 'per diem' rate for a Chair was Sir Callum McCarthy, who had a daily rate of £4,872** for his work at the Financial Services

⁴ Cabinet Office, 'Public Appointments'- <http://publicappointments.cabinetoffice.gov.uk/>

⁵ Commissioner for Public Appointments, *Annual Report 2008-09*, p.29

⁶ Although it is not specified, Sir Callum McCarthy's position as Chairman is likely to be a full time appointment.

Authority in 2008-09.⁷ **His successor, Lord Adair Turner, was on a daily rate of £3,044.**

- Many non-executive board members (and Chairs) sit on multiple quango boards at the same time; **47 individuals (out of 932 surveyed in our sample) appeared more than once.**
- Our sample suggests that **quango board appointments are something of a 'carousel'**, with members and Chairs repeatedly moving from one board to another. For instance the current Chair of the Civil Aviation Authority (CAA), Dame Deirdre Hutton, served previously as Chair of the Food Standards Agency and Deputy Chair of the Financial Services Authority. The former Chair of the CAA, Sir Roy McNulty, was previously chair of the Olympic Delivery Authority, and is now Chair of the regional development agency Advantage West Midlands. Although many Chairs have private or charitable sector experience, few Chairs appear to be recruited directly from the corporate sector.

The appendix below includes:

- Table 1: Declared Political Activity, 1996-2009
- Table 2: Declared Political Activity of Public Organisation Chairs, 1996-2006
- Table 3: Top twenty per diem Chairs
- Table 4: Sample of 100 SAPBs; including names and remuneration details

Ben Farrugia, Deputy Research Director of the TaxPayers' Alliance:

“Quangos now control a wide range of public activities, involving billions of taxpayers' money. But they remain unaccountable and distant from the public that pays. The Chairs and non-executive directors of quangos should work to protect taxpayers' interests, but there are serious concerns about their suitability to do that job. Our study suggests that instead of serving taxpayers' interests, some non-executive members and Chairs may put their quango's interests first. Many senior figures are career quangocrats, moving from one quango to another. With a pressing need to save money by cutting quangos back, these individuals could be a serious barrier to any Government hoping to save money. Serious action needs to be taken to increase democratic control over quangos, so that they are genuinely accountable to ordinary people.”

⁷ Assuming he worked the number of days of specified in his contract.



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Table 1: Percentage of All Public Appointments, Declared Political Activity, 1996-2009*

| Year | Conservative | Labour | Liberal Democrat | Other | Total Declaring Political Activity |
|----------------|--------------|------------|------------------|------------|------------------------------------|
| 2008-09 | 2.1 | 5.5 | 1 | 1.5 | 10.2 |
| 2007-08 | 2.2 | 5.7 | 1.3 | 1.1 | 10.4 |
| 2006-07 | 2.5 | 10.2 | 2 | 1.1 | 15.8 |
| 2005-06 | 2.1 | 8.3 | 1.6 | 1.3 | 13.3 |
| 2004-05 | 2.5 | 8.9 | 1.5 | 1.5 | 14.4 |
| 2003-04 | 2.9 | 9.2 | 1.8 | 1.3 | 15.2 |
| 2002-03 | 3.2 | 11.7 | 2.1 | 1.6 | 18.6 |
| 2001-02 | 2.7 | 14.3 | 2.5 | 1.3 | 20.7 |
| 2000-01 | 3.9 | 11.7 | 2 | 1.3 | 19 |
| 1999-00 | 2.5 | 9.7 | 1.6 | 1.1 | 14.8 |
| 1998-99 | 2.5 | 12.5 | 1.4 | 0.8 | 17.1 |
| 1997-98 | 2.5 | 14 | 1.7 | 0.5 | 18.7 |
| 1996-97 | 5.9 | 3.3 | 0.5 | 0.6 | 10.3 |

* The Commissioner for Public Appointments monitors the political activity of all board members at the point of appointment (or reappointment). Applicants or nominees are requested to complete a declaration of political activity, stating what (if any) involvement the individual has had with the main political parties in the past 5 years. Examples of political activity include: standing for public office; acting as a political agent; canvassing on behalf of a political party; and making a recordable donation to a political party totalling more than £5,000 in any calendar year (or more than £1,000 if made to a local associated organisation, such as constituency association).

All data above is sourced from the 'Political Activity' statistics section of the Commissioner for Public Appointment's annual reports 2000-01, 2003-04 and 2008-09.



Table 2: Percentage of Declared Political Activity of Public Body Chairs, 1996-2006

| Year | Conservative | Labour | Liberal Democrat | Other | Total Declaring Political Activity |
|---------|--------------|--------|------------------|-------|------------------------------------|
| 2005-06 | 1.6 | 13.4 | 1.3 | 0.9 | 17.2 |
| 2004-05 | 3.3 | 10.9 | 2.5 | 1.6 | 18.3 |
| 2003-04 | 2.8 | 14.1 | 1.4 | 0.4 | 18.7 |
| 2002-03 | 3.3 | 15.7 | 1.6 | 1.1 | 21.7 |
| 2001-02 | 4.6 | 16 | 2.2 | 0.1 | 17.8 |
| 2000-01 | 3.9 | 11.7 | 2 | 0.1 | 17.8 |
| 1999-00 | 3.4 | 14.7 | 0.9 | 2 | 20.6 |
| 1998-99 | 6.1 | 12 | 0.3 | 0 | 18.4 |
| 1997-98 | 5.2 | 10.8 | 1.1 | 0 | 17.1 |
| 1996-97 | 13.9 | 2.3 | 0.5 | 0.5 | 17.1 |

Chairs of public body boards have a high level of declared political activity, far exceeding the levels of political activity in the country as whole, or other public appointments. Every year from 1996 to 2006, up to 20 per cent of appointments (and reappointments) to Chair positions declared some political activity; since 1997-98 political activity has overwhelming been favour of Labour, although in 1996-97 (the last year of Major's Conservative government), Chairs reflected a strong Conservative bias. This confirms that appointments to public body Chairs strongly correlates to the political party in power.

Since 2005-06, the Commissioner for Public Sector Appointments has not published data on the political activity of public organisation Chairs.

All data above is sourced from the 'Political Activity' statistics section of the Commissioner for Public Appointment's annual reports 2000-01 and 2005-06.



Table 3: Top twenty 'per diem' Chairs, 2008-09* (from TPA sample of notable semi-autonomous public bodies)

| | Public Body | Name | Position | Remuneration, £ 2008-09 | Days worked in year | Per diem | Notes |
|----|------------------------------------|---------------------|------------|----------------------------|------------------------|----------|---|
| 1 | Financial Services Authority | Sir Callum McCarthy | (ex) Chair | 487,238 | 100 | 4,872 | Total remuneration; left on 19 September 2008 |
| 2 | Financial Services Authority | Lord Adair Turner | Chair | 246,546 | 81 | 3,044 | Total Remuneration; started 20 September 2008 |
| 3 | Environment Agency | Sir John Harman | (ex) Chair | 40,316 | 32.5 | 1,240 | Total Remuneration; left on 30 June 2008 |
| 4 | Olympic Delivery Authority | John Armit | Chair | 250,000 | 260 | 962 | Total Remuneration |
| 5 | Horseracing Totaliser Board (tote) | Mike Smith | Chair | 180,000 | 195 | 923 | Total Remuneration; started 1 July 2008 |
| 6 | Monitor | William Moyes | Chair | 237,500 | 260 | 913 | Total Remuneration |
| 7 | Nuclear Decommissioning Authority | Stephen Henwood | Chair | 235,000 | 260 | 904 | Total Remuneration |
| 8 | Audit Commission | Michael O'Higgins | Chair | 89,000 | 104 | 856 | Total Remuneration |
| 9 | BBC Trust | Sir Michael Lyons | Chair | 218,241 | 260 | 839 | Total Remuneration |
| 10 | Ofcom | Lord David Currie | Chair | 212,473 | 260 | 817 | Total Remuneration |
| 11 | Postal Services Commission | Nigel Stapleton | Chair | 87,500 | 120 | 729 | Total Remuneration |
| 12 | Ofwat | Philip Fletcher | Chair | 108,700 | 156 | 697 | Total Remuneration |
| 13 | Environment Agency | Lord Chris Smith | Chair | 75,092 | 111 | 677 | Total Remuneration; started on 14 July 2009 |

| | Public Body | Name | Position | Remuneration, £ 2008-09 | Days worked in year | Per diem | Notes |
|----|--|-------------------|----------|----------------------------|------------------------|----------|--------------------|
| 14 | Office of Fair Trading | Philip Collins | Chair | 172,500 | 260 | 663 | Total Remuneration |
| 15 | Competition Commission | Peter Freeman | Chair | 171,491 | 260 | 660 | Total Remuneration |
| 16 | Civil Aviation Authority | Roy McNulty | Chair | 170,400 | 260 | 655 | Total Remuneration |
| 17 | South West RDA | Juliet Williams | Chair | 101,040 | 156 | 648 | Total Remuneration |
| 18 | South East England Development Agency | James Braithwaite | Chair | 99,274 | 156 | 636 | Total Remuneration |
| 19 | Ofgem | Lord Mogg | Chair | 152,330 | 260 | 586 | Total Remuneration |
| 20 | Health and Safety Executive | Judith Hackitt | Chair | 144,300 | 260 | 555 | Total Remuneration |

* 14 of the 100 quangos in our sample indicated exactly how many days a week/month their Chairs were contracted to work (typically 2-3 days a week). For those Chairs where such data was not available, we have assumed that the individual worked full time, 5 days a week. All the Chairs included were in post during 2008-09; where they left part way through the year, this is clearly indicated in the notes.

Per Diem (daily) rates were calculated on a 52 week year, which gives a maximum of 260 working days. (Bank holidays are considered paid leave, so have not been subtracted from this total.) Where a Chair only worked for part of the year (and no indication of days worked per week was provided) we have assumed they worked full time, for the available days in that relevant part-year.

The remuneration stated is 'total remuneration' for 2008-09. This includes salary, benefits, other emoluments and employer pension contributions. If exact salary was not provided, the mid-point of any salary scale has been taken.

All data is sourced from Annual Accounts 2008-09.



Table 4: (TPA sample) 2008-09 Non-executive board members and Chairs; with remuneration*

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--|-----------------------------|----------------------|----------------------|---------------------------------------|
| Advantage West Midlands | Paul CBE, Nick | Chair | £80,510 | |
| | Brown, Dr David | Deputy Chair | £12,807 | |
| | Hyde, Richard | Deputy Chair | £12,095 | |
| | Bains, Jas | Non-executive member | £8,538 | |
| | Connor, Brendan | Non-executive member | £8,538 | |
| | Coyne, Gerard | Non-executive member | £8,538 | |
| | Crabtree OBE, John | Non-executive member | £8,538 | |
| | Lawrence, Roger | Non-executive member | £8,538 | |
| | Maxwell, Angela | Non-executive member | £8,538 | |
| | Oakes Michael | Non-executive member | £8,538 | |
| | Prince OBE, Sue | Non-executive member | £8,538 | |
| | Rayner, Diane | Non-executive member | £8,538 | |
| | Smith, David | Non-executive member | £8,538 | |
| | Sterling, Professor Michael | Non-executive member | £8,538 | |
| | Taylor, Kenneth | Non-executive member | £8,538 | |
| Whitby, Michael | Non-executive member | £2,726 | | |
| Agriculture and Horticulture Development Board | Bennett, Tim | Non-executive member | £47,500 | Food Standards Agency |
| | Bridge, John | Chair | £92,500 | |
| | Bones, Christopher | Non-executive member | £12,500 | |
| | Bragg, Neil | Non-executive member | £42,500 | |
| | Clinton, Lorraine | Non-executive member | £22,500 | |
| | Cross, John | Non-executive member | £47,500 | |
| | Dodgson, Clare | Non-executive member | £12,500 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--------------------------------------|--------------------------|----------------------|----------------------|--|
| | Heywood, Dennis | Non-executive member | £17,500 | |
| | Houston, Stewart | Non-executive member | £47,500 | |
| | Stevenson, Allan | Non-executive member | £32,500 | |
| | Tipples, Jonathan | Non-executive member | £47,500 | |
| Armed Forces Pay Review Body | Greenaway, David | Chair | £8,915 | Senior Salaries Review Body |
| | Wright, Anne | Non-executive member | £7,850 | National Lottery Commission and Armed Forces Pay Review Body |
| | Burgin, Robert | Non-executive member | £9,269 | |
| | Gallico, Alison | Non-executive member | £7,759 | |
| | Knight, Peter | Non-executive member | £11,222 | |
| | Leslie, Derek | Non-executive member | £10,733 | |
| | Stewart, Ian | Non-executive member | £9,076 | |
| Arts and Humanities Research Council | Young, Tony | Non-executive member | - | |
| | Wilson, Sir Alan | Chair | £17,500 | |
| | Asquith, Dr Ivon | Council Member | £7,500 | |
| | Barker, Professor Graeme | Council Member | £7,500 | |
| | Bate, Professor Jonathan | Council Member | £7,500 | |
| | Bekhradnia, Bahram | Council Member | £2,500 | |
| | Brindley, Dame Lynne | Council Member | £2,500 | |
| | Caughie, Professor John | Council Member | £7,500 | |
| | Cooper, Professor Rachel | Council Member | £7,500 | |
| | Doganis, Sally | Council Member | £7,500 | |
| | Douglas-Cowie, Ellen | Council Member | £2,500 | |
| | Halkett, Richard | Council Member | £2,500 | |
| Howkins, John | Council Member | £2,500 | | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|------------------|--------------------------|----------------------|----------------------|---|
| | Kain, Professor Roger | Council Member | £2,500 | |
| | Kenyon, Nicholas | Council Member | £2,500 | |
| | MacGregor, Neil | Council Member | £2,500 | |
| | McMahon, Professor April | Council Member | £7,500 | |
| | Trainor, Professor Rick | Council Member | £7,500 | |
| | White, Professor Martin | Council Member | £2,500 | |
| Audit Commission | Drew Smith OBE, Sheila | Commissioner | £14,000 | Housing Corporation and London Thames Gateway Corporation |
| | Platt, Dame Denise | Commissioner | £14,000 | Commission for Social Care Inspection |
| | O'Higgins, Michael | Chair | £89,000 | |
| | Adebowale, Lord | Commissioner | £14,000 | |
| | Coulter, Jim | Commissioner | £14,000 | |
| | Dixon, Jennifer | Commissioner | £14,000 | |
| | Houghton, Steve | Commissioner | £14,000 | |
| | Jones, Peter | Commissioner | £14,000 | |
| | Legg, Sir Thomas | Commissioner | £14,000 | |
| | Pomeroy, Brian | Commissioner | £19,000 | |
| | Rajagopal, Raj | Commissioner | £14,000 | |
| | Smith, Professor Peter | Commissioner | £14,000 | |
| | Watson, Jenny | Commissioner | £14,000 | |
| | White, Chris | Commissioner | £14,000 | |
| Shah, Bharat | Deputy Chair | £19,000 | | |
| BBC | Agius, Marcus | Chair | £50,000 | |
| | Gooding, Val | Non-executive member | £35,000 | |
| | Lynch, Mike | Non-executive member | £35,000 | |



| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|------------------|------------------------|---|----------------------|---|
| | Robbie, David | Non-executive member | £40,000 | |
| | Shah, Samir | Non-executive member | £35,000 | |
| | Webb, Robert | Non-executive member | £40,000 | |
| BBC Trust | Hodgson, Dame Patricia | Trust Member | £39,785 | Competition Commission and Higher Education Funding Council |
| | Lyons, Sir Michael | Chair | £218,241 | |
| | Bharucha, Chitra | Deputy Chair | £93,379 | |
| | Coyle, Diane | Trust Member | £39,169 | |
| | Fry, Anthony | Trust Member | £15,222 | |
| | Gleeson, Dermot | Trust Member | £23,965 | |
| | Mian, Mehmuda | Trust Member | £37,243 | |
| | Tait, Richard | Trust Member | £39,747 | |
| | Liddiment, David | Trust Member | £38,462 | |
| | Hastings, Alison | Trust Member for England | £62,174 | |
| | Johnston, Rotha | Trust Member for Northern Ireland | £56,056 | |
| | Peat, Jeremy | Trust Member for Scotland | £67,775 | |
| | Lewis-Jones, Janet | Trust Member for Wales | £61,749 | |
| Big Lottery Fund | Booth, Sir Clive | Chair of the UK Board | £39,151 | |
| | Gadd, Breidge | Chair of Northern Ireland Committee and UK Board member | £24,883 | |
| | Dighe, Sanjay | Chair of the England Committee and UK Board member | £24,883 | |
| | Magee, Alison | Chair of the Scotland Committee and UK Board member | £24,883 | |
| | Vaughan Thomas, Huw | Chair of the Wales Committee and UK Board Member | £24,883 | |
| | Amran, Dr Mohammed | England Committee | £11,900 | |



| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|-----------------|-----------------------------|---------------------------------------|----------------------|---------------------------------------|
| | Billings, The Rev'd Dr Alan | England Committee | £14,500 | |
| | Charteris, Sue | England Committee | £6,200 | |
| | Hyde, Margaret | England Committee | £10,400 | |
| | Thomas, Lydia | England Committee | £4,900 | |
| | Varma, Nalini | England Committee | £12,300 | |
| | Wilkinson, Geoffrey | England Committee | £9,300 | |
| | Gartside, John | England Committee and UK Board member | £17,600 | |
| | Tucker, Albert | England Committee and UK Board member | £16,400 | |
| | Campbell, Geraldine | Northern Ireland Committee | £2,000 | |
| | Cavanagh, Paul | Northern Ireland Committee | £10,100 | |
| | Craig, Siobhan | Northern Ireland Committee | £3,700 | |
| | Harrison, Julie | Northern Ireland Committee | £3,800 | |
| | Keatinge, Claire | Northern Ireland Committee | £4,800 | |
| | Osbourne, Peter | Northern Ireland Committee | £5,800 | |
| | Allen, Tim | Scotland Committee | £3,800 | |
| | Cameron, Elizabeth | Scotland Committee | £4,200 | |
| | Forsyth, Helen | Scotland Committee | £6,300 | |
| | Green, David | Scotland Committee | £7,500 | |
| | Grimes, Alistair | Scotland Committee | £5,600 | |
| | McGhee, Kristofer | Scotland Committee | £6,900 | |
| | McGinn, Maureen | Scotland Committee | £4,100 | |
| | McTernan, Lucy | Scotland Committee | £3,100 | |
| | Young, Shirley | Scotland Committee | £5,200 | |
| Donovan, Judith | UK Board | £10,400 | | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--|-------------------|----------------------|----------------------|---------------------------------------|
| | Doven, Roland | UK Board | £11,300 | |
| | Whitworth, Diana | UK Board | £10,100 | |
| | Southall, Anna | Vice Chair | £15,400 | |
| | Benfield, Graham | Wales Committee | £3,800 | |
| | Newton, Gareth | Wales Committee | £6,500 | |
| | Reed, Janet | Wales Committee | £5,900 | |
| | Targett, Fran OBE | Wales Committee | £2,000 | |
| | Theodoulou, Mike | Wales Committee | £5,300 | |
| | Wilding, Barbara | Wales Committee | £2,400 | |
| British Educational Communications and Technology Agency | Pinder, Andrew | Chair | £29,000 | |
| | Badman, Graham | Chair (Acting) | £9,000 | |
| | Gill, Stephen | Non-executive member | - | |
| | Luckin, Rosemary | Non-executive member | - | |
| | Moore, Graham | Non-executive member | - | |
| | Newbigin, John | Non-executive member | - | |
| | Patel, Lopa | Non-executive member | - | |
| | Roberts, John | Non-executive member | £5,000 | |
| | Wise, Derek | Non-executive member | - | |
| British Hallmarking Council | Murray, Tom | Chair | £14,853 | |
| British Waterways | Hales, Tony | Chair | £41,858 | |
| | Bowker, Richard | Deputy Chair | £15,623 | |
| | Bridgeman, John | Non-executive member | £17,450 | |
| | Bywater, John | Non-executive member | £14,951 | |
| | Carver, Maggie | Non-executive member | £15,451 | |
| | Hargreaves, Jon | Non-executive member | £16,367 | |



| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|----------------------|------------------------|----------------------|----------------------|---------------------------------------|
| | Hugill, Nigel | Non-executive member | £14,951 | |
| | Prescott, Eric | Non-executive member | £14,951 | |
| | Sarwal, Pommy | Non-executive member | £14,951 | |
| | Sutherland, Duncan | Non-executive member | £15,950 | |
| Capacity Builders UK | Olasode, Olu | Non-executive member | £3,450 | Care Quality Commission |
| | Singleton, Sir Roger | Non-executive member | £7,317 | Independent Safeguarding Authority |
| | Pond, Chris | Chair | £20,790 | |
| | Agard, Caryl | Non-executive member | £9,380 | |
| | Bolton, Margaret | Non-executive member | £11,972 | |
| | Brooke, Sir Rodney | Non-executive member | £1,500 | |
| | Dunmore, Stephen | Non-executive member | £2,100 | |
| | Freeling, Anthony | Non-executive member | £3,300 | |
| | Harbourne, David | Non-executive member | £5,000 | |
| | Kaufmann, Julia | Non-executive member | £8,367 | |
| | Sarkis, Angela | Non-executive member | £4,500 | |
| Talbot, Margaret | Non-executive member | £5,646 | | |
| Carbon Trust | Edmonds, John | Non-executive member | £18,000 | Environment Agency |
| | McAllister, Sir Ian | Chair | £40,000 | |
| | Bentley, Dr Neil | Non-executive member | £11,123 | |
| | Brook, Dr Richard | Non-executive member | £18,000 | |
| | Cruickshank, Dr Jeanie | Non-executive member | - | |
| | Hill, Olive | Non-executive member | - | |
| | Hyams, Edward | Non-executive member | - | |
| | Jefferiss, Dr Paul | Non-executive member | £18,000 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--|-------------------------|----------------------|----------------------|--|
| | Morgan, Jane | Non-executive member | - | |
| | Mottershead, Chris | Non-executive member | £18,000 | |
| | Neville-Rolfe, Lucy | Non-executive member | £18,000 | |
| | Pritchard, D | Non-executive member | - | |
| | Quinn, Matthew | Non-executive member | - | |
| | Roberts, Michael | Non-executive member | - | |
| | Sharp, Anne | Non-executive member | - | |
| | Speirs, John | Non-executive member | - | |
| | Stephenson, Ian | Non-executive member | £30,000 | |
| | Wellar, Timothy | Non-executive member | £21,000 | |
| Care Quality Commission | Kelly, Professor Diedre | Commissioner | £2,500 | Please note, the CQC was established in October 2008, to replace the Commission for Social Care Inspection |
| | Young, Baroness Barbara | Chair | £52,000 | |
| | Marshall, Martin | Commissioner | £2,500 | |
| | Olasode, Olu | Commissioner | £7,500 | |
| | Sheldon, Kay | Commissioner | £2,500 | |
| Central Office for Information | William, Jo | Commissioner | £2,500 | |
| | Baxter, M | Non-executive member | £17,500 | |
| Charity Commission for England and Wales | Wood, C | Non-executive member | £17,500 | |
| | Leather, Dame Suzi | Chair | £82,500 | Consumer Focus |
| | Nebhrajani, Sharmila | Non-executive member | £7,500 | Human Fertilisation and Embryology Authority and Olympic Lottery Distributor |
| | Jones, Simon | Non-executive member | £17,500 | |
| | Purkis, Dr Andrew | Non-executive member | £12,500 | |



| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|---------------------------------------|--------------------------------|----------------------|----------------------|--|
| | Sowa, Theo | Non-executive member | £12,500 | |
| | Wethered, Simon | Non-executive member | £22,500 | |
| | Williams, John | Non-executive member | £22,500 | |
| | Wood, John | Non-executive member | £17,500 | |
| | Woodcraft, Tess | Non-executive member | £7,500 | |
| Civil Aviation Authority | Keohane, Jim | Deputy Chair | £77,400 | Ofgem |
| | McNulty, Sir Roy | Chair | £170,400 | Olympic Delivery Authority |
| | Anderson, Air Vice-Marshal Tim | Non-executive member | - | |
| | Bell, Dr Catherine | Non-executive member | £44,200 | |
| | Mountfod, Roger | Non-executive member | £77,400 | |
| | Whitefield, Captain Roger | Non-executive member | £66,300 | |
| Commission for Social Care Inspection | Olasode, Olu | Commissioner | £12,500 | Capacity Builders UK |
| | Platt, Dame Denise | Chair | £85,554 | Audit Commission |
| | Knight, John | Commissioner | £7,500 | |
| | Mansell, Professor James | Commissioner | £7,500 | |
| | Seaman, Beryl | Commissioner | £7,500 | |
| | Westland, Peter | Commissioner | £7,500 | |
| Companies House | Jablonowski, Alex | Non-executive member | - | VOSA and Highways Agency |
| | Alberry, Nicky | Non-executive member | - | |
| | Bernard, Dan | Non-executive member | - | |
| | Hughes, Rodger | Non-executive member | - | |
| | Paul, Nigel | Non-executive member | - | |
| Competition Commission | Hodgson, Dame Patricia | Non-executive member | £7,525 | BBC Trust and Higher Education Funding Council |
| | Freeman, Peter | Chair | £171,491 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|----------------------------------|---------------------------|----------------------|----------------------|---------------------------------------|
| | Clarke, Christopher | Deputy Chair | £100,038 | |
| | Davis, Dr Peter | Deputy Chair | £125,045 | |
| | Guy, Diana | Deputy Chair | £100,038 | |
| | Foster, Tony | Non-executive member | £25,714 | |
| Consumer Focus | Banerjee, Millie | Non-executive member | £42,500 | Ofcom |
| | Leather, Dame Suzi | Non-executive member | £12,500 | Charity Commission |
| | Whitty, Lord | Chair | £47,500 | Environment Agency |
| | Darcy, Sharon | Non-executive member | £17,500 | |
| | Darlington, Roger | Non-executive member | £27,500 | |
| | Farnish, Christine | Non-executive member | £12,500 | |
| | Gallagher, Ed | Non-executive member | £42,500 | |
| | Hill, Rick | Non-executive member | £12,500 | |
| | Kaur-Stubbs, Sukhvinder | Non-executive member | £12,500 | |
| | Locke, Stephen | Non-executive member | £12,500 | |
| | Rowlands, Enid | Non-executive member | £7,500 | |
| | Sinclair, Douglas | Non-executive member | £32,500 | |
| | Sugar, Vivienne | Non-executive member | £37,500 | |
| Walker, Anna | Non-executive member | £12,500 | | |
| Doctors and Dentists Review Body | Amy, Ron | Chair | £6,205 | |
| | Beath, Professor John | Non-executive member | £8,171 | |
| | Collingwood, Dr Margaret | Non-executive member | £6,505 | |
| | Easterling, Katrina | Non-executive member | £3,803 | |
| | Grafton, David | Non-executive member | £3,891 | |
| | Smedley, Sally | Non-executive member | £5,535 | |
| | Smith, Professor Alasdair | Non-executive member | £3,054 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--------------------------|-----------------------|----------------------|----------------------|---------------------------------------|
| | Williamson, David | Non-executive member | £3,436 | |
| Driving Standards Agency | Leibling, David | Non-executive member | - | Passenger Focus |
| | Cown, Alec | Non-executive member | - | |
| East Midlands RDA | Jackson OBE, Dr Bryan | Chair | £82,021 | |
| | Brown, Steve | Deputy Chair | £26,488 | |
| | Ali OBE, Parvin | Non-executive member | £9,020 | |
| | Biddle, Haydn | Non-executive member | £9,237 | |
| | Cartwright, Ann | Non-executive member | £8,780 | |
| | Collins, Cllr Jon | Non-executive member | £8,604 | |
| | Crawford OBE, Stan | Non-executive member | £8,618 | |
| | Donnelly, Elizabeth | Non-executive member | £2,886 | |
| | Dwyer, Valerie | Non-executive member | £6,454 | |
| | Harker, Cllr Jim | Non-executive member | £3,022 | |
| | Hunt, Cllr Gary | Non-executive member | £8,840 | |
| | Jackson, Cllr Neville | Non-executive member | £6,587 | |
| | Pedlar, Tricia | Non-executive member | £8,976 | |
| | Seals MBE, Michael | Non-executive member | £9,034 | |
| | Stevens, Cllr Geoff | Non-executive member | £9,221 | |
| | Tasker, Prof Phillip | Non-executive member | £8,538 | |
| Willmott, Cllr Ross | Non-executive member | £6,587 | | |
| East of England RDA | Ellis, Richard | Chair | £80,510 | |
| | Cereste, Marco | Deputy Chair | £14,081 | |
| | Childerhouse, Shelia | Deputy Chair | £14,081 | |
| | Kieffer, George | Deputy Chair | £11,981 | |
| | Burrall, Paul | Non-executive member | £8,538 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--------------------------------------|--------------------------|----------------------|----------------------|--|
| | Castle, Stephen | Non-executive member | £5,990 | |
| | Dahad, Nitin | Non-executive member | £2,548 | |
| | Evans, Stuart | Non-executive member | £8,538 | |
| | Guinness, Edward | Non-executive member | £8,538 | |
| | Hurley, Beverly | Non-executive member | £8,538 | |
| | Johnstone, Shona | Non-executive member | £2,548 | |
| | Livingston, Karen | Non-executive member | £8,538 | |
| | McCarthy-Ward, Peter | Non-executive member | £8,358 | |
| | Pope, William | Non-executive member | £8,538 | |
| | Rudkin, Bryony | Non-executive member | £5,990 | |
| | Russell, Madeline | Non-executive member | £2,548 | |
| | Snyder, John | Non-executive member | £5,990 | |
| | Wilson, Tim | Non-executive member | £8,538 | |
| East of England SHA | Morrison, Derek | Non-executive member | £2,500 | Insolvency Service |
| | Pearson, Keith | Chair | £48,100 | |
| | Armitage, Carrie | Non-executive member | £7,500 | |
| | Burrows, Mike | Non-executive member | £7,500 | |
| | Chilton, Geoffrey | Non-executive member | £7,600 | |
| | Hussain, Mohammed | Non-executive member | £7,500 | |
| | Morton, Valerie | Non-executive member | £7,500 | |
| Economic and Social Research Council | Grant, Professor Malcolm | Non-executive member | - | Higher Education Funding Council for England |
| | Turner, Lord Adair | Chair | £7,500 | |
| | Alexander, Alan | Non-executive member | £7,500 | |
| | Brookes, Martin | Non-executive member | £7,500 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|-----------------------|--------------------------------|----------------------|----------------------|---------------------------------------|
| | Buchanan, Ann | Non-executive member | £7,500 | |
| | Jeffery, Charlie | Non-executive member | £7,500 | |
| | Lamb, Michael | Non-executive member | £7,500 | |
| | Pettigrew, Andrew | Non-executive member | £7,500 | |
| | Propper, Carol | Non-executive member | £7,500 | |
| | Ramsden, David | Non-executive member | - | |
| | Rees, Judith | Non-executive member | £7,500 | |
| | Walker, David | Non-executive member | £7,500 | |
| English Heritage | Cunliffe, Professor Sir Barry | Chair (Interim) | £13,000 | |
| | Addison, Lynda | Commissioner | £1,000 | |
| | Adebowale, Maria | Commissioner | £4,000 | |
| | Bridges, Joyce | Commissioner | £10,000 | |
| | Cannadine, Professor Sir David | Commissioner | £6,000 | |
| | Chande, Manish | Commissioner | £4,000 | |
| | Drummond, Gilly | Commissioner | £6,000 | |
| | Grenville, Dr Jane | Commissioner | - | |
| | Jolly, Michael | Commissioner | £4,000 | |
| | Kennedy, Jane | Commissioner | £4,000 | |
| | Leicester, Earl of | Commissioner | £6,000 | |
| | Sparks, Les | Commissioner | £1,000 | |
| | Wilkinson, Chis | Commissioner | £4,000 | |
| Williamson, Elizabeth | Commissioner | £4,000 | | |
| Environment Agency | Braithwaite CBE, James | Non-executive member | £18,622 | SEEDA |
| | Edmonds, John | Non-executive member | £26,898 | Carbon Trust |
| | Whitty, Lord | Non-executive member | £18,622 | Consumer Focus |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--------------------------------------|----------------------------|----------------------|----------------------|---------------------------------------|
| | Harman, Sir John | Chair | £40,316 | |
| | Smith, Lord Chris | Chair | £75,092 | |
| | Brown, Dr A | Non-executive member | £20,691 | |
| | Bye, P | Non-executive member | £24,829 | |
| | Cantle, E | Non-executive member | £22,401 | |
| | Hall, Prof R | Non-executive member | £24,829 | |
| | Percy, R | Non-executive member | £24,829 | |
| | Smith, Dr M | Non-executive member | £28,698 | |
| | Stanton, Dr L | Non-executive member | £24,832 | |
| | Twitchen, Kay | Non-executive member | £24,829 | |
| | Warner, Lady | Non-executive member | £22,760 | |
| Equality and Human Rights Commission | Drake, Jeannie | Non-executive member | - | Pensions Protection Fund |
| | Prosser, Baroness Margaret | Deputy Chair | - | Royal Mail |
| | Phillips, Trevor | Chair | - | |
| | Alexander, Morag | Non-executive member | - | |
| | Allen, Kay | Non-executive member | - | |
| | Brewer, Nicola | Non-executive member | - | |
| | Campbell, Baroness Jane | Non-executive member | - | |
| | Carberry, Kay | Non-executive member | - | |
| | Edwards, Rev. Joel | Non-executive member | - | |
| | Greengross, Baroness Sally | Non-executive member | - | |
| | Hampton, Professor Kay | Non-executive member | - | |
| | Klug, Professor Francesca | Non-executive member | - | |
| | Massie, Sir Bert | Non-executive member | - | |
| Sardar, Professor Ziauddin | Non-executive member | - | | |



| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|------------------------------|------------------------|----------------------|----------------------|---------------------------------------|
| | Sherlock, Maeve | Non-executive member | - | |
| | Summerskill, Ben | Non-executive member | - | |
| | Wooding, Dr Neil | Non-executive member | - | |
| Financial Reporting Council | Hogg, Sir Christopher | Chair | £142,512 | |
| | Hogg, Baroness | Deputy Chair | £30,000 | |
| | Anstee, Eric | Non-executive member | £20,000 | |
| | Chambers, Peter | Non-executive member | £20,000 | |
| | Markham, Rudy | Non-executive member | £20,000 | |
| | Rake, Sir Michael | Non-executive member | £20,000 | |
| | Robson, Sir Steve | Non-executive member | £20,000 | |
| | Sunderland, Sir John | Non-executive member | £20,000 | |
| | Tomlinson, Lindsay | Non-executive member | £20,000 | |
| Financial Services Authority | Hutton, Dame Deirdre | Non-executive member | - | Food Standards Agency |
| | Turner, Lord Adair | Chair | £246,546 | |
| | McCarthy, Sir Callum | Chair | £487,238 | |
| | Crosby, Sir James | Non-executive member | £63,250 | |
| | Fairbairn, Carolyn | Non-executive member | £28,000 | |
| | Fisher, Peter | Non-executive member | - | |
| | Flanagan, Brain | Non-executive member | £28,000 | |
| | Forseke, Karin | Non-executive member | £36,500 | |
| | Gieve, Sir John | Non-executive member | - | |
| | Miles, Professor David | Non-executive member | £28,000 | |
| | Slack, Michael | Non-executive member | £28,000 | |
| | Stevenson, Hugh | Non-executive member | £58,716 | |
| Tucker, Paul | Non-executive member | - | | |



| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|------------------------------|--------------------------|----------------------|----------------------|--|
| Food Standards Agency | Bennett, Tim | Non-executive member | £12,500 | Agriculture and Horticulture Development Board |
| | Hutton, Dame Deirdre | Chair | £108,400 | Financial Services Authority |
| | Spence, John | Non-executive member | £22,500 | |
| | Reynolds, Dr Ian | Deputy Chair | £68,500 | |
| | Atkinson, Professor Sue | Non-executive member | £12,500 | |
| | Cameron, Dr David | Non-executive member | £2,500 | |
| | Edmondson, Maureen | Non-executive member | £27,500 | |
| | Gilmore, Margaret | Non-executive member | £12,500 | |
| | Grundy, Clive | Non-executive member | £12,500 | |
| | Millar, Professor Graeme | Non-executive member | £22,500 | |
| | Parker, Michael | Non-executive member | £12,500 | |
| | Pomfret, Chris | Non-executive member | £12,500 | |
| | Reilly, Professor Bill | Non-executive member | £17,500 | |
| | Robson, Nancy | Non-executive member | £12,500 | |
| Walbran, Sandra | Non-executive member | £2,500 | | |
| Football Licensing Authority | Darling QC, Paul | Non-executive member | £2,600 | Horseracing Totaliser Board |
| | Speed, Anthony | Chair | £17,860 | |
| | Batson, Brendon | Non-executive member | £1,040 | |
| | Carvell, Pamela | Non-executive member | £780 | |
| | Dickie, Jim | Non-executive member | £2,340 | |
| | Garner, John | Non-executive member | £780 | |
| | Robertson, Brian | Non-executive member | £260 | |
| | Summerell, Julie | Non-executive member | £2,080 | |
| | Woodrow, John | Non-executive member | £2,080 | |



| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--|--------------------------|-----------------------|----------------------|---------------------------------------|
| Forestry Commission | Studholme, Harry | Commissioner England | £11,000 | South West RDA |
| | Windermere, Lord Clark | Chair | £50,000 | |
| | Adebowale, Dr Olutayo | Commissioner England | £13,000 | |
| | Gale, Martin | Commissioner Scotland | £11,000 | |
| | MacDonald, Dr Calum | Commissioner Scotland | £14,000 | |
| | Owen Jones, Jon | Commissioner Wales | £14,000 | |
| | Webb, Judith | Commissioner Wales | £11,000 | |
| Gangmasters Licensing Authority | Whitehouse, Paul | Chair | £42,000 | |
| Health and Safety Executive | Hackitt, Judith | Chair | £144,300 | |
| | Blair, Sandy | Non-executive member | £19,700 | |
| | Carrigan, Daniel | Non-executive member | £21,900 | |
| | Dahlberg, Robin | Non-executive member | £17,600 | |
| | Donovan, Judith | Non-executive member | £24,300 | |
| | Gartside, David | Non-executive member | £20,700 | |
| | Khan, Professor Sayeed | Non-executive member | £23,000 | |
| | Robertson, Hugh | Non-executive member | £17,500 | |
| | Snape, Elizabeth | Non-executive member | £17,700 | |
| | Spanswick, John | Non-executive member | - | |
| Higher Education Funding Council for England | Grant, Professor Malcolm | Non-executive member | £1,667 | Economic and Social Research Council |
| | Hodgson, Dame Patricia | Non-executive member | £5,000 | BBC Trust and Competition Commission |
| | Melville-Ross, Tim | Chair | £46,650 | |
| | Balls, Alastair | Non-executive member | £5,000 | |
| | Douglas, Rob | Non-executive member | £3,333 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--------------------------|-----------------------------|----------------------|----------------------|---------------------------------------|
| | Fisher, Jackie | Non-executive member | £3,750 | |
| | Judge, Sir Paul | Non-executive member | £1,667 | |
| | Olivieri, Rene | Non-executive member | £5,000 | |
| | Rubin, Professor Peter | Non-executive member | £5,000 | |
| | Saraga, Peter | Non-executive member | £1,667 | |
| | Savage, Professor Nigel | Non-executive member | £1,667 | |
| | Smith, Ed | Non-executive member | £5,000 | |
| | Sykes, Sir Richard | Non-executive member | £2,500 | |
| | Tate, Ann | Non-executive member | £5,000 | |
| | Wellings, Professor Paul | Non-executive member | £5,000 | |
| | Widdowson, John | Non-executive member | £1,250 | |
| | Willcocks, Professor Dianne | Non-executive member | £5,000 | |
| | Wilson, Professor Tim | Non-executive member | £5,000 | |
| Highways Agency | Jablonowski, Alex | Non-executive member | £27,500 | VOSA and Companies House |
| | Barlow, Tracey | Non-executive member | £22,500 | |
| | Gregory, Andrea | Non-executive member | £17,500 | |
| HM Courts Service (HMCS) | Ludlam, Kenneth | Non-executive member | £12,500 | |
| | Nichol CBE, Sir Duncan | Chair | £97,500 | |
| | Beringer QC, Guy | Non-executive member | £12,500 | |
| HM Prison Service | Luck, Vic | Non-executive member | £12,500 | |
| | Muid, Colin | Non-executive member | £12,500 | |
| | Rosser, Richard | Non-executive member | £12,500 | |
| HMRC | Spence, John | Non-executive member | £32,500 | |
| | Cobain, Colin | Non-executive member | £7,500 | |
| | Haysom, Mark | Non-executive member | £27,500 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|------------------------------------|--------------------------|----------------------|----------------------|--|
| | Hird, Philippa | Non-executive member | £7,500 | |
| | Hodkinson, Phil | Non-executive member | £7,500 | |
| | Owen, Kate | Non-executive member | £22,500 | |
| | Street, Dame Sue | Non-executive member | £7,500 | |
| Homes and Communities Agency | Fay OBE, Margaret | Non-executive member | £7,000 | One North East |
| | Lane, Bob | Non-executive member | £7,000 | London Thames Gateway Development Corporation |
| | Vesty, Dru | Non-executive member | £7,000 | London Thames Gateway Development Corporation |
| | Napier, Robert | Chair | £33,000 | |
| | Atherton, Candy | Non-executive member | £7,000 | |
| | Barker, Kate | Non-executive member | £7,000 | |
| | Moledina, Shaukat | Non-executive member | £7,000 | |
| | Roberts, Professor Peter | Non-executive member | £7,000 | |
| | Robertson, Ian | Non-executive member | £7,000 | |
| Wood, Don | Non-executive member | £7,000 | | |
| Horseracing Totaliser Board (tote) | Darling QC, Paul | Non-executive member | £4,000 | Football Licensing Authority |
| | Good CBE, Sir Ian | Chair | £27,000 | |
| | Smith, Mike | Chair | £180,000 | |
| | Cowburn, Len | Non-executive member | £12,000 | |
| | Harwerth, Noel | Non-executive member | £12,000 | |
| | McCafferty, Mark | Non-executive member | £1,000 | |
| | Parker, Sir Eric | Non-executive member | £4,000 | |
| Housing Corporation | Drew Smith OBE, Sheila | Non-executive member | £10,204 | Audit Commission and London Thames Gateway Corporation |
| | Dixon, Peter | Chair | £55,289 | |



| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--|--------------------------------|----------------------|----------------------|--|
| | Moedina, Shaukat | Deputy Chair | £18,450 | |
| | Atherton, Candy | Non-executive member | £8,414 | |
| | Barker, Kate | Non-executive member | £9,245 | |
| | Fawcett MBE, Julie | Non-executive member | £8,414 | |
| | Holmes, Chris | Non-executive member | £8,414 | |
| | Hoodless OBE, Donald | Non-executive member | £10,204 | |
| | Lavery, Kevin | Non-executive member | £8,414 | |
| | Michael, Sir Duncan | Non-executive member | £10,408 | |
| | O'Neill, Sandi | Non-executive member | £8,582 | |
| | Rogers, Peter | Non-executive member | £8,414 | |
| Human Fertilisation and Embryology Authority | Nebhrajani, Sharmila | Deputy Chair | £2,500 | Charity Commission and Olympic Lottery Distributor |
| | Jardine, Professor Lisa | Chair | £65,000 | |
| | Jackson, Professor Emily | Deputy Chair | £7,500 | |
| | Abdalla, Hossam | Non-executive member | £7,500 | |
| | Archard, Professor David | Non-executive member | £7,500 | |
| | Barber, Debbie | Non-executive member | £7,500 | |
| | Barratt, Professor Christopher | Non-executive member | £2,500 | |
| | Brown, Clare (Lewis-Brown) | Non-executive member | £7,500 | |
| | Carragher, Anna | Non-executive member | £7,500 | |
| | Cheshire, Sally | Non-executive member | £7,500 | |
| | Couch, Dr Mair | Non-executive member | £2,500 | |
| | Dibblin, Jane | Non-executive member | £2,500 | |
| | Dundas, Rebekah | Non-executive member | £2,500 | |
| | Fasht, Ruth | Non-executive member | £7,500 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|------------------------------------|---------------------------|----------------------|----------------------|---------------------------------------|
| | Haites, Neva | Non-executive member | £2,500 | |
| | Hobcraft, Gemma | Non-executive member | £2,500 | |
| | Hunt, Jennifer | Non-executive member | £7,500 | |
| | Jamieson, Maybeth | Non-executive member | £2,500 | |
| | Ledger, Professor William | Non-executive member | £2,500 | |
| | Merricks, Walter | Non-executive member | £2,500 | |
| | Neuberg, Roger | Non-executive member | £7,500 | |
| | Neville, Lillian | Non-executive member | £2,500 | |
| | Price, Dr Susan | Non-executive member | £2,500 | |
| | Regan, Professor Lesley | Non-executive member | £2,500 | |
| Independent Safeguarding Authority | Singleton, Sir Roger | Chair | £117,500 | Capacity Builders UK |
| | Ariyo, Debbie | Non-executive member | £22,500 | |
| | Belcher, Dr John | Non-executive member | £22,500 | |
| | Black, Richard | Non-executive member | £22,500 | |
| | Brasse, Dr Valerie | Non-executive member | £22,500 | |
| | Davies, Tom | Non-executive member | £22,500 | |
| | Findlater, Donald | Non-executive member | £22,500 | |
| | Grubin, Professor Don | Non-executive member | £22,500 | |
| | Mian, Mehmuda | Non-executive member | £22,500 | |
| | Murray, Moira | Non-executive member | £22,500 | |
| | Withers, Peter | Non-executive member | £22,500 | |
| Information Commissioner's Office | Chilton, Dr Robert | Non-executive member | £12,000 | Standards Board and WRAP |
| | Clarke, David | Non-executive member | £12,000 | |
| | Graham, Sir Alistair | Non-executive member | £12,000 | |
| | Tickell, Clare | Non-executive member | £12,000 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|---|------------------------|----------------------|----------------------|---------------------------------------|
| Insolvency Service | Morrison, Derek | Non-executive member | £2,500 | East of England SHA |
| | Wallace, Philip | Chair | £7,500 | |
| | Brittain, Louise | Non-executive member | - | |
| | Holmes, Peter | Non-executive member | £2,500 | |
| | Wright, Rosalind | Non-executive member | £2,500 | |
| JobCentre Plus | Ludlam, Kenneth | Non-executive member | £21,000 | |
| | Clare, John | Chair | £21,000 | |
| | Anderson, Sarah | Non-executive member | £23,000 | |
| Learning and Skills Council | Ferguson, Ian | Non-executive member | - | QCA |
| | Galliers, Margaret | Non-executive member | £4,100 | QCA |
| | Banks, Christopher | Chair | £51,000 | |
| | Cadwallader, Gareth | Non-executive member | £4,000 | |
| | Cridland, John | Non-executive member | £6,300 | |
| | Gray, Bryan | Non-executive member | £4,000 | |
| | Hopkin, Sir Deian | Non-executive member | - | |
| | Hopson, Sally | Non-executive member | £3,000 | |
| | Ighodaro, Claire | Non-executive member | £4,000 | |
| | Marsh, Dame Mary | Non-executive member | £3,700 | |
| | O'Grady, Frances | Non-executive member | £4,000 | |
| | Pearson-Winstone, Emma | Non-executive member | £3,000 | |
| | Sanders, Mark | Non-executive member | £1,000 | |
| | Trobe, Malcolm | Non-executive member | £6,300 | |
| Youds, Jill | Non-executive member | £3,000 | | |
| London Thames Gateway Development Corporation | Baldry, Lorraine | Chair | £25,000 | Olympic Delivery Authority |
| | Drew Smith OBE, Sheila | Non-executive member | £2,500 | Audit Commission and Housing |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--|----------------------------|----------------------|----------------------|---------------------------------------|
| | | | | Corporation |
| | Lane, Bob | Chair | £17,500 | Homes and Communities Agency |
| | Vesty, Dru | Non-executive member | £12,500 | Homes and Communities Agency |
| | Ahmed, Ohid | Non-executive member | £12,500 | |
| | Biggs, John | Non-executive member | £25,000 | |
| | Farookhi, Imtiaz | Non-executive member | £12,500 | |
| | Giles, Kenneth | Non-executive member | £12,500 | |
| | Hornagold, Stan | Non-executive member | £12,500 | |
| | Kallar, Sid | Non-executive member | £2,500 | |
| | McAuley, Conor | Non-executive member | £12,500 | |
| | McCarthy, Mick | Non-executive member | £2,500 | |
| | Nicholson, Guy | Non-executive member | £12,500 | |
| | Patel, Atul | Non-executive member | £2,500 | |
| | Pierce, Sylvie | Non-executive member | £2,500 | |
| | White, Michael | Non-executive member | £12,500 | |
| | Worthington, John | Non-executive member | £12,500 | |
| Maritime and Coastguard Agency | Banham, Bob | Non-executive member | £12,500 | |
| | Lee, Julian | Non-executive member | £12,500 | |
| | Palmer, Nigel | Non-executive member | £12,500 | |
| Medicines and Healthcare Regulatory Agency | Breckenridge, Sir Alasdair | Chair | £102,500 | |
| | Arnold, Lisa | Non-executive member | £12,500 | |
| | Dolan, Shelley | Non-executive member | £7,500 | |
| | Fox, Michael | Non-executive member | £7,500 | |
| | Furr, Barrington | Non-executive member | £7,500 | |
| | Kernahan, Charles | Non-executive member | £7,500 | |



| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|---|-----------------------------|----------------------|----------------------|--|
| | Lawton, Vincent | Non-executive member | £7,500 | |
| | MacKay, Angus | Non-executive member | £7,500 | |
| | Watts, Garry | Non-executive member | £2,500 | |
| Monitor | Moyes, William | Chair | £237,500 | |
| | Goffe, Jude | Non-executive member | £27,500 | |
| | Mellor, Christopher | Non-executive member | £17,500 | |
| | Murphy, Elaine | Non-executive member | £17,500 | |
| | Thornton, Stephen | Non-executive member | £12,500 | |
| National Institute for Clinical Excellence (NICE) | Rawlins, Sir Michael | Chair | £62,500 | |
| | Taylor, Mark | Deputy Chair | £7,500 | |
| | Ebrahim, Professor Shah | Non-executive member | £7,500 | |
| | George, Revd Frederick | Non-executive member | £7,500 | |
| | Griffiths, Jenny | Non-executive member | £7,500 | |
| | Helliwell, Dr Margaret | Non-executive member | £7,500 | |
| | Jeyasingham, Mercy | Non-executive member | £7,500 | |
| | McCandish, Professor Rona | Non-executive member | £7,500 | |
| | Morrison, Professor Patrick | Non-executive member | £7,500 | |
| | Roberts, Professor Helen | Non-executive member | £7,500 | |
| Tross, Jonathan | Non-executive member | £12,500 | | |
| National Lottery Commission | Sagar, Deep | Commissioner | £10,811 | Planning Inspectorate and Office of the Public Guardian |
| | Wright, Anne | Chair | £59,998 | Armed Forces Pay Review Body and School Teachers Review Body |
| | Chapman, Mary | Commissioner | £7,242 | |
| | Foster, Robert | Commissioner | £34,844 | |
| | Froomberg, James | Commissioner | £7,782 | |



| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--------------------------------|----------------------------|----------------------|----------------------|---------------------------------------|
| | Thane, Sarah | Commissioner | £11,392 | |
| National Patient Safety Agency | Jones, Trevor | Non-executive member | £7,500 | |
| | Patel, Lord Naren | Chair | £62,500 | |
| | Edelman, G | Non-executive member | £7,500 | |
| | Gardiner, G | Non-executive member | £7,500 | |
| | Ghodse, H | Non-executive member | £7,500 | |
| | Patterson, L | Non-executive member | £7,500 | |
| | Pritchard, R | Non-executive member | £12,500 | |
| | Weir-Hughes, D | Non-executive member | £7,500 | |
| Natural England | Allen, Peter | Non-executive member | £12,500 | North West RDA |
| | Christensen CBE, Poul | Chair (Acting) | £42,500 | SEEDA |
| | Doughty, Martin | Chair | £67,500 | |
| | Appleby, Melinda | Non-executive member | £7,500 | |
| | Burton, Sarah | Non-executive member | £12,500 | |
| | Clarke, Roger | Non-executive member | £7,500 | |
| | Crowe, Lynn | Non-executive member | £12,500 | |
| | Denton-Thompson, Merrick | Non-executive member | £7,500 | |
| | Depledge, Michael | Non-executive member | £12,500 | |
| | Graham-Harrison, Catherine | Non-executive member | £2,500 | |
| | Hams, Tony | Non-executive member | £12,500 | |
| | Hill, David | Non-executive member | £17,500 | |
| | Hulyer, Doug | Non-executive member | £12,500 | |
| | Macdonald, David | Non-executive member | £12,500 | |
| | Pennell, Christopher | Non-executive member | £17,500 | |
| Warhurst, Pam | Non-executive member | £12,500 | | |



| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--------------------------|------------------------------|----------------------|----------------------|---------------------------------------|
| NESTA | Wilson, Andy | Non-executive member | £2,500 | |
| | Powell, Sir Chris | Chair | £26,245 | |
| | Barber, Sir Micheal | Trustee | - | |
| | Black, Liam | Trustee | - | |
| | Clement, Professor Marc | Trustee | - | |
| | Cosgrove, Dr Stuart | Trustee | - | |
| | Coutu, Sherry | Trustee | - | |
| | Emmott, Professor Stephen | Trustee | - | |
| | Flanagan, Andrew | Trustee | - | |
| | Gadhia, Jitesh | Trustee | - | |
| | Goodfellow, Professor Julia | Trustee | - | |
| | Long, Dr Tracy | Trustee | - | |
| | McKenna, Patrick | Trustee | - | |
| | Starr, Nick | Trustee | - | |
| | Sykes, Professor Kathy | Trustee | - | |
| Williams, Coram | Trustee | - | | |
| NHS Litigation Authority | Higgins, Professor Dame Joan | Chair | £37,500 | |
| | Capstick, Brian | Non-executive member | £7,500 | |
| | Ford OBE, Keith | Non-executive member | £2,500 | |
| | Shaw, Professor Rory | Non-executive member | £7,500 | |
| | Steel OBE, Patrica | Non-executive member | £7,500 | |
| | Wrightson OBE, Nina | Non-executive member | £7,500 | |
| NHS Pay Review Body | Morris, Gillian | Chair | £8,145 | Police Boards |
| | Ashmore, Philip | Member | £8,174 | |
| | Bolton, Lucinda | Member | £4,826 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|-----------------------------------|------------------------------|----------------------|----------------------|---------------------------------------|
| | Disney, Richard | Member | £4,700 | |
| | Galbraith, John | Member | £4,575 | |
| | Manning, Alan | Member | £2,100 | |
| | McKay, Ian | Member | £7,130 | |
| | Whitlam, Sharon | Member | £4,763 | |
| North West RDA | Allen, Peter | Non-executive member | £8,538 | Natural England |
| | Gray, Bryan | Chair | £110,455 | |
| | Harris, Professor Sir Martin | Deputy Chair | £12,040 | |
| | Hough, Robert | Deputy Chair | £11,384 | |
| | Murray, Vanda | Deputy Chair | £17,076 | |
| | Brooks, John | Non-executive member | £8,538 | |
| | Dwek, Joe | Non-executive member | £8,538 | |
| | Hensman, Peter | Non-executive member | £8,538 | |
| | McCall, Dave | Non-executive member | £8,538 | |
| | McDermott, Tony | Non-executive member | £8,538 | |
| | Merry, John | Non-executive member | £8,538 | |
| | Rimmer, Marie | Non-executive member | £6,020 | |
| | Selby, Anne | Non-executive member | £2,561 | |
| | Smith, Brenda | Non-executive member | £8,538 | |
| | Smith, Lord Peter | Non-executive member | £2,561 | |
| | Stageman, John | Non-executive member | £2,561 | |
| Williams, Professor Maureen | Non-executive member | £8,538 | | |
| Williams, Susan | Non-executive member | £8,538 | | |
| Nuclear Decommissioning Authority | Cooper, Tony | Non-executive member | £25,000 | Postal Services Commission |
| | Henwood, Stephen | Chair | £235,000 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|---------------------------|---------------------------|----------------------|----------------------|---------------------------------------|
| | Baldwin, Nick | Non-executive member | £35,000 | |
| | Brown, Janette | Non-executive member | £1,800 | |
| | Dixon, Patrick | Non-executive member | £1,800 | |
| | Illingworth, David | Non-executive member | £35,000 | |
| | Owens, David | Non-executive member | £1,800 | |
| | Wivell, Alistair | Non-executive member | £1,800 | |
| Ofcom | Banerjee, Millie | Non-executive member | £65,029 | Consumer Focus |
| | Currie, Lord David | Chair | £212,473 | Royal Mail |
| | Bowe, Colette | Chair | £49,585 | |
| | Graf, Philip | Deputy Chair | £106,970 | |
| | Gardam, Tim | Non-executive member | £42,519 | |
| | Liston, Stephanie | Non-executive member | £17,480 | |
| | McTighe, Mike | Non-executive member | £43,191 | |
| Office of Fair Trading | Collins, Philip | Chair | £172,500 | |
| | Blackwell, Lord Norman | Non-executive member | £22,500 | |
| | Curtis, Bronwyn | Non-executive member | £12,500 | |
| | Giles, Alan | Non-executive member | £22,500 | |
| | Hart, James | Non-executive member | £22,500 | |
| | Jenny, Professor Frederic | Non-executive member | £22,500 | |
| | Lea, Anthony | Non-executive member | £22,500 | |
| | Marsden, Dr Philip | Non-executive member | £12,500 | |
| Office of Rail Regulation | Bucks, Peter | Non-executive member | £21,454 | Ofwat |
| | May, Jane | Non-executive member | £21,454 | Ofwat |
| | Bolt, Chris | Chair | £110,273 | |
| | Elliott, Dr Chris | Non-executive member | £21,454 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|-------------------------------|----------------------|----------------------|----------------------|---|
| | Goldson, Richard | Non-executive member | £21,454 | |
| | O'Sullivan, Jim | Non-executive member | £21,454 | |
| Office of the Public Guardian | Sagar, Deep | Non-executive member | £2,500 | Planning Inspectorate and National Lottery Commission |
| | Joyce, Lionel | Non-executive member | £7,500 | |
| | McCarthy, Susan | Non-executive member | £2,500 | |
| | Niven, Bob | Non-executive member | £7,500 | |
| | Rumbold, Maurice | Non-executive member | £7,500 | |
| | Varley, Rosie | Non-executive member | £17,500 | |
| | Whittaker, Sue | Non-executive member | £2,500 | |
| Ofgem | Keohane, Jim | Non-executive member | £6,250 | Civil Aviation Authority |
| | Mogg, Lord | Chair | £152,330 | |
| | Bidwell, Robin | Non-executive member | £22,667 | |
| | Greenwood, Miriam | Non-executive member | £22,667 | |
| | Hanratty, Judith | Non-executive member | £22,667 | |
| | Harker, David | Non-executive member | £6,250 | |
| | Scott, Jayne | Non-executive member | £22,667 | |
| | Wybrew, John | Non-executive member | £21,667 | |
| Yarrow, George | Non-executive member | £21,667 | | |
| Ofsted | Atkins, Zenna | Chair | £47,500 | SEEDA |
| | Trinick, Christopher | Non-executive member | £2,500 | Qualifications and Curriculum Authority |
| | Battersby, George | Non-executive member | £2,500 | |
| | Blackburn, Paul | Non-executive member | £2,500 | |
| | Chuku, Yusuf | Non-executive member | £2,500 | |
| | Collins, Sharon | Non-executive member | £2,500 | |



| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|----------------------------|-------------------------|----------------------|----------------------|---|
| | MacLeod, David | Non-executive member | - | |
| | Roberts, Dame Jane | Non-executive member | £2,500 | |
| | Roberts, John | Non-executive member | £2,500 | |
| | Sodiwala, Vijay | Non-executive member | £2,500 | |
| | Steer, Sir Alan | Non-executive member | £2,500 | |
| | Takolia, Museji | Non-executive member | £2,500 | |
| Ofwat | Bucks, Peter | Non-executive member | £24,900 | Office for Rail Regulation |
| | May, Jane | Non-executive member | £24,000 | Office of Rail Regulation |
| | Fletcher, Philip | Chair | £108,700 | |
| | Boys, Penny | Non-executive member | £25,100 | |
| | Brooker, Micheal | Non-executive member | £23,700 | |
| | Owen, Gillian | Non-executive member | £23,700 | |
| Olympic Delivery Authority | Baldry, Lorraine | Non-executive member | £17,000 | London Thames Gateway Development Corporation |
| | McNulty, Sir Roy | Chair (Acting) | £52,000 | Civil Aviation Authority |
| | Armitt, John | Chair | £250,000 | |
| | Ball, Tony | Non-executive member | - | |
| | Bernstein, Sir Howard | Non-executive member | £2,000 | |
| | Camfield, Barry | Non-executive member | £13,000 | |
| | Coleman, Neale | Non-executive member | £9,000 | |
| | Duckworth, Stephen | Non-executive member | £22,000 | |
| | Fison, David | Non-executive member | - | |
| | Garnett, Christopher | Non-executive member | £15,000 | |
| | Huyton, Baroness Morgan | Non-executive member | £9,000 | |
| | Mason, Sir Peter | Non-executive member | £5,000 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|-----------------------------|--------------------------------|----------------------|----------------------|---|
| | Muthalagappan, Kumar | Non-executive member | £13,000 | |
| | Serota, Sir Nicholas | Non-executive member | £10,000 | |
| | Taylor, David | Non-executive member | £19,000 | |
| Olympic Lottery Distributor | Nebhrajani, Sharmila | Non-executive member | £2,500 | Human Fertilisation and Embryology Authority and Charity Commission |
| | Paraskeva, Janet | Chair | £12,500 | Serious Organised Crime Agency |
| | Ainscrow, Carol | Non-executive member | £2,500 | |
| | Daniels, Hilary | Non-executive member | £2,500 | |
| | Holbrook, Lindsey | Non-executive member | £2,500 | |
| | Reedie, Sir Craig | Non-executive member | £2,500 | |
| One North East | Fay OBE, Margaret | Chair | £101,040 | Homes and Communities Agency |
| | Thompson, Christopher | Deputy Chair | £17,076 | |
| | Brown, Ian | Non-executive member | £8,538 | |
| | Callaghan, Paul | Non-executive member | £8,538 | |
| | Cunningham, Cllr Alex | Non-executive member | £8,538 | |
| | Dormer, Ian | Non-executive member | £8,538 | |
| | Hale, Gill | Non-executive member | £8,538 | |
| | Higgins, Professor Christopher | Non-executive member | £8,538 | |
| | Jackson, Cllr Peter | Non-executive member | £8,538 | |
| | Shiple OBE, Cllr John | Non-executive member | £8,538 | |
| | Symonds, Cllr Bob | Non-executive member | £8,538 | |
| | Thain OBE, Alison | Non-executive member | £8,538 | |
| | Thompson OBE, Ruth | Non-executive member | £8,538 | |
| | Thrower, Graham | Non-executive member | £8,538 | |
| Welch OBE, Kate | Non-executive member | £8,538 | | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--------------------------|----------------------|----------------------|----------------------|---|
| Passenger Focus | Leibling, David | Non-executive member | - | Driving Standards Authority |
| | Foxall, Colin | Chair | £40,000 | |
| | Burton, D | Non-executive member | £16,000 | |
| | Davis, Philip | Non-executive member | £16,000 | |
| | Gordon, K | Non-executive member | £16,000 | |
| | King, J | Non-executive member | £16,000 | |
| | Knights, C | Non-executive member | £16,000 | |
| | Langslow, D | Non-executive member | £16,000 | |
| | Mead, D | Non-executive member | £16,000 | |
| | Samuel, W | Non-executive member | £16,000 | |
| | Saunders, B | Non-executive member | £16,000 | |
| | Seale, Marc | Non-executive member | £16,000 | |
| | Thomas, S | Non-executive member | £16,000 | |
| | Walmsley, N | Non-executive member | £16,000 | |
| Pensions Protection Fund | Drake, Jeannie | Non-executive member | £22,500 | Equality and Human Rights Commission |
| | Holland, Sir Anthony | Non-executive member | £22,500 | Standards Board |
| | Churchill, Lawrence | Chair | £87,500 | |
| | Abrams, Ian | Non-executive member | £22,500 | |
| | Baker, Mark | Non-executive member | £22,500 | |
| | Berresford, Ann | Non-executive member | £22,500 | |
| | Deakin, Michael | Non-executive member | £22,500 | |
| | Hughes, Christopher | Non-executive member | £22,500 | |
| Planning Inspectorate | Sagar, Deep | Non-executive member | £7,500 | National Lottery Commission and Office of the Public Guardian |
| | Earl, Jane | Non-executive member | £7,500 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|---|---------------------------|----------------------|----------------------|---------------------------------------|
| | Jones, Professor Colin | Non-executive member | £7,500 | |
| | Peace, Liz | Non-executive member | £2,500 | |
| Police Boards | Morris, Gillian | Member | £25,200 | NHS Pay Review Body |
| | Randall, John | Member | £9,634 | |
| Postal Services Commission | Cooper, Tony | Commissioner | £22,500 | Nuclear Decommissioning Authority |
| | Stapleton, Nigel | Chair | £87,500 | |
| | Dahlsten, Ulf | Commissioner | £27,500 | |
| | Goldwag, Wanda | Commissioner | £22,500 | |
| | Littlechild, Stephen | Commissioner | £22,500 | |
| | Prior-Palmer, Simon | Commissioner | - | |
| | Scott-Moncrieff, Lucy | Commissioner | £12,500 | |
| Prison Staff Pay Review Body | Cope, Jerry | Chair | £8,159 | |
| | Campbell, Henrietta | Member | £4,814 | |
| | Childs, Richard | Member | £5,546 | |
| | Curtis, Bronwen | Member | £4,520 | |
| | Davies, John | Member | £5,007 | |
| | Lebrecht, David | Member | £5,307 | |
| | Magee, Joseph | Member | £4,250 | |
| | Riach, Peter | Member | £6,900 | |
| Qualifications and Curriculum Authority | Arthur, Professor Michael | Non-executive member | - | Yorkshire Forward |
| | Ferguson, Ian | Non-executive member | - | Learning and Skills Council |
| | Galliers, Margaret | Non-executive member | - | Learning and Skills Council |
| | Trinick, Christopher | Chair | £42,600 | Ofsted |
| | Greener, Sir Anthony | Chair | - | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|-----------------------------|----------------------------|----------------------|----------------------|---|
| | Beasley, Mike | Deputy Chair | - | |
| | Greenhalgh, Richard | Deputy Chair | - | |
| | Collinson, Rose | Non-executive member | - | |
| | Dobbie, Scott | Non-executive member | - | |
| | Hall, Cynthia | Non-executive member | - | |
| | Kirkham, Susan | Non-executive member | - | |
| | Rose, Jim | Non-executive member | - | |
| | Sherlock, David | Non-executive member | - | |
| | Smith, Maurice | Non-executive member | - | |
| | Stuart, Nick | Non-executive member | - | |
| | Tattersall, Kathleen | Non-executive member | £62,900 | |
| | Watson, Sir David | Non-executive member | - | |
| Royal Mail | Currie, Lord David | Non-executive member | £9,000 | Ofcom |
| | Prosser, Baroness Margaret | Non-executive member | £51,000 | Equality and Human Rights Commission |
| | Brydon, Donald | Chair | £8,000 | |
| | Carr-Locke, Andrew | Non-executive member | £51,000 | |
| | Handover, Richard | Non-executive member | £64,000 | |
| | Weir, Helen | Non-executive member | £46,000 | |
| Rural Payments Agency | Bastin, Nicola | Non-executive member | £7,500 | |
| | Betteridge, Steve | Non-executive member | £7,500 | |
| | Swinson, Chris | Non-executive member | £12,500 | |
| School Teachers Review Body | Wright, Anne | Chair | £1,400 | National Lottery Commission and School Teachers Review Body |
| | Board, Jennifer | Member | £3,000 | |
| | Chatterji, Monojit | Member | £14,283 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--------------------------------|-------------------------|----------------------|----------------------|---------------------------------------|
| | Dolton, Peter | Member | - | |
| | Jones, Dewi | Member | £8,450 | |
| | Kidd, Elizabeth | Member | £7,753 | |
| | Lindop, Esmond | Member | £5,796 | |
| | Pantelides, Stella | Member | - | |
| | Warman, Bruce | Member | £5,672 | |
| | Watts, Anne | Member | £3,957 | |
| Senior Salaries Review Body | Greenaway, David | Member | £855 | Armed Forces Pay Review Body |
| | Cockburn, Bill | Chair | £17,561 | |
| | Barker, Mark | Member | - | |
| | Galbraith, Mary | Member | £16,410 | |
| | Lai, Mei Sim | Member | £6,353 | |
| | Langley, Mike | Member | £8,745 | |
| | McKenna, Jim | Member | £1,567 | |
| | North, Sir Peter | Member | £9,581 | |
| | Pearson, Richard | Member | £8,497 | |
| Williams, Paul | Member | £9,586 | | |
| Serious Fraud Office | Graham, Alan | Non-executive member | £52,500 | |
| | Maunsell, Harriett | Non-executive member | £17,500 | |
| | Neville, Dame Elizabeth | Non-executive member | £37,500 | |
| Serious Organised Crime Agency | Paraskeva, Janet | Non-executive member | £27,500 | Olympic Lottery Distributor |
| | Lander, Sir Stephen | Chair | £87,500 | |
| | Barrett, Stephen | Non-executive member | £27,500 | |
| | France, Elizabeth | Non-executive member | £27,500 | |
| | Ken, Jarrold | Non-executive member | £27,500 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|---------------------------------------|------------------------|----------------------|----------------------|---------------------------------------|
| | Wheeler, Sir Roger | Non-executive member | £27,500 | |
| South Central SHA | Jones, Trevor | Non-executive member | - | |
| | Harris, Dr Geoffrey | Chair | £42,500 | |
| | Blue, Dr Illona | Non-executive member | - | |
| | Butler, Terry | Non-executive member | £7,500 | |
| | Howell, Martin | Non-executive member | £7,500 | |
| | Le Fevre, Chris | Non-executive member | £7,500 | |
| | McLoone, Joe | Non-executive member | £7,500 | |
| | Coates, Alyson | Vice Chair | £12,500 | |
| South East England Development Agency | Atkins, Zenna | Non-executive member | £2,490 | Ofsted |
| | Braithwaite CBE, James | Chair | £99,274 | Environment Agency |
| | Christensen CBE, Poul | Deputy Chair | £12,095 | Natural England |
| | Jones, Peter | Deputy Chair | £17,187 | |
| | Anderson, Rob | Non-executive member | £6,103 | |
| | Birch, Jeremy | Non-executive member | £2,490 | |
| | Byrne OBE, Dolores | Non-executive member | £8,554 | |
| | Charlwood, Pamela | Non-executive member | £8,593 | |
| | Dawson OBE, Les | Non-executive member | £2,490 | |
| | Farookhi, Imtiaz | Non-executive member | £8,593 | |
| | Goldfield, Robert | Non-executive member | £8,593 | |
| | House, Keith | Non-executive member | £6,103 | |
| | John, Susan | Non-executive member | £8,593 | |
| | Mitchell CBE, Keith | Non-executive member | £2,490 | |
| | Peel OBE, John | Non-executive member | £6,103 | |
| Pratt, Alex OBE | Non-executive member | £8,593 | | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|---------------------------------------|------------------------|----------------------|----------------------|---------------------------------------|
| | Riley, Keith | Non-executive member | £11,044 | |
| | Wakenham, Bill | Non-executive member | £8,593 | |
| | Wood, Phil | Non-executive member | £8,593 | |
| South West RDA | Studholme, Harry | Non-executive member | £8,538 | Forestry Commission |
| | Williams, Juliet | Chair | £101,040 | |
| | Derrick, Kelvyn | Deputy Chair | £17,076 | |
| | Bakewell, Catherine | Non-executive member | £8,538 | |
| | Buckland, Nicholas | Non-executive member | £14,578 | |
| | Costley, Nigel | Non-executive member | £5,991 | |
| | Courts, Alan | Non-executive member | £8,538 | |
| | Ducat, Ian | Non-executive member | £2,548 | |
| | Hames, Duncan | Non-executive member | £8,538 | |
| | Madden, Peter | Non-executive member | £2,548 | |
| | Porritt, Jonathon | Non-executive member | £5,991 | |
| | Reid, Christine | Non-executive member | £8,538 | |
| | Reynolds, Judith | Non-executive member | £8,538 | |
| | Robinson, Brian | Non-executive member | £8,538 | |
| | Savage, John | Non-executive member | £8,538 | |
| | Smith, Steve | Non-executive member | £2,548 | |
| | Thomas, Eric | Non-executive member | £5,991 | |
| Winsler, Ellen | Non-executive member | £8,538 | | |
| South West Strategic Health Authority | Vickers, Jonathan | Non-executive member | £12,500 | UK Sport |
| | Pitt, Sir Michael | Chair | £47,500 | |
| | Ryan, Alison | Non-executive member | £7,500 | |
| | West, Professor Steven | Non-executive member | £7,500 | |



| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|---|-----------------------|----------------------|----------------------|--|
| | Wilkinson, Geoffrey | Non-executive member | £7,500 | |
| Standards Board for England | Chilton, Dr Robert | Chair | £30,600 | WRAP and the Information Commissioner's Office |
| | Holland, Sir Anthony | Chair | £10,201 | Pensions Protection Fund |
| | Hughes, P | Deputy Chair | £2,673 | |
| | Simons, J | Deputy Chair | £10,757 | |
| | Abderrahim, E | Non-executive member | £5,349 | |
| | Flint, S | Non-executive member | £7,915 | |
| | Gott, P | Non-executive member | £7,418 | |
| | Hall, E | Non-executive member | £7,418 | |
| | Kendall, M | Non-executive member | £5,349 | |
| | Khan, M | Non-executive member | £7,418 | |
| | Knight, S | Non-executive member | £559 | |
| | Watson, R | Non-executive member | £8,673 | |
| Teaching Development Agency for Schools | Follett, Sir Brain | Chair | £47,000 | |
| | Aston, James | Non-executive member | £1,050 | |
| | Atkins, John | Non-executive member | £750 | |
| | Baker, Christopher | Non-executive member | £9,626 | |
| | Bigland, Brenda | Non-executive member | - | |
| | Buck, Andrew | Non-executive member | - | |
| | Eyre, Deborah | Non-executive member | £3,300 | |
| | Goodwin, Deborah | Non-executive member | - | |
| | Green, David | Non-executive member | £3,000 | |
| | Head, Tim | Non-executive member | £1,200 | |
| | Husbands, Christopher | Non-executive member | £4,650 | |



| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--------------------|----------------------|----------------------|----------------------|---------------------------------------|
| | Johnson, Nick | Non-executive member | - | |
| | Palmer, Derrick | Non-executive member | £2,700 | |
| | Pugh, Dame Gillian | Non-executive member | £3,750 | |
| | Ransley, Roy | Non-executive member | £1,800 | |
| | Thornhill, Richard | Non-executive member | - | |
| | Tranter, Susan | Non-executive member | - | |
| | Wood, Alan | Non-executive member | £750 | |
| The Coal Authority | Mounsey, Dr H M | Chair | £27,500 | |
| | Dingle, S | Non-executive member | £12,500 | |
| | Hawksley, John R | Non-executive member | £7,500 | |
| | Jones, Dr B | Non-executive member | £12,500 | |
| | Lane, Dr Pauleen | Non-executive member | £12,500 | |
| UK Sport | Vickers, Jonathan | Non-executive member | £753 | South West Strategic Health Authority |
| | Campbell, Sue | Chair | £37,500 | |
| | Bitel, Nick | Non-executive member | £645 | |
| | Bracewell, Julia | Non-executive member | £1,986 | |
| | Carling, Philip | Non-executive member | £4,515 | |
| | Carr, Rod | Non-executive member | £2,042 | |
| | Holmes, Chris | Non-executive member | £5,913 | |
| | Mapp, Derek | Non-executive member | - | |
| | Martin, Louise | Non-executive member | £1,398 | |
| | Price, Jennie | Non-executive member | - | |
| | Roddy, Ged | Non-executive member | £430 | |
| Saunders, Eric | Non-executive member | - | | |



| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--------------------------------------|---------------------------|----------------------|----------------------|---|
| | Walker, Nigel | Non-executive member | £3,117 | |
| | Walsh, Dominic | Non-executive member | £860 | |
| UKFI | Gibbs, Peter | Non-executive member | £6,000 | |
| | Kirkwood, Michael | Non-executive member | £6,000 | |
| | Remnant, Philip | Non-executive member | - | |
| | Riches, Lucinda | Non-executive member | £6,000 | |
| Vehicle and Operator Services Agency | Jablonowski, Alex | Non-executive member | - | Companies House and Highways Agency |
| | Doran, John | Non-executive member | - | |
| | Smith, Paul | Non-executive member | - | |
| Waste and Resources Action Programme | Chilton, Dr Robert | Non-executive member | £14,000 | Standards Board and the Information Commissioner's Office |
| | Cocker, Vic | Chair | £4,000 | |
| | Stone, Peter | Chair | £45,000 | |
| | Averill, Michael | Non-executive member | £14,000 | |
| | Elmer, Tony | Non-executive member | £14,000 | |
| | Fleming, George | Non-executive member | - | |
| | Francis, Nick | Non-executive member | - | |
| | Jones, Maggie | Non-executive member | £14,000 | |
| | Sweeney, Tim | Non-executive member | £14,000 | |
| | Thornton, Neil | Non-executive member | - | |
| | Twitchen, Kay | Non-executive member | £14,000 | |
| | Watson, Jenny | Non-executive member | £14,000 | |
| Yorkshire Forward | Arthur, Professor Michael | Non-executive member | £8,538 | OCA |
| | Hodgkinson, Terry | Chair | £80,509 | |
| | Pollard OBE, Linda | Deputy Chair | £17,076 | |

| Public Body | Individuals Name | Position | Remuneration 2008-09 | Other boards involved with in 2008-09 |
|--------------------------------------|---------------------------|----------------------|----------------------|---------------------------------------|
| | Adams, Bill | Non-executive member | £2,548 | |
| | Ahmed, Ajaz | Non-executive member | £2,548 | |
| | Dodd OBE, Barry | Non-executive member | £8,538 | |
| | Guy, Stella | Non-executive member | £5,837 | |
| | Haskins, Lord Christopher | Non-executive member | £5,991 | |
| | Javed, Arshad | Non-executive member | £8,538 | |
| | Kenny CBE, Julie | Non-executive member | £8,538 | |
| | Kirk, Cllr Mark | Non-executive member | £8,538 | |
| | Lovell, Mark | Non-executive member | £8,538 | |
| | Moynahan, Laura | Non-executive member | £8,538 | |
| | Pinnock, Cllr Kath | Non-executive member | £8,538 | |
| | Vincent, John | Non-executive member | £2,548 | |
| | Weighell, Cllr John | Non-executive member | £8,538 | |
| | Wilson CBE, Cllr Jan | Non-executive member | £8,538 | |
| Yorkshire Strategic Health Authority | Riddle, Kathryn | Chair | £47,500 | |
| | Collier, Michael | Non-executive member | £12,500 | |
| | Dean, Janet | Non-executive member | £7,500 | |
| | Harkness, Sarah | Non-executive member | £7,500 | |
| | Jack, Jayne | Non-executive member | £2,500 | |
| | Ramsay, Keith | Non-executive member | £7,500 | |
| | Walker, Ian | Non-executive member | £7,500 | |

* Wherever possible, the remuneration shown is 'total remuneration' (including salary, expenses and – if relevant – pension contribution). When figures for total remuneration were not available, 'full year equivalent' (FTE) figures have been used.

** Table shows all board members during 2008-09; some individuals will have left or started part way through the year.