



DOD'S
CIVIL SERVICE
COMPANION

2009–10

IN ASSOCIATION WITH

Civil Service
WORLD 



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DOD'S
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FOREWORD



JANET PARASKEVA

First Commissioner, Office of The Civil Service Commissioners

As an independent regulator, working outside the Civil Service but closely with it, I am delighted to contribute the foreword to this year's *Civil Service Companion*.

Civil Service Commissioners have two very important roles.

We maintain the principle that selection for recruitment into the Civil Service should be on merit on the basis of fair and open competition. This means getting the best person for the job. It is a simple principle, but is one of the strongest foundations of a Civil Service that remains envied around the world.

Civil Service Commissioners also hear appeals from civil servants under the Civil Service Code. The Code describes the core values of the Civil Service: Honesty, Integrity, Objectivity and Impartiality. If any civil servant has been asked to do something that they believe breaches these values they can raise it within their department. But if they are not satisfied with their department's response, they can appeal to us. We can also take appeals direct.

Taken together, these two roles help to ensure a Civil Service that can efficiently and effectively support a democratically elected government, of whatever party, to deliver policies and services to meet the needs of a modern and diverse Britain.

A handwritten signature in black ink that reads "Janet Paraskeva." The signature is written in a cursive, flowing style.

Janet Paraskeva

INTRODUCTION



GILL RIDER

Head of the Civil Service Capability Group

This guide is a fascinating “window on the world” of the Civil Service giving an insight into the wide range of work that civil servants across the country and around the globe are doing on a daily basis.

I have now been a civil servant for three years – after a career in the private sector – and I am proud to be part of such a highly professional and skilled organisation. As a relative newcomer one of the most striking features that stood out when I joined was the strength of the civil service values (objectivity, impartiality, honesty and integrity) and the power of the Head of the Civil Service’s 4Ps (pace, passion, professionalism and pride). One common feature of all high performing organisations is the strength of their values and ethos and so the Civil Service is well placed as it looks to the future. It also has a huge strength in the diversity of its people.

The range of work and the challenges we face – globalisation, climate change, ageing population, all against the backdrop of the current recession – make the Civil Service an extraordinary place to work.

Gill Rider



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Career: Local Government Housing Manager 1975-80: London Borough of Tower Hamlets 1975-78, London Borough of Islington 1978-80; Regional Director, then Operations Director, Housing Corporation 1981-90; Chief Executive, National Association of Citizens Advice Bureau (NACAB) 1991-97; Non-Executive Director, Benefits Agency 1997-2001; Legal Services Ombudsman for England and Wales 1997-2002; Member, Committee on Standards in Public Life 2000-02; Health Service Commissioner for Wales 2002-03; Welsh Administration Ombudsman 2002-04; Parliamentary and Health Service Ombudsman for England and Wales 2002-; Chair, British and Irish Ombudsman Association 2004-06; Member, British and Irish Ombudsman Association Validation Committee 2006-

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Career: Department of Trade and Industry/for Business, Enterprise and Regulatory Reform 1980-: Various posts 1980-93, Director, Economic and Monetary Union and European Union Enlargement, European Policy Directorate 1998-2003, Director, Trade Strategy, Europe and World Trade/International Trade Policy, Fair Markets Group 2003-07, Director European Energy, Energy Group 2008; Head, European Policy Department of Energy and Climate Change 2008-

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Career: Admitted Solicitor 1988; Private practice solicitor 1988-93; Government Legal Service 1993-: Assistant Director, Legal Services, Directorate of Health and Social Care, Department of Health 1993-04; Department for Environment, Food and Rural Affairs 2004-: Director, Law and Regulation Directorate A 2004-07, Solicitor and Director-General, Legal and HR 2007-

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Career: Called to Bar, Gray's Inn 1974, Inland Revenue 1975-2005: Solicitor's Office, Seconded to Legal Secretariat Law Officers 1991-93, Principal Assistant Solicitor 1996-2003, Director, Special Compliance Office 2003-05; Director, National Teams and Special Civil Investigations, Operations Business Area, Business Units, HM Revenue and Customs 2005-08; Director, Serious Fraud Office 2008-

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Career: Royal Air Force: Commissioned 1979, Various Command and Policy Posts 1979-2003; Director, Personnel and Training Policy 2003-05, Director, Defence Diplomacy, Ministry of Defence 2005-06; Director, HR Services, Home Office 2006-08; Director, Civil Service Workforce, Cabinet Office 2008-

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Career: Manchester University: Senior lecturer 1991-96, Professor of psychiatry 1996-, Director, National Confidential Inquiry into Suicide and Homicide by People with Mental Illness 1996-; Department of Health 2000-: National Clinical Director for Mental Health 2000-03, 2007-08, Director, National Institute for Mental Health in England, NHS Modernisation Agency 2004-07; Social Care, Local Government and Care Partnerships Directorate: National Clinical Director 2008-09, National Director for Mental Health 2009-

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Career: Client Services Manager, AC Neilsen 1983-85; Marketing Manager, Mars Inc. 1985-89; Marketing Director, HP Bulmer 1989-92; Managing Director, URM Agencies 1992-95; Chief Executive Officer, Justerini and Brooks 1996-97; Managing Director, Coca Cola GB 1997-2001; Chair, Young People's Learning Committee, Learning and Skills Council 2000-04; Founder, Bigthoughts Ltd 2001-, Chair, Learning and Skills Council 2004-

Honours: CBE 2003; *Professional bodies:* Chair, London Employer Coalition 1999-2004; Deputy Chair, National Employment Panel 2001-; Member, Women and Work Commission 2004-

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Career: Inland Revenue/HM Revenue and Customs 1977-: Regional Director, East 1999-2000, Director, Operations 2000-03, Director, Human Resources 2003-04, Director, International Division 2004-05, Director, Corporation Tax and VAT 2005-06, Director, Business Customer Unit 2006-

Honours: CBE 2007

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Chief Executive, Scottish Further and Higher Education Funding Council

Mark Thomas Scott Batho

Born 10 June 1956; Married Vivienne Lightfoot 1980 (2 sons, 1 daughter); *Education:* Glyn Grammar School, Epsom; St Andrews University (MA classical studies 1979)

Career: Scottish Office/Scottish Executive/Scottish Government 1979-: Health Board Liaison 1979-80, Countryside Issues 1980-81, Civil Defence 1981-82, Local Government Finance 1982-83, Ancient Monuments 1983-84, Bankruptcy Legislation 1984-85, Transport Issues 1985-88, Local Government Finance 1988-92, Health Policy 1992, Local Government Re-organisation 1992-94, Industrial Policy 1994-96, Finance 1996-98, Best Value Project 2000, Head of Social Justice Group, Development Department 2000-03, Head of Lifelong Learning Group, Enterprise Transport and Lifelong Learning Department 2004-07, Director, Lifelong Learning Directorate, Education Directorate General 2007-09; Chief Executive, Scottish Further and Higher Education Funding Council 2009-

BEASLEY, ANN

Director, Finance, HM Prison Service

Born 13 September 1958; 2 sons; *Education:* Manchester University (BSc mathematics 1979, MA statistics 1980); Kingston University (MA 2003); *Recreations:* Collector of original paintings, swimming, theatre, travel

Career: Assistant Statistician, HM Customs and Excise 1980-82; Senior Assistant Statistician, Civil Aviation Authority 1982-88; Metropolitan Police 1988-2002; Director of Finance and Head of Planning Group, HM Prison Service 2002-; Director, Finance and Performance, National Offender Management Service Group, Ministry of Justice 2008-
Professional bodies: Institute of Management

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Career: Trainee/Staff Nurse, Royal London Hospital 1962-74; Ealing Health Authority 1984-87; Assistant Director, Nursing 1984-86; Assistant General Manager, Community Services 1986-87; Riverside Health Authority 1987-92; Director, Community Services 1987-91, Acting Chief Executive 1991-92; North Thames Regional Health Authority 1994-98; Acting Regional Nurse Director 1994-95, Regional Nurse Director 1995-98; Regional Director, Nursing and Operational Development, NHS London 1998-2002; Department of Health 2002-: Head, Development and Nursing, Health and Social Care Directorate 2002-03, Partnership Development Director, NHS Modernisation Agency 2003-04, Chief Nursing Officer and Director-General 2004-

Honours: CBE 2001; DBE 2008; *Professional bodies:* Pro-Chancellor, Thames Valley University; *Fellowships:* Fellow, Queen's Nursing Institute; *Honorary degrees:* Honorary Professor of Nursing, Wolfson School, Thames Valley University 1997; Honorary Doctor of Medicine, Nottingham University 2006; Honorary Doctor of Science, Wolverhampton University 2007

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Born 19 December 1966; *Education:* Oxford University (BA 1988); London School of Economics (MSc 1991)

Career: Secretary, Diana, Princess of Wales Memorial Committee; HM Treasury: Head of Competition, Regulation and Energy Markets, Finance Regulation and Industry Directorate -2004, Director of Operations, Ministerial and Corporate Services 2004-07, Director, Policy and Planning 2007-08, Director, Fiscal Policy, Macroeconomic and Fiscal Policy Directorate 2008-

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Born 13 October 1945; Married 1990 (1 son, 1 daughter); *Education:* London School of Economics (BSc 1967, MSc 1968); Edinburgh University (PhD 1973)

Career: Professor of Applied Population Biology, Imperial College London; Government Chief Scientific Adviser, Department for Innovation, Universities and Skills 2008-

Honours: CMG 2004; *Fellowships:* FRS 2001; *Publications:* Over 100 in scientific journals

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Career: Private sector posts in accountancy, manufacturing, building societies and insurance 1976-94; Department for Education and Employment/Skills 1994-2003: Head, Financial Services and Accountancy 1994-97, Head, Schools Capital and Buildings 1997-2003; Director, Finance, Department for Transport 2003-07; HM Treasury: Director, Financial Management and Reporting 2007-, Deputy Head of the Government Finance Profession 2007-

Professional bodies: Fellow, Institute of Chartered Accountants; Chartered Public Finance Accountant

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Career: Deputy Director later Director of Social Services, Cleveland County Council and Middlesbrough Council 1989-96; Director of Social Services, London Borough of Greenwich 1996-03; President of the Association of Directors of Social Services 2003; First Chief Inspector of the Commission for Social Care Inspection 2003-06; Department of Health: Director General for Social Care, 2006-07, Director General, Social Care, Local Government and Care Partnerships 2007-

Honours: CBE 2003; *Professional bodies:* Association of Directors of Adult Social Services; *Honorary degrees:* Doctor of Letters, Greenwich University 2003; *Publications:* Social Work with Young Offenders 1981

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Born 31 March 1959; Married Louise Caroline Poole 1981 (2 daughters); *Education*: Knightswood Secondary School, Glasgow; Glasgow University (MA history and philosophy 1981, MEd management and administration 1987); Jordanhill College of Education (PGCE Primary 1982); *Recreations*: Keeping fit, reading, Rushden and Diamonds FC

Career: Primary teacher, Glasgow 1982-85; Deputy headteacher, Witham, Essex 1985-88; Headteacher, Thundersley, Essex 1988-90; Lecturer Open University 1988-90; Assistant Director of Education, Newcastle City Council 1990-93, 1994-95; Harkness Fellow of the Commonwealth Fund of New York, Atlanta USA 1993-94; Newcastle City Council 1995-2000: Chief Education Officer 1995-98, Director, Education and Libraries 1998-2000; Chief Executive, Bedfordshire County Council 2000-02; HM Chief Inspector of Schools, Office for Standards in Education (Ofsted) 2002-06; Permanent Secretary, Department for Education and Skills/Children, Schools and Families 2006-

Honorary degrees: Strathclyde University 2004; De Montfort University 2006; *Publications*: Parents' Guide to the National Curriculum (1991); Inspirations for History (1992); Bright Ideas: maths projects (1992)

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Born 29 April 1950; 1 daughter, 1 son; *Education*: University College, London (BA 1971), St Anne's College, Oxford (BPhil 1973)

Career: Department of the Environment/of Environment, Transport and the Regions/for Transport, Local Government and the Regions 1975-2003: Head, Finance Departmental Services 1987-89, Wales Regulation Division 1989-90, Local Government Re-organisation Division 1990-94, Local Authority Grants 1994-97, Director, Regional Policy 1997-2000, Seconded as Deputy Head, Economic and Domestic Secretariat, Cabinet Office 2000-03; Office of the Deputy Prime Minister/Department for Communities and Local Government 2003-: Director, Neighbourhood Renewal Strategy Directorate, Neighbourhood Renewal Unit 2003-04, Director, Local Government Finance Directorate, Governance and Communications Group 2004-, Acting Director-General, Local Government and Regeneration 2009-

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Career: Called to the Bar 1988; Barrister 1988-, Queen's Counsel 2003-; Lecturer in International Law, London School of Economics 1992-98; Lauterpacht Research Centre for International Law, Cambridge University 1998-; Deputy Director 1998-2003, Director 2003-; Legal Adviser, Foreign and Commonwealth Office 2006-

Professional bodies: Member, Executive Council American Society of International Law; Member, Council of British Branch of International Law Association; *Publications:* Co-editor International Environmental Law Reports; Editor The Kuwait Crisis: Sanctions and their Economic Consequences (1991); Co-editor: The Kuwait Crisis: Basic Documents (1991), The Yugoslav Crisis in International Law: General Issues (1997)

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Born 3 March 1959; Married Fiona MacGregor 2006; *Education:* Emanuel School, Battersea; Mansfield College, Oxford (BA history 1982); École Nationale d'Administration (1992)

Career: First Secretary (environment), UK Permanent Representation to EU, Brussels 1994-98; Head of global atmosphere division, Department of the Environment, Transport and the Regions 1998-2001; HM Treasury 2001-04: Work and Pensions Team 2001-02, Head of Directorate Standing Team, Pension and Savings, Budget and Public Finances Directorate 2002-04; Office of the Deputy Prime Minister/Department for Communities and Local Government 2004-08; Principal Private Secretary and Head of Ministerial Group 2004-05, Director, Regional and Economic Policy 2005-06, Director, Fire and Resilience Directorate 2006-08; Director, International Climate Change Directorate, Department for Environment, Food and Rural Affairs 2008; Department of Energy and Climate Change 2008-: Director, International Climate Change [Negotiations] 2008-, Acting Director-General, Energy and Climate Change International 2009-

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Career: Articled Clerk, Surrey County Council 1981-83; Solicitor: West Sussex County Council 1983-85, South Glamorgan County Council 1985-88; West Glamorgan County Council: Chief Solicitor 1988-91, Assistant County Secretary 1991-93; Director, Legal and Administrative Services, South Glamorgan County Council 1993-96; Director, Legal and Administrative Services, Cardiff Council 1996-99; Corporate Manager, Cardiff Council 1999-2003; National Assembly for Wales: Deputy Clerk, Presiding Office 2003-07, Chief Operating Officer, Assembly Parliamentary Service 2007-

Professional bodies: Law Society; Honorary Member, Solicitors in Local Government

BEVAN, JAMES

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James David Bevan

Born 13 July 1959; Married Janet Purdie 1984 (3 daughters); *Education*: Sussex University (BA social anthropology 1980); Harvard University (Visiting Fellow 2006)

Career: Foreign and Commonwealth Office (FCO) 1982-: Kinshasa Embassy 1984-86, UK Delegation to North Atlantic Treaty Organisation, Brussels 1986-90, London, FCO 1990-92, Paris Embassy, FCO 1993-94, Washington DC Embassy 1994-98, Equatorial, Head Africa Department 1998-2000, Head, European Union Department (Internal) (FCO) 2000-01, Director: South East Europe and Gibraltar 2002-02, Africa, Globalisation Department 2002-05, Director-General, Change and Delivery 2007-; Non-Executive Director, UK Border Agency 2008-

Honours: CMG 2006

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Career: Consultant, Public Health Medicine; Healthcare Strategy Consultant, London Docklands Development Corporation (LDDC) 1989 (seconded to); Director of Public Health, Merton, Sutton and Wandsworth Health Authority; Deputy Director of Public Health, Department of Health -2003; Interim Regional Clinical Director, Health Protection Agency, London 2003-04; Director, Emergency Preparedness, Department of Health 2004-

Professional bodies: Member, UK National Influenza Pandemic Committee; Member, Royal Society of Medicine; *Fellowships*: Fellow, Faculty of Public Health

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Career: Solicitor; Chief Executive, Brent Borough Council 1980-86; Chief Executive, Gloucestershire County Council 1986-90; Chief Executive, Social Security Benefits Agency 1990-95; Permanent Secretary, Department for Education and Employment 1996-2001; Rector, University of the Arts London 2001-08; Chair, Soham Murders Inquiry 2004; Chair, Legal Services Commission 2005-08; Chair, Design Council 2008-; Director, Institute for Government 2008

Honours: KCB 1999; *Professional bodies*: Chair, Rathbone Training Ltd 2001-, Non-Executive Chair, RSe Consulting 2003-; *Awards*: Six honorary degrees

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Career: Planning Assistant, Midlothian County Council 1973-74; Research Associate, Department of Geography, Edinburgh University 1976-81; Senior Policy Officer, City of Newcastle 1981-87; Principal Policy Officer, Kirklees Council 1987-89; Regional Projects Manager, Audit Commission 1989-92; Director, Newcastle City Challenge 1992-96; Regional Director, English Partnerships 1996-99; Director of Regeneration Strategy, One North East 1999-2001, Regional Director, Government Office North East 2002-; *Councils and public bodies*: Chair, Strategic Future Project – Shaping Horizons in the North East (SHINE); Chair, North East Basic Skills Task Force; Member, Northumbria, Tyne and Wear Strategic Health Authority Modernisation Commission
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BLAKEMORE, COLIN

Chair, General Advisory Committee on Science

Born 1 June 1944; Married Andrée Washbourne 1965 (3 daughters); *Education*: King Henry VIII School, Coventry; Corpus Christi College, Cambridge (BA 1965, MA 1969, ScD 1988, Hon Fellow 1994); California University, Berkeley (PhD 1968); Magdalen College, Oxford (MA 1979, Fellow 1979, DSc 1989)

Career: Cambridge University: Fellow and Director of Medical Studies, Downing College 1971-79, Lecturer in Physiology 1972-79; Chair, Neurobiology and Mental Health Grants Committee, Medical Research Council 1977-79; Waynflete Professor of Physiology, Oxford University 1979-; Founding Member, International Brain Injury Association 1993-; Director, MRC IRC for Cognitive Neuroscience 1996-; President, Physiological Society 2001-; President, Biosciences Federation 2002-; Chief Executive, Medical Research Council 2003-07; Chair, General Advisory Committee on Science 2008-

Professional bodies: Member, International Brain Research Organisation 1973-, Trustee, Professional Advisory Committee on Schizophrenia 2001-, Chair, Partnership Grants Committee, Royal Society 2001-, Fellow, World Innovation Foundation 2002-, Member, Science, Engineering and Environment Advisory Committee, British Council 2003-; *Publications*: Co-author Handbook of Psychobiology (1975); Mechanics of the Mind (1977); Co-author The Mind Machine (1988); Images and Understanding (1990); Co-author Gender and Society (2000); Oxford Companion to the Body (2001)

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BLUNDELL, DAVID

Chief Crown Prosecutor, West Midlands, Crown Prosecution Service

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Career: Called to the Bar 1972; Prosecuting Solicitor 1972-86: Nottingham County Council, Cheshire County Council; Crown Prosecution Service 1986-95: Branch Crown Prosecutor, Leicestershire 1986-90, Branch Crown Prosecutor, Birmingham 1990-93, Assistant Chief Crown Prosecutor (Operations), Birmingham Service 1993-95, Assistant Chief Crown Prosecutor (Casework), Yorkshire 1995-96 (seconded to), Chief Crown Prosecutor, Midlands 1996-99, Chief Crown Prosecutor, West Midlands 1999-

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Career: Home Office 1975-92: Administration Trainee/Higher Executive Officer 1975-80, Principal 1980-89, Head of Management Division 1989-92; Department of National Heritage/Department for Culture, Media and Sport 1992-: Head, Libraries Policy 1992-94, Head, Fundamental Expenditure Review 1994-95, Head, Broadcasting Bill Team 1995-96, Head, Broadcasting Policy 1996-98, Director, Strategy and Communications 1998-2002, Director, Broadcasting Standards Commission 2002-2003, Director of Olympic Games Unit, Corporate Services Group, Department for Culture, Media and Sport 2003-05, Acting Director, Sport Directorate 2004-05; Director, Capability Reviews, Cabinet Office 2006-07; Director, Sport and Leisure, Partnerships and Programmes, Department for Culture, Media and Sport 2008-

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Career: Department of Education and Science (DES) 1965-81: Principal Private Secretary to Education and Science Secretary 1975-77, Assistant Secretary 1977-81; Deputy Director, Plymouth Polytechnic 1981-84; Member, HM Inspectorate, DES 1984-86; Director, then Vice-Chancellor, Oxford Polytechnic/Oxford Brookes University 1986-97; Chair, Teacher Training Agency 1997-2003; Deputy Chair, South East of England Development Authority (SEEDA) 1999-2004; Chair, Central Police Training and Development Authority (CENTREX) 2002-07; Chair, Big Lottery Fund 2004-

Honours: Kt 2003; *Professional bodies*: Editorial Board Member, Oxford Review of Education 1990-; Member, Oxford Trust Advisory Council 1992-2002; Senior Adviser, British Council 1997-2002; *Honorary degrees*: Hon Doctorate Univ, Oxford Brookes University 2000; Hon Doctorate Ed, University of Sunderland 2002

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Born 1 February 1967; 2 sons, 2 daughters; *Education*: University of Sheffield (BMus, 1988); Kings College, London (MMus, 1989); Birkbeck College, London (Postgraduate Certificate in Economics, 1993)

Career: Department for Education and Employment/Department for Education 1989-99; Department for Trade and Industry/Department for Business Enterprise and Regulatory Reform (BERR) 1999-04: Assistant Director, Employment Equality 1999-03, Director, Strategic Group 2003-04; Senior Policy Adviser, No 10 (Climate and Energy G8 Negotiation) 2005; BERR 2006-: Director, International Energy Policy 2006-07, Head, Secretariat to the Hooper Review of Postal Services 2008, Director, Postal Services Reform 2009-



BORYSIEWICZ, LESZEK

Chief Executive, Medical Research Council

Born 15 April 1951; Married Gwennlian Sian 1976 (2 daughters); *Education:* Cardiff High School; Welsh National School of Medicine (BSc anatomy 1972, MB, BCh 1975); PhD (London 1986); *Recreations:* Painting, rugby, and cricket

Career: Series Editor, British Medical Board, 1997-2001; Professor of Medicine, University of Wales 1999-2001; Trustee, Nuffield Trust, London 2002-07; Deputy Rector, Imperial College London 2004-07; Chairman, UKCRC Integrated Academic Training Awards Panel 2005-07; Chairman, Joint MRC/UK Stem Cell Foundation Scientific Advisory Board 2005-07; Governor, Wellcome Trust 2006-07; Chief Executive, Medical Research Council 2007-

Honours: KBE 2001; Royal College of Physicians (London) Moxon Trust Medal 2002; Royal Society of Medicine – Jephcott Medal 2007; *Professional bodies:* Member: Lister Institute 2004, Cancer Research UK, following service as a member of Council and Trustee 2004; *Fellowships:* MRCP (UK) 1979; FRCP, Fellow of the Royal College of Physicians (London) 1989; FMedSci, Founder Fellow of the Academy of Medical Sciences 1998; FRCPath (Hon), Honorary Fellow of the Royal College of Pathologists 2002; Honorary Fellow, Wolfson College Cambridge 2002; FCGI, Fellow of the City and Guilds of London Institute 2005; Honorary Fellow of Cardiff University 2006; FRS, Fellow of the Royal Society 2008; Royal College of Physicians (London) Haverian Orator 2009; Honorary Fellow, Imperial College London 2009; *Honorary degrees:* Royal College of Surgeons of England, Sir Arthur Sims Commonwealth Travelling Professorship 1997; 4 Honorary Degrees; *Publications:* Numerous articles in academic journals and chapters in medical textbooks: “Immunology of Infection” (co-editor 1993), “Vaccinations: British Medical Bulletin” (co-editor 2002)

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National Clinical Director, Heart Disease and Stroke, Programmes, Department of Health

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Career: Qualified as a Doctor, London University 1972; Training posts in London, Essex, Manchester and Leeds 1972-; Consultant Cardiologist, York 1983-; Department of Health: National Director: Heart Disease 2000- Stroke 2006-

Honours: CBE (2004); *Fellowships:* Fellow of the Royal College of Physicians: London (1991), Edinburgh (2003); European Society of Cardiology (1994); American College of Cardiology (2009); *Publications:* Papers on Coronary Heart Disease, medical training, and national heart policy

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Career: Called to the Bar 1983; Legal Adviser’s Branch, Home Office 1986-93; Northern Ireland Office 1993-96; Assistant Legal Adviser, Home Office 1997-2003; Deputy Legal Secretary to the Law Officers, Law Officers’ Department 2003-04; Deputy Legal Adviser, Home Office 2004-

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Career: Principal Research and Monitoring Officer, London Borough of Ealing 1986-89; Research Fellow, Centre for Research in Ethnic Relations, Warwick University 1989-92; Personnel Manager, Pay and Employee Relations, London Borough of Ealing 1992-97; Director, Human Resources: Lewisham College 1997-2000, Kingston Hospital NHS Trust 2000-02; Director, Human Resources Development, London ICT Project 2002-03; Barnet and Chase Farm Hospitals, NHS Trust 2003-07; Director: Human Resources and Organisational Development 2003-06, Strategic Recovery 2006-07; Director, Human Resources, Finance and Operations Directorate, Department of Health 2007-

Fellowships: FCIPD 1997; *Publications:* Ealing’s Dilemma – Implementing Race Equality (1987); Race: Equality and the Local State (1991); Invisible Minorities – Racism in New Towns and New Contexts (1993)

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Career: Dundee Royal Infirmary 1961-62; St Andrews University 1962-64; Hammersmith Hospital 1968-74; Professor of Clinical Pharmacology, Liverpool University 1974-2002; Mersey Regional Health Authority (RHA) 1990-94; Non Executive Director 1990-94, Vice Chair 1993-94; Director, Research and Development, Northwest RHA 1994-96; Chair, Northwest Regional NHS Executive 1996-99; Chair, Medicines and Healthcare Products Regulatory Agency 2003-

Honours: CBE 1995; Kt 2004; *Professional bodies:* FRCP 1974; FRCPE 1988; FRSE 1991

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Ursula Mary Brennan

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Career: Graduate trainee, Greater London Council 1973-75; Department of [Health and] Social Security/Department for Work and Pensions 1975-2004: Private Secretary to Chief Medical Officer 1978-79, Secretary to 'Battered Baby' Enquiry 1979-80, Policy on Resettlement Units, Retirement Pension 1981-85, Secretary to Social Security Advisory Committee 1985-88, Social Security Finance Division 1988-89, Head, Policy Branch 1989-93, Director, Planning and Customer Business, IT Services Agency 1993-95, Director, Benefit Support and Development Directorate/Change Management Directorate, Benefits Agency 1995-97, Director, Disability Benefits Policy 1997-99, Group Director, Working Age and Children Group 1999-2004; Director-General, Natural Resources and Rural Affairs, Department for Environment, Food and Rural Affairs 2004-06; Chief Executive, Office for Criminal Justice Reform 2006-07; Ministry of Justice: Organisational Review 2007, Director-General, Corporate Performance 2008; Second Permanent Secretary, Ministry of Defence 2008-

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Legal Adviser, Health and Safety Executive

Born 7 March 1950; Married Gareth Roscoe 1980 (1 daughter, 1 son); *Education*: Wimbledon High School, London; St Anne's College, Oxford (BA jurisprudence 1972)

Career: Called to Bar 1973; Legal Adviser 1974-97: Department of the Environment (DoE) 1974-79, Department of Health 1989-93, DoE 1993-97; Department of Trade and Industry 1997-2004: Director: Legal Services C 1997-2001, Legal Services B, Legal Group 2001-04; Legal Adviser, Health and Safety Executive 2004-

Professional bodies: Benchers, Lincoln's Inn

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BRIDGES, ALASTAIR

Director, Strategic Support Directorate, Home Office

Career: Head of Health Team, Public Services, HM Treasury -2003; Home Office 2003-: Head, Treatment and Young People, Drugs Unit, Crime Reduction and Community Safety Group 2003-07, Director, Strategic Support Directorate 2007-

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BRIGHT, ROGER

Chief Executive, The Crown Estate

Born 2 May 1951; *Education*: Christ's Hospital; Trinity Hall, Cambridge University (BA 1973, MA); Trinity Hall, Cambridge (BA 1973)

Career: Department of the Environment 1973-91: Head, Environmental Policy Co-ordination division, Head, Housing Policy Studies division, Head, Local Government Review division, Principal Private Secretary to Secretary of State for the Environment 1988-90; Director of Information, Department of the Environment 1990; Deputy Chief



Executive, Housing Corporation 1991-95; Personal Investment Authority 1995-98: Head, Operations and Finance 1995-97, Head, Authorisation and Supervision Division 1997, Chief Executive 1998; Head, Investment Business, Division (PIA firms) Financial Services Authority 1998-99; The Crown Estate: Director, Finance and Administration 1999-2001, Chief Executive and Second Commissioner 2001-

Roger Bright, Chief Executive, The Crown Estate, 16 New Burlington Place, London W1S 2HX *Tel:* 020 7851 5002 *Fax:* 020 7851 5003
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BRITTON, PAUL

Director-General, Economic and Domestic Affairs Secretariat, Cabinet Office

Paul John James Britton

Born 17 April 1949; Married Pauline Bruce 1972 (1 son, 1 daughter); *Education:* Clifton College, Bristol; Magdalene College, Cambridge (BA 1971); *Recreations:* Architectural history, topography, photography

Career: Department of Environment (DoE) 1971-75; Private Secretary to Chief Executive Property Services Agency 1975-79; Principal, Department of Transport 1979-81; DoE 1981-97: Private Secretary to Minister for Housing 1983-85, Assistant Secretary 1985-91, Director, Local Government Finance Policy 1991-96, Director, Environment Protection 1996-97; Cabinet Office 1997-: Constitution Secretariat 1997-98, Economic and Domestic Secretariat 1998-: Deputy Head 1998-2001, Director-General 2001-

Honours: CB 2001

Paul Britton CB, Director-General and Head of Economic and Domestic Affairs Secretariat, Economic and Domestic Affairs Secretariat, Cabinet Office, Ministers' Offices, 70 Whitehall, London SW1A 2AS *Tel:* 020 7276 0240
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BRODIE, HUW

Director, Special Projects, Public Services and Performance Department, Welsh Assembly Government

Born 20 July 1958; Married Benita Humphries 1985 (died 2003) (1 son); *Education:* Trinity College, Cambridge (MA history)

Career: Department of Employment 1980-92: Manpower Services Commission and Training Agency 1983-90, Head, Policy Analysis Training Agency 1987, Policy Team, Training and Enterprise Council 1988-90, Assistant Director, Training Agency, Wales 1990-92; Welsh Office/Welsh Assembly Government 1992-: Training, Education and Enterprise Department 1992-94, Head of Industrial and Training Policy Division, Industry and Training Department 1994-97; Agriculture Department Economic Affairs, Transport, Planning and Environment 1997-2003: Head of Department 1999-2003; Director, Strategy, Equality and Communications Directorate 2003-07; Director, Sustainability and Rural Development/Rural Affairs and Heritage Department 2007-09; Director, Special Projects, Public Services and Performance Department 2009-

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BROOKER, DAVID

Director, Legacy, Government Olympic Executive, Department for Culture, Media and Sport

Born 12 July 1952; Married Jacqueline 1976 (1 daughter, 2 sons); *Education:* Buckhurst Hill County High School, Sussex; Ulster University, Coleraine (BA English 1974)

Career: Northern Ireland Office 1975-84: Private Secretary to Don Concannon then Michael Alison as Ministers of State 1979-81, Private Secretary to the Permanent Under-Secretary 1982; Police Department, Home Office 1984-87; Northern Ireland

Office 1987-2008: Seconded to Royal College of Defence Studies 1996, Principal Private Secretary to Paul Murphy as Secretary of State for Northern Ireland 2003-04, Director of Communications 2005-08; Director, Legacy, Government Olympic Executive, Department for Culture, Media and Sport 2008-

David Brooker, Director, Legacy, Government Olympic Executive, Department for Culture, Media and Sport, 2-4 Cockspur Street, London SW1Y 5DH
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BUCHANAN, ALISTAIR

Chief Executive, Office of Gas and Electricity Markets

Born 22 December 1961; Married Linda Pollock 1988 (1 son, 2 daughters); *Education:* Malvern College; Durham University (BA politics 1983); *Recreations:* Rugby, football
Career: Chartered Accountant, KPMG 1983-87; Head of UK Utilities Research, Smith New Court (now Merrill Lynch) 1987-94; Head of UK, European and Global Research, BZW 1994-97; Head of USA Utilities Research, Salomon Smith Barney (New York) 1997-2000; Head of European Research (London), Donaldson, Lufkin and Jenette 2000-01; Chief Executive, Office of Gas and Electricity Markets (Ofgem) 2003-

Honours: CBE 2009; *Professional bodies:* FCA 1996

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BURNS, HARRY

Chief Medical Officer, Health Directorate General, Scottish Government

Henry James Gerard Burns

Born 25 January 1951; Married Agnes Capaldi 1983 (2 sons, 4 daughters); *Education:* St Aloysius' College, Glasgow; Glasgow University (MSc medicine 1974, MA public health 1990)

Career: Glasgow Royal Infirmary 1974-89: General Surgeon (gastroenterology, thoracic surgery, urology, orthopedics and trauma care), Senior Registrar, Vascular Surgery and Renal Transplantation; Glasgow University: Lecturer in surgery 1975-83, Senior lecturer 1983-89; Consultant Surgeon, Endocrine Surgery and Breast Cancer, Medical Director, Glasgow Royal Infirmary 1989-92; Greater Glasgow Health Board 1992-2005: Deputy Director, Planning and Contracts 1992-93, Director, Public Health 1993-2003; Scottish Executive/Scottish Government 2005-: Chief Medical Officer and Head of Scottish Medical Civil Service, Health Department 2005-07, Chief Medical Officer, Health Directorate General 2007-

Professional bodies: Chair, Scottish Directors of Public Health; Member, Scottish Medical and Scientific Advisory Committee; Member, Scottish Cancer Group; Member, European Commission's Executive Group on the European Code against Cancer; Special Adviser to House of Commons Health Select Committee; Board Member, Faculty of Public Health; Member, Academy of Royal Colleges Health Inequalities Working Group; Senior Research Fellow, School of Business and Management, Glasgow University; Fellow: Royal College of Surgeons 1979, Royal College of Physicians 2000, Faculty of Public Health 2005; *Fellowships:* Visiting Professorship in Public Health Medicine, Glasgow University 1999

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BYRNE, COLIN**Regional Director, Government Office for the South East**

Colin David Byrne

Born 11 June 1957; Married Dr Mary Morrison 1986 (4 daughters); *Education:* Edinburgh University (BSc environmental chemistry); University of Pennsylvania

Career: Scientific officer Ministry of Agriculture, Fisheries and Food 1979-85; Department of the Environment 1985-91: Senior scientific officer 1985-87, National expert EC (seconded to) 1988-91; Department of Environment, Transport and the Regions 1991-97; Head of division Health and Safety Executive 1997-2000; Director Planning and Innovation, (Hants/IoW), Government Office for the South East 2000-06; Director for Communities and Local Government 2007-08: Director town and country planning 2007, Director Home Information Pack Implementation 2007-08; Regional Director, Government Office for the South East 2008-

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CAHN, ANDREW THOMAS**Chief Executive, UK Trade & Investment**

Born 1 April 1951; Married Virginia Beardshaw 1976 (2 sons, 1 daughter); *Education:* Bedales School; Trinity College, Cambridge (BA English literature 1973); *Recreations:* Walking, literature, mountains

Career: Ministry of Agriculture, Fisheries and Food (MAFF) 1973-77, 1988-92; Foreign and Commonwealth Office (FCO) 1977-78; Private Secretary to Permanent Secretary, MAFF 1978-79; First Secretary, UK Permanent Representation to European Commission (EC) 1981-84; First Secretary, Cabinet of Vice President, EC 1984-88; MAFF 1988-92; Principal Private Secretary to William Waldegrave: as Chancellor of Duchy of Lancaster 1992-94, as Minister for Agriculture 1994-95; Deputy Head, European Secretariat, Cabinet Office 1995-98; Chef de Cabinet to Neil Kinnock as European Commissioner 1998-2000; Government and Industry Affairs Director, British Airways plc 2000-06; Chief Executive, UK Trade & Investment 2006-; Acting Permanent Secretary, Department for Business, Enterprise and Regulatory Reform March 2009 - May 2009

Honours: CMG 2001; KCMG 2009

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CALDWELL, SANDRA**Director of Field Operations, Health and Safety Executive**

Sandra Mary Caldwell

Born 20 June 1948; Married; *Education:* Dearney Grammar School for Girls, London; Imperial College, London; Hatfield Polytechnic (BSc applied biology specialising in biochemistry and microbiology) London University (BSc, MSc biochemistry, Diploma in occupational health and safety)

Career: Health and Safety Executive 1976-: Regional Director, London and South East, Health and Safety Commission, Chief Inspector of Construction 1998-99, Director: Health 2000-03, Policy Group 2003-04, Field Operations 2004-

Honours: CB 2008

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CALLAGHAN, BILL

Chair, Legal Services Commission

William Henry Callaghan

Born 19 May 1948; 1 son; *Education*: St John's College, Oxford (BA philosophy, politics and economics); Kent University (MA economics); *Recreations*: Sailing, cycling, music

Career: Assistant, Economic Department, Trade Union Congress (TUC) 1971-74; Assistant Secretary, Economic Department, TUC 1974-77; Head, Economic Department, TUC 1978-94; Chief Economist and Head of the Economic and Social Affairs Department, TUC 1994-99; Chairman, Health and Safety Commission 1999-2007; Chair, Legal Services Commission 2008-

Professional bodies: Visiting Fellow, Nuffield College, Oxford 1999-, Member, DTI Fair Markets Board 2004-

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CAMLEY, MARK

Chief Executive, Royal Parks

Born 11 June 1964; Married Camilla Rosier 2002; *Education*: Lornshill Academy, Alloa; Edinburgh University (MA economics 1986); *Recreations*: All sports, arts, single malts

Career: Executive Officer, Cabinet Office 1986-88; Assistant Statistician, Central Statistical Office 1988-90; Lord Chancellor's Department 1990-99: Various roles 1990-99, Private Secretary to the Permanent Secretary 1999; HM Courts Service 1999-2003: Director, Crown Court 1999-2001, Director, Customer Service 2001-03; Director, Supreme Court, Department for Constitutional Affairs 2003-05; Chief Executive, Royal Parks 2005-

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Born 30 September 1957; *Education*: St Andrews University (MA); University College, London (MPhil)

Career: Department for Transport 1983-88; Department of the Environment 1988-96; European Commission (seconded to) 1990-93; Secretary, Economic and Domestic Secretariat, Cabinet Office 1996-98; Area Director, Kent, Government Office for the South East 1998-2001; Private Secretary to Stephen Byers Secretary of State for Transport 2001-02; Private Secretary to Helen Liddell Secretary of State for Scotland 2002-03; Office of the Deputy Prime Minister/Department for Communities and Local Government 2003-: Director, Regional Co-ordination Unit, Regional Development Group 2003-07, Director, Local Government Policy and Performance 2007-

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CAMPBELL, BRIDGET

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Born 9 March 1959; *Education*: St Anne's College, Oxford (BA literae humaniores)

Career: Various posts, Department of the Environment/Department for Transport 1982-96; Head of Housing Policy and Home Ownership, Department of the Environment 1996-98; Scottish Executive/Scottish Government 1998-: Head of Environment

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Protection Unit 1997-99, Head of Cabinet Secretariat 2000-01, Head of Public Service Delivery Group, Financial and Central Services Department 2001-03, Head of Policy and Community Safety Group, Justice Department 2005-07, Director, Policy and Community Safety Directorate, Justice and Communities Directorate General 2007-09, Director, Criminal Justice Directorate, Justice and Communities Directorate General 2009-
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CAMPBELL, JIM

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James MacRae Campbell

Born 17 June 1952; Married Catherine Russell 1975 (1 son, 1 daughter); *Education:* Duncanrig Senior Secondary, East Kilbride; Strathclyde University (BSc physics 1974)

Career: Research scientist National Engineering Laboratory 1974-79; Offshore Supplies Office 1979-94: Research and development assessor 1979-82, Industrial liaison officer 1982-91, Assistant director 1991-94; Assistant director, Oil and Gas Projects and Supplies Office 1994-96; Director, Industry and Downstream Exports, British Trade International 1996-2000; Department of Trade and Industry/for Business, Enterprise and Regulatory Reform (BERR) 2000-: Director, Oil and Gas, Environment and Decommissioning 2000-02, Head, Licensing Consents Unit 2003-05; Director, Energy Development Unit: BERR 2005-08, Department of Energy and Climate Change 2008-

Professional bodies: MInstP 1975; CPhys 1987

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CAMPBELL, MANDIE

Director, Drugs and Alcohol Strategy, Home Office

Born 7 December 1965; 1 daughter

Career: Joined Civil Service as an Immigration Officer, 1985; Variety of Operational and Policy roles 1985-2002; Deputy Head of Intelligence, UK Border Agency 2002-04; Director, Operations, UK Visas, Foreign and Commonwealth Office 2004-06; Home Office 2006-: Director: Criminal Case Management 2006-07, Leadership and Learning 2007-08, Drugs and Alcohol Strategy 2008-

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CARDY, PETER

Chief Executive, Maritime and Coastguard Agency

Born 4 April 1947; Single; *Education:* University College, Durham (BA 1968); Cranfield Institute of Technology (MSc social policy 1983); *Recreations:* Sailing, reading

Career: Adult Education Principal, Cromwell Community College 1968-71; District Secretary, Workers' Educational Association, North of Scotland 1971-77; Deputy Director, Volunteer Centre UK 1977-87; Director, Motor Neurone Disease Association 1987-94; Chief Executive, Multiple Sclerosis Society of Great Britain and Northern Ireland 1994-2001; Chief Executive, Macmillan Cancer Relief 2001-07; Chief Executive, Maritime and Coastguard Agency 2007-

Honours: Charcot Medal, Association of British Neurologists 2001; *Professional bodies:* Chair, National Association of Volunteer Bureaux 1988-91; Member, NHS Modernisation Board 2004, Chair, Brain and Spine Foundation 2005-08



CASSIDY, ELIZABETH

Command Secretary Fleet, Ministry of Defence

Elizabeth Grace Cassidy

Born 6 July 1951; Married Edward Dolby 1984; *Education:* Girls' Grammar School, Prescott, Lancashire; Girton College, Cambridge (BA biological sciences 1972, MA); Wye College, London University (MSc 1973)

Career: Ministry of Defence 1978-: Principal Private Secretary to Chief of Defence Procurement 1983-84, Private Secretary to Chief of Air Staff 1990-93, Assistant Secretary to Head of IT strategy 1993-95, Adviser to Joint Services Command and Staff College 1995-97, Director, Finance Policy 1997-99, Command Secretary to Second Sea Lord and Commander-in-Chief Naval Home Command and Assistant Under Secretary of State (Navy) 1999-2002, Command Secretary to Adjutant General 2002-07, Command Secretary Fleet 2007-

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Regional Director, North East, HM Courts Service

Born 8 October 1956

Career: Solicitor in Private Practice 1979-86; HM Courts Service 1986-: Clerk to Justices and Justices' Chief Executive, Barnsley MCC 1995-2000, Founding Justices' Chief Executive, South Yorkshire MCC 2000-04, Regional Director, North East 2004- Stephen Caven, Regional Director, North East, Her Majesty's Courts Service, West Riding House, Albion Street, Leeds LS1 5AA *Tel:* 0113-251 1242
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William Patrick Cavendish

Education: Magdalen College, Oxford (BA philosophy, politics and economics 1986, MSc development economics 1987); St Antony's College, Oxford (PhD economics 1997)

Career: Research economist Central Bank of Lesotho 1987-89; Research officer Finance, Industry and Trade Centre, Oxford University 1990; Research economist World Bank, Washington DC 1991-92; Oxford University 1993-98: Junior research fellow in economics, St John's College 1993-97, Researcher Centre for Study of African Economics 1997-99; Lecturer in economics Imperial College, London 1999-2000; Head of Policy Labour Party 2000-01; Special adviser to Estelle Morris as Secretary of State for Education and Skills 2001-02; Senior adviser Prime Minister's Strategy Unit 2003-05; Department of Health: Head of Strategy 2006-08, Director, Health Improvement Directorate 2009-; *Councils and public bodies:* Councillor Oxford City Council 1997-99
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CEENEY, NATALIE

**Chief Executive, Keeper of Public Records and Historical Manuscripts
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Information Management Profession**

Born 22 August 1971; Married Simon Chaplin 2007; *Education*: Cambridge University (MA maths and social and political science 1991); *Recreations*: Travel, music, reading

Career: Manager, Northwick Park Hospital NHS Trust 1991-93; Contracts Manager, Hertfordshire Health Agency 1993-95; Directorate Manager of Medicine, Great Ormond Street Hospital, London 1995-98; Visiting Professor, School of Information Science, University of London 1996-; Strategy Consultant, McKinsey & Company 1998-2001; Director, Operations and Services, British Library 2001-05; Chief Executive, Keeper of Public Records and Historical Manuscripts Commissioner, National Archives, and Head of Government Knowledge and Information Management Profession 2005-

Awards: *Information World Review*: Information Professional of the Year 2008

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CHAKRABARTI, SUMA

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Sumantra Chakrabarti

Born 12 January 1959; Married Mari Sako 1983 (1 daughter); *Education*: City of London School for Boys; New College, Oxford (BA philosophy, politics and economics 1981); Sussex University (MA development economics 1984)

Career: Assistant Economist in Ministries of Works and Communications and Finance and Development Planning, Botswana 1981-83; Overseas Development Agency (ODA) 1984-95: Senior Economic Assistant: Africa and Middle East Group 1984, Aid Policy Research Group 1986-87, Asia and Oceans Group 1987-88, Economic Adviser, Africa and Middle East Group 1988, Executive Director's Assistant, UK Delegation to International Monetary Fund and World Bank, Washington 1988-90, Economic Adviser, Asia and Oceans Group 1990, Private Secretary to Minister 1990-92, Head, Aid Policy and Resources Department 1992-95, Head, Fundamental Expenditure Review Team 1995; HM Treasury 1996-98: Team Leader, Housing, Urban and Environment Spending Directorate 1996-97, Team Leader, Environment, Transport and Regions Spending Directorate 1997-98, Deputy Director, Budget and Public Finances and Team Leader, General Expenditure Policy 1998; Cabinet Office 1998-2001: Director, Performance and Innovation Unit 1998-2000, Head, Economic and Domestic Secretariat 2000-01; Department for International Development 2001-07: Director General, Regional Programmes 2001-02, Permanent Secretary 2002-07; Permanent Secretary and Clerk of the Crown in Chancery, Ministry of Justice 2007-

Honours: KCB 2006; *Fellowships*: Fellow of Royal Society of Arts; Honorary Fellow, New College, Oxford University; Honorary Bencher, Middle Temple; *Honorary degrees*: Honorary Doctorate of Laws, University of Sussex

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CHAPMAN, CLARE

Director-General, Workforce Directorate, Department of Health

Born 18 March 1960; *Education*: Carshalton High School for Girls; Lancaster University (MA management learning)

Career: Quaker Oats Inc: Head, Human Resources, Chicago, Dean of Quaker University; Vice-President, Human Resources, PepsiCo; Group HR Director, Tesco plc -2006; Department of Health: Director-General, NHS and Social Care Workforce 2007-09, Director-General, Workforce Directorate 2009-



Professional bodies: Member, Government Apprenticeship Task Force, Fellow of the Institute of Personnel, Board Member, Qualifications and Curriculum Authority 2004-, Non-Executive Director, First Choice Holidays 2004-

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CHARLTON-WEEDY, MICHAEL

Chief Executive, Emergency Planning College, Cabinet Office

Married Julia Redfern 1979 (2 sons, 1 daughter); *Education:* Millfield School, Somerset; Royal Military Academy, Sandhurst

Career: Regular Army 1971-: Commanding Officer, 4th Regiment, Royal Artillery 1990-92, Chief Faction Liaison Officer, Bosnia 1995-96, Director, Operational Requirements (Land), Ministry of Defence (MoD) 1997-2000, Senior Directing Staff (Army), Royal College of Defence Studies 2001-02, Deputy Adjutant General, MoD 2002-03; Chief Executive, Emergency Planning College, Cabinet Office 2003-

Honours: OBE 1993; CBE 1997

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CHISHOLM, JOHN

Chair, Medical Research Council

John Alexander Raymond Chisholm

Born 27 August 1946; Married Catherine Alexandra Pana 1969 (1 son, 1 daughter); *Education:* Cambridge University (MA mechanical sciences); CEng 1974; FREng 1996; *Recreations:* Sport, vintage cars

Career: Graduate Apprentice, Vauxhall Motors 1964-69; Scicon Ltd 1969-79: Management Consultant (Milton Keynes) 1974-76, Group Manager, Defence and Technology Projects 1976-79; CAP Scientific (co-founder 1979) 1979-91: Managing Director 1981-86, Chairman 1986-91; Chief Executive, Defence Evaluation and Research Agency 1991-2001; QinetiQ 2001-2006: Chief Executive 2001-05, Chair 2005-06; Chair, Medical Research Council 2006-

Honours: Kt 1999; *Professional bodies:* Non-Executive Director, Bepak plc 1999-, President, the Institution of Electrical Engineers (IEE) 1999-

Sir John Chisholm, Chair, Medical Research Council, 20 Park Crescent, London W1B 1AL *Tel:* 020 7636 5422*

CLANCY, CLAIRE

Chief Executive and Clerk to the Assembly, National Assembly for Wales

Born 14 March 1958; Married Michael Clancy 1994; *Education:* Dartford Grammar School; Open University (BA psychology 1992); *Recreations:* Horse riding, particularly dressage

Career: Manpower Services Commission 1977-88; Department of Employment 1988-90; Chief Executive, Powys TEC 1990-92; Government Office for the South West 1992-96; Director, Policy and Planning, Companies House 1996-97; Secretary and Director, Administration Resources Patent Office 1998-2002; Chief Executive and Registrar of Companies for England and Wales March 2002-07; Chief Executive and Clerk to the Assembly, Office of the Presiding Officer, National Assembly for Wales 2007-

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CLARK, BRODIE

Head, Border Force, UK Border Agency

Born 16 June 1951; Married 1976 (2 children); *Education:* Hutcheson Grammar School, Glasgow; Glasgow University (MA philosophy with sociology 1973); Durham University (MSc managing problem people 1979); *Recreations:* Sport, walking

Career: HM Prison Service 1973-2003: Assistant Governor: HM Borstal Wetherby, Yorkshire 1973-77, HM Prison (HMP) Acklington, Northumberland 1977-81, Governor 4, HMP Gartree, Market Harborough, Leicestershire 1981-86, P2 Division, Life Sentence Section, Abell House, London 1986-88, Governor: HMP Bedford, Bedford 1988-91, HMP Woodhill, Milton Keynes 1991-94, HMP Whitemoor, March, Cambridgeshire 1994-97, Head, Pay and Industrial Relations Group 1997-98, Acting Director, Personnel 1998-99, Director, High Security Prisons 1999-2000, Director of Security 2000-03; Immigration and Nationality Directorate, Home Office/Border and Immigration Agency 2003-: Senior Director, Major Projects 2003-04, Senior Director-General, Operations and e-Borders 2004-07, Strategic Director, Border Control Directorate 2007-08; UK Border Agency: Head, Border Force 2008-

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CLARK, ROD

Principal and Chief Executive, National School of Government

Roderick David Clark

Born 10 May 1961; Married Kate Paul 1995 (1 daughter); *Education:* Corpus Christi College, Oxford (BA literae humaniores)

Career: Civil Service Fast Stream 1984; Department of Social Security; Two-year secondment within PA Consulting; Principal Private Secretary to Alistair Darling as Secretary of State for Work and Pensions; Department for Constitutional Affairs/Ministry of Justice 2003-08: Director, Strategy, Planning and Performance 2003-05, Director-General, Strategy/Strategy Group 2005-08; Principal and Chief Executive, National School of Government 2008-

Rod Clark, Principal, and Chief Executive, National School of Government, Sunningdale Park, Larch Avenue, Ascot SL5 0QE *Tel:* 01344 634272

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CLEVELAND, ALEXIS

Director-General, Corporate Services Group, Cabinet Office

Alexis Jane Cleveland

Born 28 January 1954; *Education:* Brighton and Hove High School; Salford University; *Recreations:* Walking, travel, cinema

Career: Director, Business Development, IT Services Agency 1989-93; Benefits Agency 1993-2002: Director, Territorial and Jobseekers Allowance 1993-97, Director, Operations Support 1997-2000, Chief Executive 2000-02; Chief Executive, Pension Service 2002-07, Director-General, Transformational Government and Cabinet Office Management 2007-09; Director-General, Corporate Services Group, Cabinet Office 2009-; Non-Executive Director, Defra Management Board 2008-; Non-Executive Director, DCMS Management Board 2009-

Honours: CB 2004

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COATES, PETER

Head, Procurement, Investment and Commercial Division, Department of Health

Born 4 December 1952; Married Tamasin 1978 (1 daughter, 1 son)

Career: Department of Health: Branch Head, Private Finance and Investment, Counter Fraud Service, Directorate for Children, Older People and Social Care Services -2003, Branch Head, Capital and Investment, Finance and Investment Directorate 2003-04, Deputy Director, Investment, Finance and Investment, Health and Social Care Services Delivery Group 2004-05, Director of Finance and Investment, Capital Investment, NHS Finance, Performance and Operations 2007-08, Managing Director, Commercial 2008-09, Head, Procurement, Investment and Commercial Division 2009-

Honours: CBE; *Professional bodies:* Member, Chartered Institute of Management Accountants (ACMA)

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Head of Immigration Group, UK Border Agency

Born 28 July 1955; *Education:* Brighton Polytechnic (HND Business Studies 1986); London School of Economics (BSc Economics 1989); *Recreations:* Travel, film, walking, keeping fit, good food and wine

Career: Department of Health 1990-2006: Resource Management Unit 1990-91, Senior operational and managerial roles 1991-01, Operations director then deputy chief executive, East Kent Hospitals, NHS Trust 2001-03, Head of Secondary Care 2003-06; UK Border Agency: Strategic Director, Asylum 2006-08, Head of Immigration Group 2008-

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Born 6 November 1950; Married (3 children); *Education:* Birmingham Dental School (1973)

Career: Dentist, NHS General Practice 1975-2002; Department of Health 2002-: Deputy Chief Dental Officer 2002-05; Acting Chief Dental Officer 2005-06; Chief Dental Officer 2006-

Professional bodies: Secretary, then Chair, Warwickshire Local Dental Committee (LDC); Chair, West Midlands Association of LDCs; Magistrate, Warwickshire Bench 1992-2000; General Dental Services Committee (GDSC) of the British Dental Association: Member 1990-, Vice-Chair 2000-

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Education: Manchester University (BA (Econ) 1974); Chartered Institute of Public Finance and Accountancy (CIPFA)

Career: Cheshire County Council 1975-80; Berkshire County Council 1980-82; Cumbria County Council 1982-86; Lothian Regional Council 1986-91; Deputy Finance Director, Regional Health Authority 1991-94; Finance Director: Funding Agency for Schools 1994-98, Benefits Agency 1998-2000, Department of Social Security 2000-01; Director-General, Finance, Department for Work and Pensions 2001-

Honours: CB 2007

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Career: Home Office 1972-92; Lord Chancellor's Department/Department for Constitutional Affairs: Director, Civil Justice and Legal Services Directorate, Policy Group 1992-2003; Finance Director, Finance Group, 2003-05; Director, Wales Office 2005-

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Born 3 October 1945; *Education:* Oxford University (MA physics, DPhil astrophysics 1971); CEng, FIEE, FBCS, CITP, FIOP, FRSA, RCDS

Career: Royal Signals and Radar Establishment (RSRE), Ministry of Defence: Research Scientist, then Research Manager 1973-85, Science Policy Creator, Deputy Director, Electronics Research 1987; Chief Scientist and Director of Science and Technology, Government Communication Headquarters (GCHQ) 1987-91; Partner, KPMG Consulting 1991-92; Head of Information Systems, Wellcome Trust 1994-97; Managing Director of Information and Communications Technology Consultancy, Brian Collins Consulting Limited 1994-2001; Chief Information Officer and International Director of Information Technology, Clifford Chance 1999-2001; Specialist Adviser to the Home Office Select Committee's work on Identity cards 2005; Technical Adviser to the Department of Trade and Industry on the Foresight Cybertrust and Crime Prevention Project 2006; Managing Director, Europium Consulting 2000-; Professor of Information Systems, Defence College of Management and Technology, Cranfield University 2001-; Chief Scientific Adviser: Department for Transport 2006-, Department for Business, Enterprise and Regulatory Reform 2008-

Professional bodies: Associate Fellow, Royal Institute of International Affairs; Visiting Professor, Southampton University; Liveryman of the Worshipful Company of Information Technologists; Member, CIO Connect; Member, Defence Scientific Advisory Council (DSAC); Vice President, British Computer Society; Associate Fellow, RIIA Chatham House on Future Global Security Issues

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Education: Westbourne School, Glasgow; Hertford College, Oxford (BA Jurisprudence 1981)

Career: Home Office 1985-91, 1995-2003; Treasury Solicitor's Department 1991-95; Admitted as a solicitor 1995; Department for Constitutional Affairs 2003-05; HM Revenue and Customs 2005-07; Ministry of Justice 2007-: Chief Legal Officer 2007-, Director-General, Democracy, Constitution and Law 2008-



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Chief Land Registrar and Chief Executive, HM Land Registry

Peter George Collis

Born 13 October 1953; Married Jan Morgan 2000 (2 sons, 1 daughter); *Education*: Woking Grammar School; Aston University, Birmingham (BSc communication, science and linguistics 1975); *Recreations*: Family, travel, enjoying countryside

Career: Department of Trade and Industry 1975-83; Balfour Beatty 1985; Department of Transport (DoT) 1985-94: Civil Aviation Policy 1985-88, Driver and Vehicle Licensing division 1988-91, Head, Executive Agencies Finance 1991-92, Head, Resource Management 1992-94, Highways Agency 1994-97: Strategy Director 1994-97, Finance Director 1995-97; Business Development Director, Executive Agencies Division, Department for Transport 1997; Director, Finance and Planning, Employment Services 1997-99; Chief Executive and Chief Land Registrar, HM Land Registry 1999-

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CONNAGHAN, JOHN

Director, Health Delivery Directorate, Health Directorate General, Scottish Government

Born 2 September 1954; Married Evelyn Joyce Steven 1983 (3 sons, 1 daughter); *Education*: St Vincent's College, Langbank; St Mungo's Academy, Glasgow; Glasgow College of Technology (BA social sciences 1976); Strathclyde University (Diploma management studies 1980, MBA 1984); *Recreations*: Hillwalking, cycling, hockey, golf

Career: General Manager, Charles Letts 1979-87; General Manager, Southern General Hospital 1987-93; Chief Executive: Victoria Infirmary 1993-94, Western General Hospital 1994-99, Fife Hospitals 1999-2002; Director, National Waiting Times Unit 2002-06; Director, Health Delivery Directorate, Health Department/Directorate General, Scottish Executive/Scottish Government 2006-

Professional bodies: Fellow, British Institute of Management 1983-94

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CONWAY, GORDON

Chief Scientific Adviser, Department for International Development (Until July 2009)

Born 6 July 1938; Married (2 daughters, 1 son); *Education*: University College of Wales (BSc Zoology 1959); Cambridge University (Diploma, Agricultural Science 1960)

Career: President, Rockefeller Foundation 1998 -2004; Chair, Presidents' Committee, MTCT Plus: AIDS Care for Women and Infants 2001-04; Chair, Visiting Arts, London 2004-; Professor of International Development, Imperial College London 2005-; Chief Scientific Adviser, Department for International Development 2005-

Awards: Leadership in Science Public Service Award, American Society of Plant Physiologists 2000; *Fellowships*: FIBiol, FRSA, FRGS, FRES; Honorary Fellow, University of Wales, Bangor 1997; Fellow, American Academy of Arts and Science 2000; Honorary Fellow, Institute of Biology 2001; Professor Emeritus of Environmental Science, University of Sussex 2002; Fellow, American Association for the Advancement of Science 2002; Fellow, World Academy of Arts and Science 2003; Fellow, Imperial College of Science, Technology and Medicine 2003; *Honorary degrees*: Hon LLD,

University of Sussex 1997; Hon DSc, University of the West Indies, Trinidad 1999; Hon DSc, University of Brighton 2001; Hon DUniv, Open University 2004; *Publications*: Over 150 articles, papers and book chapters; "Islamophobia: Challenge for us all" (1997), "The Doubly Green Revolution: Food for all in the 21st Century" (1997)
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Born 15 July 1962; Married Christine Margaret Alice Barnard 1988 (2 sons, 1 daughter); *Education*: Colchester Royal Grammar School; Merton College, Oxford (BA classics 1985, MA); *Recreations*: Walking, archaeology, Victorian literature

Career: Articled Clerk/Solicitor, Freshfields 1988-91; Office of the Parliamentary Counsel 1991-: Assistant Parliamentary Counsel 1991-95, Senior Assistant Parliamentary Counsel 1995-99, Deputy Parliamentary Counsel 1999-2003, Parliamentary Counsel (Counsel at Inland Revenue) 2003-05, Parliamentary Counsel 2003-, Second Parliamentary Counsel 2007-

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Born 12 February 1964; Married Kate Lloyd Jones 1993 (3 sons, 1 daughter); *Education*: Richard Hale School, Hertford; Manchester University (BA politics and modern history 1985); *Recreations*: Family, walking, Star Trek

Career: Civil Servant 1986-: Department of Social Security (DSS) 1986-90; Fast stream appointments 1991-92; Bill Principal, Incapacity Benefit Reforms 1993-95; Benefits Agency 1996-98: District Manager, Cambridgeshire 1996, Finance Director, Eastern England 1997-98; Planning and Finance Division DSS 1998-99; Principal Private Secretary to Secretaries of State for Work and Pensions Alistair Darling and Andrew Smith 2000-03; Jobcentre Plus 2003-: Director South East 2003-05, Director, Benefits and Fraud 2006-

Professional bodies: President, South East Health and Social Security Recreational Association (HASSRA)

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Foreign Secretary's Special Representative for Afghanistan and Pakistan, Foreign and Commonwealth Office

Born 8 January 1955; Married Bridget Elliott 1982 (4 sons, 1 daughter); *Education*: Tonbridge school; Hertford college, Oxford (BA classics 1997)

Career: Foreign and Commonwealth Office 1977-: Arabic Language Training 1978-80, Second Secretary, Cairo 1980-83, Policy Planning Staff 1983-85, Private Secretary to Permanent Under-Secretary 1985-87, First Secretary, Washington 1987-1991, Various Posts 1991-94, Head, Hong Kong Department 1994-97, Political Counsellor, Paris 1997-99, Principal Private Secretary to Robin Cook as Foreign Secretary 1999-2001, HM Ambassador: Tel Aviv 2001-03, Riyadh 2003-07, Kabul 2007-09, Foreign Secretary's Special Representative for Afghanistan and Pakistan 2009-

Honours: LVO 1991; CMG 1997; KCMG 2004



COX, SARAH

Director, Governance and Change, Cabinet Office

Born 19 May 1967; *Education*: Arnold School, Blackpool; Birmingham University (BCom commerce 1988); *Recreations*: Chelsea FC

Career: Commercial Union 1991-2000: Operational Management 1991-94, Programme Director 1995-98, IT Manager 1998-2000; Business Development Manager, Norwiche Union International, Aviva CGNU Group 2000-01; Partner, Business Change and Solutions, Barclays plc 2001-04; Director, Business Change and Delivery, Office of the Deputy Prime Minister/Department for Communities and Local Government 2004-06; Cabinet Office: Director, Capability Review, Prime Minister's Delivery Unit 2006-07, Deputy Director, Change Team, Business Support Group, Cabinet Office Management and Transformation Government 2007-08, Director, Governance and Change 2008-

Professional bodies: Associate, Pensions Management Institute 1991

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Career: Ministry of Defence 1971-: Private Secretary to Parliamentary Under-Secretary of State (Navy) 1975-76; Planning Staff, Foreign and Commonwealth Office (seconded to) 1979-81, Assistant Secretary 1984, Royal College of Defence Studies 1988, Deputy Director, Cabinet Office (seconded to) 1989-92, 1995-99, Director-General, Security and Safety 1999-2002, Director-General, Defence Export Services 2003-07, Director, International Security Policy 2007-

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Deputy Inspector General of OR Operations, Insolvency Service

Leslie Cramp

Born 25 October 1949; *Education*: Maidstone Grammar School

Career: Insolvency Service 1970-: Examiner and Senior Examiner, Companies Winding Up 1970-82, Principal Examiner, Policy Unit 1982-88, Official Receiver, High Court London 1988-96, Manager, Anglia Region 1996-98, Deputy Inspector General and Senior Official Receiver 1998-

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Born 16 September 1952; Married (4 children); *Education:* Worcester College, Oxford (BA jurisprudence)

Career: Barrister-at-law 1975; Deutsche Bank 1976-2002: Financial Adviser, Projects and Export Policy Division, Department of Trade and Industry (secondment to) 1983-85, Global Head of Project and Export Finance (New York), Global Head of Project Finance (New York and London); Managing Director, Emerging Africa Advisers, Principal Advisers to Fund Manager of Emerging Africa Infrastructure Fund, Standard Bank London 2002-04; Chief Executive, Export Credits Guarantee Department 2004-; Non-Executive Director, Crossrail Limited 2008-

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CROWNE, STEPHEN**Chief Executive, British Educational Communications and Technology Agency (BECTA)**

Born 9 August 1957; Married Elizabeth 1979 (3 sons); *Education:* Latymer Upper School, London; Cambridge University (BA history 1978)

Career: Department for Education and Employment/Education and Skills: Principal Private Secretary to successive Secretaries of State for Education 1989-91, Head, 16-19 policy 1991-94, Chief Executive, Further Education Development Agency 1994-2001, Director, Standards and Effectiveness Unit 2001-02, Acting Director-General, Schools Directorate 2005-06, Director, School Resources Group 2002-06; Chief Executive, British Educational Communications and Technology Agency (BECTA) 2006-

Professional bodies: Member, UK Partnerships Advisory Council

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CUNLIFFE, JON**Prime Minister's Adviser on Europe and Global Issues, Cabinet Office**

Jonathan Stephen Cunliffe

Born 2 June 1953; Married Naomi Brandler 1984 (2 daughters); *Education:* St Marylebone Grammar School, London; Manchester University (BA English 1975, MA 1976); *Recreations:* Cooking, tennis, walking

Career: Department of the Environment 1980-85; Department of Transport 1985-90: Principal 1985, Private Secretary to Nicholas Ridley, John Moore and Paul Channon as Secretaries of State 1985-88, Transport Industry, Finance 1988-90; HM Treasury 1990-2007: Assistant Secretary, Pay Group 1990-93, Seconded to International Financial Institutions and alternate member European Bank for Reconstruction and Development 1993-95, Debt and Reserves Management 1995-97, Deputy Director: Macroeconomic Policy and Prospects 1997-98, International Finance 1998-2000, Director, Macroeconomic Policy and International Finance 2000-01, Managing Director: Finance Regulation and Industry Directorate 2001-02, Macroeconomic Policy and International Finance Directorate/International and Finance Directorate 2002-07, Second Permanent Secretary to the Treasury 2005-07; Prime Minister's Office 2007-: Head of International Economic Affairs, Europe and G8 Sherpa 2007-, European Policy Adviser and Director-General of Secretariat 2007, Adviser on International Economic Affairs and Europe 2007-; Prime Minister's Adviser on Europe and Global Issues, Cabinet Office 2008-

Honours: CB 2001



DALTON, GRAHAM

Chief Executive, Highways Agency

Married Fiona Iles 1985 (3 daughters); *Education*: Imperial College London (civil engineering 1983); Henley Management College (MBA 1999); *Recreations*: Competitive and cruising sailing, walking

Career: Management Trainee and Civil Engineer, British Rail 1983-88; Principal Project Engineer, Mouchel 1988-95; Senior Programme Manager, Bovis Lendlease 1995-2001; Director, Project Implementation, Strategic Rail Authority 2001-05; Director, Projects, Department for Transport 2005-08; Chief Executive, Highways Agency 2008-

Professional bodies: Member, Institution of Civil Engineers 1989; *Fellowships*: Institution of Civil Engineers (chartered 1989, fellow 2002)

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DANNATT, RICHARD

Chief of the General Staff, Ministry of Defence (Until August 2009)

Francis Richard Dannatt

Born 23 December 1950; Married Philippa Gurney 1977 (3 sons, 1 daughter); *Education*: St Lawrence College, Ramsgate; Royal Military Academy, Sandhurst; Durham University (BA economic history 1976); *Recreations*: Sport, reading

Career: British Army/Ministry of Defence (MoD) 1971-: Chief of Staff, 20th Armoured Brigade 1983-84, Military Assistant to Minister of State for Armed Forces 1986-89, Commanding Officer, 1 Green Howards 1989-91, Colonel, Higher Command and Staff Course, Camberley 1992-94, Commander, 4th Armoured Brigade 1994-96, Director, Defence Programmes, MoD 1996-98, General Officer Commanding, 3rd UK Division 1999-2000, Deputy Commander, Operations, HQ Stabilisation Force 2000-01, Assistant Chief of the General Staff 2001-02, Commander, Allied Rapid Reaction Corps 2003-05, Commander in Chief, Land Command 2005-06, Chief of the General Staff 2006-

Honours: Military Cross 1973; CBE 1996; KCB 2004; GCB 2009; *Professional bodies*: Vice-President, Officers Christian Union 1998-, President, Army Rifle Association 2000-08, President, Army Winter Sports Association 2003-09, President, Army Rugby Union 2003-09, President, The Soldiers' and Airmen's Scripture Readers Association 2003-09; *Honorary degrees*: Honorary Doctorate of Civil Law, Durham University 2009; Honorary Doctorate of Civil Law, Kent University 2009

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Career: Research Assistant, Electricity Council 1974-77; Various posts, Department of Energy (DoE) 1977-84; Economic Secretariat, Cabinet Office 1984-85; DoE 1985-92: Principal Private Secretary to Peter Walker as Secretary of State 1985-87, Assistant Secretary, Electricity Division 1987-89, Head, Offshore Safety Branch 1989-91, Head, Finance Branch 1991-92; Department of Trade and Industry/for Business, Enterprise and

Regulatory Reform 1992-: Assistant Secretary, Industrial Competitiveness Division 1992-94, Head, Regional Development Division 1994-96, Head, Insurance Directorate 1997-98, Director, Oil and Gas, Energy Group 1998-2003, Director, Strategy Unit 2003-05, Director, Corporate Law and Governance 2005-

Professional bodies: Fellow, Royal Society of Arts

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Born 12 November 1960; *Education:* Birmingham University (BA English language and literature 1982); Merton College, Oxford (MLitt English 1985); Birkbeck College, London (MA history 1988)

Career: Department of Health [and Social Security] 1985-92: Secretary to Inquiry into Child Abuse in Cleveland 1987, Private Secretary to Minister of State for Health 1988-90, Head of AIDS treatment and care 1990-92; Department of National Heritage 1992-94: Head, National Lottery Bill Team 1992-93, Principal Private Secretary to Peter Brooke as Secretary of State for National Heritage 1992-94; Head, European business, Medicines Control Agency 1995-97; Secretary to Royal Commission on Long-Term Care 1997-99; Department for Culture, Media and Sport 2001-: Head, Arts Division 2001-03, Director, Arts and Culture Directorate 2003-07; Chief Executive, Arts Council England 2008-

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Born 14 October 1955; Married Elizabeth Fanner 1980 (2 sons, 1 daughter); *Education:* Royal Grammar School, Guildford; St Andrews University (MA 1979); Management Diploma, Henley Management College (1995); *Recreations:* Walking, climbing

Career: Administrative Officer, Hong Kong Government 1979-83; British Council 1984-: Peking 1984-87, Regional Officer, China 1987-89, Director, South China 1989-93, Assistant Regional Director, Eastern and Southern Europe 1993-95, Cultural Counsellor and Director, British Council, Peking 1995-2000, Director, East Asia and the Americas 2000-03, Director, Europe, Americas and the Middle East 2003-06, Deputy Director-General 2006-07, Chief Executive 2007-

Honours: CMG; *Fellowships:* FRSA

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Career: Consultant, PWC 1994-2001; Deputy Director, Prime Minister's Strategy Unit 2001-03; Senior Policy Adviser, 10 Downing Street 2003-07; Director, Change Programme, Department for Innovation, Universities and Skills 2007-

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DAVIES, JOHN

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John Hamilton Davies

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Career: Barclays Bank 1966-98: Local Director, Chelmsford Region 1983-86, Head of Career Planning 1986-90, Governor, Felsted School, Essex 1990-96, Director, Personnel, UK Banking 1994-98; Member, Armed Forces Pay Review Body 1999-2005; Chairman, Civil Service Appeal Board 1999-, Non-Executive Director, ILX Group 2001-06; Member, Prison Service Pay Review Body 2007-

Honours: OBE 2006; *Fellowships*: Fellow: Chartered Institute of Bankers (FCIB); Chartered Institute of Personnel and Development (FCIPD)

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National Director, Pandemic Influenza Preparedness, Department of Health

Lindsey Margaret Davies

Born 21 May 1953; 2 sons; *Education*: Keighley Girls Grammar School; Nottingham University (BM, BS 1975); MFPHM 1985; MHSM 1987; FFPHM 1991

Career: Paediatrician 1976-82; Public Health Medicine 1982-85; Director, Public Health, Southern Derbyshire Health Authority (HA) 1985-89; Director, Public Health, Nottingham HA 1989-92; Head, Public Health Division, NHS Executive, Department of Health (DoH) 1992-94; Director, Public Health and Medical, Trent Regional Health Authority (RHA) 1994-96; Director, Public Health and Medical, Trent Regional Office, NHS Executive, DoH 1996-2002; Professor, Nottingham University Medical School 2001-, Regional Director, Public Health, Government Office for the East of England 2002-06; National Director, Pandemic Influenza Preparedness, Department of Health 2006-

Honours: CBE 2004; *Professional bodies*: Member of the Institute of Health Services Management; *Awards*: Royal Pharmaceutical Society 'Synergy' award 2003; *Fellowships*: Fellow of the Faculty of Public Health Medicine; Fellow of the Royal College of Physicians

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Career: Department of Health: Head of NHS services, long-term illness and disabilities, Principal private secretary to Sir Nigel Crisp, Chief Executive of the NHS, Head of Emergency Care Strategy Division, Directorate of Access and Choice, NHS Modernisation Agency -2004, Director, Children and Mental Health, Care Services Directorate 2004-06, Head of Partnerships, Experience and Involvement, Chief Nursing Officer's Directorate 2006-08, Director, Reducing Health Inequalities/Health Inequalities and Partnership, Policy and Strategy Directorate 2008-

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Career: Law Lecturer, Manchester University 1977-82; Called to Bar, Middle Temple 1981; Office of the Parliamentary Counsel 1982-: Assistant Parliamentary Counsel 1982-86, Senior Assistant Parliamentary Counsel 1986-90, Deputy Parliamentary Counsel 1990-94, Seconded to Law Commission 1992-94, Parliamentary Counsel 1994-
Honours: CB; *Publications*: Various articles in legal periodicals

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DAVIES, RICHARD**Director, Analytical Services Development, Welsh Assembly Government**

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Career: Teaching assistant, Department of Political Theory, Liverpool University 1972-73; Various posts, Ministry of Defence/Foreign and Commonwealth Office/Management and Personnel Office 1973-84; Welsh Office/Welsh Assembly Government 1985-: Assistant secretary 1985, Head of Health Management, Systems and Personnel Division 1985-87, Head of Health and Social Services Policy Division 1987-89, Head of Housing Division 1989-94, Head of School Performance, Education Department 1994-97, Group Director, Training and Education Department 1997-2006, Director, Public Services and Performances Department 2006-09, Director, Analytical Services Development 2009-

Professional bodies: FRSA; FCIM; *Fellowships*: Fellow, Royal Society of Arts; Visiting Professor, University of Glamorgan; Nuffield-Leverhulme Fellow 1990

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Born 24 November 1949; Married Dr Willem Ouwehand 1989 (2 daughters); *Education*: Edgbaston High School for Girls, Birmingham; Manchester University (MB, ChB 1972); London University (MSc 1981); *Recreations*: Travel, opera, food, wine, skiing

Career: Surgeon and Senior Health Officer (SHO), Manchester 1972-74; Clinical assistant in cardiology, Madrid 1974-77; SHO in paediatrics, Middlesex Hospital, London 1977-79; Lecturer 1979-83; Middlesex Hospital 1983-85: Fellow in recombinant DNA technology 1983-85, European consultant haematologist 1985; Department of Health 1996-: Director, Research and Development, North Thames Region 1996-98, Professor of Haemoglobinopathies, Imperial College Faculty of Medicine 1997- Head, Research and Development, Directorate of Social Care, London 1999-2002, Honorary Professor in Public Health, Institute of Child Health, University College, London 2003-, Deputy Director, Research and Development 2003-04, Director-General, Research and Development, Department of Health 2004-

Honours: DBE 2009; *Professional bodies:* MRCP 1978; MCPPath 1982; FRCP 1992; FRCPPath 1997; FRCPCCh 1997; FFPH 1999; FMedSci 2002; European Haematology Association; American Society of Haematology; Royal Society of Medicine; *Honorary degrees:* Honorary Doctor of Medicine, Southampton University 2007

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Career: Economic assistant, Department of Transport 1989-91; HM Treasury: Economic Adviser 1991-97, Team leader, EMU Policy 1997-98, Team leader, Work Incentives and Poverty Analysis 1998-2001, Team leader, Education Policy 2001-02, Director Europe, Macroeconomic Policy and International Finance Directorate 2002-06; HM Revenue and Customs 2006-: Director, Large Business Service 2006-07, Director-General, Business Tax 2007-; *Councils and public bodies:* Board member Alcohol Recovery Project

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David Lawrence Dawson

Born 19 March 1956

Career: Various posts concerned with EC agricultural policy, environmental affairs, assistant private secretary to Minister of Agriculture, Fisheries and Food -1989; First Secretary (Agriculture), British Embassy, Washington DC 1989-92; Head, Environmental Protection Division 1992-95; Deputy Director, Better Regulation Unive, Cabinet Office 1995-98; Head, BSE inquiry Liaison Unit (MAFF) 1998-2000; Department for Environment, Food and Rural Affairs: Head of EU International Division, EU and International Policy Directorate 2000-03; Director, Food and Farming Group 2003-08; Director, Marine and Fisheries Directorate 2008-

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Career: Head of Senior Performance Management, Performance and Reward Division, Cabinet Office -2003, Human Resources Directorate, Department for Constitutional Affairs/Ministry of Justice: Head, HR Strategy and Policy Development 2003-06, Director 2006-07, Programme Director, Pay and Grading 2007-08; Director, Human Resources, Land Registry 2008-

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Jonathan Stephen Day

Born 23 April 1954; *Education*: Marling School, Stroud; Nottingham University (LLB 1976)

Career: Ministry of Defence 1979-: Assistant Private Secretary to Minister for Armed Forces, UK Delegation to NATO, Brussels, Foreign and Commonwealth Office (seconded to) 1989-92, Head, Force Planning, NATO (seconded to) 1992-95, Deputy Command Secretary, Land Command 1995-97, Director, Defence Policy 1997-99, Harvard University (sabbatical) 1999-2000, Chief, Joint Intelligence Committee Assessments Staff, Cabinet Office (seconded to) 2000-01, Director, Secretary-General's Private Office, NATO (seconded to) 2001-04, Command Secretary, CINCFleet, Royal Navy 2004-07, Central TLB: Policy and Commitments: Director-General, Operational Policy 2007-08, Policy Director/Director-General, Security Policy 2008-

Honours: CBE 1999

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DEAN, STEVE**Chief Executive, Veterinary Medicines Directorate**

Steven Patrick Dean

Born 2 August 1951; *Education*: B.Vet.Med, DVR; *Recreations*: Shooting, rowing, archery, member Kennel Club

Career: Veterinary Medicines Directorate: Area Director (Europe, Africa and Australasia), Syntex Animal Health 2002, Director of Licensing 2002-, Chief Executive 2002-

Professional bodies: Royal College of Veterinary Surgeons (MRCVS); British Veterinary Association; British Small Animal Veterinary Association; Scientific Fellow of Zoological Society of London; Professor for Nottingham University (veterinary school) and Royal Veterinary College, London

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Born 11 August 1948; Married Margaret Kimber 1972 (2 sons); *Education*: Heaton Grammar School, Newcastle; Brunel University (BSc applied physics); University College London (DSc medical physics); *Recreations*: Reading, walking, gardening

Career: Technical Management Services, Darchem Ltd 1970-71; Non-Clinical Lecturer, University College London Medical School 1971-76; University College Hospital, London 1976-99: Senior Physicist 1976-82, Principal Physicist 1982-86, Senior Lecturer, Department of Medical Physics and Bioengineering, UCL 1986-91, Hamamatsu Professor of Medical Photonics, UCL 1991-99, Head, Department of Medical Physics and Bioengineering 1992-99; Vice-Provost, UCL 1999-2007; Chief Executive, Engineering and Physical Sciences Research Council 2007-

Professional bodies: Fellow: Academy of Medical Sciences 2000-, Royal Academy of Engineering 2002-; Member: Biotechnology and Biological Sciences Research Council 2004-07, Academy of Medical Sciences Council 2004-07; *Awards*: Franklin Medal, Institute of Physics 2008; *Fellowships*: Fellow: Institute of Physics 1995, Royal Society 1999



DEVEREUX, ROBERT

Permanent Secretary, Department for Transport

Robert John Devereux

Born 15 January 1957; Married Margaret Johnson 1980 (2 daughters); *Education:* King Henry VIII School, Coventry; Oxford University (BA mathematics 1978); Edinburgh University (MSc statistics 1979)

Career: Overseas Development Administration 1979-83; HM Treasury 1984-96: Various posts 1984-92, Head, Defence Policy Division 1992-94, Business Development Guinness Brewing Worldwide (seconded to) 1995-96; Department of Social Security/for Work and Pensions 1996-2002: Policy Manager, Family Support 1996-98, Director, Fraud Strategy 1998-2000, Director, Strategy Working Age Group 2000-01, Director, Planning and Performance 2001-02; Department for Transport 2002-: Director-General, Road Transport, Aviation and Shipping Group 2002-07, Permanent Secretary 2007-

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Born 29 December 1952; Married Alan Cogbill 1979 (1 son, 1 daughter); *Education:* Northampton High School for Girls; Newnham College, Cambridge (BA medical sciences/natural sciences 1974); Warwick University and CIPFA (PG Diploma and CPFA 2007); *Recreations:* Family, home and garden

Career: Home Office 1974-82: Private Secretary to Minister for Police and Prisons 1980-82; Deputy Director, Top Management Programme, Cabinet Office 1982-89; Home Office 1989-99: Head, Immigration Policy 1989-91, Head, After Entry Casework and Appeals 1991-93, Head, Consulting Efficiency and Market Testing 1994-95, Director, Finance and Services, Immigration and Nationality Directorate 1995-99; Chief Executive, Police Information Technology Organisation 1999-2001; Director, Modernising Corporate Support, Inland Revenue 2002; Director, Resources and Planning, Health and Safety Executive 2002-08; Executive Director, Corporate Services, Office of Fair Trading 2008-

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Born 14 March 1954; Married Jane Harrison 1997 (1 son, 1 stepdaughter, 1 stepson); *Education:* Torquay Boys' Grammar School; London School of Economics (BSc economics 1975, MSc 1976); St Andrews University (PhD statistics 1981); *Recreations:* Football, swimming, running

Career: Southampton University 1980-2002: Lecturer 1980-88, Senior Lecturer 1988-92, Professor of Social Statistics 1992-2002, Deputy Vice Chancellor 2001-02; Chief Executive, Economic and Social Research Council 2003-; Chair, Executive Group, Research Councils UK 2004-

Professional bodies: AcSS 2000; FBA 2006; British Society for Population Studies; Royal Statistical Society; *Awards:* Clifford Clogg Prize, Population Association of

America 2000; *Fellowships*: AcSS 2000; FBA 2006; FRSE 2009; Elected Fellow, Academy of Social Sciences 2000; Elected Fellow, British Academy 2005; *Honorary degrees*: Honorary Degree, Cardiff 2005; Honorary Degree, Glasgow 2005; *Publications*: Co-author *Beginning Statistics in the Social Sciences* (2001)

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Director, Communication Directorate, Home Office

Born 27 October 1967; Married; *Education*: Leeds University (BA history and business management and administration); Leeds Business School (postgraduate diploma in Marketing)

Career: Marketing Manager, Bradford Health Authority 1992-95; Senior Communications Manager, NHS Executive 1995-99; Publicity Commissioner, BBC 1999-2000; Department for Education and Skills 2000-: Head, Communications, Welfare to Work 2000-01; Divisional Manager, Strategic Marketing, Strategy and Communications Directorate 2001-05; Director, Communications Directorate, Department for Environment, Food and Rural Affairs 2005-07; Director, Communication Directorate, Home Office 2008-

Professional bodies: Member, Chartered Institute of Marketing

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Born 11 November 1966; Married Nancy Zonana Dickinson, 1997 (1 daughter, 1 son); *Education*: Marlborough College, Wiltshire; Durham University (BSc geography 1988); Registered Auditor

Career: KPMG 1988-2008: Accountant: Bristol 1988-92, Boston, USA 1992-95, London 1994-99, Montvale, USA 1999-2001, Partner in Charge, Professional Practise for Audit 2001-03, Audit Partner, Financial Services 2003-07, UK Head of Audit for Asset Management 2007-08; Director-General, Finance and Corporate Services, Department for Innovation Universities and Skills 2008-

Professional bodies: Fellow of Institute of Chartered Accountants in England and Wales (ICAEW)

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Director, Primary and Community Care Directorate, Health Directorate General, Scottish Government

Career: Head of Enterprise and Industrial Affairs Group, Enterprise, Transport and Lifelong Learning Department, Scottish Executive -2007, Director, Enterprise, Energy and Tourism Directorate, Education Directorate General, Scottish Government 2007-08; Director, Primary and Community Care Directorate, Health Directorate General 2008-

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DINHAM, MARTIN

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Martin John Dinham

Born 9 July 1950; Married Jannie Sanderson 1980 (1 daughter, 1 son); *Education:* Haberdashers' Aske's School, Elstree; Christ's College, Cambridge (BA modern languages 1971); *Recreations:* Tennis, cinema, planning holidays

Career: Ministry for Overseas Development/Overseas Development Administration/ Department for International Development 1974-: Assistant Private Secretary to successive Ministers for Overseas Development 1978-79; Desk Officer, Zambia and Malawi 1979-81; Assistant to UK Executive Director, World Bank; Washington DC, USA World Bank (seconded to) 1981-83, Head, Personnel Branch 1983-1985; Private Secretary to Tim Raisin and Chris Patten as Ministers for Overseas Development 1985-87; Head, Development Division for South East Asia, Bangkok 1988-92; Personal Adviser to Chris Patten as Governor of Hong Kong (seconded to) 1992-97; Head of Personnel 1997-2000; Director, Asia and Pacific Division 2000-05, Director, Europe, Middle East and Americas and East Asia Division 2005-07; Director, UN Conflict and Humanitarian Division 2007-; Acting Director-General Corporate Performance 2007-08; Director-General, International 2008-

Honours: CBE 1997

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Career: Department of Health (DH) 1993-2005: Bill Principal, Health Act 1998-99, Private Secretary to John Denham then John Hutton as Ministers for Health 2000-01, Deputy Director, Primary Medical Care 2001-04, Deputy Director, NHS Performance and Delivery 2004-05; Senior Policy Adviser on Health, Prime Minister's Policy Unit 2005-06; Director, Policy Support Unit, DH 2006-

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DODGSON, STEVE

Group Director, Business Group, Export Credits Guarantee Department

Career: Export Credits Guarantee Department: Director: Central Services and Principal Establishment Officer, Central Services Division -2004, Human Resources, Chief Executive's Group 2004-06, Group Director, Business Group 2006-

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DONALDSON, GRAHAM**Chief Executive and HM Senior Chief Inspector of Education, Her Majesty's Inspectorate of Education, Scottish Government**

Graham Hunter Carley Donaldson

Born 11 December 1946; Married Dilys Lloyd 1972 (2 sons, 1 daughter); *Education*: Glasgow High School; Glasgow University (MA modern history and politics 1969, MED 1974); *Recreations*: Golf, walking

Career: Teacher, Glasgow 1970-73; Department Head, Dumbartonshire 1973-75; Lecturer, Jordanhill College of Education 1975-83; Her Majesty's Inspectorate of Education, Scottish Executive 1983-: Inspector of Schools 1983-90, Chief Inspector 1990-96, Depute Senior Chief Inspector 1996-2002, Chief Executive and HM Senior Chief Inspector of Education 2002-

Professional bodies: FRSA 2003; *Publications*: James IV: a Renaissance King (1975); Industry and Scottish Schools (1981)

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DONALDSON, LIAM**Chief Medical Officer, Department of Health**

Born 3 May 1949; Married Brenda 1994 (3 sons); *Education*: Rotherham Grammar School; Bristol University (MB, ChB 1972); Birmingham University (MSc anatomy 1975); Leicester University (MD 1982); *Recreations*: Victorian Staffordshire pottery, Newcastle United FC, rock music, history of medicine

Career: Clinical and academic posts 1972-82; Senior lecturer in epidemiology, Leicester University 1981-86; Admissions tutor, School of Medicine, Leicester University 1984-86; Department of Health 1986-: Regional Director, Public Health, Northern Regional Health Authority (RHA) 1986-92, Professor, Applied Epidemiology, Newcastle University 1989-92, Director of Public Health, Northern RHA 1992-94, Director of Public Health, Northern and Yorkshire RHA 1992-94; Regional Director, NHS Executive Northern and Yorkshire 1994-98, Chief Medical Officer 1998-, Member, Department of Health Management Board 1998-, Director-General, Regional Public Health Directorate 2007-

Honours: QHP (Queen's Honorary Physician) 1996-99; Kt 2002; *Professional bodies*: FRCP 1997; CCMI 1998; FRCGP 1999; Institute of Management 1999; FMedSci 1999; FRCP(Ed) 1999; FRSA 1999; FRCA 2003; *Awards*: College Medal, Royal College of Surgeons Edinburgh 2000; Public Health Award, New York Academy of Medicine 2004; Picker Award for Excellence 2006; World Health Executive Forum Distinguished Leader Award 2008; *Fellowships*: FFPHM 1986, Hon Fellow 2004; Honorary Fellow, Faculty of Pharmaceutical Medicine 1999; Honorary Fellow, Royal College of Paediatrics and Child Health 2005; Honorary Fellow, Royal Society for the Promotion of Health 2006; Honorary Fellow, Royal Society of Medicine 2006; *Honorary degrees*: 14 honorary doctorates; *Publications*: Many papers and books

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DORMER, ROBIN**Parliamentary Counsel, Counsel at Law Commission, Office of the Parliamentary Counsel**

Robin James Dormer

Born 30 May 1951

Career: Trainee and Assistant Solicitor, Messrs Coward Change 1976-80; Law Commission 1980-87; Assistant Parliamentary Counsel, Office of the Parliamentary Counsel (PCO) 1987-90; Branch Head Solicitors' Office, Department of Health 1990-99; PCO 1999-; Deputy Parliamentary Counsel 1999-2006, Parliamentary Counsel, Counsel at Law Commission 2006-

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Born 27 July 1950; Née Black; married Robert Harold Douglas 1972 (2 sons); *Education:* Wimbledon High School; New Hall, Cambridge (BA history 1971); *Recreations:* Travel, European languages, history, singing

Career: Press librarian, Royal Institute of International Affairs 1971-73; Department of Education and Science/for Education/for Education and Employment 1973-2000: Further Education Funding Council (seconded to) 1991-92, Head, Personnel 1993-94, Director, Administration, Office for Standards in Education (seconded to) 1995-96; Director, Civil Service Employer Group, Cabinet Group (seconded to) 1996-97, Director, Personnel and Support Services 1997-2000; Managing Director, Corporate Services and Development, HM Treasury 2000-04; Chief Operating Officer, Office for National Statistics 2004-06; Chief Operating Officer, Department of Trade and Industry/for Business, Enterprise and Regulatory Reform 2006-

Honours: CB 2002

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Richard Philip Douglas

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Career: HM Customs and Excise 1978-80; Exchequer and Audit Department/National Audit Office 1980-96; Executive, NHS Financial Planning, Department of Health (DoH) (seconded to) 1990-92; Ministry of Agriculture, Fisheries and Food (seconded to) 1992-94, Director, Financial Audit 1994-96; Deputy Director, Finance, NHS Executive, DoH 1996-99; Director, Finance, National Savings 1999-2001; Department of Health 2001-; Director-General and Finance Director, Finance and Investment/Finance and Operations 2001-, Member, Management Board 2001-

Honours: CB 2006

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Born 12 July 1953; *Education*: Trinity College, Cambridge (BA history 1979, MA)

Career: Head, Development Section, High Commission, New Delhi 1989-92; Overseas Development Agency/Department for International Development (DFID) 1992-2000: Head, Central and Southern Africa Department 1992-95, Head, Personnel 1995-97, Head, Central Africa (Harare) 1997-2000; Assistant Head, Defence and Overseas Directorate, Cabinet Office 2000-03; DFID 2003-: Director, Iraq Department 2003-05, Director, UN Humanitarian and Conflict Affairs 2005-07, Director, South Asia Division 2007-

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DUDLEY, HELEN

Director, Leadership and Talent Management, Cabinet Office

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Career: HM Courts Service: Director, Personnel and Training -2001, Director, Human Resources 2001-03; Director, Human Resources, Department for Constitutional Affairs 2003-06; Cabinet Office 2006-: Director, Human Resources 2006-08, Director, Leadership and Talent Management 2008-

Honours: CBE 2005

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DUNNELL, KAREN

National Statistician and Chief Executive, Office for National Statistics and UK Statistics Authority

Born 16 June 1946

Career: Healthcare researcher: Institute of Community Studies, St Thomas's Hospital Medical School; Office for Population Census and Survey 1974-96; Office for National Statistics (ONS) 1996-: Director, Demography and Health Statistics 1996-2000, Group Director, Social Statistics 2000-02, Surveys and Administrative Sources: Director 2002-04, Executive Director 2004-05, National Statistician 2005-; Chief Executive: ONS 2005-, UK Statistics Authority 2008-

Professional bodies: Fellow, Royal Statistical Society

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DURKIN, CLAIRE

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Career: Lecturer in further and higher education, South Bank Polytechnic 1984-88; Department of Employment (DoE) 1988-90: Private Secretary to Minister for Employment 1989-90; Private Secretary to Minister for Education 1990-91; Assistant Director, Labour Market Policies, DoE 1991-95; Assistant Director, Deregulation, Department of Trade and Industry (DTI) 1995-97; Low Pay Commission 1997-2000;



DTI/Department for Business, Enterprise and Regulatory Reform 2000-: Director, Consumer and Competition Policy 2000-02, Head, Enterprise Bill 2002-03; Director: Energy Innovation 2003-05, Energy Markets 2005-08, Europe, International Trade and Development 2008-

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Career: Department of Health 1991-: Branch Head, NHS Pay, NHS Human Resources Directorate 2001-04, Branch Head, Elective and Emergency Care 2004-05, Director, Dental and Eye Care Services 2005-07, Director, Primary Care 2007-

Honours: CBE 2009

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ECCLES, ALAN

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Born 5 July 1959

Career: HM Courts Service 1983-: Trainee Court Clerk, Middlesex MCC, Principal Assistant, Dudley Magistrates Court, Justices' Clerk and Justices' Chief Executive, Borough of Dudley 1985-99, Justices' Clerk and Assistant Justices Chief Executive, Black Country 1999-2001, Justices' Chief Executive, West Midlands 2001-04, Regional Director, Midlands 2004-

Professional bodies: Chair, West Midlands Local Criminal Justice Board 2003-

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Career: General Manager, Raychem Corporation 1982-98; Divisional Managing Director, Rical Group Ltd 1998-2000; Chief Executive, W Pearce & Co Ltd 2000-02; Department of Trade and Industry/for Business, Enterprise and Regulatory Reform Business Group: Director, Materials and Engineering, Business Relations 2002-05, Director, Business Relations 1 2005-

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Born 2 August 1953; Married David Rounds 1987 (3 sons); *Education*: Sussex University (BA social science 1975); Warwick University (MA 1977, Certificate of Qualification in Social Work 1977)

Career: Social worker, East Sussex County Council 1975-80; Deputy Project Director, Save the Children Fund 1980-83; National Association for the Care and Resettlement of Offenders 1983-2002: Director, Policy Research and Development 1993-95, Chief Executive 1997-2002; Home Office/Ministry of Justice 2002-: Director, Active Community Unit, Community Policy Directorate 2002-03, Director-General, Communities Group 2004-06, Chief Executive, National Offender Management Service 2006-08, Acting Director-General, Corporate Performance Group 2008 (Sept-Dec), Director-General, Criminal Justice Group 2008-

Honours: CBE 2001; *Professional bodies*: Trustee, Milton S. Eisenhower Foundation 2000-, Fellow, RSA; *Honorary degrees*: Honorary Doctorate, Middlesex University 2004

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Born 10 February 1950; Married Michael Moutrie 2005 (1 son); *Education*: University of California, San Diego (BA sociology, Postgraduate diploma in early childhood education 1972); Cranfield University (MSc social policy 1982); *Recreations*: Movies, cooking

Career: Head, Moorlands Children's Centre, Milton Keynes 1978-83; Lecturer, Open University 1983-86; National Council for Voluntary Organisations (NCVO) 1992-96; Chief Executive, Family Service Units 1996-99; Non Executive Director, Milton Keynes Primary Care Trust 1999-; Director, Sure Start Unit, Children, Young People and Families Directorate, Department for Education and Skills/for Work and Pensions 1999-2005; Chief Adviser, Children's Services, Department for Education and Skills 2005-06; Director, Social Exclusion Task Force, Cabinet Office 2007-

Honours: CB 2005; *Honorary degrees*: Honorary Doctorate, Open University 2002

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ELAND, MIKE**Director-General, Enforcement and Compliance, HM Revenue and Customs**

Michael John Eland

Born 26 September 1952; Married Luned Rhiannon Wynn Jones 1981 (1 son, 1 daughter); *Education*: Trinity College, Oxford (BA jurisprudence, MA); *Recreations*: Hillwalking, theatre, gardening

Career: Called to Bar, Middle Temple 1975; Trainee HM Customs and Excise 1975-81; Cabinet Office 1982-88: Principal, Personnel Management Group 1982-85, Principal, Economic and Home Affairs Secretariat 1985-87, Principal Private Secretary to Lord President of the Council 1987-88; HM Customs and Excise/(C&E) 1988-97: Head, Financial Management Division 1988-91, Head, Pay and Grading Review 1991, Head, Anti-Smuggling Division 1991-92, Director, Central Directorate 1992-94, Director, Customs Policy 1994-97; Deputy Director-General, Immigration and Nationality Department, Home Office 1997-2000; C&E/HM Revenue and Customs: Commissioner and Director-General, Business Services and Taxes 2000-03, Acting Chairman 2003-04, Director-General, Enforcement 2004-, and Compliance 2005-; Non-Executive Director, UK Border Agency 2008-

Honours: CB 2006

ELLAM, MICHAEL

Director of Communications and Prime Minister's Spokesman, Prime Minister's Office

Career: HM Treasury: Head of Communications and Strategy, Ministerial Support Team -2003, Director, Policy and Planning 2003-07; Director of Communications and Prime Minister's Spokesman, Prime Minister's Office 2007-

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Chief Economist, Home Office

Born 26 March 1959; *Education:* Bemrose School, Derby; Jesus College, Oxford (BA philosophy, politics and economics, MA 1980, MPhil economics 1982); *Recreations:* Rowing

Career: Economic Assistant, Manpower Services Commission 1982-83; Senior Economic Assistant, Department of Education and Science 1983-86; Economic Adviser, Ministry of Defence 1986-89; Senior Economic Adviser, Department of Employment 1989-95; Department for Education and Skills/Children, Schools and Families 1995-2004; Chief Economist, Corporate Services Directorate/Chief Economist Strategic Analysis and Data Services Group 2004-07; Chief Economist, Home Office 2007-

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John William Elvidge

Born 9 February 1951; Married Maureen Margaret Ann McGinn 2003; *Education:* Sir George Monoux School, Walthamstow; St Catherine's College, Oxford (BA English language and literature 1972); *Recreations:* Walking, swimming, contemporary music and fiction, visual arts and theatre, cooking

Career: Joined Scottish Office 1973-, Principal 1978-94, Assistant Secretary 1984-88, Director, Scottish Homes 1989-89, Assistant Secretary 1989-93, Under-Secretary 1993-98; Deputy Head, Economic and Domestic Secretariat, Cabinet Office 1998-99; Scottish Executive 1999-: Head, Education Department 1999-2002, Head, Finance and Central Services Department 2002-03, Permanent Secretary, Scottish Executive 2003-07; Permanent Secretary, Scottish Government 2007-

Honours: KCB 2006

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William Hubert Emery

Born 28 June 1951; Married Celia Joan Abbott 1975 (1 daughter, 1 son); *Education*: Queen Elizabeth Grammar School, Wakefield; Sheffield University (BEng civil and structural engineering 1972, PhD public health engineering 1976) Management Centre, Bradford University (MBA 1987)

Career: Researcher Sheffield University 1972-75; Yorkshire Water Authority, Southern Division 1975-86: Civil Engineer 1975-79, Chartered Civil Engineer 1979-83, Principal Engineer, Team Leader 1983-85, Project Manager 1986; MBA scholarship Bradford University 1986-87; Yorkshire Water Authority 1987-89: Corporate Planning Co-ordinator 1987-89, Investment Planning Manager 1989; Business Planning Manager Yorkshire Water Services Ltd 1989-90; Office of Water Services (Ofwat) 1990-2005: Head of Engineering Intelligence 1990-93, Head of Costs and Performance Division 1993-95; Assistant Director 1995-99, Director and Chief Engineer 1999-2005; Chief Executive, Office of Rail Regulation 2005-

Professional bodies: Member, Institute of Civil Engineers

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EVANS, LESLIE**Director, Culture, External Affairs and Tourism, Scottish Government**

Born 11 December 1958; Derek George McVay 1990 (1 son); *Education*: Liverpool University (BA music); *Recreations*: The arts, pilates, keeping fit

Career: Scottish Executive/Scottish Government: Head, Local Government, Constitution and Governance 2000-03, Head of Public Service Reform Group, Finance and Central Services Department 2003-05, Head of Tourism, Culture and Sport, Education Department 2006-07, Director, Europe, External Affairs and Culture Directorate, Office of the Permanent Secretary 2007-2008, Director, Culture, External Affairs and Tourism 2008-

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Born 3 August 1955; Married Lesley Diane 1979 (1 son); *Education*: Aylesbury Grammar School; Gonville and Cains College, Cambridge (MA geography 1977)

Career: Ministry of Defence 1977-82; HM Treasury 1987-2003; East Sussex County Council 2003-04; Home Office 2005; Serious Fraud Office 2005-: Director, Outreach 2009-

Fellowships: Fellow CIPD; Associate CIMA

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Regional Director, Government Office for Yorkshire and The Humber

Born 14 April 1954; *Education:* Vyners School, Ickenham, Middlesex; Lanchester Polytechnic (BA social science); London School of Economics (MSc industrial relations)
Career: Deputy Director, Planning and Training and Enterprise Councils 1996-99; Divisional Manager, Individual Learning Division, Department for Education and Employment -1999; Regional Director, Government Office for Yorkshire and The Humber 1999-

Honours: CBE

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Chief Executive, Scottish Prison Service

Michael Ewart

Born 9 September 1952; *Education:* Jesus College, Cambridge (BA English 1974); York University (DPhil American literature 1977)

Career: Scottish Office/Scottish Executive 1977-: Assistant Private Secretary to Secretary of State for Scotland 1981-82, Civil Service Fellowship in Politics, Glasgow University 1982-83, Health Department 1983-87, Education Department 1987-91, Scottish Courts Administration 1994-93, Chief Executive, Scottish Court Service 1993-99, Education Department 1999-2002, Head of Education Department 2002-07; Chief Executive, Scottish Prison Service 2007-

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EWING, JOHN

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John Anthony Ewing

Born 13 June 1955; Married Caroline Ayton (2 daughters); *Education:* St Mungo's Academy, Glasgow; Glasgow University (BSc molecular biology 1977); University of East Anglia

Career: Scottish Office/Scottish Executive/Scottish Government 1980-: Principal, Industry Department 1986-91, Principal, Scottish Home and Health Department 1992-93, Assistant Secretary, (Housing), Scottish Office Development Department, 1993-97, Head, Constitutional Policy Division, Constitution Group 1997-99; Chief Executive, Scottish Court Service 1999-2004; Head of Transport Group, Enterprise Transport and Lifelong Learning Department 2004-07, Director, Transport Directorate, Economy Directorate General/Economy Directorates 2007-08, Director of Public Service Reform, Scottish Government 2008-

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FALL, BRIAN

UK Special Representative to South Caucasus, Foreign and Commonwealth Office

Brian James Proetel Fall

Born 13 December 1937; Married Delmar Alexandra Roos 1962 (3 daughters); *Education:* St Paul's School, London; Magdalen College, Oxford (BA 1960, MA 1963); University of Michigan Law School (LLM 1961); *Recreations:* France

Career: National service 1955-57; HM Diplomatic Service 1962-95: UN Department, Foreign and Commonwealth Office, London (FCO) 1963, Moscow embassy 1965;

Geneva Mission 1968; Civil Service College 1970; Eastern European and Soviet Department and Western Organisations Department, FCO 1971; British Trade and Development Office, New York 1975-76; Harvard University Centre for International Affairs 1976-77; Counsellor, Moscow embassy 1977-79; FCO 1979-84: Head of Energy, Science and Space Department 1979-80, Head of Eastern European and Soviet Department 1980-81, Principal Private Secretary to Foreign Secretary 1981-84; Director, Cabinet, Secretary-General of NATO 1984-86; Assistant Under-Secretary of State, Defence, FCO 1986-88; Minister, Washington embassy 1988-89; High Commissioner to Canada 1989-92; Ambassador to: Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan and Uzbekistan 1992-93, Russian Federation and Republics of Armenia, Georgia, Moldova and Turkmenistan 1992-95; Principal, Lady Margaret Hall, Oxford 1995-2002; UK Special Representative for the South Caucasus 2002-

Honours: CMG 1984; KCMG 1992; GCVO 1994; *Honorary degrees:* Hon LLD, York University, Toronto 2002

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Director, Communications, Department of Energy and Climate Change

Born 27 June 1965; *Education:* St Brendon's College, Bristol; King's College, London

Career: Assistant press secretary, Prime Minister's Office 1993-96; Press secretary, Department for International Development 1996-98; Policy and communications manager, Social Exclusion Unit 1998-2000; Communications adviser Teenage Pregnancy Unit, Department of Health 2000-01; Department for Culture, Media and Sport 2005-: Head of News 2005, Director, Communications Directorate 2005-09; Director, Communications, Department of Energy and Climate Change 2009-

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FELLGETT, ROBIN

Director and Deputy Head, Economic and Domestic Affairs Secretariat, Cabinet Office

Born 1 October 1950; Married Patti Douglas 1976 (1 daughter, 1 son); *Education:* Warwick University (PhD mathematics 1976); Birbeck College, London (MSc economics 1984); Institut Européen d'Administration des Affaires; *Recreations:* Travel, music

Career: BP Chemicals 1969; Assistant Professor, Maryland University 1976-78; HM Treasury 1983-2003: Various posts in Expenditure, Privatisation and International Finance, Deputy Director, Financial Sector 1998-2000, Director, Finance Regulation and Industry 2000-03; Cabinet Office 2003-: Economic and Domestic Affairs Secretariat: Deputy Director 2003-08, Director and Deputy Head 2008-

Honours: CB 2007

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Director, Consumer Choice and Dietary Health, Food Standards Agency

Born 26 September 1958; *Education:* Bath College of Higher Education (BSc home economics 1980); Queen Elizabeth College, London (MSc nutrition 1981)

Career: Nutrition Lecturer, Flour Advisory Bureau 1981-84; Scientific Officer, Long Ashton Research Station 1984-86; British Nutrition Foundation 1986-95: Education and External Relations Director -1995; Sainsbury's Supermarkets 1995-2004: Company Nutritionist 1995-2002, Head of Food and Health 2002-04; Director of Consumer Choice and Dietary Health, Food Standards Agency 2004-

Professional bodies: Member, The Nutrition Society; Registered Public Health Nutritionist

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Programme Director, UK Border Agency

Born 24 May 1967; Married Michael Isaacs (1997) (1 son, 2 daughters); *Education:* Haberdashers' Aske's School for Girls; Balliol College, Oxford (BA Engrg Sci 1989); London School of Economics (MSc economics 1992); *Recreations:* Family, book club, women's group

Career: HM Treasury 1992-2008: Economic Adviser, 1992-97; Private Secretary and Speechwriter to Gordon Brown as Chancellor of the Exchequer 1997-99; Senior Adviser, General Expenditure Policy 2000-01; Deputy Director, Sure Start 2001-04; Head, Permanent Secretary's Strategy Team 2004, Director, Operations 2005; Director, Government, Treasury Management 2006-2008; UK Border Agency, Programme Director 2008 -

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FISH, DAVE

Director, East and Central Africa Directorate, Regional Programmes Division, Department for International Development

David Fish

Born 4 October 1948; Married Marion Fleming Semple (4 daughters); *Education:* Baines Grammar School, Blackpool; *Recreations:* Family, football, cricket, international politics

Career: Overseas Development Administration (ODA)/Department for International Development (DfID) 1988-: Head, Overseas Pensions Department 1988-93; Head, Procurement, Appointments and New Departments 1993-97; Head, Eastern Africa (Nairobi) 1997-99; Director, Human Resources Division, Corporate Performance and Knowledge Sharing Division 2000-04; Director, East and Central Africa Division/Directorate, Country/Regional Programmes Division 2004-

Honours: CBE 2007

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Timothy James Flesher

Born 25 July 1949; Married Margaret McCormack 1986 (2 daughters); *Education*: Haywards Heath Grammar School; Hertford College, Oxford (BA philosophy, politics, economics 1970); *Recreations*: Psephology, cooking, American football

Career: Lecturer College of Arts and Technology, Cambridgeshire 1972-74; Home Office 1974-79: Various administrative posts 1974-77, Private Secretary to Minister of State 1977-79; Secretary to Prisons Board, HM Prison Service 1979-82; Private Secretary to the Prime Minister 1982-86; Home Office 1986-92: Head, Refugee and After-Entry Division 1986-89, Head, Personnel Division 1989-91, Secretary, Inquiry into Prison Service Management 1991, Head, Probation Division 1991-92; Director, Administration, Office for Standards in Education 1992-94; Deputy Director-General, Immigration and Nationality Directorate, Home Office 1994-98; Director-General, Corporate Services and Deputy Chair, Inland Revenue 1998-2003; Deputy Chief, Defence Logistics, Ministry of Defence 2003-07; Chief of Corporate Services, Defence Equipment and Support Organisation 2007-

Honours: CB 2002

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FLETCHER, IAN**Chief Executive, UK Intellectual Property Office**

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Career: New Zealand Diplomatic Service 1982-89; Monopolies and Mergers Commission 1989-91; Department of Trade and Industry 1992-2002: General Trade Policy 1992-94, Telecommunications Policy 1994-95, European Commission (seconded to) 1995-98, Director-General, UN Customs Service and Head of UN Administration, Kosovo 1999-2000, Director, Gas and Electricity 2000-02; Principal Private Secretary to the Secretary of the Cabinet and Head of the Home Civil Service, Cabinet Office 2002-04; Managing Director, International Group, UK Trade & Investment 2004-07; Chief Executive, Patent Office/UK Intellectual Property Office 2007-

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FLETCHER, PHILIP**Chair, Water Services Regulation Authority**

Philip John Fletcher

Born 2 May 1946; Married Margaret Anne Boys 1977 (2 daughters (1 deceased)); *Education*: Marlborough College; Trinity College, Oxford (BA history 1967, MA); *Recreations*: Walking

Career: Assistant Principal, Ministry of Public Building and Works 1968-70; Department of Environment/Department of Environment, Transport and the Regions 1970-95: Assistant Private Secretary to the Secretary of State for the Environment 1970-73, Principal, West Midlands Regional Office 1973-76, Private Secretary, Permanent Secretary 1977-79, Assistant Secretary, private house building and mortgage finance 1980-82, Local government finance 1982-85, Director, central finance 1986-89, Director, planning and development control 1990-93, Chief Executive PSA services and Deputy Secretary, Property Holdings 1993-94, Deputy Secretary, Urban, Rural and Regional Policy 1994-95; Receiver, Metropolitan Police District, Metropolitan Police Service 1996-2000; Director-General, Water Services, Office of Water Services 2000-06, Chair, Water Services Regulation Authority 2006-

Honours: CBE 2006

Philip Fletcher CBE, Chair, Water Services Regulation Authority, Centre City Tower, 7 Hill Street, Birmingham B5 4UA *Tel:* 0121-625 1300*

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FOLLETT, BRIAN

Chair, Training and Development Agency for Schools

Born 22 February 1939; Married Deb Booth 1961 (1 son, 1 daughter); *Education:* Bournemouth School; Bristol University (BSc 1960, PhD pharmacology 1964); Wales University (DSc 1975); FRS 1984

Career: Lecturer in Zoology, Leeds University 1956-69; Lecturer in, then Professor of, Zoology, Bangor University 1969-78; Director, Research Group on Photoperiodism and Reproduction 1976-94; Professor of Zoology and Head of Department of Zoology, Bristol University 1978-93; Vice-Chancellor, Warwick University 1993-2001; Chair, Arts and Humanities Research Council 2001-08; Professor of Zoology, Oxford University 2001-; Chairman, Teacher Training Agency/Training and Development Agency for Schools 2003-

Honours: Kt 1992; *Professional bodies:* FRS 1984; Royal Commission on Environmental Pollution 2000-06; Chair, British Library Advisory Board 2000-07

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FOSTER, ANGIOLINA

Head, Strategy and Ministerial Support Directorate, Office of the Permanent Secretary, Scottish Government

Career: Local Government, Glasgow; Edinburgh City Council: Depute Director of Housing 1987-1994, Senior Depute Director of Housing 1994-1998, Head of Performance Services 1998-2001; Communities Scotland, Scottish Executive 2001-: Director of Regulation and Inspection 2001-02, Glasgow Housing Association 2002-03 (seconded to), Acting Chief Executive 2003-04, Chief Executive 2004-07; Head, Strategy and Ministerial Support Directorate, Office of the Permanent Secretary, Scottish Government 2007-

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FOULIS, MIKE

Director, Housing and Regeneration Directorate, Justice and Communities Directorate General, Scottish Government

Michael Bruce Foulis

Born 23 August 1956; Married Gillian Margaret Tyson 1981 (1 son, 1 daughter); *Education:* Kilmarnock Academy; Edinburgh University (BSc geography 1978);

Recreations: Exercise, playing cello

Career: Scottish Office/Scottish Executive/Scottish Government 1978-: Private Secretary to Environment and Home Affairs Minister 1987-89, Assistant Director, Scottish Financial Enterprise (seconded to) 1989-91, Head, Higher Education Branch, Education Department 1991-93, Principal Private Secretary to Secretary of State for Scotland Ian Laing MP 1993-95, Head of Livestock Commodities and Subsidies Division, Agriculture, Environment and Fisheries Department 1995-97, Deputy Head, Devolution Team, Constitution Secretariat, Cabinet Office 1997-98, Head of New Deal and Childcare Group, Education and Industry Department 1998-99, Head of Economic Development, Advice and Employment Issues Group, Enterprise and Lifelong Learning

Department 1999-2001, Head of Environment Group, Environment and Rural Affairs Department 2001-05, Director, Corporate Strategy, Scottish Resources Group (seconded to) 2006-07, Director, Housing and Regeneration Directorate, Justice and Communities/Health Directorate General 2007-

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Chair, Passenger Focus

Born 6 February 1947; Married Diane Linda Foxall 2003; *Education:* Gillingham Grammar School; *Recreations:* Farming, guitar

Career: Private Secretary to Permanent Secretary at Department of Trade 1974-75; Export Credits Guarantee Department (ECGD) 1975-91: Underwriter, Eastern Bloc 1975-77, Deputy Head, Foreign Currency Branch 1977-79, Head, Financial Planning 1979-82, Assistant Secretary, Middle East Project Group 1982-86, Under-Secretary and Director, Comprehensive Guarantee 1986-91; NCM Credit Insurance Ltd: Chief Executive 1991-97, Vice-President 1995-97; Reinsurance Consultant 1997-, Non-Executive Director, Radian Asset Assurance Ltd 2003-, Member, British Transport Police Authority 2005- Chair, Passenger Focus 2005-

Honours: CBE 1995

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FRASER, SIMON

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Simon James Fraser

Born 3 June 1958; Married (2 daughters); *Education:* St Paul's School, London; Corpus Christi College, Cambridge (MA 1979); *Recreations:* Skiing, opera, sport, art

Career: Joined Foreign and Commonwealth Office (FCO) 1979-; Second Secretary: Baghdad 1982-94, Damascus 1984-86; First Secretary, FCO 1986-88; Private Secretary to Minister of State William Waldegrave 1989-90; Policy Planning Staff 1991-92; Assistant Head, Non-Proliferation and Defence Department 1992-93; First Secretary, Financial and European Affairs, British Embassy in Paris 1994-96; Deputy Head of Cabinet of Vice-President Sir Leon Brittan, European Commission 1996-99; Political Counsellor, British Embassy, Paris 1999-2002; Foreign and Commonwealth Office: Director, Strategy and Information Group 2002-04, Director, Middle East and North Africa 2004-05; Head cabinet of Trade Commissioner Peter Mandelson, European Commission 2004-08; Director-General, Europe and Globalisation, Foreign and Commonwealth Office 2008-09; Permanent Secretary, Department for Business, Enterprise and Regulatory Reform 2009-

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Career: Called to the Bar 1972; Admitted Solicitor (E&W) 1977; Partner, Simmons & Simmons 1978-2003; Head, EC and Competition Group 1987-2003; Managing Partner, Commercial and Trade Law Department 1994-99; Chair, Regulatory Policy Institute 1998-07, Deputy Chair, Competition Commission 2003-06; Chair, Competition Commission 2006-

Professional bodies: Member, The Law Society; *Publications:* Co-author A Guide to the Competition Act 1998 (1999); Joint General Editor Butterworth's Competition Law (1991-2005); Consulting Editor Butterworth's Competition Law (2005-)

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Career: National Council of Social Service 1971-74; Head, Social Services Department, Royal National Institute for Deaf People 1974-78; Director, Services, Church of England Children's Society 1978-87; Chief Executive, National Marriage Guidance Council/Relate 1987-95; Consultant on Family Policy 1995-97; Director-General, then Chief Executive, Commonwealth Institute 1997-2002; Chief Executive, Westminster Foundation for Democracy 2003-

Professional bodies: Member, Chartered Institute of Personnel and Development 1970; MRSM 1988; FRSA 1993

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FROST, JANE

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Born 14 July 1957; Married Martin Frost 1981 (1 son, 1 daughter); *Education:* Beverley High School for Girls; New Hall, Cambridge (BA medieval history 1978)

Career: Controller, Brand Marketing, BBC 1995-2000; Director of marketing and strategy, BBC Technologies Ltd 2000-01; Director, Greystones Consultancy 2001-02; Director, Consumer Strategy Directorate, Clients and Policy Group, Department for Constitutional Affairs 2003-06; Director, Individuals, HM Revenue and Customs 2006-; Non-executive Director: Children in Need, DirectGov; Member, Audit and Governance Committee, Jobcentre Plus

Professional bodies: Director, Children in Need Ltd; Non-Executive Director, Lowry Arts Centre; *Fellowships:* Fellow: Chartered Institute of Marketing, Marketing Society

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FUHR, MIKE**Director, Major Projects Directorate, Department for Transport**

Michael John Fuhr

Born 5 June 1949; Married Susan Harrington 1995 (2 daughters); *Education*: Bradford Grammar School; Surrey University (BSc 1973)

Career: Department of the Environment 1974-78; Department for Environment, Transport and the Regions/Transport, Local Government and the Regions/Department for Transport (DfT) 1979-2001: Project Director, Channel Tunnel Rail Link 1996-99, Director, London Underground Task Group 1999-2001; Director, Corporate Strategy, Treasury Solicitor's Department 2001-03; Director, Major Projects Directorate, DfT 2003-

Honours: OBE 1999

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GALLAGHER, EDWARD**Chair, Renewable Fuels Agency**

Edward Patrick Gallagher

Born 4 August 1944; Married Helen Wilkinson 1969 (2 sons); *Education*: Dunstable Grammar School; Sheffield University (BEng, Post Graduate Diploma business studies); *Recreations*: Tennis, walking, theatre, guitar

Career: Systems Analyst, Vauxhall Motors 1963-68; Corporate Planning Manager, Sandoz Products 1968-70; Computer Services Manager, Robinson Willey 1970-71; Black and Decker 1971-86: Director: Marketing Services 1978-79, Service and Distribution 1979-81, Business Analysis 1981-83, Market and Product Development 1983-86; Amersham International 1986-92: Director, Corporate Development 1986-88, Divisional Chief Executive 1988-90, Manufacturing Director 1990-92; Chief Executive: National Rivers Authority 1992-95, Environment Agency 1995-2001; Director, ECUS Environmental Consultancy 2001-; Civil Service Commissioner 2001-06; Chair: Energywatch 2004-08, Envirofresh plc 2004-07, Renewable Fuels Agency 2008-; Board Member, National Consumer Council 2008-

Honours: CBE; *Honorary degrees*: Hon DEng, Sheffield 1996; Hon DSc, Tomsk, Russia 1998; Hon DSc, Plymouth 1998; Hon DSc, Brunel 1999; DUni, Middlesex 2005

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GALLAGHER, JIM**Director-General, Devolution, Ministry of Justice**

James Daniel Gallagher

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Career: Private Secretary to Malcolm Rifkind then Ian Lang as Secretaries of State for Scotland 1989-91; Director, Scottish Prison Service 1991-96; Head, Local Government and Europe Group, Scottish Office 1996-99; Policy Advisor, No 10 Policy Unit 1999-01; Head (DG), Scottish Justice Department 2001-04; Professor of Government, Glasgow University 2005-07; Visiting Professor, Glasgow University School of Law 2005- Director-General, Devolution, Ministry of Justice 2007-

Awards: CB 2004; *Fellowships*: FRSE 2005; *Publications*: Options for Financing Sub-national Government (2005); Rethinking Local Government in Scotland: Back To The Future? (2007)

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GALTON, BERNARD

Director-General, People, Places and Corporate Services, Welsh Assembly Government

Bernard John Galton

Born 5 August 1957; Married Susan Fox 1978 (2 sons); *Education:* City of Bath Boys' School; *Recreations:* Reading, travelling

Career: Ministry of Defence 1975-2004: Head, Pay and Conditions for the Royal Fleet Auxiliary (RFA) 1989-91, Head, Personnel at the Central Office of Information (COI) 1991-94, Director, Human Resources, Marine Services 1994-96, Director, Human Resources Policy 1996-98, Company Secretary and Director, Human Resources, Defence Aviation Repair Agency 1998-04; Welsh Assembly Government 2004-: Director, Human Resources Group 2004-09, Director-General, People, Places and Corporate Services Department 2009-

Professional bodies: Chartered Fellow, Chartered Institute of Personnel Management; Member, Government Sector Skills Board

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GARDINER, ELIZABETH

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Career: Solicitor (Scotland) 1990; Solicitor (England and Wales) 1991; Office of the Parliamentary Counsel 1991-: Assistant Parliamentary Counsel 1991-95, Senior Assistant, Parliamentary Counsel 1995-2000, Deputy Parliamentary Counsel 2000-03, Parliamentary Counsel 2003-

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GARRARD, SUE

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Born 30 August 1960; Married Dr Martin Garrard 1988; *Recreations:* Dressage, music, choral singing, travel

Career: Department of Energy 1980-86: Account Director, Young and Rubicam Advertising Agency 1987-89; Board Director, Abbott Mead Vickers Advertising Agency 1990-2000; Board Member, Fishburn Hedges Consultancy 2000-06; Director, Communications and Customer Champion, Department for Work and Pensions 2007-

Awards: IPA Awards Gold Winner 2004

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Career: Department of Social Security 1994-99: Area Director, Yorkshire 1994-97, Head, Process and Organisational Design 1997, Programme Manager 1997-99, Programme Director, Customer Accounting and Payment Systems 1999; Programme Director, Child Support Reform, Child Support Agency 1999-2003; Chief Executive, Criminal Records Bureau 2004-09; Executive Director, New Service Implementation, Identity and Passport Service 2009-

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Career: Simmons & Simmons 1971-: Head, Employment Law Department 1973-2001, Partner 1977-2001; Senior Partner 2001-06; Member, Council, Advisory Conciliation and Arbitration Service 1995-2001; Member, Steering Board, Employment Tribunals Service 2001-06; Civil Service Commissioner 2006-, Commissioner for Public Appointments 2006-; Visiting Professor, Cass Business School

Honours: CBE 2004; Honorary Queen's Counsel 2008; *Awards*: *The Times* Woman of Achievement in the Law Award 1997; *The Lawyer* Partner of the Year Award 1998; The City of London Law Society Lifetime Achievement Award 2006; *Honorary degrees*: Honorary LLD Nottingham 2004; Honorary Doctor University of Surrey 2006; *Publications*: *The Employment Relationship* (2001)

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Career: Civil Servant; Rank Xerox; National and Provincial Building Society: Business Development Manager, Director, Customer Relationship Development; Direct Line Group: Managing Director, Green Flag Group and UK Insurance, Managing Director, Direct Line Financial Services, Managing Director, Assistance Division -2005; Chief Executive, Child Support Agency 2005-09; Commissioner, Child Maintenance and Enforcement Commission 2009-

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Born 21 February 1956; Married (1 daughter, 1 son); *Education:* Farnborough Hill Convent; St Hugh's College, Oxford (BA modern history 1976); Hertford College, Oxford (MLitt 1980)

Career: Department of Environment/for Environment, Transport and the Regions/for Transport, Local Government and the Regions 1979-2001: Local Government, housing, local regeneration 1979-95: Private Secretary to Minister for Environment and Housing 1986-88, Seconded to: Deputy Director, Efficiency Unit, Cabinet Office 1995-97, Director, London East and European Programmes, Government Office for London 1997-99, Head, New Deal for Communities Unit 1999, Director, Children's Group, Department for Social Security/for Work and Pensions 1999-2001; Cabinet Office 2001-03: Head of Central Secretariat 2001-02, Director, Machinery of Government Secretariat 2002-03; Director-General, Corporate Services and Commissioner, Inland Revenue 2003-05; Executive Director, Executive Committee, HM Revenue and Customs 2005; Non-Executive Director, DFID Management Board 2005- Permanent Secretary, Department for Environment, Food and Rural Affairs (Defra) 2005- Chair, Defra Management Board 2005-

Honours: DCB 2008

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Born 30 July 1954; Married 2002; *Recreations:* Bridge

Career: Jobcentre Plus: Field Director, North East 2001-07, Director, Contact Centre 2007-

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Career: Teacher 1974-84; Headteacher Whitmore High School, Harrow 1984-92; Director of Education, London Borough of Harrow 1992-97; London Borough of Tower Hamlets 1997-2006: Director of Education 1997-2001, Chief Executive 2001-06; HM Chief Inspector, Office for Standards in Education, Children's Services and Skills (Ofsted) 2006-

Honours: CBE 2006; *Professional bodies:* Chair, Association of Chief Education Officers 1999-2000; Chair, Teaching and Learning 2020 Review Group 2006-

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Career: Solicitor 1991; Legal Adviser's branch Home Office 1991-99; Legal Secretariat to the Law Officers 1999-2001; Treasury Solicitor's Department 2001-03; Department of Trade and Industry/for Business, Enterprise and Regulatory Reform Legal Services 2003-; Legal Director: Legal Services Directorate C 2003-05, Europe and Trade, Legal Services Directorate A 2005-06, Legal Services Directorate D 2006-07, Enforcement and Insolvency, Legal Services Directorate A 2007-08; Head, Litigation and Employment Group, Treasury Solicitor's Department 2008-

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Born 10 January 1951; Single; *Education:* Mary Erskine School for Girls, Edinburgh; Edinburgh University (BSc agricultural science 1972); Massey University, New Zealand (PhD 1976); Open University (BA maths 1989); *Recreations:* Hillwalking, classical music

Career: Researcher, Grassland Research Institute, Agricultural and Food Research Council 1976-89; Overseas Development Administration: Various posts 1989-94, Director of research 1994-96; Chief Executive, Natural Resources International Limited 1996-2000; Chief Executive and director of research, Macaulay Land Use Research Institute 2000-06; Head of Science and Analysis Group, Environment and Rural Affairs Department, Scottish Executive 2006-07, Director, Rural and Environment Research and Analysis Directorate and Chief Scientific Adviser, Rural Affairs and Environment, Environment Directorate General, Scottish Government 2007-

Professional bodies: Fellow, Royal Society of Edinburgh 2003; *Honorary degrees:* Honorary Professor, Aberdeen University 2001

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Born 19 April 1956; Married Ian George 1996; *Education:* Dundee High School; Morpeth Grammar School; Edinburgh University (BSc biochemistry 1978); King's College, Cambridge (MPhil microbial biochemistry 1979, PhD microbial molecular biology 1981); *Recreations:* Sailing, cycling, reading

Career: Aberdeen University 1983-: Lecturer in Biochemistry 1983-94, Senior Lecturer in Biochemistry 1994-98, Reader in Molecular and Cell Biology 1998-2001, Professor of Molecular and Cell Biology 2001-; Research Associate, Macaulay Land Use Research Institute, Aberdeen 2002-; Chief Scientific Adviser for Scotland, Scottish Government 2006-

Honours: CBE 2009; *Professional bodies:* Council Member, Society of General Microbiology 1984-; Member, American Society for Microbiology 1995-; Fellow, American Academy of Microbiology 1995; Founding Director, REMEDIOS 1999; Member, Natural Environment Research Council (NERC) 2001-; Trustee, Contaminated Land: Applications in Real Environments (Cl:aire) 2004-; Fellow, Royal Society of Edinburgh 2005-; *Fellowships:* Research Fellow, Rowett Research Institute, Aberdeen 1992-; FRSE; FAAM





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Career: Department of Health [and Social Security] (DoH) 1976-90; Chief Executive, Human Fertilisation and Embryology Authority 1991-96; DoH 1996-: Head, Policy Management Unit 1996-98, Director, Personnel 1999-2001, Head of Division, Nursing, Public Health and Social Care Directorate 2001-03, Director, User Experience and Involvement 2003-06, Director, Workforce Capacity, Analysis and HR 2007-

Honours: CBE

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Career: Audit Commission 1986-89; PriceWaterhouseCoopers 1989-97, Secondment to Private Finance Panel Executive 1995-97; Private Finance Taskforce, HM Treasury 1997-2000; Private Finance Taskforce incorporated into Partnerships UK 2000; Secondment as Chief Executive Partnerships for Health 2000-01; Finance Director, Partnerships UK 2001-07; Secondment to Partnerships for Schools 2004-05; Director, Finance and Build, Government Olympic Executive, Department for Culture, Media and Sport 2007-

Professional bodies: CIPFA 1987

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Career: Department of Social Security (DSS)/Department for Work and Pensions (DWP): Various Project/Strand Management roles -1990, Senior Trainer, Project Management 1990-92, Customer Account Manager, Contributions Agency 1992-95, Project Manager, SASA (outsourcing of small systems development) 1995-96, Project Manager, Prospect '98 (outsourcing of Child Benefit administration) 1996-97, Delivery Manager, National Insurance Recording System (NIRS2) 1997-98, ITSA Programme Director 1998-99, Payment Modernisation Programme Director 1999-2005, Director, ContactPoint Project Department for Education and Skills/ Children, Schools and Families 2005-07, Director, Improving Information Sharing and Management Programme, Children and Families Directorate, Department for Children, Schools and Families 2007-

Honours: CBE 2005; *Professional bodies:* Chartered Institute of Marketing

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Career: Trainee Chartered Accountant, Brebner, Allen & Trap 1982; Property Services Agency, Department of the Environment 1984-85; Department for Transport (DFT) 1987-2000: Private Secretary: to Minister for Roads and Traffic 1988-89, to Minister for Public Transport 1989-91, DFT/Environment, Transport and the Regions 1997-2000; Secretary to Civil Service Management Board, Cabinet Office 2000-01; Director, Office of the Rail Regulator 2001-04; DFT 2004-: Director, Roads Performance and Strategy 2004-07, Director, Roads Pricing and Statistics 2007-09, Director-General, Motoring and Freight Services Group 2009-

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Robert Smith Benzie Gordon

Born 7 November 1950; Married Joyce Ruth Cordiner 1976 (2 sons, 2 daughters); *Education:* Gordon Schools, Huntly; Aberdeen University (MA Italian studies); *Recreations:* Family, current affairs, rural issues

Career: Scottish Office/Scottish Executive/Scottish Government 1973-: Principal, Town and Country Planning, Transport, Development Department 1979-85, Principal Private Secretary to the Secretary of State for Scotland 1985-87, Assistant Secretary, Agriculture and Fisheries Department 1987-90, Head, Management Organisation and Industrial Relations 1990-91, Director, Administrative Services 1991-97, Head, Construction Group 1997-98, Head, Executive Secretariat 1998-2001, Head, Legal and Parliamentary Services 1999-, Head, Finance and Central Services Department 2001-02, Chief Executive, Crown Office and Procurator Fiscal Service 2002-04; Head, Justice Department 2004-07, Director-General, Justice and Communities Directorate General 2007-

Honours: CB 2000

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Born 3 March 1955; Married Christine Lynne Hurley 1978 (2 sons, 2 daughters); *Education:* Queens' College, Cambridge (BA economics, MA, PhD 1992); Open University (BA mathematics, statistics)

Career: Research officer, Department of Applied Economics, Cambridge University 1978-85; Research fellow, Queen's College 1981-83; Fellow and Director of Studies,

Robinson College 1983-85; Senior economist, World Bank, Washington DC 1985-90; Senior Economic Adviser, Scottish Office 1990-95; Principal Economist, Organisation for Economic Co-operation and Development, Paris 1995-96; Chief Economist, Overseas Development Administration/Department for International Development 1996-99; Scottish Executive/Scottish Government 1999-: Chief Economic Adviser, Analytical Services Group, Finance and Central Services Department 1999-2003, Chief Economic Adviser and Head of Finance and Central Services Department 2003-07, Director-General and Chief Economic Adviser, Economy Directorate General/Economy Directorates 2007-

Honours: FRSE; *Professional bodies:* Fellow, Royal Society of Edinburgh; *Honorary degrees:* Honorary DLitt Strathclyde University 2003

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Born 27 May 1950; Married Anne Stenhouse 1979 (2 sons, 1 daughter); *Education:* Edinburgh Academy; Corpus Christi College, Oxford (BA literae humaniores)

Career: Scotland Office/Scottish Executive 1972-: Private Secretary to Minister of State 1975-76, Industrial Development and Electricity Division 1976-82, Private Secretary to Secretary of State 1983-85, Assistant Secretary, Planning and Finance Division 1985-91, Under-Secretary, Local Government, Environment Department 1991-96, Principal Finance Officer 1996-98, Head, Environment and Rural Affairs Department 1998-2004, Chief Executive, Historic Scotland 2004-

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Born 28 July 1943; 3 daughters

Career: Farmer of arable, beef and sheep in Perthshire, 1962-93; President, NFU of Scotland Chair Scottish Tourist Board Non-Executive Director, Crown Estate Commissioner; Crown Estate: Board member 1996-, Chairman and First Commissioner 2002-03, Chairman 2003-

Professional bodies: Chairman, Scottish Exhibition Centre Ltd; Deputy Chairman, Scottish and Southern Energy plc; Fellow, Royal Agricultural Societies Non-Executive Director, Clydesdale Bank plc Non-Executive Director, East and Scotland Farmers Ltd
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Director, Change and Corporate Services, Scottish Government

Born 17 August 1962; Married Fiona Gray 1982 (1 son, 2 daughters); *Education:* Linlithgow Academy

Career: Scottish Executive/Scottish Government: Director of IT, Communication and Information Services Division, Corporate Services Department 2000-03, Director, Social Justice 2003-05, Director, Primary and Community Care Directorate, Health Department 2005-07, Interim Director, eHealth Directorate, Health Directorate General 2007; Director, Change and Corporate Services Directorate, Office of the Permanent Secretary/Finance and Corporate Services Directorates 2007-

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Director, Propriety and Ethics Team, Cabinet Office

Career: Cabinet Office: Head of Ethics and Propriety Issues Unit, Government Machinery and Propriety Unit -2001, Deputy Director, Machinery of Government Secretariat 2001-03, Director, Propriety and Ethics Team 2005-

Honours: CBE 2007

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Career: Barrister, Lord Chancellor's Department 1988-91; Office of the Parliamentary Counsel 1991-: Assistant Parliamentary Counsel 1991-95, Senior Assistant Parliamentary Counsel 1995-99, Deputy Parliamentary Counsel 1999-2003, Parliamentary Counsel 2003-

Publications: Stroud's Judicial Dictionary 7th Edition (2006); Craies on Legislation 9th Edition (2008)

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Career: Regional Sales Manager, Swan National Car Rental; Sales Director, Talkland International; Customer Director, Mercury Communications; Senior Vice President, Cable & Wireless; Director, Employer Services, Jobcentre Plus -2004; Child Support Agency 2004-: Chief Operating Officer 2004-08, Operational Improvement Programme Director 2005-08, Managing Director 2008-

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Melvyn Groves

Born 12 September 1946; Married Deborah Karen Morley 1983 (1 son); *Education:* Queen Elizabeth Grammar School for Boys, Mansfield; *Recreations:* Watching sport, particularly rugby and football, food and wine, keeping fit

Career: Administrative and Executive Posts in Jobcentres 1966-75; Manpower Services Commission (MSC) 1975-93; East Midlands Employment Service and Eastern Office 1993-2001: Deputy Regional Director 1993-95, Regional Director (including 9 month secondment to HM Treasury) 1996-2001; Jobcentre Plus 2002-: Field Director East Midlands (including leading an organisational design review with Deloitte of Jobcentre Plus) 2002-05, Chief Operating Officer 2005-, Chief Executive 2008-

Honours: CBE; *Professional bodies:* FRSA





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Career: Medical Officer, Royal Air Force (RAF) 1978-83; Medical adviser, OMS Ltd 1983-92; Principal Medical Adviser, Grampian Regional Council 1992-96; Director, Grampian Occupational Health Service 1996-97; Liberty Occupational Health: Director 1997-99, Chief Executive 1999-2000; President, Faculty of Occupations Medicine 2002-08 Director of Health Services, Capita Health Solutions 2004-05; Department for Work and Pensions 2005-: Director, Health, Work and Wellbeing and Chief Medical Adviser 2005-

Professional bodies: DIH 1984; FFOM 1994; FRCP (London) 1999; FRCGP 2003; FRCPE 2006; FFOM(I) 2006

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Career: Department of Health: Branch Head, Primary Care – GP Services 1991-93, Branch Head, Public Expenditure Survey Team 1994-96, Branch Head, NHS White Paper Team 1997-99, Programme Director, Coronary Heart Disease and Cancer, Specialist Health Services Directorate 2000-04, Head of Secretariat, Departmental Management Directorate 2004-07, Director, Secretariat and DH Capability Development Team 2007, Director, Secretariat 2008-, Director, Chief Nursing Officer's Directorate 2008-

Honours: CBE 2003

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Career: Parliamentary Assistant to Shadow Secretary of State for Northern Ireland 1985-88; Local Government Ombudsman 1988-90; Department of the Environment 1991-2001: Head of Housing Action Trusts Programme 1991-93, Head of Central Finance 1993-95, Private Secretary to Minister for Local Government, Housing and Regeneration 1995-97, Head of Air and Environment Quality 1997-99, Senior Policy Adviser on Environment and Transport 1999-2001; Director of Planning, Office of the Deputy Prime Minister 2002-05; Regional Director, Government Office for: East of England 2005-08, East Midlands 2007-08; GO Transformation Director, Regional Co-ordination Unit, Government Offices for the English Regions 2008-

Publications: Co-author Dictionary of Contemporary Southern African Politics (1985)



HAIRD, SUSAN

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Career: Department of Trade and Industry/for Business, Enterprise and Regulatory Reform 1976-; Private Secretary: to Permanent Secretary 1978, to Parliamentary Under-Secretary of State 1979; Commercial relations and exports division 1980-84; Personnel division 1985-89; Industrial materials division 1989; Equal opportunities division, Cabinet Office (seconded to) 1989-92; Atomic energy division 1992-96; Office of Manpower Economics 1996-99; Director, Export Control 1999-2002, and Non-proliferation 2000-02, Director Human Resources and Change Management 2002-04; UK Trade & Investment 2004-: Deputy Chief Executive 2004-, Group director Strategy and Corporate Strategy and Human Resources Group 2004-, Group director International Group 2007-

Honours: CB 2007

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Born 14 April 1956; Married Bronwen Jess 1984 (2 children); *Education:* Royal Belfast Academical Institution; Queens' College, Cambridge (MA history 1979); Ulster University (MSc 1986)

Career: Private Secretary to Minister for Economic Development, Finance and Agriculture; Seconded to UK Permanent Representation to the European Communities, Brussels 1990-93; Director, Equality and Industrial Relations, Department of Economic Development 1993-97; Director, International Marketing, Industrial Development Board 1997-2000; Director, Economic Policy Unit 2000-02; Northern Ireland Executive 2002-: Second Permanent Secretary, Office of the First Minister and Deputy First Minister 2002-06, Permanent Secretary, Department of Education 2006-

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Career: Valuation Office, London 1977-80; Defence Land Agent, Wales, Ministry of Defence 1981-91; Welsh Development Agency: Senior Manager 1991-97, Executive director, Strategy Development, South West Wales 1997-2004, Chief executive 2004-06; Welsh Assembly Government 2006-: Head, Economy, Innovation and Networks Department 2006-07, Director-General, Economy and Transport Department 2007-

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Career: Accenture 1976-2006: Managing Partner, Accenture UK 1994-2000, Managing Partner, Technology and Systems Integration 2000-05; Chief Executive and Registrar General, Identity and Passport Service 2006-, Member, Home Office Board 2006-

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Career: Scientific officer (SO) Adelaide 1977-79; SO/principal chemical scientist Charing Cross Hospital, London 1980-83; Research and development (R&D) manager South West Regional Health Authority 1993-98; R&D Department of Health 1998-: Head research policy and strategy 2003-04, Director, Research and Development 2004-

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Brian John Harding

Education: Queen Elizabeth's School, Crediton, Devon; University College, London (BA geography 1974)

Career: Ministry of Agriculture Fisheries and Food (MAFF)/Department for Environment, Food and Rural Affairs (Defra) 1974-: Food Policy Division 1974-75, Fisheries Division 1976, Personnel Division 1977-78, European Community Division 1978, Private Secretary to Minister of State 1978-79, Secretary to Review of Badgers and Bovine Tuberculosis 1980, Food Standards Division 1980-84, Finance Division 1984, Seconded to European Secretariat, Cabinet Office 1984-85, Seconded as Agricultural Attaché, Washington DC Embassy 1985-89, Head, ADAS and Regional Management Division 1989-92, Head, Milk and Milk Products Division 1992-95, Head, Milk, Pigs, Egg and Poultry Division 1995-97, Head, Finance Policy Division 1997-2000, Director, Policy and Corporate Strategy Unit and Secretary to Defra Management Board 2000-03, Director, Wildlife, Countryside, Land Use and Better Regulation, Land Use and Rural Affairs Directorate 2003-06, Director, Food Chain Portfolio 2006-

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Born 19 July 1957; Married Susan Heaven 1985 (1 daughter, 1 son); *Education:* Epsom College; Hull University (BA English literature 1979); Wolverhampton University (Honorary PhD social sciences)

Career: Youth Training Manager, National Association for the Care and Resettlement of Offenders (NACRO) 1980-85; Deputy Chief Executive, Society of Voluntary Associates 1986; Chief Executive, Centrepoint 1986-95; Chief Executive, Refugee Council 1996-2003; Chair, European Council for Refugees and Exiles 1999-2003; Independent Police Complaints Commission 2003-: Shadow Chair 2003-04, Chair 2004-

Professional bodies: Member, Social Security Advisory Committee 1994-99; FRSA 1995;

Nick Hardwick, Chair, Independent Police Complaints Commission, 90 High Holborn, London WC1V 6BH *Tel:* 020 7166 3000

HARLEY, JOE

Director-General, Corporate IT and Chief Information Officer, Department for Work and Pensions

Born 14 February 1953; *Education:* Paisley University

Career: British Petroleum Plc -2004: Trading and Operations manager, BRITOL, BP Alaska, BP Explorations, Glasgow, Global IT Vice-President -2000, IGlobal IT Chief Information Officer, ICI Paints 2000-04; Director-General, Corporate IT and Chief Information Officer, Department for Work and Pensions 2004-, Member DWP Executive Team 2005-

Honours: CBE 2008

HARPER, DAVID

Director-General and Chief Scientist, Health Improvement and Protection Directorate, Department of Health

Born 6 June 1955; Married (1 daughter, 2 sons); *Education*: Dundee University (BSc microbiology 1977); Birmingham University (PhD biochemistry 1982); *Recreations*: Music, sport, motorcycles

Career: Department of Health: Chief Scientist and Head of Environment and Health 2000-03, Director-General and Chief Scientist, Health Protection, International Health and Scientific Development 2003-08, Director-General and Chief Scientist, Health Improvement and Protection Directorate 2008-

Honours: CBE; *Professional bodies*: FIBiol; FFPH; CBiol

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Born 28 June 1944; Married Barbara Daniels 1966 (2 sons); *Education*: Devonport High School for Boys 1955-62; Queens' College, Cambridge (BA, MA, Hon Fellow 1992); School of Oriental and African Studies, London (PhD 1968)

Career: Various lecturing posts 1967-87; Pro-Vice Chancellor, Salford University 1981-87; Vice-Chancellor, Essex University 1987-92; Vice-Chancellor, Manchester University 1992-2004 Chair, Committee of Vice-Chancellors and Principals of the Universities of the UK 1997-99; Chair, North West Universities Association 1999-2000; Director, Office for Fair Access 2004-; President, Clare Hall College, University of Cambridge 2008-

Honours: CBE 1992; Kt 2000; *Professional bodies*: Universities Superannuation Scheme: Director 1991-, Chair 2006-; Deputy Chair, North West Development Agency Board 2002-08; Chair, Manchester: Knowledge Capital 2004-08; Hon FRCP 2005; *Fellowships*: Honorary Fellow, Queen's College, Cambridge 1992; *Honorary degrees*: Honorary Doctorates from: QUB (1992), Essex (1993), Salford (1995), MMU (2000), Leicester, Lincoln (2003), Ulster, Manchester, UMIST (2004), Keele (2006), Exeter (2008)

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Winifred Anne Charlotte Harris

Born 1 January 1947; Married David John Normington (1985); *Education*: Whyteleaf County Grammar School for Girls; Aberdeen University (MA history with French and geography 1969); *Recreations*: Opera, ballet, music, walking, gardening, collecting antique fans

Career: Regional Director, Employment Department, London 1996; Divisional Manager, European Union Division, Department for Education and Employment 1996-2001; Divisional Manager, European Union Division, Joint International Unit,

Department for Work and Pensions (DWP) and for Education and Skills 2001-03; Head, European and International Unit, Home Office 2003-07; Director, Joint International Unit, Departments for Children, Schools and Families, for Innovation, Universities and Skills and for Work and Pensions 2007-

Honours: CBE 2007; *Professional bodies:* Chartered member of the Institute of Personnel and Development

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Managing Director, Corporate Affairs, Office of Gas and Electricity Markets

Career: Various roles in government and public relations consultancy; Director, ICSTIS Telephone Services Watchdog 1994-99, Office of Gas and Electricity Markets 1999-: Director of Communications 1999-2005, Executive Member of the Authority 2005- Managing Director, Corporate Affairs 2005-

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HARTNETT, DAVE

Permanent Secretary for Tax, HM Revenue and Customs

David Anthony Hartnett

Born 25 February 1951; Married Aileen Patricia Mary O'Dempsey 1977 (2 sons, 1 daughter); *Education:* Hampton School, Middlesex; Birmingham University (BA Latin 1973); *Recreations:* Food, wine

Career: Inland Revenue/HM Revenue and Customs 1976-: Tax inspector 1976-81, Investigator 1981-86, Team leader, Special Compliance Office 1986-91, Director, Financial Intermediaries and Claims Office 1991-96, Assistant Director, Personal Tax Division 1996-98, Director, Capital and Savings Division 1999-2000, Commissioner of the Board of IR and Head of Policy 2000-03, Director-General, Policy and Technical 2000-05, Deputy Chairman 2003-05, Director-General, Business Relations 2005-07, Acting Chairman 2007-08, Permanent Secretary for Tax 2008-

Honours: CB 2003

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HARVEY, FELICITY

Director and Head, Medicines Pharmacy and Industry, NHS Medical Directorate, Department of Health

Born 6 June 1956; Married (2 children); *Education:* Richmond County School for Girls, Surrey; St Bartholomew's Medical College, London (MB BS 1980); London University (Post Graduate Diploma clinical microbiology 1983); Henley Management College (MBA 1997); *Recreations:* Singing, acting, Scottish country dancing, family pursuits

Career: House surgeon and house physician posts 1980-81; Lecturer, Department of Medical Microbiology, London Hospital Medical College 1981-83; Lecturer and Honorary Senior Registrar in Medical Microbiology, King's College School of Medicine and Dentistry, London 1983-90; Department of Health 1990-: Senior Medical Officer 1990-94, Private Secretary to Chief Medical Officer 1994-96, Henley Management College (seconded to) 1996-97, Head, Quality Management, NHS Executive 1997-2000, Director and Head, Medicines Pharmacy and Industry, NHS Medical Directorate 2000-

Honours: CBE 2008; *Professional bodies:* Hospital Infection Society, British Society of Antimicrobial Chemotherapy, British Medical Association, British Society for the Study of Infection, The Society of Hospital Epidemiologists of America, Pathological Society of Great Britain and Ireland, British Association of Medical Managers; *Publications:* Numerous articles in specialised journals

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Richard Paul Hatfield

Born 8 February 1953; Married Penelope Bratton 1982; *Education:* Whitgift School, Croydon; University College, Oxford (MA philosophy, politics and economics 1974)

Career: Ministry of Defence 1974-2008: Private Secretary to Under-Secretary of State (Army) 1978-80, Private Secretary to Cabinet Secretary 1982-85, Assistant Private Secretary to Michael Heseltine as Secretary of State for Defence 1985-86, Head of Defence Lands 1986-88, Head of Overseas Division 1988-91, Head of Programmes and Policy Division 1991-93, Director-General, Management and Organisation 1993-96, Policy Director 1996-2001, Personnel Director 2001-08; Department for Transport: Director-General, Safety, Service Delivery and Statistics Group 2008-09, Director-General, International Networks and Environment Group 2009-

Honours: CBE 1991

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Born 5 October 1965; *Education:* Worcester College, Oxford (BA 1987)

Career: Government Legal Service 1991-2001: Criminal Justice, Home Office 1991-96, Various government legal posts 1996-2001; Lord Chancellor's Department/Department for Constitutional Affairs 2001-07: Head of Constitutional Law Division, Legal and International Group 2001-03, Legal Adviser, Legal and Judicial Services Group 2004-07; Director-General, Legal Group, DWP; and Solicitor to DWP and DH 2007-

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HEMMING, SUE

Head of Counter-Terrorism Division, Crown Prosecution Service

Born 18 October 1964; *Education:* University College, Cardiff (LLB 1986); *Recreations:* Travel, skiing, food and wine, mountain biking, wildlife

Career: Called to the Bar 1988; Crown Prosecution Service (CPS) 1988-: CPS, Cambridgeshire 1988-2000, CPS HQ, Casework 2000-05, Head of Counter-Terrorism Division 2005-

Honours: OBE 2005

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HENDERSON, JOHN**Deputy Director, Scotland Office**

Born 24 May 1953; Married (2nd) Karen 2008 (2 daughters, 1 son); *Education:* Broughton Secondary, Edinburgh; Edinburgh College of Commerce and Open University (BA social sciences); *Recreations:* Reading, gardening, beach combing

Career: Scottish Office 1970-1999: Various posts including transport, agriculture and vocational education 1970-1992, Head of Further Education Funding Unit 1992-97; Deputy Director of Finance and Head of Private Finance Unit, Scottish Executive 1999-2001; Director, Euro 2008 Bid Team, Scottish Football Association 2001-03; Deputy Director, International Affairs, Scottish Executive 2003-07; The Scotland Office 2007-: Deputy Director 2007-

Fellowships: Fellow, Royal Society of Arts (FRSA) 1995-

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Born 19 October 1949; Married Gillian Iles 1976 (1 son, 2 daughters); *Education:* Royal Grammar School, Guildford; Southampton University (BSc engineering 1972)

Career: Ministry of Defence 1974-84; Assistant director engineering, Home Office 1984-88; Department of Trade and Industry/for Business, Enterprise and Regulatory Reform 1988-: Deputy Director, Technology Policy 1988-98, Director, Technology Policy 1992-98, Chief Executive, Radiocommunications Agency 1998-2002; Head of Communications and Information Industries 2002-03, Director, Business Relations 2, Enterprise and Business Group 2003-

Honours: CBE 2006; *Professional bodies:* FIEE 2000; FREng 2002

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Born 23 November 1947; Married Janet Elizabeth Hughes 1971 (5 daughters); *Education:* Bristol Grammar School; Churchill College, Cambridge (MA electrical science 1969); Bath University (CEng MIEE 1971, DMS 1972); *Recreations:* Horse riding, travel, the arts, theatre

Career: Broadcast Satellites Programme manager, European Space Agency 1973-84; Managing Consultant, BIS - Mackintosh 1984-85; Managing Director, Defence Technology Enterprises Ltd 1985-90; Commercial Director, Met Office 1990-95; Chief Executive, Driving Standards Agency 1995-99; Chief Executive, Passport and Records Agency/UK Passport Service 1999-2006; Executive Director, Service Planning and Delivery, Identity and Passport Service 2006-

Honours: CB 2007; *Professional bodies:* MIET, MInstD

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Directorate Manager, Information Management Directorate, Department for Transport

Born 7 January 1954; *Education*: North East London Polytechnic (BA)

Career: Management Trainee, Aerospatiale 1978-79; Sales Manager, MM Electronics 1979-80; General Manager, York Mill Ltd 1981-86; Department of Trade and Industry 1986-95; Cabinet Office 1995-2004; Directorate Manager, Business Delivery Services Directorate/Information Management Directorate, Department for Transport 2004-

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HEYWOOD, JEREMY

Permanent Secretary to Prime Minister's Office

Jeremy John Heywood

Born 31 December 1961; Married Suzanne Elizabeth Cook 1997 (twin son and daughter, 1 son); *Education*: Bootham School, York; Hertford College, Oxford (BA history and economics 1983); London School of Economics (MSc economics 1986); Harvard Business School (management development 1994); *Recreations*: Travel, modern art, contemporary cinema, Manchester United FC

Career: Economic assistant, Health and Safety Executive 1983-84; HM Treasury (HMT) 1984-97: Economic assistant 1984-85, Private Secretary to Norman Lamont as Financial Secretary 1986-88; Adviser UK Executive Director, International Monetary Fund and World Bank, Washington DC (seconded to) 1988-90; Private Secretary to Norman Lamont and David Mellor as Chief Secretaries 1990-91, Principal Private Secretary to Norman Lamont and Kenneth Clarke as Chancellors of the Exchequer 1991-95, Head, Fundamental Expenditure Review Team 1994-95, Head, Securities and Markets Policy 1995-97; Prime Minister's Office (PMO) 1997-2003: Private Secretary to Tony Blair as Prime Minister (PM), Domestic and Economic Affairs 1997-99, Principal Private Secretary to PM 1999-2003, Head of Policy Directorate 1999-2003; Managing Director Investment Banking Division, Morgan Stanley 2004-07; PMO 2007-: Head of Domestic Policy and Strategy 2007-08, Permanent Secretary, Prime Minister's Office 2008-

Honours: CB 2002; CVO 2003

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Chief Executive, Olympic Delivery Authority

Education: Sydney University (civil engineering); Securities Institute of Australia (diploma)

Career: Lend Lease Group, Australia 1985-2002: Managing Director and Group Chief Executive 1995-2002; Chief Executive, English Partnerships 2003-05; Chief Executive, Olympic Delivery Authority 2005-

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Born 2 May 1955

Career: Director, Business Relations Postal Services, Business Relations, Business Group, Department of Trade and Industry (DTI) 2001-03; Deputy Chief Executive, Shareholder Executive, Cabinet Office/DTI 2003-06, Director, Nuclear: Department for Business, Enterprise and Regulatory Reform 2007-08, Department of Energy and Climate Change 2008; Chief Executive, Office of Nuclear Development, Department of Energy and Climate Change 2008-

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HILLIER, STEPHEN**Director, Business and Skills Directorate, Department for Innovation, Universities and Skills**

Born 30 May 1957; *Education:* City of London Polytechnic (BA); Birkbeck College, London (MSc); *Recreations:* Chelsea FC

Career: Officer, Schools Council 1978-81; Department of Education and Science/Department for Education and Skills/Department for Innovation, Universities and Skills 1981-: Officer, Curriculum 1981-82, Higher Education Officer, Student Loans Policy 1982-85, Private Secretary to Education Secretary 1985-87, Senior Officer, Teachers' Branch 1987-89, Team Leader, Grant Maintained Schools 1988-93, Deputy Chief Executive, Teacher Training Agency 1994-99, Divisional Manager, Post-16 Education and Training 1999-2001, Deputy Director, School Workforce Unit, Schools Directorate 2001-03, Director, School Workforce Group, Schools Directorate 2003-06, Director, Business and Skills Directorate, Lifelong Learning Directorate/Universities and Skills Group 2006-

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HILTON, MATTHEW**Director, Employment Relations Directorate, Department for Business, Enterprise and Regulatory Reform**

Matthew James Hilton

Born 25 January 1967; Married Elizabeth Sarah Jones 1995 (1 daughter, 2 sons); *Education:* John Fisher High School, Wigan; Sheffield University (BA philosophy 1988, MA philosophy 1989); Imperial College, London (MBA 2000)

Career: Department of Trade and Industry/for Business, Enterprise and Regulatory Reform 1992-: Private Secretary to the Secretary of State and Minister for Energy and Industry 1994-97, Director, Business Support Review 2001-03, Principal Private Secretary to Secretary of State 2003-05, Director, Strategy and Communications 2005-07, Director, Employment Relations Directorate 2007-

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Chief Executive, Charity Commission

Born 29 September 1955; Married Christina Fudge 1985 (3 sons); *Education*: Portsmouth Grammar School; Southampton University (BSc accountancy and commerce 1976); *Recreations*: Golf, travel, Africa

Career: Trainee Chartered Accountant, Ernst & Young 1976-80; Audit Manager, Pannell Kerr Forster, Kenya 1980-83; Divisional Financial Controller, Balfour Beatty Ltd 1983-86; ActionAid 1986-91: Director of Finance 1986-89, Deputy Chief Executive 1989-91; Director of Finance and Corporate Services, Barnardo's 1992-95; BBC World Service 1995-2004: Director of Finance and Business Development 1995-2002, Chief Operating Officer 2002-04; Chief Executive, Charity Commission 2004-

Professional bodies: FCA 1979; *Publications*: Editor: Charity Managers and Charity Trustees - Meeting the Challenges of the 1990s (1993), The Charity Finance Handbook (1994); The Governance and Management of Charities (1995)

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HIPKINS, MICHAEL

Director, Learners Directorate, Department for Innovation, Universities and Skills

Born 12 March 1951; *Education*: Imperial College, London (BSc 1972, PhD 1976)

Career: Lecturer, Glasgow University 1976-86; Department of Education and Science/Department for Education and Skills/Department for Innovation, Universities and Skills 1988-: Manager, HE Funding and Organisation Division, Acting Director, Higher Education Strategy and Implementation Group, Lifelong Learning Directorate 2004, Director, Student Finance Strategy Directorate, Universities and Skills Group 2004-08, Director, Learners Directorate, Universities and Skills Group 2008-

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HOBMAN, TONY

Chief Executive, The Pensions Regulator

Born 5 July 1955; 3 sons, 3 daughters; *Education*: Cardinal Newham School, Hove; North Staffordshire Polytechnic (BA modern studies 1976)

Career: Barclays Bank 1976-95; Proshare (UK) Ltd 1996-: Head, Private Investor Services 1996-99, Chief Executive 1999-2000; Chief Executive, Money Channel plc 2000-01; Chief Executive, Occupational Pensions Regulatory Authority (Opra) 2002-05; Chief Executive, The Pensions Regulator 2005-

Professional bodies: Advisory Group Member, DWP Task Force on Pensions 2003-04
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HOGARTH, ADRIAN

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Adrian John Hogarth

Born 7 July 1960; Married Archana Singh 1996; *Education*: St Paul's School, London; Magdalene College, Cambridge (BA, MA archaeology, anthropology and law, LLM 1982); Inns of Court School of Law 1983; *Recreations*: Cricket, tennis, travel

Career: Barrister, Inner Temple 1983; College supervisor Magdalene College, Cambridge 1983-85; Office of the Parliamentary Counsel 1985-: Assistant Parliamentary Counsel 1985-89, Senior Assistant Parliamentary Counsel 1989-91, Principal Assistant Parliamentary Counsel 1991-94, Seconded to Law Commission 1992-94, Deputy Parliamentary Counsel 1994-2002; Parliamentary Counsel 2002-

Professional bodies: Commonwealth Association of Legislative Counsel

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HOLT, JOHN

Chief Crown Prosecutor, Greater Manchester, Crown Prosecution Service

Born 29 November 1950; Married Shirley Stuart 1981 (2 daughters, 1 son); *Education:* Chorley Grammar School; Nottingham University (BA geography 1973); *Recreations:* Golf, cricket, football

Career: International Studies Group, Bank of England 1973-75; Articled Clerk, Addleshaws Solicitors 1976-78; Lecturer, then Senior Lecturer, College of Law 1978-83; Prosecuting Solicitor, Greater Manchester County Council 1983-86; Crown Prosecution Service (CPS) 1986-: Senior Crown Prosecutor, Greater Manchester 1986-90, Branch Crown Prosecutor, Lancashire 1990-96, Senior Inspector, Headquarters 1996-99, Chief Crown Prosecutor, Merseyside 1999-2004, Chief Crown Prosecutor, Greater Manchester 2004-

Professional bodies: Member, Law Society

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HOLT, STEPHEN

Director, Directorate of Change Management, Department for Work and Pensions

Born 8 May 1953; Married (2 sons); *Education:* Cray Valley School; University of Kent, Canterbury (BSc physics 1974); Bristol University (MSc public policy 1983); *Recreations:* Hillwalking, bridge, motorbikes

Career: Employment Department (ED) 1974-89; Director, strategic planning, Canadian Department of Employment and Immigration 1989-90; ED/Department for Education and Employment 1990-93; Employment Service 1993-: Divisional Manager 1993-97, Director, New Deal Project 1997-98, Director, London and South-east region 1998-2001; Director, Modernisation and Strategy, Jobcentre Plus 2001-04, Department for Work and Pensions 2004-: Chief Operating Officer, Corporate Information Technology 2004-07, Director, Directorate of Change Management 2007-

Honours: OBE 2000

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HOMER, LIN

Chief Executive, UK Border Agency

Born 4 March 1957; Married Ian Homer 1979 (3 daughters); *Education:* University College, London (LLB 1978); *Recreations:* Skiing, gardening

Career: Admitted Solicitor 1980; Reading Borough Council 1979-82; Hertfordshire County Council 1982-97; Chief Executive, Suffolk County Council 1998-2002; Chief Executive, Birmingham City Council 2002-05; Chief Executive, Immigration and Nationality Directorate, Home Office/Border and Immigration Agency 2005-08; Chief Executive, UK Border Agency 2008-

Honours: CB 2008



HOPSON, CHRIS

Director, Customer Contact, HM Revenue and Customs

Born 9 April 1963; Married Charlotte Gascoigne 1994 (2 sons); *Education:* Marlborough College; St Andrews School Delaware USA (English speaking union scholarship); Sussex University (BA politics 1985); Cranfield School of Management (MBA 1992); *Recreations:* Family, reading, theatre, cinema, football (West Ham United), good food and wine

Career: Communications Consultant 1989-91; Political Adviser, Department of National Heritage 1992; Granada plc 1993-2002; Consultant, Department for Education, and Skills 2002-04; HM Revenue and Customs 2005-: Director: Communications and Marketing 2005-07, Board 2006-08, Change and Capability 2007, Customer Contact 2008-

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Born 25 April 1958; Married Elizabeth Thornley 1983 (3 daughters); *Education:* Slough Grammar School; St Catharine's College, Cambridge

Career: Civil Service Fast Stream, Department of Trade and Industry (DTI) 1979-95: Private Secretary to Minister of State for Industry 1983-85, First Secretary, British Embassy, Washington 1990-94; Cabinet Office 1995-97; DTI 1997-: Director, Finance 1997-2000, Director, Finance and Resource Management, Resources and Services Group 2000-02, Director, Europe and World Trade, Fair Markets Group 2003-08; Head, Energy Markets Unit, Energy Group, BERR 2008; Department of Energy and Climate Change: Head, Energy Markets Unit, Energy Group 2008-09, Acting Director-General, Corporate Support and Shared Services 2009-

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HOUSDEN, PETER

Permanent Secretary, Department for Communities and Local Government

Peter James Housden

Education: Grove Comprehensive, Market Drayton, Shropshire; Essex University (BA sociology 1973); *Recreations:* Theatre, reading, sport

Career: School teacher, Madeley Court Comprehensive School, Telford, Shropshire 1975-79; Humberside County Council (CC) 1979-82, Nottinghamshire CC 1982-86, Lancashire CC 1986-88; Nottinghamshire CC 1988-2001: Deputy Director, Education 1988-91, Director, Education 1991-94, Chief Executive 1994-2001; Head NHS National Plan, Audit Commission 2000 (seconded to); Director-General, Schools, Department for Education and Skills (DfES) 2001-05; Member DfES Board 2001-05; Permanent Secretary, Office of the Deputy Prime Minister/Department for Communities and Local Government 2005-2006; Permanent Secretary, Department for Communities and Local Government 2006-

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HOWLISON, VANESSA**Director, Finance, Office for Standards in Education, Children's Services and Skills**

Born 21 August 1966; Married (1 daughter, 1 son); *Education*: Warwick University (BA sociology and social administration 1988)

Career: Audit Manager, Audit Commission 1988-97; Various financial roles in NHS Trusts, including Head of East Kent NHS Shared Service Consortium 1997-2005; Ofsted 2005-: Deputy Director, Finance 2005-06, Director, Finance 2006-

Professional bodies: CIPFA 1993-; *Fellowships*: Member, CIPFA 1993

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HOYLE, JONATHAN**Chief of Staff, Defence Equipment and Support Organisation**

Born 5 December 1960; Married Amanda Mary Catlow 1991; *Education*: Baines Grammar School; Hull University (BA geography and economics 1982); Cranfield University (MBA 1988); *Recreations*: Golf, travel

Career: Ministry of Defence (MoD) 1982-: Tornado project 1982-84, Assistant private secretary, Junior defence minister's office 1984-87, Resources and programmes 1987-90, Middle East desk 1990-92, Member, Options for Change team 1992, Head, Finance and Secretariat, Eurofighter 2000 project 1992-95, Private finance unit 1995-97, Director, Main Building Redevelopment 1997-2004, Member, Defence Acquisition team, Defence Material 2004-; Chief of Staff, Defence Equipment and Support Organisation 2008-

Honours: CBE 2005; *Professional bodies*: Non executive director, Lummins Group
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HUDSON, ANDREW**Managing Director, Public Services and Growth Directorate, HM Treasury**

Born 22 March 1958; Married Judith Simpson 2002; *Education*: King Edward's School, Birmingham; New College, Oxford (BA modern history 1980); *Recreations*: Running, walking, watching sport

Career: Inland Revenue 1980-82, 1984-86; HM Treasury 1982-84, 1986-99: Chancellor of the Exchequer's Office 1986-89, Local Government Finance Division 1989-91, Interconnection System Ltd (seconded to) 1991-92, Press Secretary to Chancellor of the Exchequer 1992-96, Head of Health Team 1996-99; Essex County Council 1999-2004: Assistant Chief Executive 1999-2002, Deputy Chief Executive 2002-04; Chief Executive, Valuation Office Agency 2004-09; Managing Director, Public Services and Growth Directorate, HM Treasury 2009-

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HUDSON, IAN**Director of Licensing, Medicines and Healthcare products Regulatory Agency**

Born 18 September 1958; *Education*: London University/London Hospital Medical College (BSc anatomy, MBBS medicine, MD neonatal haematology); Diploma in Child Health (DCH); Diploma in Pharmaceutical Medicine

Career: Paediatrician 1984-89; Various posts in pharmaceutical industry 1989-2001; Director of Licensing, Medicines Control Agency/Medicines and Healthcare products Regulatory Agency 2001-

Professional bodies: Fellow Royal College of Physicians (FRCP); Fellow Faculty of Pharmaceutical Medicines (FFPM)

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HUDSON, PAUL

Director, Thames Gateway, Homes and Communities Agency

Paul David Hudson

Born 22 May 1947; Married Jan 1972 (1 son, 1 daughter); *Education:* Cambridgeshire High School for Boys; King's College London (BA geography 1969); University of Wales, Cardiff (MSc planning 1971); University of Kent (MA management 1991)

Career: Planning and Development Posts, Kent County Council 1971-89; Director, Travers Morgan Consulting 1989-91; City Technical Director, Rochester County Council 1991-98; Chief Executive, Locate in Kent 1998-99; Executive Director, South East England Development Agency 1999-2006; Department for Communities and Local Government 2006-: Chief Planner 2006-08, Director, Delivery, Thames Gateway Executive 2007-08; Director, Thames Gateway, Homes and Communities Agency (seconded to) 2008-

Professional bodies: Member, Royal Town Planning Institute, 1974

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Born 15 September 1960; Married (2 children); *Education:* Strathclyde University (BSc Metallurgy 1983)

Career: British Aerospace -1996: Vicker's Defence Systems 1996-2004: Quality director 1996-99, Chief Executive Vickers OMC, South Africa 1999-2001, Chief Executive 2001-04; Chief Executive: Defence Aviation Repair Agency 2004-08, ABRO 2007-08, Defence Support Group 2008-

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Director-General, Serious Organised Crime Agency

Born 11 August 1950; *Education:* Aston University (BSc mechanical engineering 1973)

Career: Police Constable up to Superintendent, Thames Valley Police 1975-91; Assistant Chief Constable, West Yorkshire Police 1991-97; Deputy Chief Constable, Hertfordshire Constabulary 1997-2001; Director-General, National Crime Squad 2001-04; Serious Organised Crime Agency: Director-General Designate 2004-06, Director-General 2006-

Honours: QPM 2001

Bill Hughes QPM, Director-General, Serious Organised Crime Agency, PO Box 8000, London SE11 5EN *Tel:* 0870 496 5804 *E-mail:* alan.fullerton@soca.x.gsi.gov.uk

HUGHES, MIKE

Director, National Statistics and Policy, Office for National Statistics

Born 22 June 1947

Career: Divisional Manager, Transport Statistics: Freight Division, Logistics and Maritime Transport Directorate, DTLR/Department for Transport -2003; Director, National Statistics and Planning Group, Office for National Statistics 2003-

HUGHES, PATRICK

Customer Services Director, Jobcentre Plus, London

Born 4 September 1954; Married Mary Conneely 1993 (3 sons); *Education:* John Fisher School, Purley; Southampton University (BSc 1975); Manchester University (MSc liberal studies in science 1978); *Recreations:* Jazz and blues music, walking, West Ham United FC

Career: Department of Employment/Department for Work and Pensions 1978-2004: Deputy Regional Director, London and South East 1996-99, Jobcentre Plus: Head, Performance, Employment Service 1999-2003, Director, Corporate Structure Review 2003-04, Customer Services Director: East of England 2004-08, London 2008- Patrick Hughes, Customer Services Director, London, Jobcentre Plus, 65 Lisson Grove, London NW1 6UW *Tel:* 020 7342 3086 *Fax:* 020 7342 3010
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HUNTER, LIZ

Director, Equalities, Social Inclusion and Sport Directorate, Scottish Government

Elizabeth Hunter

Born 19 September 1957; Née Lewis; married James Hunter 2007 (1 daughter, 1 son); *Education:* Dunfermline High School; Edinburgh University (MA English language and literature 1979)

Career: Scottish Office 1979-: Scottish Executive/Scottish Government: Head of Community Care Division, Health Department 1999-2001, Head of Cabinet Secretariat, Finance and Central Services Department 2001-03, Head of Ministerial Support Group, Office of the Permanent Secretary 2003-06, Head of Schools Group, Education Department 2006-07, Director, Schools Directorate 2007-08, Director, Equalities, Social Inclusion and Sport Directorate 2008-

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HURST, MARTIN

Director, Water Directorate, Environment and Rural, Department for Environment, Food and Rural Affairs

Married Steph 2007 (1 daughter); *Education:* Queens College, Cambridge University (BA 1982); Southampton University (MSc, PhD 1985)

Career: Economist Posts at HMT and Department for the Environment, Transport and the Regions (DETR) 1985-98; Deputy Director, Air Quality, DETR 1999-2002; Senior Policy Adviser, 10 Downing Street 2002-05; Transformation Director, Natural England 2005-06; Department for Environment, Food and Rural Affairs: Director: Regulation Directorate 2006-07, Water and Floods Directorate 2007-

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HUTTON, DEIRDRE

Chair, Food Standards Agency

Deirdre Mary Hutton

Born 15 March 1949; Married Alasdair Hutton 1975 (separated) (2 sons); *Education:* Sherborne School for Girls; Hartwell House College; *Recreations:* Reading, music, good food

Career: Researcher, Glasgow Chamber of Commerce 1975-80; Freelance researcher 1980-86; Deputy chair Personal Investment Ombudsman 1995-97; Scottish Consumer Council: Vice-chair 1990-91, Chair 1991-99; National Consumer Council: Vice-chair 1997-2000, Chair 2001-05; Member Better Regulation Task Force 1999-2005; Vice-chair Scottish Environment Protection Agency 1999-2002; Deputy Chair, Financial Services Authority 2004-07, Vice-chair, European Food Safety Authority 2004-07, Chair, Food Standards Agency 2005-; *Councils and public bodies:* Vice-chair, Borders Local Health Council 1991-94

Honours: CBE 1998; DBE 2004; *Honorary degrees:* Honorary Doctorate from: Stirling University 2000, Loughborough University 2005, Cranfield University 2007

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HYND, JULIAN

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Born 26 May 1970; Married Catherine Ingram 2008; *Education:* Newport University (BBA Business Administration 1999); De Monfort University (MBA 2002); *Recreations:* Kayaking, rugby (watching), reading, travel

Career: Strategy consultant, later Head of Corporate Strategy, Siemens South Africa 1997-2002; National Savings and Investments 2002-: Corporate Strategy and Planning Manager, Head of Corporate Delivery and Development, Director, Change and Strategy 2007-

Professional bodies: Association of MBAs 2002; Strategic Planning Society 2003; Chartered Industry of Marketing 2004; Chartered Management Institute 2007

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General Counsel and Solicitor, HM Revenue and Customs

Anthony Michael Christopher Inglese

Born 19 December 1951; Married Jane Elizabeth Kerry Bailes 1974 (1 son, 1 daughter); *Education:* Salvatorian College, Harrow Weald; Fitzwilliam College, Cambridge (MA, LLB)

Career: Called to Bar, Gray's Inn 1976; Legal Adviser's branch, Home Office 1975-86; Legal Secretariat to Law Officers 1986-88; Legal Adviser's branch, Home Office 1988-91; Legal director Office of Fair Trading 1991-95; Treasury Solicitor's Department 1995-2001; Legal Adviser to Ministry of Defence 1995-97, Deputy Treasury Solicitor 1997-2001; Solicitor and Director-General, Legal Services Group, Department of Trade and Industry/for Business, Enterprise and Regulatory Reform 2002-08; General Counsel and Solicitor, Executive Committee, HM Revenue and Customs 2008-

Honours: CB 2008

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JACKSON, ANNE**Director, Child Well-Being Group, Children and Families Directorate, Department for Children, Schools and Families**

Born 8 August 1955; Married Richard Jackson 1981 (2 sons, 1 daughter); *Education:* Dalriada School, Ballymony, Co. Antrim; Newnham College, Cambridge (BA modern languages 1978)

Career: HM Diplomatic Service 1978-95; Department for Education and Skills/Children, Schools and Families: Head of Strategy and Innovation Unit, Director, Strategy and Communications Directorate -2003, Divisional Manager, Children's Bill and Strategy, Strategy Group, Children, Young People and Families Directorate 2003-04, Director, Strategy Group, Children, Young People and Families Directorate 2004-07, Director, Child Well-Being Group, Children and Families Directorate 2007-

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JACKSON, HILARY**Director-General, Political Directorate, Northern Ireland Office**

Born 3 April 1953; *Education:* City University (BSc social science 1974); Kent University (MA women's studies 1987); *Recreations:* Walking, theatre, jazz, travel

Career: Director, Community Policy Directorate, Home Office 2001-03; Director, Corporate Strategy, Treasury Solicitor's Department 2003-05; Northern Ireland Office 2005-: Director (London), Political Directorate 2005-07; Director-General, Political 2007-

Honours: OBE

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JARVIS, SIAN**Director-General, Communications Directorate, Department of Health**

Born 11 April 1963; Partner John Sobey (1 son, 1 daughter (twins)); *Education:* Loughborough University (BA drama and English); *Recreations:* Opera, horseback riding, theatre, travel to Africa, skiing

Career: BBC 1986-92: BBC News trainee, Researcher, The World Tonight, Today, and In Business, Reporter and presenter, BBC East (Norwich) 1989-92, Political correspondent and news presenter, GMTV 1992-99; Department of Health 1999-: Head of news, Director-General, Communications

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JEFFERY, TOM**Director-General, Children and Families Directorate, Department for Children, Schools and Families**

Thomas Jeffery

Born 11 February 1953; Married Alison Claire 1987 (1 son, 1 daughter); *Education:* King's School, Canterbury; Jesus College, Cambridge (BA English 1974); Centre for Contemporary Cultural Studies, Birmingham University

Career: Department for Education and Skills/ Children, Schools and Families 1981-: Private Secretary to Permanent Secretary 1984-85, Principal Private Secretary to Secretary of State 1987-89, Director, Student Loans Company 1989-92, Head of Special



Educational Needs 1992-95, Head of Personnel 1995-98, NHS Plan Taskforce Manager, Head of Children's Services, Department of Health (seconded to) 1998-2001, Director, Children and Families Group, Schools Directorate 2001-03, Director-General, Children, Young People and Families/Children and Families Directorate 2003-

Honours: CB 2006

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JEFFREY, BILL

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William Alexander Jeffrey

Born 28 February 1948; Married Joan MacNaughton 1979 (No children); *Education:* Alan Glen's School, Glasgow; Glasgow University (BSc mathematics 1970); *Recreations:* Watching football, reading, hillwalking, films

Career: Home Office 1971-88: Private Secretary to Permanent Under-Secretary of State 1975-76, Principal 1976-84, Assistant Secretary, Criminal Policy Department 1984-88; HM Prison Service 1988-91; Assistant Under-Secretary of State (Operations and Resources) Immigration and Nationality Department, Home Office 1991-94; Under-Secretary, Economic and Domestic Affairs Secretariat, Cabinet Office 1994-98; Deputy Secretary, Political Director, Northern Ireland Office 1998-2002; Director-General, Immigration and Nationality Directorate, Home Office 2002-05; Security and Intelligence Co-ordinator and Permanent Secretary, Cabinet Office 2005; Permanent Secretary, Ministry of Defence 2005-

Honours: CB 2001; KCB 2008

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Paul Christopher Jenkins

Born 22 September 1954; Single (No children); *Education:* Harrow County Boys' School; Manchester University (LLB 1976); *Recreations:* Opera, theatre, London

Career: Called to the Bar, Middle Temple 1977-: Treasury Solicitor's Department 1979-90: Legal Assistant, Litigation Division 1979-85, Senior Legal Assistant: Establishments and Finance Division 1985-86, Treasury Advisory Division 1986-90; Deputy Legal Adviser, Monopolies and Mergers Commission 1990-92; Legal Adviser, Department of National Heritage/of Culture, Media and Sport 1992-98; Lord Chancellor's Department/Department for Constitutional Affairs 1998-2004: Head, Legal Advisers' Group 1998-02, Director-General, Legal and International Group 2002-04; Solicitor and Head of Law and Policy Group, Department for Work and Pensions 2004-06, Solicitor, Office of the Solicitors, Department of Health 2004-06; Member DWP Executive Team 2005-06; HM Procurator-General, Treasury Solicitor, Treasury Solicitor's Department, and HM Procurator-General, Treasury Solicitor, Treasury Solicitor's Department and Head of the Government Legal Service 2006-

Honours: Honorary Queen's Counsel 2009

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Director, Governance and Stakeholders, Cabinet Office

Susan Jenkins

Born 29 April 1963

Career: Cabinet Office: Director Government Communications -2004, Director Customers, Corporate Development Group 2004-07, Director Corporate Strategy/Governance and Stakeholders, Civil Service Capability Group 2007-
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JEWELL, TONY

Chief Medical Officer and Director, Public Health and Health Professions Department, Welsh Assembly Government

John Anthony Jewell

Born 6 May 1950; Married Jane Rickell 1978 (2 sons); *Education:* Christ's College, Cambridge (BA 1971); London Hospital Medical College (MBBCHIR, DRCOG, DCH, FRCGP, FFPH); *Recreations:* Travelling with DK guidebooks

Career: Doctor in General Practice; Clinical Director and Director of Public Health in Norfolk, Suffolk and Cambridgeshire Strategic Health Authority -06; Chief Medical Officer and Director, Public Health and Health Professions Department, Welsh Assembly Government 2006-

Professional bodies: President, UK Association of Directors of Public Health 2004-06

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Born 15 August 1970; *Education:* Open University (Professional Diploma in Management 1999; MBA 2001)

Career: Director, Tribunal Operations, Department for Constitutional Affairs 2003-07; Chief Executive and Public Guardian, Office of the Public Guardian 2008-

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JOHNSTON, CATHERINE

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Born 4 January 1953; Married Brendan Patrick Keith 1989 (1 son, 1 daughter); *Education:* St Paul's Girls' School; St Hugh's College, Oxford (BA 1974)

Career: Solicitor 1978; Office of the Parliamentary Counsel 1980-: Seconded to Law Commission 1983-85, Seconded to Office of Parliamentary Counsel, Canberra, Australia 1987-88, Deputy Parliamentary Counsel 1989-94, Seconded to Law Commission 1990-92; Parliamentary Counsel 1994-

Honours: CB 2000

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JOHNSTONE, PAUL

Regional Director, Public Health, NHS Yorkshire and Humber

Born 12 February 1960; Married (2 sons, 1 daughter); *Education*: Oriel Grammar School, Great Yarmouth; Southampton University (BM 1983); Liverpool University (DTMH 1986); Glasgow University (DCH 1986); MRCGP 1990; MFPHM (1996); London School of Hygiene and Tropical Medicine (MSc public health 1994); FFPHM 2001

Career: Overseas Health Volunteer 1988-91; Officer, Overseas Development Agency 1991-93; Public Health Consultant 1996-99; Visiting Professor, Nuffield Institute for Health, Leeds University 2002-; Regional Director of Public Health, Yorkshire and Humber 2002-

Professional bodies: Faculty of Public Health; Royal College of General Practitioners;

Publications: Management Support for Primary Care (1994)

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JONES, JONATHAN

Director-General, Attorney General's Office

Born 21 May 1962; *Education*: Llandoverly College, Durham University (BA law 1984)

Career: Legal Adviser, Motor Agents Association 1986-89; Office of Fair Trading 1989-93; Department of Transport Advisory Division, Treasury Solicitor's Department 1993-94; Attorney General's Chambers, Legal Secretariat to the Law Officers 1994-98; Deputy Legal Adviser, HM Treasury 1998-2002; Legal Director, Department for Education and Skills 2002-04; Legal Secretary/Director-General, Attorney General's Office 2004-

Professional bodies: Barrister, and Bencher, Middle Temple; Member of the Bar of Northern Ireland

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Born 2 November 1962; Married Susan Thompson 1998 (1 daughter); *Education*: Elizabeth College, Guernsey; Durham University (BSc engineering science 1984; PhD 1987)

Career: AEA Technology: Various roles 1987-2000, Managing Director, Rail 2000-03, Group Director, Environment 2003-05; Self-employed contractor 2005-07; Chief Executive, Centre for Environment, Fisheries and Aquaculture Science 2007-

Fellowships: Fellow Institution of Mechanical Engineers (FIMechE) 2006; Chartered Engineer

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JUDGE, SIMON

Finance Director, Department for Culture, Media and Sport

Born 10 November 1959; Married (3 sons); *Education*: Banbury School; Oxford School; Clare College, Cambridge (BA mathematics 1981); *Recreations*: Canal boating, choral singing

Career: HM Treasury 1985-99; DSS and DWP 1999-2005: Divisional Manager, Labour Market Division, Family Employment Division, Working Age and Children Group/Work Welfare and Equality Group, Department for Work and Pensions 2002-06; Director, Financial Strategy, Finance and Commercial Group, Ministry of Justice 2005-08; Finance Director, Department for Culture, Media and Sport 2009-

Professional bodies: Member, CPFA 2009

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JUPP, BEN

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Born 1 June 1971; *Education:* Bristol University; School of Oriental and African Studies, London (SOAS)

Career: NHS Management Trainee; Senior Researcher, Demos; Senior Policy Adviser, New Opportunities Fund; Home Office: Head, Strategic Policy Team -2005, Director, Active Communities Directorate 2005-07; Deputy Director/Team Leader, Public Service Improvement, Strategy Unit, Cabinet Office 2007-09, Director, Public Services Strategy and Innovation, Strategy Unit, Cabinet Office 2009-

Publications: The Substance of Youth: The Place of Drugs in Young People's Lives Today (1998); Living Together: Community Life on Mixed Tenure Housing Estates (2000); Working Together: Creating a Better Environment for Cross-Sector Partnerships (2000)

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KANE, PETER

Director, Performance and Finance Directorate, Home Office

Born 24 November 1956; Married Jan Evans 1989 (2 daughters); *Education:* Eccles Sixth Form College, Manchester; St Edmund Hall, Oxford (BA politics, philosophy and economics 1978); London School of Economics (MSc, PhD 1982); CPFA accountancy qualification 2007; *Recreations:* Overseas travel, tennis, theatre, cinema

Career: Economist, Trades Union Congress 1981-88; Chief Economic Adviser, London Borough of Hackney 1988-92; HM Treasury 1992-2001: Various positions including, head of budget team and head of local government finance; Director, Public Service Reform, Cabinet Office 2002-05; Director, Performance and Finance, Home Office 2006-

Fellowships: CIPFA 2008

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KELLY, BERNADETTE

Director, Planning Executive, Planning for Major Infrastructure Directorate, Department for Communities and Local Government

Born 10 March 1964; *Education:* King Edward VI Camp Hill School for Girls, Birmingham; Hull University (BA); Imperial College, London (MBA 1997)

Career: Department of Trade and Industry 1987-: HM Treasury 1998-2000 (seconded to), Principal private secretary to Secretary of State for Trade and Industry 2000-02, ICI 2002-03 (seconded to), Director, Company Law and Governance, Fair Markets Group 2003-05; Senior Policy Adviser, Prime Minister's Office 2005-07; Director, Planning Executive, Planning for Major Infrastructure Directorate, Department for Communities and Local Government 2008-



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KELLY, MICHAEL

Chief Scientist, Department for Communities and Local Government (Until July 2009)

Born 14 May 1949; Married Ann Taylor 1991 (1 daughter); *Education:* Francis Douglas Memorial College, New Zealand; Victoria University of Wellington (BSc 1970, MSc maths 1971); Gonville and Caius College, Cambridge (PhD 1974); Trinity Hall, Cambridge (MA 1975, ScD 1994); FInstP; FIEE; FEng

Career: IBM Research Fellow, University of California, Berkeley 1975-76; Science Research Council Advanced Fellow, Cavendish Laboratories 1977-81; GEC Hirst Research Centre 1981-92: Researcher 1981-84, Co-ordinator, GEC Superlattice Research 1984-92; Surrey University 1992-2002: Professor of Physics and Electronics 1992-96, Head, School of Electronics, Computing and Maths 1997-2001, Head, Advanced Technology Institute 2001-02; Prince Phillip Professor of Technology, Cambridge University 2002-, Chief Scientist, Department for Communities and Local Government 2006- leaving on 30 June 2009, Non-Executive Director, The Laird Group plc 2006-

Professional bodies: Fellow, Royal Society 1993; Council Member, Surrey University 1996-2002; Vice President, Institute of Physics 1997-2001; Non-Executive Director, Surrey Satellite Technology Ltd 1997-2002; *Awards:* Hughes Medal, Royal Society 2006; Paterson Medal and Prize, Institute of Physics; GEC Nelson Gold Medal; Silver Medal, Royal Academy of Engineering; *Fellowships:* Fellow, Trinity Hall, Cambridge 1989-92, 2002-; *Honorary degrees:* Hon DSc 1999; *Publications:* Co-editor *The Physics and Fabrication of Microstructures and Microdevices* (1986); *Low Dimensional Semiconductors* (1995)

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KENNY, BERNADETTE

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Bernadette Joan Kenny

Born 10 December 1956; Married Jonathan Appleby 1981 (3 sons); *Education:* Chichester High School for Girls; Manchester University (LLB 1978); *Recreations:* Skiing

Career: Lord Chancellor's Department 1980-91, 1993-95; The Court Service 1991-93, 1995-2003: Departmental Circuit Administrator 1991-93, Director, Personnel and Training 1995-98, Director, Operational Policy 1999-2002; Director, Change Directorate, Department for Constitutional Affairs 2002-05; Chief Executive, Royal Parks 2005; HM Revenue and Customs 2005-: Director, Processing 2005-06, Director-General: 2006-07, Customer Contact and Processing 2007-08, Personal Tax 2008-

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KERRIGAN, GREER**Director, DWP Legal Services, Legal Group, Department for Work and Pensions**

Greer Sandra Kerrigan

Born 7 August 1948; Née Robinson; married Donal Brian Matthew Kerrigan 1974 (1 son, 1 daughter); *Education*: Bishop Anstey High School, Trinidad; College of Law, Inns of Court; *Recreations*: Reading, music, bridge

Career: Called to Bar, Middle Temple 1971; Legal Adviser, Public Utilities Commission, Trinidad 1972-74; Department of Health and Social Security/ of Social Security/ of Work and Pensions 1974-: Legal Assistant, then Senior Legal Assistant 1974-85; Assistant Solicitor 1985-91; Director, SOL A - Social Security, Legal Services 1991-

Honours: CB 2006

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Sheelagh Elizabeth Keyse

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Career: Various civil service posts 1969-86; Area Manager, Devon and Cornwall Employment and Enterprise Group 1986-87; Employment Service 1987-2002: Area Manager, Plymouth/Cornwall 1987-91, Deputy Head of Personnel 1991-93, Deputy Director, South West 1993-96, Director, Wales 1996-2002; Director, Wales, Jobcentre Plus 2002-06; Director, Customer Services, Jobcentre Plus 2006-

Honours: CB 2005

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KILGARRIFF, PATRICK**Legal Adviser, Department for Culture, Media and Sport**

Career: Treasury Solicitor's Department: Adviser to Department for Education and Skills -2004, Divisional Manager, Governance and Finance, Legal Adviser's Office, Department for Education and Skills 2003-04, Legal Adviser, Legal Secretariat to the Cabinet Office and European Division 2004-; Legal Adviser, Department for Culture, Media and Sport 2006-

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KILPATRICK, HELEN**Director-General, Financial and Commercial Group, Home Office**

Born 9 October 1958; *Education*: King's College, Cambridge (1982)

Career: Finance Officer, Greater London Council (GLC) 1982-85; Group Auditor, GLC/LEA 1985-86; London Borough (LB) of Tower Hamlets 1986-88: Group Accountant 1986-87, Chief Accountant 1987-88; Assistant Borough Treasurer LB of Southwark 1988-89; Controller of Financial Services, LB of Greenwich 1989-95; Director for Resources and County Treasurer and Deputy Chief Executive, West Sussex County Council 1995-2005; Expenditure Co-ordinator, Local Government Authority 1997-2005; Director-General, Financial and Commercial Group, Home Office 2005-

Professional bodies: Chartered Institute of Public Finance and Accountancy 1986
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Director, Fraud Prosecution, London, Crown Prosecution Service

Born 2 March 1949; Married Penelope North 1982 (3 sons); *Education:* Canford School, Wimborne; St Peter's College, Oxford (BA English language and literature 1971); *Recreations:* Family and friends

Career: Called to the Bar 1974; Senior Legal Assistant, Director of Public Prosecutions, Crown Prosecution Service 1976-85; Senior Legal Assistant, Attorney General's Office 1985-88; Partner and Head of Fraud and Regulation Unit, Stephenson Harwood 1988-94; Admitted as a Solicitor 1989; Managing Partner and Head of Fraud Department, Simons, Muirhead and Burton 1994-2006; Director, Fraud Prosecution, Crown Prosecution Service 2006-

Professional bodies: Inner Temple 1974-1989; Law Society 1989-

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KIRKUP, BILL

Associate Medical Director, Department of Health

Born 29 April 1949; Married Denise Lambert 2004 (4 daughters); *Education:* Newcastle Royal Grammar School; Worcester College, Oxford (MA animal psychology, BM, BCH 1974); *Recreations:* Newcastle United FC

Career: Various obstetrics posts, Sheffield and Newcastle 1975-82; Public health training 1982-85; Consultant, Newcastle 1986-87; Senior lecturer, Newcastle University 1987-91; Director, Public Health, North Tyneside 1987-91; Department of Health 1991-: Director, Performance Division, NHS Executive, Director, NHS Trusts Division, NHS Executive, Regional Director of Public Health and Healthcare, Northern England and Yorkshire 1999-2002, Regional Director of Public Health, North East, Directorate of Health and Social Care 2002-05, Deputy Chief Medical Officer, Health and Social Care Standards and Quality Group 2005-06, Director-General, Clinical Programmes Directorate 2006-07, Associate Chief Medical Officer and Chief of Staff 2007-08; Associate Medical Director 2008-

Honours: CBE 2008; *Professional bodies:* FRCOG 1993; FFPHM 1994; FRCP 2007

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KNIGHT, KEN

Chief Fire and Rescue Adviser, Department for Communities and Local Government

Kenneth John Knight

Born 3 January 1947; Married Sandra Peach 1999 (2 daughters); *Recreations:* Horseshooting, theatre

Career: Westminster Bank, Reigate 1964-66; Surrey Fire Brigade 1966-87; Home Office 1985-87; Assistant Chief Officer, London Fire Brigade 1987-92; Deputy Chief Fire Officer, Devon 1992-94; Chief Fire Officer: Dorset 1994-98, West Midlands 1998-2003; London Fire Commissioner 2003-07; Chief Fire and Rescue Adviser, Department for Communities and Local Government 2007-

Honours: QFSM 1992; CBE 2001; OSTJ 2005; Kt 2006; DL (Her Majesty's Deputy Lieutenant for Richmond Upon Thames 2006); *Professional bodies:* Companion, Chartered Management Institute 2005; *Awards:* United States Metropolitan Fire Chief Of the Year 2007; *Fellowships:* Fellow, Institute of Fire Engineers 2008

Sir Ken Knight CBE QFSM DL, Chief Adviser, Fire and Rescue Advisory Unit, Fire and Resilience Directorate, Department for Communities and Local Government, Eland House, Bressenden Place, London SW1E 5DU *Tel:* 020 7944 8647 *Fax:* 020 7944 8319 *E-mail:* ken.knight@communities.gsi.gov.uk

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Chief Executive, Better Regulation Executive, Department for Business, Enterprise and Regulatory Reform

Born 2 February 1973

Career: Department of Trade and Industry 1996-98; Cabinet Office 1998-2000; HM Treasury 2000-02; Head, Community Cohesion Unit, Home Office 2002-03; Head, Productivity and Structural Reform, HM Treasury 2003-04; Director, Active Communities Directorate, Home Office 2004-05; Chief Executive, Better Regulation Executive, Cabinet Office/Department for Business, Enterprise and Regulatory Reform 2005-

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Parliamentary Counsel, Office of the Parliamentary Counsel

Born 7 October 1949; Married Janet MacFarlane Pillatt 1974 (2 sons); *Education:* Airdrie Academy; Strathclyde University (LLB 1971); *Recreations:* Singing, music

Career: Apprentice, then Assistant Solicitor, Levy & McRae 1971-74; Procurator Fiscal Depute 1974-78; Lord Advocate's Department 1978-99; Assistant, then Deputy Parliamentary Draftsman for Scotland and Assistant Legal Secretary to Lord Advocate 1978-87, Legal Draftsman, Government of Seychelles (seconded to) 1982-83, Scottish Parliamentary Counsel/Assistant Legal Secretary to Lord Advocate 1987-99; Scottish Parliamentary Counsel to UK Government 1999-2000; Deputy Parliamentary Counsel, Office of the Parliamentary Counsel 2000-

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LAMEY, STEVE

Director-General, Benefits and Credits, HM Revenue and Customs

Born 26 December 1955; *Education:* University College, Cardiff (BSc mining engineering 1978)

Career: BOC Group 1978-2000: Project Engineering and Management roles, Director, Global Information and Management User Services 1998-2000; Chief Information Officer and Vice-President of Information Management, British Gas Group 2000-04; HM Customs and Excise and Inland Revenue/HM Revenue and Customs 2004-: Chief Information Officer 2004-07, Director-General 2005-, Chief Operating Officer 2007-08, Director-General, Benefits and Credits 2008-

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LAMONT, DONALD

Chief Executive, Wilton Park

Born 13 January 1947; Married Lynda Campbell 1981 (1 son, 1 daughter); *Education:* Aberdeen Grammar School; Aberdeen University (MA Russian studies 1970)

Career: British Leyland Motor Corporation 1970; Foreign and Commonwealth Office 1974-77: First Secretary, United Nations Industrial Development Organisation, First Secretary, International Atomic Energy Agency, Vienna, 1977-80; First Secretary (Commercial), Moscow 1980, Political Adviser and Head of Chancery, Berlin 1988-91, Ambassador to Uruguay 1991-94, Head, Republic of Ireland Department, FCO 1994-97, Chief of Staff and Deputy High Representative, Sarajevo 1997-99, Governor, Falkland Islands and Commissioner, South Georgia and the South Sandwich Islands 1999-2002, Ambassador to Venezuela 2003-07, Chief Executive, Wilton Park 2007-

Donald Lamont, Chief Executive, Wilton Park, Wiston House, Steyning BN44 3DZ

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LANDER, STEPHEN

Chair, Serious Organised Crime Agency (until 3 July 2009)

Married Felicity Mary Brayley 1972 (1 daughter); *Education:* Bishops Stortford College; Queens' College, Cambridge (BA, MA PhD history 1972)

Career: Institute of Historical Research, University of London 1972-75; British Secret Service (MI5) 1975-2002: Director-General 1996-2002; Non-Executive Director, HM Customs and Excise 2002-05; Independent Commissioner, Law Society 2002-05; Non-Executive Director, Northgate Information Solutions 2004-, Non-Executive Director, Streamshield Networks 2004-, Chair, Serious Organised Crime Agency (SOCA) 2004-, Member, Board of the Solicitors Regulation Authority 2005-

Honours: CB 1995; KCB 2000; *Honorary degrees:* Honorary LLD, Hertfordshire University 2005; Honorary DSc, Cranfield University 2007

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LANDERYOU, JOHN

Director, Learning, Quality and Systems Directorate, Department for Innovation, Universities and Skills

Education: University of Birmingham (1977); Loughborough University (1978); Post Graduate Certificate in Education

Career: Assistant Director, Inspection Policy and Operations, Adult Learning Inspectorate 2001-06; Project Director, Office for Standards in Education, Children's Services and Skills 2006-08; Department for Innovation, Universities and Skills: Director: Improvement 2008 Learning, Quality and Systems Directorate 2008-

Professional bodies: Institute of Directors

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Born 30 June 1954; *Education:* The Perse School, Cambridge; Oxford University (BA modern history and economics 1976, MPhil economics 1978)

Career: Economic Assistant, HM Treasury (HMT) 1978-80; Overseas Development Institute Fellowship (Malawi) 1980-83; Senior Economic Assistant, Country Risk Analysis, HMT 1983-84; Country Economist and Country Risk Analyst, World Bank

(Washington DC) 1984-91; London Economics 1991-2000: Senior Consultant, Director of Financial Services; Vice President and Head of London Office, Charles River Associates 2000-03; Department for Work and Pensions 2003-: Member, Pensions Client Board 2003-, Chief Economist and Director of Pensions, Pensions Analysis and Stewardship Division, Strategy, Information and Pensions 2003-

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LATHAM, DAVID

Chair, Parole Board for England and Wales

Born 18 September 1942; Married Margaret Elizabeth Forrest 1967 (3 daughters); *Education:* Bryanston School; Queens' College, Cambridge

Career: Called to the bar, Middle Temple 1964; Junior Counsel to the Crown, Common Law 1979-85; Junior Counsel to Department of Trade and Industry in export credit matters 1981-97 QC 1985; Bencher 1989; Judge of the High Court, QBD 1992-2000; Presiding Judge, Midland and Oxford Circuit 1995-99; Lord Justice of Appeal 2000-2009; Vice-President, Court of Appeal (Criminal Division) 2006-09; Chair, Parole Board for England and Wales 2009-

Honours: Kt 1992; Privy Council 2000

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LAUENER, PETER

Director, Supporting Delivery Group, Department for Children, Schools and Families

Peter Rene Lauener

Born 29 September 1954; Married Angela Margaret Mulliner 1976 (2 daughters, 1 son); *Education:* George Watson's College, Edinburgh; Durham University (BA economics 1975); *Recreations:* Reading, wine, walking, travelling

Career: Economic Assistant/Senior Economic Assistant, Labour Market Analysis and Planning, Scottish Office 1975-82; Manpower Services Commission 1982-89: Economic Adviser, Labour Market Analysis and Programme Evaluation 1982-85, Head, Strategy Evaluation and Research Branch 1985-87, Area Manager, Manchester 1987-89; Employment Department/Department for Education and Employment/for Education and Skills/for Children, Schools and Families 1989-: Head, Training and Enterprise Council Branch 1989-92, Director, Skills and Enterprise, East Midlands Government Office 1992-95, Review Team Leader 1995, Head, Resources and Budget Management 1995-99, Post-16 Project Team Leader 1999-2000, Director, Learning Delivery and Standards Group, Lifelong Learning Directorate 2000-05, Director, Qualification and Young People Group, Lifelong Learning Directorate 2005, Director, Supporting Delivery Group, Children and Families Directorate 2005-

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Vanessa Vivienne Lawrence

Born 14 July 1962; *Education:* St Helen's School, Northwood, Middlesex; Sheffield University (BA geography 1984, DSc 2000), Dundee University (MSc remote sensing, image processing and applications 1985), Oxford Brookes University (DSc 2001); *Recreations:* Scuba diving, sailing, tennis, collecting antiques, maps

Career: Longman Group Ltd 1985-92: Publisher 1985-89, Senior Publisher 1989-91, Publishing Manager 1991-92; Technical Director, GeoInformation International, Pearson Group 1993-96; GIS Solutions Division, Autodesk Ltd 1996-2000: Regional Business Development Manager, UK, Middle East, Africa 1996-2000, Global Manager, Strategic Marketing and Communications 2000; Director-General and Chief Executive, Ordnance Survey 2000-

Honours: CB 2008; *Professional bodies:* Fellow, Royal Geographical Society; Associate Fellow, Remote Sensing and Photogrammetry Society; Companion, Chartered Management Institute; Honorary Vice-President, Geographical Association; *Awards:* Scottish Geographical Medal; Chartered Geographer status awarded by the Royal Geographical Society; *Fellowships:* Honorary Fellowship of University College London; Honorary Fellowship of the Institution of Civil Engineering Surveyors; *Honorary degrees:* 4 honorary degrees and 2 honorary doctorates

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Stephen Charles Laws

Born 28 January 1950; Married Angela Mary Deardon 1972 (died 1998); married Elizabeth Ann Owen 2001 (2 sons, 3 daughters, 1 stepson, 1 stepdaughter); *Education:* St Dunstan's College, Catford, London; Bristol University (LLB 1972); *Recreations:* Theatre, film

Career: Assistant Lecturer, Bristol University 1972-73; Called to the Bar, Middle Temple 1973; Pupillage and practice at Bar 1973-75; Legal Assistant, Home Office 1975-76; Office of the Parliamentary Counsel 1976-: Assistant Parliamentary Counsel, Senior Assistant Parliamentary Counsel, Deputy Parliamentary Counsel 1976-91, Parliamentary Counsel 1991-2006, First Parliamentary Counsel 2006-

Honours: CB 1996; *Publications:* Halsburys Laws 4th edition (1983); "Drawing the Line" in Drafting Legislation: A Modern Approach (2008)

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LEATHER, SUZI

Chair, Charity Commission

Born 5 April 1956; Married Prof Iain Hampsher-Monk 1986 (1 son, 2 daughters); *Education:* St Mary's School, Calne, Wiltshire; Tavistock Comprehensive School, Tavistock, Devon; Exeter University (BA politics 1977, DPhil social work 1986); Leicester University (MA European politics 1978); Certificate of Qualification in Social Work (CQSW) 1986; *Recreations:* Hillwalking, keeping fit, reading, cinema, family discussions

Career: Lecturer, Politics Department, Trent Polytechnic and University Tutor, Leicester University 1977-78; March Research Executive, AMR, London 1978-79; Trainee Probation Officer, Home Office 1984-86; Freelance Consumer Consultant 1987-97;

Chair, Exeter and District Community NHS Trust 1997-2001; Deputy Chair, Food Standards Agency 2002-05; Chair, Human Fertilisation and Embryology 2002-06; Chair, School Food Trust 2005-06; Chair, Charity Commission 2006-; Chair, Council of Food Policy Advisers 2009-

Honours: MBE 1994; DBE 2006; *Awards:* Social Science Research Council scholarship 1997; Winner of the Caroline Walker Trust Award (consumer category), for work on MAFF Consumer Panel 1993; *Fellowships:* Fellow ad eundem of the Royal College of Obstetricians and Gynaecologists 2004; *Honorary degrees:* Hon. Doctor of Laws, University of Exeter 2003; Hon. Doctor of Civil Laws, University of Huddersfield 2005; Hon. FRSH 2006; Doctor *Honoris Causa*, University of Aberdeen 2007; Hon. Doctor of Law, University of Leicester 2007; *Publications:* Articles on consumer food and health policy, including: 'Food and Low Income: A practice guide for advisers and supporters working with families and young people on low incomes' (1994), 'Budgeting for Food on Benefits' (1995), 'The Making of Modern Malnutrition' (1996)

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LESLIE, MARIOT

Director-General, Defence and Intelligence, Foreign and Commonwealth Office

Born 25 June 1954; *Education:* St Hilda's College, Oxford (BA classics and modern languages 1975)

Career: HM Diplomatic Service 1977-: Singapore 1977-81, Bonn 1982-86, Paris 1990-92, Head, Environment Science and Energy Department, Foreign and Commonwealth Office (FCO) 1992-93, Industry Department, Scottish Office 1993-95, Head, Policy Planning Staff, FCO 1996-98, Minister and Deputy Head of Mission, Rome 1998-2001, Ambassador to Norway 2002-06, FCO 2006-: Director, Defence and Strategic Threats 2006-07, Director-General, Defence and Intelligence 2007

Honours: CMG 2005

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LEWIS, LEIGH

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Leigh Warren Lewis

Born 17 March 1951; Married Susan Gold 1973 (2 sons); *Education:* Harrow County Grammar School for Boys; Liverpool University (BA Hispanic studies 1973); *Recreations:* Tennis, collecting phonocards, Watford FC

Career: Department of Employment (DoE) 1973-86: Principal Private Secretary to Lord Young as Minister without Portfolio and Secretary of State for Employment 1984-86; Personnel Director, Cable and Wireless plc 1988-91; DoE/Department for Education and Employment/Department for Work and Pensions (DWP) 1991-2003: Director, International Division 1991-94, Director, Finance Division 1994-96; Chief Executive, Employment Service 1997-2002; Chief Executive, Jobcentre Plus 2002-03; Permanent Secretary for Crime, Policing, Counter Terrorism and Delivery, Home Office 2003-05; Permanent Secretary, DWP 2005-

Honours: CB 2000; KCB 2007

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LEWIS, PETER

Chief Executive, Crown Prosecution Service

Born 8 November 1956; *Education:* City of Birmingham Polytechnic (BA law 1978)

Career: Admitted as solicitor 1981; West Midlands Prosecuting Solicitors 1981-86; Crown Prosecution Service 1986-: Chief Crown Prosecutor CPS Nottinghamshire 1999-2003, Director, Business Development Directorate 2003-07, Chief Executive 2007-

Professional bodies: Vice-chair Criminal Law Committee of the Law Society 2005-07

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LINNARD, BOB

Director, Rail Strategy Directorate, Department for Transport

Robert Wynne Linnard

Born 18 June 1953; Married Sally Gadsden 1974 (3 daughters, 3 sons); *Education:* Dulwich College, London; *Recreations:* Family, labradors, walking

Career: Department of Environment/of Transport/of Environment, Transport and the Regions/Transport, Local Government and the Regions/Office of the Deputy Prime Minister 1973-2003: Principal 1984-91, Assistant Secretary 1991-99, Director, Railways/Rail Delivery 1999-2002, Director, Local Government Finance Directorate, Local and Regional Government Group 2002-03; Department for Transport 2003-: Director, Regional and Local Transport Policy Directorate 2003-07, Director, Rail Strategy Directorate 2007-

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LOCKHART, BILL

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Born 28 December 1947; Married Kathleen Audrey Buchanan 1980 (3 sons); *Education:* Royal Belfast Academical Institution; Queen's University, Belfast (psychology and philosophy 1971); Aston University (Postgraduate diploma, counselling 1974, PhD counselling and forensic psychology 1983); Diploma in management 1999; *Recreations:* Coaching youth rugby, gardening, hillwalking

Career: Senior forensic psychologist Lisnevin Training School 1974-83; Extern Organisation 1983-2004: Deputy Director 1983-93, Chief Executive 1993-2004; Chief Executive Youth Justice Agency [of Northern Ireland] 2004-

Honours: OBE 2002; *Professional bodies:* Associate fellow, British Psychological Society (AFBPS) 1981-; Chartered forensic psychologist 1981-; *Publications:* Crime in Ireland, 1945-1995 (1997)

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Born 9 December 1964; Married Paul Longstone (1 daughter, 2 sons); *Education*: Chaucer School, Sheffield; Sheffield University (BSc probability and statistics 1986)

Career: Department for Education and Skills/Children, Schools and Families: Manager, School Diversity Division, Standards and Effectiveness Unit, Divisional Manager, Higher Education Bill Team, Higher Education Directorate 2003-05, Director for the International Strategy, Joint International Unit (DWP/DfES), Lifelong Learning Directorate 2005-07, Director-General, Young People Directorate 2007-

Professional bodies: Fellow, Royal Statistical Society

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LOVE, STEPHEN**Chief Executive and Chief Constable, Ministry of Defence Police and Guarding Agency**

Stephen B Love

Married Hilary (4 children); *Education*: Cambridge University (BA natural sciences 1978); *Recreations*: Double bass, military and political history

Career: Cambridgeshire Constabulary 1978-1992; Superintendent, Merseyside Police 1992-2000; Assistant Chief Constable, Thames Valley Police 2000-03; Deputy Chief Constable, Humberside Police 2003-05; Chief Constable and Chief Executive, Ministry of Defence Police and Guarding Agency 2005-

Professional bodies: FSYI

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LOWCOCK, MARK**Director-General, Country Programmes, Department for International Development**

Mark Andrew Brian Lowcock

Born 25 July 1962; Married Julia Watson 1991 (1 daughter, 2 sons); *Education*: Culford School, Suffolk; Oxford University (BA economics and history 1985); Birkbeck College, London (MSc economics 1988); Boston University (economics and business 1988-89); Warwick University (business administration 1990-92); *Recreations*: Africa, reading, Manchester United FC

Career: Overseas Development Administration/Department for International Development 1985-: Trainee, then Higher Executive Officer 1985-88, Graduate Fellow, Boston University, USA 1988-89, Head, Environment Section 1989-92, Private Secretary to Minister for Overseas Development 1992-94, Deputy Head, then Head, Central Africa, Harare 1994-97, Head, European Union Department 1997-99, Head, East Africa, Nairobi 1999-2001, Director of Finance and Corporate Performance and Principal Finance Officer 2001-03, Director-General, Corporate Performance and Knowledge Sharing 2003-06, Director-General, Policy and International 2006-08, Director-General, Country Programmes 2008-

Professional bodies: Member Chartered Institute of Public Finance and Accounting

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LYALL GRANT, MARK

Director-General, Political, Foreign and Commonwealth Office

Mark Justin Lyall Grant

Born 29 May 1956; Married Sheila Tresise 1986 (1 son, 1 daughter); *Education*: Eton College; Trinity College, Cambridge (MA classics/law 1978); ULB, Brussels (Licence Spéciale en droit Européen 1979); Inns of Law Bar exams 1980; *Recreations*: Golf, bridge

Career: Called to the Bar, Middle Temple 1980; HM Diplomatic Service 1980-: Second secretary Islamabad, Pakistan high commission 1982-85; Foreign and Commonwealth Office, London (FCO) 1985-89: Private secretary to Minister of State 1987-89; First secretary Paris embassy 1990-93; FCO 1993; European Secretariat, Cabinet Office (seconded to) 1994-96; Deputy high commissioner and consul general to South Africa 1996-98; FCO 1998-2003: Head EU department (international) 1998-2000, Director Africa 2000-03; High Commissioner to Pakistan 2003-06; Director-General, Political, FCO 2007-

Honours: CMG 2003; KCMG 2006

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McCARTHY, RICHARD

Director-General, Housing and Planning Group, Department for Communities and Local Government

Richard John McCarthy

Born 28 April 1958; Married Judith Karen McCann 1983 (2 sons, 1 daughter); *Education*: Richard Challoner School, New Malden; Southampton University (BA geography) 1979; Hackney College (FCIH 1987); *Recreations*: Tennis, theatre, opera, watching rugby and football

Career: Hyde Housing Association 1979-94: Housing Director 1979-87, Operations Director 1987-94; Group Chief Executive, Horizon Housing Group 1994-99; Chief Executive, Peabody Trust 1999-2003; Office of the Deputy Prime Minister/Department for Communities and Local Government 2003-: Director-General, Programmes, Policy and Innovation 2003-08, Director-General, Housing and Planning Group 2008-

Honours: CBE 2009; *Fellowships*: Fellow, Chartered Institute of Housing

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McCARTHY, SUZANNE

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Born 21 November 1948; Married Brendan McCarthy 1990; *Education*: New York University (BA 1970); Wolfson College, Cambridge (certificate in social anthropology 1971); Lucy Cavendish College, Cambridge (LLM 1986)

Career: Admitted Solicitor 1977; Privately practicing solicitor 1976-85; Law Lecturer, University of Manchester 1986-89; Civil Service 1989-: Private Secretary to Home Secretary, HM Treasury, Civil Service College; Chief Executive, Human Fertilisation and Embryology Authority 1996-2000; Chief Executive, Financial Services Compensation Scheme 2000-04; Immigration Services Commissioner 2005-

Professional bodies: Non-Executive Director, Royal Brompton and Harefield NHS Trust 1998-2006, Council Member, University of London 2003-08, Deputy chairman, Council of the University of London 2006-08, Board Member, Royal Institute of British

Architects 2004-, Panel Member, Pension Regulator's Decision Panel 2005-, Member, Disciplinary Conduct Committee, CIMA 2006-08, Member, Public Guardian Board 2007-, Member, General Medical Council 2009-, Member, British and Irish Ombudsman Association Executive Council 2008-

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Andrew Graham McCormick

Born 26 August 1957; Married Alison Griffiths 1981 (1 son); *Education:* Bangor Grammar School, Northern Ireland; University College, Oxford (BA earth sciences 1978, MA); Queen's University, Belfast (PhD 1989); *Recreations:* Geology, classical music, reading, hillwalking

Career: Northern Ireland Executive 1980-: Finance and Personnel Department (DFP), Head, Finance and Strategic Planning Division, Education Department 1993-98, Director of Central Finance Group and Treasury Officer of Accounts for Northern Ireland, Finance and Personnel Department 1998-2002, Second Permanent Secretary, Finance and Personnel Department 2002-05, Permanent Secretary, Department of Health, Social Services and Public Safety 2005-

Fellowships: Fellow of the Geological Society of London 2005

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McCORMICK, BARRY

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Born 3 August 1949; Married Doreen McCormick 1975 (2 sons); *Education:* County High School, Arnold, Nottingham; Manchester University (BA economics 1970, MA); Massachusetts Institute of Technology (PhD 1976); *Recreations:* Music, various sports

Career: Lecturer, Cambridge University 1976-80; Southampton University 1981-2002: Lecturer 1981-90, Professor of Economics 1991-2002; Academic Consultant, HM Treasury 2001-02; Department of Health 2002-: Director, Economics and Operations Research 2002-06, Director and Chief Economic Adviser, Corporate Analytical Team, Policy and Strategy Directorate 2006-07, Chief Analyst and Chief Economist 2007-

Professional bodies: Council Member, Royal Economic Society; *Publications:* Co-author: Housing Policy and Labour Market Performance (2000), Immigration Policy and the Welfare State (2002); Papers in professional journals

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McCULLY, ANDREW

Director, Supporting Children and Young People Group, Young People Directorate, Department for Children, Schools and Families

Born 14 November 1963; *Education:* Birkenhead School; Worcester College, Oxford (BA classics 1986); *Recreations:* Food (eating and cooking), music, especially 20th century British classical music

Career: Policy posts in Department of Employment 1986-97; Secretary to the New Deal Task Force 1997-99; Department for Education and Skills/for Children, Schools and



Families 1999-: Bill Manager, Learning and Skills Bill 1999-2000, Deputy Director, Children and Young People's Unit 2000-02, Schools Directorate: Divisional Manager, Pupil Standards Division 2002-04, Standards and Effectiveness Unit: Director, Schools Standards Group 2004-07, Director, Supporting Children and Young People Group 2007-
Honours: OBE 2001

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Andrew John McDonald

Born 27 June 1962; Married Louise London 1992 (1 daughter); *Education:* St John's College, Oxford (MA modern history 1988); Bristol University (PhD modern British political history 1988); *Recreations:* History, walking, sport

Career: Director, Client Services and subsequently Acting Chief Executive, Public Trust Office/Public Guardianship Office 2000-01; Lord Chancellor's Department/Department for Constitutional Affairs 2001-05; Tribunal Programme Director 2001-02, Constitution Director 2003-05; Fulbright Fellow, University of California, Berkeley 2005-06; Chief Executive, Government Skills, Cabinet Office/Department for Innovation, Universities and Skills 2006-

Professional bodies: Fellow, Royal Society for the Arts 1999-; Fellow, Royal Historical Society 2000-; *Fellowships:* Honorary Fellow, School of Public Policy, University College London 1998-; *Publications:* Co-editor Open Government (1998); Editor Reinventing Britain (2007)

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Married Dr Martin Colbert 1985 (2 sons); *Education:* Bannama High School; Stirling University (BA political philosophy 1985)

Career: Joined Civil Service 1987; Qualified International Tax Inspector 2001; Officer in Charge, Ealing Broadway Tax District Office; Head, Central Design Authority, The Pensions Service 2002-08; Director, Tell Us Once Programme, Department for Work and Pensions 2008-

Professional bodies: Her Majesty's Inspector of Taxes 1987-2002

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McDOWALL, MIKE

Chief Executive, Analytical Services, Defence Analytical Services and Advice

Born 26 July 1949

Career: HM Customs and Excise: Head, Information Services, Information and e-Services Division -2004, Head, Knowledge, Large Business Group -2004; Defence Analytical Services Agency/Defence Analytical Services and Advice: Chief Executive 2004-08, Chief Executive, Analytical Services 2008-, Director, Analytical Services, Ministry of Defence 2008-

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MACDOWALL, SIMON

Director, Communications and Marketing, HM Revenue and Customs

Simon Charles MacDowall

Born 18 July 1956; Married Gabriele Simone Kuzaj 1981 (separated) (1 daughter, 1 son); *Education*: St Mary's High School, Hamilton, Ontario, Canada; College Militaire Royal de St Jean (BA 1978); *Recreations*: Roman military history, canoeing, travel, scuba diving, running

Career: Captain, Royal Canadian Dragoons 1978-87; Major, Public Affairs Canadian Armed Forces 1987-1994; Chief, Press and Information, United Nations Protection Force, Sarajevo, Bosnia 1994; North Atlantic Treaty Organisation (NATO) 1993-99: Chief, Public Information, Northwestern Europe, Bosnia and Macedonia 1995-99; Director, Communications, Department of Social Security/Department for Work and Pensions 1999-2006; Director-General, Media and Communication, Ministry of Defence 2007-08; Director, Communications and Marketing, HM Revenue and Customs 2008-

Honours: Canadian Forces Decoration 1985; Special Service Medal NATO 1987; NATO Medal Bosnia 1994; NATO Medal Kosovo 1999; *Professional bodies*: Member, CIPR; Freeman, Guild of Public Relations Practitioners; *Publications*: Late Roman Infantryman (1995); Late Roman Cavalryman (1977); Germanic Warrior (1999); Adrianople (2001)

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MACE, CHRIS

Director, Science and Technology Operations, Ministry of Defence

Alan Christopher Hugh Mace

Born 17 September 1953; Married Sian Avery Huggins 1979 (1 daughter, 1 son); *Education*: Weymouth Grammar School; Exeter University (BSc physics 1975, PhD theoretical physics 1982); *Recreations*: Local church, music, walking

Career: Ministry of Defence (MoD) 1979-99: Specialist Research, Rocketry 1979-86, Manager, Special Weapons Research 1986-88, Personnel Manager, London 1988-90, Project Manager, Procurement 1990-91, Director, Strategic Research London 1991-94, Director, Finance Procurement 1994-96, Avery Berked (seconded to) 1996-97, Project Director, London 1997-99; Deputy Director-General, Operations, Immigration and Nationality Directorate, Home Office 1999-2003; MoD 2003-: Director-General, Resources, Defence Logistics Organisation (DLO) 2003-06, Director-General, DLO/Defence Procurement Agency (DPA) Merger Implementation Team 2006-07, Chief of Staff, Defence Equipment and Support Organisation 2007-08; Director, Science and Technology Operations 2009-

Honours: CBE 1991

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Born 11 November 1967; Married Patrick Spencer 2004; *Education*: Bolton County Grammar School; Sheffield University (LLB 1989); *Recreations*: Mountains, opera, India

Career: Called to the Bar 1990, Private Practice 1990-93; Foreign and Commonwealth Office 1993-98; Treasury Solicitor's Department 1998-2006: Ministry of Defence 1998-2000, Department for Education and Skills 2000-02, Cabinet Office 2002-06; Department for Business, Enterprise and Regulatory Reform: Director, Legal B (Business, Consumers and Employment) 2006-08, Director, Legal A (Enforcement, Insolvency and Corporate Law) 2008-



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Born 31 May 1954; Married James McGinley 1975 (1 daughter, 2 sons); *Education:* Salford University (BSc environmental science 1975); Ulster University (MSc social policy, administration and planning 1983); Harvard University (Women in Power: Leadership 2006); *Recreations:* Family, reading, travel, gardening

Career: Community Services Officer, Fermanagh District Council (DC) 1976; Community Services Officer, Strabane DC 1976-89; Fermanagh DC 1989-99: Principal Officer, Policy and Planning 1989-98, Director of Development 1992-95, Chief Executive 1995-99; Northern Ireland Executive 1999-: Permanent Secretary, Culture, Arts and Leisure Department 1999-2006, Permanent Secretary, Department for Employment and Learning 2006-

Honours: OBE 2000; *Professional bodies:* Honorary membership of RSUA 2004; *Fellowships:* Honorary Member of RSUA; *Honorary degrees:* Honorary doctorate, Ulster University 1998

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McINTYRE, PAUL

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Born 4 December 1951; Married Jennifer Eastabrook 1984 (2 daughters); *Education:* Austin Friars School, Carlisle; Churchill College, Cambridge (BA economics 1974); *Recreations:* Family, sport

Career: HM Treasury 1974-99: Trainee 1974-77, Seconded to UK Delegation to International Monetary Fund/International Bank for Reconstruction and Development, Washington DC 1977-78, Principal 1979-83, Seconded to Hambros Bank 1983-85, Assistant Secretary, Social Security Policy 1987-90, Monetary and Debt Management Policy 1990-94, Deputy Director, International Finance 1995-99; Department of Trade and Industry/for Business, Enterprise and Regulatory Reform: Deputy Director-General, Regions 2000-03, Energy Group 2003-: Head, British Energy Team 2003, Head, Energy Strategy Unit 2003-06, Head, Energy Review Team 2006-07; Head, Energy Strategy and International Unit 2007-08; Department of Energy and Climate Change 2008-: Head, Energy Strategy and International Unit 2008-09, Director, Energy Security and Markets 2009-

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Born 20 November 1956; Married Susan Crook 1981 (2 daughters); *Education*: Royal Belfast Academical Institution; Southampton University (BSc civil engineering 1978); Ulster University (D Phil 1987; MBA business administration 1991); *Recreations*: Rugby, tennis, skiing

Career: Chartered Engineer 1982; Northern Ireland Executive: Regional Development Department 2000-02, Deputy Secretary, Central Procurement Division, Finance and Personnel Department, Chief Executive, Roads Service 2002-07, Permanent Secretary, Department of Agriculture and Rural Development, Northern Ireland Executive 2007-

Professional bodies: Fellow, Institution of Civil Engineers; Chartered Engineer; *Awards*: Winston Churchill Travelling Scholarship 1990, Institution of Highway and Transportation (UK) Premium Papers Award 1988

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MACKINNON, JIM**Chief Planner and Director, Built Environment Directorate, Economy
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Born 17 June 1952; Married Gwen Moggach 1974 (2 sons); *Education*: Forbes Academy; Edinburgh University (MA geography 1974); Strathclyde University (DIP TP town planning 1977); *Recreations*: Blues, jazz and world music, football, golf and squash

Career: Graduate Planner, Burgh of Motherwell and Wishaw 1974-75; Senior Planner, Motherwell District Council 1975-79; Scottish Office/Scottish Executive/Scottish Government 1979-: Senior Planner 1979-86, Principal Planner 1986-96, Assistant Chief Planner 1996-99, Head, Planning Division 1999-2000, Chief Planner and Director, Planning Group, Development Department 2000-07, Chief Planner and Director, Built Environment Directorate, Economy Directorate General/Economy Directorates 2007-

Professional bodies: Member, Royal Town Planning Institute 1978; *Fellowships*: Honorary member, Royal Institute of Chartered Surveyors 2009

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McLAUGHLIN, LÉONIE**Parliamentary Counsel, Office of the Parliamentary Counsel**

Léonie Anne McLaughlin

Born 15 November 1963; *Education*: Christ's College, Cambridge (BA English literature and law 1984)

Career: Admitted Solicitor 1988; Articled clerk, May, May & Merrimans 1986-88; Office of the Parliamentary Counsel (PCO) 1988-96; Self-employed Parliamentary Draftsman 1996-2000; PCO 2000-: Deputy Parliamentary Counsel 2000-03, Parliamentary Counsel 2003-

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MACLEAN, COLIN

Director, Schools, Education Directorate General, Scottish Government

Colin Ross MacLean

Born 22 May 1951; Married Ilse Youngman 1974 (2 sons, 1 daughter); *Education*: Forfar Academy; Edinburgh University (BSc pure maths 1972; DipEd 1973; MSc microelectronics 1980); *Recreations*: Music, gardening

Career: Maths teacher, Edinburgh 1973-79; Assistant adviser, microelectronic technology 1980-82; Adviser, educational computing 1982-85; Scottish Office/Scottish Executive/Scottish Government 1985-: HM Inspector of Schools 1985-96, Chief Statistician 1996-99, HM Deputy Chief Inspector of Schools 1999-2000, Deputy Head of Schools Group, Education Department 2000-02, Head of Children, Young People and Social Care Group, Education Department 2002-06, Acting Head of Education Department 2007, Director, Children, Young People and Social Care Directorate, Education Directorate General 2007-08, Director, Schools, Education Directorate General 2008-

Publications: Author, Computing in Schools (Holmes McDougall 1985)

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MACLEOD, IAIN

Deputy Legal Adviser, Home Office

Born 15 March 1962; Married Dr Alison M Murchison 1988 (2 daughters, 2 sons); *Education*: Portree High School, Isle of Skye; Glasgow University (LLB 1979, Dip Legal Practice 1985); University College London (LLM 1984)

Career: Trainee Solicitor, Dundas and Wilson 1985-87; Admitted as a solicitor (Scotland 1987, England and Wales 2007); Foreign and Commonwealth Office (FCO) 1987-2005: First Secretary (Legal), UK Representation to the EC 1991-95, Law Officers' Department 1997-2000; Legal Counsellor, UK Mission to the UN 2001-04; Deputy Legal Adviser, Home Office 2005-

Professional bodies: Law Society of Scotland 1987-; Law Society 2007-; *Publications*: Co-author 'The External Relations of the European Communities' OUP 1995

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MACNIVEN, DUNCAN

Registrar General for Scotland

Born 1 December 1950; Married Valerie Margaret Clark 1976 (2 daughters); *Education*: Melville College, Edinburgh; Aberdeen University (MA history 1972, MLitt 1978); *Recreations*: Hillwalking, skiing, Scottish history, local church

Career: Territorial Army (Royal Engineers) 1969-85, Major 1983-85; Scottish Office 1973-99: Principal 1978-85, Assistant Secretary 1986-90, Deputy Director, Historic Scotland 1991-95, Head of Police Division 1995-97, Head of Police, Fire and Emergency Planning Group 1997-98; Commissioner and Head of Corporate Services, Forestry Commission 1999-2003; Registrar-General for Scotland 2003-

Honours: TD 1985; *Honorary degrees*: LLD Robert Gordon University 2008

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McNULTY, ROY**Deputy Chair, Olympic Delivery Authority**

Born 7 November 1937; Married Ismay Ratcliffe Rome 1963 (1 son, 2 daughters); *Education*: Portora Royal School, Enniskillen; Trinity College, Dublin (BComm 1959)

Career: Audit Manager, Peat Marwick Mitchell & Co., Glasgow 1963-66; Accounting Methods Manager, Chrysler UK 1966-68; Harland & Wolff, Belfast 1968-76; Management Accountant 1968-72, Computer Services Manager 1972-74, Management Services Manager 1975-76; Management Consultant, Peat Marwick Mitchell & Co 1977-78; Short Brothers plc 1978-99: Executive Director, Finance and Administration 1978-85, Deputy Managing Director 1986-88, Managing Director and Chief Executive 1988-92, President, Shorts Group, Bombardier Aerospace 1992-96, Chairman 1996-99; Chairman, National Air Traffic Services (NATS) 1999-2001; Non-Executive Director, Norbrook Laboratories Ltd 1990-; Chairman, Civil Aviation Authority 2001-; Deputy Chair, Olympic Delivery Authority 2006-; Chair, Ilex URC 2007-

Honours: CBE 1992; Kt 1998; *Professional bodies*: President, Society of British Aerospace Companies 1993-1994; Chairman, Department of Trade and Industry Aviation Committee 1995-1998

Sir Roy McNulty Kt CBE, Deputy Chair, Olympic Delivery Authority, 1 Churchill Place, Canary Wharf, London E14 5LN *Tel*: 020 3201 2689 *Fax*: 020 3201 2504
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MACPHERSON, NICHOLAS**Permanent Secretary, HM Treasury**

Nicholas Ian Macpherson

Born 14 July 1959; Married Suky Jane Appleby 1983 (2 sons); *Education*: Eton College; Balliol College, Oxford (BA philosophy, politics and economics 1981); University College, London (MSc economics of public policy 1982)

Career: Economist, Confederation of British Industry 1982-83; Senior Analyst, Peat, Marwick and Mitchell Management Consultancy 1983-85; HM Treasury 1985-: Principal private secretary to Kenneth Clarke as Chancellor of the Exchequer 1993-97, Head, Work Incentives Policy 1997-98, Director, Budget and Public Finances 1998-2001, Managing Director, Public Services 2001-04, Managing Director, Budget and Public Finances Directorate 2004-05, Permanent Secretary 2005-

Honours: KCB 2009

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MAKEHAM, PETER**Director-General, Strategy and Reform Directorate, Home Office**

Peter Derek James Makeham

Born 15 March 1948; Married Carolyne Rosemary Dawe 1972 (1 son, 3 daughters); *Education*: Chichester High School for Boys; Nottingham University (BA economics/economic history 1970); Leeds University (MA labour economics 1971); *Recreations*: Sailing

Career: Economist, Department of Employment 1971-82; Unilever (seconded to) 1982-83; HM Treasury 1983-84; Enterprise Unit, Cabinet Office 1984-85; Department of Employment 1985-87; Department of Trade and Industry 1987-90; Department of Employment/for Education and Employment/for Education and Skills (DfES) 1990-2006: Director: Strategy and Employment Policy 1992-95, Employment and Adult Training 1995-97, School Places, Buildings and Governance 1997-99, Teachers 1999-2000, Director-General, Finance and Analytical Services Directorate 2000-03, Interim Director-General, Children and Families Directorate 2003, Director-General, Finance, Analysis and Strategy Directorate 2003-06; Director-General, Strategy and Reform Directorate, Home Office 2006-



Honours: CB 2003

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MAKHOULF, GABS

Director, Government Banking Service, HM Revenue and Customs

Born 3 February 1960; Married Sandy Cope 1984 (1 son); *Education:* Prior Park College, Bath 1978; Exeter University (BA economics 1981); Bath University (MSc industrial relations 1984)

Career: Inland Revenue 1984-93: HM Inspector of Taxes 1984-89, Policy adviser 1989-92, Head of change management group 1992-93; HM Treasury 1993-95: Assistant director, Personal Tax Division, Inland Revenue 1995-97; Principal Private Secretary to Chancellor of the Exchequer 1997-98, Head, Work Incentives and Policy Analysis Team 1998; Inland Revenue 1998-: Director, International 1998-2003, Director, Debt Management and Banking 2003-08, Director, Government Banking Service, HM Revenue and Customs 2008-

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MANLEY, SIMON

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Born 18 September 1967; Married Maria Isabel Fernandel Utges 1996 (3 daughters); *Education:* Latymer Upper School; Magdalen College, Oxford (BA modern history 1988); Yale University (MA international relations 1990)

Career: Foreign and Commonwealth Office 1990-: UN Department 1990-93, European Commission 1993, UK Mission to the UN, New York 1993-98, General Secretariat to the Council of the EU 1998-2002, Deputy Head, European Union Department 2002-03, Head, EU Economic and Central European Department 2003-06, Head, Counter-Terrorism Policy Department 2006-07, Director, Defence and Strategic Threats 2007-

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MANN, BRUCE

Director, Civil Contingencies Secretariat, Cabinet Office

Born 30 October 1956

Career: Ministry of Defence: Director-General, Resources and Plans 1999-2002, Director-General, Financial Management, Finance 2003-04; Head, Civil Contingencies Secretariat, Cabinet Office 2004-

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MANTELL, CARL**Command Secretary Air, Ministry of Defence**

Carl Nicholas Mantell

Born 2 February 1954; Married Janet Martin 1978 (divorced) (1 daughter, 2 sons); *Education*: Berkhamsted School; Pembroke College, Cambridge (MA modern and medieval languages 1977); *Recreations*: Listening to music, reading military history, plastic modelling

Career: Ministry of Defence 1977-: Assistant private secretary to Minister of State for Armed Forces 1982-83, Principal 1983-92: Procurement Finance, Procurement Policy, Army Equipment Planning; Head of Resources and Programmes (Management Planning) 1992-94, Secretary, Support Management Group, RAF Logistics Command 1994-97, Head of Resources and Programmes (Air) 1997-99, Director of Capability Resources and Scrutiny 1999-2002, Director-General, Central Budget 2002-05, Command Secretary, RAF Personnel and Training Command 2005-06, Command Secretary, RAF Strike Command and RAF Personnel and Training Command 2006-07, Command Secretary Air 2007-

Carl Mantell, Command Secretary Air, Air, Ministry of Defence, Air Command, RAF High Wycombe, Naphill, Buckinghamshire HP14 4UE *Tel*: 01494 497667
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MANUEL, MARCUS**Director, Pan-African Strategy and Programmes Directorate, Department for International Development**

Born 12 January 1962; Married 1985; *Education*: London University (MSc economics 1986)

Career: Policy analyst, British Petroleum 1983-88; Overseas Development Institute Fellow, Fiji 1988-90; Economics Adviser, HM Treasury (HMT) 1991-96; Senior Economics Adviser, Ministry of Finance, Uganda 1996-2000; Head of International Poverty Reduction Team, HM Treasury 2000-02; Deputy Director, Asia and Pacific Division, Department for International Development 2003-04, Deputy Director, West Africa, Africa Division 2005-07, Director, Pan-African Strategy and Programmes, Africa Division 2007-

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Born 13 July 1957; Married Anita Diane Marwick 1983 (1 daughter); *Education*: Westlain Grammar School, Brighton; Falmer High School, Brighton; Aston University (BSc mechanical engineering 1980); *Recreations*: Motorsport, golf

Career: Jaguar Cars 1976-85: Student Engineer 1976-80, Project Engineer 1980-85; Motorsport Engineer, Pirelli Ltd 1985-87; Land Rover Ltd 1987-97: Manager, Chassis Development 1987-91, Project Manager, 'Discovery' 1991-93, Chief Engineer, 'Defender' 1993-97; Director, Vehicle Engineering, Ricardo MTC Ltd 1997-2001; Director, Business Development, Ricardo Vehicle Engineering 2001-03; Project Director, IVM Automotive 2003-04; Chief Executive, Vehicle Certification Agency 2004-

Professional bodies: Institution of Mechanical Engineers 1980- (Fellow 2006-)

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MARSTON, STEPHEN

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Born 7 June 1961

Career: Department for Education and Skills (DfES) and predecessors 1983-91; Economic Secretariat, Cabinet Office 1991-94, Director, Institutions, Higher Education Funding Council for England 1998-2002; DfES/Department for Innovation, Universities and Skills 2002-: Director, Adult Learning 2002-05, Director-General, Lifelong Learning/Universities and Skills Group 2005-

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MASEFIELD, ROBIN

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Born 16 April 1952; Married (3 children); *Education:* Cambridge University (MA social anthropology); *Recreations:* Running, writing

Career: Joined, Northern Ireland Office 1973; Head, Management Services, Prison Service for England and Wales 1991-94; Northern Ireland Office 1995-2004; Director, Finance, Planning and Estate Management 1997-2000, Head, Policing Reforms Division 2000-04; Director, Northern Ireland Prison Service 2004-

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MASON, JOHN

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John Kenneth Mason

Born 26 June 1956; Married Alison Margaret Cruikshanks 1990 (1 son, 2 daughters); *Education:* Chichester High School for Boys; Hertford College, Oxford (BA geography 1978); University College, London (MPhil town planning 1981); *Recreations:* Photography

Career: Senior Town Planner, Kent County Council 1980-85; Department of the Environment 1985-90; Scottish Office 1990-94; Deputy Chief Executive, Registers of Scotland 1994-96; Scottish Office/Scottish Executive/Scottish Government 1996-: Assistant Secretary, Enterprise and Industry 1996-2000, Principal Private Secretary to the First Minister 2001-02, Under Secretary and Head, Tourism, Culture and Sport Group, Education Department, Director, Environment Group, Environment and Rural Affairs Department 2006-07, Director, Environmental Quality Directorate, Environment Directorate General 2007-08, Director, Climate Change and Water Industry Directorate, Economy Directorate General/Economy Directorates 2008-

Professional bodies: Member, Chartered Institute of Personnel and Development 1997- John Mason, Director, Climate Change and Water Industry Directorate, Economy Directorates, St Andrew's House, Regent Road, Edinburgh EH1 3DG
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Born 31 March 1949; *Education*: Portland Training College for the Disabled; Hereward College, Coventry; Liverpool Polytechnic (BA social studies 1977); Manchester Polytechnic (certificate of qualification in social work 1978); Honorary Fellow, Liverpool John Moores University (2002)

Career: Liverpool Association for the Disabled 1970-72; Royal Association for Disability and Rehabilitation (RADAR) 1978-99; Director 1990-99; Chair, Disability Rights Commission 2000-07; Commissioner, Equality and Human Rights Commission 2007-08; Commissioner, Commission for the Compact 2008-

Honours: OBE 1984; CBE 2000; KB 2007; Snowdon Award 1995; Duncan Medal 2003; *Professional bodies*: Member, Careers Service Advisory Council for England 1979-83; Member, Access Committee for England 1984-93; Member, Disabled Persons Transport Advisory Committee 1986-2002; Member, National Advisory Council on Employment of People with Disabilities 1991-98; Member, Cabinet Office Advisory Panel on Equal Opportunities in the Civil Service 1994-2001; Board Member, European Disability Forum 1996-2000; Vice President, Foundation for Assistive Technology 2000-, Patron, Heswall Disabled Childrens Holiday Fund 2003-; *Publications*: Work and Disability (1979); Social Justice and Disabled People (1994); Getting Disabled People to Work (2000)

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Born 19 June 1971

Career: HM Treasury 1992-: Head, Environmental Tax, Budget and Public Finances Directorate 2000-02, Head, European and International Financial Services, Finance and Industry Directorate 2002-04, Director, Financial Services, Finance and Industry/International and Finance Directorate 2004-08, Director, Financial Stability, International and Finance Directorate 2008-

Professional bodies: Member, Financial Markets Law Committee

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Jonathan Charles May

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Career: Research Officer, London School of Economics 1972-75; Senior Research Officer, Department for the Environment 1975-85; HM Treasury 1985-99; Department of Trade and Industry (seconded to) 1999-2001; Office of Fair Trading 2001-: Divisional Director, Markets and Policy Initiatives 2001-06, Executive Director, Strategy and Policy 2006-, Executive Director, Markets and Projects 2008-

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MAYER, CHRISTINE

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Career: Probate Office 1976-79; HM Courts Service 1979-: Court Clerk, Listing Officer, Finance Officer, Court Manager, Greater Manchester, Courts Administrator, Lancashire and Cumbria 1994-96, Group Manager, Greater Manchester Courts 1996-2001, Circuit Administrator, Northern Circuit 2001-04, Regional Director, North West 2004-08; Chief Executive, HM Courts Service 2008-; Member, Access to Justice Group, Ministry of Justice 2008-

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Born 5 September 1950; Married Innes Meek 1975 (3 daughters); *Education:* John Port School, Etwell, Derbyshire; Exeter University (BA English literature 1972); *Recreations:* Mountain walking, skiing, sailing, reading, cinema

Career: Department of the Environment/Department of Environment, Transport and the Regions/Department for Transport, Local Government and the Regions 1972-2001: Trainee 1972, Various posts dealing with new towns, ancient monuments, environmental protection, homelessness policy 1972-75, Assistant Private Secretary to Minister of State 1976-77, Private Secretary, Cabinet Office (seconded to) 1977-78, Private Secretary to successive Secretaries of State for Environment 1978-79, First Secretary, Information, British High Commission, Lagos (seconded to) 1979-81, Housing Association Policy 1983-85, Urban Policy 1986-89, Urban Development Corporation Policy 1990-92, Policy and Sponsorship of Manchester Olympic Bid 1992-93, Speechwriter, Secretary of State Environment 1993, Head, New London Policy Unit 1993, Head of Team responsible for policy and legislation to create a Mayor of London 1997-2000, Interim Director, Communications and Corporate Affairs, Transport for London (seconded to) 2000-01; Regional Director: Government Office for London 2001-08, Government Office for the North West 2008-

Honours: CBE 2000; *Publications:* Survive Lagos: a guide to Nigeria's capital (1982)
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Career: Scottish Office 1973-: Deputy Director of Scottish Courts Administration 1986-91, Head of investment assistance, Industry Department 1991-94, Registrar-General for Scotland 1994-99, Director of administrative services, Scottish Executive 1999-2002, Director of business management, Crown Office 2002-03, Keeper, Registers of Scotland 2003-

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Career: Ministry of Defence (MoD) 1980-2001: Private Secretary to Armed Forces Minister 1990-92, First Secretary then Counsellor, UK delegation to NATO 1992-96, Head of Army Resources and Programmes/Programme Development 1996-99; Principal Private Secretary to George Robertson then Geoff Hoon as Secretaries of State for Defence 1999-2001; Chief of Assessment Staff, Cabinet Office 2001-03; MoD 2003-: Director-General, Personnel Policy 2003-06, Director-General, Resources and Planning 2006-09, Director, Strategy and Resources 2009-

Honours: CB 2003

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Born 28 October 1951; Married Elizabeth Cliff 1984 (1 son, 2 daughters); *Education*: Christ's Hospital School, Horsham; Mansfield College, Oxford (BA modern history 1973)

Career: Called to the Bar, Middle Temple 1975; Government Legal Service 1977-85; Department of Employment (DE): Legal Assistant 1977-81, Senior Legal Assistant 1981-85; Assistant solicitor advising DE, Treasury Solicitor's Department and Department of Energy 1985-92; Department of Trade and Industry/for Business, Enterprise and Regulatory Reform 1992-: Assistant Solicitor 1992-2001, Director, Legal Services C 2001-08; Legal Adviser and Director of Legal Services, Department of Energy and Climate Change 2009-

Professional bodies: Chair, Whitehall Prosecutors' Group 2001-

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Career: Meteorological Office 1973-: Higher Scientific Officer 1973-75, Senior Scientific Officer 1975-78, Principal Scientific Officer 1978-88, Independent researcher, Hadley Centre 1988-2002, Chief Scientist 2003-07, 2008 Director, Climate Science 2007-08, 2008-

Honours: OBE 2001; *Professional bodies*: Visiting professor, School of Maths, Meteorology and Physics, Reading University; FRMetS 1973; Member, Climate Dynamics Editorial Board 1994-; FRS 2004; *Awards*: LG Groves Trust Fund Prize for Meteorology 1984; Mumm Gerbier Award 1997, 1998; Hans Oeschger Medal, European Geophysical Society 2001

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Born 22 February 1948; *Education:* Aberdeen University (MA history 1970, PhD 1993); Edinburgh University (MBA 1987); CMILT 1977

Career: British Rail 1970-86: Area manager Coventry 1978-80; Eastern Scottish Omnibuses Ltd 1986-94: Director of Operations 1990-94; Managing Director, Grampian Regional Transport/FirstBus plc 1994-97; FirstGroup plc 1997-2005: Managing Director, First Great Western 1998, Director, Rail 1999-2000, Chief Operating Officer 2001-04, Business Development Director 2004-05; Director-General, National Networks, Department for Transport 2005-

Publications: Aberdeen Suburban Tramways (1980); Aberdeen District Tramways (1983); Fae Dee to Don and Back Again: 100 Years of Aberdeen Transport (1998)

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Career: Director, Regeneration Lewisham Borough Council -2001; Chair, National Community Forum 2002-, Department for Communities and Local Government (and predecessors) 2001-: Director- General: Neighbourhood Renewal, Tackling Disadvantage Group, Places and Communities, Regions and Communities 2008-

Honours: CB 2006

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Career: Economic and Social Research Council 1980-88: Principal Finance Officer 1987-88; Department for Education and Skills (DfES) 1988-97: Head of Student Support Division 1994-97; HM Treasury 1998-99; Head of Structural Unemployment Division, DfES/Department for Work and Pensions (DWP) 2000-01; DWP 2002-: Divisional Manager, Planning and Strategy 2002-05, Director, Planning and Performance Management Directorate 2005-

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Barbara Jane Moorhouse

Born 21 November 1958; *Education*: Prince Henry's High School, Evesham; St Catherine's College, Oxford (BA philosophy, politics and economics 1981)

Career: Company accountant 1981-86: TI Group plc, Northern Foods; European Finance Director, Courtaulds plc 1986-90; Regulatory Director, South West Water plc 1990-95; Director, European Finance, Johnson Controls Inc 1996-97; Director, Group Finance, Morgan Sindall plc 1997-98; Interim executive appointments 1998-2000: Jigsaw plc, Energis plc, Mondex International; Group Finance Director, Kewill Systems plc 2000-02; Chief Finance Officer, Scala Business Solutions NV 2003-05; Director-General, Finance and Commercial, Department for Constitutional Affairs/Ministry of Justice 2005-07; Director-General, Corporate Resources, Department for Transport 2007-

Professional bodies: CIMA Governing Council 1996-2002; Fellow, Chartered Institute of Management Accountants; Associate Member, Association of Corporate Treasurers; Non-Executive Director and Chair, Audit Committee, Child Support Agency 2003-06; Member, Financial Reporting Review Panel 2004-

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Career: Civil Service 1977-; Junior and middle management posts, SSO 1977-89; DSS Headquarter posts 1989-91; Benefits Agency 1992-2001: Aide to Chief Executive 1992-95, District manager, Sheffield 1995-96, Deputy Head and Head of Operational Policy Branch 1996-2000, Area Director, Yorkshire 2000-01; Field Director, North West, Jobcentre Plus 2001-04; Chief Executive, Disability and Carers Service 2004-07; National Trustee, Victim Support 2006-08; Chief Executive: The Pension Service 2007-08, Pension, Disability and Carers Service 2008-

Honours: CB 2007

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Career: Inland Revenue (IR) 1976-94; Department of Trade and Industry 1994-96; Cabinet Office 1996-97; International division IR 1997-99; Tax policy, HM Treasury 1999-2000; Team leader, review of charity law, Prime Minister's Strategy Unit 2000-02; Physical activity programme, Departments of Health and for Culture, Media and Sport 2003; Deputy Principal Private Secretary to Tony Blair as Prime Minister 2003-07; Department for Innovation, Universities and Skills: Director, Business Operations 2007-08, Director, Strategy Directorate 2009-

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Career: BBC News 1987-91; Communications Manager, Centrepoint 1992-96; Communications Director, Barts and the London NHS Trust 1996-2001; Director of Communications and Corporate Support, West Midlands Regional Development Agency 2002-06; Director of Communications, Welsh Assembly Government 2006-

Professional bodies: Chartered Institute of Public Relations

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Career: Ministry of Defence (MoD) 1968-75: Assistant Private Secretary to Lord Carrington as Secretary of State for Defence 1971-72; Cabinet Office 1975-77; MoD 1979-92: Private Secretary to Permanent Under-Secretary 1979-81, Manpower Control and Audit Procurement Executive 1981, Private Secretary to John Nott and Michael Heseltine as Secretaries of State for Defence 1982-86, Under-Secretary, Defence Programme 1986-89, Deputy Under-Secretary, Policy 1989-92; Permanent Secretary: Office of Public Service and Science 1992-95, MoD 1995-98, Department of the Environment, Transport and the Regions/for Transport, Local Government and the Regions 1998-2002, Department for Work and Pensions 2002-05; Member of Civil Service Management Board -2005; Chair, Joint Intelligence Committee (JIC) 2005-07, Permanent Secretary, Intelligence, Security and Resilience, Cabinet Office 2005-07; Chairman, Defence Science and Technology Laboratory 2008-

Honours: KCB 1998, GCB 2006

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Career: Economic assistant, Ministry of Transport 1970-72; HM Treasury (HMT) 1972-83: Senior economic assistant 1972-74, Economic adviser 1974-83; Research manager, FOREX Research Ltd 1983; HMT 1983-2000: Senior economic adviser 1983-90, Head, Economic Forecasts and Analysis Group 1990-95, Deputy Director: Macroeconomic Policy and Prospects 1995, Budget and Public Finances 1995-2000; Director, Budget and Public Finances Directorate 2000; Office for National Statistics: Director, Macroeconomics and Labour 2002-04, Executive Director, Macroeconomics and Labour Market 2004-

Honours: CB 2004

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Career: Office of the Advocate General for Scotland: Head of Division B 1999-2002, Legal Secretary 2002-05, Solicitor 2005-

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Married Martin Stanley 1996 (1 son); *Recreations:* Family, kickboxing and yoga, growing food

Career: Public Service Delivery, Cabinet Office 1987-92; Accountancy Policy Division, Department of Trade and Industry (DTI) 1992-95; Director of Policy, Charity Commission 1995-96; DTI/Department for Business, Enterprise and Regulatory Reform 1999-: Director: Policy and Consumer Affairs 1999-2000, Participation and Skills 2000-03, Employment Relations 2002-07, Solutions for Business/Business Support Simplification 2007-

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Career: Department of Health: Head of Corporate Development Team, NHS Human Resources Directorate, NHS Modernisation Agency -2004, Head, Business Improvement, Health and Social Care Services Delivery Group 2004-07, Director, Business Partnering Team 2007-08, Director, Operations 2008-

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Career: Department of Health: Adviser, Health Service Economics for London, Economic Advisers, Research Analysis and Information Directorate, NHS Modernisation Agency 2002-04, Senior Economic Adviser, Economics and Operational Research, Strategy and Business Development 2004-; Department of Health: Branch Head, Access Strategy, Health and Social Care Service 2004-06, Director, Financial Planning and Allocations, Finance and Operations Directorate 2007-, Head, Strategy, Office of the Chief Analyst 2008

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Christopher Peter Jayantha Muttukumar

Born 11 December 1951; Married Ann Elisabeth Tutton 1976 (2 sons); *Education*: Xavier College, Melbourne, Australia; Jesus College, Oxford (BA 1973, MA jurisprudence); *Recreations*: Reading, running, cricket (mostly watching), photography and sunflowers

Career: Called to Bar, Gray's Inn 1974; Barrister 1976-83; Treasury Solicitor's Department (TSD) 1983-88; Law Officers' Department 1988-91; Head, Employment Litigation Section, TSD 1991-92; Secretary to Scott Inquiry into Export of Defence and Defence-related Equipment to Iraq 1992-96; Deputy Legal Adviser to Ministry of Defence 1996-98, Legal Adviser to Department for Culture, Media and Sport 1998-99; Legal Director, Employment, Environment, Housing and Local Government, Department for Environment, Transport and the Regions 1999-2001; Legal Director, Transport, Department for Transport, Local Government and the Regions/Office of the Deputy Prime Minister 2001-03; Legal Adviser and Director of Legal Services, Department for Transport 2003-

Honours: CB 2006

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Career: Reuters 1982-2002: Various posts including UK political correspondent and chief correspondent, Chile, Bolivia and Peru; Head of Media, Oxfam GB 2002-04; Director, Group Media Relations, Transport for London 2004-07; Director of Communications, Department for International Development 2007-

Professional bodies: Board member Global Alliance for Public Relations and Communication Management; International board member Open University Business School; International board member Open University; Member, Chartered Institute of Public Relations 2004-; *Awards*: Association of Business Schools (ABS) Business Ethics Award 2001; OUBS MBA Student of the Year 2004; CIPR Award for Crisis Communications 2006; OUBS Alumnus of the Year 2007; *Fellowships*: Fellow, Chartered Management Institute 2004-; Fellow Royal Society of Arts

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Career: RTZ Corporation 1969-73; Brandts 1973-75; Fisons 1975-81; Redland plc 1981-97: Finance Director 1981-87, Managing Director 1987-97, Chief Executive 1991-97; Director, United Biscuits 1992-2000; Chief Executive, WWF-UK 1999-2006; Director, Anglian Water Services 2002-, Director, English Partnerships 2004-08; Chair, Met Office 2006-; Chair, Homes and Communities Agency 2008-

NASH, FRANCES

Director, Central Legal Services, Central TLB, Ministry of Defence

Born 29 December 1960; *Education:* Forest Fields College, Nottingham; Jesus College, Oxford (BA 1982, MA); University College, London (LLM 1994)

Career: Privately practicing solicitor 1986-87; Legal Department, Ministry of Agriculture, Fisheries and Food 1987-93 & 1995-99; Legal Secretariat to Law Officers 1993-95; Deputy Legal Adviser, Ministry of Defence 1999-2002; Director, Legal Services, Department for Environment, Food and Rural Affairs 2002-04; Head of European Division and Cabinet Office Legal Adviser, Treasury Solicitor's Department 2004-08; Director, Central Legal Services, Central TLB, Ministry of Defence 2009-
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Career: Head, Assessment Division, Department for Education 1991-95; Head, Scotland, Wales and Northern Ireland, HM Treasury 1995-98; Head, Structural Unemployment Policy Division, Department for Education and Employment 1998-2000; Director, Finance and Commercial and Corporate Services, Employment Service 2000-01; Director, Children and Housing, Children, Poverty and Housing, Working Age and Children Group, Department for Work and Pensions 2001-03; Director-General, Security, International and Organised Crime, Crime Reduction and Community Safety Group, Home Office 2003-05; Managing Director, Budget, Tax and Welfare Directorate, HM Treasury 2005-

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Career: Department of Energy 1980-1992: Second Private Secretary to Secretary of State for Energy 1983-85, Economic Secretariat, Cabinet Office (seconded to) 1988-89, Principal Private Secretary to Secretary of State for Energy 1989-1992; Department of Trade and Industry (DTI) 1992-2000: Private Secretary to Minister of Energy 1992-93, Director, UK Communications Policy 1993-97, Director, Aerospace and Defence Industries Policy 1997-2000; Managing Director, Customers and Supply, Office of Gas and Electricity Markets 2000-05; Group Director, Research Base, Office of Science and Innovation, DTI 2005-07; Director, Research Base, Department for Innovation, Universities and Skills 2007-

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Career: Hampshire Constabulary 1980-93: Sergeant, Southampton and Basingstoke 1984-86, Inspector, Southampton 1987-91, Chief Inspector, East Hampshire 1991-93; Staff to President of Association of Chief Police Officers (ACPO) 1993-95; Detective Superintendent and Director of Intelligence, Hampshire Constabulary 1995-97; West Mercia Constabulary 1997-2002: Assistant Chief Constable (Support) 1998-2000, Deputy Chief Constable 2000-02; Chief Constable, Thames Valley Police 2002-06; Director, Police Information, Communication and Technology Directorate 2006-07; Chief Executive, National Policing Improvement Agency 2006-

Honours: QPM 2004; *Professional bodies:* Member, Institution of Directors; Visiting Fellow, Nuffield College, Oxford, Member, Sentencing Guidelines Council 2004-; *Awards:* Police Executive Research Forum 'Gary Hayes Award' for Innovation in Policing 2004; *Publications:* Policing, Ethics and Human Rights (2001); Participation in Policing (2001); Police Ethics for the 21st Century (2003)

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NICHOLLS, VANESSA

Director Crime and Drug Strategy Directorate, Home Office

Born 16 August 1974; Married Revd Neil Nicholls 2000; *Education:* Warwick University (MA politics and international studies 1995); London School of Economics (MSc criminology 1996); *Recreations:* Gardening, time with friends and family

Career: Researcher, NSPCC 1996-97; George Orwell School, Islington 1997-98; Department for Education and Skills, working on policies including school IT, vulnerable children and higher education 1998-2001; Account Manager, Prime Minister's Delivery Unit 2001-04, Metropolitan Police Strategy Unit 2004-06; Director of Crime and Drugs Strategy, Home Office 2006-

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Born 6 December 1955; *Education*: Bristol University (BA history and politics 1980)

Career: National Health Service (NHS) 1980-: Various hospital management roles in Halifax, Barnsley and Doncaster 1980-88; Chief Executive, Doncaster Royal Infirmary NHS Trust 1988-97; Chief Executive, Montagu Hospital NHS Trust 1991-97; Regional Director of Performance, then Regional Director, NHS Trent 1997-2002; Director of Health and Social Care for the Midlands and East of England 2002-03; Chief Executive, Birmingham and the Black Country Strategic Health Authority (SHA) 2003-05, Chief Executive, West Midlands South and Shropshire and Staffordshire 2005-06, Chief Executive, London SHA 2006-, Chief Executive, NHS, Department of Health 2006-

Honours: CBE 2004; *Honorary degrees*: Honorary doctorate UCE Birmingham 2006

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Born 11 November 1955; Married Jennifer Bainbridge 1982 (2 sons, 1 daughter); *Education*: King Edward VI School, Southampton; Queen's College, Oxford (BA 1978)

Career: Finance Director: Rolls-Royce and Associates 1995-98, Rolls-Royce Energy Operations 1998-2001; Group Finance Director, Nedalo 2002-03; Finance Director, Defence Procurement Agency 2004-07; Director-General, Finance, Defence Equipment and Support Organisation 2007-

Professional bodies: ACMA 1986

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Born 23 January 1948; Married Jenny Stoker 1977 (1 son, 2 daughters); *Education*: Exeter College, Oxford (BA); Emmanuel College, Cambridge (Diploma in economics); London School of Economics (MSc)

Career: HM Treasury 1972-85; First National Bank of Chicago (seconded to) 1978-80; Private Secretary to Margaret Thatcher 1985-1988; Marks and Spencer 1988-2004; Executive Director 2000-04; Non-Executive Director, Strategic Rail Authority 2002-04; Chair, The Pensions Regulator 2005-; Chair, Low Pay Commission 2009-

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Career: HM Customs and Excise/HM Revenue and Customs 1978-: Executive Officer 1978-81, Trainee 1981-85, Higher Executive Officer, HM Treasury (seconded to) 1985-87, Principal, then Assistant Secretary, to UK Permanent Representation to European Community, Brussels (seconded to) 1988-93, Head, Financial Management

1993-98, Commissioner and Director, Operations Compliance 1998-2001; Commissioner and Director, Large Business Group 2001-02; Commissioner and Director, Intelligence (Law Enforcement) 2002-06; Director, Central Compliance 2006-08, Director, Excise Stamps and Money Business 2008-

Honours: CBE 2009

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Career: Department of Employment/Employment Department/Department for Education and Employment/for Education and Skills 1973-2006: Principal private secretary to Tom King as Secretary of State for Employment 1983-84, Regional Director, Employment Service 1987-89, Director: Strategy and Employment Policy 1989-92, Personnel and Development 1992-95, Personnel and Support Services 1995-97, Director-General: Strategy and International Analytical Services 1997-98, Schools Directorate 1998-2001, Member, DfES Board 2000-06, Permanent Secretary 2001-06; Member, Civil Service Management Board 2000-, Permanent Secretary, Home Office 2006-

Honours: CB 2000; KCB 2005; *Fellowships:* Fellow of the Chartered Institute of Personnel and Development

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Career: Arthur Andersen 1980-90; Lowe Group 1990-92; Director, Finance Planning, Diageo plc 1993-2002; Finance Director, Burger King 2002-05; Non-Executive Board Member, Audit and Risk Committee, Department for Business, Enterprise and Regulatory Reform; Director-General, Finance and Corporate Services, Department for Communities and Local Government 2006-

Professional bodies: Associate, Chartered Institute of Taxation 1985; *Fellowships:* Fellow, Institute of Chartered Accountants 1984

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Career: Clinical Scientist in the MRC Unit of Clinical Pharmacology, Radcliffe Infirmary, Oxford 1978-82; Registrar in Psychiatry on the Oxford Rotational Training Scheme 1982-83; Lecturer in Psychiatry, Oxford University 1983-85; Wellcome Senior Fellow in Clinical Science, Oxford 1985-86; Fogarty Visiting Scientist NIH and Chief of the Section of Clinical Science, National Institute on Alcohol Abuse and Alcoholism, Bethesda, Maryland USA 1986-88; Director, Psychopharmacology Unit, University of Bristol; Senior Research Fellow in Pharmacology and in Mental Health; Honorary Consultant Psychiatrist, United Bristol Healthcare Trust 1988-09; Professor of Psychopharmacology, University of Bristol 1994-09; Head, Division of Psychiatry, University of Bristol 1996-97; Head of Department of Clinical Medicine 1997-03; Dean of Clinical Medicine and Dentistry 2000-03; Head of Department of Community Based Medicine 2003-08; Chair, Advisory Council on the Misuse of Drugs 2009-

Professional bodies: MRCPsych 1983; FRCPsych 1994; FMedSci 2002; FRCP 2002;

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Career: Department of Health (DH) 1990-94: Policy Manager 1990-92, Performance Manager NHS West Midlands 1992-93; Private Secretary to Minister of State for Health 1993-94; Principal Private Secretary to Brian Mawhinney as Secretary of State for Transport 1994-95; Deputy Director, Prime Minister's Efficiency Unit, Cabinet Office 1996-98; DH 1998-: Secretary, Public Inquiry into Paediatric Cardiac Surgery in Bristol 1998-2001, Director, Development and Clinical Governance, University College, London NHS Foundation Trust (seconded to) 2002-05, Director, Supply-Side Reform, Programme Management and Communications 2006-07, Director-General, Policy and Strategy Directorate 2007-; Non-Executive Director, Government Legal Service; Non-Executive Director, MoD Audit Committee

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Career: Lecturer in political economy, Glasgow University 1975-79; HM Treasury 1979-2005: Economist 1979-85, First Secretary (Economic), Washington DC embassy 1985-88, Senior Economic Adviser 1988-89, Press Secretary to John Major: as Chancellor of Exchequer 1989-90, as Prime Minister 1990-94, Under Secretary, Monetary Group 1994-95, Deputy Director, Macroeconomic Policy and Prospects Directorate 1995-96, UK's Executive Director to IMF and World Bank 1997-98, Economic Minister, Washington DC embassy 1997-98, Director, Macroeconomic Policy and Prospects 1998-99, Head of Government Economic Service 1998-2003, Managing Director, Macroeconomic Policy and International Finance Directorate 1999-2002, Permanent Secretary and Chair HMT Management Board 2002-05; Secretary of the Cabinet and Head of the Home Civil Service, Cabinet Office 2005-; Chair, Main Honours Advisory Committee

Honours: CB 1994; KCB 2005

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Career: Consultant Renal Physician 1992-; Clinical Director, Renal Services, Salford Royal NHS Foundation Trust 1992-2007; Chair of Nephro-urology Course Development Group, Manchester University 1993-95; Problem Based Learning Tutor, Manchester University 1997-; External Examiner, Cambridge University 2001- ; Examiner, Royal College of Physicians 2002- ; National Director, Kidney Care, Department of Health 2007-

Honours: Numerous scholarships and awards; *Professional bodies:* Member of the Renal Association Working Party on Training and Academic Standards; *Fellowships:* MRCP 1983; FRCP 1995; *Publications:* Numerous articles and papers

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Career: Ministry of Defence 1969-: Instructor, Royal Military Academy Sandhurst 1976, Military Attaché to the Chief of the General Staff 1980, Directing Staff, Staff College Camberley 1984, Commander, 25 Engineering Regiment, British Army of the Rhine 1986-88, Deputy Assistant Chief of Staff, HQ UK Land Forces 1988, Commander, Royal Engineering Corps 1990, Command Engineer, Allied Command Europe Rapid Reaction Corps 1992, Director, Staff Operations, Supreme Headquarters, Allied Powers Europe (SHAPE) 1993, Chief of Staff, HQ Quartermaster General 1996-99, Assistant Chief of the General Staff 1999-2001, UK Military Representative to NATO and the EU 2001-02, Deputy Chief of the Defence Staff (Health), Surgeon General's Department 2002-04, Chief of Defence Logistics 2004-07, Chief of Defence Materiel 2007-

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Honours: CBE 1996; KCB 2005; *Professional bodies:* Member, Institute of Royal Engineers; *Honorary degrees:* Honorary Doctorate from Cranfield University 2008
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Career: Northern Ireland Office/Northern Ireland Executive 1979-: Various roles 1979-97, Department of Finance and Personnel: Head of Equal Opportunities and Appointments Division, Head of European Division, Budget Director, Second Permanent Secretary 2007-08, Permanent Secretary 2008-

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Career: Lord Chancellor's Department 1981-2001: Inner London Crown Court 1981-83, Headquarters 1983-93, Private Secretary to Lord Chancellor 1993-96, Head, Magistrates Courts Division 1996-97, Head, Criminal Justice Division 1997-99, Director, Criminal Justice 1999-2001; Director, Criminal Law and Policy, Home Office, 2002-04; Director, Family Justice, Department for Constitutional Affairs 2004-05; Director, Civil and Family Justice, Customer Services, HM Courts Service 2005-08; Director, Access to Justice Policy, Access to Justice Group, Ministry of Justice 2008-09; Chief Executive, Law Commission 2009-

Honours: CB 2007

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Career: Economic assistant, Royal Commission on Distribution of Income and Wealth 1978-79; Lecturer in economics, University College, Cardiff 1982-88; HM Treasury (HMT) 1989-99: Various economic adviser posts 1989-95; Head of EU Co-ordination and Strategy 1995-98, Special Adviser on work/family life policy, Prime Minister's Policy Unit (seconded to) 1998-99; Counsellor Economic and Head of Economics Section, Washington DC Embassy 1999-2002; HMT 2002-05: Director, EMU Policy, Euro Preparations and Debt Management 2002-06; Director, Operations 2005; Department for International Development 2006-09: Director-General, Corporate Performance 2006-09, Acting Permanent Secretary December 2007- February 2008; Director-General, Welfare and Wellbeing, Department for Work and Pensions 2009-

Publications: Various articles in academic journals

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Honours: CBE 2001; DBE 2009; *Professional bodies:* Member, Lord Chancellor's Advisory Committee on Legal Education and Conduct 1997-99; Member, Home Office Task Force on Human Rights 1999-2001; *Publications:* Co-editor Economic, Social and Cultural Rights (1999)

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Career: Department for Work and Pensions 2001-: Director, Information Systems, Strategy, Programme and Systems Delivery Group, Planning and Performance Directorate 2001-06, Director, Business Strategy and Design, Directorate of Change Management 2006-08, Director, Business Strategy 2008-

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Career: HM Inspector of Schools, Department of Education and Science 1983-88; Director, National Youth Bureau 1988-91; Chief Executive, National Youth Agency 1991-95; Director, England, National Lottery Charities Board 1995-2000; Chief Executive, Law Society of England and Wales 2000-06; Non-Executive Director, Serious Organised Crime Agency (SOCA) 2005-; Independent Member, Consumer Council for Water 2005-08; First Commissioner, Office of The Civil Service Commissioners 2006-; Chair, Olympic Lottery Distributor 2006-; Non-executive Director, Assets Recovery Agency 2007-08; Chair: Child Maintenance and Enforcement Commission, Child Exploitation and Online Protection Centre 2008-

Professional bodies: Member, National Board for Crime Prevention 1993-95; Member, Youth Justice Board 1998-2000; Member, Court of Leicester University; *Honorary degrees:* Hon Doct Laws, Brighton University 2006

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Career: Assistant Inspector of Fisheries, Department for Agriculture and Fisheries,
Ireland 1975-83; Ministry of Agriculture, Fisheries and Food 1983-98: Principal
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Contamination and Safety Policy 1987-89, Science Liaison Officer 1989-92, Science
Secretariat Cabinet Office (seconded to) 1992, Head, Science Division 1992-98; Director
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Evidence Programme, Department for Environment, Food and Rural Affairs 2002-

Professional bodies: Fellow, Institute of Biology; *Publications:* Co-editor Exceptional
Plankton Blooms (1987)

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Career: Classics master, Brentwood School 1971-74; Practice at Chancery Bar 1975-80;
Parliamentary Counsel Office 1980-: Assistant Parliamentary Counsel 1980-84, Senior
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Honours: CB 1998; *Publications:* Co-author Cases and Statutes on General Principles of
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Career: Lawyer: Department of Trade and Industry (DTI) 1984-87, Law Officers'
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Ministry of Agriculture, Fisheries and Food/Department for Environment, Food and
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Honours: CBE 2004

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Career: Lecturer, Redbridge College 1977-83; Senior lecturer, Southgate College 1983-86; London Borough of Enfield 1986-91: Education Officer 1986-87, Senior Education Officer 1987-91; Principal, Canterbury College 1991-2000; Director, Further Education and Learning and Skills Performance Group, Lifelong Learning Directorate/Universities and Skills Directorate, Department for Education and Skills/Innovation, Universities and Skills 2000-09; Director, Skills Funding Agency Transition Directorate, Department for Innovation, Universities and Skills 2009-

Honours: OBE 2000

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Career: Civil servant 1984-: Cabinet Office; Department of Transport/for Environment, Transport and the Regions/Transport, Local Government and Regions/for Transport: Rail privatisation; International air services negotiations; Head of Policy Strategy Integration Division 1999-2001; Divisional manager Aviation Environmental Division 2001-04, Director, Road and Vehicle Safety and Standards Directorate 2004-07, Director, Environment and International Directorate 2007-

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Career: Assistant and Senior assistant Statistician, Department of Trade and Industry (DTI) 1973-78; Statistician, DTI, Office of Fair Trading (OFT) and Central Statistical Office (CSO) 1978-93; Chief Statistician and Head of Profession, DTI 1993-96; Office for National Statistics 1997-: Director, National Accounts Division 1997-2000, Director, National Statistics and Policy Division 2000-03, Group Director, Statistical Outputs Group 2003-05, Director, Surveys and Administrative Sources 2005-08, Director, Methodology 2008-

Professional bodies: Chartered Statistician; Fellow, Royal Statistical Society; Member, International Statistical Institute; Vice-President, International Association for Official Statistics

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Career: HM Customs and Excise 1981-84; Ministry of Defence 1984-91: Private secretary to Parliamentary Under-Secretary for Defence Procurement 1987-89; Northern Ireland Office 1991-: Principal private secretary to Mo Mowlam and Peter Mandelson as Secretaries of State 1998-2000, Head of Financial Services Division, Central Services Directorate 2000-03, Director-General, Policing and Security 2004-08, Director-General, Criminal Justice and Policing 2008-

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Career: Department of Trade and Industry (DTI) 1977-93: Confederation of British Industry (seconded to) 1982, Secretary to Neill Committee of Inquiry into Regulatory Arrangements, Lloyds (seconded to) 1986, Head, International Telecommunications Policy Division 1989-93; Head, Executive Agencies Directorate, Department for Transport 1996; DTI 1996-2002: Head, Investigations and Prosecutions 1996-98, Director, Finance and Resource Management 1998-2000, Director-General, Resources and Services 2000-02, Operating Strategy Director, Sea Systems, BAE Systems (seconded to) 2002; Northern Ireland Office 2002-: Senior Director, Political Directorate 2002-05, Permanent Secretary 2005-

Honours: KCB 2009

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Career: Cabinet Office 1981-2001: Machinery of Government 1983-84, Assistant Personal Secretary to Minister for the Arts 1984-85, Civil Service Personnel Management Policy 1985-87, Bill Manager for the Education Reform Act 1988 and Inner London Education Reform, Department of Education and Science (seconded to) 1987-89, Private Secretary to Cabinet Secretary 1989-92, Project Director, Next Steps Civil Service White Paper Continuity and Change 1992-94, Head, Fundamental Review and Senior Management Review Teams 1994-95, Assistant to the Executive Partner, Coopers and Lybrand (seconded to) 1995-97; Cabinet Office 1997-: Deputy Director, Central Secretariat 1997-99, Director, Central Secretariat 2000-01; Director, CAP Reform and EU Strategy Directorate/CAP Reform and EU Strategy Programme and Evidence and Knowledge Base Core Function, Food and Farming, Department for Environment, Food and Rural Affairs 2001-

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Career: Economist, Department of Employment 1971-79; HM Treasury (HMT) 1979-: Economist 1979-85, Deputy press secretary 1985-87, Senior economic adviser 1987-89; Manager of Macroeconomics, New Zealand Treasury (seconded to) 1989-93; Senior economic adviser, HMT 1993-98; Economic Minister, Washington DC Embassy

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Born 9 September 1950; Married Frances Way 1999 (2 sons, 1 stepdaughter, 2 stepsons); *Education:* Salford Grammar School; Queens' College Cambridge (BA English literature 1972); Harvard, USA (international affairs 1999); NATO Defence College 1979-80; *Recreations:* Literature, cricket and baseball, supporting Manchester City FC, holidays in France

Career: Ministry of Defence (MoD) 1972-75; Northern Ireland Office 1975-78: Security Policy 1975-76, Private Secretary to Minister of State for Northern Ireland 1976-78; MoD 1981-: Armed Forces Personnel Policy 1981-83, Civil Adviser to General Officer Commanding British Forces in Northern Ireland 1983-84, Policy making for use of special forces 1984-85, Private Secretary to Permanent Under-Secretary 1985-87, Cabinet Office (seconded to) 1988, Principal Private Secretary to Malcolm Rifkind as Secretary of State for Defence 1992-94, Command Secretary Land 1995-98, Director-General, Corporate Communications 1999-2001, Director-General, Civilian Personnel 2001-04, Director-General, Media and Communications 2005-07, Command Secretary Land 2007-

Honours: CB 2009

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Career: Managing director, BZW Investment Management 1988-95; Chairman and Chief Executive, Barclays Stockbrokers and Barclays Bank Trust 1996-2001; Reuters 2001-04: President, Asset Management 2001-03, Chief operating officer 2003-04, Trustee, Reuters Pension Fund 2004; Non-executive director: Edinburgh UK Tracker Plus plc 2004-06; Witan plc 2005-06; Chief executive, National Savings and Investments 2006-

Fellowships: Fellow, Securities and Investment Institute; Fellow, RSA

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Career: Various Roles, Rover Group 1976-82; Various Roles, Istel 1983-89; Powergen 1989-99: Commercial Manager 1989-96, IT Director 1996-99; IT Director, TNT UK Ltd 1999-2004; IT Director, Sendo 2004; Director, Information, Highways Agency 2005-; Non-Executive Director, Heart of Birmingham Teaching Primary Care Trust, NHS 2007-; Non-Executive Director, Centro 2009-

Professional bodies: Institute of Directors 1997-; Chair, Corporate IT Forum 2004-06; Member, Corporate IT Forum Strategy Board 2007-

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Geoffrey John Freeman Podger

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Career: Civil Service 1974-: Ministry of Defence 1974-82; Department of Health and Social Services/Department of Health 1982-96: Secretary to Port Stanley Fire Inquiry, Falkland Islands Government (seconded to) 1985, Private Secretary to Chair, and Secretary to NHS Management Board 1985-88, Principal Senior Secretary to Secretary of State for Social Services 1987-88, Head, International Relations Unit 1992-93, Under-Secretary, Health Promotion 1993-96; Ministry of Agriculture, Fisheries and Food (MAFF) 1996-2000: Head, Food Safety and Scientific Group 1996-97, Head, Joint Food Safety and Standards Group 1997-2000; Chief Executive, Foods Standards Agency 2000-03; Executive director, European Food Safety Authority 2003-05; Chief Executive, Health and Safety Executive 2005-

Honours: CB 2003

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Career: Lord Chancellor's Department (LCD) 1967-79; Knightsbridge Crown Court 1979-86; HM Courts Service 1986-2001: Head of Personnel 1987-92, Director of Finance 1992-99, Director of Change 1999-2001; Circuit Administrator for the South East, LCD 2001-03; HM Courts Service 2003-: Director of Field Services 2003-04, Regional Director for the South East 2004-06, Regional Director for London 2006-

Honours: CBE 2006

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Director, Human Resources, Employee Engagement and Change, Department for Innovation, Universities and Skills

Born 21 November 1954

Career: Director of Central HR Services, Abbey National -2004; Director, Human Resources: Department of Trade and Industry/for Business, Enterprise and Regulatory Reform and for Innovation, Universities and Skills 2004-08; Director, Human Resources, Employee Engagement and Change, Department for Innovation, Universities and Skills 2008-

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Born 6 July 1950; Married Sarah Staniforth 1986 (2 daughters); *Education:* Eton College; Magdalen College, Oxford (BA modern languages)

Career: Teacher, Inner London Education Authority 1975-84; Ecology Party Candidate: Local Election 1977, 1978, 1982, General Election 1979, 1983, European Election 1979, 1984; Department Head, Burlington Danes School, London 1980-84; Director, Friends of the Earth 1984-90; Freelance Writer and Broadcaster 1984-, Director, Prince of Wales' Business and Environmental Programme 1996-, Chairman, Sustainable Development Commission 2000-

Honours: CBE 2000; *Publications:* Seeing Green - the Politics of Ecology (1984); Friends of the Earth Handbook (1987); The Coming of the Greens (1988); Where on Earth are We Going (1991); Playing Safe: science and the environment (2000)

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Director and Chief Economist, Corporate Performance Directorate, Department for Environment, Food and Rural Affairs

Born 18 August 1967; Married Luisa Affuso 1999 (1 son); *Education:* Hewett School, Norwich; York University (BA economics 1987, MSc economics 1989); *Recreations:* Modern and contemporary art, food

Career: Economist, HM Treasury 1989-99; National Economic Research Associates 1993-97; Home and Legal Team, HM Treasury 1997-99; Chief Economist, Home Office

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1999-2001; Performance and Innovation Unit, Cabinet Office 2001; Strategic Adviser to the Permanent Secretary, Home Office 2001-02; Head of Enterprise Policy, HM Treasury 2002-05; Director and Chief Economist, Corporate Performance Directorate, Department for Environment, Food and Rural Affairs 2005-

Fellowships: FRSA; *Publications:* Various articles and research papers

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Career: Department for Work and Pensions: Head, Information Services/Technology (Commercials) -2004, Director, External Supply Group, Planning and Performance Directorate 2004-07, Deputy Director, Strategic Sourcing, Corporate IT 2007-

Honours: CBE 2009

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Born 30 March 1958; Married Pamela Hawkins 1985 (2 daughters, 1 son); *Education:* Grosvenor Grammar School, Belfast; College of Business Studies, Belfast; Queen's University, Belfast (BA geography 1984); *Recreations:* Hillwalking, sailing, cycling, playing the guitar, reading natural history and military history

Career: Northern Ireland Office 1985-2006: Principal Private Secretary to Peter Mandelson then John Reid as Secretaries of State for Northern Ireland 1999-2001, Head of Criminal Justice Reform Division 2001-02, Director, Resources 2002-06; Director, Strategy, Office of the First Minister and Deputy First Minister 2006-07; Permanent Secretary, Department for Regional Development, Northern Ireland 2007-

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Born 23 August 1951; Married to Louise (2 children); *Education:* Plymouth College; Leeds University (BSc 1973); Diploma in Business Coaching 2001; *Recreations:* Travel, antique collecting, Plymouth Argyle FC

Career: Rover Group 1975-84: HR Manager, Worldwide Sales and Marketing -1984; European Management Development Manager, Parker-Hannifin Corporation 1984-87; Prudential PLC 1987-2001: Distribution Director, Prudential Assurance, HR and Business Planning Director, Prudential Assurance, UK Sales Director -2001; Independent Consultant 2001-03; Sales Director, National Savings and Investments 2003-

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Married G Pryce 1972 (divorced 1981); married Chris Huhne (later MEP then MP) 1984 (3 daughters, 2 sons); *Education*: London School of Economics (BSc economics 1973, MSc monetary economics 1976)

Career: Williams and Glyn's Bank 1973-83: Economist, Chief economist; Corporate economist, Esso Europe 1983-86; KPMG 1986-2001: Chief Economist, Partner; Partner, London Economics 2001-02; Director-General Economics, Department of Trade and Industry/for Business, Enterprise and Regulatory Reform 2002-; Government Economic Service 2004-: Deputy head 2004-07, Joint head 2007-

Professional bodies: Council Member, Royal Society of Arts; Council Member at the University of Kent; 2nd Warden, Court of the Worshipful Company of Management Consultants 2007-; Member of the International Advisory Board of British American Business Inc (BABI); *Fellowships*: Fellow, Society of Business Economists; IZA Policy Fellow; Visiting Fellow at Nuffield College

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Career: University of Manchester Institute of Science and Technology 1983-91: Post-Doctoral Research Fellow, Information Science 1983-85, Research Associate and Project Officer 1985-91; Department for Education and Employment/for Education and Skills/for Children, Schools and Families 1991-: Higher Executive Officer 1991-92, Various team leader posts 1992-98, Manager, Lifelong Learning and Technologies Division 1998-2001, Manager, Programmes Division 2001, Manager, Funding Division 2001-02, Divisional Manager, Strategy and Communications, Connexions Service National Unit, Youth, Children and Families Directorate 2002-03, Implementation Team Manager, Children and Families 2003, Director, Children's Workforce Unit 2003-06, Director, Safeguarding Group, Children and Families Directorate 2006-

Honours: CB 2008

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Career: Home Office 1984-2003; Chief Executive, Central Police Training and Development Authority (Centrex) 2003-04; Director, North West London Strategic Health Authority and Great Ormond Street Hospital NHS Trust 2005-07; Director, Local Delivery, Home Office 2007-08; Regional Director, Government Office for the East of England 2008-

QUINN, MATTHEW

Director, Environment, Sustainability and Housing Department, Welsh Assembly Government

Matthew John Quinn

Born 21 July 1963; *Education*: Gateway School, Leicester; Hertford College, Oxford (BA literae humaniores 1986, MA)

Career: Administration trainee, Departments of the Environment and Transport 1986-89; Department of the Environment 1990-95: Principal, Environment White Paper 1990-92, Principal, then acting Head of Division, Planning Development Control 1992-95; Director, Environment and Transport, Government Office for the South West 1995-98; Head of Policy Unit, National Assembly for Wales 1998-2003; Welsh Assembly Government 2003-: Head of Strategic Policy 2003-06, Head of Environment Protection and Quality Division 2006-07, Director, Environment, Sustainability and Housing Department 2007-

Awards: Nuffield and Leverhulme Travelling Fellow 1992-93

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Career: Northern Ireland Executive 1974-: Department of Finance 1974-86; Assistant Secretary, Department of Health and Social Services 1986-87; Department of Finance and Personnel 1987-90, 1994-98: Under-Secretary 1994-98; Department of Education 1990-92, 1998-99: Under-Secretary 1998-99; Central Secretariat 1992-94; Permanent Secretary, Department of the Environment 1999-2002, Permanent Secretary, Department of Regional Development 2002-06, Permanent Secretary, Department of Enterprise, Trade and Investment 2006-

Honours: CB 2008

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Born 20 June 1952; Née Harris; married Professor Anthony Evan Gerald Raine 1975 (deceased) (1 daughter, 1 son); *Education*: Hertfordshire and Essex High School, Bishops Stortford; Somerville College, Oxford (BA physiology 1974, MA pharmacology 1975); Medical School, Oxford (BM BCh 1978); *Recreations*: Music, opera, travel, skiing

Career: Various Posts, National Health Service 1978-84; Senior Medical Officer, Medicines Division, Department of Health 1985-89; Group Manager, Medicines Control Agency (MCA) 1989-98; Principal Assessor, Medicines Commission 1992-; Director of Post-Licensing/Vigilance and Risk Management Division MCA/Medicines and Healthcare products Regulatory Agency 1998-



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Andrew Charles Bruce Ramsay

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Career: Various posts in Departments of Environment and of Transport 1974-93, including: Private secretary to junior Transport Minister, Head of divisions managing local government finance, urban development corporation and international environment; Department of National Heritage/for Culture, Media and Sport 1993-: Head, Arts, Sport and Lottery Group 1993-96, Head, National Lottery, Finance and Personnel 1996-2000, Director, Creative Industries, Broadcasting, Gambling and Lottery Directorate 2000-06, Director-General, Culture, Creativity and Economy Group 2006-08, Director-General, Partnerships and Programmes 2008-

Honours: CB 2007

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RAMSAY, DOUGLAS

Parliamentary Counsel, Office of the Parliamentary Counsel

Born 29 November 1959; Married Gillian Ramsay 1999 (1 daughter, 1 son); *Education:* Northgate Grammar School, Ipswich; Leeds University (LLB 1981); Chester College of Law (1982); *Recreations:* Sport, reading

Career: Solicitor, Titmuss, Sainer & Webb 1982-87; Office of the Parliamentary Counsel 1987-: Assistant Parliamentary Counsel 1987-91, Senior Assistant Parliamentary Counsel 1991-94, Principal Assistant Parliamentary Counsel 1994-98, Deputy Parliamentary Counsel 1998-2004, Parliamentary Counsel 2004-

Professional bodies: Law Society

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Managing Director, Macroeconomic and Fiscal Policy Directorate, HM Treasury

David Edward John Ramsden

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Career: HM Treasury 1988-: Head of Directorate Standing Team, Economic and Monetary Union, Macroeconomic Policy and International Finance Directorate -2004, Director, Budget and Tax Policy, Budget and Public Finances Directorate 2004-06, Director, Macroeconomic and Fiscal Policy 2006-07, Managing Director, Macroeconomic and Fiscal Policy Directorate, HM Treasury 2007-, Head, Government Economic Service 2007-

Honours: CBE 2004

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Born 23 November 1947; Married Marie Hague 1993 (1 son, 1 daughter); *Education:* Wallington County Grammar School; York University (BA biology/education 1971); *Recreations:* Music, walking, wine, travel

Career: President, National Union of Students 1973-75; Civil Service Union 1975-87; Deputy General Secretary 1981-87; Director, Professional Standards and Development, Law Society 1987-97; Chief Executive, Quality Assurance Agency for Higher Education (QAA) 1997-2001; Independent Consultant on Higher Education 2001-, Chair, Justice Sector Skills Council 2003-, Chair, Police Negotiating Board 2004-, Chair, Police Advisory Board for England and Wales 2004-

Professional bodies: Quality Assurance Director, International Compliance Association 2002-; Member, Information Tribunal 2003-; Member, Legal Services Consultative Panel 2004-; Lay Assessor, Postgraduate Medical Education and Training Board 2006-; Hon. LLD, Nottingham Trent University 1998; FCGL 2007; *Honorary degrees:* Hon. LLD, Nottingham Trent University 1998

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Career: Lecturer in Law, Bristol University 1976-88; Welsh Office 1988-99: Principal, Local Government Finance Division 1988-94, Head of Culture and Recreation Division 1994-97, Deputy Head, Devolution Unit 1997-99; National Assembly for Wales 1999-: Head of European Affairs Division 1999-2002, Secretary, Commission on Local Government Electoral Arrangements in Wales 2002-03, Head of Open Government and Constitutional Affairs Division 2003-04, Director, Local Government and Culture Department 2004-07, Director, Strategic Policy, Legislation and Communications Department 2007, Director, Constitutional Affairs, Equality and Communication Department 2007-

Publications: Law and the Electoral Process (1988)

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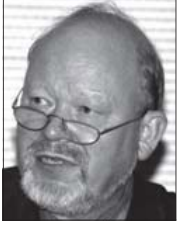
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REES, JONATHAN**Director-General, Government Equalities Office**

Jonathan Nigel Rees

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Career: Department of Trade and Industry 1977-2004: Various posts 1977-81, Private Secretary to Minister for Trade 1981-84, Policy Adviser to European Commission (seconded to) 1984-86, European Assistant Director 1986-89, Industry Counsellor, UK Representation to the European Community (seconded to) 1989-94, Adviser, Policy Unit, Prime Minister's Office (seconded to) 1994-97, Director, Citizen's Charter



Unit/Modernising Public Services Group, Cabinet Office (seconded to) 1997-2000, Director, Consumer and Competition Policy, Fair Markets Group 2000-04; Deputy Chief Executive, Policy, Health and Safety Executive 2004-08; Director-General, Government Equalities Office 2008-

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Career: New Shakespeare Company of San Francisco; NHS 1980-: National Management Trainee 1980, Various management roles, Middlesex Hospital 1981-86, Riverside Health Authority 1986-89, Ealing Health Authority 1989-93; Elderly Services Manager, Associate Director of Planning, Acting Chief Executive; Director of Commissioning, Ealing, Hammersmith and Hounslow Health Authority 1993-96; Chief Executive, West Hertfordshire Health Authority 1996-99, Chief Executive, East London & the City Health Authority 1999-2002, Chief Executive, North East London Strategic Health Authority 2002-06; Chief Executive, Legal Services Commission 2006-

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Career: Inland Revenue 1979, various posts including Press Secretary and Assistant Director International; Seconded to DTI 1984-86; Head of Adjudicators Office; Head of Directorate Standing Team, EU and International Taxation, Budget and Public Finances Directorate, HM Treasury 2002-04; HM Revenue and Customs: Director, Central Policy 2005-08, Director, Charity Assets and Residence 2008-

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Career: Department of Energy 1975-81: Private Secretary to Permanent Under-Secretary 1977-78, Principal 1978-81; Private Secretary to Margaret Thatcher as Prime Minister 1981-83; Seconded to Kleinwort Benson Ltd 1983-85; Department of Energy 1985-92: Assistant Secretary, Oil Division 1985-87, Assistant Secretary, Electricity Division 1987-89, Grade 4, Electricity Division 1989-90, Under-Secretary and Director-General, Energy Efficiency Office 1990-92; Department of the Environment/of Environment, Transport and the Regions (DETR) 1992-98: Director, Finance and Principal Finance Officer 1993-97, Director, Planning Directorate 1997-98; Deputy Secretary, Economic and Domestic Secretariat, Cabinet Office 1998-2000; DETR/Department for Transport, Local Government and the Regions/for Transport 2000-06: Head, Integrated Transport Task Force 2000, Director-General: Transport Strategy and Planning 2000-01, Transport

Strategy, Roads, Land and Maritime 2001-03, Strategy, Finance and Delivery Group 2003-04; Ernst and Young (seconded to) 2004-06; Director-General Energy Group, Department for Business, Enterprise and Regulatory Reform 2006-08; Chairman, Governing Board, International Energy Agency 2007- Director-General Energy Markets and Infrastructure, Department of Energy and Climate Change 2009-;

Professional bodies: Companion, Institute of Gas Engineers and Managers; *Fellowships:* Fellow, RSA; Fellow, Institute of Energy

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Career: Director, Personnel, Peterborough Health Authority 1988-90; District General Manager, West Norfolk & Wisbech Health Authority 1990-92; Regional Director of Performance, South East Region, Anglia & Oxford and East Anglia 1992-2002; Department of Health 2002-: Head, Capacity, Plurality and Choice 2002-03, Head, Access Policy Development and Capacity Planning, Health and Social Care Services Delivery Group 2003-06, Head, Demand Side Reform, Policy and Strategy Directorate 2006-07, Director, System Management and New Enterprise 2008-

Professional bodies: Member, Institute of Health Service Management; Member, Institute of Personnel and Development

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RICKETTS, PETER

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Peter Forbes Ricketts

Born 30 September 1952; Married Suzanne Julia Horlington 1980 (1 daughter, 1 son); *Education:* Bishop Vesey's Grammar School, Sutton Coldfield; Pembroke College, Oxford (MA); *Recreations:* Victorian art and literature

Career: HM Diplomatic Service 1974-: UK Mission to United Nations, New York 1974; Foreign and Commonwealth Office, London (FCO) 1975-76; Third Secretary, Singapore high commission 1976-78; UK Delegation to North Atlantic Treaty Organisation (NATO) 1978-81; FCO 1981-85: Second Secretary, Near East and North African Department 1981-83, Assistant Private Secretary to Geoffrey Howe as Foreign Secretary 1983-85; First Secretary, Washington DC embassy 1986-89; FCO 1989-94: Deputy Head, Security Policy Department 1989-91, Head, Hong Kong Department 1991-94; Counsellor, Finance and Economic, Paris embassy 1994-97; FCO 1997-2003: Deputy Political Director 1997-99, Director, International Security 1999-2000, Chair, Joint Intelligence Committee, Cabinet Office (seconded to) 2000-01, Director-General, Political 2001-03; UK Permanent Representative on North Atlantic Council 2003-06; Permanent Secretary and Head of the Diplomatic Service, FCO 2006-

Honours: CMG 1999; KCMG 2003

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RIDER, GILL

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Career: Accenture 1979-2006: Consultant, Financial Markets, Healthcare and Government Industries, Partner 1990-2006, Head, Europe, India, Middle East, Africa and South Africa Unit, Head, European and Latin American Operations, Resources Operating Unit, Chair, Accenture UK and Ireland, Geographic Unit -2001, Global Chief Leadership Officer 2002-06; Head of Civil Service Capability Group, Cabinet Office 2006-

Gill Rider, Head, Civil Service Capability Group, Cabinet Office, Admiralty Arch, The Mall, London SW1A 2WH *Tel*: 020 7276 2003

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Career: Partner: Holman Fenwick and Willan 1986-90, Waltons and Morse Eversheds 1990-99; General Counsel, Export Credits Guarantee Department 1999-

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Career: Researcher to David Blunkett MP 1993-94; Press Officer to Chris Smith MP 1996-97; National Council for Voluntary Organisations (NCVO) 1998-2006: Head, Campaigns 1998-2001, Director, Public Policy 2001-06; Lead, Third Sector Aspects for the next Comprehensive Spending Review, HM Treasury (seconded to) 2006; Director-General, Office of the Third Sector, Cabinet Office 2006-

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Career: Central Statistical Office 1971-76; Department of the Environment (DoE) 1976-83; Ministry of Defence 1983-85; DoE 1985-94; Office of Population Censuses and Surveys/Office for National Statistics (ONS) 1994-99: Director, Statistics 1994-96, Group Director 1996-98, Director, Corporate Services Group 1998-99; Director, Road Transport Department for the Environment, Transport and the Regions/for Transport, Local Government and the Regions/for Transport 2000-04: Director, Roads and Vehicles Directorate, Roads, Regional and Local Transport Group 2003-04; Director, Registration and Corporate Services and Deputy Registrar General for England and Wales, ONS 2004-08, Director, Statistical Sources 2008-

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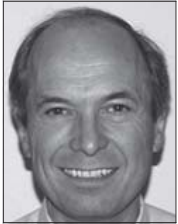
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Career: National Farmers' Union (NFU) 1982-91; Welsh Office 1991-2000: Principal 1991-97, Head of Financial Planning Division 1997-2000; National Assembly for Wales 2001-06: Head of Economic Planning Division, Chief Executive, Welsh European Funding Office 2003-05, Director, Social Justice and Regeneration Department 2005-07, Welsh Assembly Government: Director, Social Justice and Local Government Department 2007-09, Director-General, Public Services and Local Government Delivery 2009-

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Career: Audit Manager, PricewaterhouseCoopers 1986-92; Chief Internal Auditor and Head of Business Development, Blackhorse Financial Services 1992-97; Chief Executive, Clerical Medical International 1997-2005; Chief Executive, HBOS European Financial Services plc 2005-06; United Kingdom Hydrographic Office 2006-

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Career: Employment Department Group 1979-82, 1987-91; Prime Minister's Office 1982-86; Director, Education and Training, City and Inner London North Training and Enterprise Council 1991-93; Labour attaché, Benelux, Foreign and Commonwealth Office 1993-98; Head of Permanent Secretary's Office, Department for Education and Employment 1998-2001; Home Office 2001-04: Head, Strategic Policy Team 2001-03, Director, Children and Coroners, and ID Cards 2003-04; Department for Culture, Media and Sport 2004-: Director, Sport 2004-07, Director, Staging, Government Olympic Executive 2007-

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Professional bodies: MICFor 1978; FICFor 1995; CEnv 2005; FIAgrE 2005; CCMI 2006

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Career: Joined Civil Service 1975; Variety of positions in delivery, operations and policy, Department of Health and Social Security 1975-1999; HM Revenue and Customs 1999-2005: Review of Analytical Service 1999, Business Director, Charities 2000, Director, Savings Pensions and Share Schemes 2000-05; Director, Enabling Retirement Saving Programme, Department for Work and Pensions 2005-



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Career: Ministry of Agriculture, Fisheries and Food/Department for Environment, Food and Rural Affairs: Various 1982-88, Seconded to European Commission 1988, First Secretary, Agriculture, UK Permanent Representative to European Community 1989-91, Principal Private Secretary to Minister 1991-93, Head, Beef Division 1993-95, Head, Laboratories Review Team 1995-96, Head, Animal Health Disease Control Division 1996-99, Head, Change Management Unit 1999-2000, Director, e-Business, Operations and Service Delivery 2000-04; Programme Director, The Efficiency Team, Office of Government Commerce in the Treasury 2004-07; Department for Communities and Local Government: Director, Local Democracy and Empowerment Directorate 2007-08, Acting Director-General, Communities Group 2008-

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Career: Scottish Office/Scottish Executive/Scottish Government 1989-: Research Division, Agriculture Department 1989-90, Private Secretary to the Scottish Minister for Agriculture and Fisheries 1990-91, Principal, European Support Unit, Industry Department 1992-94, Principal, Fisheries Policy Branch 1994, Head of Agricultural Policy Co-ordination and Rural Development Division, Agriculture, Environment and Fisheries Department 1997-98, Head of Management Group Support Staff Unit 1998-99, Deputy Head of Scottish Executive Policy Unit 1999-2000, Public Affairs Manager, Scottish and Newcastle plc 2000-02, Head of Schools Group, Education Department 2002-06, Head of Enterprise, Transport and Lifelong Learning Department 2006-07, Director-General, Education Directorate General 2007-09; Director-General, Business and Innovation Group, Department for Innovation, Universities and Skills 2009-
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Career: Department of Social Security (DSS) 1984-93; Cabinet Office 1993-95; DSS/Department of Work and Pensions 1995-2002; Department for Constitutional Affairs/Ministry of Justice 2002-: Director of Criminal Courts Development, Change Directorate 2002-03, Director, Corporate Management, Unified Administration and



Courts Administration Directorate 2003-05; Director, Corporate Management Group/Change Directorate 2005-08, Director, Strategy, Planning and Performance, Corporate Performance Group 2008-09, Member, Access to Justice Group 2009-; Chief Executive, Tribunals Service 2009-

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Career: Linklaters 1987-1992; Admitted as a solicitor 1989; Joined Government Legal Service 1993; Legal Adviser: HM Treasury 1993-95; Cabinet Office 1995-97; 2003-05; Law Officers 1997-99; Medicines and Healthcare products Regulatory Agency 1999-2003; Department of Trade and Industry 2004-06; HM Revenue and Customs 2006-08; The Solicitor and Director-General, Legal Services, Department for Business, Enterprise and Regulatory Reform 2008-

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Career: Research Assistant, Institute for Transport Studies, University of Leeds 1972-74; Planning Assistant, Tyne and Wear County Council 1974-77; Researcher/Consultant, Energy Research Group, Open University 1981-82; Research Officer, Institute for Transport Studies, University of Leeds 1982-85; Policy Analyst, Fife Regional Council 1985-87; Head of Policy Planning Unit, Fife Regional Council 1987; Temporary Research Fellow, Institute for Transport Studies, University of Leeds 1987-88 and 1989; Temporary Lecturer, Policy Research Unit, Leeds Polytechnic 1988-89; Senior Policy Analyst, Policy Research Unit, Leeds Metropolitan University 1990-94; Principal Policy Analyst (Strategy and Quality), Policy Research Institute, Leeds Metropolitan University 1994-99; Professor of Policy Analysis and Evaluation, Policy Research Institute, Leeds Metropolitan University 1999-; Director of the Policy Research Institute and (from Oct 04) Associate Dean (Research), Leeds Business School, Leeds Metropolitan University 2002-05; Director, Corporate Analytical Services Directorate, Office of the Permanent Secretary, Scottish Executive/Scottish Government 2007-

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Career: Department for Trade and Industry (DTI) 1978-98; Regional Director, Government Office for the South East 1998-02; DTI/Department for Business, Enterprise and Regulatory Reform 2002-08; Director, Business Support, 2002-04, Director, Consumer and Competition Policy 2004-08; Head, Renewable Energy Strategy Team, Department of Energy and Climate Change 2008; Chief Executive and Secretary, Competition Commission 2009-

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Career: DoH 1996-; General Practice as trainee 1980-88; Senior Tutor, Community Medicine, Queen's University, Belfast 1984-86; Consultant, Public Health 1986-88; Director of Public Health: Eastern Health and Social Services Board, Belfast 1989-93, South East Thames RHA 1993-94; Director, Public Health, GO-South West, Government Office for the Region 1996-; Regional Director of Public Health, South West Strategic Health Authority 2006-

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Career: University teacher HM Treasury 1969-93 Private Secretary to Chief Secretary 1974-76 Head of Aid and Export Finance Division 1976-79 Senior International Manager, Barclays Bank plc 1979-81 Private Secretary to the Prime Minister 1981-83 Head of General Expenditure Group, HMT 1983-85 Head of Central Unit and Fiscal Policy Group 1985-87 Deputy Secretary, Monetary, Fiscal and Financial Regulation Policy 1987-92 Civil Service and Public Sector Management and Pay 1992-93 Permanent Secretary: Welsh Office 1993-96, DTI 1996-2001; Chair, UK Statistics Authority 2008-Sir Michael Scholar KCB, Chair, UK Statistics Authority, Statistics House, Islington, London EC1R 1UW *Tel*: 0845 604 1857*

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Career: Ministry of Defence 1981-2009: Ecole Nationale d'Administration, Paris (seconded to) 1985-86, Private Secretary to Chief of Defence Procurement 1990-92, Assistant Secretary, Efficiency Unit, Cabinet Office (seconded to) 1992-95, Head, Balkans Secretariat 1995-98, Assistant Secretary, Northern Ireland Office (seconded to) 1998-2000, Finance Director and Executive Director 6, Defence Procurement Agency 2000-02, Head of Civil Contingencies Secretariat, Cabinet Office (seconded to) 2002-04, Command Secretary, UK Permanent Joint Headquarters, MoD 2004-07; Department for Communities and Local Government 2007-08: Director-General Equalities Group 2007; Director-General Cohesion and Resilience Group 2007-08; Director-General, Human Resources and Corporate Services, Ministry of Defence 2008-

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Career: Fellow and Dean of Divinity Magdalen College, Oxford 1991-94; Home Office/Ministry of Justice 1994-: Police and Community Race Relations Police Department 1994-95, Private Secretary to Minister 1995-97, Strategic Planning 1997-99, Programme Manager, Dangerous Severe Personality Disorder 1999-2001, Head, Mental Health Unit, Criminal Policy Group 2001, Principal Private Secretary to David Blunkett as Home Secretary 2001-04, Director, Performance and Planning/Strategy and Planning, Office for Criminal Justice Reform 2005-07, Acting Chief Executive, Office for Criminal Justice Reform 2007-08, Deputy Chief Executive, UK Border Agency 2008-

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Career: Called to Bar, Gray's Inn 1975; Legal Adviser's Branch Home Office 1976-97; Principal Assistant Legal Adviser 1994, Deputy Legal Adviser 1996; Legal Secretary to Law Officers 1997-2000; Senior Legal Adviser, Home Office 2000-; Elected Bencher Gray's Inn 2001-

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Born 13 August 1962; Married to Raffael Jovine (2 children, 3 stepchildren); *Education*: Massachusetts-Amherst University (BA economics and politics 1983); London School of Economics (MSc economics 1987); St Antony's College, Oxford (DPhil economics 1989); *Recreations*: Family, theatre, reading, swimming and yoga

Career: Researcher and tutor, Oxford University 1987-91; World Bank: Economist, World Development Report on Environment and Development 1992, Senior Economist, Central and Eastern Europe 1992-94; Visiting Associate Professor, Wharton Business



School, University of Pennsylvania 1996; Adjunct Professor, Georgetown University 1989-94; World Bank: Director, Private Sector and Finance, Middle East and North Africa Region 1996-99, Vice-President, Private Sector Development and Infrastructure 1999-2003; Department for International Development: Director-General, Country/Regional Programmes Division 2004-08, Permanent Secretary, DFID 2008-
Professional bodies: Board member, Economic Research Forum for the Middle East, 2007-; *Fellowships:* Fellow, Royal Society of Arts; *Publications:* Reviving Private Investment in Developing Countries (1992); Editor Prospects for the Middle East and North African Economies: from Boom to Bust and Back? (1998); Several articles in academic journals and books

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Born 11 January 1949; Married Christine Montgomery 1972 (1 son, 2 daughters); *Education:* Belfast Royal Academy; Queen's University, Belfast (BA modern history 1971); *Recreations:* Gardening, tennis, music, local history, historical studies, travel

Career: Northern Ireland Civil Service 1971-: Assistant Principal 1971, Ministry of Agriculture 1971-82: European Community Accession issues, Horse racing, Livestock improvement and Marketing, Forestry, Personnel, Seconded to Cabinet of UK member of the Court of Auditors of the European Community, Luxembourg 1982-85, Head, Efficiency Scrutiny, Health Service, Department of Finance and Personnel 1985-86; Northern Ireland Office 1986-99: Head, Police Division 1986-90, Head, Compensation, Probation and Juveniles Division 1990-92; Controller/Chief Executive NI Prison Service 1992-98; Principal Establishment and Finance Officer 1998-99; Northern Ireland Executive 1999-: Permanent Secretary, Department of Higher and Further Education, Training and Employment/Department for Employment and Learning 1999-2003, Permanent Secretary, Department for Social Development 2003-

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Career: Commission for Racial Equality 1978-90; Justice of the Peace, Leicester City Magistrates Court 1983-; Head of Equal Opportunities, BBC Television 1990-95; Manager of Corporate Equal Opportunities, Littlewoods 1995-2000; Director of Diversity, Ford of Europe 2000-04; Commissioner, Equal Opportunities Commission 2000-07; Director-General/National Director, Equality and Human Rights Directorate, Department of Health 2004-

Honorary degrees: Honorary Doctorate, Birmingham University 2006; Honorary Doctorate, Leicester De Montfort University 2007

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SHARPE, SAM

Acting Director-General, Corporate Performance, Department for International Development

Born 4 May 1962

Career: Department for International Development: Head, DFID Southern Africa (Pretoria), Africa Division, Regional Programmes Division -2004, Group Head, Development Effectiveness, Policy Division 2004-06, Acting Director, Policy Division, Policy and International Division 2006-07, Director, Finance and Corporate Performance Division 2007-08, Acting Director-General, Corporate Performance 2009-

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Adam John Sharples

Born 1 February 1954; Married Barbara Bleiman 1982 (1 daughter, 1 son); *Education:* Corpus Christi College, Oxford (BA politics, philosophy, economics 1975) Queen Mary College, London (MSc economics 1977); *Recreations:* Family, football, guitar, cooking

Career: Economist Labour Party 1978-83; Head, Research National Union of Public Employees 1983-88; HM Treasury 1988-2003: Principal 1988-92, Head: Tax Policy Team 1992-96, Transport Team 1996-97, Public Enterprise Partnerships Team 1997-98, Director, Public Spending 1998-2003, Director, Public Services and Head of General Expenditure Policy Directorate Standing Team 2003, Director, International Division, Inland Revenue 2003-04; Director-General, Work, Welfare and Equality Group, Department for Work and Pensions 2004-; Member DWP Executive Team 2004-

Honours: CB 2007

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Chief Crown Prosecutor, London, Crown Prosecution Service

Born 7 August 1955; *Education:* City of London School for Girls; Birmingham University (LLB 1976)

Career: Magistrates' Clerk, Inner London Magistrates' Court Service; Prosecutor, Crown Prosecution Service (CPS), London 1987-91; CPS Inspectorate 1991-93; Head of Casework Services Unit 1993-97; Chief Crown Prosecutor, Central Casework Unit 1997-99; Associate, Penningtons 1999-2002; Chief Crown Prosecutor, CPS London 2002-

Honours: CBE 2007

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Born 24 September 1962

Career: Head of Income Support Branch, Department of Social Security -2001; Children's Task Force Manager, Directorate for Children, Older People and Social Care

Services, Department of Health 2001-03; 'Our health, our care, our say' White Paper Development Team, Department of Health 2005; Director, White Paper Implementation Team, Department of Health 2006-08; Policy Director and Deputy Head of GEO, Government Equalities Office 2008-

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SHOSTAK, RAY

Head, Prime Minister's Delivery Unit and Director-General, Performance Management, HM Treasury

Born 2 July 1949; *Education*: Nanuet High School, New York; Syracuse University (BA 1971); University of Southern California (MSc 1973); FRSA 1993

Career: Teacher, California/Hertfordshire 1971-74; Warden, South West Hertfordshire Teachers' Centre 1974-83; Senior Staff Inspector, Nottinghamshire County Council (CC) 1983-86; Assistant Director of Education, West Sussex CC 1989-96; Ofsted Inspector 1993-99; Department for Education and Skills 1996-2003: Head, Pupil Performance Team, School Effectiveness Division 1996-97, Director of Education 1997-2001, Director, Children, Schools and Families Service 2001-03; Director, Public Services Directorate, HM Treasury 2003-07, Head, Prime Minister's Delivery Unit and Director-General, Performance Management 2007-

Honours: CBE 2005; *Professional bodies*: Board Member, Qualifications and Curriculum Authority (QCA) 2001-03; Board Member, Hertfordshire Learning and Skills Council 2001-03; Member, Eastern Region NHS Children's Task Force 2001-; *Fellowships*: Visiting Fellow, Sussex University 1996-

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Born 4 July 1960; *Education*: Southampton University (BM 1984); FFPH 2001; FRCP 2007; *Recreations*: Leicester Tigers RFC

Career: Leicestershire Health Authority (HA) 1994-2001: Consultant, Communicable Disease and Public Health Medicine 1994-2001, Acting Director of Public Health 2000-01; Director, Public Health, Eastern Leicester Primary Care Trust (PCT) 2001-04; Director, Public Health, Leicester City PCT 2004; Honorary Senior Lecturer, Leicester University 2003-, Regional Director of Public Health, Government Offices for the English Regions 2004-06, Regional Director of Public Health/Medical Director, DH West Midlands and NHS West Midlands Strategic Health Authority 2006-

Honours: CBE 2007

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Director-General, Corporate Business Transformation, Ministry of Justice

Born 29 November 1961

Career: Cabinet Office: Director, Public Services Reform, Prime Minister's Office of Public Services Reform -2003, Director, Performance Partnerships Directorate, Corporate Development Group 2003-07; Ministry of Justice: Director, Performance and Improvement Directorate 2007-08, Acting Director-General, Criminal Justice Group 2008, Chief Executive, Office for Criminal Justice Reform 2008-09, Director-General, Corporate Business Transformation 2009-





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Director-General, Science and Research Group, Department for Innovation, Universities and Skills

Born 9 September 1946; 1 son; *Education*: Teignmouth Grammar School; Cambridge University (BA mathematics 1968) London (MSc 1969, PhD 1971)

Career: Lecturer in mathematics, Oxford University 1971-74; Lecturer in statistics, University College London 1974-77; Professor of Statistics and Head of Department of mathematics, Nottingham University 1977-90; Professor of Statistics, and Head of Department of mathematics, Imperial College London 1990-98; Principal, Queen Mary, University Of London 1998-2009; Deputy Vice-Chancellor, University of London 2006-08; Director- General, Science and Research, Department for Innovation, Universities and Skills 2008-

Honours: Royal Statistical Society: 1993 Guy Medal in Silver, 1997 Guy Medal in Bronze; *Professional bodies*: 1995 President, Royal Statistical Society; *Fellowships*: Fellow of the Royal Statistical Society; Fellow of the Institute of Mathematics and its Applications; 2001 Fellow, Royal Society; *Honorary degrees*: 2003 Honorary Doctor of Science, City University; 2006 Honorary Doctor of Science, Loughborough University;; *Publications*: Co author: The Statistical Analysis of Fixture Mixture Models (1985); Bayesian Theory (1985); Bayesian Methods for Non-Linear Classification and Regression (2002). Contributor to 11 books and author of over 100 articles.

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Career: Senior Consultant, Energies and Utilities Practice, PricewaterhouseCoopers 1994-99; Director, Trading Arrangements, Office of Gas and Electricity Markets (OFGEM) 1999-2002; Director, Regulatory and Environmental Affairs, American Electric Power 2002-03; OFGEM 2003-: Director, Strategy 2003-04, Managing Director: Markets 2004-08, Networks 2008-

Professional bodies: Member Gas and Electricity Markets Authority 2004-

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Chief Executive, Food Standards Agency

Born 15 November 1955; Married Sheila July Truman 1982 (2 daughters and 1 son); *Education*: Withernsea High School, East Riding; Leeds University (microbiology/zoology 1978); *Recreations*: Sailing, walking, playing the guitar and mountain biking

Career: Executive Director, Northern Foods plc 1980-94; President, UK Foods, Sara Lee Corporation 1994-99; Director, Corporate Affairs, Express Dairies plc 1999-2003; Arla Foods UK plc 2003-07; Deputy Chief Executive 2003-2005, Chief Executive 2005-2007; Chief Executive, Food Standards Agency 2007-

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Born 28 August 1960; Married 1988 (1 son, 1 daughter); *Education*: Skipton Girls' High School; Birmingham University (BA 1982, MA 1984, PhD French 1987); *Recreations*: Sport, theatre, cooking

Career: Research Associate, King's College, London 1987-88; Home Office: Private Secretary to Parliamentary Under-Secretary of State for Immigration 1989-91, Head of Human Resources and Equality Unit 1999-2001, Head of Mental Health Unit 2002-03, Head, Performance and Delivery Unit 2003-06, Strategic Programme Director, UK Border Agency 2006-08, Director, Shared Services Directorate, Financial and Commercial Group 2008-

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Career: Cotswold District Council 1974-76; Salisbury District Council 1976-78; Westminster City Council 1978-86; Consultant, PriceWaterhouseCoopers 1988-92; Basingstoke and Deane Borough Council 1992-2002: Director of Administration and Monitoring Officer 1992-94, Chief Executive and Returning Officer 1994-2002; Chief Executive, Planning Inspectorate for England and Wales 2002-

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Career: Office of the Parliamentary Counsel 1995-: Senior Assistant Parliamentary Counsel 1999-2003, Deputy Parliamentary Counsel 2003-08, Parliamentary Counsel, Office of the Parliamentary Counsel 2008-

Professional bodies: Law Society

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Career: Chartered Accountant 1992; Chief Executive, Northamptonshire Heartlands Primary Care Trust -2004; Chief Operating Executive, NHS Argyll and Clyde 2004; Divisional Director, Greater Renfrewshire 2004-05; Scottish Executive/Scottish Government: Director of Finance, Finance and Central Services Department 2005-07, Director of Finance, Economy Directorate General/Economy Directorates 2007-08, Director, Finance Directorate, Finance and Corporate Services Directorate 2008-

Professional bodies: Honorary Member, Chartered Institute of Public Finance Accountants

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Chair, Postal Services Commission

Born 1 November 1946; Married Johanna Molhoek 1982 (1 son, 1 daughter); *Education:* City of London School; Fitzwilliam College, Cambridge (MA, Honorary Fellow 1998); *Recreations:* Tennis, opera, classical music, travel

Career: Unilever United States Inc, Unilever plc 1968-86: Vice President, Finance; Reed International 1986-99: Director, Finance 1986-96, Deputy Chair 1994-97, Chair 1997-99, Co-Chief Executive 1998-99; Chair, Veronis, Suhler International Ltd 1999-2002; Chair, Uniq plc 2001-06; Director, London Stock Exchange 2001-, Non-Executive Director, Reliance Security Group 2002-, Chair, Postal Services Commission 2004-

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Director-General, Science and Technology, Ministry of Defence

Born 26 July 1957; Married Juliet 2007 (2 daughters, 1 son, 2 stepsons); *Education:* Beverley Boys' School, New Malden; Kings' College London (BSc electrical and electronic engineering 1978)

Career: Philips Research Laboratories 1978-84; MEL (Division of Philips) 1984-89: Advanced Development Manager 1986-89; Thompson-CSF/Thales 1989-1993; Roke Manor Research 1993-2006: General Manager, Radio Communications Department 1993-96, Managing Director 1996-2006; Member, Siemens UK Executive Management Board 1996-2006; Member, Defence Scientific Advisory Council 1999-06; Director-General, Science and Technology, Ministry of Defence 2006-

Fellowships: FIET 2003; FREng 2006; FRAeS 2009

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Edward Jedidiah Stell

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Career: Ashurst, Morris, Crisp, Solicitors 1988-93; Office of the Parliamentary Counsel 1993-: Deputy Parliamentary Counsel 2001-05, Parliamentary Counsel 2005-

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Chief Executive, Student Awards Agency for Scotland

Born 21 November 1947; Married (1 daughter, 1 son); *Education:* Aberdeen Grammar School; Aberdeen University (German 1969); *Recreations:* Golf, hill walking

Career: Principal, Manpower Directorate, NHS Management Executive 1988-91; Head, Personnel Policy 1991-98; Student Awards Agency for Scotland 1998-: Director, Operations 1998-99, Chief Executive 1999-

Professional bodies: FCIPT

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STEPHENS, JONATHAN**Permanent Secretary, Department for Culture, Media and Sport**

Jonathan Andrew de Sievrac Stephens

Born 8 February 1960; Married 1983 (1 son, 1 daughter); *Education*: Sevenoaks School; Christ Church College, Oxford (MA)

Career: Northern Ireland Office 1983-89, 1992-2002: Principal Private Secretary 1993-94, Associate Policy Director 1996-2000; Director, Modernising Public Services, Cabinet Office 2000-01; HM Treasury 1989-92, 2002-06: Director, Public Services Directorate 2001-03, Director, Public Spending 2003-04, Managing Director, Public Services Directorate 2004-06; Permanent Secretary, Department for Culture, Media and Sport 2006-

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STHEEMAN, ROBERT**Chief Executive, United Kingdom Debt Management Office**

Robert Alexander Talma Stheeman

Born 7 June 1959; Married Elisabeth Haas 1989 (4 sons); *Education*: Stowe School; Hamburg Chamber of Commerce (bank business degree 1982); *Recreations*: Family, music, walking

Career: Vereins-und Westbank AG, Hamburg 1979-85; Director, Debt Capital Markets, Deutsche Bank AG, Frankfurt and London 1986-2002; Chief Executive, United Kingdom Debt Management Office 2003-

Honours: CB 2008

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STIRRUP, JOCK**Chief of the Defence Staff, Ministry of Defence**

Graham Eric Stirrup

Born 4 December 1949; Married Mary Alexandra Elliott 1976 (1 son); *Education*: Merchant Taylors' School, Northwood; Royal Air Force College; *Recreations*: History, music, theatre, golf

Career: Qualified as flying instructor 1971; Service in the Sultan of Oman's Air Force 1973-75; Fighter reconnaissance pilot 1976-78; US Air Force 1978-81; Flight Commander 1982-84; OC Army Co-operation Squadron 1985-87; Personal Staff Officer to Chief of the Air Staff 1987-90; Officer Commanding No II RAF Marham 1990-92; Royal College of Defence Studies 1993; Director, Air Force Plans and Programmes, MoD 1994-97; Air Officer Commanding Group 1 1997-98; Assistant Chief of Air Staff 1998-2000; Deputy Commander-in-Chief, Strike Command; Commander NATO Combined Air Operations Centre 9 and Director, European Air Group 2000-02; Deputy Chief of Defence Staff (Equipment Capability) 2002-03; Chief of the Air Staff 2003-06; Chief of the Defence Staff 2006-

Honours: CB 2000; KCB 2002; GCB 2005; *Professional bodies*: FRAeS; FIMgt

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Born 11 September 1955; *Education*: Westminster School; Clare College, Cambridge (BA 1976)

Career: Prime Minister's Efficiency Unit 1983-85; HM Prison Service 1985-87; Department of Social Security 1987-2001; Department for Work and Pensions 2001-03: Director of Business Management 2001, Director of Digital Infrastructure 2001-03; Modernisation Director, Driver, Vehicle and Operator Group, Department for Transport 2003-05; Deputy Chief Information Officer and Head of service Transformation, e-Government Unit, Cabinet Office 2005-06; Director, Deputy Government CIO, Cabinet Office 2006-09; Director, Digital Engagement, Cabinet Office 2009-

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STOW, BILL

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William Llewelyn Stow

Born 11 January 1948; Married Rosemary Burrows 1976 (2 sons); *Education*: Eastbourne Grammar School; Churchill College, Cambridge (MA history 1970); *Recreations*: Hill and coastal walking, bird watching, reading

Career: Department of Trade and Industry 1971-2003: UK Delegation to Organisation for Economic Co-operation and Development (seconded to) 1980-83, UK Permanent Representation to European Commission (seconded to) 1983-88, Internal European Policy 1988-91, Financial and Resource Management 1991-94, Head of EC and Trade Policy Division 1994-96, Deputy Director-General, Trade Policy and Europe 1996-98, Director of Employment Relations 1998-99, UK Deputy Permanent Representative to EU 1999-2003; Department for Environment, Food and Rural Affairs 2003-: Director-General, Environment 2003-07, Director-General, Strategy and Evidence 2007-
Honours: CMG 2002

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STRATHIE, LESLEY

Chief Executive and Permanent Secretary, HM Revenue and Customs

Born 24 September 1955; 1 son, 1 daughter; *Education*: Stranraer Academy, Scotland; *Recreations*: Supporting Arsenal FC, theatre going

Career: Joined Civil Service, Department of Health and Social Security 1971; Jobcentre Plus: Acting Field Director for London 2001-04, Chief Operating Officer 2004-05; Member of DWP Executive Team 2005-08; Chief Executive, Jobcentre Plus 2005-08; Chief Executive and Permanent Secretary, HM Revenue and Customs 2008-

Fellowships: Companion, Chartered Management Institute

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SUFFOLK, JOHN**HM Government Chief Information Officer, Cabinet Office**

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Career: Midshires Building Society 1980-87: Chief programmer 1981-84, Systems development manager 1984-86, Technical services manager 1986-87; Birmingham Midshires 1987-98: Planning and development manager 1987-89, Head, AGM business systems 1989-91, Director, information services 1991-95, Head, customer services 1995-98; Britannia Building Society 1998-2003: Director, Operations 1998-2002, Managing Director 2002-03; Director, Criminal Justice IT, Criminal Justice Group, Home Office 2003-06; Government Chief Information Officer, Cabinet Office 2006-

Professional bodies: Non-executive Director, PITO 2004-

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SUTTON, PHILIP**Director, Science and Technology Strategy, Ministry of Defence**

Born 28 November 1953; Married Kim Cummins 1974 (1 son, 1 daughter); *Education:* Southampton University (BSc physics 1975, PhD electronics 1982); *Recreations:* Sailing, scuba diving, snow boarding, cycling

Career: Ministry of Defence (MoD) 1975-: Admiralty Surface Weapons Establishment 1975-92: Head of Electro-Optical Laser-Based Countermeasures Programme 1982-85, Research Head, Electronic Support Measure Techniques, Research Head, Naval sensors, Senior Principal Scientific Officer 1989-92, Chief Scientist, Above Water Sector, Defence Research Agency 1992-94, Head of Battlefield and Vehicle Systems, Defence Evaluation and Research Agency (DERA) 1994-96, Director of Corporate Research 1998-2002, Director of Technology Development and Head of Research Acquisition Organisation 2002-04, Director-General, Research and Technology 2004-07; Director, Science and Technology Strategy 2007-

Professional bodies: Trustee and Director, Cancer Care Society; *Fellowships:* Visiting Professor, Department of Aerospace, Power and Sensors, Royal Military College 1990-; Visiting Professor, Mechanical Engineering Department, Loughborough University 1992-; Fellow, Institution of Electrical Engineers; Fellow, Institute of Physics; Fellow, Royal Academy of Engineering

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TAILBY, CHRIS**Director, Anti-Avoidance Group, HM Revenue and Customs**

Born 22 February 1949; Married Moira Tailby 1978 (1 son); *Education:* Beaumont College, Berkshire; St George's College, Surrey; College of Law; *Recreations:* Golf, shooting

Career: Called to the Bar 1971; Barrister in Private Practice 1973-78; Solicitor's Office, HM Customs and Excise 1978-86; KMG Thomson McLintock 1986-87; PriceWaterhouseCoopers 1987-2002: Senior Manager 1987-90, Partner 1990-2002; HM Customs and Exercise/HM Revenue and Customs 2002-: Director, Tax Practice, Business Services and Taxes, 2002-04, Director, Anti-Avoidance Group 2004-

Professional bodies: Fellow Chartered Institute of Taxation 2001; Fellow Institute of Indirect Taxation 2002

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TAYLOR, HUGH

Permanent Secretary, Department of Health

Hugh Henderson Taylor

Born 22 March 1950; Married Diane Bacon 1989 (2 daughters); *Education:* Brentwood School, Essex; Emmanuel College, Cambridge (BA English 1972); *Recreations:* Arts, sport, Marylebone Cricket Club

Career: Home Office 1972-98: Private Secretary to Minister of State 1976-77, Principal Private Secretary to Leon Brittan as Home Secretary 1983-85, Assistant Secretary 1984, Prison Service 1985-88, Cabinet Office (seconded to) 1987-91, Head, Personnel Division, Prison Service 1992-93, Cabinet Office (seconded to) 1988-91, Under-Secretary 1993-96, Director, Top Management Programme 1994-96, Director, Policy and Regimes, HM Prison Service 1996-98; Department of Health 1998-: Director, Human Resources, NHS Executive 1998-2001, Director, Directorate of Corporate Affairs 2001-04, Director, Corporate Management and Development 2004, Group Director, Strategy and Business Development Group 2004-06, Permanent Secretary 2006-

Honours: CB 2000

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Career: Department of Employment 1972-88: Private Secretary to Minister of State 1979-80, Head, Personnel 1980-83, Head, Strategy Branch 1983-84, Regional Employment Manager, Midlands 1984-86, Head, Overseas Labour Division 1986-88; Deputy Chief Executive, Rural Development Commission 1988-95; Chief Executive: Development Board for Rural Wales 1995-98, TEC SE Wales 1998-2001, Advisory, Conciliation and Arbitration Service (Acas) 2001-

Professional bodies: Member, NHS Partnership Board 2001-; Governor, Thames Valley University 2005-; Member: Central Government Sector Skills Council 2005-, Employment Tribunal System Steering Board 2006-; *Fellowships:* Companion, Chartered Management Institute (CCMI); German Marshall Fund Scholar 1986

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Career: Regional Management Trainee - Finance, North West Thames 1989-1992, Various placements, including Barnet, Luton and Edgware hospitals; Plymouth and Torbay HA (Derriford Hospital): Deputy Director of Finance and Contracting 1992-94; Lambeth, Southwark and Lewisham Health Authority: Deputy Director of Commissioning 1994-95; Department of Health, London Regional Office: Performance Manager - South London (IP4U) 1995-96, Assistant Director - South East London 1996-98; East London and the City Health Authority: Director of Service Development 1998-2000; Department of Health: Head of Planning and Programmes 2000-02, Director of Group Business, Delivery Group 2002-04, Head of Planning and Programme Unit, Clinical and Cost Effectiveness - MPI Group, Financial Management for Information Services Group, Directorate for Children, Older People and Social Care Services 2000-02, Director, Group Business Team, Health and Social Care Services Delivery Group 2002-04, Director, System Reform 2004-05; London Strategic Health Authority: Director of the Transition Programme 2006; Ministry of Justice: Director, Commissioning and Partnerships Directorate, National Offender Management Service 2007-08, Director, Offender Management Strategy, Criminal Justice Group 2008-
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Career: Lord Chancellor's Department 1967-70; Inland Revenue 1970-79; Department for Education and Employment (subsequently Department for Work and Pensions 1979-2006: Field Director, West Midlands, Jobcentre Plus 2001-05; Chief Executive, Driving Standards Agency 2005-

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Career: Director, Policy and Regeneration, City of Westminster 1995-98; Audit Commission: Associate Director, Public Services Research Directorate 1998-2001, Director, Performance Development 2001-02; Prime Minister's Delivery Unit, Cabinet Office: Director 2002-05, Interim Head 2005-06, Cabinet Office: Director, Capability Review Programme 2005-07, Director, Performance and Change 2007-09; Director, Strategy and Change, Ministry of Justice 2009-

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Career: Various roles, Norfolk County Council 1983-91; Superintendent, Eagle Star Group 1991-93; Senior Public Sector Services Manager, Ernst & Young 1993-97; North Somerset Council 1997-2005: Head of Corporate Finance 1997-2002, Director of Finance and Resources 2002-05; Finance Director, Ofsted 2005-06; Director-General, Corporate Services Directorate, Department for Education and Skills/for Children, Schools and Families 2006-08; Head of Government Finance Profession, HM Treasury 2008-; Director-General, Finance, Ministry of Defence 2009-

Professional bodies: Member, Chartered Institute of Public Finance; Associate Member: Chartered Institute of Personnel and Development, Chartered Institute of Management

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Career: HM Diplomatic Service 1978-: Third, Second Secretary, Moscow embassy 1981-83; Second, First Secretary, UK Delegation to NATO, Brussels 1983-86; First Secretary Foreign and Commonwealth Office, London (FCO) 1986-89; Cabinet Office (seconded to) 1989-91; First Secretary, Political, Washington DC embassy 1991-95, Counsellor, Head of Chancery, New Delhi high commission 1995-98; Counsellor, Security Policy Department, FCO 1998-2002; Ambassador and Deputy Permanent Representative, UK Mission to United Nations 2002-06; Director, South Asia and Afghanistan, FCO 2006-

Honours: CMG 2009

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Career: Positions in HMT, Home Office and the Foreign Office; Private Secretary to Tony Blair as Prime Minister 2004-06; Principal Private Secretary to Ruth Kelly then Hazel Blears as Secretaries of State for Communities and Local Government 2006-07; Director, Local Economic Development and Renewal, Department for Communities and Local Government 2007-

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Career: Private Secretary to Permanent Secretary, Department of Industry 1975; HM Treasury 1979; Department of Trade and Industry 1984-96: Assistant Secretary 1984, Principal Private Secretary to Secretary of State for Trade and Industry 1988-90, Under-Secretary 1990, Head, European Division 1990-93, Exports to Europe/Americas division 1993-96; Ministry of Agriculture, Fisheries and Food 1996-01: Head, Food, Drink and Marketing Policy 1996-99, Head, Food Industry, Competitiveness and Consumers 1999-2000, Department for Environment, Food and Rural Affairs 2001-: Director, Animal Health 2000-03, Director, Environment Quality and Waste Directorate/Sustainable Consumption and Production and Waste Directorate 2003-08; Non-executive Director, Waste and Resources Action Programme 2003-; Director, Sustainable Consumption, Production and Delivery Transformation 2009-

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Born 11 March 1944; Married Kati Busty 1966 (2 sons, 1 daughter); *Education:* King's School, Worcester; Nottingham University (BA 1965); Open University (Diploma in industrial relations 1978)

Career: HM Prison Service 1968-99: Assistant Governor 1968-71, Tutor, Prison Service Staff College 1971-74, Deputy Governor 1975-82, Head, Manpower 1982-84, Governor, Gartree 1984-88, Deputy Regional Director, Midlands 1988-89, Head, Industrial Relations 1989-92, Head, Finance 1992-94, Director, Services 1994, Director General 1994-99; UK Social Fund Commissioner 2000-, Governor, de Montfort University 2001-; Chair, Leicestershire, Northamptonshire and Rutland Strategic Health Authority 2002-06; Chair, Social Security Advisory Committee 2004-

Honours: Kt 1999; *Awards:* Churchill Fellow 1991

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Career: Assistant Solicitor, Slater Heelis & Co 1976-78; Assistant Land Registrar, HM Land Registry 1978-84; Legal Adviser, Data Protection Registrar's Office 1985-87; HM Land Registry 1987-: Senior Assistant Land Registrar 1988-92, Land Registrar 1992-2002, Director of Legal Services 2002-

Professional bodies: Law Society 1976-

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Career: Ministry of Defence 1978-: Private Secretary to: Chief Scientific Adviser 1983, Under-Secretary of State for Armed Forces 1984-85; Assistant director: Finance and administration (nuclear) 1985-86, Naval pay and conditions 1987-88, Financial management development unit 1988-89, Secretariat (Air Staff) 1989-92, Civilian management 1992-95; Director: Intelligence programmes and resources 1995-97, Defence management training 1999-2001, Resources and plans 2001-04; Director-General, Financial Management 2004-07, Director-General, Scrutiny and Analysis 2007-08; Director, Scrutiny 2008-

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Career: Royal Air Force (RAF) 1974-: Fast Jet Pilot, Commanding Officer, No 13 Squadron 1989-92, Personal Staff Officer to Air Officer Commanding-in-Chief, Strike Command 1992-94, Station Commander, RAF Bruggen 1994-96, Assistant Chief of Staff, Operations, Permanent Joint HQ 1998-99, Ministry of Defence 1999-: Director, Air Operations, 1999-2000, Assistant Chief of the Defence Staff, Operations 2000-01, Air Officer Commanding, No 1 Group 2001-03, Deputy Commander-in-Chief, Strike Command 2003-04, Chief of Joint Operations 2004-06, Chief of the Air Staff 2006-

Honours: DSO 1991; CBE 2000; KCB 2005; GCB 2008; ADC; *Fellowships:* FRAeS 2003; FCGI 2007

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Career: Lecturer, University of Wales 1973-76; Senior Research Officer, Manpower Services Commission 1976-78; Assistant director, Ashridge Management College 1978-81; Head of Division, Institute of Manpower Studies 1981-84; NHS Training Authority 1984-93; Director of research, education and training 1984-88, Chief Executive 1988-93; Chief Executive: Edexcel Foundation (BTEC and London Exams) 1994-2002, Society for Chiropodists and Podiatrists 2002-03, Appeals Service 2003-06, Valuation Tribunal Service 2007-

Professional bodies: CPsychol 1969; FIPM 1991; Fellow Chartered Institute of Personnel Management and Development; Companion Chartered Management Institute
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Career: Solicitor and partner Simmons & Simmons 1979-95, 1997-2004; HM Treasury: Special Adviser 1995-97, Director, Business and Indirect Tax 2004-

Professional bodies: Associate Chartered Institute of Taxation 1983

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Career: Department for Education/for Education and Employment/for Work and Pensions 1981-2008: Various posts 1981-86, Private Secretary to Kenneth Baker as Secretary of State for Education 1986-87, Principal 1987-93, Divisional Manager, Higher Education Policy and Funding 1993-96, Secretary, National Committee of Inquiry into Higher Education (Dearing Committee) 1996-97, Head, Childcare Unit 1998-99, Director, Opportunity and Diversity Group 1999-2001, Director, Payment Modernisation Programme 2001-01, Director, Universal Banking Programme 2001-03, Director, Benefit Strategy Directorate, Working Age and Children Group/Work, Welfare and Equality Group 2003-08; Director, Families Group, Department for Children, Schools and Families 2008-

Honours: OBE 1999; CBE 2004

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Career: Barrister 1976; Publishing Director, Sweet & Maxwell 1990-96; Consultant, Thomson Legal and Professional Group 1996-97; Controller for Her Majesty's Stationary Office and Queen's Printer of Acts of Parliament, HM Stationery Office, Cabinet Office 1997-; Government Printer, Northern Ireland 1997-; Queen's Printer for Scotland 1999- Director, Office of Public Sector Information, Cabinet Office 2005-07; Director, Information Policy and Services, The National Archives 2007-

Professional bodies: Chair, Law Publishers Executive; Member, Advisory Board

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Director, Network Operations, Highways Agency

Born 9 May 1953; *Education:* Hinchley Wood Secondary School; Sheffield University (BEng); CEng 1979; FICE 1991; FIHT 1991; FILT 1995; FREng 2005

Career: Assistant engineer, Hertfordshire County Council (CC) 1974-80; Professional officer, Greater London Council 1980-82; Principal engineer, London Borough of (LB) Hackney 1982-85; Group planner, LB Islington 1985-86; Assistant borough engineer, LB Wandsworth 1986-90; Borough engineer and surveyor LB Haringay 1990-91; Traffic Director for London 1991-2000; Managing Director, Street Management, Transport for London 2000-03; Principal, Derek Turner Consultancy 2003-05; Director, Network Operations, Highways Agency 2005-

Honours: CBE 2003; *Professional bodies:* Visiting Professor of Civil and Environmental Engineering, University College, London 2003-

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Born 23 February 1948; Married Emma Ormond 1990; *Education:* Gateshead Grammar School; *Recreations:* Hill walking, opera, gardening

Career: Anti-Smuggling Duties, HM Waterguard 1967-72; VAT Inspector, Leeds 1972-74; Civil Service Management Training Scheme 1974-77; PO Nedlloyd (secondment to) 1978-80; HM Customs and Excise 1980-94: Principal, Senior Principal, Chief Investigation Officer 1989-94, Collector, London airports 1994-96; Director World Customs Organisation, Brussels 1996-2001; HM Customs and Excise/HM Revenue and Customs 2001-: Head Customs and International Trade 2001-03, Regional Head, Central England 2003-04, Director, Regional Business Operations 2004-05, Director, Local Compliance, Operations Business Area 2005-06, Director, Customs and International 2006-

Honours: CBE 2005

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Career: Assistant statistician, Capital and Company Tax, Inland Revenue 1976-79; Private Secretary to Head of Government Statistical Service 1979-81; Principal, General Finance Division, Ministry of Defence 1981-84; Department of the Environment/for Environment, Transport and the Regions 1984-2001: Statistician, Local Authority Statistics Division 1984-87, Principal, Local Authority Capital Finance Division 1987-90, Head, Inner Cities Policy Unit 1990-93, Head, International Environment Division 1993-97, Head, Global Atmosphere Division 1997-98, Principal Private Secretary to John Prescott as Deputy Prime Minister 1998-2001; Director, Central Policy Group, Cabinet Office 2001-02; Director-General, Corporate Strategy and Resources Group, Office of the Deputy Prime Minister/Department for Communities and Local Government 2002-07; Director-General, Environment and Rural, Department for Environment, Food and Rural Affairs 2007-

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Career: Department of Health and Social Security (DHSS) 1984-99: Australian Department of Social Security 1992-93 (seconded to); Director of IT, HM Court Service, Lord Chancellor's Department 1999-2002; Director and Chief Information Officer, e-Delivery Group, Department for Constitutional Affairs 2002-06; Executive Director, NHS Programme Delivery and Chief Information Officer, Identity and Passport Service 2006-08; Chief Information Officer, Financial and Commercial Group, Home Office 2008-

Honours: CBE 2004; *Awards:* Office of Government Commerce Project Team Award 2003; Government Computing Syntegra Award for Innovation 2003; Criminal Justice System Innovation Award 2004; Government Computing BT Award for Innovation - Government to Government Best Project Award 2005; Good Communications Award winner - Telecommunications category 2005; Guardian Public Services Awards Winner 2005

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Career: Teacher 1966-73; Various Posts, Education Administration, Leeds City Council 1973-85; Deputy Director, Education, Northumberland County Council 1985-89; Chief Education Officer, Bedfordshire County Council 1989-96; Chief Executive, Service Children's Education 1996-

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Career: HMP Full Sutton and Prison Service Headquarters, Hindley, Lindholme, Governor, HMP Morton Hall 1995-97, Deputy Governor, HMP Wakefield 1997-99, Governor, HMP Hull, HM Prison Service Establishment 1999-2002, Area Manager for East Midlands, North 2002-04; Area Manager for Yorkshire and Humberside 2004-; Director, High Security Prisons, HM Prison Service 2007-; Director, High Security, National Offender Management Service Group, Ministry of Justice 2008-09; Director, Offender Management, Yorkshire and Humberside Region, HM Prison Service 2009-
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Career: Executive Officer 1975-80; Assistant Private Secretary to Minister of State, Department of the Environment (DoE) 1976-80; HEO posts, DoE and Department of Transport 1980-83; Private Secretary to Permanent Secretary, DoE 1983-85; Planning Inspectorate 1985; Development Control 1985-87; Bill Manager, Water Privatisation 1988-89; Principal, Environment White Paper Team 1990; Chief Executive, Crown Suppliers 1991; Head, Development Plans and Policies 1991-94; Assistant Secretary, Economic and Domestic Secretariat, Cabinet Office 1994-96; Chief Executive, Countryside Commission 1996-99; Commissioner of Sustainable Development Commission 2000-04, Chief Executive, Countryside Agency 1999-2005; Scottish Executive/Scottish Government: Head, Environment and Rural Affairs Department 2005-07, Director-General, Environment 2007-

Publications: Speeding Planning Appeals (1986); American Development Control: parallels and paradoxes from a British perspective (1990)

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Career: HM Treasury 1985-90: Various positions including social security reform, public expenditure planning and banking supervision; Private secretary to Nigel Lawson and John Major as Chancellors of the Exchequer 1987-90; Economic Affairs Private secretary to John Major as Prime Minister 1995-97; Head of Social Exclusion Unit, Cabinet Office 1997-2002; Home Office 2002-08: Chief Executive, Criminal Justice and Community Policy 2002-05, Director-General, Crime, Policing and Counter-Terrorism 2005-07, Director-General, Crime Reduction and Community Safety Group 2007-08; Permanent Secretary, Department of Energy and Climate Change 2008-

Honours: OBE 1997; *Fellowships:* Visiting fellow, Nuffield College, Oxford 1999-

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Career: Department for International Development: Head of Performance and Effectiveness, Finance and Corporate Performance Division, Corporate Performance and Knowledge Sharing Division 2002-04, Head, DFID Southern Africa, Africa Division 2004-07, Director, Europe, Middle East, Americas, Central and East Asia Division 2007-09, Director, Middle East, Caribbean, Asia (North, South and East) and BRICS (MECAB) and the Territories Division 2009-

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Career: Economist, Ministry of Agriculture, Fisheries and Food 1976-84; Economic Adviser, Foreign and Commonwealth Office (FCO) 1984-89; Economist, International Monetary Fund (IMF) 1989-92; Senior Economic Adviser, FCO 1992-96; Department of Trade and Industry/for Business, Enterprise and Regulatory Reform: Director, Domestic and World Economy 1996-2002, Director, Economic Analysis, Strategy Unit 2002-03, Deputy Chief Economic Adviser, Strategic Policy Analysis Unit 2003-

Professional bodies: Society of Business Economists



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Career: BUPA 1984-90; Defence Analytical Services Agency 1990-2004: Director, Information Services and Logistics 2002-04; Office for National Statistics 2004-: Programme Director, Neighbourhood Statistics 2004-05, Group Director, Economic and Social Reporting 2005-06, Group Director, Statistical Outputs 2006-08, Director, Census 2008-

Professional bodies: Royal Statistical Society

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Career: Research Assistant, Manchester Business School 1972-73; Team Leader, Stopover Residential Unit 1973-74; Various posts from Assistant Regional Director to Principal Officer, National Association of the Care and Resettlement of Offenders 1974-79; Chief Executive: Rathbone Society 1985-94, Community Industry 1994-95, Rathbone CI (merger of the previous two charities) 1995-99; Department for Children, Schools and Families and predecessors 1999- : Director, Millennium Volunteers 1999-2000, Chief Executive, Connexions Service National Unit, Children and Families Directorate 2000-03, Director, Supporting Children and Young People Group, Children, Young People and Families/Young People Directorate 2003-07, Director, Youth Task Force, Young People Directorate, Department for Children, Schools and Families 2007-
Honours: CBE 1993

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Andrew Mark Wells

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Career: Department of Environment 1976-2000: Principal, Local Government Finance 1983-87, Principal, Economic Secretariat, Cabinet Office (seconded to) 1987-90, Divisional manager, Local Government Review Team 1990-92, Head, London Policy Unit 1992-93, Divisional manager: Local authority housing 1993-96, Water supply and regulation 1996-99, Cabinet Office 1999-2002: Director, Modernising Government (seconded to) 1999-2000; Regional Co-ordination Unit, Cabinet Office/Office of the Deputy Prime Minister (ODPM) 2000-03; Director, New Homes and Sustainable Development Directorate, ODPM/Department for Communities and Local Government 2003-09; Director, Planning, Department for Communities and Local Government 2009-

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Career: HM Prison Service 1969-: Prison Officer, HM Borstal Hatfield 1969-70, Assistant Governor, HM Prison (HMP) Hull 1970-74, Tutor Prison Service College 1974-77, Assistant Governor, HMP Leeds 1977-82, Deputy Governor, HMP Gartree 1982-86, Governor, HMP Hull 1986-90, Area Manager, East Midlands 1990-92, Head, Custody Group Headquarters 1992-95, Director, Dispersal Prisons 1996-99, Deputy Director-General, Operations 1999-03; Director-General, HM Prison Service 2003-08; Director-General, National Offender Management Service Group 2008-

Honours: CB 2004

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Career: Department of Employment 1976-94: Training Systems Division 1976-92: Director, Training Enterprise 1990-92, Planning Division, Training Enterprise and Education Directorate 1992-94; Employment Service 1994-2001: Director: Business Development 1994-96, Human Resources 1996-2001; Director-General, Group HR, Department for Work and Pensions 2001-07; Director-General, Human Resources Directorate, Home Office 2007-

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Career: HM Treasury 1990-95; First Secretary (Economic), Washington, Foreign and Commonwealth Office 1995-97; Adviser on Welfare Reform to the Prime Minister 1997-99; Senior Economist, World Bank 1999-2002; Director, Policy Division, Policy and International Division, Department for International Development 2003-06; Director, Welfare to Work Directorate, Department for Work and Pensions 2007 (on maternity leave); Director, Office for Criminal Justice Reform, Ministry of Justice 2009-

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Career: Sociology lecturer, London School of Economics 1969-70; Research Fellow, Institute of Criminology, Cambridge University 1970-72; Sheffield University 1972-96: Criminology lecturer 1972-76, Senior Lecturer 1976-88, Director, Centre for Criminological and Socio-legal Studies 1985-89, Professor of Criminology 1988-99, Dean, Law Faculty 1990-96; Home Office 1999-: Director, Research, Development and Statistics 1999-2006, Chief Scientific Adviser 2002-, Director, Science and Research Group 2006-, Government Chief Social Scientist 2007-

Honours: CB 2005; *Publications*: Various scientific books and papers

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Career: Department for Education and Skills/for Children, Schools and Families and predecessors 1972-: Various posts in Planning, Finance, Curriculum and Science Policy 1972-93, Director, Trans-departmental Science and Technology, Office of Science and Technology, Cabinet Office, Department of Trade and Industry (seconded to) 1993-98, Director, Schools Organisation and Funding Group 1999-2002, Schools Standards Group, Schools Directorate: Director, Primary Education, 2002-06, Director, Curriculum and Pupil Wellbeing 2006-

Honours: CB 2006

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Born 26 September 1948; Married Michael Williams 1970 (3 sons); *Education*: St Paul's Girls School; New Hall, Cambridge (BA 1970, MA economics 1971)

Career: Home Office 1973-74; Department of the Environment / Environment, Transport and the Regions 1974-90: Director, PSA Privatisation and Strategy, Department of the Environment 1990-93; Director, Railways Privatisation and Regulation Directorate 1993-97; Director, Local Government Finance Policy, Department for the Environment, Transport and the Regions 1997-98; Director, Business Tax Division, Inland Revenue 1998-2000; Director General, Judicial Group and Secretary of Commissions, Lord Chancellor's Department 2000-04; Chief Executive and Commissioner, Gaming Board for Great Britain/Gambling Commission 2004-; Non-Executive Director, Northumbrian Water Group plc 2004-; Board Member, National Campaign for the Arts 2004-07

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Katrina Jane Williams

Born 30 July 1962; Married Paul Green 2005; *Education:* Cheadle Hulme School; Lady Margaret Hall, Oxford (BA English 1983)

Career: Ministry of Agriculture, Fisheries and Food (MAFF) 1983-93; Prime Minister's Efficiency Scrutiny into the implementation of EU law 1993; First Secretary (Agriculture), UK Permanent Representation to EU 1993-96; Head of Branch EU division, MAFF 1996-98; Principal Private Secretary to Minister of Agriculture 1998-99; Counsellor, Agriculture, Fisheries and Food, UK Permanent Representation to EU, Brussels 1999-2003; Deputy Head, European Secretariat, Cabinet Office 2003-06; Department for Environment, Food and Rural Affairs 2006-: Director, Bovine TB Programme, Responsibility and Cost Sharing and Endemic Diseases 2006-08, Director-General, Food and Farming Group 2008-

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Born 15 May 1959; *Education:* Cambridge (BA history 1980); Ecole Nationale d'Administration (Diploma, international public administration 1990); *Recreations:* Trombonist with South London Jazz Orchestra

Career: Department of Employment/Education and Employment 1982-95; Private Secretary to Permanent Secretary 1986-87, Various positions, including pay policy, women's issues and unemployment policy 1987-97, Deputy Director, Department of Education and Employment 1997; Head of Strategy and Communication, Employment Service 1997-2000, School Workforce Unit 2000-03, Higher Education 2003-06, Head of Parents' Policy 2006-07; Director, Higher Education, Universities and Skills Group, Department for Innovation, Universities and Skills 2007-

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Chair, Arts and Humanities Research Council

Born 8 January 1939; Married Sarah Fildes 1987; *Education:* Corpus Christi College, Cambridge (BA mathematics 1961, MA 1964); *Recreations:* Writing

Career: Scientific officer, Rutherford Laboratory 1961-64; Researcher, Economics and Statistics, Oxford University 1964-67; Assistant director, Centre for Environmental Studies 1968-70; Leeds University 1970-2004: Professor of urban and regional geography 1970-2004, Pro-Vice-Chancellor 1981-91, Vice-Chancellor 1991-2004; Director-General, Higher Education Directorate, Department for Education and Skills 2004-06; Master, Corpus Christi College, Cambridge, 2006-07; Professor of Urbanus Regional systems, University College London, 2007-; Chair, Arts and Humanities Research Council 2008-



Honours: Kt 2001; *Fellowships:* FBA 1994, AcSS 2000, FRS 2006; *Publications:* Entropy in Urban and Regional Modelling (1970); Urban and Regional Models in Geography and Planning (1974); Catastrophe Theory and Bifurcation: Applications to Urban and Regional Systems (1981); Geography and the Environment: Systems Analytical Methods (1981); Complex Spatial Systems (2000)

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Colin Alexander Megaw Wilson

Born 4 January 1952; Married Mandy Esca Clay 1987 (1 daughter, 1 son); *Education:* Glasgow High School; Edinburgh University (LLB 1973); *Recreations:* Choral singing, hillwalking, cycling, family

Career: Solicitor 1975; Assistant Solicitor then Partner, Archibald Campbell & Harley, Edinburgh 1975-79; Lord Advocate's Department/Scottish Executive/Scottish Government 1979-: Assistant Legal Secretary to Lord Advocate 1979-99, Assistant Scottish Parliamentary Counsel 1979-83, Deputy Scottish Parliamentary Draftsman 1983-93, Scottish Parliamentary Counsel 1993-2003, First Scottish Parliamentary Counsel, Office of the Scottish Parliamentary Counsel, Legal and Parliamentary Services Department 2003-07, First Scottish Parliamentary Counsel, Office of the Scottish Parliamentary Counsel, Justice and Communities Directorate General 2007-

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Born 29 June 1957

Career: Department of Social Security/for Work and Pensions (DWP): Manager, Local Service Operations, Manager, IT Programme Planning, Principal Private Secretary to successive Secretaries of State, Head, Programme Expenditure Division 1994-97, Director, Welfare Reform 1997-2000; Head, Life Insurance and Pensions Department, Association of British Insurers 2000-04; DWP 2004-: Director: State Pensions and Pensions Reform 2004-08, Older People 2007-08, State Pensions Directorate 2008-

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WOODS, KENT

Chief Executive, Medicines and Healthcare Products Regulatory Agency

Born 5 June 1948; Married Rosemary Anne Whitmarsh 1970 (3 sons); *Education:* Lawrence Sheriff School, Rugby; Clare College, Cambridge 1972 (MA, MD 1980); Birmingham University (higher clinical training); Harvard School of Public Health (SM epidemiology 1983)

Career: Lecturer in clinical pharmacology, Birmingham University 1978-84; Consultant physician, Leicester Royal Infirmary 1984-; Senior lecturer in clinical pharmacology, Leicester University 1984-94; Regional Director of Research and Development, NHS Executive, Trent 1995-99; Professor of therapeutics, Leicester University 1996-; Director of NHS Health Technology Assessment Programme, Department of Health 1999-2003; Chief Executive, Medicines and Healthcare Products Regulatory Agency 2004-



WOODS, KEVIN

Director-General Health, Health Directorate General and Chief Executive, NHS Scotland, Scottish Government

Kevin James Woods

Born 9 February 1953; *Education:* Sale Grammar School for Boys; London University (BSc, PhD)

Career: Lecturer, Queen Mary College; Visiting Lecturer, Flinders University of South Australia; Regional General Manager, Trent Regional Health Authority; Director, Strategy and Performance Management, Health Department, Scottish Executive 1995-2000; William R. Lindsay Professor of Health Policy and Economic Evaluation, University of Glasgow 2000-03; Director, Health Policy and Strategy, Avon, Gloucestershire and Wiltshire Strategic Health Authority 2004; Chief Executive, North Central London Strategic Health Authority 2004-05; Scottish Executive/Scottish Government 2005-: Head of Health Department and Chief Executive, NHS Scotland 2005-07, Director-General Health, Health Directorate General and Chief Executive, NHS Scotland 2007-

Professional bodies: Companion, Institute of Health Care Management (CIHM); Fellow, Faculty of Public Health (FFPH)

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Chief Executive Officer, UK Film Council

Born 18 February 1961; Married Emma Jeffery 2000 (1 daughter, 1 son); *Education:* Shiplake College; Central London Polytechnic (BA media studies 1983)

Career: Director, Independent Access Steering Committee 1987-88; Deputy Director, Independent Producers Programme Association 1988-90; Chief Executive, Producers Association 1990-92; Chief Executive, Producers Alliance for Cinema and Television 1992-98; Director, British Film Institute 1998-99; Chief Executive, UK Film Council 1999-

Professional bodies: Member, Government Film Policy Review Group 1997

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Chair, National Lottery Commission

Born 26 July 1946; Married Martin Wright 1970 (1 daughter); *Education:* Holy Trinity Independent Grammar School, Bromley; King's College, London (BA English 1967, PhD 1970); *Recreations:* Singing, music, theatre

Career: Lecturer in English, Lancaster University 1969-71; Senior Lecturer, then Principal Lecturer and Reader, in Modern English Studies, Hatfield Polytechnic 1971-84; Registrar for Arts and Humanities, Council for National Academic Awards 1984-86; Deputy Rector, Liverpool Polytechnic 1986-90; Rector and Chief Executive, Sunderland Polytechnic 1990-92; Vice-Chancellor and Chief Executive, University of Sunderland 1992-98; Chief Executive, UFI Ltd 1998-2001; Director and Educational Consultant, AWA Ltd 2001-; Member, Armed Forces Pay Review Body 2002-; Board Member, English Partnerships 2004-; Commissioner, National Lottery Commission 2005-, Chair, National Lottery Commission 2006-; Chair, School Teachers' Review Body 2008-

Honours: CBE 1997; Deputy Lieutenant, Tyne and Wear 1997-2000; *Professional bodies:* Companion, Chartered Management Institute; Fellow, Royal Society of Arts; Member, Committee for International Co-operation in Higher Education, British Council 1990-; Member, Council for Industry and Higher Education 1994-2000; *Honorary degrees:* Honorary Doctor of Laws, University of Sunderland 2000; *Publications:* Literature of Crisis 1910-1922 (1984); Bernard Shaw's Saint Joan (1984)

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Director, Security and Intelligence Directorate, Cabinet Office

Christopher John Wright

Born 22 March 1953; Married Barbara Ann Spells 1995; *Education:* Royal Grammar School, Newcastle Upon Tyne; York University (BA philosophy and politics 1974); *Recreations:* Modern art, cinema, reading

Career: Ministry of Defence (MoD) 1974-81: Private Secretary to Air Member for Supply and Organisation 1980-81; Principal, Office of Manpower Economics 1982-85; MoD 1985-: Private Secretary to Permanent Secretary 1987-90, Head, Central Services 1990-93, Head, North Atlantic Treaty Organisation (NATO) and European Policy Secretariat 1993-94, Head, Cost Review Secretariat 1994-95, Director, Organisation and Management Development 1995-98, Command Secretary, HQ RAF Strike Command 1998-2002; Director, Security and Intelligence Directorate, Intelligence and Security Secretariat, Cabinet Office 2002-

Chris Wright, Director, Security and Intelligence, Security and Intelligence Directorate, Cabinet Office, 26 Whitehall, London SW1A 2WH *Tel:* 020 7276 1234*



WYN GRIFFITH, MARTIN

Director, Service Transformation, Department for Business, Enterprise and Regulatory Reform

Born 2 February 1957; Married (1 stepson, 1 stepdaughter); *Education:* Manchester Grammar School; Bristol University (BA drama and French 1978); Henley Management College (MBA 1994); *Recreations:* Manchester United football club, skiing, golf, motor racing, cooking

Career: EMI Records 1979-83: Marketing Manager 1979-81, Head of Production 1981-84; Formed his own film and video production company in London and Los Angeles 1984-92; Henley Management College 1993-94; Marketing Director, Video and New Media Division, EMI Music, Europe and International 1994-96; Business Link 1996-2002: Business Adviser, Swindon 1996-1999, Chief Executive: Wiltshire and Swindon 1999-2000, Berkshire and Wiltshire 2001-02; Chief Executive, Small Business Service, Department of Trade and Industry 2002-07; Department for Business, Enterprise and Regulatory Reform: Chief Executive, Enterprise Directorate 2007-08; Director, Service Transformation 2008-

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Director-General, Strategy, Information and Pensions, Department for Work and Pensions

Philip Wynn Owen

Born 10 June 1960; Married Elizabeth Mary Fahey 1989 (3 sons); *Education*: Maidstone Boys' Grammar School; University College, London (MA modern history 1981); London Business School (MBA 1990); *Recreations*: Family, gardening, cricket, gym, tennis, running

Career: HM Treasury (HMT) 1981-99: Assistant Private Secretary to Nigel Lawson as Chancellor of the Exchequer 1984-86, Principal, Industry and Competition Policy 1986-88, Principal, Funding and Monetary Policy 1990-91, Private Secretary to Permanent Secretary 1991-93, Treasury Alternate Director of European Investment Bank 1994-96, Team Leader, Transport 1993-96, Team Leader, Tax and Budget 1996, Team Leader, Tax Policy 1997-99; Director, Regulatory Impact Unit, Cabinet Office 1999-2003; Director, Finance Regulation and Industry, HMT 2003-04; Director-General, Strategy, Information and Pensions, Department for Work and Pensions (DWP) 2004-, Member DWP Executive Team 2004-; Non-Executive Director, Maidstone and Tunbridge Wells NHS Trust 2008-

Honours: CB 2008

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Dame Gill Morgan

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Prime Minister, First Lord of the Treasury and Minister for the Civil Service

Rt Hon **Gordon Brown** MP

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Principal Private Secretary	James Bowler
Director of Communications and Prime Minister's Spokesman	Michael Ellam [<i>biog p50</i>]
Deputy Chief of Staff	Gavin Kelly
Director of Political Strategy	David Muir
Director of Government Relations	Sue Nye
Head of Policy Unit	Nick Pearce
Advisers to the Prime Minister on political press issues	Michael Dugher John Woodcock
Head of International Economic Affairs, European and G8 Sherpa	Jon Cunliffe CB [<i>biog p35</i>]
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The Department is responsible for productivity, business relations, competition and consumers, and the Better Regulation Executive.

Staff: 3,670

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Simon Fraser

Permanent Secretary

Sir Brian Bender retired in March 2009. Sir Andrew Thomas Cahn was acting Permanent Secretary until May 2009, when Simon Fraser assumed the post full time.

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Minister of State (Employment Relations and Postal Affairs) Rt Hon **Pat McFadden** MP

Employment relations and Postal policy, Post Office and Royal Mail; ACAS, Insolvency Service (including companies investigations), Company investigations and skills; Strengthening regional economies (including Selective Finance for Investment in England [SfIE]), Olympic legacy and transformational government

Parliamentary Private Secretary To be appointed

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Minister of State (Trade and Investment) **Lord Davies of Abersoch** CBE

(Jointly with Foreign and Commonwealth Office) World trade policy and consumer and competition policy; UK Trade and Investment

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Minister of State (Trade, Development and Consumer Affairs) **Gareth Thomas** MP

(Jointly with DfID) Consumer and competition policy; EU competitiveness and Single Market; Services Directive; Consumer affairs and competition issues

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Baroness Vadera

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Parliamentary Under-Secretary of State (Economic and Business Minister) Ian Pearson MP
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See **Executive Agencies** section for full details

Companies House [\[p490\]](#)

Insolvency Service [\[p505\]](#)

NON-DEPARTMENTAL PUBLIC BODIES

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Advisory, Conciliation and Arbitration Service [\[p608\]](#)

Capital for Enterprise Ltd [\[p617\]](#)

Competition Commission [\[p622\]](#)

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Consumer Focus [\[p624\]](#)

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Departments of State

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ADVISORY

Industrial Development Advisory Board [p645]
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Staff: 1,280

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Cabinet Secretary and Head of the Civil Service

The Cabinet Office aims to make Government work better by concentrating on three core functions:

- Supporting the Prime Minister – to define and deliver the Government's objectives.
- Supporting the Cabinet – to drive the coherence, quality and delivery of policy and operations across departments.
- Strengthening the Civil Service – to ensure that the Civil Service is organised effectively and has the capability in terms of skills, values and leadership to deliver the Government's objectives.

Priorities for the Cabinet Office include social exclusion, service transformation and responding to national emergencies. The Cabinet Office is also leading work to continue strengthening the Civil Service – work such as the programme of capability reviews of government departments, improving diversity and setting the strategic direction for management of the Civil Service with a focus on leadership.

A handwritten signature in black ink that reads "Gus O'Donnell". The signature is written in a cursive, flowing style.

Gus O'Donnell

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Central Office of Information *[p486]*

NON-DEPARTMENTAL PUBLIC BODIES

See **Non-Departmental Public Bodies** section for full details

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Capacitybuilders *[p617]*
Commission for the Compact *[p621]*

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Advisory Committee on Business Appointments *[p616]*
Civil Service Appeal Board *[p620]*
House of Lords Appointments Commission *[p641]*
Main Honours Advisory Committee *[p651]*

Advisory Group on Security and Intelligence Records [p674]

Security Commission [p674]

Security Vetting Appeals Panel [p675]

Senior Salaries Review Body [p675]

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The Department aims to: work toward eradicating child poverty by 2020; narrow the gap in educational achievement between children from disadvantaged backgrounds and their peers; improve the health and well-being of children and young people under 19.

Staff: 3,320

Departments of State

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David Bell

Permanent Secretary

The Department for Children, Schools and Families is one of three new departments set up in June 2007, which together replaced the Department for Education and Skills and the Department for Trade and Industry. For the first time, there is now a single government department leading on policy which affects people up to the age of 19.

Our aim is to make sure that children and young people:

- stay healthy and safe
- secure an excellent education and the highest possible standards of achievement
- enjoy their childhood
- make a positive contribution to society and the economy
- have lives full of opportunity, free from the effects of poverty.

In practice, we're responsible for services for children, schools, education for 14-19 year olds, sixth form education and cross-government work on children's health, child poverty and youth justice.

A handwritten signature in black ink that reads "David Bell". The signature is written in a cursive style and is underlined with a single horizontal line.

David Bell

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Youth and youth justice; Children's views/Children and Youth Board; Child poverty; Parenting and families strategy; Financial capability (across the board, including in schools); Early learning and development (including Early Years Foundation Stage); Extended schools; Childcare and free entitlement, Children's Centres; Not in education, employment or training (NEETs); Ofsted re children's services; Children's Trusts; Finance, inspection and intervention, commissioning and market development, communications; Local government policy; Government offices and field forces; Teenage pregnancy strategy; Young people's Information Advice and Guidance; Social exclusion; Local authority funding (with Jim Knight); Manchester Challenge; Youth Taskforce; Intergenerational practice; Knowledge for Improvement; Childcare Act 2006 implementation

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National curriculum 5-19, including assessment and liaison with QCA; Personalised learning; 14-19 curriculum and qualifications; Gifted and talented; Work-based learning for 14-19s; School admissions; Primary schools; Special Educational Needs and disabled children; Boarding schools; Independent schools; Music and dance scheme; School transport; Pupil health and safety; Music; Freedom of Information; London Challenge; Diversity and equality; PREVENT strategy/counter-terrorism/community cohesion; Race equality; School trips/Education outside the classroom; Apprenticeships and employer engagement; Olympics; Efficiency; Sustainability and the environment; Narrowing the Gaps; Human rights; Information, advice and guidance

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Derek Twigg MP (Lab)

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NON-DEPARTMENTAL PUBLIC BODIES

See **Non-Departmental Public Bodies** section for full details

EXECUTIVE

British Educational Communications and Technology Agency *[p615]*

Children and Family Courts Advisory and Support Services for England and Wales *[p618]*

Departments of State

Office of the Children's Commissioner for England [p619]
Children's Workforce and Development Council [p619]
National College for School Leadership [p654]
Partnerships for Schools [p665]
Qualifications and Curriculum Authority [p669]
School Food Trust [p673]
School Support Staff Negotiating Body [p673]
Training and Development Agency for Schools [p681]

ADVISORY

School Teachers' Review Body [p673]
Teachers' TV [p680]
The Teenage Pregnancy Independent Advisory Group [p680]

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Staff: 2,830

Departments of State

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Peter Housden

Permanent Secretary

Communities and Local Government was created in May 2006 with a powerful new remit to ensure prosperous and cohesive communities, offering a safe, healthy and sustainable environment for all.

Under the leadership of Hazel Blears, our Ministers take a strategic lead across government on:

- Devolving greater power and control to local people and local authorities.
- Increasing the supply of affordable housing.
- Building strong, resilient communities by promoting community cohesion and tackling violent extremism.
- Regeneration to create vibrant communities and promote economic growth in our towns, cities and regions.

Our policies seek to ensure that we:

- Offer a coherent set of opportunities for local and regional partners to promote innovation, spread best practice, build capacity and skills, and tackle poor performance.
- Secure better value for money through smarter investment, the simplification of delivery chains and high quality partnering.
- Maintain our focus as a strategic organisation, concentrating resources at the front line.

A handwritten signature in black ink that reads "Peter Housden".

Peter Housden



MINISTERS

Secretary of State for Communities and Local Government Rt Hon **Hazel Blears** MP

Overall responsibility for the Department and its policies, including: public service agreement targets; Departmental strategic objectives; expenditure issues; empowering communities and citizens; Thames Gateway; Olympics legacy.

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Minister of State for Housing and Planning Rt Hon **Margaret Beckett** MP

Lead responsibility for all housing policy and programmes (Homebuy and shared ownership, low and zero-carbon housing, eco-towns, homelessness, Housing Market Renewal pathfinders, social housing, Home Information Packs), including housing elements of the Comprehensive Spending Review and Public Service Agreements, planning reform (town and country planning) and representing Department in Cabinet on these areas of policy; Physical and housing-related regeneration and sponsor minister for Homes and Communities Agency; Urban policy and design; Sustainable development and climate change, including code for sustainable homes and building regulations; Minister for Thames Gateway, new growth points and growth areas; Olympics legacy issues.

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Minister of State for Local Government Rt Hon **John Healey** MP

Lead responsibility for local government policy and finance including local government pensions, improvement and efficiency, performance and governance, and council tax; Cities and regions; Government Offices for the Regions; worklessness, neighbourhood renewal and tackling disadvantage (including working neighbourhoods fund (WNF) and Local Enterprise Growth Initiative (LEGI)); resilience and recovery from flooding; overview of fire and rescue service; joint Chair London Resilience Forum.

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Parliamentary Under-Secretary of State **Baroness Andrews** OBE

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Parliamentary Under-Secretary of State Iain Wright MP

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David Rossington *[biog p146]*

Acting Director-General, Local Government and Regeneration

Lindsay Bell *[biog p13]*

Director-General, Finance and Corporate Services

Hunada Nouss *[biog p122]*

Director-General, Housing and Planning

Richard McCarthy CBE *[biog p100]*

Director-General, HR and Business Change

Michael Falvey

Director-General, Regions and Communities

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Director, Strategy and Performance

Christina Bienkowska

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Cindy Butt

Stephen Hay

Debbie Hewitt

Rob Vincent

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Anne Main MP (Con)

Dr John Pugh MP (Lib Dem)

Emily Thornberry MP (Lab)

Neil Turner MP (Lab)

David Wright MP (Lab)

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Huw Yardley

Second Clerk

Andrew Griffiths

Committee Specialist

Emma Gordon

Inquiry Manager

Josephine Willows

Media Officer

Hannah Pearce

Senior Committee Assistant

Clare Genis

Committee Assistant

Nicola McCoy

Committee Support Assistant

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EXECUTIVE AGENCIES

See **Executive Agencies** section for full details

Fire Service College [*p500*]

Ordnance Survey [*p517*]

Planning Inspectorate [*p520*]

Queen Elizabeth II Conference Centre [*p525*]

NON-DEPARTMENTAL PUBLIC BODIES

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EXECUTIVE

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English Partnerships [*p631*]

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Housing Corporation [p641]

The Leasehold Advisory Service [p649]

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Valuation Tribunal Service [p684]

ADVISORY

Advisory Panel for the Beacon Scheme [p613]

Building Regulations Advisory Committee [p616]

National Community Forum [p655]

National Housing and Planning Advice Unit [p656]

Advisory Panel on Standards for the Planning Inspectorate [p679]

TRIBUNAL

Residential Property Tribunal Service [p671]

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Responsible for Government policies on arts and libraries, broadcasting and the press; sports, including the safety of sports grounds; tourism and heritage; film policy; the export licensing of antiques; the National Lottery; volunteering and charities; museums and galleries.

DCMS is also responsible for delivering the 2012 Olympic Games, working closely with LOCOG (the London Organising Committee of the Olympic Games and Paralympic Games), the Olympic Delivery Authority (ODA), the Mayor of London and the British Olympic Association.

Staff: 470

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Jonathan Stephens

Permanent Secretary

The Department for Culture, Media and Sport (DCMS) aims to improve the quality of life for all through cultural and sporting activities, to support the pursuit of excellence and to champion the tourism, creative and leisure industries.

DCMS has ongoing responsibility for Government policy on the arts, sport, the National Lottery, tourism, libraries, museums and galleries, broadcasting, creative industries including film and the music industry, press freedom and regulation, licensing, gambling and the historic environment. We are the lead Department for 2012 Olympic Games and Paralympic Games.

We are also responsible for the listing of historic buildings and scheduling of ancient monuments, the export licensing of cultural goods, the management of the Government Art Collection and for the Royal Parks Agency.

We have responsibility for humanitarian assistance in the event of a disaster such as the London bombings, as well as the organisation of the annual Remembrance Day Ceremony at the Cenotaph.

In May 2005 we broadened our existing links to the creative industries by taking over responsibility for fashion design, advertising and the arts market from the Department for Business, Enterprise and Regulatory Reform (BERR). We now also work jointly with BERR on design issues (including sponsorship of the Design Council), relations with the computer games and publishing industries and Digital Switchover.

We share responsibility for policy on children's play with the Department for Children, Schools and Families.

The DCMS Ministerial Team is headed by Andy Burnham, Secretary of State.

A handwritten signature in black ink that reads "Jonathan Stephens". The signature is written in a cursive style with a horizontal line underneath the name.

Jonathan Stephens

MINISTERS

Secretary of State for Culture, Media and Sport Rt Hon **Andy Burnham** MP

Overall responsibility for all Departmental policy; Comprehensive Spending Review; Broadcasting, including digital switchover

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Principal Private Secretary	Rita Patel secretaryofstate@culture.gsi.gov.uk	020 7211 6243	Fax: 020 7211 6337

Parliamentary Under-Secretary of State (Minister for Sport) **Gerry Sutcliffe** MP

Sport; Gambling, horseracing and Tote; National Lottery; Licensing; Regional policy and local government; Education and social policy (including children and young people, obesity, community cohesion); Better regulation

Private Secretary	Graeme Brown minister-sport@culture.gsi.gov.uk	020 7211 6246	Fax: 020 7211 6546
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Parliamentary Under-Secretary of State (Culture, Creative Industries and Tourism)

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Broadcasting policy; Digital switchover; Digital Britain report; DCMS spokesperson in Lords

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Director-General, Government Olympic Executive
Jeremy Beeton

Director-General, Partnerships and Programmes
Andrew Ramsay CB [*biog p138*]

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Mike Hall MP (Lab)

Alan Keen MP (Lab/Co-op)

Rosemary McKenna CBE MP (Lab)

Adam Price MP (PIC)

Adrian Sanders MP (Lib Dem)

Helen Southworth MP (Lab)

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Anna Watkins

Committee Assistant

Ronnie Jefferson

Committee Support Assistant

Keith Pryke

EXECUTIVE AGENCY

See **Executive Agencies** section for full details

Royal Parks [p527]

NON-DEPARTMENTAL PUBLIC BODIES

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EXECUTIVE

Arts Council England [\[p612\]](#)
Big Lottery Fund [\[p613\]](#)
British Library [\[p615\]](#)
British Museum [\[p615\]](#)
Churches Conservation Trust [\[p619\]](#)
Commission for Architecture and the Built Environment [\[p621\]](#)
Culture East Midlands [\[p625\]](#)
Culture North East [\[p625\]](#)
Culture Northwest [\[p626\]](#)
Culture South East [\[p626\]](#)
Culture South West [\[p626\]](#)
Culture West Midlands [\[p627\]](#)
English Heritage [\[p631\]](#)
Football Licensing Authority [\[p634\]](#)
Gambling Commission [\[p635\]](#)
Geffrye Museum [\[p635\]](#)
Horniman Museum and Public Park Trust [\[p641\]](#)
Horserace Betting Levy Board [\[p641\]](#)
Imperial War Museum [\[p643\]](#)
Museum of London [\[p653\]](#)
Museum of Science and Industry in Manchester [\[p653\]](#)
Museums, Libraries and Archives Council [\[p654\]](#)
National Gallery [\[p656\]](#)
National Heritage Memorial Fund [\[p656\]](#)
National Lottery Commission [\[p657\]](#)
National Maritime Museum [\[p657\]](#)
National Museum of Science and Industry [\[p658\]](#)
National Museums Liverpool [\[p658\]](#)
National Portrait Gallery [\[p659\]](#)
Natural History Museum [\[p660\]](#)
Olympic Delivery Authority [\[p663\]](#)
Olympic Lottery Distributor [\[p663\]](#)
Public Lending Right [\[p668\]](#)
Royal Armouries Museum [\[p671\]](#)
Sir John Soane's Museum [\[p677\]](#)
Sport England [\[p678\]](#)
Tate [\[p680\]](#)
UK Sport [\[p683\]](#)
UK Film Council [\[p683\]](#)
Victoria and Albert Museum [\[p685\]](#)
VisitBritain [\[p685\]](#)
Wallace Collection [\[p686\]](#)

ADVISORY

Reviewing Committee on the Export of Works of Art and Objects of Cultural Interest [\[p633\]](#)
Advisory Committee on the Government Art Collection [\[p637\]](#)
Advisory Committee on Historic Wreck Sites [\[p640\]](#)
Legal Deposit Advisory Panel [\[p649\]](#)
Advisory Council on Libraries [\[p650\]](#)
Living East [\[p650\]](#)
Advisory Committee on National Historic Ships [\[p656\]](#)
Spoliation Advisory Panel [\[p678\]](#)
The Theatres Trust [\[p681\]](#)
Treasure Valuation Committee [\[p682\]](#)
VisitEngland [\[p685\]](#)

MINISTRY OF DEFENCE

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The MoD is responsible for the control, administration, equipment and support of the armed forces. It controls resources of some £33.6 billion per year. Within it and across MoD, military and civilian personnel work closely together to deliver Britain's defence.

The delivery of defence outputs falls to Top Level Budget (TLB) holders – Service Commanders-in-Chief and the heads of other major delivery organisations. TLB holders are responsible for the delivery of specific outputs – typically elements of military capability, or supporting services to other TLBs – linked to the provision of agreed resources.

Staff: 68,600

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Bill Jeffrey CB

Permanent Secretary

The purpose of the Ministry of Defence is to defend the UK and its interests, strengthen international peace and stability, and act as a force for good in the world. We achieve this by working together to produce battle-winning people and equipment that are fit for the challenge of today, ready for the tasks of tomorrow and capable of building for the future.

On operations, we are working to build security in Iraq, Afghanistan, the Balkans and elsewhere. And at home we are taking forward major programmes of change, efficiency and reform to produce more flexible and effective Armed Forces supported by a more efficient organisation. We will continue to adapt to a more uncertain world and make best use of our resources to enhance our capability to meet our objectives and fulfil our purpose.

A handwritten signature in black ink that reads "Bill Jeffrey". The signature is fluid and cursive, with the first name "Bill" and the last name "Jeffrey" clearly distinguishable.

Bill Jeffrey



MINISTERS

Secretary of State for Defence Rt Hon **John Hutton** MP

Overall responsibility for the Department; Defence policy and planning, defence budget; Major current and potential operational commitments; Nuclear policy; NATO/European defence and security policy; Chairman of Defence Council and its three Boards (Admiralty Board, Army Board and Air Force Board); Media and communications

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Minister of State for the Armed Forces Rt Hon **Bob Ainsworth** MP

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Parliamentary Under-Secretary of State (International Defence and Security)

Rt Hon **Baroness Taylor of Bolton**

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-------------------	---	---------------	--------------------

Parliamentary Under-Secretary of State (Minister for Defence Equipment and Support)

Quentin Davies MP

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Private Secretary	Rob Lingham minides-privateoffice@mod.uk	020 7218 6621	Fax: 020 7218 6542
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Parliamentary Under-Secretary of State (Minister for Veterans) **Kevan Jones** MP

Supports Minister for Armed Forces on armed forces personnel issues, with particular responsibility for defence medical services, cadets and education, pay and pensions and Gurkhas. Leads on all veterans and commemorative issues; Civilian personnel; Defence Estate; Low flying; Agencies: People, Pay and Pensions Agency, Service Personnel and Veterans Agency, MoD Police and Guarding Agency; Hydrographic Office and Met Office; Armed Forces Parliamentary Scheme/visits by Peers and MPs; Recruitment and retention; Service charities

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Chief of Defence Materiel

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Rt Hon Baroness Taylor of Bolton

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See Executive Agencies section for full details

Defence Analytical Services and Advice *[p493]*

Defence Equipment and Support Organisation *[p493]*

Defence Science and Technology Laboratory *[p495]*

Defence Storage and Distribution Agency *[p496]*

Defence Support Group *[p497]*

Defence Vetting Agency *[p497]*

Intelligence Collection Group *[p506]*

Met Office *[p512]*

Ministry of Defence Police and Guarding Agency *[p513]*

People, Pay and Pensions Agency *[p519]*

Service Children's Education *[p528]*

Service Personnel and Veterans Agency *[p529]*

United Kingdom Hydrographic Office *[p541]*

NON-DEPARTMENTAL PUBLIC BODIES

See **Non-Departmental Public Bodies** section for full details

EXECUTIVE

- National Army Museum *[p654]*
- National Museum of the Royal Navy *[p657]*
- Oil and Pipelines Agency *[p663]*
- Royal Air Force Museum *[p671]*

ADVISORY

- Animal Welfare Advisory Committee *[p611]*
- Armed Forces' Pay Review Body *[p612]*
- Advisory Committee on Conscientious Objectors *[p623]*
- Defence Nuclear Safety Committee *[p627]*
- Defence Scientific Advisory Council *[p628]*
- Review Board for Government Contracts *[p637]*
- National Employer Advisory Board *[p655]*
- Nuclear Research Advisory Council *[p662]*
- Independent Board of Visitors for Military Corrective Training Centre *[p686]*
- Central Advisory Committee on War Pensions *[p686]*
- War Pensions Committees *[p686]*

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The Department of Energy and Climate change was created in October 2008, bringing together elements of the Department for Business, Enterprise and Regulatory Reform and the Department for Environment, Food and Rural Affairs.

Moira Wallace was appointed Permanent Secretary at DECC in November 2008.

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- Dave Anderson MP (Lab)
- Colin Challen MP (Lab)
- Nadine Dorries MP (Con)
- Charles Hendry MP (Con)
- Julie Kirkbride MP (Con)
- Anne Main MP (Con)
- Judy Mallaber MP (Lab)
- John Robertson MP (Lab)
- Sir Robert Smith Bt MP (Lib Dem)
- Paddy Tipping MP (Lab)
- Dr Des Turner MP (Lab)
- Mike Weir MP (SNP)
- Dr Alan Whitehead MP (Lab)

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Jonathan Olivier Wright

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See **Non-Departmental Public Bodies** section for full details

EXECUTIVE

Civil Nuclear Police Authority *[p620]*

Coal Authority *[p621]*

Nuclear Decommissioning Authority *[p661]*

ADVISORY

Advisory Committee on Carbon Abatement Technologies *[p617]*

Fuel Poverty Advisory Group *[p635]*

Renewables Advisory Board *[p671]*

UK Chemical Weapons Convention National Authority Advisory Committee *[p682]*

DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS

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The department aims to: build a low carbon, resource efficient economy, help people adapt to changes, deal with environmental risks and make the most of opportunities to secure a sustainable society and a healthy environment. The department seeks to achieve these objectives through: dealing with environmental risks, promoting an economy that produces less carbon and uses resources more efficiently, ensures a thriving farming sector and a sustainable, healthy and secure food supply.

Staff: 3,120

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Helen Ghosh

Permanent Secretary

The overarching challenge for Defra is to secure a healthy environment in which we and future generations can prosper. Central to achieving these goals we will need to promote a sustainable, low-carbon resource-efficient economy and secure a healthy natural environment for us all to deal with environmental risks. We also need to ensure that we have a thriving farming sector and a sustainable, healthy and secure food supply.

Defra is also responsible for enabling adaptation to the inevitable impacts of climate change. The Earth's climate is changing and cutting carbon emissions is a priority. But all of us – individuals, businesses, Government and public authorities – will also need to adapt our behavior to respond to the challenges of climate change.

These challenges can only be met by a respected Department, making it vital that we focus on delivering to the needs of our many customers efficiently and effectively. Defra will do this while maintaining high levels of protection of human, animal, and plant health and ensuring the environment and economy are resilient to risks such as those from flooding, disruption to food or water supply.

Defra champions Sustainable Development, helping Government as a whole to deliver economic, social and environmental sustainability. Defra is also the focal point for rural policy, supporting strong rural communities and ensuring that dispersed rural needs are reflected in social and place-based policies across Government. The Department has a strong international dimension, with a critical role in both European Union and global policy making.

A handwritten signature in cursive script that reads "Helen Ghosh".

Helen Ghosh



MINISTERS

Secretary of State for Environment, Food and Rural Affairs Rt Hon **Hilary Benn** MP

Overall responsibility for all Departmental issues. Represents UK at EU Agriculture and Fisheries Council, shares responsibility with Secretary of State for Energy and Climate Change for representing the UK at EU Environment Council, and leads for UK in other international negotiations on sustainable development and environmental issues

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Farming for the future programme; Rural Payments Agency; Food chain programme, stakeholder engagement and delivery; Animal welfare programme; Exotic animal disease policy programme and emergency response capability; Bovine TB programme; Endemic animal disease; Veterinary policy; Animal Health; Minister for the Horse; CAP reform and EU strategy programmes, evidence and knowledge base; Responsibility and Cost Sharing Programme; Waste and recycling; Environment Agency; Commons handling of sustainable development, Sustainable Development Commission, sustainable consumption and production

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See Executive Agencies section for full details

Animal Health *[p485]*

Centre for Environment, Fisheries and Aquaculture Science *[p489]*

The Food and Environment Research Agency *[p501]*

Marine and Fisheries Agency *[p509]*

Rural Payments Agency *[p528]*

Veterinary Laboratories Agency *[p544]*

Veterinary Medicines Directorate *[p544]*

NON-DEPARTMENTAL PUBLIC BODIES

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EXECUTIVE

- Agricultural Wages Board for England and Wales *[p609]*
- Agriculture and Horticulture Development Board *[p609]*
- Environment Agency *[p631]*
- Food from Britain *[p634]*
- Gangmasters Licensing Authority *[p635]*
- Joint Nature Conservation Committee *[p647]*
- National Forest Company *[p655]*
- Natural England *[p659]*
- Royal Botanic Gardens Kew *[p672]*

ADVISORY

- Air Quality Expert Group *[p610]*
- Animal Health and Welfare Strategy England Implementation Group *[p610]*
- Council of Food Policy Advisers *[p624]*
- Darwin Advisory Committee *[p627]*
- Farm Animal Welfare Council *[p634]*
- Advisory Committee on Hazardous Substances *[p638]*
- Independent Agricultural Appeals Panel *[p643]*
- Inland Waterways Advisory Council *[p646]*
- Advisory Committee on Organic Standards *[p664]*
- Advisory Committee on Packaging *[p664]*
- Pesticide Residues Committee *[p666]*
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- Committee on Radioactive Waste Management *[p669]*
- Advisory Committee on Releases to the Environment *[p670]*
- Royal Commission on Environmental Pollution *[p672]*
- Science Advisory Council *[p673]*
- Joint Working Group on Sharing Responsibilities and Costs of Animal Disease *[p676]*
- Spongiform Encephalopathy Advisory Committee *[p678]*
- Sustainable Development Commission *[p679]*
- Veterinary Products Committee *[p684]*
- Veterinary Residues Committee *[p684]*
- Zoos Forum *[p688]*

TRIBUNAL

- Agricultural Land Tribunals (England) *[p609]*
- Commons Commissioners *[p621]*

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Departments of State



Sir Peter Ricketts KCMG

Permanent Secretary and Head of the Diplomatic Service

Globalisation means that the security and prosperity of people in Britain is directly affected by what happens overseas. There is no longer a clear distinction between foreign and domestic policy. It follows that the Foreign and Commonwealth Office (FCO) is at the heart of the Government's work to improve the lives of British people. We sum up our mission as Better World: Better Britain.

The FCO has a staff of 16,000 in a global network of 260 diplomatic posts, and in the FCO head office in the UK. We work closely with all other Government Departments, many of whom use our overseas posts as a platform for doing their international work.

The FCO brings unique skills to the whole of Government: our global reach, our knowledge of foreign countries, their languages and cultures, our negotiating and influencing talents, and a strong tradition of public service. We apply these by delivering benefits for Britain in a range of high-priority policy areas: from preventing and reducing conflict to persuading other countries to pursue low-carbon economic growth. We help British people abroad with our Consular services, support British exporters and those who want to invest in this country, and work with the UK Border Agency to provide visa services. We have a talented and increasingly diverse staff delivering for Britain in a rapidly changing world.

Sir Peter Ricketts

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See **Executive Agencies** section for full details

Wilton Park *[p545]*

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See **Non-Departmental Public Bodies** section for full details

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The Great Britain-China Centre *[p638]*

Marshall Aid Commemoration Commission *[p651]*

Westminster Foundation for Democracy *[p687]*

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See **Non-Departmental Public Bodies** section for full details

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The Department of Health is responsible for setting health and social care policy in England. The Department's work sets standards and drives modernisation across all areas of the NHS, social care and public health.

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Departments of State

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Hugh Taylor CB

Permanent Secretary

The Department's overall purpose is to improve health and well-being. It has three strategic objectives:

- Ensure better health and well-being for all: helping you stay healthy and well, empowering you to live independently, and tackling inequalities
- Ensure better care for all: the best possible health and social care, offering safe and effective care, when and where you need help, and empowering you in your choices
- Provide better value for all: delivering affordable, efficient and sustainable services, contributing to the wider economy and the nation.

In working towards this purpose and these objectives, the Department has two distinct roles: we carry all the responsibilities of a Department of State and we provide leadership for the NHS as well as for the social care and public health agendas.

In its work with the NHS the Department is seeking to move power and decision-making as far as possible down to the local level, to promote locally responsive services which answer to the needs of individual patients, within a national framework of strategic priorities.

On social care, the Government is focused on reforming the system to meet rising expectations and demographic changes. The Department is seeking to develop more personalised services which put the user at the heart. These will be supported by a reform strategy to make the funding of the care and support system sustainable in the long term.

In its wider work to promote health and well-being the Department works in partnership across and beyond government, including work with local government, to tackle challenges such as health inequalities, smoking and childhood obesity. On health protection, the Department leads for Government on preparations in the event of a flu pandemic.

Alongside these new challenges, there are also the important ongoing tasks of maintaining strong finances and value for money across all our programmes, and continuing to ensure the delivery of improvements in services and in health.

A handwritten signature in black ink that reads "Hugh Taylor". The signature is written in a cursive, slightly stylized font.

Hugh Taylor

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See Executive Agencies section for full details

Medicines and Healthcare Products Regulatory Agency [\[p511\]](#)

NHS Purchasing and Supply Agency [\[p515\]](#)

NON-DEPARTMENTAL PUBLIC BODIES

See Non-Departmental Public Bodies section for full details

EXECUTIVE

Alcohol Education and Research Council [\[p610\]](#)

Care Quality Commission [\[p618\]](#)

General Social Care Council [\[p636\]](#)

Council for Healthcare Regulatory Excellence [\[p639\]](#)

Human Fertilisation and Embryology Authority [\[p642\]](#)

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NHS Appointments Commission [\[p660\]](#)

Nursing and Midwifery Council [\[p662\]](#)

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ADVISORY

Administration of Radioactive Substances Advisory Committee [\[p608\]](#)

Expert Advisory Group on AIDS [\[p609\]](#)

Advisory Committee on Antimicrobial Resistance and Healthcare Associated Infection [\[p611\]](#)

Advisory Committee on Borderline Substances [\[p614\]](#)

Committee on Carcinogenicity of Chemicals in Food, Consumer Products and the Environment [\[p617\]](#)

Advisory Committee on Clinical Excellence Awards [\[p620\]](#)

Advisory Committee on Dangerous Pathogens [\[p627\]](#)

Review Body on Doctors' and Dentists' Remuneration [\[p629\]](#)

Gene Therapy Advisory Committee [\[p636\]](#)

Genetics and Insurance Committee [p637]

Health Protection Agency [p638]

Advisory Group on Hepatitis [p639]

Herbal Medicines Advisory Committee [p639]

Human Genetics Commission [p642]

Independent Review Panel on the Advertising of Medicines [p644]

Independent Review Panel on the Classification of Borderline Products [p645]

Learning Disability Taskforce [p648]

Committee on Medical Aspects of Radiation in the Environment [p652]

Committee on the Medical Effects of Air Pollutants [p652]

Committee on Mutagenicity of Chemicals in Foods, Consumer Products and the Environment [p654]

National Information Governance Board for Health and Social Care [p000]

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NHS Pay Review Body [p660]

Advisory Board on the Registration of Homeopathic Products [p670]

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The Home Office works at a local, national and international level to protect the public through: helping people feel secure in their homes and local communities; cutting crime; leading visible responsive and accountable policing; protecting the public from terrorism; securing our borders and controlling migration for the benefit of our country; safeguarding people's identity and the privilege of citizenship.

Staff: 2,650

Departments of State

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Sir David Normington KCB

Permanent Secretary

Working together to protect the public is the core purpose of the Home Office, and also the title of our three year strategy, published in February 2008, which sets out our forward plans.

We work with our partners and the public at local, national and international level to deliver seven strategic objectives:

1. Help people feel secure in their homes and local communities
2. Cut crime, especially violent, drug and alcohol related crime
3. Lead visible, responsive and accountable policing
4. Protect the public from terrorism
5. Secure our borders and control migration for the benefit of our country
6. Safeguard people's identity and the privileges of citizenship
7. Support the efficient and effective delivery of justice

The Home Office has a budget of over £9 billion and about 30,000 staff. Most of these work in three executive agencies: the UK Border Agency, the Identity and Passport Service and the Criminal Records Bureau. Another new feature is the Office of Security and Counter Terrorism, which is part of the Home Office but leads on domestic counter terrorism across Government.

The Home Office is in the middle of a three year programme to transform its capability. This focuses on better leadership and improved skills, systems, processes and delivery.

A handwritten signature in black ink that reads "David Normington". The signature is written in a cursive, slightly slanted style.

David Normington

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Identity and Passport Service (including General Register Office); Identity cards and identity management, including: ID cards for foreign nationals, Critical workers identity cards (CWIC), ID cards for young people; Criminal records and criminal information systems, including Criminal Records Bureau (CRB) and support to Minister of State on government response to Magee review; Safeguarding vulnerable people, including the Independent Safeguarding Authority (ISA); Support to Vernon Coaker on violent crime: tackling knives action programme, tackling gangs action programme; European Union lead and support on international policy; Freedom of information; Correspondence champion; Support to Phil Woolas on borders and immigration; Refugee integration; Environmental issues lead; Better regulation; Race and equality; Local government

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James Hall *[biog p70]*

Chief Executive, Forensic Science Service

Dr David Werrett

Chief Executive, UK Border Agency

Lin Homer CB *[biog p79]*

Director-General, Crime and Policing Group

Stephen Rimmer

Director-General, Financial and Commercial Group

Helen Kilpatrick *[biog p91]*

Director-General, Human Resources

Kevin White CB *[biog p173]*

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Margaret Moran MP (Lab)

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Patrick Mercer MP (Con)

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Karen Buck MP (Lab)

David Davies MP (Con)

Martin Salter MP (Lab)

Departments of State

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Clerk

Eliot Barrass

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EXECUTIVE AGENCIES

See Executive Agencies section for full details

Criminal Records Bureau *[p492]*

Forensic Science Service *[p502]*

Identity and Passport Service *[p504]*

UK Border Agency *[p536]*

NON-DEPARTMENTAL PUBLIC BODIES

See Non-Departmental Public Bodies section for full details

EXECUTIVE

Office of the Immigration Services Commissioner *[p643]*

Independent Police Complaints Commission *[p644]*

Independent Safeguarding Authority *[p645]*

Security Industry Authority *[p675]*

Serious Organised Crime Agency *[p676]*

ADVISORY

Animal Procedures Committee *[p611]*

Advisory Council on the Misuse of Drugs *[p653]*

National Policing Improvement Agency *[p658]*

Poisons Board *[p667]*

Police Advisory Board (England and Wales) *[p667]*

Police Negotiating Board *[p667]*

Regulation of Investigatory Powers Act Technical Advisory Board *[p670]*

TRIBUNAL

Investigatory Powers Tribunal *[p647]*

Office of Surveillance Commissioners *[p662]*

Police Arbitration Tribunal *[p667]*

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Departments of State

Ian Watmore became the new Chief Executive of the Football Association from June 2009.

At the time of passing for press, no replacement for him as Permanent Secretary had been announced.

MINISTERS

Secretary of State for Innovation, Universities and Skills Rt Hon **John Denham** MP

Overall responsibility for developing, implementing and communicating policies to promote talent, research and innovation; Overall responsibility for performance of Department and Department's Non-Departmental Public Bodies (NDPBs), including National Apprenticeships Service; Lead responsibility for Department's response to economic challenges facing UK

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Minister of State for Science and Innovation Rt Hon **Lord Drayson**

Promoting world-class research in UK and conversion of science into wealth through innovation, including: working across Government to innovate through government procurement, science and innovation network, chairing Science and Innovation Cabinet Committee, sponsorship of Foresight programme, delivering and further developing recommendations of Innovation Nation White Paper and Sainsbury Report, relationships with Research Councils, enhancing profile and take-up of science, technology, engineering and maths subjects, science and society. Technology Strategy Board, British National Space Centre, National Weights and Measures Laboratory, Design Council, National Endowment for Science, Technology and the Arts, Energy Technologies Institute and Commission for Environmental Markets and Economic Performance; Leads cross-Government Office for Life Sciences

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Minister of State for Higher Education and Intellectual Property Rt Hon **David Lammy** MP

Higher education (HE), including building strong relationships across the HE sector, HE teaching quality, Research Assessment Exercise/Research Excellence Framework in HE, ensuring HE institutions contribute fully to innovation agenda, Climate change campaign in HE, higher level skills, voluntary giving, student support policy, transition to Customer First, Student Loans Company, Student loans sale; Department's contribution to Government-wide counter-terrorism work; UK Intellectual Property Office (UK-IPO)

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Further education (FE) sector including developing the sector, sponsorship of Learning and Skills Council (LSC), LSC budgets and annual grant letter, transition to Skills Funding Agency; Skills Accounts, Adult Advancement and Careers Service, integrating employment and skills, informal adult learning, English for speakers of other languages, skills for life, offender learning, quality and standards in FE, Improvement Service and Lifelong Learning UK, qualifications reform, regional policy, including Regional Development Agencies (RDAs) and Multi-Area Agreement (MAAs); Migration and skills

Private Secretary	Laurence Rockey simon.ps@dius.gsi.gov.uk	020 3300 8016	
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Lord Young of Norwood Green

Engaging employers in Train to Gain, building employer support for apprenticeships, Skills Pledge, National Skills Academies, Sector Skills Councils, including Sector Compacts, UK Commission for Employment and Skills, Manufacturing strategy, Union Learn, Investors in People, world skills, third sector skills and Olympic skills. Minister for Students in Higher Education, including Student Listening programme; Minister for Students in Further Education; Minister for corporate affairs in Department, including sustainability

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Bill Dickinson *[biog p43]*

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Prof Adrian Smith *[biog p156]*

Director-General, Universities and Skills Group

Stephen Marston *[biog p110]*

Director of Human Resources, Employee Engagement and Change

Shirley Pointer *[biog p134]*

Director of Strategy

Zina Etheridge

Director of Strategy and Communications

Alun Evans

Government Chief Scientific Adviser and Head of the Government Office for Science

Prof John Beddington CMG *[biog p12]*

Learning and Skills Council/Skills Funding Agency

Susan Pember *[biog p129]*

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Dr Ian Gibson MP (Lab)
Dr Evan Harris MP (Lib Dem)
Dr Brian Iddon MP (Lab)
Gordon Marsden MP (Lab)
Dr Bob Spink MP (Ind)
Ian Stewart MP (Lab)
Dr Des Turner MP (Lab)
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Second Clerk

Glenn McKee

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Becky Jones

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Ana Ferreira

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Camilla Brace
Anna Browning

Committee Support Assistant

Jim Hudson

EXECUTIVE AGENCIES

See **Executive Agencies** section for full details

National Measurement Office [*p514*]
UK Intellectual Property Office [*p540*]

NON-DEPARTMENTAL PUBLIC BODIES

See **Non-Departmental Public Bodies** section for full details

EXECUTIVE

Arts and Humanities Research Council [p612]
Biotechnology and Biological Research Council [p613]
British Hallmarking Council [p615]
ConstructionSkills [p623]
Design Council [p628]
Economic and Social Research Council [p630]
Energy Technologies Institute [p630]
Engineering and Physical Sciences Research Council [p630]
Engineering Construction Industry Training Board [p631]
Office for Fair Access [p633]
Higher Education Funding Council for England [p640]
Investors in People (UK) [p647]
Learning and Skills Improvement Service [p648]
Learning and Skills Council [p649]
Medical Research Council [p652]
National Endowment for Science, Technology and the Arts [p655]
National Physical Laboratory [p658]
Natural Environment Research Council [p660]
Science and Technology Facilities Council [p674]
Student Loans Company Ltd [p679]
Technology Strategy Board [p680]

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Responsible for promoting sustainable development and reducing poverty around the world; works to fulfil the internationally agreed 'Millennium Development Goals', to be achieved by 2015 which seek to eradicate extreme poverty and hunger; achieve universal primary education; promote gender equality and empower women; reduce child mortality; improve maternal health; combat HIV & AIDS, malaria and other diseases; ensure environmental stability; and develop a global partnership for development.

Staff: 1,650

Departments of State

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Nemat Shafik

Permanent Secretary

The Department for International Development leads the British government's fight against world poverty. We focus on the Millennium Development Goals promoting poverty reduction, education, maternal health, gender equality, combating child mortality, AIDS and other diseases.

We help lift three million people permanently out of poverty every year. Nine out of ten Tanzanian children are now enrolled in school and across the globe we support five million children through primary school. Two million HIV/AIDS sufferers in Africa have anti-retroviral treatment, and two million more people in India have access to clean water.

There is still progress to be made and the impact of the global economic crisis has been huge. The downturn has demonstrated that in a globalised world, security – be it economic, physical or climate – is indivisible. Development aid is our contribution to solving those challenges that no country can solve on its own.

The UK is a world leader on international development and it is our role to ensure that this translates in to measurable, real progress for the poor.

A handwritten signature in black ink, appearing to read 'Nemat Shafik'.

Nemat (Minouche) Shafik



MINISTERS

Secretary of State for International Development Rt Hon **Douglas Alexander** MP

Approval of country strategies and budget support for Africa, South Asia, Afghanistan, Europe, Middle East, Americas, Central Asia, Iraq; Middle East peace process/Palestine; Reform of international institutions (World Bank, UN, EC etc); Major donors (G8, US, Germany, France, Italy, Japan, EC/EU); Climate change; Stabilisation in post-conflict countries; Growth and trade; Millennium Development Goals Call to Action; Resource allocation; Communications; Gender; Lead on inter-departmental relations

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MANAGEMENT BOARD

The Management Board is supported by four sub-committees:

Audit Committee: chaired by one of the non-executive directors

Development Committee: Chaired by the Director-General for Country Programmes

Human Resources Strategy Committee: Chaired by the Director-General for Corporate Performance

Investment Committee: Chaired by the Director-General for Corporate Performance

SCS Pay and Management Committee: Chaired by the Permanent Secretary

Chair

Nemat Shafik [*biog p152*]

Members

Acting Director-General, Corporate Performance

Sam Sharpe [*biog p154*]

Director-General, Country Programmes

Mark Lowcock [*biog p99*]

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Hugh Bayley MP (Lab)

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Richard Burden MP (Lab)

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Mark Hendrick MP (Lab/Co-op)

Daniel Kawczynski MP (Con)

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Andrew Stunell OBE MP (Lib Dem)

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The Ministry of Justice has responsibility for the courts, sentencing, prisons, rehabilitation and policies such as voting, crown dependencies, human rights, tribunals and freedom of information.

Staff: 2,870

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Departments of State



Sir Suma Chakrabarti KCB

Permanent Secretary

Ministry of Justice: working for a democratic and just society.

The Ministry of Justice was formed in 2007 to improve the ability of the justice system to serve the public. It brings together the former Department for Constitutional Affairs, the National Offender Management Service (NOMS) and hosts the tri-lateral Office for Criminal Justice Reform.

Our Departmental Strategic Objectives

Our strategic objectives are the main outcomes we will deliver for the public. All our work should contribute to one or more of our strategic objectives. Each DSO is led by one of four business groups, providing a clear line of accountability to the Corporate Management Board (CMB) and ministers.

The Corporate Performance Group supports these four groups, providing services such as finance, IT, human resources, communications, planning and performance management.

Individual business units (down to teams and individuals) develop their local business and personal objectives so that they contribute to their relevant DSO or DSOs:

- DSO1 – Democracy, Constitution and Law: Strengthening democracy rights and responsibilities.
- DSO2 – Access to Justice: Delivering fair and simple routes to civil and family justice
- DSO3 – National Offender Management Service: Protecting the public and reducing re-offending
- DSO4 – Criminal Justice: A more effective, transparent and responsive criminal justice system for victims and the public

Corporate performance links into each of the DSOs through service, strategy and standards, expert advice and performance management. We have a major role to play in key areas of public interest such as offender management and prison capacity building, as well as ensuring access to justice through provision of legal aid; improving provision of courts services; and reforming the Tribunals service. We also have responsibility for taking forward a programme of constitutional renewal, giving people more say in the way they are governed, increasing participation in the democratic process and engaging people across the country in what it means to be British.

We are also capitalising on opportunities to work more effectively together and with others, to improve and join up services for our users, stakeholders and the public, and to deliver value for money.

Following a wide-ranging organisational review, we now have new governance arrangements, a new corporate management board and a new organisational structure.

The detailed design beneath this is ongoing and there will continue to be some changes to people and roles over the coming months; however we now have a structure in place that will support delivery of our purpose and objectives.

A handwritten signature in black ink that reads "Suma Chakrabarti".

Suma Chakrabarti

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EXECUTIVE AGENCIES

See Executive Agencies section for full details

Her Majesty's Courts Service *[p491]*

HM Land Registry *[p508]*

The National Archives *[p514]*

HM Prison Service *[p520]*

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NON-DEPARTMENTAL PUBLIC BODIES

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EXECUTIVE

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- Sentencing Advisory Panel [p675]
- Sentencing Guidelines Council [p676]
- Strategic Investment Board [p679]
- Victims Advisory Panel [p685]

Departments of State



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Also acts in an independent public interest role in taking decisions about individual criminal cases (for example in those instances where her consent to prosecution is required by statute, or in deciding whether to refer sentences to the Court of Appeal as unduly lenient), bringing proceedings for contempt of court, and intervening in certain charity and family proceedings.

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Staff: 130

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Jonathan Phillips

Permanent Secretary

Following the restoration of the devolved institutions in May 2007, the aim of the Northern Ireland Office is to support a stable devolved government in Northern Ireland which takes responsibility for policing and justice functions at an early date.

The Northern Ireland Office is hoping that the devolution of policing and justice to the Northern Ireland Assembly will take place in the course of the year. Preparations to ensure that the organisation is ready for that transition, when it is requested by the Northern Ireland Assembly, are well in hand.

The other medium-term challenge is how best to deal with the issue of “the past”, the legacy of the troubles, and to identify an approach to the issue that is capable of commanding cross-community support.

In the meantime the NIO retains responsibility for upholding law, order and security in Northern Ireland, including the various elements of the criminal justice system. In this connection the Department continues to work to deliver an independent, fair and effective criminal justice system which supports and protects the community. It also continues to work with the Police Service of Northern Ireland and other policing partners to deliver effective and accountable policing services that can secure the confidence of the whole community and deal effectively with ongoing security concerns.

A handwritten signature in dark ink that reads "Jonathan Phillips". The signature is written in a cursive style.

Jonathan Phillips

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Hilary Jackson OBE [*biog p85*]

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See **Executive Agencies** section for full details

Compensation Agency [\[p491\]](#)
Forensic Science Northern Ireland [\[p501\]](#)
Northern Ireland Prison Service [\[p516\]](#)
Youth Justice Agency [\[p545\]](#)

NON-DEPARTMENTAL PUBLIC BODIES

See **Non-Departmental Public Bodies** section for full details

EXECUTIVE

Criminal Justice Inspection Northern Ireland [\[p732\]](#)
Northern Ireland Human Rights Commission [\[p735\]](#)
Northern Ireland Police Fund [\[p735\]](#)
Northern Ireland Policing Board [\[p735\]](#)
Parades Commission for Northern Ireland [\[p736\]](#)
Police Ombudsman for Northern Ireland [\[p736\]](#)
Probation Board for Northern Ireland [\[p736\]](#)
Royal Ulster Constabulary George Cross Foundation [\[p736\]](#)

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The Department for Transport's aim is transport that works for everyone. This means a transport system which balances the needs of the economy, the environment and society.

In support of this aim, the Department has five strategic objectives which focus on the core areas of its business:

One: To support economic competitiveness and growth by delivering reliable and efficient transport networks.

Two: To reduce transport's emissions of carbon dioxide and other greenhouse gases with the desired outcome of avoiding dangerous climate change.

Three: To contribute to better safety, security and health and longer life expectancy through reducing the risk of death, injury and illness arising from transport and promoting travel modes that are beneficial to health.

Four: To promote greater equality of opportunity for all citizens with the desired outcome of achieving a fairer society.

Five: To improve quality of life for transport users and non-transport users and to promote as healthy natural environment.

Staff: 2,080

Departments of State

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Robert Devereux

Permanent Secretary

Transport touches the lives of everyone in the country. It makes a vital contribution to economic prosperity and contributes to many other Government priorities, such as tackling crime, protecting the environment and fostering social inclusion and thriving communities.

The Department's role is to set a strategic framework within which transport services are provided by public and private sector organisations, including our own executive agencies.

Key challenges are the high and rising demand for travel; the need to support the economy while acting to combat climate change; to reduce casualties by improving safety and security; and to give everyone the access they need to jobs, services and social networks.

The Department works both to improve the operation and capacity of transport networks and services and to shape the future pattern of demand, including through land-use planning and appropriate pricing. We tackle the environmental impacts of transport through pricing, regulation, technology, consumer information and by promoting efficient use of resources. We regulate and license certain transport services and operators and deliver services ourselves: for example, driving tests and licences; safety checks on lorries and ships; air, rail and marine accident investigation; co-ordinating search and rescue; and running the government car and mail services.

Our ultimate goal is a sustainable transport system that increases choice; puts the passenger first; supports economic growth and makes a full contribution to the Government's environmental objectives.

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See Executive Agencies section for full details

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Driving Standards Agency [*p499*]

Government Car and Despatch Agency [*p503*]

Highways Agency [*p503*]

Maritime and Coastguard Agency [*p509*]

Vehicle and Operator Services Agency [*p543*]

Vehicle Certification Agency [*p544*]

NON-DEPARTMENTAL PUBLIC BODIES

See **Non-Departmental Public Bodies** section for full details

EXECUTIVE

- British Transport Police Authority *[p616]*
- Northern Lighthouse Board *[p661]*
- Passenger Focus *[p665]*
- Railway Heritage Committee *[p669]*
- Renewable Fuels Agency *[p671]*
- Trinity House Lighthouse Service *[p682]*

ADVISORY

- Disabled Persons Transport Advisory Committee *[p629]*
- Commission for Integrated Transport *[p646]*

TRIBUNAL

- Traffic Commissioners and Deputies *[p681]*

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HM Treasury is the UK's finance and economics ministry. Our principal aim is to raise the rate of sustainable growth, and achieve rising prosperity and a better quality of life, with economic and employment opportunities for all. We continue to provide expert macroeconomic and fiscal policy advice and forecasts of the UK's economics prospects.

The Treasury is at the centre of the Government's relationship with the public through our role in structuring and delivering taxes, benefits and pensions, and in ensuring sound public finances. A central aim is to halve the number of children in low-income households between 1998/99 and 2010/11, on the way to eradicating child poverty by 2020.

We aim to be a department that is also influential internationally, promoting UK economic prospects by pursuing increased productivity in the EU, international financial stability and increased global prosperity, protecting the most vulnerable.

We continually seek to improve the quality, cost-effectiveness and efficiency of public services. We aim to improve the way government does its business and we are working to keep the UK at the forefront of international standards of accountability, while also developing and maintaining financial management systems that are recognised as world class.



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See **Executive Agencies section for full details**

National Savings and Investments [p515]

The Royal Mint [p526]

United Kingdom Debt Management Office [p541]

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See **Non-Departmental Public Bodies section for full details**

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Royal Mint Advisory Committee on the Design of Coins, Medals, Seals and Decorations [p672]

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Staff: 62

Departments of State

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The DWP works to: promote opportunity and independence for all; to help individuals achieve their potential through employment, promoting work as the best form of welfare; to end poverty in all its forms, with the eradication of child poverty by 2020; and to improve rights and opportunities for disabled people.

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Sir Leigh Lewis KCB

Permanent Secretary

The Department for Work and Pensions aims to promote opportunity for all; to reduce welfare dependency and increase the country's economic competitiveness; and to provide greater choice, personalisation and quality of service to both customers and taxpayers.

The objectives of the Department are to:

- Reduce the number of children living in poverty.
- Maximise employment opportunity for all and reduce the numbers on out-of-work benefits.
- Improve health and safety outcomes.
- Promote independence and well-being in later life, continuing to tackle pensioner poverty and implementing pension reform.
- Promote equality of opportunity for disabled people.
- Pay our customers the right benefit at the right time.
- Make the Department an exemplar of effective service delivery to individuals and employers.

A handwritten signature in cursive script that reads "leigh lewis". The signature is written in black ink on a white background.

Leigh Lewis

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The Rent Service *[p525]*

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Finance and Corporate Services

To be appointed

Creative Delivery

Directors

Sally Whetton

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Moving Image and Audio Content

David Seers

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Publications

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Human Resources

Director

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Interactive

Directors

Transformational Strategy

Alex Butler

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Direct and Relationship Marketing

Marc Michaels

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Interactive Services

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Live Events

Simon Hughes

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Interruptive

Deputy Chief Executive

Peter Buchanan

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peter.buchanan@coi.gsi.gov.uk

Director

Channel Integration Management

Corrine Purton

020 7261 8947
corrine.purton@coi.gsi.gov.uk

News and PR

Director

Neil Martinson

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neil.martinson@coi.gsi.gov.uk

Acting Director

PR

Pauline Hughes

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pauline.hughes@coi.gsi.gov.uk

Sponsored by Cabinet Office

Centre for Environment, Fisheries and Aquaculture Science

Lowestoft Laboratory, Pakefield Road, Lowestoft NR33 0HT

Tel: 01502 562244 Fax: 01502 513865

E-mail: marketing@cefasc.co.uk Website: www.cefasc.co.uk

Weymouth Laboratory, The Nothe, Barrack Road, Weymouth, Dorset DT4 8UB

Tel: 01305 206600 Fax: 01305 206601

Burnham Laboratory, Remembrance Avenue, Burnham-on-Crouch, Essex CM0 8HA

Tel: 01621 787200 Fax: 01621 784989

Provides scientific research, assessment and advice in fisheries management, environmental protection, and fish health, hygiene and aquaculture.

Number of Staff: 556

Chief Executive

Richard Judge [*biog p88*]

01502 524334

richard.judge@cefasc.co.uk

Fax: 01502 524515

Deputy Chief Executive and Chief Fisheries Science Adviser

Dr Joe Horwood

01502 524248

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Fax: 01502 524515

Sponsored by Department for Environment, Food and Rural Affairs

Child Support Agency

Room BP6201, Benton Park View, Longbenton, Newcastle upon Tyne NE98 1YX

Tel: 0191-213 5000 Fax: 0191-225 3461

Website: www.csa.gov.uk

The CSA works to assess and calculate due child maintenance, and to establish, sustain and, where necessary, enforce collection while providing support services to those involved throughout the process. It is to be replaced by a tougher, more streamlined non-departmental public body, to be known as the Child Maintenance and Enforcement Commission with responsibility for all aspects of the new child maintenance system.

Number of Staff: 10,700

Managing Director

Mark Grimshaw [*biog p67*]

0191-216 8492

mark.grimshaw1@csa.gsi.gov.uk

Fax: 0191-216 8918

Directors

Business Design

Keith Woodhouse

0191-225 0042

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Human Resources

Ian Pavey

0191-216 8018

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Finance and Business Assurance

Alan Hardy

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Strategy, Policy and Development

Susan Park

020 7340 4104

susan.park@dap.gsi.gov.uk

Non-Executive Directors

Richard Arthur

John Cross

Bryan Foss
Bill Griffiths
Peter Holden
Susan Jillings

Sponsored by Department for Work and Pensions

Launched: 1993

Companies House

Crown Way, Cardiff CF14 3UZ

Tel: 0303 123 4500 Fax: 029 2038 0517

E-mail: enquiries@companieshouse.gov.uk Website: www.companieshouse.gov.uk

Registers companies and collects statutory documents and returns and makes information available to the public.

Number of Staff: 1,200

Chief Executive and Registrar of Companies for England and Wales

Gareth Jones gjones@companieshouse.gov.uk

Directors

Business Solutions Delivery

Tim Knighton tknighton@companieshouse.gov.uk

Corporate Strategy

Tim Moss tmoss@companieshouse.gov.uk

Customer Delivery

Tom Smith tsmith@companieshouse.gov.uk

Finance

Mike Nash mnash@companieshouse.gov.uk

Human Resources and Skills Group

Phil Bushby pbushby@companieshouse.gov.uk

Head of Corporate Affairs

Paul Reynolds preynolds@companieshouse.gov.uk
029 2038 0526

London Information Centre

Companies House, 21 Bloomsbury Street, London WC1B 3XD

Tel: 0303 123 4500 Fax: 029 2038 0517

Companies House Scotland

37 Castle Terrace, Edinburgh EH1 2EB

Tel: 0303 123 4500 Fax: 0131-535 5820

Registrar of Companies for Scotland

Dorothy Blair dblair@companieshouse.gov.uk

Sponsored by Department for Business, Enterprise and Regulatory Reform

Compensation Agency

Royston House, 34 Upper Queen Street, Belfast BT1 6FD

Tel: 028 9024 9944 Fax: 028 9024 6956

E-mail: comp-agency@nics.gov.uk Website: www.compensationni.gov.uk

Administers the criminal injuries and criminal damage compensation schemes, and pays compensation under the Justice and Security (NI) Act 2007.

Number of Staff: 71

Chief Executive

Robert Crawford

028 9054 7323

Fax: 028 9054 2013

robert.crawford@nio.x.gsi.gov.uk

Head

Operations

Ray Jones

028 9054 7362

Fax: 028 9054 2013

ray.jones@nio.x.gsi.gov.uk

Sponsored by Northern Ireland Office

Launched: 1992

Her Majesty's Courts Service

Customer Service Unit, 4th Floor, 102 Petty France, London SW1H 9AJ

Tel: 020 7189 2000 Fax: 020 7189 2732

E-mail: customerserviceshq@hmcourts-service.gsi.gov.uk Website: www.hmcourts-service.gov.uk

Manages all courts in England and Wales below the House of Lords. Supports the work of independent judges and magistrates and works with Local Criminal Justice Boards and other agencies to improve the efficiency of the justice system.

Number of Staff: 20,000

Chief Executive

Christine Mayer CBE [*biog p112*]

020 3334 4004

Fax: 020 3334 4026

Chris.Mayer@hmcourts-service.gsi.gov.uk

Centre Directors

Change Programme Directorate and Libra Project Director

Karen Wheeler CBE

020 7210 1251

Karen.Wheeler@justice.gsi.gov.uk

Civil, Family and Justice, Customer Services

To be appointed

Communications Directorate

Atula Gor

020 7340 6699

Atula.Gor@hmcourts-service.gsi.gov.uk

Crime and Enforcement Directorate

Clare Sumner CBE

020 7210 8327

Clare.Sumner@hmcourts-service.gsi.gov.uk

Estates Directorate

Alan Fenton

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Alan.Fenton@hmcourts-service.gsi.gov.uk

Acting Centre Director

Operational Policy

Pat Lloyd

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pat.lloyd2@hmcourts-service.gsi.gov.uk

Centre Director
Royal Courts of Justice Group

David Thompson

020 7947 6159

David.Thompson@hmcourts-service.gsi.gov.uk

Regional Directors

London

Kevin Pogson CBE [*biog p134*]

020 7921 2010

Kevin.Pogson@hmcourts-service.gsi.gov.uk

Rose Court, 2 Southwark Bridge, London SE1 9HS

Midlands

Alan Eccles [*biog p48*]

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PO Box 11772, Temple Court, 35 Bull Street,

Birmingham B4 6WF

North East

Stephen Caven [*biog p26*]

0113-251 1242

Stephen.Caven@hmcourts-service.gsi.gov.uk

West Riding House, Albion Street, Leeds LS1 5AA

North West

To be appointed

15 Quay Street, Manchester M60 9FD

South East

Keith Budgen

020 7921 2020

keith.budgen@hmcourts-service.gsi.gov.uk

Rose Court, 2 Southwark Bridge, London SE1 9HS

South West

Peter Risk [*biog p142*]

0117-300 6238

Peter.Risk@hmcourts-service.gsi.gov.uk

Greyfriars, Lewins Mead, Bristol BS1 2NR

Wales

Clare Pillman

029 2041 5505

clare.pillman@hmcourts-service.gsi.gov.uk

Churchill House, Churchill Way, Cardiff CF10 2HH

Non-Executive Directors

Faith Boardman

Kevin King

Rt Hon Lord Justice Brian Leveson

Kenneth Ludlam

Mee Ling Ng

Dr Maggie Semple OBE

Sponsored by Ministry of Justice

Launched: 2005

Criminal Records Bureau

Shannon Court, 10 Princes Parade, Princes Dock, Liverpool L3 1QY

Tel: 0870 909 0811

E-mail: info@crb.gsi.gov.uk Website: www.crb.gov.uk

Helps organisations make safer recruitment and statutory licensing decisions, by providing access to criminal record information to employers and licensing authorities in the public, private and voluntary sectors.

Number of Staff: 554

Acting Chief Executive

Steve Long

0151-676 1595

Fax: 0151-676 1909

Directors

Programmes and Corporate Services

Adele Townsend

0151-676 1412

Fax: 0151-676 1909

adele.townsend@crb.gsi.gov.uk

Service Delivery

Trevor Carlile

0151-676 1451

Fax: 0151-676 1909

trevor.carlile@crb.gsi.gov.uk

Sponsored by Home Office

Launched: 2002

Defence Analytical Services and Advice

DASA (CBM), Spur 8, Beckford Block, Ensleigh, Bath BA1 5AB

Tel: 01225 468580 Fax: 01225 468918

E-mail: infoatdasa@dasa.mod.uk Website: www.dasa.mod.uk

Publishes national statistics on defence (available on website). Also provides forecasting appraisal and evaluation, statistics and analysis and interpretation on a wide range of defence activity for use within the Ministry of Defence.

Number of Staff: 217

Chief Executive

Analytical Services

Dr Mike McDowall [*biog p102*]

020 7218 1474

Fax: 020 7218 0969

mike.mcdowall@dasa.mod.uk

Directors

Corporate Services

Kevin Parry

kevin.parry@dasa.mod.uk

Economic Statistics and Advice

Neil Davies

neil.davies@dasa.mod.uk

Equipment and Personal Statistics and Analysis

Ian Gouldbourne

ian.gouldbourne@dasa.mod.uk

Health Information and Surveys

Jason Bradbury

jason.bradbury@dasa.mod.uk

Sponsored by Ministry of Defence

Launched: 1992

Defence Equipment and Support Organisation

Abbey Wood, Bristol BS34 8JH

Tel: 0117-913 0000 Fax: 0117-913 0900

Responsible for procurement, support and sustaining of military equipment and services.

Number of Staff: 25,500

Chief of Defence Materiel

Gen Sir Kevin O'Donoghue

KCB CBE [*biog p124*]

0117-913 0015

DESCDM-CDM+COSOuterOffice@mod.uk

Defence Equipment

Chief Operating Officer

Dr Andrew Tyler

0117-913 0010

Directors

Air Support

Tim Rowntree

0117-913 1841

Combat Air
Air Vice Marshal Simon Bollom 01480 52451 ext 2310

Helicopters
Pete Worrall 0117-913 5000

Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR)
Vic Jenkins 0117-913 6000

Land Equipment
Maj Gen Ian Dale 0117-913 0816

Ships
Rear Admiral Bob Love 0117-913 7500

Submarines
Rear Admiral Simon Lister 0117-913 7503

Weapons
Alan Nicholl 01225 467800

Programmes and Technology Group
Maj Gen Alan Macklin 0117-913 4006

Defence Support

Chief of Staff
Jonathan Hoyle CBE [*biog p81*] 0117-913 0037

Chief of Corporate Services
Timothy Flesher CB [*biog p55*] 0117-913 2600 Fax: 0117-913 0900
catherine.mccarthy895@mod.uk

Directors
Change
Steve McCarthy 0117-913 0240

Commercial
Les Mosco 0117-913 0005

Finance
David Noble [*biog p121*] 0117-913 0200

Human Resources
Jonathan Evans 0117-913 0580

Information Systems and Services
Air Vice Marshal Bob Allan 01225 815649

Joint Support Chain
Air Vice Marshal Matt Wiles 01264 382999

Safety and Engineering
Rear Admiral Ian Tibbett 0117-913 2615

Heads
Secretariat and Communications
Jenny Lycett 01225 467098

Collocation Team
Marlene Morley 01225 468774

Equipment and Support Continuous Improvement Team (ESCIT)
Nigel Butler 01225 882675

Infrastructure
Clive Tarver 01225 467087

International Relations Group

Robert Regan 0117-913 0260

Sustainable Procurement

Iain Brookes 01225 468382

DE&S Board**Members****Chief of Defence Materiel**

Gen Sir Kevin O'Donoghue
KCB CBE [*biog p124*]

Chief of Staff

Jonathan Hoyle CBE [*biog p81*]

Chief Operating Officer

Dr Andrew Tyler

Chief of Corporate Services

Timothy Flesher CB [*biog p55*]

Director, Finance

David Noble [*biog p121*]

Chief of Materiel (Air)

Air Marshal Sir Barry Thornton CBE 0117-913 0048
DESCofMAirCOMAir@mod.uk

Chief of Materiel (Fleet)

Vice Admiral Sir Trevor Soar OBE 0117-913 0043
DESCofMFleetCOMFleet@mod.uk

Chief of Materiel (Land)

Lt Gen Dick Applegate OBE 0117-913 4271
DESCofMLandCOMLand@mod.uk

Non-Executive Directors

Wendy Barnes
Moir Black CBE
Graham Ellis
Michael Noakes

Sponsored by Ministry of Defence**Defence Science and Technology Laboratory**

Porton Down, Salisbury, Wiltshire SP4 0JQ
Tel: 01980 613121 Fax: 01980 613004
E-mail: central-enquiries@dstl.gov.uk Website: www.dstl.gov.uk

Provides defence research and specialist technical services to the Ministry of Defence.

Number of Staff: 3,600

Chief Executive

Dr Frances Saunders

Chairman

Sir Richard Mottram GCB
[*biog p116*]

Deputy Chief Executive

Peter Starkey

Directors**Finance, IS and Commercial**

Mark Hone

Future Business

Peter Starkey

Human Resources and Communications

Ruth Davies

Infrastructure

Brian Court

Operations

Dr Jill Cook

Programmes (Science and Technology)

To be appointed

Programmes (Systems)

Dr Chris Gibson

Technical

Dr Mike Steeden

Non-Executive Directors

Lord May of Oxford

Chris Swinson

Sponsored by Ministry of Defence**Launched: 2001**

Defence Storage and Distribution Agency

DSDA, C16, C Site, Bicester OX26 1LP

Tel: 01869 256810 Fax: 01869 256389

E-mail: DSDACoSOffice@qcis.mod.uk Website: www.dsd.org.uk

DSDA provides the only strategic warehousing and distribution function for the UK's armed forces around the world, – storing, delivering, processing, and testing material – as well as operating the reverse supply chain. DSDA is a key enabler within the defence supply chain and operates on a global scale, delivering equipment, supplies and material that enable military operations and exercises around the world.

Number of Staff: 3,075

Chief Executive

Neil Firth

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neil.firth848@qcis.mod.uk

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Directors**Strategy and Development**

Brig David Martin

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Chief Operations Officer

Neil Rixon

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Commercial

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Corporate Services

Tim Gall

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Human Resources

Sara Bramley

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Fax: 01869 256389

Operations
Col John Lewis

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Fax: 01869 256389

Sponsored by Ministry of Defence
Launched: 1999

Defence Support Group

Building 203, Monxton Road, Andover SP11 8HT
Tel: 01264 383295 Fax: 01264 383280
E-mail: firstname.surname@dsg.mod.uk Website: www.dsg.mod.uk

Chief Executive

Archie Hughes [*biog p82*]
01446 755001
01264 383148
archie.hughes@dsg.mod.uk

Finance Director

Steve Hall
02392 543610
01264 383903
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Commercial Director

Alan Lewis
01264 385780
alan.lewis@dsg.mod.uk

Land Equipment Director

David Mather
01952 672317
david.mather@dsg.mod.uk

Strategy Director

Keith Norris
01264 383710
keith.norris@dsg.mod.uk

HR Director

Derek Owen
01264 383159
derek.owen@dsg.mod.uk

Chief Operating Officer

John Reilly OBE
01446 755010
john.reilly@dsg.mod.uk

Sponsored by Ministry of Defence

Defence Vetting Agency

Building 107, Imphal Barracks, Fulford Road, York YO10 4AS
Tel: 01904 662644 Fax: 01904 662765
E-mail: dvacustomersupportgm@land.mod.uk Website: www.dva.mod.uk

Grants and maintains national security clearances for armed forces personnel, Ministry of Defence staff, defence industry employees and undertakes investigation work for other government departments.

Number of Staff: 451

Chief Executive

Jacky Ridley

Heads

Customer Relations and Marketing

Mark Revell 01904 662225 Fax: 01904 662760

Field Investigations Division

Mike Calaminus 01904 662205 Fax: 01904 662677

Policy, Planning and Quality Mark Wraight	01904 665952	Fax: 01904 665820
Primary and Developed Vetting Jo Shaw	01904 662534	Fax: 01904 662760
Resource Management Samantha Farley	01904 662330	Fax: 01904 662401
Strategic Programmes Jenny Wheeler	01904 662674	Fax: 01904 665820
Vetting Operations Alison Hulme	01904 662380	Fax: 01904 665820
Managers Business Excellence and Continuity Brian Truscott	01904 665731	Fax: 01904 662760
HR Business Partner Lynne Aslett	01904 662023	Fax: 01904 662401
Senior Customer Relations Phil West	01904 662355 customerfocus@dva.mod.uk	Fax: 01904 662355
Senior IT Keith Barley	01904 662254 itmanager@dva.mod.uk	Fax: 01904 665863
Vetting Medical Adviser David Gilmore	01904 662520	Fax: 01904 665820
Secretary to the Management Board Patrick McIntyre	01904 665793	Fax: 01904 665820

Sponsored by Ministry of Defence
Launched: 1997

Driver and Vehicle Licensing Agency

Longview Road, Morrision, Swansea SA6 7JL
Tel: 01792 782341 Fax: 0870 850 1285
E-mail: dvla@gtnet.gov.uk Website: www.direct.gov.uk/motoring

Registration and licensing of drivers in Great Britain and the registration and licensing of vehicles, together with the collection and enforcement of vehicle excise duty in the UK.

Number of Staff: 6,321

Chief Executive Noel Shanahan	01792 782798 noel.shanahan@dvla.gsi.gov.uk	Fax: 01792 783003
Directors Central Operations David L Evans	01792 783012 david.l.evans@dvla.gsi.gov.uk	Fax: 01792 783003
Customer Services Andrew Rhodes	01792 784321 andrew.rhodes@dvla.gsi.gov.uk	Fax: 01792 783003
External and Corporate Services Richard Kitchen	01792 783175 richard.kitchen@dvla.gsi.gov.uk	Fax: 01792 783003

Finance and Strategy

Ieuan Griffiths

01792 783062

Fax: 01792 783003

ieuan.griffiths@dvla.gsi.gov.uk

Human Resources and Estates

Avril Beynon OBE

01792 782060

Fax: 01792 783003

avril.beynon@dvla.gsi.gov.uk

Local Operations

David Hancock

01792 788701

Fax: 01792 783003

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Organisational Change

Jeremy Forshew

01792 782410

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jeremy.forshew@dvla.gsi.gov.uk

PACT Services

Sharon Baker

01792 782703

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sharon.baker@dvla.gsi.gov.uk

Shared Services

Robert Duncan

01792 766120

Fax: 01792 487722

robert.duncan@dvla.gsi.gov.uk

Sponsored by Department for Transport**Launched: 1990**

Driving Standards Agency

The Axis, 112 Upper Parliament Street, Nottingham NG1 6LP

Tel: 0115-936 6666

E-mail: customer.services@dsa.gsi.gov.uk Website: www.dsa.gov.uk

Driver testing for cars, motorcycles, lorries and buses and supervision of car and lorry driving instructors and approved training bodies for motorcyclists in Great Britain.

Number of Staff: 2,588

Chief ExecutiveRosemary Thew [*biog p163*]

0115-936 6010

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rosemary.thew@dsa.gsi.gov.uk

Deputy Chief Executive and Director of Strategy and Performance

Nick Carter

0115-936 6070

nick.carter@dsa.gsi.gov.uk

Directors**Business Transformation**

David Jones

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Driver Education and Learning

Jill Lewis

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Finance and Corporate Services

Kathy Gillatt

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kathy.gillatt@dsa.gsi.gov.uk

Human Resources

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Policy, Research and Customer Services

Paul Butler

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Chief Operating Officer and Director of Testing and Assessment
Brian Gilhooley 0115-936 6430
brian.gilhooley@dsa.gsi.gov.uk

Chief Driving Examiner and Director of Safer Driving
Trevor Wedge 0115-936 6350
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Registrar
Approved Driving Instructors
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Sponsored by Department for Transport
Launched: 1990

Fire Service College

London Road, Moreton-in-Marsh GL56 0RH
Tel: 01608 650831 Fax: 01608 651788
E-mail: enquiries@fireservicecollege.ac.uk Website: www.fireservicecollege.ac.uk

The Fire Service College provides fire-related training, both practical and theoretical, consultancy and library and information services for the UK Fire and Rescue Service (FRS), other UK public sector organisations, the private sector, and the wider and international market. In addition to training, the College supports learning and development in the fire and rescue service through its Organisational Development Centre

Number of Staff: 253

Chief Executive
Sally Sheen 01608 812078
ssheen@fireservicecollege.ac.uk

Directors
Fire and Rescue Service Commercial and International Training Delivery
To be appointed

Fire and Rescue Service Organisational Development
Sue Hopgood 01608 812977
shopgood@fireservicecollege.ac.uk

Operational Adviser
Phil Toase

Head
Policy and Corporate Support, Management Board Secretariat
Chris Jacobs 01608 812225
cjacobs@fireservicecollege.ac.uk

Non-Executive Directors
Bob Evans
Jonathan Vickers

Sponsored by Department for Communities and Local Government
Launched: 1968

The Food and Environment Research Agency

The Food and Environmental Research Agency, York YO41 1LZ

Tel: 01904 462000 Fax: 01904 462111

E-mail: info@fera.gsi.gov.uk Website: www.defra.gov.uk/fera

The Food and Environment Research Agency's role is to provide robust evidence, rigorous analysis and professional advice to Government, international organisations and private sector in support of developing a sustainable food chain, a healthy natural environment and protection from biological and chemical risks. Fera has three distinct areas of responsibility: regulation; policy and risk; research and assurance; response and recovery. Fera was formed by a merger of the Central Science Laboratory with Defra's Plant Health Division (including Bee Health and the Plant Health and Seeds Inspectorate), the Plant Variety Rights Office and Seeds Division, and the UK Government Decontamination Service.

Number of Staff: 850

Chief Executive

Adrian Belton

01904 462400

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adrian.belton@fera.gsi.gov.uk

Chief Scientist

Prof Nicola Spence

01904 462415

Fax: 01904 462256

nicola.spence@fera.gsi.gov.uk

Director of Policy and Regulation

Tony Harrington

01904 462296

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tony.harrington@fera.gsi.gov.uk

Director of External Affairs

Angus Hearmon

01904 462284

Fax: 01904 462256

angus.hearmon@fera.gsi.gov.uk

Director of Operations

Mike Wray

01904 462384

Fax: 01904 462256

mike.wray@fera.gsi.gov.uk

Director of Finance and Corporate Services

Paul Whitfield

01904 462275

Fax: 01904 462256

paul.whitfield@fera.gsi.gov.uk

Sponsored by Department for Environment, Food and Rural Affairs

Launched: 2009

Forensic Science Northern Ireland

151 Belfast Road, Carrickfergus BT38 8PL

Tel: 028 9036 1888 Fax: 028 9036 1900

E-mail: forensic.science@fsni.gov.uk Website: www.fsni.gov.uk

Provides scientific support in the investigation of crime and expert evidence to the courts in Northern Ireland.

Number of Staff: 190

Chief Executive

Stan Brown

Sponsored by Northern Ireland Office

Launched: 1995

Forensic Science Service

Trident Court, 2920 Solihull Parkway, Birmingham Business Park, Birmingham B37 7YN

Tel: 0121-329 5200 Fax: 0121-329 8405

Website: www.forensic.gov.uk

Provides scientific support in the investigation of crime and expert advice to the courts.

Number of Staff: 2,447

Chair

Bill Griffiths

Sponsored by Home Office

Launched: 1991

Forest Enterprise

620 Bristol Business Park, Coldharbour Lane, Bristol BS16 1EJ

Tel: 0117-906 6000 Fax: 0117-931 2859

Manages 259,000 hectares of Forestry Commission estate in England.

Number of Staff: 965

Chief Executive

Simon Hodgson

0117-906 6000

simon.hodgson@forestry.gsi.gov.uk

Sponsored by Forestry Commission

Forest Research

Alice Holt Lodge, Farnham GU10 4LH

Tel: 01420 22255 Fax: 01420 23653

E-mail: research.info@forestry.gsi.gov.uk Website: www.forestresearch.gov.uk

Northern Research Station, Roslin, Midlothian EH25 9SY

Tel: 0131-445 2176 Fax: 0131-445 5124

Forestry and tree related research, development and technical services

Number of Staff: 270

Chief Executive

Dr James Pendlebury

0131-445 8710 (NRS)

01420 526245 (AH)

james.pendlebury@forestry.gsi.gov.uk

Research Director

Prof Peter Freer-Smith

01420 526211

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Sponsored by Forestry Commission

Launched: 1997

Government Car and Despatch Agency

46 Ponton Road, London SW8 5AX

Tel: 020 7217 3821 Fax: 020 7217 3875

E-mail: info@gcda.gsi.gov.uk Website: www.gcda.gov.uk

Number of Staff: 300

Chief Executive

Roy Burke
020 7217 3821
roy.burke@gcda.gsi.gov.uk

Directors

Core Services

Nigel Bennett
020 7217 3863 Fax: 020 7217 3875
nigel.bennett@gcda.gsi.gov.uk

People and Organisational Development

Estelle Burns
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estelle.burns@gcda.gsi.gov.uk

Sponsored by Department for Transport

Highways Agency

123 Buckingham Palace Road, London SW1W 9HA

Tel: 0845 750 4030/0845 955 6575

E-mail: ha_info@highways.gsi.gov.uk Website: www.highways.gov.uk

Responsible for maintaining, operating and improving England's motorways and trunk roads.

Number of Staff: 3,500

Chief Executive

Graham Dalton [*biog p36*]
020 7153 4700 Fax: 020 7153 4786
graham.dalton@highways.gsi.gov.uk

Directors

Finance Services

Stephen Dauncey
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stephen.dauncey@highways.gsi.gov.uk

Human Resources

Steve Williams
020 7153 4735 Fax: 020 7153 4786
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Information

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Network Operations

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Network Services

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Head of Communications

Gill Stevens
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gill.stevens@highways.gsi.gov.uk

Non-Executive Directors

Tracey Barlow

Andrea Gregory
Alex Jablonowski

Sponsored by Department for Transport
Launched: 1994

Identity and Passport Service

Globe House, 89 Eccleston Square, London SW1V 1PN

Tel: 0870 521 0410

E-mail: info@passport.gov.uk Website: www.ips.gov.uk

Responsible for issuing passports and identity cards to British nationals present in the UK.

Number of Staff: 3,753

Chief Executive and Registrar General

James Hall [*biog p70*]

020 7901 7591

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Executive Directors

Business Development and Marketing

Isabel Hunt

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Chief Information Officer and Commercial

Bill Crothers

020 7901 2741

bill.crothers@ips.gsi.gov.uk

Finance and Performance

Mark McLaughlin

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New Service Implementation

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Strategy

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Non-Executive Directors

Sarah Blackburn

Janet Finch

Alan Hughes

Anne Tutt

Linda Walton

Sponsored by Home Office

Insolvency Service

PO Box 203, 21 Bloomsbury Street, London WC1B 3QW

Tel: 020 7637 1110 Fax: 020 7636 4709

Website: www.insolvency.gov.uk

Administers the insolvency regime investigating all compulsory liquidations and individual insolvencies (bankruptcies) through the Official Receiver to establish why they became insolvent; carries out confidential enquiries through Companies Investigation Branch; authorises and regulates the insolvency profession; deals with disqualification of directors in corporate failures; assesses and pays statutory entitlement to redundancy payments when an employer cannot or will not pay employees; provides banking and investment services for bankruptcy and liquidation estate funds.

Number of Staff: 3,087

Inspector General and Chief Executive

Stephen Speed 020 7291 6720 Fax: 020 7291 6731

Deputy Inspector General of OR Operations

Les Cramp [*biog p34*] 020 7291 6728 Fax: 020 7637 6505
les.cramp@insolvency.gsi.gov.uk

Deputy Chief Executive

Graham Horne 020 7637 6661 Fax: 020 7291 6726
graham.horne@insolvency.gsi.gov.uk

Directors

Change and Work Place Services

Mark Savigar 020 7637 6449
mark.savigar@insolvency.gsi.gov.uk

Enforcement

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tony.wilkin@insolvency.gsi.gov.uk

Finance, Governance and Estate Accounts

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lesley.beech@insolvency.gsi.gov.uk

Human Resources

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terry.hart@insolvency.gsi.gov.uk

Investigations

Vicky Bagnall 020 7637 6421 Fax: 020 7291 6789
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Policy - Development, Review and International Issues

Nick Howard 020 7291 6736 Fax: 020 7291 6746
nick.howard@insolvency.gsi.gov.uk

Policy - Technical, Legislation and Professional Regulation

Stephen Leinster 020 7291 6747 Fax: 020 7291 6746
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Redundancy Payments

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Strategy, Planning Communications

Marian Joyce 020 7291 6716 Fax: 020 7291 6731
marian.joyce@insolvency.gsi.gov.uk

Companies Investigation Branch

Inspector of Companies

Robert Burns

020 7215 2491

robert.burns@berr.gsi.gov.uk

Sponsored by Department for Business, Enterprise and Regulatory Reform

Intelligence Collection Group

Watson Building, Elmwood Avenue, Feltham TW13 7AH

Tel: 020 8818 2191 Fax: 020 8818 2246

Provides intelligence, information, services and force elements to the Ministry of Defence.

Director

Tel: 020 8818 2191 Email: icg-hqcomd@icg.mod.uk

Chief of Staff

Tel: 020 8818 2377 Email: icg-cos@icg.mod.uk

Commander - Joint Aeronautical and Geospatial Organisation Reconnaissance Intelligence Centre

Tel: 01635 204240 Email: jago-comd@jago.mod.uk

Commander - JARIC (National Imagery Exploitation Centre)

Tel: 01480 527508 Email: JAR-OC@JAR.mod.uk

Director - Defence Geographic Centre

Tel: 020 8818 2180 Email: dgc-director@dgc.mod.uk

Director - ICG Capability

Tel: 020 8818 2230 Email: icg-hqdircapability@icg.mod.uk

Number of Staff: 3,225

Sponsored by Ministry of Defence

Launched: 2006

Jobcentre Plus

Caxton House, Tothill Street, London SW1H 9NA

Tel: 020 7340 4000

Website: www.jobcentreplus.gov.uk

Steel City House, West Street, Sheffield S1 2GQ

Tel: 0114-294 3003 Fax: 0114-275 1394

Supports people of working age from welfare into work, and helps employers to fill their vacancies.

Number of Staff: 67,941

Chief Executive

Mel Groves CBE, FRSA [*biog p67*]

020 7829 3426

Fax: 020 7829 3377

mel.groves1@jobcentreplus.gsi.gov.uk

Level 6, Caxton House, Tothill Street, London SW1H 9NA

Chief Operating Officer

Ruth Owen

020 7829 3420

Fax: 020 7829 3377

ruth.owen2@jobcentreplus.gsi.gov.uk

Directors

Benefits and Fraud

Neil Couling [*biog p33*]

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Fax: 01483 446128

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Business Strategy and Planning

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Customer Services Directors**East**

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West Midlands
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2 Duchess Place, Hagley Road, Birmingham B16 8NS

Yorkshire and the Humber
Gill Farnsworth

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Whitehall II, Whitehall Quay, Leeds LS1 4HR

Sponsored by Department for Work and Pensions
Launched: 2002

HM Land Registry

Lincoln's Inn Fields, London WC2A 3PH
Tel: 020 7917 8888 Fax: 020 7955 0110
E-mail: commercial.services@landregistry.gsi.gov.uk Website: www.landregistry.gov.uk

Keeps and maintains the Land Register for England and Wales.

Number of Staff: 8,000

Chief Land Registrar and Chief Executive

Peter Collis CB Hon RICS CCMI
[biog p32]

020 7166 4497 Fax: 020 7166 4339
peter.collis@landregistry.gsi.gov.uk

Deputy Chief Executive

Ted Beardsall CBE

020 7166 4423
ted.beardsall@landregistry.gsi.gov.uk

Directors

Legal Services and Deputy Chief Land Registrar

Joe Timothy *[biog p166]*

020 7166 4508
joe.timothy@landregistry.gsi.gov.uk

Operations

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Mike Westcott Rudd

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Directors

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Heather Foster

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Human Resources

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malcolm.dawson@landregistry.gsi.gov.uk

Information Systems

John Wright

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Non-Executive Directors

Mike Cutt
David Rigney

Sponsored by Ministry of Justice

Launched: 1862

Marine and Fisheries Agency

3-8 Whitehall Place, London SW1A 2HH
Tel: 020 7270 8326 Fax: 020 7270 8345
E-mail: info@mfa.gsi.gov.uk Website: www.mfa.gov.uk

Provides the service delivery, inspection and enforcement of activities provided by the Government to the fishing industry, those engaged on construction works and dredging at sea and other marine stakeholders in England and Wales.

Number of Staff: 204

Chief Executive

Nigel Gooding

Director

Operations and Enforcement

David Holliday 020 7270 8625 Fax: 020 7270 8007
david.holliday@mfa.gov.uk

Sponsored by Department for Environment, Food and Rural Affairs

Launched: 2005

Maritime and Coastguard Agency

Spring Place, 105 Commercial Road, Southampton SO15 1EG
Tel: 023 8032 9100 Fax: 023 8032 9404
E-mail: infoline@mcga.gov.uk Website: www.mcga.gov.uk

Provides HM Coastguard Services including 24-hour maritime search and rescue, surveys of UK ships and inspections of foreign ships visiting UK ports. It aims to reduce pollution incidents in the UK pollution control zone and prevent the loss of life on the coast and at sea.

Chief Executive

Peter Cardy [*biog p25*] 023 8032 9103 Fax: 023 8032 9105
peter.cardy@mcga.gov.uk

Directors

Maritime Services

Philip Naylor 023 8032 9510 Fax: 023 8032 9371
philip.naylor@mcga.gov.uk

Corporate Support

Richard Parkes 023 8032 9424 Fax: 023 8032 9429
richard.parkes@mcga.gov.uk

Finance and Governance

Sue Townsend 023 8032 9418 Fax: 023 8032 9388
sue.townsend@mcga.gov.uk

Regional Offices

EAST OF ENGLAND

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Regional Director

Jane Jackson 023 8032 9227
jane.jackson@mcga.gov.uk

SCOTLAND AND NORTHERN IRELAND

Marine House, Blaikies Quay, Aberdeen AB11 5EZ
Tel: 01224 597900 Fax: 01224 571920

Regional Director

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Fax: 01224 597969

WALES AND WEST OF ENGLAND

Tutt Head, Mumbles, Swansea SA3 4HW
Tel: 01792 368472 Fax: 01792 365333

Regional Director

Tom Borland

029 2044 8802
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Fax: 029 2044 8811

Sponsored by Department for Transport

Meat Hygiene Service

Kings Pool, Peasholme Green, York YO1 7PR
Tel: 01904 455501 Fax: 01904 455502

E-mail: mhsenquires@mhs.gov.uk Website: www.food.gov.uk/foodindustry/meat/mhservice/

Number of Staff: 1,400

Chief Executive

Steve McGrath

01904 455500
steve.mcgrath@mhs.gov.uk

Fax: 01904 455502

HQ Directors

Veterinary and Technical

Jane Downes

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Fax: 01904 455420

Corporate Services

Kathryn Davies

01904 456400
kathryn.davies@mhs.gov.uk

Fax: 01904 455502

Regional Directors

Central

Paul Thomas

01902 693134
paul.thomas@mhs.gov.uk

Fax: 01902 693337

Scotland (includes parts of Cumbria)

Spencer Dawson

0131-244 8441
spencer.dawson@mhs.gov.uk

Fax: 0131-244 8442

Acting Regional Director

South and West

Dorothy Wright

01823 330066
dorothy.wright@mhs.gov.uk
Quantock House, Paul Street, Taunton TA1 3NX

Fax: 01823 332549

Regional Director

Wales (includes parts of Hertfordshire and Gloucestershire)

Stephen Mulholland

029 2064 7810
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Fax: 029 2064 7801

Sponsored by Food Standards Agency

Launched: 1995

Medicines and Healthcare Products Regulatory Agency

10-2 Market Towers, 1 Nine Elms Lane, London SW8 5NQ

Tel: 020 7084 2000 Fax: 020 7084 2353

E-mail: info@mhra.gsi.gov.uk Website: www.mhra.gov.uk

Number of Staff: 800

Chair

Prof Sir Alasdair Breckenridge CBE

[biog p19]

020 7084 2534
info@mhra.gsi.gov.uk

Fax: 020 7084 2546

Chief Executive

Prof Kent Woods *[biog p176]*

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Directors

Clinical Devices

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Device Technology Evaluation and Safety

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Finance

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Inspection and Standards

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Licensing

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Sponsored by Department of Health

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E-mail: enquiries@metoffice.gov.uk Website: www.metoffice.gov.uk

Provides weather and climate change services to the UK and across the globe to the armed forces, civil aviation, shipping, emergency services, media, commerce, industry and the public.

Number of Staff: 1,894

Chief Executive

John Hirst

01392 884610

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Chief Scientist

Prof Julia Slingo OBE

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Climate Science

Prof John Mitchell OBE FRS

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Commercial Business

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Chief Press Officer

Dave Britton

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dave.britton@metoffice.gov.uk

Non-Executive Chairman

Robert Napier *[biog p118]*

Non-Executive Directors

Jim Currie
Dr Mike Goodfellow
Denise Harker
Prof Sir Brian Hoskins CBE

(MoD Representative)

Terence Jagger CBE

(Shareholder Executive Adviser)

Peter Shortt

Sponsored by Ministry of Defence

Launched: 1990

Ministry of Defence Police and Guarding Agency

Wethersfield, Braintree CM7 4AZ

Tel: 01371 854000 Fax: 01371 854030

E-mail: mgsmdp@milnet.uk.net Website: www.mod.uk/police_guarding

Responsible for the prevention, detection and investigation of crime within the Ministry of Defence and Crown Estate.

Number of Staff: 7,496

Chief Executive and Chief Constable

Stephen Love [*biog p99*]

01371 854316

Fax: 01371 854060

Deputy Chief Constable

David A Ray QPM

01371 854057

Agency Secretary

Daniel Applegate

01371 854293

Assistant Chief Constables**Personnel and Professional Development**

Robert Chidley

01317 854299

Divisional Operations

Gerry McAuley

01371 854291

Operational Support

John Bligh

01371 854260

MHS Head of Operations (HOP)

Sandy MacCormick

01371 854282

Fax: 01371 854801

MGA Head of Unarmed Guarding (HUG)

David Wray

01371 854688

Fax: 01371 854801

Sponsored by Ministry of Defence

Launched: 1996

The National Archives

Kew, Richmond TW9 4DU

Tel: 020 8876 3444 Fax: 020 8878 8905

E-mail: enquiry@nationalarchives.gov.uk Website: www.nationalarchives.gov.uk; www.opsi.gov.uk

The National Archives reports to the Lord Chancellor and Secretary of State for Justice. It has the policy lead on information management across government and on the re-use of public sector information. It is also the UK government's official archive, bringing together the Public Record Office, Historical Manuscripts Commission, the Office of Public Sector Information and Her Majesty's Stationery Office.

Number of Staff: 600

Chief Executive

Keeper of Public Records and Historical Manuscripts Commissioner

Natalie Ceeney [*biog p27*]

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Public Services

Jeff James

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Technology/Chief Information Officer

David Thomas

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Sponsored by Ministry of Justice

Launched: 2003

National Measurement Office

Stanton Avenue, Teddington TW11 0JZ

Tel: 020 8943 7272 Fax: 020 8943 7270

E-mail: info@nmo.gov.uk Website: www.nmo.dius.gov.uk

Formerly the National Weights and Measures Laboratory. Responsible for all aspects of the national measurement system; provides facilities for measuring equipment type approval, calibration and testing; exercises statutory responsibility for gas and electricity meters; enforces Restrictions on Use of Certain Hazardous Substances in Electrical and Electronic Equipment Regulations and advises the Secretary of State on hallmarking matters, including sponsorship of the British Hallmarking Council.

Number of Staff: 70

Chief Executive

Peter Mason

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Sponsored by Department for Innovation, Universities and Skills

Launched: 1987

National Savings and Investments

375 Kensington High Street, London W14 8SD

Tel: 020 7348 9200

Website: www.nsandi.com

Government backed savings provider.

Number of Staff: 140

Chief Executive

Jane Platt [*biog p133*]

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Directors

Change and Strategy Support

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Sponsored by HM Treasury

Launched: 1996

NHS Purchasing and Supply Agency

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Number of Staff: 276

Chief Operating Officer

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Directors

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Fax: 0118-955 7559

Sponsored by Department of Health**Launched: 2000**

Northern Ireland Prison Service

Dundonald House, Upper Newtownards Road, Belfast BT4 3SU

Tel: 028 9052 2922 Fax: 028 9052 5284

E-mail: info@niprisonerservice.gov.uk Website: www.niprisonerservice.gov.uk

Provides prison services in Northern Ireland.

Number of Staff: 2,000

DirectorRobin Masefield CBE [*biog p110*]028 9052 5219
robin.masefield@nio.x.gsi.gov.uk

Fax: 028 9052 5160

Sponsored by Northern Ireland Office**Launched: 1995**

Office for National Statistics

Government Buildings, Cardiff Road, Newport NP10 8XG

Tel: 0845 601 3034

E-mail: info@statistics.gov.uk; [\[firstname.surname\]@ons.gsi.gov.uk](mailto:[firstname.surname]@ons.gsi.gov.uk) Website: www.statistics.gov.uk

Provides government at all levels with a statistical service to support the formulation and monitoring of economic and social policies, informs Parliament and the citizen about the state of the nation and performance of government and registers key life events.

Chief Executive and National StatisticianKaren Dunnell [*biog p47*]020 7533 6200
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Jil Matheson

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Census

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Sponsored by UK Statistics Authority

Ordnance Survey

Romsey Road, Southampton SO16 4GU
Tel: 0845 605 0505 Fax: 023 8079 2615
E-mail: customerservices@ordnancesurvey.co.uk Website: www.ordnancesurvey.co.uk

Ordnance Survey is Great Britain's national mapping agency, providing accurate and up-to-date geographical data, for government, businesses and individuals.

Number of Staff: 1,407

Director-General and Chief Executive Officer

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Non-Executive Chairman

Sir Robert Margetts CBE

Non-Executive Directors

Michael Sommers

Piers White

Heads**Corporate Office**

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Corporate Communications

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Sponsored by Department for Communities and Local Government

Launched: 1791

Pension, Disability and Carers Service

Room 204, Richmond House, 79 Whitehall, London SW1A 2NS

Tel: 0113-307 8192

Website: www.dwp.gov.uk

Administers disability living allowance, attendance allowance, carer's allowance, vaccine damage payments, state pension, additional state pension, pension credit, over 80 pension, winter fuel payments, Christmas bonus payments, pensions forecasts and pension traces.

Number of Staff: 16,851

Chief Executive

Terry Moran CB [*biog p115*]

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Fax: 020 7829 3107

terry.moran1@dwp.gsi.gov.uk

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London SW1A 2NS

Chief Operating Officer

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01253 337269

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Non-Executive Directors

Chair of PDCS Board

John de Trafford
Kate Nash
William Roe
Jane Tozer
Lucy Vause

Sponsored by Department for Work and Pensions
Launched: 2008

People, Pay and Pensions Agency

J Block Foxhill, Combe Down, Bath BA1 5AB
Tel: 0800 345 7772
Website: www.mod.uk/DefenceInternet/MicroSite/PPPA/

Provider of HR shared services to Ministry of Defence civilian staff and other government departments on repayment.

Number of Staff: 1,100

Chief Executive

David Ball [*biog p9*]

Deputy Chief Executive and Director of Operations

John Quinn

Director

Corporate Development

Tony Maynard

Non-Executive Director

Margaret Savage

Directors

Customer Service

Shelagh Owen

Service Integration

Caroline Rummig

System Exploitation

Dave Wealthall

Sponsored by Ministry of Defence
Launched: 2006

Planning Inspectorate

Temple Quay House, 2 The Square, Temple Quay, Bristol BS1 6PN

Tel: 0117-372 6372

E-mail: enquiries@pins.gsi.gov.uk Website: www.planning-inspectorate.gov.uk

Appeals and other casework under planning, housing, environment, highways, transport and works legislation. Also provision of Inspectors to hold examinations into Development Plan Documents.

Number of Staff: 855

Chief Executive

Katrine Sporle [*biog p157*]

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4/08 Eagle Wing

Deputy Chief Executive and Director of Development Plans, Policy and Quality

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Non-Executive Directors

Jane Earl

Colin Jones

Liz Peace

Deep Sager

Sponsored by Department for Communities and Local Government

Launched: 1992

HM Prison Service

Cleland House, Page Street, London SW1P 4LN

Tel: 020 7217 6000 Fax: 020 7217 6403

E-mail: public.enquiries@hmprisons.gsi.gov.uk Website: www.hmprisonservice.gov.uk

Provides prison services in England and Wales.

Number of Staff: 48,140

Director-General

Phil Wheatley [*biog p173*]

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phil.wheatley@hmprisons.gsi.gov.uk

Deputy Director-General

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Belmarsh, Frankland, Full Sutton, Long Lartin, Manchester, Wakefield, Whitemoor, Woodhill

Director Offender Management, Yorkshire and Humberside

Steve Wagstaffe [*biog p170*] 01937 544512
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Area Managers
East Midlands Area Office

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Eastern Area Office

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Sponsored by Ministry of Justice

Office of the Public Guardian

Archway Tower, 2 Junction Road, London N19 5SZ

Tel: 0845 330 2900 Fax: 0870 739 5780

E-mail: customerservices@publicguardian.gsi.gov.uk Website: www.publicguardian.gov.uk

Supports and promotes decision making for those who lack capacity or would like to plan for their future, within the framework of the Mental Capacity Act 2005

Number of Staff: 400

Chief Executive and Public Guardian

Martin John [*biog p87*]

020 7664 7034

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martin.john@publicguardian.gsi.gov.uk

Sponsored by Ministry of Justice

Launched: 2007

Queen Elizabeth II Conference Centre

Broad Sanctuary, Westminster, London SW1P 3EE

Tel: 020 7222 5000 Fax: 020 7798 4200

E-mail: info@qeiiicc.co.uk Website: www.qeiiicc.co.uk

Provides conference and banqueting facilities for government and commercial use on a national and international scale.

Number of Staff: 50

Chief Executive

Ernest Vincent

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Sponsored by Department for Communities and Local Government

Launched: 1986

The Rent Service

5 Welbeck Street, London W1G 9YQ

Tel: 020 7023 6000/08450 26 46 96 Fax: 020 7023 6222

Website: www.therentservice.gov.uk

The Agency's primary functions are to provide a rental valuation service to local authorities in England, supply them with a range of valuations to assist them in settling claims for housing benefit. It also provides Fair Rent determinations for landlords and tenants under the provisions laid down in the Rent Act 1977.

As part of the Government's wider Welfare Reform agenda TRS has introduced the new Local Housing Allowance (LHA) which took effect from April 08 for new claimants. Under this system TRS will be determine Board Rental Market Areas and the calculation of LHAs.

Chief Executive

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Deputy Chief Executive

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Head**HR Operations and Learning**

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Management Board Invited Attendees**Head of Communications and Customer Services**

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Trade Union Representative

Heather Starr

Territorial Managers**London**

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South

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Sponsored by Department for Work and Pensions

Launched: 1999

The Royal Mint

Llantrisant, Pontyclun CF72 8YT

Tel: 01443 222111 Fax: 01443 623178

E-mail: informationoffice@royalmint.gov.uk Website: www.royalmint.gov.uk

Provision of United Kingdom coinage; also produces coins and blanks for a number of overseas countries. It also manufactures special proof and uncirculated quality coins in gold, silver and other metals; military and civil decorations and medals; commemorative and prize medals; and royal and official seals.

Number of Staff: 765

Chief Executive and Deputy Master

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Directors**Circulating Coin Sales**

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Collector Coin Marketing

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Collector Coin Sales

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Production

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phil.carpenter@royalmint.gov.uk

Non-Executive Directors**Chairman**

Mike Davies

Chair of the Audit Committee

Colin Balmer CB

Mary Chapman

David Harding

Sponsored by HM Treasury

Launched: 1990

Royal Parks

The Old Police House, Hyde Park, London W2 2UH

Tel: 020 7298 2000 Fax: 020 7298 2005

E-mail: hq@royalparcs.gsi.gov.uk Website: www.royalparcs.org.uk

Manages London's Royal Parks – St James's Park, Green Park, Hyde Park, Kensington Gardens, Regent's Park, Primrose Hill, Greenwich Park, Richmond Park and Bushy Park – and a number of other open spaces in London.

Number of Staff: 100

Chief ExecutiveMark Camley [*biog p24*]

020 7298 2123

Fax: 020 7298 2005

mcamley@royalparcs.gsi.gov.uk

Director of Parks

Colin Buttery

020 7298 2087

Fax: 020 7298 2005

cbuttery@royalparcs.gsi.gov.uk

Sponsored by Department for Culture, Media and Sport

Launched: 1993

Rural Payments Agency

King's House, 33 King's Road, Reading RG1 3BU

Tel: 0118-958 3626 Fax: 0118-953 7736

E-mail: enquiries@rpa.gsi.gov.uk Website: www.rpa.gov.uk

Responsible for making payments for Common Agricultural Policy (CAP) schemes in England and certain schemes throughout the UK; carrying out rural inspections and animal tracing in Great Britain.

Number of Staff: 3,000

Chief Executive

Tony Cooper

0118-968 7555

tony.cooper@rpa.gsi.gov.uk

Acting Chief Operating Officer

Steve Pearce

0118-968 7175

steve.pearce@rpa.gsi.gov.uk

Non-Executive Directors

Nicola Bastin

Steve Betteridge

Chris Swinson

Sponsored by Department for Environment, Food and Rural Affairs

Service Children's Education

Wegberg Military Complex, BFPO 40

Tel: +49 2161 908 2291 Fax: +49 2161 908 2032

E-mail: dave.ward779@land.mod.uk Website: www.sceschools.com

Provides an education service for the dependent children of service personnel and UK based civilian support staff residing overseas.

Number of Staff: 720

Chief Executive Officer

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Director of Education

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Sponsored by Ministry of Defence**Launched: 1996**

Service Personnel and Veterans Agency

Service Contacts, Joint Personnel Administration Centre

Tel: 0800 085 3600

Website: www.mod.uk

Veterans Contacts

Tel: 0800 169 2277 Fax: 01253 332014

E-mail: veterans.help@spva.gsi.gov.uk Website: www.veterans-uk.info

Ilford Park Polish Home, Stover, Newton Abbot TQ12 6QH

Norcross, Thornton Cleveleys, Blackpool FY5 3WP

SPVA Centurion Building, Grange Road, Gosport PO13 9XA

SPVA Innsworth Station, Building 182, Innsworth Station GL3 1HW

SPVA Kentigern House, 65 Brown Street, Glasgow G2 8EX

SPVA currently provides pay, pension, administration and support services to both Military Personnel and the Veterans community.

Number of Staff: 2,200

Chief Executive

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Directors**Account**

Kevin Large

Account Manager

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Change

Air Cmdre Paul Nash

Corporate Services

Kim Humberstone

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Systems

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Sponsored by Ministry of Defence

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Provides litigation and advisory services to government departments and other publicly funded bodies in England and Wales. Also administers estates of people who die intestate with no known kin.

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Sponsored by Law Officers

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Senior President of Tribunals

Rt Hon Sir Robert Carnwath CVO

Adjudicator to HM Land Registry

7th Floor, Victory House, 34 Kingsway, London WC2B 6EX

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E-mail: alr@tribunals.gsi.gov.uk Website: www.ahmlr.gov.uk

Works to resolve disputes about registered land in England and Wales as referred by the Land Registry.

Asylum and Immigration Tribunal

PO Box 6987, Leicester LE1 6ZX

Tel: 0845 600 0877 Fax: 0116-249 4130

E-mail: Customer.Service@tribunals.gsi.gov.uk Website: www.ait.gov.uk

Hears and decides appeals against decisions made by the Home Office in matters of asylum, immigration and nationality.

Asylum Support Tribunal

Christopher Wren House, 113 High Street, Croydon CR0 1QG

Tel: 020 8588 2500 Fax: 020 8588 2519

Website: www.asylum-support-tribunal.gov.uk

Considers appeals regarding decisions made by the UK Border Agency.

Care Standards Tribunal

18 Pocock Street, London SE1 0BW

Tel: 020 7960 0660 Fax: 020 7960 0661/2

E-mail: cst@tribunals.gsi.gov.uk Website: www.carestandardtribunal.gov.uk

Considers appeals from applicants:

- to have their names removed from the Protection of Children Act list and the Protection of Vulnerable Adults;
- to have any prohibition from teaching, acting as a proprietor of an independent school or working in schools or further education institutions lifted;
- who are subject to a court order banning them working with children.

Charity Tribunal

Tribunals Operational Support Centre, PO Box 6987, Leicester LE1 6ZX

Tel: 0845 600 0877 Fax: 0116-249 4253

E-mail: CharityTribunal@tribunals.gsi.gov.uk Website: www.charity.tribunals.gov.uk

Hears appeals against the decisions of the Charity Commission, applications for review of decisions of the Charity Commission and considers references from the Attorney General or the Charity Commission on points of law.

Claims Management Services Tribunal

15-19 Bedford Avenue, London WC1B 3AS

Tel: 020 7612 9700 Fax: 020 7436 4151

E-mail: cmst@tribunals.gsi.gov.uk

Website: www.financeandtaxtribunals.gov.uk/ClaimsManagementServicesTribunal.htm

An independent judicial body, established under section 12 of the Compensation Act 2006. It hears appeals from businesses and individuals who provide claims-management services in areas including: personal injury, endowment mis-selling, employment and housing disrepair.

Consumer Credit Appeals Tribunal

15-19 Bedford Avenue, London WC1B 3AS

Tel: 020 7612 9700 Fax: 020 7436 4151

E-mail: CCAT@tribunals.gsi.gov.uk Website: www.consumercreditappeals.tribunals.gov.uk

Provides a licensing regime, administered by the Office of Fair Trading (OFT), for traders in the consumer credit business or consumer hire business.

Criminal Injuries Compensation Appeals Panel

11th Floor, Cardinal Tower, 12 Farringdon Road, London EC1M 3HS

Tel: 020 7549 4600 Fax: 020 7549 4643

E-mail: enquiries-cicap@tribunals.gsi.gov.uk Website: www.cicap.gov.uk

Determines appeals relating to decisions made by the Criminal Injuries Compensation Authority.

Employment Appeal Tribunal

Audit House, 58 Victoria Embankment, London EC4Y 0DS

Tel: 020 7273 1041 Fax: 020 7273 1045

E-mail: londoneat@tribunals.gsi.gov.uk Website: www.employmentappeals.gov.uk

Hears appeals against decisions made by Employment Tribunals. It also hears appeals from (and applications relating to) decisions made by the Certification Officer or by the Central Arbitration Committee.

Employment Tribunals

3rd Floor, Alexandra House, 14-22 The Parsonage, Manchester M3 2JA

Tel: 0845 795 9775/Minicom: 0845 757 3722

E-mail: customer.servicesET@tribunals.gsi.gov.uk Website: www.employmenttribunals.gov.uk

Hears claims about matters to do with employment, including unfair dismissal, redundancy payments and discrimination, as well as a range of claims relating to wages and other payments.

Estate Agents Appeal Panel

15-19 Bedford Avenue, London WC1B 3AS

Tel: 020 7612 9700 Fax: 020 7436 4151

E-mail: EAAP@tribunals.gsi.gov.uk Website: www.estateagentappeals.tribunals.gov.uk

Can make an order prohibiting a person from acting as an estate agent when, for example, they have been convicted of an offence involving fraud or dishonesty, or they have engaged in a practice which has been declared undesirable by the Secretary of State, and, in addition, the OFT is satisfied that the person is unfit to continue in estate agency work.

Finance and Tax Tribunals

15-19 Bedford Avenue, London WC1B 3AS

Tel: 020 7612 9700 Fax: 020 7436 4150

Website: www.financeandtaxtribunals.gov.uk

Incorporates four smaller bodies: the VAT and Duties Tribunal; the Special Commissioners Tribunal; the Financial Service and Markets Tribunal; and the Pensions Regulator Tribunal.

FINANCIAL SERVICE AND MARKETS TRIBUNAL

15-19 Bedford Avenue, London WC1B 3AS

Tel: 020 7612 9700 Fax: 020 7436 4151

E-mail: fs&mt@tribunals.gsi.gov.uk

Website: www.financeandtaxtribunals.gov.uk/decisions/FinancialServicesMarketsTribunal.htm

Hears and decides on references arising from decision notices issued by the Financial Services Authority.

PENSIONS REGULATOR TRIBUNAL

15-19 Bedford Avenue, London WC1B 3AS

Tel: 020 7612 9700 Fax: 020 7436 4151

E-mail: PRT@tribunals.gsi.gov.uk

Website: www.financeandtaxtribunals.gov.uk/pensionsRegulatorTribunal.htm

Hears and decides on references arising from decision notices issued by the Pensions Regulator.

SPECIAL COMMISSIONERS

15-19 Bedford Avenue, London WC1B 3AS

Tel: 020 7612 9700 Fax: 020 7436 4151

E-mail: sc@tribunals.gsi.gov.uk

Website: www.financeandtaxtribunals.gov.uk/SpecialCommissioners.htm

Hears and determines appeals concerning decisions of the Inland Revenue relating to all direct taxes, e.g. income tax, corporation tax, capital gains tax and inheritance tax.

VAT AND DUTIES TRIBUNAL

15-19 Bedford Avenue, London EC1B 3AS

Tel: 020 7612 9700 Fax: 020 7436 4150

E-mail: vatlon@tribunals.gsi.gov.uk

Website: www.financeandtaxtribunals.gov.uk/VATandDutiesTribunals.htm

Hears appeals by traders and organisations against decisions of HM Customs and Excise relating to amounts of tax or duty to be paid, against penalties imposed upon them and against certain other decisions.

Gambling Appeals Tribunal

Tribunals Operational Support Centre, PO Box 6987, Leicester LE1 6ZX

Tel: 0845 600 0877 Fax: 0116-249 4253

E-mail: gat@tribunals.gsi.gov.uk Website: www.gamblingappealtribunal.gov.uk

Hears appeals against the decisions of the Gambling Commission.

Gender Recognition Panel

PO Box 6987, Leicester LE1 6ZX

Tel: 0845 355 5155

E-mail: grpenquiries@tribunals.gsi.gov.uk Website: www.grp.gov.uk

Assesses applications from transsexual people for legal recognition in their acquired gender.

General Commissioners of Income Tax

Procession House, Upper Ground West, 55 Ludgate Hill, London EC4M 7JW

Tel: 020 7029 5996

E-mail: aundrae.jordine@tribunals.gsi.gov.uk Website: www.generalcommissioners.gov.uk

Hears appeals from taxpayers against HM Revenue and Customs. Appeals are heard locally, usually by three General Commissioners, who are advised on the law by their clerk. The Special Commissioners of Income Tax are a separate tribunal of qualified lawyers who hear more complex cases.

Immigration Services Tribunal

11th Floor, Cardinal Tower, 12 Farringdon Road, London EC1M 3HS

Tel: 020 7549 4620 Fax: 020 7549 4866

E-mail: imset@tribunals.gsi.gov.uk Website: www.immigrationservicetribunal.gov.uk

Hears and determines appeals against decisions of the Immigration Services Commissioner and complaints made by the Immigration Services Commissioner. The cases exclusively concern people providing advice and representation services in connection with immigration matters.

Information Tribunal

Arnhem House Support Centre, PO Box 6987, Leicester LE1 6ZX

Tel: 0845 600 0877 Fax: 0116-249 4253

E-mail: informationtribunal@tribunals.gsi.gov.uk Website: www.informationtribunal.gov.uk

Hears appeals under the Data Protection Act 1998, the Freedom of Information Act 2000, the Privacy and Electronic Communications Regulations 2003 and the Environmental Information Regulations 2004.

Lands Tribunal

43-45 Bedford Square, London WC1B 3AS

Tel: 020 7612 9710 Fax: 020 7612 9723

E-mail: lands@tribunals.gsi.gov.uk Website: www.landtribunal.gov.uk

Determines questions of disputed compensation arising out of the compulsory acquisition of land; decides rating appeals; exercises jurisdiction over discharge and modification of restrictive covenants; and acts as arbitrator on references by consent.

Mental Health Review Tribunal

PO Box 8793, 5th Floor, Leicester LE1 8BN

Tel: 0845 223 2022

Website: www.mhrt.org.uk

Reviews the cases of patients detained under the Mental Health Act and directs the discharge of any patients where the statutory criteria for discharge have been satisfied.

Proscribed Organisations Appeal Commission

PO Box 36469, London EC4A 1WR

Tel: 0845 600 0877 Fax: 020 7073 4122

E-mail: Customer.Service@tribunals.gsi.gov.uk Website: www.siac.tribunals.gov.uk/poac

Deals with appeals in cases where the Home Secretary refuses to de-proscribe organisations believed to be involved in terrorism.

Social Security and Child Support

5th Floor, Fox Court, 14 Gray's Inn Road, London WC1X 8HN

Tel: 020 7712 2600 Fax: 020 7712 2650

Website: www.appeals-service.gov.uk

Hears appeals on decisions concerned with social security, child support, child tax credit, pensions credit, housing benefit, council tax benefit, vaccine damage, tax credits and compensation recovery.

Social Security and Child Support Commissioners

11th Floor, Cardinal Tower, 12 Farringdon Road, London EC1M 3HS

Tel: 020 7549 4660 Fax: 020 7549 4668

E-mail: adminappeals@tribunals.gsi.gov.uk Website: www.osscc.gov.uk

Commissioners decide appeals on point of law from Appeals Service tribunals in social security, tax credit, child support, housing benefit, council tax benefit and compensation recovery cases. They also decide appeals from Pensions Appeal Tribunals relating to war pensions and cases which have been referred to them under the Forfeiture Act.

Special Educational Needs and Disability

2nd Floor, Old Hall, Mowden Hall, Staindrop Road, Darlington DL3 9BG

Tel: 0870 241 2555 Fax: 01325 391045

E-mail: sendistquiries@tribunals.gsi.gov.uk Website: www.sendist.gov.uk

Considers parents' appeals against the decisions of Local Education Authorities about children's special educational needs.

Special Immigration Appeal Commission

PO Box 36469, London EC4A 1WR

Tel: 0845 600 0877 Fax: 020 7073 4122

E-mail: Customer.Service@tribunals.gsi.gov.uk Website: www.siac.tribunals.gov.uk

Deals with appeals against decisions made by the Home Office to deport, or exclude, someone from the UK on national security grounds, or for other public interest reasons. It also hears appeals against decisions to deprive persons of citizenship status.

Transport Tribunal

11th Floor, Cardinal Tower, 12 Farringdon Road, London EC1M 3HS

Tel: 020 7549 4620 Fax: 020 7549 4866

E-mail: transport@tribunals.gsi.gov.uk Website: www.transporttribunal.gov.uk

Hears and decides appeals against decisions of Traffic Commissioners. These cases concern operators of road vehicles (heavy goods vehicles and public service vehicles) and their premises used as operating centres. Also considers appeals against decisions of the Registrar of Approved Driving Instructors.

War Pensions and Armed Forces Compensation

5th Floor, Fox Court, 14 Grays Inn Road, London WC1X 8HN

Tel: 020 3206 0701 Fax: 020 3206 0702

E-mail: armedforces.chamber@tribunals.gsi.gov.uk Website: www.pensionsappealtribunals.gov.uk

Deals with appeals about the schemes that provide compensation for injuries in the Armed Forces.

Sponsored by Ministry of Justice

UK Border Agency

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Sponsored by Home Office

UK Intellectual Property Office

Concept House, Cardiff Road, Newport NP10 8QQ
Tel: 01633 814000 Fax: 01633 814444
E-mail: enquiries@ipo.gov.uk Website: www.ipo.gov.uk

Grants patents and trade marks, registers designs, and formulates policy on intellectual property.

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Chief Information Officer

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Sponsored by Department for Innovation, Universities and Skills

Launched: 1990

United Kingdom Debt Management Office

Eastcheap Court, 11 Philpot Lane, London EC3M 8UD

Tel: 0845 357 6500 Fax: 08453 576509

E-mail: [firstname.surname]@dmo.gov.uk Website: www.dmo.gov.uk

Carries out the Government's debt management policy of minimising its financing costs over the long term, taking account of risk, and manages the aggregate cash needs of the Exchequer. Also responsible for providing loans to local authorities through the Public Works Loan Board (PWLB) and managing the assets of certain public sector bodies through the Commissioners for the Reduction of the National Debt (CRND).

Number of Staff: 80

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Fax: 020 7862 6509

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Press Officer

Steve Whiting

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Sponsored by HM Treasury

Launched: 1998

United Kingdom Hydrographic Office

Admiralty Way, Taunton TA1 2DN

Tel: 01823 337900 Fax: 01823 284077

E-mail: [firstname.surname]@ukho.gov.uk; helpdesk@ukho.gov.uk Website: www.ukho.gov.uk

Produces navigational charts, publications and services for the Royal Navy and international shipping.

Number of Staff: 1,059

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David Palmer

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Chief Executive

Mike Robinson [*biog p144*]

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Chief Operating Officer and Deputy Chief Executive (Corporate)

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UK National Hydrographer

Head of Defence and and Deputy Chief Executive (Hydrography)

Rear Admiral Ian Moncrieff

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Sponsored by Ministry of Defence

Launched: 1795

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Wingate House, 93-107 Shaftesbury Avenue, London W1B 5BU

Tel: 020 7506 1700 Fax: 020 7506 1998

E-mail: customerservices@voa.gsi.gov.uk Website: www.voa.gov.uk

50 Frederick Street, Edinburgh EH2 1NG

Tel: 0131-465 0700 Fax: 0131-465 0799

Regent House, Regent Street, Wrexham LL11 1PR

Tel: 01978 200000 Fax: 01978 200099

Provides land and buildings valuation service to government departments, other public bodies and a number of local authorities throughout Great Britain.

Number of Staff: 3,990

Acting Chief Executive

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Sponsored by HM Revenue and Customs

Launched: 1991

Vehicle and Operator Services Agency

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Checks vehicles and drivers at the roadside and other enforcement checks, supervises MOT testing and carries out annual testing of goods and passenger vehicles. Delivers services to commercial vehicle operators and supports the traffic commissioners in their licensing and compliance roles.

Number of Staff: 2,600

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John Doran

Alex Jablonowski
Paul Smith

Sponsored by Department for Transport
Launched: 2003

Vehicle Certification Agency

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Tel: 0117-951 5151 Fax: 0117-952 4103
E-mail: enquiries@vca.gov.uk Website: www.vca.gov.uk

Tests and certifies vehicles and their components to given environmental and safety standards agreed at European level.

Number of Staff: 111

Chief Executive

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Sponsored by Department for Transport
Launched: 1990

Veterinary Laboratories Agency

Woodham Lane, New Haw, Addlestone KT15 3NB
Tel: 01932 341111 Fax: 01932 347046
E-mail: enquiries@vla.defra.gsi.gov.uk Website: www.vla.gov.uk

Provides specialist veterinary advice to Defra based on disease surveillance, laboratory services and research and development. It also offers these services to other government departments and the private sector.

Number of Staff: 1,300

Chief Executive

Prof Peter Borriello

01932 357235

Science Director

Prof Chris Thorns

Veterinary Director

Roger Hancock

Business Director

Chris Morrey

Sponsored by Department for Environment, Food and Rural Affairs
Launched: 1995

Veterinary Medicines Directorate

Woodham Lane, New Haw, Addlestone KT15 3LS
Tel: 01932 336911 Fax: 01932 336618
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Assesses applications for veterinary medicines, issues authorisations and monitors suspected adverse reactions and the presence of residues of veterinary medicines in animals and animal products. Advises Ministers on policy for veterinary medicines.

Number of Staff: 150

Chief Executive

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Launched: 1990

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Arranges and runs conferences on international affairs for politicians, officials, academics and others from around the world. Also hosts conferences for public and private sector customers.

Number of Staff: 70

Chief Executive

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Sponsored by Foreign and Commonwealth Office

Launched: 1946

Youth Justice Agency

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Responsibilities, within Northern Ireland, include early intervention and diversionary programmes undertaken within the community, youth conferencing and the provision of secure custodial care.

Number of Staff: 372

Chief Executive

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Shane Logan

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GOVERNMENT OFFICES FOR THE ENGLISH REGIONS

Regional Co-ordination Unit	549
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There are nine Government Offices for the English Regions, delivering English regional services for eleven Government Departments: Cabinet Office; Department for Communities and Local Government; Department for Business, Enterprise and Regulatory Reform; Department for Children, Schools and Families; Department for Culture, Media and Sport; Department for Environment, Food and Rural Affairs; Department of Health; Home Office; Ministry of Justice; Department for Transport; Department for Work and Pensions.

Both the Regional Co-ordination Unit and the GOs are part of the Department for Communities and Local Government.

North West

- 1. Carlisle
- 2. Blackpool
- 3. Liverpool
- 4. Manchester
- 5. Bolton
- 6. Chester
- 7. Preston

North East

- 1. Newcastle-upon Tyne
- 2. Middlesbrough
- 3. Gateshead
- 4. Hartlepool
- 5. Sunderland
- 6. Durham
- 7. Morpeth

Yorkshire & The Humber

- 1. York
- 2. Bradford
- 3. Wakefield
- 4. Barnsley
- 5. Sheffield
- 6. Leeds
- 7. Hull
- 8. Rotherham

East Midlands

- 1. Nottingham
- 2. Derby
- 3. Leicester
- 4. Northampton
- 5. Lincoln

West Midlands

- 1. Wolverhampton
- 2. Birmingham
- 3. Coventry
- 4. Stoke
- 5. Telford
- 6. Worcester
- 7. Hereford

East of England

- 1. Norwich
- 2. Peterborough
- 3. Cambridge
- 4. Bedford
- 5. Ipswich
- 6. Luton
- 7. Southend-on-Sea
- 8. St Albans
- 9. Watford
- 10. Chelmsford

South West

- 1. Swindon
- 2. Bristol
- 3. Bournemouth
- 4. Exeter
- 5. Plymouth
- 6. Poole
- 7. Gloucester
- 8. Truro
- 9. Taunton

South East

- 1. Oxford
- 2. Reading
- 3. Guildford
- 4. Brighton
- 5. Portsmouth
- 6. Southampton
- 7. Medway Towns
- 8. Milton Keynes



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The RCU is the corporate centre of the nine Government Offices in the English regions, providing a link with Whitehall. It is the policy centre for business development, human resources, strategy, performance and communications.

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The region comprises the counties of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk.

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The region comprises the counties of Lincolnshire, Derbyshire, Rutland, Nottinghamshire, Leicestershire and Northamptonshire. The principal urban areas are the cities of Nottingham, Leicester, Derby and Lincoln and the county town of Northampton.

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The region covers Cheshire, Cumbria, Greater Manchester, Lancashire and Merseyside.

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The region forms an arc around London from Milton Keynes in the north to the Isle of Wight off the Hampshire coast in the south and from Hampshire in the west to Thanet in Kent in the east.

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The region spans an area from Stoke-on-Trent in the north down to Hereford and Evesham in the south, from Shrewsbury in the west to Rugby and Burton-on-Trent in the east. The big cities and towns, Birmingham, Wolverhampton, Coventry and Walsall, occupy a central position through the region.

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The region comprises the five West Yorkshire metropolitan authorities of Leeds, Bradford, Kirklees, Wakefield, Calderdale; the four South Yorkshire metropolitan authorities of Sheffield, Barnsley, Rotherham, Doncaster; the five unitary authorities of York, the East Riding of Yorkshire, Hull, North Lincolnshire, North East Lincolnshire; and North Yorkshire County Council.

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Office of Communications	561
The Crown Estate	562
Crown Prosecution Service	563
Office of Fair Trading	573
Food Standards Agency	575
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UKTI is the Government organisation that helps UK based companies succeed in international markets and assists overseas companies to bring high quality investment to the UK's economy.

UKTI brings together the work of the Foreign and Commonwealth Office (FCO) and the Department for Business, Enterprise and Regulatory Reform (BERR) on international trade and investment.

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Deals with complaints and disputes involving tenants and Housing Associations and certain private sector landlords and managing agents.

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Tel: 0845 015 4033 Fax: 020 7217 4000

E-mail: phso.enquiries@ombudsman.org.uk Website: www.ombudsman.org.uk

Conducts independent investigations into complaints that government departments, a range of other public bodies in the UK, and the NHS in England, have not acted properly or fairly or have provided a poor service.

Ombudsman

Ann Abraham [*biog p3*]

020 7217 4211

Fax: 020 7217 4067

private.office@ombudsman.org.uk

Pensions Ombudsman

6th Floor, 11 Belgrave Road, London SW1V 1RB

Tel: 020 7834 9144 Fax: 020 7821 0065

E-mail: enquiries@pensions-ombudsman.org.uk Website: www.pensions-ombudsman.org.uk

Investigates complaints and disputes about the way that personal and occupational pension schemes are run, disputes about the decisions made by the Board of the Pension Protection Fund or the actions of their staff, and appeals against decisions made by the Scheme Manager under the Financial Assistance Scheme.

The Pensions Ombudsman does not deal with matters concerning state pensions. Complaints about the sales and marketing of pensions schemes are dealt with by the Financial Ombudsman Service.

Ombudsman

Tony King

Deputy Ombudsman

Charlie Gordon

Police Ombudsman for Northern Ireland

New Cathedral Buildings, St Anne's Square, 11 Church Street, Belfast BT1 1PG

Tel: 028 9082 8600/0845 601 2931 Fax: 028 9082 8659

E-mail: info@policeombudsman.org Website: www.policeombudsman.org

To provide an independent, impartial police complaints system, for the people and police under the Police (Northern Ireland) Act 1998, 2000 and 2003.

Ombudsman

Al Hutchinson

Sponsored (Executive) by Northern Ireland Office

Prisons and Probation Ombudsman for England and Wales

Ashley House, 2 Monck Street, London SW1P 2BQ

Tel: 020 7035 2876/Lo-call: 0845 010 7938 Fax: 020 7035 2860

E-mail: mail@ppo.gsi.gov.uk Website: www.ppo.gov.uk

Considers complaints from prisoners, those subject to probation supervision and complaints by those in immigration detention. Also investigates all deaths of prisoners, residents of probation hostels, and those held in immigration detention.

Ombudsman

Stephen Shaw CBE

Deputy Ombudsmen

Tony Hall
Ali McMurray
Jane Webb

Public Services Ombudsman for Wales

1 Ffordd yr Hen Gae, Pencoed CF35 5LJ
Tel: 01656 641150 Fax: 01656 641199
E-mail: ask@ombudsman-wales.org.uk Website: www.ombudsman-wales.org.uk

Investigates complaints of injustice caused by maladministration or service failure by the National Assembly for Wales (including public bodies sponsored by the Assembly), National Health Service bodies (including GPs), registered social landlords and local authorities (including community councils, fire and rescue authorities, police authorities, countryside and environmental organisations).

Public Services Ombudsman for Wales

Peter Tyndall

Scottish Information Commissioner

Kinburn Castle, Doubledykes Road, St Andrews KY16 9DS
Tel: 01334 464610 Fax: 01334 464611
E-mail: enquiries@itspublicknowledge.info Website: www.itspublicknowledge.info

Enforces and promotes Scotland's freedom of information laws.

Commissioner

Kevin Dunion OBE

Scottish Legal Complaints Commission

The Stamp Office, 10-14 Waterloo Place, Edinburgh EH1 3EG
Tel: 0131-528 5111 Fax: 0131-528 5110
E-mail: enquiries@scottishlegalcomplaints.org.uk Website: www.scottishlegalcomplaints.org.uk

Founded 1 October 2008. SLCC receives all complaints against legal practitioners in Scotland, investigates those relating to service and oversees the handling of misconduct complaints by the Law Society of Scotland and the Faculty of Advocates. The Scottish Legal Services Ombudsman has been replaced by SLCC.

Chair

Jane Irvine

CEO

Eileen Masterman

Scottish Parliamentary Standards Commissioner

The Scottish Parliament, Edinburgh EH99 1SP
Tel: 0131-348 6666 Fax: 0131-348 6834
E-mail: standards.commissioner@scottish.parliament.uk Website: www.spsc.co.uk

Investigates complaints that Members of the Scottish Parliament (MSPs) have broken their Code of Conduct.

Commissioner

Stuart Alllan

Scottish Prison Complaints Commissioner

Government Buildings, Broomhouse Drive, Edinburgh EH11 3XD

Tel: 0131-244 8423 Fax: 0131-244 8430

E-mail: spcc@scotland.gsi.gov.uk Website: www.scotland.gov.uk/Topics/Justice/Prisons/18780

Reviews prisoners' complaints that have not been resolved through the internal grievance system of the Scottish Prison Service.

Commissioner

Vaughan Barrett

Scottish Public Services Ombudsman

4 Melville Street, Edinburgh EH3 7NS

Tel: 0800 377 7330 Fax: 0800 377 7331

E-mail: ask@spsos.org.uk Website: www.spsos.org.uk

Freepost EH641, Edinburgh EH3 0BR

Considers complaints from members of the public about public services including local government, health services in Scotland, the Scottish Parliamentary Corporate Body and the Scottish Government, Registered Social Landlords and higher and further education institutions.

Ombudsman

Jim Martin

NON-DEPARTMENTAL PUBLIC BODIES

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Administration of Radioactive Substances Advisory Committee

ARSAC Secretariat, Centre for Radiation, Chemical and Environmental Hazards, Radiation Protection Division, Chiltern, Didcot, Oxon OX11 0RQ
Tel: 01235 822887 Fax: 01235 834925
Website: www.arsac.org.uk

To advise Health Ministers on the granting, renewal, suspension, revocation and variation of certificates to administer radioactive substances to humans.

Chair

Dr Thomas Nunan

Sponsored (Advisory) by Department of Health

Administrative Justice and Tribunals Council

81 Chancery Lane, London WC2A 1BQ
Tel: 020 7855 5200 Fax: 020 7855 5201
E-mail: enquiries@cot.gsi.gov.uk Website: www.council-on-tribunals.gov.uk

To advise on and keep under review the constitution and working of administrative procedures involving statutory inquiries.

Chair

Rt Hon Lord Newton of Braintree OBE

Acting Secretary

Ray Burningham

Sponsored (Executive) by Ministry of Justice

Advisory, Conciliation and Arbitration Service

Brandon House, 180 Borough High Street, London SE1 1LW
Tel: 020 7210 3893 Fax: 020 8867 3225
Website: www.acas.org.uk

The Acas mission is to improve organisations and working life through better employment relations. Acas offers a whole spectrum of services ranging from helping with dispute resolution and individual problems to running interactive training and fine-tuning HR systems for the future.

Chair

Ed Sweeney

Chief Executive

John Taylor [*biog p162*]

020 7210 3633
jtaylor@acas.org.uk

Fax: 020 7210 3664

Sponsored (Executive) by Department for Business, Enterprise and Regulatory Reform

Agricultural Land Tribunals (England)

Website: www.defra.gov.uk/farm/working/alt

To determine disputes between agricultural landlords and tenants (other than through the courts or arbitration) as provided for in the Agricultural Holdings Act 1986; and between agricultural neighbours as provided for in the Land Drainage Act 1991.

Secretaries

Michael Baker

01270 754156

Fax: 01270 754163

michael.baker@defra.gsi.gov.uk

Tony Collins

0117 959 8648

Fax: 0117 959 8605

tony.collins@defra.gsi.gov.uk

Sponsored (Tribunal) by Department for Environment, Food and Rural Affairs

Agricultural Wages Board for England and Wales

Area 7E, 9 Millbank, c/o 17 Smith Square, London SW1P 3JR

Tel: 020 7238 6523 Fax: 020 7238 6553

E-mail: agriwages@arp.defra.gsi.gov.uk Website: www.defra.gov.uk

To fix minimum wages for its agricultural workers in England and Wales. It also has discretionary powers to decide other terms and conditions, eg: holiday and sick pay.

Chair

Derek Evans CBE

Sponsored (Executive) by Department for Environment, Food and Rural Affairs

Agriculture and Horticulture Development Board

Stoneleigh Park, Kenilworth CV8 2TL

Tel: 0247 6692051

E-mail: info@ahdb.org.uk Website: www.ahdb.org.uk

To help improve the efficiency and competitiveness of various agriculture and horticulture sectors within the UK. Its statutory functions encompass meat and livestock (cattle, sheep and pigs) in England; horticulture, milk and potatoes in Great Britain; cereals and oilseeds in the UK.

Chair

Dr John Bridge

Chief Executive

Kevin Roberts

Sponsored (Executive) by Department for Environment, Food and Rural Affairs

Expert Advisory Group on AIDS

EAGA Secretariat, c/o Health Protection Agency, 61 Colindale Avenue, London NW9 5EQ

Tel: 020 7210 3000

E-mail: caso@hpa.gov.uk Website: www.advisorybodies.doh.gov.uk/eaga

To provide advice on such matters relating to AIDS as may be referred to by the Chief Medical Officers of the Health Departments of the United Kingdom.

Chair

Prof Brian Gazzard

Sponsored (Advisory) by Department of Health

Launched: 1985

Air Quality Expert Group

AQEG Secretariat, Defra, Area 3C, Ergon House, 17 Smith Square, London SW1P 3JR

Tel: 08459 335577 Fax: 020 7238 2188

E-mail: air.quality@defra.gsi.gov.uk Website: www.defra.gov.uk/environment/airquality/panels/aqeg

To advise on levels, sources and characteristics of air pollutants in the UK.

Chair

Prof Mike Pilling

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Alcohol Education and Research Council

Room 178, Queen Anne Business Centre, 28 Broadway, London SW1H 9JX

Tel: 020 7340 9502

Website: www.aerc.org.uk

To administer the Alcohol Education and Research Fund which is available to finance educational and research projects within the United Kingdom relating to alcohol misuse and to provide novel forms of help to those with drinking problems.

Chair

Prof Robin Davidson

Director

Prof Ray Hodgson

Sponsored (Executive) by Department of Health

Advisory Committee on Animal Feedingsuffs

ACAF Secretariat, Room 415B, Aviation House, 125 Kingsway, London WC2B 6NH

Tel: 020 7276 8468 Fax: 020 7276 8478

E-mail: acaf@foodstandards.gsi.gov.uk Website: <http://acaf.food.gov.uk>

To advise the Food Standards Agency, and Ministers on the safety and use of animal feeds and feeding practices, with particular emphasis on protecting human health and with reference to new technical developments.

Chair

Dr Ian Brown OBE

Sponsored (Advisory) by Food Standards Agency

Animal Health and Welfare Strategy England Implementation Group

The Secretariat, England Implementation Group, Animal Health and Welfare Strategy Delivery

Division, Defra, 5A Millbank, 17 Smith Square, London SW1P 3JR

Tel: 020 7238 4926

E-mail: eig@defra.gsi.gov.uk Website: www.defra.gov.uk/animalh/ahws/eig/

Chair

Helen Browning

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Animal Procedures Committee

3rd Floor, Seacole SW Quarter, 2 Marsham Street, London SW1P 2AW

Tel: 020 7035 4776 Fax: 020 7035 1135

E-mail: apc.secretariat@homeoffice.gsi.gov.uk Website: www.apc.gov.uk

To advise the Secretaries of State for the Home Office and Northern Ireland Offices on their duties involving the use of living animals in scientific procedures which may cause those animals pain, suffering, distress or lasting harm.

Chair

Sara Nathan

Sponsored (Advisory) by Home Office

Animal Welfare Advisory Committee

Independent Science and Technical Advice, I/J/06 MoD, Main Building, Whitehall, London SW1A 2HB

Tel: 020 7807 8864 Fax: 020 7218 6481

E-mail: sit-dsac-office@mod.uk

Consults, inspects and makes all necessary enquiries into all aspects of animal care and their use in defence research at DSTL establishments and QinetiQ plc. It advises Sectoral Directors and reports directly to the Chief Scientific Adviser at the Ministry of Defence.

Chair

To be appointed

Sponsored (Advisory) by Ministry of Defence

Advisory Committee on Antimicrobial Resistance and Healthcare Associated Infection

ARHAI Scientific Secretariat, Expert Advice Support Office, Corporate Services Building, Health Protection Agency, 61 Colindale Avenue, London NW9 5DF

Tel: 020 7759 2700

E-mail: [easo@hpa.org.uk](mailto: easo@hpa.org.uk) Website: www.advisorybodies.doh.gov.uk/arhai

To provide practical and scientific advice to the Government on minimising the evidence of healthcare associated infections, and to maintain the effectiveness of antimicrobial agents.

Chair

Prof Roger Finch

Sponsored (Advisory) by Department of Health

Advisory Committees on the Appointment of Justices of the Peace (NI)

Laganside House, 23-27 Oxford Street, Belfast BT1 3LA

Tel: 028 9041 2915 Fax: 028 9072 8943

Website: www.courtsni.gov.uk

To advise the Lord Chancellor on the appointment of Justices of the Peace in Northern Ireland.

Secretary

Deborah Kirk

Sponsored (Advisory) by Northern Ireland Court Service

Armed Forces' Pay Review Body

Office of Manpower Economics, 6th Floor Kingsgate House, 66-74 Victoria Street, London SW1E 6SW

Tel: 020 7215 8253 Fax: 020 7215 4445

E-mail: steven.mokogwu@berr.gsi.gov.uk

To provide advice to the Prime Minister and the Secretary of State for Defence on the remuneration and charges for members of the Air, Military and Naval Forces of the Crown.

Chair

Prof David Greenaway

Sponsored (Advisory) by Ministry of Defence

Arts and Humanities Research Council

Whitefriars, Lewins Mead, Bristol BS1 2AE

Tel: 0117-987 6600 Fax: 0117-987 6544

E-mail: enquiries@ahrc.ac.uk Website: www.ahrc.ac.uk

Supports research and postgraduate training in humanities subjects, such as history, modern languages and English literature, and in the creative and performing arts, also promotes the outcomes of this research for the economic, social, cultural and public policy benefit of the UK.

Chair

Prof Sir Alan Wilson [*biog p175*]

202 7679 1914

a.g.wilson@ucl.ac.uk

Chief Executive

Prof Philip Esler

Sponsored (Executive) by Department for Innovation, Universities and Skills

Arts Council England

14 Great Peter Street, London SW1P 3NQ

Tel: 0845 300 6200 Fax: 020 7973 6590

E-mail: enquiries@artscouncil.org.uk Website: www.artscouncil.org.uk

The national funding body for the arts in England. Responsible for developing and improving the knowledge, understanding and practice of the arts and to increase the accessibility of the arts to the public.

Chair

Dame Liz Forgan OBE

Chief Executive

Alan Davey [*biog p37*]

Sponsored (Executive) by Department for Culture, Media and Sport

Audit Commission

1st Floor, Millbank Tower, Millbank, London SW1P 4HQ

Tel: 020 7828 1212 Fax: 020 7166 2945

Website: www.audit-commission.gov.uk

Promotes the proper stewardship of public finances. It appoints auditors to all local government and NHS bodies in England and Wales. It undertakes Best Value Inspectors of certain local government services and functions.

Chair

Michael O'Higgins

Chief Executive

Steve Bundred

Sponsored (Executive) by Department for Communities and Local Government

Advisory Panel for the Beacon Scheme

c/o Layden House, 76-86 Turmill Street, London EC1M 5LG

Tel: 020 7296 6626 (Beacons Team)

E-mail: beacons@idea.gov.uk

Provides independent advice to Ministers on the operation of the Beacon Council Scheme, which identifies excellence and innovation in local government.

Chair

Marianne Hood

Sponsored (Advisory) by Department for Communities and Local Government

Big Lottery Fund

1 Plough Place, London EC4A 1DE

Tel: 020 7211 1800 Fax: 020 7211 1750

E-mail: general.enquiries@biglotteryfund.org.uk Website: www.biglotteryfund.org.uk

The largest of the National Lottery good cause distributors, making grants to health, environment and charitable causes.

Chair

Sir Clive Booth [*biog p17*]

020 7211 1761

Fax: 020 7211 1753

carol.boyd@biglotteryfund.org.uk

Sponsored (Executive) by Department for Culture, Media and Sport

Biotechnology and Biological Research Council

Polaris House, North Star Avenue, Swindon SN2 1UH

Tel: 01793 413200 Fax: 01793 413201

Website: www.bbsrc.ac.uk

To promote and support high quality basic, strategic and applied research and post-graduate training relating to the understanding and exploitation of biotechnology and biological systems. Established in 1994, it invests around £336 million per annum in the biosciences and research funding.

Chair

Dr Peter Ringrose

Chief Executive

Prof Douglas Kell

Sponsored (Executive) by Department for Innovation, Universities and Skills

Advisory Committee on Borderline Substances

NHS Purchasing and Supply Agency, 80 Lightfoot Street, Chester CH2 3AD

Tel: 01244 586767 Fax: 01244 586760

E-mail: ACBS@pasa.nhs.uk

To advise whether particular substances, preparations or items should not be treated as drugs under the NHS (General Medical Services) Regulations 1992, and to ensure that substances, preparations, or items which have a therapeutic use in the treatment of a disease in the community can be provided as economically as possible under the NHS.

Chair

Dr Ian White

Sponsored (Advisory) by Department of Health

Boundary Commission for England

5th Floor, Clive House, 70 Petty France, London SW1H 9EX

Tel: 020 7189 3716 Fax: 020 7189 3717

E-mail: information@justice.gsi.gov.uk Website: www.statistics.gov.uk/psc/

To keep under continuous review the representation of England in the House of Commons and to submit to the Secretary of State reports with recommendations for constituencies.

Chairman

Rt Hon Michael Martin MP

Deputy Chairman

To be appointed

Sponsored (Advisory) by Ministry of Justice

British Council

Bridgewater House, 58 Whitworth Street, Manchester M1 6BB

Tel: 0161-957 7755 Fax: 0161-957 7762

E-mail: general.enquiries@britishcouncil.org Website: www.britishcouncil.org

The UK's international organisation for educational opportunities and cultural relations. Its purpose is to build mutually beneficial relationships between people in the UK and other countries, and to increase appreciation of the UK's creative ideas and achievements.

Chair

Rt Hon Lord Kinnock

Chief Executive

Martin Davidson CMG [*biog p37*]

020 7389 4873

Fax: 020 7389 4984

martin.davidson@britishcouncil.org

Sponsored (Executive) by Foreign and Commonwealth Office

British Educational Communications and Technology Agency

Milburn Hill Road, Science Park, Coventry CV4 7JJ

Tel: 02476 416994 Fax: 02476 411418

E-mail: becta@becta.org.uk Website: www.becta.org.uk

The government agency leading the national drive to ensure the effective and innovative use of technology throughout learning.

Chair (Interim)

Graham Badman CBE

Chief Executive

Stephen Crowne [*biog p35*]

stephen.crowne@becta.org.uk

Sponsored (Executive) by Department for Children, Schools and Families

British Hallmarking Council

1 Colmore Square, Birmingham B4 6AA

Tel: 0870 763 1414 Fax: 0870 763 1814

E-mail: david.gwyther@martineau-uk.com Website: www.britishhallmarkingcouncil.gov.uk

Oversees the operations of the Assay Offices and advises the Government on the operation of the Hallmarking Act 1973.

Chair

Thomas Murray

Secretary

David Gwyther

Sponsored (Executive) by Department for Innovation, Universities and Skills

British Library

96 Euston Road, London NW1 2DB

Tel: 0870 444 1500

E-mail: customer-services@bl.uk Website: www.bl.uk

The national library of the United Kingdom. The British Library Board is responsible for managing the library as a national centre for reference, study, bibliography and information services, in relation both to scientific and technological matters and the humanities.

Chief Executive

Dame Lynne Brindley

Sponsored (Executive) by Department for Culture, Media and Sport

British Museum

Great Russell Street, London WC1B 3DG

Tel: 020 7323 8000 Fax: 020 7323 8616

E-mail: information@britishmuseum.org Website: www.britishmuseum.org

Chair

Niall Fitzgerald KBE

Director

Neil MacGregor

Sponsored (Executive) by Department for Culture, Media and Sport

British Pharmacopoeia Commission

c/o Market Towers, 1 Nine Elms Lane, London SW8 5NQ

Tel: 020 7084 2561 Fax: 020 7084 2566

E-mail: bpc@mhra.gsi.gov.uk Website: www.pharmacopoeia.org.uk

To publish any compendium or new edition of and/or amendment to the British Pharmacopoeia, and British Pharmacopoeia (Veterinary) together with the establishment and publication of British Approved Names. This provides publicly available specifications and standards that apply to any medicinal product, at any time during its shelf-life.

Chair

Prof David Woolfson

Sponsored (Advisory) by Medicines and Healthcare Products Regulatory Agency

British Transport Police Authority

The Forum, 5th Floor North, 74-80 Camden Street, London NW1 0EG

Tel: 020 7383 0259 Fax: 020 7383 2655

E-mail: general.enquiries@btpa.police.uk Website: www.btpa.police.uk

To secure an efficient and effective police force for the railways, hold the police budget and allocate resources and appoint (and dismiss if necessary) the Chief Constable and senior police officers.

Chair

Millie Banerjee CBE

Sponsored (Executive) by Department for Transport

Building Regulations Advisory Committee

BRAC Secretariat, c/o Sustainable Buildings Division, Communities and Local Government, Zone 4/A3

Eland House, Bressenden Place, London SW1E 3DU

Tel: 020 7944 6216 Fax: 020 7944 5719

E-mail: brac@communities.gsi.gov.uk

Website: www.communities.gov.uk/planningandbuilding/buildingregulations/buildingregulationsadvisory

To advise the Secretary of State on the exercise of his powers to make building regulations and on other subjects connected with building regulations.

Chair

Michael D Finn MBE

Sponsored (Advisory) by Department for Communities and Local Government

Advisory Committee on Business Appointments

3rd Floor, 35 Great Smith Street, London SW1P 3BQ

Tel: 020 7276 2622 Fax: 020 7276 2607

E-mail: tony.nichols@cabinet-office.x.gsi.gov.uk Website: www.acoba.gov.uk/

To consider applications from the most senior Crown servants and to make recommendations to the Prime Minister. To provide advice to former Ministers on the acceptance of appointments or employment outside Government within two years of leaving office.

Chair

Rt Hon Lord Mayhew of Twysden QC DL

Sponsored (Advisory) by Cabinet Office

Capacitybuilders

77 Paradise Circus, Birmingham B1 2DT

Tel: 0121-237 5100

E-mail: info@capacitybuilders.org.uk Website: www.capacitybuilders.org.uk

Secure, sustainably-funded infrastructure for frontline voluntary and community organisations.

Chair

Chris Pond

Chief Executive

Matt Leach

Sponsored (Executive) by Cabinet Office

Capital for Enterprise Ltd

1 Broadfield Close, Broadfield Business Park, Sheffield S8 0XN

Tel: 0114-206 2131 Fax: 0114-206 2146

E-mail: info@capitalforenterprise.gov.uk Website: www.capitalforenterprise.gov.uk

Chair

David Quysner CBE

Chief Executive Officer

Rory Earley

Sponsored (Executive) by Department for Business, Enterprise and Regulatory Reform

Advisory Committee on Carbon Abatement Technologies

Bay 242, 1 Victoria Street, London SW1H 0ET

Tel: 020 7215 3075

E-mail: nicholas.aluko@decc.gsi.gov.uk

To provide expert, independent advice to Ministers, the Department and others in Government on matters concerning technologies for reducing greenhouse gas emissions to the atmosphere.

Chair

Peter Whitton

Secretary

Nicholas Aluko

Sponsored (Advisory) by Department of Energy and Climate Change

Committee on Carcinogenicity of Chemicals in Food, Consumer Products and the Environment

Room 523, Wellington House, 133-155 Waterloo Road, London SE1 8UG

Tel: 020 7972 4946 Fax: 020 7972 1001

E-mail: khandu.mistry@dh.gsi.gov.uk Website: www.iacoc.org.uk

To advise the Chief Medical Officer and the Chairman of the Board of Food Standards Agency.

Chair

Prof David Phillips

Sponsored (Advisory) by Department of Health/Food Standards Agency

Care Quality Commission

St Nicholas Buildings, St Nicholas Street, Newcastle upon Tyne NE1 1NB

Tel: 03000 616161 Fax: 0181-233 3569

E-mail: enquiries@cqc.org.uk Website: www.cqc.org.uk

The independent regulator of all health and adult social care in England. Formed by a merger between the Healthcare Commission and the Commission for Social Care Inspection.

Chair

Baroness Young of Old Scone

Chief Executive

Cynthia Bower

Sponsored (Executive) by Department of Health

Central Arbitration Committee

22nd Floor, Euston Tower, 286 Euston Road, London NW1 3JJ

Tel: 020 7904 2300 Fax: 020 7904 2301

E-mail: enquiries@cac.gov.uk Website: www.cac.gov.uk

Arbitrates in industrial disputes between employers and trade unions. Adjudicates on disclosure of information complaints referred under the Trade Union and Labour Relations (Consolidation) Act 1992.

Determines claims for statutory trade union recognition and issues relating to the European Works Council Directive.

Chair

Rt Hon Sir Michael Burton Kt

Chief Executive

Graeme Charles

Sponsored (Tribunal) by Department for Business, Enterprise and Regulatory Reform

Child Maintenance and Enforcement Commission

Website: www.childmaintenance.org

Chair

Janet Paraskeva [*biog p127*]

Commissioner

Stephen Geraghty [*biog p61*]

020 7853 8004

commissioners.office@childmaintenance.org

Sponsored (Executive) by Department for Work and Pensions

Children and Family Courts Advisory and Support Services for England and Wales

6th Floor, Sanctuary Buildings, Great Smith Street, London SW1P 3BT

Tel: 0844 353 3350 Fax: 0844 353 3351

E-mail: webenquiries@cafass.gov.uk Website: www.cafcass.gov.uk

Chair

Baroness Howarth of Breckland OBE

Chief Executive

Anthony Douglas

Sponsored (Executive) by Department for Children, Schools and Families

Office of the Children's Commissioner for England

11 Million, 1 London Bridge, London SE1 9BG

Tel: 0844 800 9113 Fax: 020 7357 8329

E-mail: info.request@11million.org.uk Website: www.11million.org.uk

To promote awareness of the views and interests of children.

Chair

Prof Sir Albert Aynsley-Green

Chief Executive

Rob Williams

Sponsored (Executive) by Department for Children, Schools and Families

Children's Workforce and Development Council

2nd Floor, City Exchange, 11 Albion Street, Leeds LS1 5ES

Tel: 0113-244 6311 Fax: 0113-390 7744

E-mail: info@cwdcouncil.org.uk Website: www.cwdcouncil.org.uk

To improve the lives of children and young people by ensuring that the people working with children have the best possible training, qualifications, support and advice. It also assists children and young people's organisations and services in working together so that the child is at the centre of all services.

Chair

To be appointed

Chief Executive

Jane Haywood

Sponsored (Executive) by Department for Children, Schools and Families

Churches Conservation Trust

1 West Smithfield, London EC1A 9EE

Tel: 020 7213 0660 Fax: 020 7213 0678

E-mail: central@tct.org.uk Website: www.visitchurches.org.uk

The preservation of redundant churches and parts of churches of historic and archaeological interest or architectural quality vested in the Trust, together with their contents so vested.

Chair

Loyd Grossman OBE FSA

Chief Executive

Crispin Truman

Sponsored (Executive) by Department for Culture, Media and Sport

Civil Justice Council

Room E214, Royal Courts of Justice, Strand, London WC2A 2LL

Tel: 020 7947 6670 Fax: 020 7947 7475

E-mail: cjc@judiciary.gsi.gov.uk Website: www.civiljusticecouncil.gov.uk

To keep the Civil Justice system under review; to consider how to make the system more accessible, fair and efficient: and to make recommendations.

Chair

Rt Hon Sir Anthony Clarke

Chief Executive

Robert Musgrove

Sponsored (Advisory) by Ministry of Justice

Civil Nuclear Police Authority

H280 Hinton House, Birchwood Park Avenue, Risley, Warrington WA3 6AS

Tel: 01925 833300 Fax: 01925 833301

E-mail: info@cnpa.pnn.police.uk Website: www.cnpa.police.uk

Chair

Sir Chris Fox QPM

Sponsored (Executive) by Department of Energy and Climate Change

Civil Procedure Rule Committee

Her Majesty's Court Service, 102 Petty France, London SW1H 9AJ

Tel: 020 3334 3184

E-mail: Jane.Wright@courts-service.gsi.gov.uk

Website: www.justice.gov.uk/about/civil-proc-rule-committee.htm

To make rules of procedure for the civil division of the Court of Appeal, the High Court and county courts.

Chair

Rt Hon Sir Anthony Clarke

Sponsored (Advisory) by Ministry of Justice

Civil Service Appeal Board

Room G/32, 22 Whitehall, London SW1A 2WH

Tel: 020 7276 3832 Fax: 020 7276 3836

E-mail: keith.wright@cabinet-office.x.gsi.gov.uk Website: www.civilserviceappealboard.gov.uk

To consider appeals from civil servants against: refusal to allow participation in political activities; forfeiture of superannuation; dismissal and compulsory early retirement; and non-payment or the part-payment of compensation paid on dismissal or inefficiency grounds.

Chair

John Davies OBE [*biog p38*]

020 7276 3831

Fax: 020 7276 3836

keith.wright@cabinet-office.x.gsi.gov.uk

Sponsored (Advisory) by Cabinet Office

Advisory Committee on Clinical Excellence Awards

ACCEA Secretariat, Room LG04/05 Wellington House, 133-155 Waterloo Road, London SE1 8UG

Tel: 020 7972 4103

E-mail: mary.holt@dh.gsi.gov.uk Website: www.advisorybodies.doh.gov.uk/accea

To consider recommendations for Clinical Excellence Awards for NHS consultants and to act on behalf of Ministers in England and Wales, in deciding which consultants should receive awards.

Chair

Prof Jonathan Montgomery

Medical Director

Prof Hamid Ghodse

Sponsored (Advisory) by Department of Health

Coal Authority

200 Lichfield Lane, Mansfield NG18 4RG

Tel: 01623 637000

E-mail: thecoalauthority@coal.gov.uk Website: www.coal.gov.uk

To license all coal mining operations, provide information on past and present mining to landowners and property purchasers, and settle subsidence claims arising from past mining. The Authority also manages the environment legacy created by the coal mining industry.

Chair

Dr Helen Mounsey

Chief Executive

Philip Lawrence

Sponsored (Executive) by Department of Energy and Climate Change

Commission for Architecture and the Built Environment

1 Kemble Street, London WC2B 4AN

Tel: 020 7070 6700 Fax: 020 7070 6777

E-mail: info@cabe.org.uk Website: www.cabe.org.uk

To advise on questions of architectural design for projects of national importance and to promote high architectural quality in new government buildings. To increase public understanding of contemporary architecture by education at all levels.

Chair

Sir John Sorrell CBE

Chief Executive

Richard Simmons

Sponsored (Executive) by Department for Culture, Media and Sport

Commission for the Compact

77 Paradise Circus, Queensway, Birmingham B1 2DT

Tel: 0121-237 5900 Fax: 0121-233 2120

E-mail: info@thecomcompact.org.uk Website: www.thecomcompact.org.uk

To promote good practice in partnership working between government and the voluntary and community sector through the Compact, overseeing its operation.

Commissioner

Sir Bert Massie CBE [*biog p111*]

Chief Executive

Richard Corden

Sponsored (Executive) by Cabinet Office

Commons Commissioners

Area 3C, Nobel House, 17 Smith Square, London SW1P 3JR

Tel: 020 7238 6272 Fax: 020 7238 4929

E-mail: commons.commissioners@defra.gsi.gov.uk

Website: www.defra.gov.uk/wildlife-countryside/protected-areas/common-land/contact.htm

To adjudicate on any disputes arising from the provisional registration of common land. Such disputes must be referred to the commissioners by the relevant Commons Registration Authority.

Chair

Edward Cousins

Sponsored (Tribunal) by Department for Environment, Food and Rural Affairs

Commonwealth Scholarship Commission in the UK

Woburn House, 20-24 Tavistock Square, London WC1H 9HF

Tel: 020 7380 6700 Fax: 020 7387 2655

E-mail: awards@acu.ac.uk Website: www.cscuk.org.uk

The body responsible for the UK's participation in the Commonwealth Scholarship and Fellowship Plan.

Chair

Prof Trudy Harpham

Sponsored (Advisory) by Department for International Development

Community Development Foundation

Unit 5, Angel Gate, 320-326 City Road, London EC1V 2PT

Tel: 020 7833 1772 Fax: 020 7837 6584

E-mail: admin@cdf.org.uk Website: www.cdf.org.uk

Chair

Tom Levitt MP

levittt@parliament.uk

Sponsored (Executive) by Department for Communities and Local Government

Competition Appeal Tribunal

Victoria House, Bloomsbury Place, London WC1A 2EB

Tel: 020 7979 7979 Fax: 020 7979 7978

Website: www.catribunal.org.uk

Hears appeals against decisions of the Office of Fair Trading and the regulators of the privatised utilities under the Competition Act 1998; applications for judicial review of decisions of the Secretary of State, the Office of Fair Trading or the Competition Commission under the merger control and market investigation provisions of the Enterprise Act 2002; and also has jurisdiction under the Competition Act 1998 to award damages for established breaches of EC or UK competition law. The CAT also hears appeals against decisions of OFCOM under the Communications Act 2003.

President

Sir Gerald Barling

Sponsored (Tribunal) by Department for Business, Enterprise and Regulatory Reform

Competition Commission

Victoria House, Southampton Row, London WC1B 4AD

Tel: 020 7271 0100 Fax: 020 7271 0177

E-mail: info@cc.gsi.gov.uk Website: www.competition-commission.org.uk

Conducts in-depth inquiries into mergers; markets; and the regulation, including price regulation, of the major regulated industries.

Chair

Peter Freeman [*biog p58*]

020 7271 0114

Fax: 020 7271 0203

info@competition-commission.gsi.gov.uk

Chief Executive and Secretary

David Saunders [*biog p149*]

020 7271 0118

Fax: 020 7271 0203

david.saunders@cc.gsi.gov.uk

Sponsored (Executive) by Department for Business, Enterprise and Regulatory Reform

Competition Service

Victoria House, Bloomsbury Place, London WC1A 2EB

Tel: 020 7979 7979 Fax: 020 7979 7978

Website: www.catribunal.org.uk

To fund and provide support services to the Competition Appeal Tribunal.

Secretariat

Charles Dhanowa OBE

Sponsored (Executive) by Department for Business, Enterprise and Regulatory Reform

Advisory Committee on Conscientious Objectors

7C-18, Main Building, Whitehall, London SW1A 2HB

Tel: 020 7218 1231 Fax: 020 7218 0844

E-mail: christopher.hiller607.mod.uk

To provide advice on appeals by members of the armed forces whose applications for permission to leave or for discharge on grounds of conscience have been refused by the Service authorities.

Chair

Timothy King

Secretary

Christopher Hiller

Sponsored (Advisory) by Ministry of Defence

ConstructionSkills

Bircham Newton, Kings Lynn PE31 6RH

Tel: 01485 577577

E-mail: call.centre@cskills.org Website: www.constructionskills.net

To promote and facilitate the training of sufficient people in the skills needed for a world-class construction industry.

Chair

Sir Michael Latham

Sponsored (Executive) by Department for Innovation, Universities and Skills

Consumer Council for Water

1st Floor, Victoria Square House, Birmingham B2 4AJ

Tel: 0121-345 1000

E-mail: enquiries@ccwater.org.uk Website: www.ccwater.org.uk

Represents the interests of customers of the water and sewerage companies in England and Wales.

Chair

Dame Yve Buckland

Chief Executive

Tony Smith

Advisory Committee on Consumer Engagement

c/o Food Standards Agency, Aviation House, 125 Kingsway, London WC2B 6NH

Tel: 020 7276 8170

E-mail: micah.mcguire@foodstandards.gsi.gov.uk

To review and assess the Food Standards Agency's consumer engagement work, providing an external challenge to the Executive ensuring that they continue to 'put the consumer first'.

Sponsored (Advisory) by Food Standards Agency

Consumer Focus

4th Floor, Artillery House, Artillery Row, London SW1P 1RT

Tel: 020 7799 7900 Fax: 020 7799 7901

E-mail: contact@consumerfocus.org.uk Website: www.consumerfocus.org.uk

Chair

Rt Hon Lord Whitty

Chief Executive

Ed Mayo

Sponsored (Executive) by Department for Business, Enterprise and Regulatory Reform

Council of Food Policy Advisers

Nobel House, Smith Square, London SW1P 3JR

E-mail: food.council@defra.gsi.gov.uk

To provide advice on how to achieve sustainable production, distribution and consumption of food, ensuring that it is available and affordable for all sectors of society; to consider the effects of global trends; to advise the Secretary of State on how to achieve the four objectives for food policy set out by the Strategy Unit; and to make practical policy recommendations.

Chair

Dame Suzi Leather DBE [*biog p96*]

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Criminal Cases Review Commission

21st Floor, Alpha Tower, Suffolk Street Queensway, Birmingham B1 1TT

Tel: 0121-633 1800 Fax: 0121-633 1823

E-mail: info@ccrc.gov.uk Website: www.ccrc.gov.uk

To investigate alleged or suspected miscarriages of justice in England, Wales and Northern Ireland, and refer appropriate cases to the courts.

Chair

Richard Foster CBE

Chief Executive

Jacky Courtney

Sponsored (Executive) by Ministry of Justice

Criminal Injuries Compensation Authority

Tay House, 300 Bath Street, Glasgow G2 4LN

Tel: 0141-331 2726/Freephone: 0800 358 3601 Fax: 0141-331 2287

E-mail: enquiries@cica.gsi.gov.uk Website: www.cica.gov.uk

Considers applications for compensation for personal injury arising from crimes of violence in England, Scotland and Wales.

Chief Executive

Carole Oatway

Sponsored (Advisory) by Ministry of Justice

Criminal Procedure Rule Committee

Selborne House, 54 Victoria Street, London SW1E 6QW

E-mail: jane.brown@justice.gsi.gov.uk

Website: www.justice.gov.uk/about/criminal-proc-rule-committee.htm

To develop rules to govern the practice and procedure to be followed in the Criminal Division of the Court of Appeal and the Crown Court; for criminal proceedings in magistrates' courts and by justices' clerks; and the development of the necessary procedures to bring about the closer alignment of the criminal courts.

Chair

Rt Hon Lord Phillips of Worth Matravers

Sponsored (Advisory) by Ministry of Justice

Crown Court Rule Committee

6th Floor Steel House, 11 Tothill Street, London SW1H 9LH

Tel: 020 7210 2786

Website: www.courtservice.gov.uk

To make rules of court in relation to the Crown Court and the Criminal Division of the Court of Appeal.

Secretary

Caroline Grabazs

Sponsored (Advisory) by Ministry of Justice

Culture East Midlands

20 Fletcher Gate, Nottingham NG1 2FZ

Tel: 0115-983 8769 Fax: 0115-983 8775

E-mail: enquiries@culture-em.org.uk Website: www.culture-em.org.uk

To champion the whole spectrum of cultural and creative interests in the region, including tourism and sport. Responsible for implementing the region's cultural strategy and has a role in central policy making, regional data collection and research.

Chair

Patricia Coleman

Chief Executive

Sukhy Johal

Sponsored (Executive) by Department for Culture, Media and Sport

Culture North East

Citygate, Gallowgate, Newcastle upon Tyne NE1 4WH

Tel: 0191-202 3872 Fax: 0191-202 3738

E-mail: michelle.drew@gone.gsi.gov.uk Website: www.culturenortheast.org

To champion the whole spectrum of cultural and creative interests in the region, including tourism and sport. Responsible for implementing their regional cultural strategy and has a role in central policy making, regional data collection and research.

Chair

Olivia Grant OBE DL

Chief Executive

Pauline Beaumont

Sponsored (Executive) by Department for Culture, Media and Sport

Culture Northwest

Giants Basin, Potato Wharf, Castlefield, Manchester M3 4NB

Tel: 0161-817 7422

E-mail: culture.northwest@nwda.co.uk Website: www.culturenorthwest.co.uk

To champion the whole spectrum of cultural and creative interests in the region, including tourism and sport. Responsible for implementing their regional cultural strategy and has a role in central policy making, regional data collection and research.

Chair

Loyd Grossman OBE FSA

Chief Executive

Elizabeth Raper

Sponsored (Executive) by Department for Culture, Media and Sport

Culture South East

c/o Government Office for the South East, Bridge House, 1 Walnut Tree House, Guildford GU1 4GA

Tel: 01483 882275 Fax: 01483 882626

E-mail: info@culturesoutheast.org.uk Website: www.culturesoutheast.org.uk

To champion the whole spectrum of cultural and creative interests in the region, including tourism and sport.

Chair

Kalwant Ajimal

Executive Director

Charles Freeman

Sponsored (Executive) by Department for Culture, Media and Sport

Culture South West

Sterling House, Dix's Field, Exeter EX1 1QA

Tel: 01392 229587 Fax: 01392 229395

E-mail: info@culturesouthwest.org.uk Website: www.culturesouthwest.org.uk

To champion the whole spectrum of cultural and creative interests in the region, including tourism and sport. Responsible for implementing their regional cultural strategy and has a role in central policy making, regional data collection and research.

Chair

Peter Boyden

Executive Directors

Libby Grundy

Pippa Warin

Sponsored (Executive) by Department for Culture, Media and Sport

Culture West Midlands

The Regional Partnership Centre, Albert House, Quay Place, Edward Street, Birmingham B1 2RA

Tel: 0121-245 0150 Fax: 0121-245 0151

E-mail: info@culturewm.org.uk Website: www.culturewm.org.uk

To champion the whole spectrum of cultural and creative interests in the region, including tourism and sport.

Chair

Dr Brian Woods-Scawen DL CBE

Chief Executive

Tim Bryan

Sponsored (Executive) by Department for Culture, Media and Sport

Advisory Committee on Dangerous Pathogens

ACDP Secretariat, Area 5B, Nobel House, 17 Smith Square, London SW1P 3JR

Tel: 020 7238 3290 Fax: 020 7238 1109

E-mail: acdp.secretariat@defra.gsi.gov.uk Website: www.advisorybodies.doh.gov.uk/acdp

To advise the Health and Safety Commission, the Health and Safety Executive and Health and Agriculture Ministers, and their counterparts under devolution in Scotland, Wales and Northern Ireland, as required on all aspects of hazards and risks to workers and others from exposure to pathogens.

Chair

Prof George Griffin

Secretary

Delyth Dyne

Sponsored (Advisory) by Department of Health

Darwin Advisory Committee

Darwin Initiative Secretariat, Zone 2/18, Resource Management Unit, Temple Quay House, 2 The Square, Temple Quay, Bristol BS1 6EB

Tel: 020 7238 5256

E-mail: darwin@defra.gsi.gov.uk Website: www.darwin.gov.uk

To use UK scientific and educational strengths in collaborative projects to help developing countries safeguard their biodiversity.

Chair

Prof David Macdonald

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Defence Nuclear Safety Committee

1/L/2 MOD, Main Building, Whitehall, London SW1A 2HB

Tel: 020 7218 2442 Fax: 020 7218 1769

To advise the Secretary of State for Defence on matters concerning the safety of Ministry of Defence nuclear programmes, facilities and operations. The Committee is the primary source of independent expert advice to the Ministry of Defence on all safety issues associated with its defence nuclear programmes.

Chair

Rear Admiral Paul Thomas

Sponsored (Advisory) by Ministry of Defence

Defence Scientific Advisory Council

01.J.06, Ministry of Defence Main Building, Whitehall, London SW1A 2HB

Tel: 020 7807 8864

E-mail: SIT-DSAC-office@mod.uk

To advise the Secretary of State on matters of concern to the Ministry of Defence in the fields of science, engineering and technology.

Chair

Prof Sir Peter Knight FRS

Sponsored (Advisory) by Ministry of Defence

Design Council

34 Bow Street, London WC2E 7DL

Tel: 020 7420 5200 Fax: 020 7420 5300

E-mail: info@designcouncil.org.uk Website: www.designcouncil.org.uk

To inspire and enable the best use of design by the UK, in the world context, to improve prosperity and well-being.

Chair

Sir Michael Bichard KCB [*biog p15*]

020 7766 0716

Fax: 020 7766 0704

carena.reeve@instituteforgovernment.org.uk

Chief Executive

David Kester

Sponsored (Executive) by Department for Innovation, Universities and Skills

Diplomatic Service Appeal Board

DSAB Secretariat, Conduct and Employment law advice section, Foreign and Commonwealth Office,

Old Admiralty Building, London SW1A 2PA

Tel: 020 7008 1360 Fax: 020 7008 1456

E-mail: lyn.shaw@fco.gov.uk

To advise the Secretary of State whether premature retirement, or termination of an appointment on grounds of failed probation, or dismissal on any grounds, is fair.

Chair

Philippa Drew CB

Secretary

Lyn Shaw

Sponsored (Advisory) by Foreign and Commonwealth Office

Disability Employment Advisory Committee

DEAC Secretariat, Department for Work and Pensions, Room W10 Moorfoot, Sheffield S1 4PQ

Tel: 0114-267 7242 Fax: 0114-267 7215

E-mail: contact-deac@dwp.gsi.gov.uk Website: www.deac.org.uk

To advise ministers and officials on the employment of disabled people; to advise on the labour market barriers across Great Britain that disabled people face in getting and keeping work; to develop recommendations on the support required to overcome these barriers; and to provide advice in confidence on the effectiveness of labour market policies.

Chair

Elaine Noad

Sponsored (Advisory) by Department for Work and Pensions

The Office for Disability Issues

The Secretariat, 6th Floor, The Adelphi, 1-11 John Adam Street, London WC2N 6HT
E-mail: office-for-disability-issues@dpw.gsi.gov.uk Website: www.officefordisability.gov.uk

Looks to set an example for equal opportunities, and aims to be a model public sector organisation in internal practices, external relations and activities. It is working to ensure government achieves substantive equality for disabled people by 2025.

Sponsored (Advisory) by Department for Work and Pensions

Disability Living Allowance Advisory Board

The Adelphi, 6th Floor, 1-11 John Adam Street, London WC2N 6HT
Tel: 020 7962 8982 Fax: 020 7962 8647
E-mail: dlaab-consultation@dpw.gsi.gov.uk Website: www.dpw.gov.uk/ndpb/dlaab

To advise the Secretary of State and medical services doctors on matters relating to the Disability Living Allowance and Attendance Allowance.

Chair

Anne Spaight MBE

Sponsored (Advisory) by Department for Work and Pensions

Disabled Persons Transport Advisory Committee

Zone 4/24, Great Minster House, 76 Marsham Street, London SW1P 4DR
Tel: 020 7944 8011 Fax: 020 7944 6998
E-mail: dptac@dft.gov.uk Website: www.dptac.gov.uk

To advise the government on transport issues and (on non-statutory basis) built environmental needs of disabled people. It also offers guidance to industry and local authorities.

Chair

Neil Betteridge

Sponsored (Advisory) by Department for Transport

Review Body on Doctors' and Dentists' Remuneration

c/o Office of Manpower Economics, 6th Floor, Kingsgate House, 66-74 Victoria Street,
London SW1E 6SW
Tel: 020 7215 8407 Fax: 020 7215 4445
E-mail: cliff.wilkes@berr.gsi.gov.uk

Chair

Ron Amy OBE

Sponsored (Advisory) by Department of Health

Economic and Social Research Council

Polaris House, North Star Avenue, Swindon SN2 1UJ

Tel: 01793 413000 Fax: 01793 413001

E-mail: lesley.lilley@esrc.ac.uk Website: www.esrcsocietytoday.ac.uk

The UK's largest funding agencies for research and postgraduate training relating to social and economic issues. We provide independent, high-quality, relevant research to business, the public sector and government.

Chair

To be appointed

Chief Executive

Prof Ian Diamond [*biog p42*]

01793 413004

Fax: 01793 413002

ian.diamond@esrc.ac.uk

Sponsored (Executive) by Department for Innovation, Universities and Skills

Energy Technologies Institute

Holywell Building, Holywell Park, Loughborough LE11 3UZ

Tel: 01509 564850

E-mail: info@energytechnologies.co.uk Website: www.energytechnologies.co.uk

To accelerate the development, demonstration and eventual commercial deployment of a focused portfolio of energy technologies, aimed at increasing energy efficiency, reducing greenhouse gas emissions and helping to achieve energy and climate change goals.

Chair

Sir Robert Margetts CBE

Chief Executive

David Clarke

Sponsored (Executive) by Department for Innovation, Universities and Skills

Engineering and Physical Sciences Research Council

Polaris House, North Star Avenue, Swindon SN2 1ET

Tel: 01793 444000 Fax: 01793 444010

E-mail: infoline@epsrc.ac.uk Website: www.epsrc.ac.uk

Promotes and supports high-quality basic, strategic and applied research and related post-graduate training in engineering and the physical sciences.

Chair

John Armitt CBE

Chief Executive

Prof David Delpy [*biog p41*]

01793 444577

Fax: 01793 444577

krystyna.bartoszewska@epsrc.ac.uk

Sponsored (Executive) by Department for Innovation, Universities and Skills

Engineering Construction Industry Training Board

Blue Court, Church Lane, Kings Langley WD4 8JP

Tel: 01923 260000 Fax: 01923 270969

E-mail: ecitb@ecitb.org.uk Website: www.ecitb.org.uk

To ensure that there are, and will be in the future, enough trained people to meet the needs of engineering construction industry employers.

Chair

Terry Lazenby

Chief Executive

David Edwards

Sponsored (Executive) by Department for Innovation, Universities and Skills

English Heritage

1 Waterhouse Square, 138-142 Holborn, London EC1N 2ST

Tel: 020 7973 3000 Fax: 020 7973 3001

E-mail: customers@english-heritage.org.uk Website: www.english-heritage.org.uk

To promote the preservation of ancient monuments, historic buildings and conservation areas, and to promote public understanding and enjoyment of the historic environment.

Chair

To be appointed

Chief Executive

Dr Simon Thurley

Sponsored (Executive) by Department for Culture, Media and Sport

English Partnerships

110 Buckingham Palace Road, London SW1W 9SA

Tel: 020 7881 1600 Fax: 020 7730 9162

E-mail: mail@englishpartnerships.co.uk Website: www.englishpartnerships.co.uk

The national regeneration agency, bringing together the Urban Regeneration Agency (URA) and the Commission for the New Towns (CNT). The two bodies exist as separate legal entities but work as a single unit.

Chair

Robert Napier [*biog p118*]

Chief Executive

John Walker

Sponsored (Executive) by Department for Communities and Local Government

Environment Agency

Millbank Tower, 25th Floor, 21/24 Millbank, London SW1P 4XL

Tel: 0870 850 6506

E-mail: enquiries@environment-agency.gov.uk Website: www.environment-agency.gov.uk

To protect and improve the environment in England and Wales and contribute towards sustainable development through the integrated management of air, land and water.

Chair

Rt Hon Lord Smith of Finsbury

Acting Chief Executive

Paul Leinster

Sponsored (Executive) by Department for Environment, Food and Rural Affairs

Equality 2025: UK Advisory Network on Disability Equality

Office for Disability Issues, 6th Floor, The Adelphi, 1-11 John Adam Street, London WC2N 6HT

Tel: 020 7712 2156

E-mail: office-for-disability-issues@dwp.gsi.gov.uk

Website: www.officefordisability.gov.uk/equality2025/

Advises Government on the needs and wishes of disabled people when developing policies and designing service delivery.

Chair

Alun Davies

Co-chair

Bruce Calderwood

Sponsored (Advisory) by Department for Work and Pensions

Equality and Human Rights Commission

3 More London, Riverside, Tooley Street, London SE1 2RG

Tel: 020 3117 0235 Fax: 020 7407 7557

E-mail: info@equalityhumanrights.com Website: www.equalityhumanrights.com

Replacing the Equal Opportunities Commission, the Commission for Racial Equality, and the Disability Rights Commission, working to eliminate discrimination, reduce inequality and protect human rights.

Chair

Trevor Phillips OBE

Chief Executive

To be appointed

Sponsored (Executive) by Government Equalities Office

Ethnic Minority Advisory Group

c/o Ethnic Minority Employment Team, 2nd Floor, The Adelphi, 1-11 John Adam Street,

London WC2N 6HT

Tel: 020 7712 2532

Website: www.emetaskforce.gov.uk/emag.asp

Responsible for co-ordinating a cross-government ethnic minority employment strategy, in collaboration with employers, trades unions and other representative bodies.

Chair

Iqbal Wahhab

Sponsored (Advisory) by Department for Work and Pensions

Export Guarantees Advisory Council

PO Box 2200, 2 Exchange Tower, Harbour Exchange Square, London E14 9GS

Tel: 020 7512 7015 Fax: 020 7512 7271

E-mail: stephen.head@ecgd.gsi.gov.uk Website: www.ecgd.gov.uk

To provide advice on the principles that guide ECGD's pursuit of the aims and objectives set out in its Mission Statement, and how these principles should inform its business policies. The Council also advises on the drafting of the statement of these principles.

Chair

Prof Jonathan Kydd

Sponsored (Advisory) by Export Credits Guarantee Department

Reviewing Committee on the Export of Works of Art and Objects of Cultural Interest

Wellcome Wolfson Building, 165 Queen's Gate, London SW7 5HD

Tel: 020 7273 8270 Fax: 020 7273 1424

E-mail: frances.wilson@mlla.gov.uk Website: www.mlla.gov.uk

To advise on the principles which should govern the control of export of objects of cultural interest under the Export Control Act 2002 and on the operation of the export control system generally; to advise the Secretary of State on all cases where refusal of an export licence for an object of cultural interest is suggested on grounds of national importance; and to advise in cases where a special Exchequer grant is needed towards the purchase of an object that would otherwise be exported.

Chair

Lord Inglewood DL

Secretary

Frances Wilson

frances.wilson@mlla.gov.uk

Sponsored (Advisory) by Department for Culture, Media and Sport

Office for Fair Access

Northavon House, Coldharbour Lane, Bristol BS16 1QD

Tel: 0117-931 7171 Fax: 0117-931 7083

E-mail: enquiries@offa.org.uk Website: www.offa.org.uk

To ensure that the introduction of higher tuition fees in 2006-07 does not have a detrimental effect on widening participation and that institutions are explicitly committed to increasing the participation rates of under-represented groups.

Director

Prof Sir Martin Harris [*biog p72*]

director@offa.org.uk

Sponsored (Executive) by Department for Innovation, Universities and Skills

Family Justice Council

E201 East Block, Royal Courts of Justice, Strand, London WC2A 2LL

Tel: 020 7947 7333/020 7947 7974 Fax: 020 7947 7875

E-mail: fjc@courtservice.gsi.gov.uk Website: www.family-justice-council.org.uk

To promote an inter-disciplinary approach to the needs of family justice, and through consultation and research, to monitor the effectiveness of the system and advise on reforms necessary for continuous improvement.

Chair

Rt Hon Sir Mark Potter

Sponsored (Advisory) by Ministry of Justice

Family Procedure Rule Committee

Selborne House, 54-60 Victoria Street, London SW1E 6QW

Tel: 020 7210 1497

E-mail: clive.buckley@hmcourts-service.gsi.gov.uk

Website: www.justice.gov.uk/whatwedo/familyprocedurerules.htm

To make rules of court for the purpose of family proceedings, in the high court or county courts.

Chair

Rt Hon Sir Mike Potter

Sponsored (Advisory) by Ministry of Justice

Farm Animal Welfare Council

FAWC Secretariat, Area 5a, 9 Millbank, c/o Nobel House, 17 Smith Square, London SW1P 3JR

Tel: 020 7238 5192 Fax: 020 7238 3169

E-mail: fawcsecretariat@defra.gsi.gov.uk Website: www.fawc.org.uk

To advise Government on all issues affecting the welfare of farm animals. The Council can also discuss issues within the European Union, communicate freely with outside bodies, the European Commission, and the public; and publish its advice independently.

Chair

Prof Christopher Wathes

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Food from Britain

Fourth Floor, Manning House, 22 Carlisle Place, London SW1P 1JA

Tel: 020 7233 5111 Fax: 020 7233 9515

E-mail: info@foodfrombritain.com Website: www.foodfrombritain.com

To develop and promote the marketing of British food and drink abroad, and promotion within the UK and elsewhere of the UK speciality food and drink sector.

Chair

Lady Silvia Jay

Sponsored (Executive) by Department for Environment, Food and Rural Affairs

Football Licensing Authority

27 Harcourt House, 19 Cavendish Square, London W1G 0PL

Tel: 020 7491 7191 Fax: 020 7491 1882

E-mail: fla@flaweb.org.uk Website: www.flaweb.org.uk

To ensure the implementation of certain key recommendations of the Taylor Report concerning safety at football grounds.

Chair

Anthony Speed

Chief Executive

John de Quidt

Sponsored (Executive) by Department for Culture, Media and Sport

Foreign Compensation Commission

Old Admiralty Building, Whitehall, London SW1A 2PA

Tel: 020 7008 1321 Fax: 020 7008 0160

Distributes funds received from other Governments, or international organisations, in accordance with agreements to pay compensation for expropriated British property and other losses sustained by British nationals.

Chair

Dr J Barker

Sponsored (Tribunal) by Foreign and Commonwealth Office

Fuel Poverty Advisory Group

1 Victoria Street, London SW1H 0ET
Tel: 020 7215 1129 Fax: 020 7215 2723
E-mail: fuelpoverty@berr.gsi.gov.uk

To report on the progress of delivery of the Government's Fuel Poverty Strategy for England and to propose and implement improvements to regional or local mechanisms for its delivery.

Chair

To be appointed

Sponsored (Advisory) by Department of Energy and Climate Change

Gambling Commission

Victoria Square House, Victoria Square, Birmingham B2 4BP
Tel: 0121-230 6666 Fax: 0121-230 6720
E-mail: info@gamblingcommission.gov.uk Website: www.gamblingcommission.gov.uk

The regulatory body for casinos, bingo clubs, gaming machines and for larger lotteries and also has responsibility for regulating betting and remote gambling.

Chair

Brian Pomeroy

Chief Executive and Commissioner

Jenny Williams [*biog p174*] 0121-230 6503/2 Fax: 0121-233 1096
j.williams@gamblingcommission.gov.uk

Sponsored (Executive) by Department for Culture, Media and Sport

Gangmasters Licensing Authority

PO Box 8538, Nottingham NG8 9AF
Tel: 0845 602 5020
E-mail: enquiries@gla.gsi.gov.uk Website: www.gla.gov.uk

To regulate those who supply labour or use workers to provide services in agriculture, forestry, horticulture, shellfish gathering, food processing and packaging.

Chair

Paul Whitehouse

Chief Executive

Ian Livsey

Sponsored (Executive) by Department for Environment, Food and Rural Affairs

Geffrye Museum

Kingsland Road, London E2 8EA
Tel: 020 7739 9893 Fax: 020 7729 5647
E-mail: info@geffrye-museum.org.uk Website: www.geffrye-museum.org.uk

Specialises in the domestic interiors and furniture of the urban middle-classes. Its displays span from 1600 to 2000, forming a sequence of period rooms which capture the quintessential nature of English interior style.

Chair

Richard Hunting

Director

David Dewing

Sponsored (Executive) by Department for Culture, Media and Sport

Gene Therapy Advisory Committee

GTAC Secretariat, Department of Health, Area 604, Wellington House, 135-155 Waterloo Road, London SE1 8UG

Tel: 020 7972 1255/020 7972 4151 Fax: 020 7972 4300

E-mail: gtac@dh.gsi.gov.uk

Considers and advises on the acceptability of proposals for gene therapy research on human subjects, on ethical grounds, taking account of the scientific merits of the proposals and the potential benefits and risks; works with other agencies which have responsibilities including the Medicines and Healthcare products Regulatory Agency (MHRA), the Health and Safety Executive, and the Department of Environment Food and Rural Affairs (Defra); and provides advice to Ministers on developments in gene therapy research and their implications.

Chair

Prof Martin Gore

Sponsored (Advisory) by Department of Health

General Advisory Committee on Science

GACS Secretariat, Room 203C Aviation House, 125 Kingsway, London WC2B 6NH

Tel: 020 7276 8277 Fax: 020 7276 8289

E-mail: gacs@foodstandards.gsi.gov.uk Website: www.food.gov.uk/science/ouradvisors/gacs

To provide independent advice on the Food Standards Agency's governance and use of science.

Chair

Prof Colin Blakemore [*biog p16*]

Sponsored (Advisory) by Food Standards Agency

Advisory Committees on General Commissioners of Income Tax

102 Petty France, London SW1H 9AJ

Tel: 0203 343302

To select, for the Lord Chancellor's consideration, candidates for appointment as a General Commissioner of Income Tax.

Head of Branch

Carol Russell

Sponsored (Advisory) by Ministry of Justice

General Social Care Council

Goldings House, 2 Hay's Lane, London SE1 2HB

Tel: 020 7397 5100 Fax: 020 7397 5101

E-mail: info@gsc.org.uk Website: www.gsc.org.uk

To act as the guardian of standards for the social care workforce in England, with the aim of increasing the protection of service users, their carers and the general public. Responsible for agreeing and issuing statutory codes of practice, setting up a register of social care workers, dealing with matters of conduct, and regulating social work education and training.

Chair

Sir Rodney Brooke CBE DL

Chief Executive

Mike Wardle

Sponsored (Executive) by Department of Health

Genetics and Insurance Committee

The Genetic Secretariat, Department of Health, Area 604 Wellington House, 135-155 Waterloo House, London SE1 8UG

E-mail: mb-gaic@doh.gsi.gov.uk Website: www.advisorybodies.doh.gov.uk/genetics/gaic/

To develop and publish criteria for the evaluation of specific genetic tests, their application to particular conditions and their reliability and relevance to particular types of insurance; to evaluate particular tests against those criteria and to bring to public knowledge its findings; to provide independent wide ranging oversight of how insurers are using genetic tests, specifically; to consider complaints from insurance applicants about the way an insurance company has dealt with their application under the five-year moratorium, where such complaints have not been resolved to the satisfaction of the applicant by either their insurance company in the first instance or by the ABI.

Chair

Prof David Johns CBE, FREng

Sponsored (Advisory) by Department of Health

Advisory Committee on the Government Art Collection

2-4 Cockspur Street, London SW1Y 5DH

Tel: 020 7580 9147 Fax: 020 7580 9130

E-mail: gac@culture.gov.uk Website: www.gac.culture.gov.uk

To advise on the purchase and commission of works of art for the Government Art Collection.

Chair

Julia Somerville

Secretary

Clive Marks

Sponsored (Advisory) by Department for Culture, Media and Sport

Review Board for Government Contracts

Deloitte & Touche LLP, Athene Place, 66 Shoelane, London EC4A 3BQ

Tel: 020 7936 3000 Fax: 020 7583 1198

To review periodically (normally at three-year intervals) the operation of the profit formula used in pricing non-competitive Government contracts.

Chair

George Staple

Sponsored (Advisory) by Ministry of Defence

Government Hospitality Advisory Committee for the Purchase of Wine

Lancaster House, St James's, London SW1A 1BB

Tel: 020 7008 8526 Fax: 020 7008 8517

E-mail: robert.alexander@fco.gov.uk

Chair

Sir David Wright GCMG, CVO

Sponsored (Advisory) by Foreign and Commonwealth Office

The Great Britain-China Centre

15 Belgrave Square, London SW1X 8PS

Tel: 020 7235 6696 Fax: 020 7245 6885

E-mail: contact@gbcc.org.uk Website: www.gbcc.org.uk

To promote closer economic, professional, cultural and academic relations between Britain and China; and to encourage mutual knowledge and understanding.

President

Rt Hon Lord Howe of Aberavon CH QC

Chair

Peter Batey OBE

Sponsored (Executive) by Foreign and Commonwealth Office

Advisory Committee on Hazardous Substances

ACHS Secretariat, Area 2A, Nobel House, 17 Smith Square, London SW1P 3JR

Tel: 020 7238 1571

E-mail: chemicals.strategy@defra.gsi.gov.uk

Website: www.defra.gov.uk/environment/chemicals/achs/

To advise Ministers on the exercise of powers under the Environmental Protection Act. To advise the Chemicals Stakeholders Forum, as appropriate, on hazardous substances.

Chair

Prof Stephen Holgate

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Health Protection Agency

7th Floor, Holborn Gate, 330 High Holborn, London WC1V 7PP

Tel: 020 7759 2700 Fax: 020 7759 2733

E-mail: webteam@hpa.org.uk Website: www.hpa.org.uk

Role includes advising government on public health protection policies and programmes, and delivering services and supporting the NHS and other agencies to protect people from infectious diseases, poisons, chemicals and radiological hazards.

Chair

Dr David Heymann

Chief Executive

Justin McCracken

Sponsored (Advisory) by Department of Health

Launched: 2003

Health and Safety Executive

Rose Court, 2 Southwark Bridge, London SE1 9HS

Tel: 0845 345 0055

E-mail: [\[firstname.surname\]@hse.gsi.gov.uk](mailto:[firstname.surname]@hse.gsi.gov.uk) Website: www.hse.gov.uk

To ensure that risks to people's health and safety from work activities are properly controlled.

Chair

Judith Hackitt

Chief Executive

Geoffrey Podger CB [*biog p133*]

0151-951 5766

Fax: 0151-951 5849

geoffrey.podger@hse.gsi.gov.uk

Council for Healthcare Regulatory Excellence

1st Floor, Kierran Cross, 11 Strand, London WC2N 5HR

Tel: 020 7389 8030 Fax: 020 7389 8040

E-mail: info@chre.org.uk Website: www.chre.org.uk

Regulation of healthcare professionals.

Chief Executive

Harry Cayton OBE

Sponsored (Executive) by Department of Health

Hearing Aid Council

70 St Mary Axe, London EC3A 8BE

Tel: 020 3102 4030 Fax: 020 3102 4476

E-mail: hac@thehearingaidcouncil.org.uk

To set and maintain professional standards of competence and conduct among registered hearing aid dispensers and their employees.

Chair

Christopher Hughes OBE

Sponsored (Executive) by Department for Business, Enterprise and Regulatory Reform

Advisory Group on Hepatitis

Secretariat for Advisory Group on Hepatitis, Expert Advice Support Office, Health Protection Agency, 61 Colindale Avenue, London NW9 5EQ

Tel: 020 8327 6688

E-mail: easo@hpa.gov.uk Website: www.advisorybodies.doh.gov.uk/agh

Advises the Chief Medical Officers in England, Scotland, Wales and Northern Ireland on appropriate policies for the prevention and control of viral hepatitis in the community and in health care settings, but excluding advice on the microbiological safety of blood and tissues for transplantation, and of health care equipment.

Chair

Prof William Irving

Sponsored (Advisory) by Department of Health

Herbal Medicines Advisory Committee

c/o 10-2 Market Towers, 1 Nine Elms Lane, London SW8 5NQ

Tel: 020 7084 2451 Fax: 020 7084 2498

E-mail: leslie.whitbread@mhra.gsi.gov.uk

Advises Ministers directly on issues relating to registration of traditional herbal medicinal products under the Traditional Herbal Medicines Registration Scheme and the safety and quality of unlicensed herbal remedies.

Chair

Prof Philip Routledge OBE

Sponsored (Advisory) by Department of Health

Higher Education Funding Council for England

Northavon House, Coldharbour Lane, Bristol BS16 1QD

Tel: 0117-931 7317 Fax: 0117-931 7203

E-mail: hefce@hefce.ac.uk Website: www.hefce.ac.uk

To advise the Secretary of State for Innovation, Universities and Skills on the funding needs of higher education; and to distribute available funds.

Chief Executive

Prof David Eastwood

Sponsored (Executive) by Department for Innovation, Universities and Skills

Higher Education Funding Council for Wales

Linden Court, Ilex Close, Llanishen, Cardiff CF14 5DZ

Tel: 029 2076 1861 Fax: 029 2076 3163

E-mail: info@hefcw.ac.uk Website: www.hefcw.ac.uk

To administer funds made available by the National Assembly for Wales in supporting the provision of higher education, the undertaking of research by higher education institutions, and the provision of prescribed courses of higher education at further education institutions. Responsible for accrediting providers of initial teacher training for school teachers and commissioning research to improve the standards of teachers and teacher training.

Chair

Roger Thomas

Chief Executive

Prof Philip Gummett

Sponsored (Executive) by National Assembly for Wales

Advisory Committee on Historic Wreck Sites

c/o Secretariat, English Heritage, 1 Waterhouse Square, 138-142 Holborn, London EC1N 2ST

Tel: 020 7973 3243 Fax: 020 7973 3208

E-mail: sarah.baylis@english-heritage.org.uk

To advise on the suitability of wreck sites to be designated under the Protection of Wrecks Act 1973. Also advises on the issue of licences under the Act, receives reports on designated sites and advises on other general underwater archaeology matters affecting historic wrecks in UK territorial waters.

Chair

Tom Hassall OBE

Secretary (English Heritage)

Sarah Baylis

Sponsored (Advisory) by Department for Culture, Media and Sport

Homes and Communities Agency

110 Buckingham Palace Road, Victoria, London SW1W 9SA

Tel: 0300 1234 500

E-mail: mail@homeandcommunities.co.uk

Chairman

Robert Napier [*biog p118*]

Chief Executive

Sir Bob Kerslake

Sponsored (Executive) by Department for Communities and Local Government

Horniman Museum and Public Park Trust

100 London Road, Forest Hill, London SE23 3PQ

Tel: 020 8699 1872 Fax: 020 8291 5506

E-mail: enquiry@horniman.ac.uk Website: www.horniman.ac.uk

Chair

Timothy Hornsby

Director

Janet Vitmayer

Sponsored (Executive) by Department for Culture, Media and Sport

Horserace Betting Levy Board

Parnell House, 25 Wilton Road, London SW1V 1LW

Tel: 020 7333 0043 Fax: 020 7333 0041

E-mail: enquiries@hblb.org.uk Website: www.hblb.org.uk

To assess and collect a levy on bets on horseracing; and to distribute it for the benefit of horseracing.

Chair

Robert Hughes CBE

Chief Executive

Douglas Erskine-Crum

Sponsored (Executive) by Department for Culture, Media and Sport

House of Lords Appointments Commission

35 Great Smith Street, London SW1P 3BQ

Tel: 020 7276 2005 Fax: 020 7276 2109

E-mail: enquiry@lordsappointments.x.gsi.gov.uk Website: www.lordsappointments.gov.uk

The Appointments Commission is a non-statutory advisory non-departmental body. It has three main functions: to make recommendations for non-party-political peers; and to vet for propriety nominations for peerages, including those from the political parties, and to scrutinise certain candidates added to the Honours lists.

Chair

Lord Jay of Ewelme GCMG

Independent Members

Baroness Campbell of Surbiton DBE

Prof Dame Joan Higgins

Dr John Low

Sponsored (Advisory) by Cabinet Office

Housing Corporation

Maple House, 149 Tottenham Court Road, London W1T 7BN

Tel: 0845 230 7000 Fax: 020 7393 2111

E-mail: enquiries@housingcorp.gsx.gov.uk Website: www.housingcorp.gov.uk

Regulates and funds the performance of registered social landlords.

Chair

Peter Dixon

Chief Executive

Steve Douglas

Sponsored (Executive) by Department for Communities and Local Government

Human Fertilisation and Embryology Authority

21 Bloomsbury Street, London WC1B 3HF

Tel: 020 7291 8200 Fax: 020 7291 8201

E-mail: admin@hfea.gov.uk Website: www.hfea.gov.uk

To control and monitor the licensed centres providing infertility treatment involving IVF, AID, egg, sperm and embryo donation; and related research.

Chair

Prof Lisa Jardine CBE

Acting Chief Executive

Alan Doran

Sponsored (Executive) by Department of Health

Human Genetics Commission

605 Wellington House, 133-155 Waterloo Road, London SE1 8UG

Tel: 020 7972 4351 Fax: 020 7972 4300

E-mail: hgc@dh.gsi.gov.uk Website: www.hgc.gov.uk

To provide Ministers with strategic advice on the 'big picture' of human genetics, with a particular focus on social and ethical issues.

Chair

Prof Jonathan Montgomery

Sponsored (Advisory) by Department of Health

Commission on Human Medicines

Committee Support Unit, Market Towers, 1 Nine Elms Lane, London SW8 5NQ

Tel: 020 7084 2451

E-mail: leslie.whitbread@mhra.gsi.gov.uk

Website: www.mhra.gov.uk/committees/medicinesadvisorybodies

It gives advice on safety, quality and efficiency in relation to human use of any substance or article to which any provision of the Medicines Act 1968 is applicable.

Chair

Prof Sir Gordon Duff

Sponsored (Advisory) by Medicines and Healthcare Products Regulatory Agency

Human Tissue Authority

Finlaison House, 15-17 Furnival Street, London EC4A 1AB

Tel: 020 7211 3400 Fax: 020 7211 3430

E-mail: enquiries@hta.gov.uk Website: www.hta.gov.uk

Set up to regulate the removal, storage, use and disposal of human bodies, organs and tissue for a number of scheduled purposes – such as research, transplantation, and education and training – set out in the Human Tissue Act 2004.

Chair

Shirley Harrison

Chief Executive

Adrian McNeil

Sponsored (Executive) by Department of Health

Office of the Immigration Services Commissioner

5th Floor, Counting House, 53 Tooley Street, London SE1 2QN

Tel: 020 7211 1500 Fax: 020 7211 1553

E-mail: info@oisc.gov.uk Website: www.oisc.gov.uk

To regulate those who provide immigration advice and services by promoting good practice and investigating complaints.

Immigration Services Commissioner

Suzanne McCarthy [*biog p100*]

020 7211 1525

Fax: 020 7211 1553

virginia.berkholz@oisc.gov.uk

Sponsored (Executive) by Home Office

Imperial War Museum

Lambeth Road, London SE1 6HZ

Tel: 020 7416 5320 Fax: 020 7416 5374

E-mail: mail@iwm.org.uk Website: www.iwm.org.uk

To illustrate and record all aspects of war, whether allied or enemy, service or civilian, military or political, social or cultural. Its role embraces the causes, course and consequences of conflict and has a heavily educational purpose.

Chair

Air Chief Marshal Sir Peter Squire

Director-General

Diane Lees

Sponsored (Executive) by Department for Culture, Media and Sport

Independent Agricultural Appeals Panel

c/o RPA Customer Relations Unit, 33 Kings Road, Reading RG1 3BU

Tel: 0118-953 1907 Fax: 0118-953 7736

To consider appeals against decisions by the department about grants and subsidies, including awards for single farm payments and TB and Brucellosis compensations.

Secretary

Stephen Briggs

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Independent Assessor for Police Service of Northern Ireland Recruitment Vetting

11 Millbank, Whitehall, London SW1P 4PN

Tel: 020 7210 3000

E-mail: Enquiries: mail@nio.gov.uk; [firstname.surname@nio.x.gsi.gov.uk] Website: www.nio.gov.uk

Castle Buildings, Stormont, Belfast BT4 3ST

Tel: 028 9052 0700

E-mail: privateofficebelfast@nio.x.gsi.gov.uk

Independent Assessor

Rt Hon Lord Justice Campbell

Sponsored (Advisory) by Northern Ireland Office

Independent Living Funds

PO Box 7525, Nottingham NG2 4ZT

Tel: 0845 601 8815 Fax: 0115-945 0948

E-mail: funds@ilf.org.uk Website: www.ilf.org.uk

To provide financial assistance to support a disabled people's requirements for personal care and domestic assistance which enables independent living.

Chair

Stephen Jack

Chief Executive

Patrick Boyle

Sponsored (Executive) by Department for Work and Pensions

Independent Monitoring Boards of Prisons and Immigration Removal Centres

IMB Secretariat, 2nd Floor, Ashley House, 2 Monck Street, London SW1P 2BQ

Tel: 020 7035 2050 Fax: 020 7035 2250

E-mail: imb@justice.gsi.gov.uk Website: www.imb.gov.uk

By law every prison and immigration removal centre must have an Independent Monitoring Board (IMB). IMBs were known as 'Boards of Visitors' until 2003.

National President

Rt Rev Dr Peter Selby

Sponsored (Executive) by Ministry of Justice

Independent Police Complaints Commission

90 High Holborn, London WC1V 6BH

Tel: 0845 300 2002 Fax: 020 7404 0430

E-mail: enquiries@ipcc.gsi.gov.uk Website: www.ipcc.gov.uk

It oversees the whole of the police complaints system and exercises similar powers in relation to HM Revenue and Customs and the Serious Organised Crime Agency (SOCA).

Chair

Nick Hardwick [*biog p71*]

020 7166 3000

Chief Executive

Jane Furniss

Sponsored (Executive) by Home Office

Launched: 2004

Independent Review Panel on the Advertising of Medicines

c/o Market Towers, 1 Nine Elms Lane, London SW8 5NQ

Tel: 020 7084 2878 Fax: 020 7084 2121

E-mail: info@mhra.gsi.gov.uk

To review decisions of the Licensing Authority in relation to advertising medicines.

Chair

To be appointed

Sponsored (Advisory) by Department of Health

Independent Review Panel on the Classification of Borderline Products

c/o Market Towers, 1 Nine Elms Lane, London SW8 5NQ
Tel: 020 7084 2000 Fax: 020 7084 2353

To consider representations from persons and companies against provisional determinations by the MHRA (medicines), on behalf of the licensing authority (Health Minister), that products are medical.

Chair

Kevin Mooney

Sponsored (Advisory) by Department of Health

Independent Safeguarding Authority

PO Box 180, Darlington DL1 9FA

Tel: 0300 1321111

E-mail: scheme.info@homeoffice.gsi.gov.uk Website: www.isa.gov.org.uk

To help prevent unsuitable people from working with children and vulnerable adults.

Chair

Sir Roger Singleton CBE

Chief Executive

Adrian McAllister

Sponsored (Executive) by Home Office

Industrial Development Advisory Board

Regional Economic and Investment Directorate, 1 Victoria Street, London SW1H 0ET

Tel: 020 7215 2564 Fax: 020 7215 5579

To advise the Secretary of State on applications for selective finance for investment in England over £2 million.

Chair

Mark Seligman

Secretary

Mike Keoghan

Sponsored (Advisory) by Department for Business, Enterprise and Regulatory Reform

Industrial Injuries Advisory Council

2nd Floor, Caxton House, Tothill Street, London SW1H 9NA

Tel: 020 7449 5618 Fax: 020 7962 2255

E-mail: iiac@dwp.gsi.gov.uk Website: www.iiac.org.uk

To advise the Secretary of State on the Industrial Injury Disablement Benefit scheme itself.

Chair

Keith Palmer [*biog p127*]

Secretary

Gareth Roach

Sponsored (Advisory) by Department for Work and Pensions

Inland Waterways Advisory Council

City Road Lock, 38 Graham Street, Islington, London N1 8JX

Tel: 020 7253 1745 Fax: 020 7490 7656

E-mail: iwac@iwac.gsi.gov.uk Website: www.iwac.org.uk

To advise the British Waterways, the Scottish Executive, National Assembly for Wales and the Government on the recreational and amenity development of the inland waterways.

Chair

John Edmonds

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Insolvency Practitioners Tribunal

The Insolvency Service, PO Box 203, Area 5.1, 21 Bloomsbury Street, London WC1B 3QW

Tel: 020 7291 6896 Fax: 020 7291 6731

To hear referrals from individuals and insolvency practitioners authorised to act by the Secretary of State, in respect of the refusal to grant, or the intention to withdraw, a licence to act.

Sponsored (Tribunal) by Department for Business, Enterprise and Regulatory Reform

Insolvency Rules Committee

c/o The Insolvency Service, PO Box 203, Area 5.7, 21 Bloomsbury Street, London WC1B 3QW

Tel: 020 7291 6747 Fax: 020 7291 6746

E-mail: policy.unit@insolvency.gsi.gov.uk

Section 413 of the Insolvency Act 1986 requires the Lord Chancellor to consult the Committee before making rules under Section 411 (company insolvency rules) or section 412 (individual insolvency rules).

Chair

David Richards

Sponsored (Advisory) by Ministry of Justice

Commission for Integrated Transport

2nd Floor, 55 Victoria Street, London SW1H 0EU

E-mail: cfit@dft.gsi.gov.uk Website: www.cfit.gov.uk

To provide independent advice to government on the implementation of integrated transport policy and to refresh the transport debate: particularly on future policy options, policy spanning departmental boundaries, identifying best practice including international comparisons and advice on the impact of new technology.

Chair

Peter Hendy CBE

Sponsored (Advisory) by Department for Transport

Investigatory Powers Tribunal

PO Box 33220, London SW1H 9ZQ

Tel: 020 7035 3711

E-mail: info@ipt-uk.com Website: www.ipt-uk.com

To consider all complaints against the intelligence services and those against public authorities in respect of powers covered by the Regulation of Investigatory Powers Act 2000; and to consider proceedings brought against the intelligence services and law enforcement agencies in respect of these powers.

President

Lord Justice John Mummery

Vice-President

Rt Hon Sir Michael Burton Kt

Sponsored (Tribunal) by Home Office

Investors in People (UK)

3rd Floor, 7-10 Chandos Street, London W1G 9DQ

Tel: 020 7467 1900 Fax: 020 7636 2386

E-mail: information@iipuk.co.uk Website: www.investorsinpeople.co.uk

To provide business leadership and development for the Investors in People Standard and to lead and undertake national promotion of the Standard.

Chair

Philip Williamson

Acting Chief Executive

Simon Jones

Sponsored (Executive) by Department for Innovation, Universities and Skills

Joint Nature Conservation Committee

Monkstone House, City Road, Peterborough PE1 1JY

Tel: 01733 562626 Fax: 01733 555948

E-mail: comment@jncc.gov.uk Website: www.jncc.gov.uk

JNCC is a committee of three conservation bodies - English Nature, Scottish Natural Heritage and the Countryside Council for Wales, through which their functions relating to nature conservation in Great Britain and beyond are jointly exercised.

Chair

Dr Peter Bridgewater

Sponsored (Executive) by Department for Environment, Food and Rural Affairs

Judicial Appointments Commission

11 Tothill Street, London SW1H 9LJ

Tel: 020 3334 0453

E-mail: enquiries@jac.gsi.gov.uk Website: www.judicialappointments.gov.uk

Responsible for selecting judicial office holders for appointment in England and Wales.

Chairman

Baroness Prashar CBE

Chief Executive

Clare Pelham [*biog p129*]

020 3334 0571

clare.pelham@jac.gsi.gov.uk

Fax: 020 3334 0130

Sponsored (Executive) by Ministry of Justice

Land Registration Rule Committee

HM Land Registry, 32 Lincoln's Inn Fields, London WC2A 3PH
Tel: 020 7917 8888 Fax: 020 7955 0110

To give advice and assistance to the Lord Chancellor on the making of new or revised land registration rules in accordance with section 127 of the Land Registration Act 2002

Chair

William Blackburne

Sponsored (Advisory) by Ministry of Justice

Law Commission

Steel House, 11 Tothill Street, London SW1H 9LJ

Tel: 020 3334 0200 Fax: 020 3334 0201

E-mail: chief.executive@lawcommission.gsi.gov.uk Website: www.lawcom.gov.uk

Works to keep the law under review and to make recommendations for reform (Law Commissions Act 1965).

Chair

Terence Etherton

Chief Executive

Mark Ormerod CB [*biog p125*]

020 3334 0250

Fax: 020 3334 0201

mark.ormerod@lawcommission.gsi.gov.uk

Sponsored (Advisory) by Ministry of Justice

Learning and Skills Improvement Service

Friars House, Manor House Drive, Coventry CV1 2TE

Tel: 0870 162 0632 Fax: 0870 162 0633

E-mail: general.info@qia.gov.uk Website: www.qia.org.uk

Chair

Ruth Silver

Chief Executive

Roger McClure

Sponsored (Executive) by Department for Innovation, Universities and Skills

Learning Disability Taskforce

Westward House, Lime Kiln Close, Stoke Gifford, Bristol BS34 8SR

Tel: 0117-984 1831

E-mail: ond.info@dh.gsi.gov.uk

To review the delivery of the white paper – Valuing People – A new strategy for Learning Disability for the 21st century, and to represent all parts of the lives of people with learning disabilities.

Chairs

Rob Greig

Nicola Smith

Secretary

Sarah Laidler

Sponsored (Advisory) by Department of Health

Learning and Skills Council

Cheylesmore House, Quinton Road, Coventry CV1 2WT
Tel: 0845 019 4170 Fax: 024 7682 3675
E-mail: info@lsc.gov.uk Website: www.lsc.gov.uk

Responsible for all post-16 education in England other than the university sector. This includes the planning and funding of Further Education Colleges, school sixth forms, work-based training for young people, workforce development and adult and community learning.

Chair

Chris Banks CBE [*biog p10*]

020 7904 0901

Fax: 020 7904 0905

chris.banks@lsc.gov.uk

Chief Executive

Geoffrey Russell

Sponsored (Executive) by Department for Innovation, Universities and Skills

The Leasehold Advisory Service

31 Worship Street, London EC2A 2DX

Tel: 020 7374 5380 Fax: 020 7374 5373

E-mail: info@lease-advice.org Website: www.lease-advice.org

Provides free legal advice and information on all aspects of residential leasehold and commonhold law in England and Wales.

Chair

Deep Sagar

Chief Executive

Anthony Essien

Sponsored (Executive) by Department for Communities and Local Government

Legal Deposit Advisory Panel

Secretariat, Grosvenor House, 4 Bennetts Hill, Birmingham B2 5RS

Tel: 0121-345 7313

E-mail: nicky.morgan@mla.gov.uk Website: www.culture.gov.uk

Advises the Secretary of State on the deposit of print material, and on regulatory and non-regulatory options for the deposit of non-print material.

Chair

Dr Ann Limb

Secretary

Nicky Morgan

Sponsored (Advisory) by Department for Culture, Media and Sport

Legal Services Commission

4 Abbey Orchard Street, London SW1P 2BS

Tel: 020 7783 7000

E-mail: ibrar.saleem@legalservices.gov.uk Website: www.legalservices.gov.uk

To establish, maintain and develop the Community Legal Service (promoting the availability of and access to civil advice and representation) and the Criminal Defence Service (ensuring access to advice, assistance and representation for people suspected or accused of a crime as the interests of justice require).

Chair

Sir Bill Callaghan [*biog p24*]

Chief ExecutiveCarolyn Regan [*biog p140*]

020 7783 7238

Fax: 020 7783 7636

hilary.watson@legalservices.gov.uk

Sponsored (Executive) by Ministry of Justice

Legal Services Consultative Panel

c/o Professional Regulation Team, Box 5.20, 102 Petty France, London SW1H 9AJ

Tel: 020 7210 1419 Fax: 020 3334 4296

Assists in the maintenance and development of standards in the education, training and conduct of persons offering legal services and advises the Secretary of State on the provision of legal services.

Chair

Lord Justice Martin Moore-Bick Kt PC

Sponsored (Advisory) by Ministry of Justice

Advisory Council on Libraries

Secretariat, 2-4 Cockspur Street, London SW1Y 5DH

Tel: 020 7211 6392 Fax: 020 7211 6130

E-mail: craig.westwood@culture.gsi.gov.uk

To advise the Secretary of State on matters connected with the provision or use of library facilities under the Public Libraries and Museums Act 1964.

Chair

Michael Thorne

Secretary

Craig Westwood

Sponsored (Advisory) by Department for Culture, Media and Sport

Living East

Eastbrook, Shaftesbury Road, Cambridge CB2 8DF

Tel: 01223 372610 Fax: 01233 372860

E-mail: enquiries@livingeast.org.uk Website: www.livingeast.org.uk

To champion the whole spectrum of cultural and creative interests in the region, including tourism and sport. Responsible for implementing their regional cultural strategy and has a role in central policy making, regional data collection and research.

Chair

Graham Creelman

Executive Director

Jane Edwards

Sponsored (Advisory) by Department for Culture, Media and Sport

Local Better Regulation Office

The Axis, 10 Holliday Street, Birmingham BT1 1TG

Tel: 0121-226 4000

E-mail: enquiries@lbro.org.uk Website: www.lbro.org

To secure more effective and less burdensome approaches to the way in which regulations are enforced by local authorities.

Chair

Clive Grace

Chief Executive

Graham Russell

Sponsored (Executive) by Department for Business, Enterprise and Regulatory Reform

Low Pay Commission

1st Floor, Kingsgate House, 66-74 Victoria Street, London SW1E 6SW

Tel: 020 7215 8459 Fax: 020 7215 4233

E-mail: lpc@lowpay.gov.uk Website: www.lowpay.gov.uk

To advise the Government on the National Minimum Wage.

Chair

David Norgrove [*biog p121*]

Sponsored (Advisory) by Department for Business, Enterprise and Regulatory Reform

Main Honours Advisory Committee

Honours and Appointments Secretariat, Ground Floor, Admiralty Arch, London SW1A 2WH

Tel: 020 7276 2777 Fax: 020 7276 2766

E-mail: ceremonial@cabinet-office.x.gsi.gov.uk Website: www.honours.gov.uk

Chair

Sir Gus O'Donnell KCB [*biog p124*]

Sponsored (Advisory) by Cabinet Office

Marshall Aid Commemoration Commission

John Foster House, 36 Gordon Square, London WC1H 0PF

Tel: 020 7380 6700 Fax: 020 7387 2655

E-mail: m.denyer@acu.ac.uk Website: www.marshallscholarship.org

Responsible for the Marshall Scholarships.

Chair

Dr Frances Dow

Sponsored (Executive) by Foreign and Commonwealth Office

Committee on Medical Aspects of Radiation in the Environment

Secretariat, c/o Health Protection Agency, Chilton, Didcot OX11 0RQ

Tel: 01235 822629 Fax: 01235 832447

E-mail: comare@hpa.org.uk Website: www.comare.org.uk

To assess and advise Government and devolved executives on the health effects of natural and man-made radiation in the environment; and to assess the adequacy of the available data and need for further research.

Chair

Prof A Elliott

Sponsored (Advisory) by Department of Health

Committee on the Medical Effects of Air Pollutants

Secretariat, c/o Chemical Hazards and Poisons Division (Head Office), Chilton, Didcot OX11 0RQ

Tel: 01235 841475 Fax: 01235 841478

E-mail: sue.kennedy@hpa.org.uk Website: www.advisorybodies.doh.gov.uk/comeap/

Advises Government on the effects upon health of air pollutants, assessing the adequacy of available data and the need for research. Co-ordinate with other bodies and assesses the affects of exposure to air pollutants and the associated risks to health and to advise on new scientific discoveries relevant to the effects of air pollution upon health.

Chair

Prof Jon Ayres

Sponsored (Advisory) by Department of Health

Medical Research Council

20 Park Crescent, London W1B 1AL

Tel: 020 7636 5422 Fax: 020 7436 6179

E-mail: corporate@headoffice.mrc.ac.uk Website: www.mrc.ac.uk

To promote the balanced development of medical and related biological research, with the aim of maintaining and improving human health.

Chair

Sir John Chisholm [*biog p28*]

Chief Executive

Sir Leszek Borysiewicz [*biog p18*]

020 7670 5155

Fax: 020 7580 4369

leszek.borysiewicz@headoffice.mrc.ac.uk

Sponsored (Executive) by Department for Innovation, Universities and Skills

Advisory Committee on the Microbiological Safety of Food

ACMSF Secretariat, 3rd Floor, Aviation House, 125 Kingsway, London WC2B 6NH

Tel: 020 7276 8947 Fax: 020 7276 8907

E-mail: acmsf@foodstandards.gsi.gov.uk Website: <http://acmsf.food.gov.uk>

To assess the risk to humans from micro-organisms which are used, or occur, in or on food; and to advise the Food Standards Agency on any matters relating to the microbiological safety of food.

Chair

Prof Sarah O'Brien

Sponsored (Advisory) by Food Standards Agency

Advisory Council on the Misuse of Drugs

c/o Home Office, 3rd Floor Seacole Building, 2 Marsham Street, London SW1P 4DF

Tel: 020 7035 0454 Fax: 020 7273 2671

E-mail: acmd@homeoffice.gsi.gov.uk Website: www.drugs.homeoffice.gov.uk/drugs-laws/acmd

Makes recommendations to the Government for the control of dangerous or otherwise harmful drugs, including classification and scheduling under the Misuse of Drugs Act 1971 and its Regulations. It considers any substance which is being or appears to be misused and which is having or appears to be capable of having harmful effects sufficient to cause a social problem.

Chair

Prof David Nutt [*biog p122*]

020 7594 6628

Fax: 020 7594 6548

Sponsored (Advisory) by Home Office

Monitor

4 Matthew Parker Street, London SW1H 9NP

Tel: 020 7340 2400 Fax: 020 7340 2401

E-mail: enquiries@monitor-nhsft.gov.uk Website: www.monitor-nhsft.gov.uk

To authorise and regulate NHS foundation trusts.

Executive Chairman

Dr William Moyes

Chief Operating Officer

Stephen Hay

Sponsored (Executive) by Department of Health

Museum of London

150 London Wall, London EC2Y 5HN

Tel: 020 7001 9844

E-mail: info@museumoflondon.org.uk Website: www.museumoflondon.org.uk

To collect and display the social history of London from prehistoric times to the present.

Chair

Michael Cassidy CBE

Director

Prof Jack Lohman

Sponsored (Executive) by Department for Culture, Media and Sport

Museum of Science and Industry in Manchester

Liverpool Road, Castlefield, Manchester M3 4FP

Tel: 0161-832 2244 Fax: 0161-833 1471

Website: www.mosi.org.uk

To educate the public about aspects of Greater Manchester's scientific and industrial heritage, highlighting Manchester's unique status as the world's first industrial city.

Chair

Prof Laurie Wood

Director

Steve Davies

Sponsored (Executive) by Department for Culture, Media and Sport

Museums, Libraries and Archives Council

Wellcome Wolfson Building, 165 Queen's Gate, London SW7 5HD

Tel: 020 7273 1444 Fax: 020 7273 1404

E-mail: info@mmla.gov.uk Website: www.mmla.gov.uk

The lead strategic agency for museums, libraries and archives.

Chief Executive

Roy Clare

020 7273 1476

Roy.Clare@mmla.gov.uk

Chair

Andrew Motion

Sponsored (Executive) by Department for Culture, Media and Sport

Committee on Mutagenicity of Chemicals in Foods, Consumer Products and the Environment

Room 523, Wellington House, 133-155 Waterloo Road, London SE1 8UG

Tel: 020 7972 4946 Fax: 020 7972 1001

E-mail: khandu.mistry@dh.gsi.gov.uk Website: www.iacom.org.uk

To advise the Chief Medical Officer and the Chairman of the Board of Food Standards Agency.

Chair

Prof Peter Farmer

Secretary

Khandu Mistry

Sponsored (Advisory) by Department of Health/Food Standards Agency

National Army Museum

Royal Hospital Road, Chelsea, London SW3 4HT

Tel: 020 7730 0717 Fax: 020 7823 6573

E-mail: info@national-army-museum.ac.uk Website: www.national-army-museum.ac.uk

The Museum collects, conserves and displays objects telling the story of Britain's land forces from the 15th century to the present, including the Indian Army up to independence in 1947.

Chair

Gen Sir Jack Deverell KCB CBE

Director

Dr Alan J Guy MA DPhil FRHistS FRAS FSA

Sponsored (Executive) by Ministry of Defence

National College for School Leadership

Triumph Road, Nottingham NG8 1DH

Tel: 0845 609 0009 Fax: 0115-872 2001

E-mail: enquiries@ncsl.org.uk Website: www.ncsl.org.uk

To develop and deliver a range of leadership development activities that enable school leaders to build the confidence, skills and understanding to transform the quality of learning for all pupils.

Chair

Vanni Treves

Chief Executive

Steve Munby

Sponsored (Executive) by Department for Children, Schools and Families

National Community Forum

NCF Secretariat, Eland House, Bressenden Place, London SW1E 5DU

E-mail: ncf@cdf.org.uk

Website: www.communities.gov.uk/communities/communityempowerment/whatweare/ncf/

Provides a "grassroots" perspective on how neighbourhood renewal and other policies affect local communities, including homelessness, housing and social exclusion matters, together with neighbourhood renewal issues.

Chair

Graham Brownlee

graham.brownlee@btinternet.com

Sponsored (Advisory) by Department for Communities and Local Government

National Employer Advisory Board

Floor 8, Zone E, Main Building, Whitehall, London SW1A 2HB

Tel: 020 7807 0326 Fax: 020 7218 5612

E-mail: DRSC-CAP-POL@mod.uk Website: www.sabre.mod.uk

To advise Ministers on ways to win and maintain the support of employers for those who wish to serve in the Reserves of the Armed Forces; and to improve retention of volunteers by countering work-related difficulties.

Chair

Rt Hon Lord Glenarthur DL

Sponsored (Advisory) by Ministry of Defence

National Endowment for Science, Technology and the Arts

1 Plough Place, London EC4A 1DE

Tel: 020 7438 2500 Fax: 020 7438 2501

E-mail: information@nesta.org.uk Website: www.nesta.org.uk

Aims to transform the UK's capacity for innovation by: building a more pervasive culture of innovation; providing innovators with access to early-stage capital; and driving forward research into innovation, with a view to influencing policy.

Chair

Chris Powell

Chief Executive

Jonathan Kestenbaum

Sponsored (Executive) by Department for Innovation, Universities and Skills

National Forest Company

Enterprise Glade, Bath Yard, Moira, Swadlincote DE12 6BA

Tel: 01283 551211 Fax: 01283 552844

E-mail: enquiries@nationalforest.org Website: www.nationalforest.org

The creation of the National Forest over an area of approximately 200 square miles of the English Midlands.

Chair

Dinah Nichols

Chief Executive

Sophie Churchill

Sponsored (Executive) by Department for Environment, Food and Rural Affairs

National Gallery

Trafalgar Square, London WC2N 5DN

Tel: 020 7747 2885 Fax: 020 7747 2423

E-mail: information@ng-london.org.uk Website: www.nationalgallery.org.uk

To care for, enhance and study its national collection of 13th to 20th century western European paintings; to encourage the widest possible public access to the pictures for education and enjoyment now and in the future.

Chair

Mark Getty

Director

Nicholas Penny

Sponsored (Executive) by Department for Culture, Media and Sport

National Heritage Memorial Fund

7 Holbein Place, London SW1W 8NR

Tel: 020 7591 6042 Fax: 020 7591 6001

E-mail: enquire@hlf.org.uk Website: www.hlf.org.uk/nhmfweb

Makes grants to heritage projects from both Government and lottery funding.

Chair

Jenny Abramsky

Sponsored (Executive) by Department for Culture, Media and Sport

Advisory Committee on National Historic Ships

Park Row, Greenwich, London SE10 9NF

Tel: 020 8312 8558 Fax: 020 8312 6632

E-mail: martyn.heighton@nationalhistoricships.org.uk Website: www.nationalhistoricships.org.uk

To advise Government on policy and funding priorities for historic ships, and to co-ordinate work within the sector to assist those directly engaged in preservation.

Chair

Robert Prescott

Secretary

Martyn Heighton

Sponsored (Advisory) by Department for Culture, Media and Sport

National Housing and Planning Advice Unit

CBO4 Ground Floor, Clerical Block, ONS, Segensworth Road, Titchfield, Fareham PO15 5RR

Tel: 023 9295 8152 Fax: 013 2984 3937

E-mail: enquiries@nhpau.gsi.gov.uk Website: www.communities.gov.uk/nhpau

Helps make market housing more affordable, particularly in relation to the rise in the number of people unable to get on to the property ladder.

Chair

Stephen Nickell

Sponsored (Advisory) by Department for Communities and Local Government

National Joint Registry Steering Committee

NJR Centre, Maylands Avenue, Hemel Hempstead HP2 4NW

Tel: 0845 345 9991

E-mail: health_servicedesk@northgate-is.com

Sets the NJR work programme and monitors its progress; advises Ministers, orthopaedic units/hospitals and implant suppliers about the performance of certain prostheses.

Chair

Bill Darling

Sponsored (Advisory) by Department of Health

National Lottery Commission

101 Wigmore Street, London W1U 1QU

Tel: 020 7016 3400 Fax: 020 7016 3401

E-mail: publicaffairs@natlotcomm.gov.uk Website: www.natlotcomm.gov.uk

Responsible for the granting, varying and enforcing of licences to run the National Lottery and ensuring that the National Lottery is run with all due propriety, that players' interests are protected, and subject to these, to maximise the money raised for the good causes.

Chair

Dr Anne Wright CBE [*biog p177*] 020 7016 3434

Fax: 020 7016 3401

Chief Executive

Mark Harris

Sponsored (Executive) by Department for Culture, Media and Sport

National Maritime Museum

Romney Road, Greenwich, London SE10 9NF

Tel: 020 8858 4422 Fax: 020 8312 6632

E-mail: nmmweb@nmm.ac.uk Website: www.nmm.ac.uk

To illustrate for everyone the importance of the sea, ships, time and the stars and their relationship with people.

Chair

Lord Sterling of Plaistow GCVO CBE

Director

Dr Kevin Fewster

Sponsored (Executive) by Department for Culture, Media and Sport

National Museum of the Royal Navy

Fleet Air Arm Museum, Box D6 RNAS, Yeovilton, Ilchester BA22 8HT

Tel: 01935 840565 Fax: 01935 842630

E-mail: info@fleetairarm.com Website: www.fleetairarm.com

Royal Marines Museum, Eastney Esplanade, Southsea PO4 9PX

Tel: 023 9281 9385 Fax: 023 9283 8420

E-mail: info@royalmarinesmuseum.co.uk Website: www.royalmarinesmuseum.co.uk

Royal Naval Museum, HM Naval Base 66, Portsmouth PO1 3NH

Tel: 023 9272 7562 Fax: 023 9272 7575

E-mail: information@royalnavalmuseum.org Website: www.royalnavalmuseum.org

Royal Naval Submarine Museum, Halsar Jetty Road, Gosport PO12 2AS
Tel: 023 9251 0354 Fax: 023 9251 1349
E-mail: admin@rsubmus.co.uk Website: www.rsubmus.co.uk

Sponsored (Executive) by Ministry of Defence

National Museum of Science and Industry

Exhibition Road, South Kensington, London SW7 2DD

Tel: 0870 870 4771 Fax: 020 7942 4447

E-mail: sciencemuseum@nmsi.ac.uk Website: www.nmsi.ac.uk

To care for, preserve and add to the objects in the collections, to ensure that the objects are exhibited to the public and to promote the public's enjoyment and understanding of science and technology.

Chair

Lord Waldegrave of North Hill

Sponsored (Executive) by Department for Culture, Media and Sport

National Museums Liverpool

127 Dale Street, Liverpool L2 2JH

Tel: 0151-207 0001 Fax: 0151-478 4321

E-mail: info@liverpoolmuseums.org.uk Website: www.liverpoolmuseums.org.uk

To promote the public enjoyment and understanding of art, history and science.

Chair

Prof Phil Redmond CBE

Director

Dr David Fleming OBE

Sponsored (Executive) by Department for Culture, Media and Sport

National Physical Laboratory

Hampton Road, Teddington TW11 0LW

Tel: 020 8977 3222 Fax: 020 8614 0446

E-mail: enquiry@npl.co.uk Website: www.npl.co.uk

Managing Director

Dr Brian Bowsher

Sponsored (Executive) by Department for Innovation, Universities and Skills

National Policing Improvement Agency

4th Floor, 10-18 Victoria Street, London SW1H 0NN

Tel: 020 7147 8200

E-mail: servicedesk@npia.pnn.police.uk Website: www.npia.police.uk

To instil a culture of self-improvement within police forces and support national implementation of the priorities that emerge from the National Policing Plan.

Chair

Peter Holland

Chief Executive

Peter Neyroud [*biog p120*]

020 7147 8222

catriona.long2@npia.pnn.police.uk

Sponsored (Advisory) by Home Office

National Portrait Gallery

2 St Martin's Place, London WC2H 0HE

Tel: 020 7306 0055 Fax: 020 7306 0056

E-mail: nevans@npg.org.uk Website: www.npg.org.uk

To promote, through the medium of portraits, the appreciation and understanding of the men and women who have made and are making British history and culture; and to promote the appreciation and understanding of portraiture in all media.

Chair of the Trustees

Prof Sir David Cannadine FBA FRSL

Director

Sandy Nairne

Sponsored (Executive) by Department for Culture, Media and Sport

Advisory Council on National Records and Archives

National Archives, Kew, Richmond TW9 4DU

Tel: 020 8392 5377 Fax: 020 8392 5286

E-mail: advisorycouncilsecretary@nationalarchives.gov.uk

Website: www.nationalarchives.gov.uk/advisorycouncil

To advise the Lord Chancellor on matters relating to records and archives in the United Kingdom, and in particular in England and Wales, especially the constitution and work of the National Archives; archival and related legislation; access to public records; and the location, care, custody, preservation and use of non-public records including manuscripts, records and archives of all kinds.

Chair

Rt Hon Sir Anthony Clarke

Sponsored (Advisory) by Ministry of Justice

Natural England

1 East Parade, Sheffield S1 2ET

Tel: 0114-241 8920 Fax: 0114-241 8921

Website: www.naturalengland.org.uk

Responsible for conserving, enhancing and managing the natural environment. It brings together all of English Nature, the landscape, access and recreation elements of the Countryside Agency, and the environmental land management functions of the Rural Development Service.

Chair

Poul Christensen CBE

Chief Executive

Dr Helen Phillips

Sponsored (Executive) by Department for Environment, Food and Rural Affairs

Launched: 2006

Natural Environment Research Council

Polaris House, North Star Avenue, Swindon SN2 1EU

Tel: 01793 411500 Fax: 01793 411501

Website: www.nerc.ac.uk

Funds research in universities and in a network of its own centres, which include: British Antarctic Survey, British Geological Survey, Centre for Ecology and Hydrology, Southampton Oceanography Centre, and Proudman Oceanographic Laboratory.

Chief Executive and Chair

Prof Alan Thorpe

Sponsored (Executive) by Department for Innovation, Universities and Skills

Natural History Museum

Cromwell Road, London SW7 5BD

Tel: 020 7942 5000 Fax: 020 7942 5095

E-mail: direct@nhm.ac.uk Website: www.nhm.ac.uk

To maintain and develop its collections, and to use them to promote the discovery, understanding, responsible use and enjoyment of the natural world.

Chair

Oliver Stocken

Director

Dr Michael Dixon

Sponsored (Executive) by Department for Culture, Media and Sport

NHS Appointments Commission

Bleinhem House, Duncombe Street, Leeds LS1 4PL

Tel: 0113-394 2950

Website: www.appointments.org.uk

Specialises in the recruitment, training and appraisal of people for board level public appointments to NHS bodies, ministerial advisory bodies and other arm's length bodies in England.

Chair

Anne Watts CBE

Chief Executive

Andrea Sutcliffe

Sponsored (Executive) by Department of Health

NHS Pay Review Body

c/o Office of Manpower Economics, 6th Floor, Kingsgate House, 66-74 Victoria Street,

London SW1E 6SW

Tel: 020 7215 4453 Fax: 020 7215 4445

E-mail: david.simpson@berr.gsi.gov.uk

Hears evidence on pay and related issues in the NHS from the Government, trade unions and NHS Employers and makes recommendations on NHS staff salaries.

Chair

Prof Gillian Morris

Sponsored (Advisory) by Department of Health

Northern Ireland Law Commission

Linum Chambers, 8th Floor, 2 Bedford Square, Bedford Street, Belfast BT2 7ES

Tel: 028 9054 4860

Website: www.nilawcommission.gov.uk

Chair

Hon Justice Sir Declan Morgan

Chief Executive

Judena Goldring

Sponsored (Advisory) by Northern Ireland Office

Northern Lighthouse Board

84 George Street, Edinburgh EH2 3DA

Tel: 0131-473 3100 Fax: 0131-220 2093

E-mail: enquiries@nlb.org.uk Website: www.nlb.org.uk

To provide a network of aids to navigation for mariners.

Chief Executive

Rear Admiral Roger Lockwood CB

Chair

Capt George Sutherland

Sponsored (Executive) by Department for Transport

Advisory Committee on Novel Foods and Processes

ACNFP Secretariat, Food Standards Agency, Room 515B, Aviation House, 125 Kingsway,
London WC2B 6NH

Tel: 020 7276 8595 Fax: 020 7276 8564

E-mail: acnfp@foodstandards.gsi.gov.uk Website: www.acnfp.gov.uk

To advise the central authorities responsible, in England, Scotland, Wales and Northern Ireland respectively on any matters relating to novel foods and novel food processes, including food irradiation, having regard where appropriate to the views of relevant expert bodies.

Chair

Prof Mike Gasson

Sponsored (Advisory) by Food Standards Agency

Nuclear Decommissioning Authority

Herdus House, Westlakes Science and Technology Park, Moor Row CA24 3HU

Tel: 01925 802001 Fax: 01925 802003

E-mail: enquiries@nda.gov.uk Website: www.nda.gov.uk

To provide strategic oversight of the decommissioning and clean up of the UKs civil public sector nuclear legacy.

Chair

Stephen Henwood

Acting Chief Executive

Richard Waite

Sponsored (Executive) by Department of Energy and Climate Change

Nuclear Research Advisory Council

1/L/12 M.O.D, Main Building, Whitehall, London SW1A 2HB
Tel: 020 7218 7606 Fax: 020 7218 1769

To review the Atomic Weapons Establishment's Nuclear Research capability programme, in particular to assess its adequacy, completeness and quality.

Secretary

Steve Laws

Sponsored (Advisory) by Ministry of Defence

Nursing and Midwifery Council

23 Portland Place, London W1B 1PZ
Tel: 020 7637 7181 Fax: 020 7436 2924
E-mail: communications@nmc-uk.org Website: www.nmc-uk.org

To establish and improve standards of nursing, midwifery and health visiting care by maintaining a register of nurses, midwives and health visitors and setting standards and guidelines.

Chair

Prof Tony Hazell

Chief Executive and Registrar

Kathy George CBE

Sponsored (Executive) by Department of Health

Office of Manpower Economics

6th Floor, Kingsgate House, 66-74 Victoria Street, London SW1E 6SW
Tel: 020 7215 8253 Fax: 020 7215 4445
Website: www.ome.uk.com

Director

Ian Jones

Sponsored (Executive) by Department for Business, Enterprise and Regulatory Reform

Office of Surveillance Commissioners

PO Box 29105, London SW1V 1ZU
Tel: 020 7828 3421 Fax: 020 7592 1788
E-mail: oscmmailbox@osc.gsi.gov.uk Website: www.surveillancecommissioners.gov.uk

To provide oversight of the conduct of covert surveillance and covert human intelligence sources by public authorities.

Chief

Surveillance Commissioner

Rt Hon Sir Christopher Rose

Sponsored (Tribunal) by Home Office

Oil and Pipelines Agency

York House, 23 Kingsway, London WC2B 6UJ

Tel: 020 7420 1670 Fax: 020 7379 0500

To manage the Government Pipeline and Storage System on behalf of the Ministry of Defence.

Chair

Dr John Merret

Chief Executive

Tony Nicholls

Sponsored (Executive) by Ministry of Defence

Olympic Delivery Authority

1 Churchill Place, Canary Wharf, London E14 5LN

Tel: 020 3201 2000 Fax: 020 3201 2001

E-mail: enquiries@london2012.com Website: www.london2012.com

To plan, design and build venues and other facilities for the 2012 Games, and the infrastructure to support these.

Chair

John Armitt CBE

Deputy Chair

Sir Roy McNulty Kt CBE [*biog p107*] 020 3201 2689 Fax: 020 3201 2504
lucy.martin@london2012.com

Chief Executive

David Higgins [*biog p76*]

Sponsored (Executive) by Department for Culture, Media and Sport

Olympic Lottery Distributor

1 Plough Place, London EC4A 1DE

Tel: 020 7880 2012 Fax: 020 7880 2000

E-mail: info@olympiclottery2012.org.uk Website: www.olympiclotterydistributor.org.uk

To ensure distribution of Lottery money to fund any facility, function or service it considers necessary and expedient for the delivery of the 2012 Olympic Games.

Chair

Janet Paraskeva [*biog p127*]

Chief Executive

Mike O'Connor CBE

Sponsored (Executive) by Department for Culture, Media and Sport

Advisory Committee on Organic Standards

Area 5F Ergon House, Horseferry Road, London SW1P 2AL

Tel: 020 7238 5605

E-mail: organic.standards@defra.gsi.gov.uk Website: www.defra.gov.uk/farm/organic/standards/acos

To provide advice on the development and implementation of organic standards. It also assists Defra with its supervision of the control system, in particular the approval and control of the organic inspection bodies which licence individual organic operators.

Chair

Andrew Jedwell

Secretary

James Winpenny

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Advisory Committee on Packaging

Area 6/D, Ergon House, 17 Smith Square, London SW1P 3JR

Tel: 020 7238 4345

E-mail: ian.atkinson@defra.gsi.gov.uk

Website: www.defra.gov.uk/environment/waste/topics/packaging/acp

To advise the Secretaries of State for the Environment, Food and Rural Affairs and for Business, Enterprise and Regulatory Reform, the Chairman of the Environment Agency and the Chairman of the Scottish Environment Protection Agency on the introduction and implementation of regulations on producers' responsibility for packaging and to give effect to the EC Directive on Packaging and Waste.

Chair

John Turner

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Parole Board for England and Wales

Grenadier House, 99-105 Horseferry Road, London SW1P 2DX

Tel: 0845 251 2220 Fax: 0845 251 2221

E-mail: info@paroleboard.gov.uk Website: www.paroleboard.gov.uk

To advise the Home Secretary on the release of both determinate and life sentence prisoners and on the recall to prison of anyone so released coming to adverse notice while on licence. In addition, the Board may direct the release of a discretionary life sentence prisoner, and takes decisions on the granting of parole of prisoners serving between 4 and 15 years.

Chair

Sir David Latham QC [*biog p95*]

020 7217 0420

Fax: 020 7217 0454

020 7217 0582

david.latham@paroleboard.gsi.gov.uk

Chief Executive

Christine Glenn

christine.glenn5@paroleboard.gsi.gov.uk

Sponsored (Executive) by Ministry of Justice

Partnerships for Schools

5th Floor, 8-10 Great George Street, London SW1P 3AE

Tel: 020 7273 0001 Fax: 020 7273 0002

E-mail: info@partnershipsforschools.org.uk Website: www.partnershipsforschools.org.uk

To support the local level delivery of the Building Schools for the Future project to provide 21st century facilities for every secondary school pupil.

Chair

Mike Grabiner

Chief Executive

Tim Byles CBE

Sponsored (Executive) by Department for Children, Schools and Families

Passenger Focus

Whittles House, 14 Pentonville Road, London N1 9HF

Tel: 0300 123 0860 Fax: 020 7713 2729

E-mail: info@passengerfocus.org.uk Website: www.passengerfocus.org.uk

To protect the interests of rail passengers.

Chair

Colin Foxall CBE [*biog p57*]

0870 336 6012

Fax: 020 7713 2729

anne.dawson@passengerfocus.org.uk

Sponsored (Executive) by Department for Transport

Pension Protection Fund Ombudsman

6th Floor, 11 Belgrave Road, London SW1V 1RB

Tel: 020 7834 9144 Fax: 020 7821 0065

E-mail: enquiries@pensions-ombudsman.org.uk Website: www.ppfo.org.uk

To investigate and decide on complaints about how cases have been handled by the Pension Protection Fund Board.

Ombudsman

Tony King

Deputy Ombudsman

Charlie Gordon

Sponsored (Tribunal) by Department for Work and Pensions

Pensions Advisory Service

11 Belgrave Road, London SW1V 1RB

Tel: 0845 601 2923 Fax: 020 7592 7000

E-mail: enquiries@pensionsadvisoryservice.org.uk Website: www.pensionsadvisoryservice.org.uk

To provide an independent and free service to members of the public who have either a general or a specific query or complaint on a pensions matter.

Chair

Margaret Snowdon

Chief Executive

Malcolm McLean

020 7630 2270

malcolm.mclean@pensionsadvisoryservice.org.uk

Sponsored (Executive) by Department for Work and Pensions

The Pensions Regulator

Napier House, Trafalgar Place, Brighton BN1 4DW

Tel: 0870 606 3636 Fax: 0870 241 1144

E-mail: customersupport@thepensionsregulator.gov.uk Website: www.thepensionsregulator.gov.uk

To protect the benefits of members of work-based pension schemes; to promote good administration of work-based pension schemes; and to reduce the risk of situations arising that may lead to claims for compensation from the Pension Protection Fund.

Chair

David Norgrove [*biog p121*]

Chief Executive

Tony Hobman [*biog p78*]

Sponsored (Executive) by Department for Work and Pensions

Personal Accounts Delivery Authority

St Dunstan's House, 201-11 Borough High Street, London SE1 1GZ

Tel: 020 7940 8519

E-mail: enquiries.padeliveryauthority@dwp.gsi.gov.uk Website: www.padeliveryauthority.org.uk

To establish a trust-based pension scheme called 'personal accounts', and to support the process by which people are enrolled in this or another suitable pension scheme.

Acting Chair

Jeannie Drake CBE

Sponsored (Advisory) by Department for Work and Pensions

Pesticide Residues Committee

c/o Pesticides Safety Directorate, Mallard House, Kings Pool, 3 Peasholme Green, York YO1 7PX

Tel: 01904 455775 Fax: 01904 455733

E-mail: prc@hse.gsi.gov.uk Website: www.prc-uk.org

Advises Ministers on the planning of surveillance programmes for pesticide residues in the UK food supply and the evaluation of the results, procedures for sampling, sample processing, new methods of analysis and the assessment of variability of pesticide residues in food and related issues.

Chair

Dr Ian Brown OBE

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Advisory Committee on Pesticides

c/o Secretariat, Department for Environment, Food and Rural Affairs, Mallard House, Kings Pool, 3

Peasholme Green, York YO1 7PX

Tel: 01904 455702 Fax: 01904 455711

E-mail: acp@crd.hse.gsi.gov.uk Website: www.pesticides.gov.uk/acp_home.asp

Advises on control of pesticides.

Chair

Prof Jon Ayres

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Poisons Board

Home Office, 50 Queen Anne's Gate, London SW1H 9AT

To advise the Home Secretary on matters relating to non-medicinal poisons and to enforce the Poisons Act and its regulations

Sponsored (Advisory) by Home Office

Police Advisory Board (England and Wales)

6th Floor, Kingsgate House, 66-74 Victoria Street, London SW1E 6SW

Tel: 020 7215 8101

E-mail: william.blase@berr.gsi.gov.uk

Considers general questions affecting the police service in England and Wales and considers draft regulations which the Secretary of State proposes to make under Section 50 or Section 52 of the Police Act 1996. The Board consists of the Association of Police Authorities; the Association of Chief Officers (E&W); the Chief Police Officers' Staff Association; the Police Superintendents Association (E&W); the Police Federation (E&W) and members nominated by the Home Secretary.

Chair

John Randall [*biog p139*]

07798 743026

william.blase@berr.gsi.gov.uk

Sponsored (Advisory) by Home Office

Police Arbitration Tribunal

22nd Floor, Euston Tower, 286 Euston Road, London NW1 3JJ

Tel: 020 7210 3929 Fax: 020 7210 3919

E-mail: arbitration@acas.org.uk

Arbitrates when the Police Negotiating Board has failed to agree on a recommendation and where any attempt at conciliation has not resulted in an agreed recommendation between the staff side and the official side.

Chair

Prof John Goodman CBE

Sponsored (Tribunal) by Home Office

Police Negotiating Board

Kingsgate House, 66-74 Victoria Street, London SW1E 6SW

Tel: 020 7467 7218

To consider hours of duty; leave; pay and allowances; the issue, use and return of police clothing, personal equipment and accoutrements; and pensions - and to make recommendations on such questions to the Secretary of State and to Scottish Ministers.

Chair

John Randall [*biog p139*]

Sponsored (Advisory) by Home Office

Postgraduate Medical Education and Training Board

Hercules House, Hercules Road, London SE1 7DU

Tel: 020 7160 6100 Fax: 020 7160 6102

E-mail: info@pmetb.org.uk Website: www.pmetb.org.uk

Responsible for postgraduate medical education and training.

Chair

Prof Stuart MacPherson

Chief Executive

Paul Streets

Sponsored (Executive) by Department of Health

Public Lending Right

Richard House, Sorbonne Close, Stockton-on-Tees TS17 6DA

Tel: 01642 604699 Fax: 01642 615641

E-mail: jim.parker@plr.uk.com Website: www.plr.uk.com

Administers the Public Lending Right Scheme.

Registrar

Dr James Parker OBE

Sponsored (Executive) by Department for Culture, Media and Sport

Advisory Panel on Public Sector Information

c/o Information Policy and Services Directorate, The National Archives, Kew, Richmond TW9 4DU

Tel: 020 8392 2252

E-mail: secretariat@appsi.gov.uk Website: www.appsi.gov.uk

Advises Ministers on how to open up opportunities in the information industry for greater re-use of public sector information, and also advises the director of the Office of Public Sector Information about changes and opportunities in the information industry.

Chair

Prof David Rhind CBE

Sponsored (Advisory) by Ministry of Justice

Public Services Productivity Panel Unit

Public Services Directorate, Performance and Efficiency Team, 1 Horse Guards Road,

London SW1A 2HQ

Tel: 020 7270 4427

To advise on ways of improving the productivity and efficiency of the public services.

Chair

Rt Hon Stephen Timms MP

Sponsored (Advisory) by HM Treasury

Qualifications and Curriculum Authority

83 Piccadilly, London W1J 8QA

Tel: 020 7509 5555 Fax: 020 7509 6666

E-mail: info@qca.org.uk Website: www.qca.org.uk

To work with and assist the Secretary of State for Children, Schools and Families to ensure that the curriculum and qualifications available to young people and adults are high quality, coherent and flexible.

Chair

Christopher Trinick DL

Acting Chief Executive

Andrew Hall

Sponsored (Executive) by Department for Children, Schools and Families

Committee on Radioactive Waste Management

CoRWM Secretariat, Area 4C Ergon House, Nobel House, 17 Smith Square, London SW1P 2AL

Tel: 020 7238 1721 Fax: 020 7082 6471

E-mail: contact@corwm.org.uk Website: www.corwm.org.uk

Chair

Robert Pickard

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Railway Heritage Committee

Zone 1/20, Temple Quay House, 2 The Square, Temple Quay, Bristol BS1 6EB

Tel: 0117-372 8545 Fax: 0117-372 8193

E-mail: info@railwayheritage.org.uk Website: www.railwayheritage.org.uk

To designate records and artefacts (or classes of record and artefact) which are historically significant and should be permanently preserved.

Chair

Lord Faulkner of Worcester

Sponsored (Executive) by Department for Transport

Regional Industrial Development Boards

Regional Assistance Directorate, 1 Victoria Street, London SW1H 0ET

Tel: 020 7215 2564 Fax: 020 7215 5579

To advise Regional Development Agencies on individual company applications for Selective Finance for Investment in England between £250,000 (£100,000 in Eastern Region) and under £2 million.

Sponsored (Advisory) by Department for Business, Enterprise and Regulatory Reform

Advisory Board on the Registration of Homeopathic Products

Medicines and Healthcare Products Regulatory Agency, 1 Nine Elms Lane, Vauxhall,
London SW8 5NQ
Tel: 020 7084 2451 Fax: 020 7084 2498
E-mail: leslie.whitbread@mhra.gsi.gov.uk Website: www.mhra.gov.uk

To give advice on safety and quality in relation to any homeopathic medicinal product for human use.

Chair

Dr Timothy Chambers

Sponsored (Advisory) by Department of Health

Regulation of Investigatory Powers Act Technical Advisory Board

PO Box 38542, London SW1H 9YE
E-mail: commsdata@homeoffice.gsi.gov.uk Website: www.technicaladvisoryboard.org.uk

To advise the Home Secretary on the reasonableness of obligations imposed on communications service providers to ensure that they maintain a capability to intercept communications.

Chair

Peter Walker

Sponsored (Advisory) by Home Office

Advisory Committee on Releases to the Environment

ACRE Secretariat, Department for Environment, Food and Rural Affairs, Area 8A Millbank, 17 Smith Square, London SW1P 3JR
E-mail: acre.secretariat@defra.gsi.gov.uk Website: www.defra.gov.uk/environment/acre

To advise UK and Scottish Ministers, and the National Assembly for Wales, on the risks to the environment and human health from releases of genetically modified organisms into the environment.

Chair

Prof Christopher Pollock CBE

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Remploy

18C Meridian East, Meridian Business Park, Leicester LE19 1WZ
Tel: 0845 155 2700 Fax: 0845 155 2701
E-mail: info@remploy.co.uk Website: www.remploy.co.uk

To expand the opportunities for disabled people in sustainable employment within Remploy and the community it serves.

Chair

Ian Russell

Chief Executive

Tim Matthews

Sponsored (Executive) by Department for Work and Pensions

Renewable Fuels Agency

Ashdown House, Sedlescombe Road North, St Leonards-on-Sea TN37 7GA

Tel: 020 7944 8229 Fax: 020 7944 2214

E-mail: enquiries@renewablefuelsagency.org Website: www.renewablefuelsagency.org

To reduce the UK's contribution towards climate change, and its reliance on fossil fuels.

Chair

Prof Edward Gallagher CBE [*biog p59*]

Chief Executive

Nick Goodall

Sponsored (Executive) by Department for Transport

Launched: 2007

Renewables Advisory Board

AEA Energy & Environment, Gemini Building, Fermi Avenue, Harwell OX11 0QR

Tel: 0870 190 6042

E-mail: nick.beale@aeat.co.uk Website: www.renewables-advisory-board.org.uk

Advises on production of electricity from renewable sources.

Sponsored (Advisory) by Department of Energy and Climate Change

Residential Property Tribunal Service

RPTS Corporate Unit, 1st Floor, 10 Alfred Place, London WC1E 7LR

Tel: 020 7446 7740/020 7446 7898 Fax: 020 7580 5684

E-mail: rptscorporatereunit@communities.gsi.gov.uk Website: www.rpts.gov.uk

The umbrella organisation for the five Rent Assessment Panels, which provide Rent Assessment Committees and Leasehold Valuation Tribunals in England.

Senior President

Siobhan McGrath

Sponsored (Tribunal) by Department for Communities and Local Government

Royal Air Force Museum

Grahame Park Way, Hendon, London NW9 5LL

Tel: 020 8205 2266 Fax: 020 8200 1751

E-mail: london@rafmuseum.org Website: www.rafmuseum.org

Chair

Air Chief Marshal Sir John Day KCB OBE ADC RAF

Director-General

Dr Michael Fopp 020 8205 2266

Sponsored (Executive) by Ministry of Defence

Royal Armouries Museum

Armouries Drive, Leeds LS10 1LT

Tel: 0113-220 1916 Fax: 0113-220 1934

E-mail: enquiries@armouries.org.uk Website: www.royalarmouries.org

Maintaining and exhibiting a national collection of arms, armour, and associated objects, and maintaining a record relating to arms and armour and to the Tower of London.

Chair

Ann Green FMCI FRSA

Sponsored (Executive) by Department for Culture, Media and Sport

Royal Botanic Gardens Kew

Kew, Richmond TW9 3AB

Tel: 020 8332 5000 Fax: 020 8332 5197

E-mail: info@kew.org Website: www.kew.org

To increase knowledge and understanding of the plant and fungal kingdoms.

Chair of the Trustees

Earl of Selborne KBE DL

Director

Prof Stephen Hopper

Sponsored (Executive) by Department for Environment, Food and Rural Affairs

Royal Commission on Environmental Pollution

Room 108, 55 Whitehall, London SW1A 2EY

Tel: 020 7270 8190 Fax: 020 7270 8303

E-mail: enquiries@rcep.org.uk Website: www.rcep.org.uk

To advise the Crown, Government, Parliament and the public on matters, both national and international, concerning the pollution of the environment; on the adequacy of research in this field; and on the future possibilities of danger to the environment.

Chair

Sir John Lawton

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Royal Mint Advisory Committee on the Design of Coins, Medals, Seals and Decorations

Royal Mint, Llantrisant, Pontyclun CF72 8YT

Tel: 01443 623005 Fax: 01443 623148

E-mail: kevin.clancy@royalmint.gov.uk Website: www.royalmint.gov.uk

To consider new designs for the UK coins and official medals.

Chair

Prof Sir Christopher Frayling

Sponsored (Advisory) by HM Treasury

Committee on the Safety of Devices

10-12 Market Towers, 1 Nine Elms Lane, London SW8 5NQ

Tel: 020 7084 2000

E-mail: info@mhra.gov.uk Website: www.mhra.gov.uk

To advise Ministers in line with the work of the Medicines and Healthcare products Regulatory Agency on initiatives to make medical devices safer and more effective.

Chair

John Williams

Sponsored (Advisory) by Medicines and Healthcare Products Regulatory Agency

School Food Trust

Geraldine Hall Suite, Moorfoot, Sheffield S1 4PQ

Tel: 0844 800 9048 Fax: 0114-259 1291

E-mail: info@sft.gsi.gov.uk Website: www.schoolfoodtrust.org.uk

To improve the quality of food supplied and consumed in schools.

Chair

Prue Leith OBE DL

Chief Executive

Judy Hargadon

Sponsored (Executive) by Department for Children, Schools and Families

School Support Staff Negotiating Body

c/o Department for Children, Schools and Families, Sanctuary Buildings, Great Smith Street,

London SW1P 3BT

Tel: 0870 000 2288

E-mail: info@dcsf.gsi.gov.uk Website: www.dcsf.gov.uk

Chair

Philip Ashmore

Sponsored (Executive) by Department for Children, Schools and Families

School Teachers' Review Body

Office of Manpower Economics, 6th Floor, Kingsgate House, 66-74 Victoria Street,

London SW1E 6SW

Tel: 020 7215 8314 Fax: 020 7215 4445

E-mail: mary.gregory@berr.gsi.gov.uk Website: www.ome.uk.com/

To examine and report on matters relating to the statutory conditions and employment of school teachers in England and Wales.

Chair

Dr Anne Wright CBE [*biog p177*]

Sponsored (Advisory) by Department for Children, Schools and Families

Science Advisory Council

Science Advisory Council, Area 1A Nobel House, 17 Smith Square, London SW1P 3JR

Tel: 020 7238 1585 Fax: 020 7238 1504

E-mail: science.advisory.council@defra.gsi.gov.uk Website: www.defra.gov.uk/science/how/sac/index.htm

To provide Defra with expert and independent advice regarding science policy and strategy.

Chair

Prof Christopher Gaskell

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Launched: 2004

Science and Technology Facilities Council

Polaris House, North Star Avenue, Swindon SN2 1SZ

Tel: 01973 442000 Fax: 01973 442002

Website: www.scitech.ac.uk

Formed on 1 April 2007 through a merger of the Council for the Central Laboratory of the Research Councils and the Particle Physics and Astronomy Research Council and the transfer of responsibility for nuclear physics from the Engineering and Physical Sciences Research Council.

Chair

Peter Warry

Chief Executive

Prof Keith Mason

Sponsored (Executive) by Department for Innovation, Universities and Skills

Scientific Advisory Committee on Nutrition

SACN Secretariat, Food Standards Agency, Room 808c Aviation House, 125 Kingsway, London WC2B 6NH

Tel: 020 7276 8928 Fax: 020 7276 8906

E-mail: sacn@foodstandards.gsi.gov.uk Website: www.sacn.gov.uk

Provides advice to the Food Standards Agency and Department of Health as well as other Government agencies and departments. Its remit includes matters concerning nutrient content of individual foods, advice on diet and the nutritional status of people.

Chair

Prof A A Jackson

Sponsored (Advisory) by Department of Health

Advisory Group on Security and Intelligence Records

70 Whitehall, London SW1A 2AS

E-mail: recordsgroup@cabinet-office.x.gsi.gov.uk Website: www.cabinetoffice.gov.uk

Chair

Tessa Stirling

Sponsored (Advisory) by Cabinet Office

Security Commission

3rd Floor, 2 Little Smith Street, London SW1P 3DH

Tel: 020 7276 5649 Fax: 020 7276 5651

To investigate and report on the circumstances in which a breach of security has occurred in the public service and to advise whether any change in security arrangements is necessary or desirable.

Chair

Rt Hon Baroness Butler-Sloss GBE

Alternative Chair

Rt Hon Lord Justice Charles Mantell

Sponsored (Advisory) by Cabinet Office

Security Industry Authority

PO Box 1293, Liverpool L69 1AX
Tel: 0844 892 1025 Fax: 0844 892 0975
Website: www.the-sia.org.uk

Compulsory licensing of individuals working in specific sectors of the private security industry; managing the Approved Contractor Scheme, which measures private security companies against a set of independently assessed criteria.

Chair

Baroness Henig CBE

Acting Chief Executive

Bernard Herdan CB [*biog p75*]

Sponsored (Executive) by Home Office

Security Vetting Appeals Panel

3rd Floor, 2 Little Smith Street, London SW1P 3DH
Tel: 020 7276 5645 Fax: 020 7276 5651

To hear appeals against the withdrawal or refusal of security clearance and to make recommendations to the appropriate head of department.

Chair

Sir George Newman

Sponsored (Advisory) by Cabinet Office

Senior Salaries Review Body

Office of Manpower Economics, 6th Floor, Kingsgate House, 66-74 Victoria Street,
London SW1E 6SW
Tel: 020 7215 8276 Fax: 020 7215 4445
Website: www.ome.uk.com

Provides independent advice to the Prime Minister, the Lord Chancellor and the Secretary of State for Defence on the remuneration of holders of judicial office; senior civil servants; senior officers of the armed forces; and other such public appointments as may from time to time be specified.

Chair

William Cockburn CBE TD

Sponsored (Advisory) by Cabinet Office

Sentencing Advisory Panel

The Sentencing Guidelines Secretariat, 4th Floor, 10 Great George Street, London SW1P 3AE
Tel: 020 7084 8130 Fax: 020 7084 8114
E-mail: info@sentencing-guidelines.gsi.gov.uk Website: www.sentencing-guidelines.gov.uk

To provide fully researched, objective advice to the Sentencing Guidelines Council on sentencing.

Chair

Prof Andrew Ashworth

Sponsored (Advisory) by Ministry of Justice

Sentencing Guidelines Council

The Sentencing Guidelines Secretariat, 4th Floor, 10 Great George Street, London SW1P 3AE

Tel: 020 7084 8130 Fax: 020 7084 8114

E-mail: info@sentencing-guidelines.gsi.gov.uk Website: www.sentencing-guidelines.gov.uk

To frame and revise sentencing and allocation guidelines, with regard to the need to promote consistency, the actual sentences imposed by courts, the cost and effectiveness of different sentences, the need to promote public confidence in the criminal justice system and the advice tendered by the Sentencing Advisory Panel.

Chair

Lord Judge

Sponsored (Advisory) by Ministry of Justice

Serious Organised Crime Agency

PO Box 8000, London SE11 5EN

Tel: 0870 496 5800

Website: www.soca.gov.uk

An intelligence-led agency with law-enforcement powers and harm-reduction responsibilities. Harm in this context is the damage caused to individuals, communities, society and the UK as a whole by serious organised crime.

Chair (Until 3 July 2009)

Sir Stephen Lander KCB [*biog p94*]

0870 496 5802

jessica.bonnington@soca.x.gsi.gov.uk

Director-General

Bill Hughes QPM [*biog p82*]

0870 496 5804

alan.fullerton@soca.x.gsi.gov.uk

Sponsored (Executive) by Home Office

Independent Advisory Group on Sexual Health and HIV

Richmond House, 79 Whitehall, London SW1A 2NS

Tel: 020 7210 4850

Provides a wide range of views from health professionals involved in all aspects of sexual health, will monitor progress and advise the government on implementation of the sexual health and HIV strategy.

Chair

Baroness Gould of Potternewton

Sponsored (Advisory) by Department of Health

Joint Working Group on Sharing Responsibilities and Costs of Animal Disease

Secretariat, Sustainable Farming Businesses, Area 5A Millbank, c/o Nobel House, 17 Smith Square, London SW1P 3JR

Tel: 020 7238 3077 Fax: 020 7238 5641

E-mail: costsharing@defra.gsi.gov.uk

Makes recommendations that will help inform debate on how responsibilities and costs of animal disease outbreaks should be shared and provides advice to Ministers and industry on the balance of risks and responsibilities of keeping farm animals.

Chairs

Stewart Houston

Dr Mike Segal [*biog p151*]

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Sir John Soane's Museum

13 Lincoln's Inn Fields, London WC2A 3BP

Tel: 020 7405 2107 Fax: 020 7831 3957

E-mail: sbhatti@soane.org.uk Website: www.soane.org

The collections comprise of works of art, paintings, books, manuscripts, architectural models and drawings.

Chair

Sir Simon Jervis FSA

Sponsored (Executive) by Department for Culture, Media and Sport

SITPRO Ltd

7th Floor, Kingsgate House, 66-74 Victoria Street, London SW1E 6SW

Tel: 020 7215 8150 Fax: 020 7215 4242

E-mail: info@sitpro.org.uk Website: www.sitpro.org.uk

Deals with trade facilitation which works to simplify international trade procedures and documentation.

Chair

Norman Rose

Chief Executive

Malcolm Mckinnon

Sponsored (Executive) by Department for Business, Enterprise and Regulatory Reform

Social Science Research Committee

Secretariat, 201C Aviation House, 125 Kingsway, London WC2B 6NH

Tel: 020 7276 8263 Fax: 020 7276 8289

E-mail: ssrc@foodstandards.gsi.gov.uk

To help the Food Standards Agency strengthen its capacity for social science research and to provide advice to the Agency about how it gathers and uses social science evidence.

Chair

Prof Sir Roger Jowell

Secretary

Jane Barrett

Sponsored (Advisory) by Food Standards Agency

Social Security Advisory Committee

New Court, 48 Carey Street, London WC2A 2LS

Tel: 020 7412 1506 Fax: 020 7412 1570

E-mail: ssac@dwp.gsi.gov.uk Website: www.ssac.org.uk

Advises on social security matters generally; may report on regulations referred by the Secretary of State for Work and Pensions or the Northern Ireland Department responsible for Social Security.

Chair

Sir Richard Tilt [*biog p165*]

Chief Executive /Secretary

Gill Saunders

Sponsored (Advisory) by Department for Work and Pensions

Spoliation Advisory Panel

2-4 Cockspur Street, London SW1Y 5DH

Tel: 020 7211 6102 Fax: 020 7211 6130

E-mail: mark.caldon@culture.gsi.gov.uk Website: www.culture.gov.uk

To help resolve claims from people – or their heirs – who lost cultural property during the Nazi era which is now held by UK national collections.

Chair

Rt Hon Sir David Hirst

Secretary

Hillary Bauer

Sponsored (Advisory) by Department for Culture, Media and Sport

Spongiform Encephalopathy Advisory Committee

SEAC Secretariat, Area 5A, 9 Millbank, c/o 17 Smith Square, London SW1P 3JR

Tel: 020 7238 4946

E-mail: seacsecretariat@seac.gsi.gov.uk Website: www.seac.gov.uk

Provides scientifically-based advice to Defra, the Department of Health, their counterparts in Northern Ireland and devolved administrations, and the FSA on matters relating to Spongiform Encephalopathies, taking account of the remits of other bodies with related responsibilities.

Chair

Prof Chris Higgins CBE

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs/Department of Health/Food Standards Agency

Sport England

Third Floor, Victoria House, Bloomsbury Square, London WC1B 4SE

Tel: 020 7273 1551 Fax: 020 7383 5740

E-mail: info@sportengland.org Website: www.sportengland.org

Responsible for delivering the Government's sporting objectives in order to encourage greater participation in sport and the development of grassroots and community sport.

Chair

Richard Lewis

Chief Executive

Jennie Price

Sponsored (Executive) by Department for Culture, Media and Sport

The Standards Board for England

4th Floor, Griffin House, 40 Lever Street, Manchester M1 1BB

Tel: 0161-817 5300

E-mail: enquiries@standardsboard.gov.uk Website: www.standardsboard.gov.uk

Promotes and maintains high standards of conduct by members and co-opted members of relevant authorities.

Chair

Dr Robert Chilton

robert.chilton@standardsboard.gov.uk

Sponsored (Executive) by Department for Communities and Local Government

Advisory Panel on Standards for the Planning Inspectorate

Secretariat, 4/10 Temple Quay House, 2 The Square, Temple Quay, Bristol BS1 6PN

Tel: 0117-372 8865

E-mail: secretariat@apos.gsi.gov.uk Website: www.apos.gov.uk

To advise the Department for Communities and Local Government and the National Assembly for Wales, on the maintenance and enhancement of professional standards within the Planning Inspectorate.

Chair

Timothy Corner QC

Sponsored (Advisory) by Department for Communities and Local Government

Strategic Investment Board

Court Funds Office, 7th Floor, 22 Kingsway, London WC2B 6LE

Tel: 020 7947 7873

E-mail: alan.palmer@courtservice.gsi.gov.uk Website: www.dca.gov.uk/family/sib.htm

Advises on the appointment of external managers to invest the client monies under the care of the Public Guardianship Office, the Official Solicitor and Public Trustee Office and the Court Service. Advice on the benchmark and guidelines given to managers appointed to manage the funds. Assess the performance of all the managers appointed to manage the clients' funds.

Chair

Dr Colin Price

Sponsored (Advisory) by Ministry of Justice

Student Loans Company Ltd

100 Bothwell Street, Glasgow G2 7JD

Tel: 0141-306 2000 Fax: 0141-306 2005

Website: www.slc.co.uk

To administer the student loans scheme within the policy context set by the Government and the legislative framework of the Education (Student Loans) Act 1990 and the Education (Student Loans) (Northern Ireland) Order 1990 and associated regulations.

Chair

John Goodfellow

Chief Executive

Ralph Seymour-Jackson

Sponsored (Executive) by Department for Innovation, Universities and Skills

Sustainable Development Commission

Room 101, 55 Whitehall, c/o 3-8 Whitehall Place, London SW1A 2HH

Tel: 020 7270 8498 Fax: 020 7270 6157

E-mail: enquiries@sd-commission.gsi.gov.uk Website: www.sd-commission.org.uk

To advocate and act as a watchdog on sustainable development across all sectors in the UK, review progress towards it, and build consensus on the actions needed if further progress is to be achieved.

Chair

Sir Jonathon Porritt CBE [*biog p134*]

Director

Andrew Lee

020 7270 8153

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Tate

Millbank, London SW1P 4RG

Tel: 020 7887 8888 Fax: 020 7887 8007

E-mail: visiting.britain@tate.org.uk Website: www.tate.org.uk

To increase public awareness, understanding and appreciation of British art from the sixteenth century to the present day and of modern and contemporary art from around the world.

Chair of the Trustees

Lord Browne of Madingley

Director

Sir Nicholas Serota

Sponsored (Executive) by Department for Culture, Media and Sport

Teachers' TV

c/o Secretariat, Area A, First Floor, Mowden Hall, Staindrop Road, Darlington DL3 9BG

Tel: 020 7273 5273

E-mail: info@ttvboard.org Website: www.ttvboard.org

Television channel providing teaching resources, information and professional development material for school staff.

Chair

Adam Singer

Secretary

Markos Koumaditis

Sponsored (Advisory) by Department for Children, Schools and Families

Technology Strategy Board

Block B, Floor 1, North Star House, North Star Avenue, Swindon SN2 1JF

Tel: 01793 442700

E-mail: enquiries@tsb.gov.uk Website: www.innovateuk.org

To establish the UK as a global leader in innovation and a magnet for technology-intensive companies.

Chair

Dr Graham Spittle

Sponsored (Executive) by Department for Innovation, Universities and Skills

The Teenage Pregnancy Independent Advisory Group

Sanctuary Building, 4th Floor, Great Smith Street, London SW1P 3BT

Tel: 020 7273 4890 Fax: 020 7925 3839

E-mail: robert.drake@dcsf.gsi.gov.uk

Website: www.everychildmatters.gov.uk/health/teenagepregnancy

To provide advice to the government and monitor the overall success of the Teenage Pregnancy Strategy towards achieving the goals of: reducing the rate of teenage conceptions, with the specific aim of halving the rate of conceptions among under 18s by 2010, and increasing the participation of teenage parents into education, training or employment to 60 per cent by 2010, to reduce the risk of their long-term social exclusion.

Chair

Gill Frances OBE

Sponsored (Advisory) by Department for Children, Schools and Families

The Theatres Trust

22 Charing Cross, London WC2H 0QL

Tel: 020 7836 8591 Fax: 020 7836 3302

E-mail: info@theatrust.org.uk Website: www.theatrust.org.uk

A statutory consultee on planning applications that affect land on which there is a theatre, and to promote the protection of theatres for the benefit of the nation.

Chair

Rob Dickins CBE

Director

Mhora Samuel

Sponsored (Advisory) by Department for Culture, Media and Sport

Committee on Toxicity of Chemicals in Food, Consumer Products and the Environment

COT Secretariat, Food Standards Agency, Aviation House, 125 Kingsway, London WC2B 6NH

Tel: 020 7276 8522 Fax: 020 7276 8513

E-mail: cot@foodstandards.gsi.gov.uk Website: <http://cot.food.gov.uk>

To assess and advise the Food Standards Agency and the Chief Medical Officer on the toxic risk to man of substances which are: used or proposed to be used as food additives, or used in such a way that they might contaminate food through their use or natural occurrence in agriculture, including horticulture and veterinary practice or in the distribution, storage, preparation, processing or packaging of food.

Chair

Prof David Coggon OBE

Sponsored (Advisory) by Food Standards Agency

Traffic Commissioners and Deputies

VOSA, Berkeley House, Croydon Street, Bristol BS5 0DA

Tel: 0870 606 0440 Fax: 0117-954 3212

Responsible for the licensing of operators and drivers of heavy goods and passenger service vehicles in the eight traffic areas covering England, Scotland and Wales.

Senior Traffic Commissioner

Philip Brown

Sponsored (Tribunal) by Department for Transport

Training and Development Agency for Schools

151 Buckingham Palace Road, London SW1W 9SZ

Tel: 020 7023 8000 Fax: 020 7023 8401

E-mail: corporatecomms@tda.gov.uk Website: www.tda.gov.uk

To ensure that schools have sufficient staff, suitably trained, across the range of roles in the workforce.

Chair

Prof Sir Brian Follett [*biog p56*]

020 7023 8814

brian.follett@tda.gov.uk

Chief Executive

Graham Holley

Sponsored (Executive) by Department for Children, Schools and Families

Treasure Valuation Committee

Secretariat, British Museum, Great Russell Street, London WC1B 3DG

Tel: 020 7323 8611 Fax: 020 7323 8546

To recommend to the Secretary of State valuations for the items brought before it.

Chair

Prof Norman Palmer CBE

Secretary

Ian Richardson

Sponsored (Advisory) by Department for Culture, Media and Sport

Trinity House Lighthouse Service

Trinity House, Trinity Square, Tower Hill, London EC3N 4DH

Tel: 020 7481 6900 Fax: 020 7480 7662

Website: www.trinityhouse.co.uk

Responsible for the provision and maintenance of marine aids to navigation for England, Wales and the Channel Islands.

Executive Chair

Rear Admiral Jeremy de Halpert CB

Sponsored (Executive) by Department for Transport

UK Atomic Energy Authority

UKAEA Manor Court, Chilton, Didcot OX11 0RN

Tel: 01235 431810

E-mail: mary.hills@ukaea.org.uk Website: www.ukaea.org.uk

The safe and secure environmental restoration of its sites. It is also responsible for the UK's contribution to fusion research within the European and world programme.

Chair

Lady Barbara Judge

Chief Executive

Norman Harrison

Sponsored (Executive) by Department for Business, Enterprise and Regulatory Reform

UK Chemical Weapons Convention National Authority Advisory Committee

Bay 117, 1 Victoria Street, London SW1H 0ET

Tel: 020 7215 8030

E-mail: naac@berr.gsi.gov.uk Website: www.berr.gov.uk/energy/non-proliferation/cbw/

To advise Ministers on the actions taken by the National Authority to ensure UK compliance with the Chemical Weapons Convention, and the Chemical Weapons Act 1996.

Chairman

Dr Tony Bastock OBE

Secretary

Craig Wallbank

Sponsored (Advisory) by Department of Energy and Climate Change

UK Sport

40 Bernard Street, London WC1N 1ST

Tel: 020 7211 5100 Fax: 020 7211 5246

E-mail: info@uksport.gov.uk Website: www.uksport.gov.uk

Working in partnership with the home country sports councils and other agencies to develop sport in the UK to world class success.

Chair

Baroness Campbell of Loughborough CBE

Chief Executive

John Steele

Sponsored (Executive) by Department for Culture, Media and Sport

Union Modernisation Fund Supervisory Board

Department for Business, Enterprise and Regulatory Reform, Bay 460, 1 Victoria Street,
London SW1H 0ET

Tel: 020 7215 0210

E-mail: Umf.application@berr.gsi.gov.uk

To make recommendations to Ministers about which bids for financial assistance to independent trade unions and their federations should receive funding against a set of eligibility and selection criteria.

Chair

Sir Bill Connor

Sponsored (Advisory) by Department for Business, Enterprise and Regulatory Reform

UK Commission for Employment and Skills

3 Callflex Business Park, Golden Smithies Lane, Wath-upon-Dearne S63 7ER

Tel: 01709 774800 Fax: 01709 774801

E-mail: info@ukces.org.uk Website: www.ukces.org.uk

To help secure a world-class profile on skills by 2020 and an 80 per cent employment rate.

Chair

Sir Michael Rake

Chief Executive

Chris Humphries CBE

020 7259 1281

chris.humphries@ukces.org.uk

Sponsored (Advisory) by Department for Innovation, Universities and Skills

UK Film Council

10 Little Portland Street, London W1W 7JG

Tel: 020 7861 7861 Fax: 020 7861 7862

E-mail: info@ukfilmcouncil.org.uk Website: www.ukfilmcouncil.org.uk

To stimulate a competitive, successful and vibrant British film industry and to promote enjoyment and understanding of cinema throughout the UK.

Chair

Stewart Till CBE

Chief Executive Officer

John Woodward [*biog p177*]

020 7861 7861

info@ukfilmcouncil.org.uk

Fax: 020 7861 7950

Sponsored (Executive) by Department for Culture, Media and Sport

Joint Committee on Vaccination and Immunisation

Room 607A, Skipton House, 80 London Road, London SE1 6LH

Tel: 020 7972 1519/020 7972 1523 Fax: 020 7972 5758

Website: www.advisorybodies.doh.gov.uk/jcvi/

To advise the Secretary of State for Health, the Scottish Ministers, the Northern Ireland Ministers responsible for health and the National Assembly for Wales on matters relating to communicable diseases, preventable and potentially preventable through immunisation.

Chair

Prof Andrew Hall

Sponsored (Advisory) by Department of Health

Valuation Tribunal Service

2nd Floor, Black Lion House, 45 Whitechapel Road, London E1 1DU

Tel: 020 7426 3900 Fax: 020 7247 6598

E-mail: ceo.office@vto.gsx.gov.uk Website: www.valuation-tribunals.gov.uk

To list, hear and determine appeals concerning valuations for non-domestic rating purposes and for Council Tax, and also concerning liability for Council Tax.

Chief Executive

Dr Christina Townsend [*biog p167*]

020 7426 4900

Fax: 020 7247 6598

christina.townsend@vto.gsx.gov.uk

Sponsored (Executive) by Department for Communities and Local Government

Veterinary Products Committee

Woodham Lane, New Haw, Addlestone KT15 3LS

Tel: 01932 338490 Fax: 01932 336618

E-mail: vpc@vmd.defra.gsi.gov.uk Website: www.vpc.gov.uk

To give advice to the Licensing Authority with regard to the safety, quality and efficacy in relation to the veterinary use of any substance or article (not being an instrument, apparatus or appliance) to which any provision of the Medicines Act 1968 is applicable.

Chair

David Skilton

Secretary

Colin Bennett

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Veterinary Residues Committee

Woodham Lane, New Haw, Addlestone KT15 3LS

Tel: 01932 338322 Fax: 01932 336618

E-mail: vrcsecretariat@vmd.defra.gsi.gov.uk Website: www.vet-residues-committee.gov.uk

To advise the Chief Executives of the Veterinary Medicines Directorate and the Food Standards Agency on the formulation of the residues surveillance programmes and on the significance of the results for consumer safety.

Chair

Dorothy Craig MBE

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

Victims Advisory Panel

Victim and Witness Unit, Office for Criminal Justice Reform, 1st Floor, Fry Building, 2 Marsham Street, London SW1P 4DF

Tel: 020 7035 8402

E-mail: duncan.prime3@cjs.gsi.gov.uk

The Victims Advisory Panel consists of people who themselves have been victims of crimes such as burglary, anti-social behaviour and hate crime, are family members of murder victims or who provide support to victims.

Spokesperson

Kathryn Stone OBE

Sponsored (Advisory) by Ministry of Justice

Victoria and Albert Museum

Cromwell Road, South Kensington, London SW7 2RL

Tel: 020 7942 2000 Fax: 020 7942 2162

E-mail: vanda@vam.ac.uk Website: www.vam.ac.uk

Promotes the practice of design and increasing knowledge, understanding and enjoyment of the designed world.

Chair

Paul Ruddock

Director

Mark Jones

Sponsored (Executive) by Department for Culture, Media and Sport

VisitBritain

Thames Tower, Black's Road, London W6 9EL

Tel: 020 8846 9000 Fax: 020 8563 0302

E-mail: visitbritain@visitbritain.org Website: www.visitbritain.org

To promote Britain overseas as a tourist destination; to increase the value of the domestic market in England; to advise Government on matters affecting tourism in Britain; and to work in partnership with the devolved administrations and the national and regional authorities.

Chair

Christopher Rodrigues CBE

Chief Executive

To be appointed

Sponsored (Executive) by Department for Culture, Media and Sport

VisitEngland

Thames Tower, Blacks Road, London W6 9EL

Tel: 020 8846 9000 Fax: 020 8563 3109

Website: www.tourismtrade.org.uk

Responsible for a domestic marketing strategy for England as a tourist destination.

Chair

Lady Penny Cobham

Secretary (VisitBritain)

Ros Carey

Sponsored (Advisory) by Department for Culture, Media and Sport

Independent Board of Visitors for Military Corrective Training Centre

c/o Military Corrective Training Centre, Berechurch Hall Road, Colchester CO2 9NU

Tel: 01206 783479 Fax: 01206 783503

The Board inspects relevant military premises in order to ensure that the state of the premises, their administration and the treatment of detainees is satisfactory.

Chair

Malcolm Allcock

Sponsored (Advisory) by Ministry of Defence

Wallace Collection

Hertford House, Manchester Square, London W1U 3BN

Tel: 020 7563 9500 Fax: 020 7224 2155

E-mail: admin@wallacecollection.org Website: www.wallacecollection.org

To maintain and display the art collection bequeathed to the nation in 1897 by Lady Wallace.

Chair

John Ritblat

Director

Rosalind Savill

Sponsored (Executive) by Department for Culture, Media and Sport

Central Advisory Committee on War Pensions

Director of Veteran Services, Room 6406, Norcross, Blackpool FY5 3WP

Tel: 01253 332886 Fax: 01253 330437

E-mail: veterans.help@spva.gsi.gov.uk Website: www.veterans-uk.info

To advise the Ministry of Defence Minister(s) on Veteran Agency matters.

Chair

Ray Holland

Sponsored (Advisory) by Ministry of Defence

War Pensions Committees

c/o Service Personnel and Veterans Agency, Room 6406, Norcross, Blackpool FY5 3WP

Tel: 01253 333834 Fax: 01253 330437

E-mail: veterans.help@spva.gsi.gov.uk Website: www.veterans-uk.info

To act as a medium for local consultations by Ministers and the Veterans Agency on issues affecting war pensioners and war widows, to raise awareness of the war pensions scheme, and to assist individuals with any problems or complaints they have regarding war pensions.

Sponsored (Advisory) by Ministry of Defence

Westminster Foundation for Democracy

Artillery House, 11/19 Artillery Row, London SW1P 1RT
Tel: 020 7799 1311 Fax: 020 7799 1312
E-mail: wfd@wfd.org Website: www.wfd.org

To support the achievement of sustainable political change in emerging democracies. Priority regions are Central/Eastern Europe, the former Soviet Union and Africa.

Chair

Hugh Bayley MP MP

Chief Executive

David French [*biog p58*]

020 7799 1311
wfd@wfd.org

Fax: 020 7799 1312

Sponsored (Executive) by Foreign and Commonwealth Office

Wilton Park Academic Council

c/o Wilton Park, Wiston House, Steyning BN44 3DZ
Tel: 01903 817766 Fax: 01903 815931
E-mail: admin@wiltonpark.org.uk Website: www.wiltonpark.org.uk

To ensure that Wilton Park retains full academic independence; it oversees Wilton Park's programme with this objective.

Chair

Dr Farhan Nizani

Sponsored (Advisory) by Foreign and Commonwealth Office

Women's National Commission

4/G9 Eland House, Bressenden Place, London SW1E 5DU
Tel: 020 7944 0585 Fax: 020 7944 0583
E-mail: wnc@communities.gsi.gov.uk Website: www.thewnc.org.uk

An umbrella organisation representing women and women's organisations in England, Northern Ireland, Scotland and Wales to ensure women's views are taken into account by the government and are heard in public debate.

Chair

Baroness Gould of Potternewton

Sponsored (Advisory) by Government Equalities Office

Youth Justice Board for England and Wales

11 Carteret Street, London SW1H 9DL
Tel: 020 7271 3033 Fax: 020 7271 3030
E-mail: enquiries@yjb.gov.uk Website: www.yjb.gov.uk

To monitor and advise the Secretary of State on the operation of the youth justice system and the delivery of its statutory principal aim of preventing offending by children and young people.

Chair

Frances Done

Chief Executive

John Drew

020 7271 3207
john.drew@yjb.gov.uk

Fax: 020 7271 3030

Sponsored (Executive) by Ministry of Justice

Zoos Forum

Global Wildlife Division, Temple Quay House, 2 The Square, Temple Quay, Bristol BS1 6EB

Tel: 0117-372 8385

E-mail: zoos.branch@defra.gsi.gov.uk

Website: www.defra.gov.uk/wildlife-countryside/gwd/zoosforum

To keep under review the operation and implementation of the zoo licensing system in England and Wales.

Chair

Dr James Kirkwood

Sponsored (Advisory) by Department for Environment, Food and Rural Affairs

GOVERNMENT

The Government	690
All Ministers	692
Special Advisers	696

The Cabinet

Prime Minister, First Lord of the Treasury and Minister for the Civil Service	Gordon Brown MP
Chancellor of the Exchequer	Alistair Darling MP
Secretary of State for Foreign and Commonwealth Affairs	David Miliband MP
Lord Chancellor and Secretary of State for Justice	Jack Straw MP
Secretary of State for the Home Department	Jacqui Smith MP
Secretary of State for Health	Alan Johnson MP
Secretary of State for Business, Enterprise and Regulatory Reform	Lord Mandelson
Secretary of State for Environment, Food and Rural Affairs	Hilary Benn MP
Secretary of State for International Development	Douglas Alexander MP
Secretary of State for Defence	John Hutton MP
Leader of the House of Commons, Lord Privy Seal; Minister for Women and Equality	Harriet Harman QC MP
Secretary of State for Communities and Local Government	Hazel Blears MP
Secretary of State for Transport	Geoffrey Hoon MP
Secretary of State for Children, Schools and Families	Ed Balls MP
Secretary of State for Energy and Climate Change	Ed Miliband MP
Secretary of State for Work and Pensions	James Purnell MP
Secretary of State for Northern Ireland	Shaun Woodward MP
Leader of the House of Lords and Lord President of the Council	Baroness Royall of Blaisdon
Secretary of State for Culture, Media and Sport	Andy Burnham MP
Secretary of State for Innovation, Universities and Skills	John Denham MP
Chief Secretary to the Treasury	Yvette Cooper MP
Secretary of State for Wales	Paul Murphy MP
Secretary of State for Scotland	Jim Murphy MP

ALSO ATTENDING CABINET

Chief Whip

Nick Brown MP

Minister for the Cabinet Office; Chancellor of the
Duchy of Lancaster

Liam Byrne MP

Minister for Housing and Planning, Department for
Communities and Local Government

Margaret Beckett MP

Minister for Employment, Department for Work and
Pensions; Minister for London

Tony McNulty MP

Minister for Africa, Asia and UN, Foreign and
Commonwealth Office

Lord Malloch-Brown KCMG

Minister for Science and Innovation, Department for
Innovation, Universities and Skills

Lord Drayson

ATTEND WHEN MINISTERIAL RESPONSIBILITIES ON AGENDA

Minister for the Olympics; Paymaster General

Tessa Jowell MP

Attorney General

Baroness Scotland of Asthal QC

Minister for Europe, Foreign and Commonwealth
Office

Caroline Flint MP

Minister for Children, Young People and Families,
Department for Children, Schools and Families;
Minister for the North West

Beverley Hughes MP

ALL MINISTERS

DEPARTMENTAL MINISTERS

DEPARTMENT FOR BUSINESS, ENTERPRISE AND REGULATORY REFORM

Secretary of State for Business, Enterprise and
Regulatory Reform

Rt Hon **Lord Mandelson**

Ministers of State

Rt Hon **Pat McFadden** MP
Lord Davies of Abersoch CBE
Gareth Thomas MP

Parliamentary Under-Secretaries of State

Baroness Vadera
Lord Carter of Barnes CBE
Ian Pearson MP

CABINET OFFICE

Minister for the Cabinet Office

Rt Hon **Liam Byrne** MP

Parliamentary Secretaries

Kevin Brennan MP
Tom Watson MP
Baroness Vadera

Minister

Rt Hon **Tessa Jowell** MP

DEPARTMENT FOR CHILDREN, SCHOOLS AND FAMILIES

Secretary of State for Children, Schools and Families

Rt Hon **Ed Balls** MP

Ministers of State

Rt Hon **Beverley Hughes** MP
Rt Hon **Jim Knight** MP

Parliamentary Under-Secretaries of State

Sarah McCarthy-Fry MP
Baroness Morgan of Drefelin

DEPARTMENT FOR COMMUNITIES AND LOCAL GOVERNMENT

Secretary of State for Communities and Local
Government

Rt Hon **Hazel Blears** MP

Ministers of State

Rt Hon **Margaret Beckett** MP
Rt Hon **John Healey** MP

Parliamentary Under-Secretaries of State

Baroness Andrews OBE
Iain Wright MP
Sadiq Khan MP

DEPARTMENT FOR CULTURE, MEDIA AND SPORT

Secretary of State for Culture, Media and Sport

Rt Hon **Andy Burnham** MP

Parliamentary Under-Secretaries of State

Gerry Sutcliffe MP
Barbara Follett MP
Lord Carter of Barnes CBE

MINISTRY OF DEFENCE

Secretary of State for Defence

Rt Hon **John Hutton** MP

Minister of State

Rt Hon **Bob Ainsworth** MP

Parliamentary Under-Secretaries of State

Rt Hon **Baroness Taylor of Bolton**
Quentin Davies MP
Kevan Jones MP

DEPARTMENT OF ENERGY AND CLIMATE CHANGE

Secretary of State for Energy and Climate Change	Rt Hon Ed Miliband MP
Ministers of State	Mike O'Brien MP Lord Hunt of Kings Heath OBE
Parliamentary Under-Secretary of State	Joan Ruddock MP

DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS

Secretary of State for Environment, Food and Rural Affairs	Rt Hon Hilary Benn MP
Ministers of State	Rt Hon Jane Kennedy MP Lord Hunt of Kings Heath OBE
Parliamentary Under-Secretary of State	Huw Irranca-Davies MP

FOREIGN AND COMMONWEALTH OFFICE

Secretary of State for Foreign and Commonwealth Affairs (Foreign Secretary)	Rt Hon David Miliband MP
Ministers of State	Rt Hon Lord Malloch-Brown KCMG Rt Hon Caroline Flint MP Bill Rammell MP Lord Davies of Abersoch CBE
Parliamentary Under-Secretary of State	Gillian Merron MP

GOVERNMENT EQUALITIES OFFICE

Minister of State	Rt Hon Harriet Harman QC MP
Parliamentary Under-Secretary of State	Maria Eagle MP

DEPARTMENT OF HEALTH

Secretary of State for Health	Rt Hon Alan Johnson MP
Ministers of State	Ben Bradshaw MP Rt Hon Dawn Primarolo MP Phil Hope MP
Parliamentary Under-Secretaries of State	Prof Lord Darzi of Denham KBE Ann Keen MP

HOME OFFICE

Secretary of State for the Home Department (Home Secretary)	Rt Hon Jacqui Smith MP
Ministers of State	Phil Woolas MP Vernon Coaker MP
Parliamentary Under-Secretaries of State	Alan Campbell MP Admiral Lord West of Spithead GCB DSC
Parliamentary Under-Secretary of State (on maternity leave)	Meg Hillier MP
Parliamentary Under-Secretary of State (maternity cover)	Shahid Malik MP

DEPARTMENT FOR INNOVATION, UNIVERSITIES AND SKILLS

Secretary of State for Innovation, Universities and Skills

Rt Hon **John Denham** MP

Ministers of State

Rt Hon **Lord Drayson**
Rt Hon **David Lammy** MP

Parliamentary Under-Secretaries of State

Siôn Simon MP
Lord Young of Norwood Green

DEPARTMENT FOR INTERNATIONAL DEVELOPMENT

Secretary of State for International Development

Rt Hon **Douglas Alexander** MP

Minister of State

Gareth Thomas MP

Parliamentary Under-Secretaries of State

Ivan Lewis MP
Michael John Foster MP

MINISTRY OF JUSTICE

Lord Chancellor and Secretary of State for Justice

Rt Hon **Jack Straw** MP

Ministers of State

Rt Hon **David Hanson** MP
Rt Hon **Michael Wills** MP

Parliamentary Under-Secretaries of State

Bridget Prentice MP
Maria Eagle MP
Shahid Malik MP
Lord Bach

LAW OFFICERS

Attorney General

Rt Hon **Baroness Scotland of Asthal** QC

Solicitor General

Vera Baird QC MP

Advocate General for Scotland

Lord Davidson of Glen Clova QC

LEADER OF THE HOUSE OF COMMONS

Leader of the House of Commons

Rt Hon **Harriet Harman** QC MP

Deputy Leader

Chris Bryant MP

LEADER OF THE HOUSE OF LORDS AND LORD PRESIDENT OF THE COUNCIL

Leader of the House of Lords

Rt Hon **Baroness Royall of Blaisdon**

Deputy Leader

Lord Hunt of Kings Heath OBE

NORTHERN IRELAND OFFICE

Secretary of State for Northern Ireland

Rt Hon **Shaun Woodward** MP

Minister of State

Paul Goggins MP

PRIVY COUNCIL OFFICE

Lord President of the Council

Rt Hon **Baroness Royall of Blaisdon**

SCOTLAND OFFICE

Secretary of State for Scotland

Rt Hon **Jim Murphy** MP

Parliamentary Under-Secretary of State

Ann McKeichin MP

DEPARTMENT FOR TRANSPORT

Secretary of State for Transport
Minister of State
Parliamentary Under-Secretaries of State

Rt Hon **Geoffrey Hoon** MP
Lord Adonis
Jim Fitzpatrick MP
Paul Clark MP

HM TREASURY

Chancellor of the Exchequer
Chief Secretary to the Treasury
Financial Secretary
Minister of State
Exchequer Secretary
Economic Secretary
Financial Services Secretary

Rt Hon **Alistair Darling** MP
Rt Hon **Yvette Cooper** MP
Rt Hon **Stephen Timms** MP
Phil Woolas MP
Angela Eagle MP
Ian Pearson MP
Lord Myners CBE

WALES OFFICE

Secretary of State for Wales
Parliamentary Under-Secretary of State

Rt Hon **Paul Murphy** MP
Wayne David MP

DEPARTMENT FOR WORK AND PENSIONS

Secretary of State for Work and Pensions
Ministers of State
Parliamentary Under-Secretaries of State

Rt Hon **James Purnell** MP
Rt Hon **Rosie Winterton** MP
Rt Hon **Tony McNulty** MP
Lord McKenzie of Luton
Jonathan Shaw MP
Kitty Ussher MP

Regional Ministers

East Midlands
East of England
London
North East
North West
South East
South West
West Midlands
Yorkshire and the Humber

Phil Hope MP
Barbara Follett MP
Rt Hon **Tony McNulty** MP
Rt Hon **Nick Brown** MP
Rt Hon **Beverley Hughes** MP
Jonathan Shaw MP
Ben Bradshaw MP
Ian Austin MP
Rt Hon **Rosie Winterton** MP

Special Advisers

Prime Minister's Office

Gordon Brown, Prime Minister

Gavin Kelly
David Muir
Sue Nye
Nick Pearce
Michael Dugher
John Woodcock

Business, Enterprise and Regulatory Reform

Lord Mandelson, Secretary of State

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Cabinet Office

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Tessa Jowell, Minister

Mandy Telford (on maternity leave)
Robert Philpot (maternity cover)
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Alex Belardinelli
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Margaret Beckett, Minister of State

John Stapleton
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psadvisers-dclg@communities.gsi.gov.uk

Culture, Media and Sport

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Jennifer Gerber
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specialadvisers@culture.gsi.gov.uk

Defence

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John Williams
020 7218 2554
john.williams890@mod.uk
Alaina Macdonald
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alaina.macdonald205@mod.uk

Energy and Climate Change

Ed Miliband, Secretary of State

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ps.special.advisers@decc.gsi.gov.uk
Tom Restrick
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Environment, Food and Rural Affairs

Hilary Benn, Secretary of State

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020 7238 5373
wesley.ball@defra.gsi.gov.uk
Beatrice Stern
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beatrice.stern@defra.gsi.gov.uk

Foreign and Commonwealth Office

David Miliband, Secretary of State

Michael Denison
020 7008 2117
michael.denison@fco.gov.uk
Madlin Sadler
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madlin.sadler@fco.gov.uk
Sarah Schaefer
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Caroline Flint, Minister of State

Claire McCarthy
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claire.mccarthy@fco.gov.uk

Government Equalities Office

Harriet Harman, Minister of State

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ayesha.hazarika@commonsleader.x.gsi.gov.uk

Health

Alan Johnson, Secretary of State

Mario Dunn
020 7210 5931
mario.dunn@dh.gsi.gov.uk
Clare Montagu
020 7210 5931
clare.montagu@dh.gsi.gov.uk

Home Office

Jacqui Smith, Secretary of State

Andrew Lappin
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Cabinet Secretary for Justice	Kenny MacAskill
Cabinet Secretary for Rural Affairs and the Environment	Richard Lochhead

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First Minister Rt Hon **Alex Salmond**

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Scottish Government

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Deputy Keeper: Bruce Beveridge

Managing Director: Sheenagh Adams

Directors

Communications and Customer Services: Chris
Dempsey

Finance and Planning: Alison Chisholm

Human Resources: Billy Harkness

Information: Mike Traynor

Registration: Andy Smith

Number of Staff: 1,400

Department: Economy Directorates, Scottish
Government

SCOTTISH COURT SERVICE

Hayweight House, 23 Lauriston Street,
Edinburgh EH3 9DQ

Tel: 0131-229 9200 Fax: 0131-221 6890

E-mail: enquiries@scotcourts.gov.uk

Website: www.scotcourts.gov.uk

Chief Executive: Eleanor Emberson

Directors

Field Services: Eric McQueen

Operational Support: Gordon Wales

Policy and Strategy: Alistair Sim

Head of Corporate Communications: Susan
Whiteford

Public Information Officer – Judiciary: Elizabeth
Cutting

Number of Staff: 1,406

Department: Justice and Communities

Directorate General, Scottish Government

SCOTTISH FISHERIES PROTECTION AGENCY

Pentland House, 47 Robb's Loan,
Edinburgh EH14 1TY

Tel: 0131-244 6059 Fax: 0131-244 6086

Website: www.sfpa.gov.uk

Chief Executive: Paul Du Vivier

Directors

Coastal Fisheries Inspectorate: Alistair
Stewart

Corporate Strategy and Resources: Willie
Cowan

Operations: Alastair Beveridge

Marine Superintendent: Capt Scott Horsburgh

Head, Enforcement: Ewen Milligan

Number of Staff: 308

Department: Environment Directorate General,
Scottish Government

Launched: 1991

SCOTTISH PRISON SERVICE

Calton House, 5 Redheughs Rigg,
Edinburgh EH12 9HW

Tel: 0131-244 8745 Fax: 0131-244 8774

E-mail: gaolinfo@sps.pnn.gov.uk

Website: www.sps.gov.uk

Chief Executive: Mike Ewart [*biog p52*]

Directors

Corporate Services: Alastair Merrill

Finance and Business Services: Willie
Pretswell

Human Resources: Stephen Swan

Partnership and Commissioning: Eric Murch

Prisons: Rona Sweeney

Deputy Director: David Croft

Assistant Director: Jim Farish

Head of Communications: Tom Fox

Non-Executive Directors: Bill Carr, Rachel
Gwyon, Harry McGuigan

Number of Staff: 4,049

Department: Justice and Communities

Directorate General, Scottish Government

SCOTTISH PUBLIC PENSIONS AGENCY

7 Tweedside Park, Tweedbank,
Galashiels TD1 3TE

Tel: 01896 893000 Fax: 01896 893214

E-mail: sppa@scotland.gsi.gov.uk

Website: www.sppa.gov.uk

Chief Executive: Neville Mackay

Directors

Corporate Services: Christopher Fenton

IT and Business Support: Pamela Lane

Operations: Ian Clapperton
Policy, Strategy and Development: Chad Dawtry

Number of Staff: 200
Department: Finance and Corporate Services Directorates, Scottish Government

SOCIAL WORK INSPECTION AGENCY

Ladywell House, Ladywell Road,
Edinburgh EH12 7TB
Tel: 0131-244 4735 Fax: 0131-244 5496
Website: www.swia.gov.uk

Chief Executive: Alexis Jay

Number of Staff: 52
Department: Education Directorate General,
Scottish Government

STUDENT AWARDS AGENCY FOR SCOTLAND

Gyleview House, 3 Redheughs Rigg,
Edinburgh EH12 9HH
Tel: 0845 111 1711 Fax: 0131-244 5887
E-mail: www.saas.gov.uk/contact.htm
Website: www.saas.gov.uk

Chief Executive: David Stephen [*biog p158*]
Customer Services Manager: Audrey Heatlie

Number of Staff: 150
Department: Education Directorate General,
Scottish Government

TRANSPORT SCOTLAND

Buchanan House, 58 Port Dundas Road,
Glasgow G4 0HF
Tel: 0141-272 7100
E-mail: info@transportscotland.gsi.gov.uk
Website: www.transportscotland.gov.uk

Chief Executive: David Middleton

Number of Staff: 367
Department: Economy Directorates, Scottish
Government

Non-Ministerial Departments

GENERAL REGISTER OFFICE FOR SCOTLAND

New Register House, 3 West Register Street,
Edinburgh EH1 3YT
Tel: 0131-334 0380
Website: www.gro-scotland.gov.uk

Registrar General: Duncan Macniven TD
[*biog p106*]

Launched: 1855

OFFICE OF THE SCOTTISH CHARITY REGULATOR

Second Floor, Quadrant House, 9 Riverside
Drive, Dundee DD1 4NY
Tel: 01382 220446
E-mail: info@oscr.org.uk
Website: www.oscr.org.uk

Chief Executive: Jane Ryder

Launched: 2003

Non-Departmental Public Bodies

ADDITIONAL SUPPORT NEEDS TRIBUNAL FOR SCOTLAND

450 Argyle Street, Glasgow G2 8LG
Tel: 0845 120 2906 Fax: 0141-242 0360
E-mail: inquiries@asntscotland.gov.uk
Website: www.asntscotland.gov.uk

Chair: Jessica Burns

Secretary: Lesley Maguire

Sponsored (Tribunal) by Education Directorate General

ARCHITECTURE AND DESIGN SCOTLAND

Bakehouse Close, 146 Canongate,
Edinburgh EH8 8DD
Tel: 0131-556 6699 Fax: 0131-556 6633
E-mail: info@ads.org.uk
Website: www.ads.org.uk

Chair: Raymond Young CBE

Chief Executive: Sebastian Tombs

Sponsored (Advisory) by Economy Directorates

CAIRNGORMS NATIONAL PARK AUTHORITY

14 The Square, Grantown on Spey PH26 3HG
Tel: 01479 873535 Fax: 01479 873527
E-mail: enquiries@cairngorms.co.uk
Website: www.cairngorms.co.uk

Chief Executive: Jane Hope 01479 870502

Sponsored (Executive) by Environment Directorate General

CHILDREN'S PANEL

Children's Hearing Branch, Area 2C, Victoria Quay, Edinburgh EH6 6QQ
Tel: 0131-244 5483 Fax: 0131-244 7095
E-mail: childrenshearings@scotland.gsi.gov.uk
Website: www.infoscotland.com/childrenspanel

Head of Children's Hearings Branch:
Denise Swanson

Sponsored (Tribunal) by Education Directorate General

CROFTERS COMMISSION

Castle Wynd, Inverness IV2 3EQ
Tel: 01463 663450 Fax: 01463 711820
E-mail: info@crofterscommission.org.uk
Website: www.crofterscommission.org.uk

Chair: Drew Ratter
Chief Executive: Nick Reiter

Sponsored (Executive) by Environment Directorate General

DEER COMMISSION FOR SCOTLAND

Great Glen House, Leachkin Road, Inverness IV3 8NW
Tel: 01463 725000 Fax: 01463 725048
E-mail: enquiries@dcs.gov.uk
Website: www.dcs.gov.uk

Chair: Prof John Milne MBE

Sponsored (Executive) by Environment Directorate General

FISHERIES (ELECTRICITY) COMMITTEE

R408a, Pentland House, 47 Robb's Loan, Edinburgh EH14 1TY
Tel: 0131-244 5245 Fax: 0131-244 6313
E-mail: andrew.daily@scotland.gsi.gov.uk

Chair: James Cockburn

Sponsored (Advisory) by Environment Directorate General

HIGHLANDS AND ISLANDS ENTERPRISE

Cowan House, Inverness Retail and Business Park, Inverness IV2 7GF
Tel: 01463 234171 Fax: 01463 244469
E-mail: info@hie.co.uk
Website: www.hie.co.uk

Chief Executive: Sandy Cumming CBE

Sponsored (Executive) by Economy Directorates

HISTORIC ENVIRONMENT ADVISORY COUNCIL FOR SCOTLAND

Longmore House, Salisbury Place, Edinburgh EH9 1SH
Tel: 0131-668 8810 Fax: 0131-668 8987
E-mail: heacs@scotland.gsi.gov.uk
Website: www.heacs.org.uk

Chair: Elizabeth Burns CMG OBE

Sponsored (Advisory) by Office of the Permanent Secretary

Launched: 2003

LANDS TRIBUNAL FOR SCOTLAND

George House, 126 George Street, Edinburgh EH2 4HH
Tel: 0131-271 4350 Fax: 0131-271 4399
E-mail: mailbox@lands-tribunal-scotland.org.uk
Website: www.lands-tribunal-scotland.org.uk

President: Hon Lord James McGhie QC

Sponsored (Tribunal) by Justice and Communities Directorate General

LEARNING AND TEACHING SCOTLAND

The Optima, 58 Robertson Street, Glasgow G2 8DU
Tel: 0141-282 5000 Fax: 0141-282 5050
E-mail: enquiries@LTScotland.org.uk
Website: www.ltsotland.org.uk

Chair: John Mulgrew
Chief Executive: Bernard McLeary

Sponsored (Executive) by Education Directorate General

LOCAL GOVERNMENT BOUNDARY COMMISSION FOR SCOTLAND

3 Drumsheugh Gardens, Edinburgh EH3 7QJ
Tel: 0131-538 7500 Fax: 0131-538 7511
E-mail: enquiries@scottishboundaries.gov.uk
Website: www.lgbc-scotland.gov.uk

Chair: Peter Mackay CB

THE LOCH LOMOND AND THE TROSSACHS NATIONAL PARK AUTHORITY

Carrochan, Carrochan Road, Balloch G83 8EG
Tel: 01389 722600 Fax: 01389 722633
E-mail: info@lochlomond-trossachs.org
Website: www.lochlomond-trossachs.org

Chief Executive: Fiona Logan

Sponsored (Executive) by Environment Directorate General

MOBILITY AND ACCESS COMMITTEE FOR SCOTLAND

MACS Secretariat, Scottish Government, Area 2D Dockside, Victoria Quay, Edinburgh EH6 6QQ
Tel: 0131-244 0869 Fax: 0131-528 5101
E-mail: macs@scotland.gov.uk
Website: www.macs-mobility.org

Convener: Anne MacLean

Sponsored (Advisory) by Economy Directorates

NATIONAL GALLERIES OF SCOTLAND

The Mound, Edinburgh EH2 2EL
Tel: 0131-624 6200 Fax: 0131-220 0917
E-mail: enquiries@nationalgalleries.org
Website: www.nationalgalleries.org
Director-General: John Leighton
Chair: Ben Thomson

Sponsored (Executive) by Office of the Permanent Secretary

NATIONAL LIBRARY OF SCOTLAND

George IV Bridge, Edinburgh EH1 1EW
Tel: 0131-623 3700 Fax: 0131-623 3701
E-mail: enquiries@nls.uk
Website: www.nls.uk
Chair of Board of Trustees:
Prof Michael Anderson OBE
National Librarian and Chief Executive:
Martyn Wade E-mail: m.wade@nls.uk

Sponsored (Executive) by Office of the Permanent Secretary

PAROLE BOARD FOR SCOTLAND

Saughton House, Broomhouse Drive,
Edinburgh EH11 3XD
Tel: 0131-244 8373 Fax: 0131-244 6974
Website: www.scottishparoleboard.gov.uk
Chair: Prof Sandy Cameron

**Sponsored (Tribunal) by Justice and Communities
Directorate General**

POLICE COMPLAINTS COMMISSIONER FOR SCOTLAND

PO Box 26300, Hamilton ML3 3AR
Tel: 01698 542916
E-mail: enquiries@pcc-scotland.org
Website: www.pcc-scotland.org
Commissioner: To be appointed

**Sponsored (Executive) by Justice and Communities
Directorate General**

PRIVATE RENTAL HOUSING PANEL

Third Floor, 140 West Campbell Street,
Glasgow G2 4TZ
Tel: 0141-572 1170 Fax: 0141-572 1171
E-mail: admin@PRHPscotland.gov.uk
Website: www.prhpscotland.gov.uk
President: Isabel Montgomery

**Sponsored (Tribunal) by Justice and Communities
Directorate General**

PUBLIC TRANSPORT USERS' COMMITTEE

PVS Secretariat, Area 2D Dockside, Victoria
Quay, Edinburgh EH6 6QQ
Tel: 0131-244 0869
E-mail: ptuc@scotland.gsi.gov.uk
Website:
www.scotland.gov.uk/Topics/Transport/ptuc
Convener: James King
Secretary: Linda Craik

Sponsored (Advisory) by Economy Directorates

RISK MANAGEMENT AUTHORITY

St James House, 25 St James Street,
Paisley PA3 2HQ
Tel: 0141-567 3112 Fax: 0141-567 3111
E-mail: info@rmascotland.gsi.gov.uk
Website: www.rmascotland.gov.uk
Chief Executive: To be appointed
Convener: Peter Johnston

**Sponsored (Executive) by Justice and Communities
Directorate General**

ROYAL BOTANIC GARDEN EDINBURGH

20A Inverleith Row, Edinburgh EH3 5LR
Tel: 0131-552 7171 Fax: 0131-248 2901
E-mail: info@rbge.org.uk
Website: www.rbge.org.uk
Chair: Sir George Mathewson CBE
Regius Keeper: Prof Stephen Blackmore FRSE

Sponsored (Executive) by Environment Directorate General

ROYAL COMMISSION ON THE ANCIENT AND HISTORICAL MONUMENTS OF SCOTLAND

John Sinclair House, 16 Bernard Terrace,
Edinburgh EH8 9NX
Tel: 0131-662 1456 Fax: 0131-622 1477
E-mail: info@rcahms.gov.uk
Website: www.rcahms.gov.uk
Chair: Prof John Hume OBE

Sponsored (Executive) by Office of the Permanent Secretary

SCOTTISH ADVISORY COMMITTEE ON DISTINCTION AWARDS

SACDA Secretariat, Scottish Health Services
Centre, Crewe Road South, Edinburgh EH4 2LF
Tel: 0131-275 7738 Fax: 0131-315 2369
E-mail: fiona.kennedy@shsc.csa.scot.nhs.uk
Website: www.sacda.scot.nhs.uk
Chair: Prof Colin Suckling OBE

Sponsored (Advisory) by Health Directorate General

SCOTTISH AGRICULTURAL WAGES BOARD

Pentland House, 47 Robb's Loan,
Edinburgh EH14 1TY
Tel: 0131-244 6397 Fax: 0131-244 6551
E-mail: ronnie.grady@scotland.gsi.gov.uk
Chair: John Menzies

Sponsored (Executive) by Environment Directorate General

SCOTTISH ARTS COUNCIL

12 Manor Place, Edinburgh EH3 7DD
Tel: 0131-226 6051 Fax: 0131-225 9833
E-mail: help.desk@scottisharts.org.uk
Website: www.scottisharts.org.uk
Chairman: Richard Holloway
Chief Executive: Jim Tough

SCOTTISH CHARITY APPEALS PANEL

2W, St Andrews House, Regent Road,
Edinburgh EH1 3DG
Tel: 0131-244 5578
E-mail: scap@scotland.gsi.gov.uk
Website: www.scap.gov.uk
Chair: Saria Akhter

**Sponsored (Tribunal) by Justice and Communities
Directorate General**

SCOTTISH CHILDREN'S REPORTER ADMINISTRATION

Ochil House, Springkerse Business Park,
Stirling FK7 7XE
Tel: 01786 459500 Fax: 01786 459532
E-mail: communications@scra.gsx.gov.uk
Website: www.scra.gov.uk
Chair: Douglas Bulloch

Sponsored (Executive) by Education Directorate General

SCOTTISH COMMISSION FOR THE REGULATION OF CARE

Compass House, 11 Riverside Drive,
Dundee DD1 4NY
Tel: 01382 207100 Fax: 01382 207289
E-mail: enquiries@carecommission.com
Website: www.carecommission.com
Chief Executive: Jackie Roberts
Convener: Prof Frank Clark CBE

Sponsored (Executive) by Health Directorate General

SCOTTISH CRIMINAL CASES REVIEW COMMISSION

Fifth Floor, Portland House, 17 Renfield Street,
Glasgow G2 5AH
Tel: 0141-270 7030 Fax: 0141-270 7040/
0141-270 7023
E-mail: info@sccrc.org.uk
Website: www.sccrc.org.uk

Chair: Jean Couper CBE
Chief Executive: Gerard Sinclair

**Sponsored (Executive) by Justice and Communities
Directorate General**

SCOTTISH ENTERPRISE

5 Atlantic Quay, 150 Broomielaw,
Glasgow G2 8LU
Tel: 0141-248 2700 Fax: 0141-221 3217
E-mail: enquiries@scotent.co.uk
Website: www.scottish-enterprise.com
Chief Executive: Jack Perry

Sponsored (Executive) by Economy Directorates

SCOTTISH ENVIRONMENT PROTECTION AGENCY

Erskine Court, Castle Business Park,
Stirling FK9 4TR
Tel: 01786 457700 Fax: 01786 446885
E-mail: info@sepa.org.uk
Website: www.sepa.org.uk
Chair: David Sigsworth
Chief Executive: Dr Campbell Gemmell

Sponsored (Executive) by Environment Directorate General

SCOTTISH FURTHER AND HIGHER EDUCATION FUNDING COUNCIL

Donaldson House, 97 Haymarket Terrace,
Edinburgh EH12 5HD
Tel: 0131-313 6500 Fax: 0131-313 6501
E-mail: info@sfc.ac.uk
Website: www.sfc.ac.uk
Chair: John McClelland CBE
Chief Executive: Mark Batho [biog p10]

Sponsored (Executive) by Education Directorate General

SCOTTISH LAW COMMISSION

140 Causewayside, Edinburgh EH9 1PR
Tel: 0131-668 2131 Fax: 0131-662 4900
E-mail: info@scotlawcom.gov.uk
Website: www.scotlawcom.gov.uk
Chair: Hon Lord James Drummond Young
Chief Executive: Michael McMillan

**Sponsored (Advisory) by Justice and Communities
Directorate General**

SCOTTISH LEGAL AID BOARD

44 Drumsheugh Gardens, Edinburgh EH3 7SW
Tel: 0131-226 7061 Fax: 0131-220 4878
E-mail: general@slab.org.uk
Website: www.slab.org.uk
Chair: Iain Robertson CBE
Chief Executive: Lindsay Montgomery

**Sponsored (Executive) by Justice and Communities
Directorate General**

SCOTTISH LOCAL AUTHORITIES REMUNERATION COMMITTEE

c/o Secretariat, Local Democracy Team, Finance
and Central Services Division, Victoria Quay,
Edinburgh EH6 6QQ
Tel: 0131-244 0801 Fax: 0131-244 7058
Chair: Ian Livingstone CBE

Sponsored (Advisory) by Economy Directorates

SCOTTISH NATURAL HERITAGE

Great Glen House, Leachkin Road,
Inverness IV3 8NW
Tel: 01463 725000 Fax: 01463 725067
E-mail: enquiries@snh.gov.uk
Website: www.snh.org.uk
Chair: Andrew Thin
Chief Executive: Dr Ian Jardine

Sponsored (Executive) by Environment Directorate General

SCOTTISH POLICE SERVICES AUTHORITY

Elphinstone House, 65 West Regent Street,
Glasgow G2 2AF
Tel: 0141-585 8300 Fax: 0141-331 1596
Website: www.spsa.police.uk
Convener: Vic Emery OBE
Chief Executive: David Mulhern QPM

**Sponsored (Executive) by Justice and Communities
Directorate General**

SCOTTISH QUALIFICATIONS AUTHORITY

The Optima Building, 58 Robertson Street,
Glasgow G2 8DQ
Tel: 0845 279 1000 Fax: 0845 213 5000
E-mail: customer@sqa.org.uk
Website: www.sqa.org.uk
Chair: Graham Houston
Chief Executive: Dr Janet Brown

Sponsored (Executive) by Education Directorate General

SCOTTISH SCREEN

249 West George Street, Glasgow G2 4QE
Tel: 0845 300 7300 Fax: 0141-302 1711
E-mail: info@scottishscreen.com
Website: www.scottishscreen.com
Chair: Richard Holloway
Chief Executive: Ken Hay

SCOTTISH SOCIAL SERVICES COUNCIL

Compass House, 11 Riverside Drive,
Dundee DD1 4NY
Tel: 01382 207101
E-mail: enquiries@sssc.uk.com
Website: www.sssc.uk.com
Convener: Garry Coutts
Chief Executive: Carole Wilkinson

ADVISORY COMMITTEE ON SITES OF SPECIAL SCIENTIFIC INTEREST

Secretariat c/o Scott Wilson Scotland Ltd, 23
Chester Street, Edinburgh EH3 7ET
Tel: 0131-225 1230 Fax: 0131-225 5582
E-mail: acsssi@scottwilson.com
Chair: To be appointed

Sponsored (Advisory) by Environment Directorate General

SKILLS DEVELOPMENT SCOTLAND

150 Broomielaw, Atlantic Quay,
Glasgow G2 8LU
Tel: 0141-225 6710 Fax: 0141-225 6711
E-mail: info@skillsdevelopmentscotland.co.uk
Website: www.skillsdevelopmentscotland.co.uk
Chair: William Roe

Sponsored (Executive) by Education Directorate General

SPORTSCOTLAND (SCOTTISH SPORTS COUNCIL)

Caledonia House, South Gyle,
Edinburgh EH12 9DQ
Tel: 0131-317 7200 Fax: 0131-317 7202
E-mail: lynda.vince@sportscotland.org.uk
Website: www.sportscotland.org.uk
Chair: Louise Martin CBE
Chief Executive: Stewart Harris

Sponsored (Executive) by Office of the Permanent Secretary

VISITSCOTLAND

Ocean Point One, 94 Ocean Drive,
Edinburgh EH6 6JH
Tel: 0131-472 2222 Fax: 0131-472 2207
Website: www.visitscotland.org
Chair: Peter Lederer CBE
Chief Executive: Philip Riddle OBE

Sponsored (Executive) by Economy Directorates

WATER INDUSTRY COMMISSION FOR SCOTLAND

Ochil House, Springkerse Business Park,
Stirling FK7 7XE
Tel: 01786 430200 Fax: 01786 462018
E-mail: enquiries@watercommission.co.uk
Website: www.watercommission.co.uk
Chair: Sir Ian Byatt
Chief Executive: Alan Sutherland

Sponsored (Executive) by Economy Directorates

National Assembly for Wales

Cardiff Bay, Cardiff CF99 1NA

Tel: 0845 010 5500

E-mail: webmaster@wales.gsi.gov.uk Website: www.assemblywales.org; www.wales.gov.uk

Welsh Assembly Government

Cabinet

(Labour/Plaid Cymru coalition)

First Minister	Rt Hon Rhodri Morgan (Lab)
Deputy First Minister and Minister for Economy and Transport	Ieuan Wyn Jones (PIC)
Minister for Finance and Public Service Delivery	Andrew Davies (Lab)
Minister for Social Justice and Local Government	Dr Brian Gibbons (Lab)
Minister for Children, Education, Lifelong Learning and Skills	Jane Hutt (Lab)
Minister for Rural Affairs	Elin Jones (PIC)
Minister for Health and Social Services	Edwina Hart (Lab)
Minister for Environment, Sustainability and Housing	Jane Davidson (Lab)
Minister for Heritage	Alun Ffred Jones (PIC)
Counsel General and Leader of the House	Carwyn Jones (Lab)
Chief Whip	Carl Sargeant (Lab)

Ministerial Responsibilities and Staff

First Minister

First Minister Rt Hon **Rhodri Morgan** (Lab)

Policy development and co-ordination; science; Europe and Wales in the World

Special Advisers	Mark Drakeford	029 2089 8775
	mark.drakeford@wales.gsi.gov.uk	
	Jo Kiernan	029 2089 8775
	joanne.kiernan@wales.gsi.gov.uk	
Senior Private Secretary	Rose Stewart	029 2089 8764
	ps.firstminister@wales.gsi.gov.uk	
Head of First Minister's Office	Lawrence Conway	029 2089 8765
	lawrence.conway@wales.gsi.gov.uk	

Deputy First Minister **Ieuan Wyn Jones** (PIC)

Special Advisers	Rhuanedd Richards	029 2089 8488
	rhuanedd.richards@wales.gsi.gov.uk	
	Simon Thomas	029 2089 8773
	simon.thomas@wales.gsi.gov.uk	

Economy and Transport

Minister for the Economy and Transport **Ieuan Wyn Jones** (PIC)

Economic development; transport and regeneration

Senior Private Secretary	Christopher Warner	029 2089 8738
	correspondencemail-dfm@wales.gsi.gov.uk	

Deputy Minister for the Economy and Transport **Leighton Andrews** (Lab)

Special responsibility for regeneration

Private Secretary Rhian Atkinson 029 2089 8772 Fax: 029 2089 8738

Finance and Public Service Delivery

Minister for Finance and Public Service Delivery **Andrew Davies** (Lab)

Senior Private Secretary Megan Colley

Social Justice and Local Government

Minister for Social Justice and Local Government Dr **Brian Gibbons** (Lab)

Senior Private Secretary Angela Williams 029 2089 8768
PS.Minister.for.SJLG@wales.gsi.gov.uk

Children, Education, Lifelong Learning and Skills

Minister for Children, Education, Lifelong Learning and Skills **Jane Hutt** (Lab)

Children and early years; schools; teachers; qualifications and curriculum; further education; higher education

Special Advisers Ian Butler ian.butler@wales.gsi.gov.uk
Mark Drakeford mark.drakeford@wales.gsi.gov.uk

Senior Private Secretary Helen Childs 029 2089 8783
PS.minister.for.cells@wales.gsi.gov.uk

Deputy Minister for Skills **John Griffiths** (Lab/Co-op)

Private Secretary Margaret Powell 029 2089 8717

Rural Affairs

Minister for Rural Affairs **Elin Jones** (PIC)

Senior Private Secretary Leon Rees 029 2089 8631
PS.Minister.for.RA@wales.gsi.gov.uk

Health and Social Services

Minister for Health and Social Services **Edwina Hart** (Lab)

NHS, public health and social services

Senior Private Secretary David Rich 029 2089 8774
PSMinisterforHSS@wales.gsi.gov.uk

Private Secretary Cynthia Robins 029 2089 8641
PSMinisterforHSS@wales.gsi.gov.uk

Deputy Minister for Social Services **Gwenda Thomas** (Lab)

Private Secretary Hilary Maggs 029 2089 8769
PS.DeputyMinister.for.SS@wales.gsi.gov.uk

Environment, Sustainability and Housing

Minister for Environment, Sustainability and Housing **Jane Davidson** (Lab)

Senior Private Secretary Sharron Richards PS.Minister.for.ESH@wales.gsi.gov.uk

Deputy Minister for Housing **Jocelyn Davies** (PIC)

Private Secretary Claire Wilcockson PS.DeputyMinister.for.Housing@wales.gsi.gov.uk

Heritage

Minister for Heritage **Alun Ffred Jones** (PIC)

Tourism and marketing, Cadw, the Arts, libraries, museums and archives, sports and the Welsh language

Senior Private Secretary Alyson Evans 029 2089 8460
ps.minister.for.heritage@wales.gsi.gov.uk

Assembly Business

Counsel General and Leader of the House **Carwyn Jones** (Lab)

Senior Private Secretary Rob Holmes 029 2089 8693
ps.counselgeneral@wales.gsi.gov.uk

Diary Secretary Rob Holmes 029 2089 8693
ds.counselgeneral@wales.gsi.gov.uk

Principal Officers and Officials

OFFICE OF THE PRESIDING OFFICER

Presiding Officer Rt Hon **Lord Dafydd Elis-Thomas** AM

Constitutional Adviser to the
Presiding Officer Aled Eirug 029 2089 8884
aled.eirug@wales.gov.uk

Senior Assistant to the Presiding
Officer Sarah Dafydd 029 2089 8430 Fax: 029 2089 8117
sarah.dafydd@wales.gsi.gov.uk

Deputy Presiding Officer **Rosemary Butler** AM (Lab)

Assembly Commission

Chair Rt Hon Lord Dafydd Elis-Thomas AM (Pres Off)
Members Lorraine Barrett AM (Lab/Co-op)
Peter Black AM (Lib Dem)
Chris Franks AM (PIC)
William Graham AM (Con)

Senior Management Team

National Assembly for Wales, Cardiff Bay, Cardiff CF99 1NA

Chief Executive and Clerk of the
Assembly Claire Clancy 029 2089 8233 Fax: 029 2089 8117
[biog p28]
claire.clancy@wales.gsi.gov.uk

Chief Operating Officer Dianne Bevan 029 2089 8991 Fax: 029 2089 8117
[biog p14]
dianne.bevan@wales.gsi.gov.uk

Director of Legal Services Keith Bush 029 2089 8507 Fax: 029 2089 8117
keith.bush@wales.gsi.gov.uk

Director of Assembly Business Adrian Crompton 029 2089 8264 Fax: 029 2089 8117
adrian.crompton@wales.gsi.gov.uk

Assembly Parliamentary Service
Head of External
Communications Dr Non Gwilym 029 2089 8647 Fax: 029 2089 8117
non.gwilym@wales.gsi.gov.uk

Assembly Parliamentary Service
Head of Legislation and
Chamber Services

Siân Wilkins 029 2089 8224
sian.wilkins@wales.gsi.gov.uk

Head of Members' Research
Service

Kathryn Potter 029 2089 8038 Fax: 029 2089 8021
kathryn.potter@wales.gsi.gov.uk

Head of Committee Service

Sulafa Halstead 029 2089 8238 Fax: 029 2089 8021
sulafa.halstead@wales.gsi.gov.uk

Welsh Assembly Government

OFFICE OF THE PERMANENT SECRETARY

Welsh Assembly Government, Cathays Park, Cardiff CF10 3NQ

Tel: 0845 010 3300

E-mail: management.board.secretariat@wales.gsi.gov.uk

Permanent Secretary: Dame Gill Morgan

Private Secretary: Gareth Bevington

DEPARTMENT FOR CHILDREN, EDUCATION, LIFELONG LEARNING AND SKILLS

Welsh Assembly Government, Cathays Park, Cardiff CF10 3NQ

Director: Prof David Hawker

CONSTITUTIONAL AFFAIRS, EQUALITY AND COMMUNICATION DEPARTMENT

Welsh Assembly Government, Cathays Park, Cardiff CF10 3NQ

Director: Dr Hugh Rawlings [*biog p139*]

CORPORATE INFORMATION AND SERVICES DEPARTMENT

Welsh Assembly Government, Cathays Park, Cardiff CF10 3NQ

E-mail: cisdbusinessunit@wales.gsi.gov.uk

Director: Michael Harrington

DEPARTMENT FOR THE ECONOMY AND TRANSPORT

Welsh Assembly Government, Cathays Park, Cardiff CF10 3NQ

Director-General: Gareth Hall [*biog p69*]

ENVIRONMENT, SUSTAINABILITY AND HOUSING DEPARTMENT

Welsh Assembly Government, Cathays Park, Cardiff CF10 3NQ

Director: Matthew Quinn [*biog p137*]

FINANCE DEPARTMENT

Welsh Assembly Government, Cathays Park, Cardiff CF10 3NQ

Fax: 029 2082 5390

E-mail: finance.enquiries@wales.gsi.gov.uk

Director-General: Christine Daws

DEPARTMENT OF THE FIRST MINISTER

Welsh Assembly Government, Cathays Park, Cardiff CF10 3NQ

Director: Lawrence Conway

HEALTH AND SOCIAL SERVICES DEPARTMENT

Welsh Assembly Government, Cathays Park, Cardiff CF10 3NQ

LEGAL SERVICES DEPARTMENT

Welsh Assembly Government, Cathays Park, Cardiff CF10 3NQ

E-mail: legalservices.th@wales.gsi.gov.uk

Director: Jeffrey Godfrey

PEOPLE, PLACES AND CORPORATE SERVICES DEPARTMENT

Welsh Assembly Government, Cathays Park, Cardiff CF10 3NQ

Director-General: Bernard Galton [biog p60]

PUBLIC HEALTH AND HEALTH PROFESSIONS DEPARTMENT

Welsh Assembly Government, Cathays Park, Cardiff CF10 3NQ

Director: Dr Tony Jewell [biog p87]

Office of the Chief Medical Officer

Chief Medical Officer: Dr Tony Jewell [biog p87]

Office of the Chief Nursing Officer

Chief Nursing Officer: Rosemary Kennedy

PUBLIC SERVICES AND PERFORMANCE DEPARTMENT

Welsh Assembly Government, Cathays Park, Cardiff CF10 3NQ

Director-General, Public Services and Local Government Delivery: Emyr Roberts [biog p143]

RURAL AFFAIRS AND HERITAGE DEPARTMENT

Welsh Assembly Government, Cathays Park, Cardiff CF10 3NQ

Director: To be appointed

SOCIAL JUSTICE AND LOCAL GOVERNMENT DEPARTMENT

Welsh Assembly Government, Rhydycar, Merthyr Tydfil CF48 1UZ

Director-General, Public Services and Local Government Delivery: Emyr Roberts [biog p143]

Non-Ministerial Department

ESTYN – HER MAJESTY’S INSPECTORATE FOR EDUCATION AND TRAINING IN WALES

Anchor Court, Keen Road, Cardiff CF24 5JW

Tel: 029 2044 6446 Fax: 029 2044 6448

E-mail: enquiries@estyn.gsi.gov.uk

Website: www.estyn.gov.uk

HM Chief Inspector of Education and Training in Wales: Dr Bill Maxwell 029 2044 6475

Fax: 029 2044 6531 E-mail: chief-inspector@estyn.gsi.gov.uk

Non-Departmental Public Bodies

AGRICULTURAL LAND TRIBUNAL (WALES)

Government Buildings, Spa Road East,

Llandrindod Wells LD1 5HA

Tel: 01597 828281 Fax: 01597 828385

E-mail: altwales@wales.gsi.gov.uk

Chair: James Buxton

Secretary: Catherine Davies

Sponsored (Tribunal) by National Assembly for Wales

ARTS COUNCIL OF WALES

9 Museum Place, Cardiff CF10 3NX

Tel: 029 2037 6500 Fax: 029 2022 1447

E-mail: info@artswales.org.uk

Website: www.artswales.org.uk

Chair: Dai Smith

Chief Executive: Nick Capaldi

Sponsored (Executive) by National Assembly for Wales

BOUNDARY COMMISSION FOR WALES

Caradog House, 1-6 St Andrews Place,

Cardiff CF10 3BE

Tel: 029 2039 5031 Fax: 029 2039 5250

E-mail: bcomm.wales@wales.gsi.gov.uk

Website: www.bcomm-wales.gov.uk

Chairman: Rt Hon Michael Martin MP

Deputy Chairman:

Hon Justice David Lloyd Jones

Sponsored (Advisory) by Ministry of Justice

COUNTRYSIDE COUNCIL FOR WALES

Maes-Y-FFynnon, Penrhosgarnedd, Bangor,
Gwynedd, North Wales LL57 2DW

Tel: 0845 130 6229 Fax: 01248 355782

E-mail: enquiries@ccw.gov.uk

Website: www.ccw.gov.uk

Chair: John Lloyd Jones OBE

Chief Executive: Roger Thomas

Sponsored (Advisory) by National Assembly for Wales

CYMAL - MUSEUMS, ARCHIVES AND LIBRARIES WALES

Welsh Assembly Government, Unit 10, The
Science Park, Aberystwyth SY23 3AH

Tel: 01970 610224 Fax: 01970 610223

E-mail: cymal@wales.gsi.gov.uk

Website: www.cymal.wales.gov.uk

Director: Linda Tomos

Sponsored (Advisory) by National Assembly for Wales

HISTORIC BUILDINGS ADVISORY COUNCIL FOR WALES

Plas Carew, Unit 5/7 Cefn Coed, Parc Nantgarw,
Cardiff CF15 7QQ

Tel: 01443 336000 Fax: 01443 336001

E-mail: cadw@wales.gsi.gov.uk

Website: www.cadw.wales.gov.uk

Chair: Richard Keen

Sponsored (Advisory) by National Assembly for Wales

LOCAL GOVERNMENT BOUNDARY COMMISSION FOR WALES

1st Floor, Caradog House, 1-6 St Andrew's Place,
Cardiff CF10 3BE

Tel: 029 2039 5031 Fax: 029 2039 5250

E-mail: lgbc.wales@wales.gsi.gov.uk

Website: www.lgbc-wales.gov.uk

Chair: Paul Wood

Sponsored (Advisory) by National Assembly for Wales

MENTAL HEALTH REVIEW TRIBUNAL FOR WALES

4th Floor, Crown Buildings, Cathays Park,
Cardiff CF10 3NQ

Tel: 029 2082 5328 Fax: 029 2082 6331

Chair: Carolyn Kirby

Sponsored (Tribunal) by National Assembly for Wales

NATIONAL LIBRARY OF WALES

Aberystwyth, Ceredigion SY23 3BU

Tel: 01970 632800 Fax: 01970 615709

E-mail: holi@llgc.org.uk

Website: www.llgc.org.uk

President: Rt Hon Dafydd Wigley

Librarian: Andrew Green

E-mail: ang@llgc.org.uk

Sponsored (Executive) by National Assembly for Wales

AMGUEDDFA CYMRU (NATIONAL MUSEUM OF WALES)

Cathays Park, Cardiff CF10 3NP

Tel: 029 2039 7951 Fax: 029 2057 3321

E-mail: post@museumwales.ac.uk

Website: www.museumwales.ac.uk

President: Paul Loveluck CBE

Director-General: Michael Houlihan

E-mail: michael.houlihan@museumwales.ac.uk

Sponsored (Executive) by National Assembly for Wales

RESIDENTIAL PROPERTY TRIBUNAL FOR WALES

1st Floor, West Wing, Southgate House, Wood
Street, Cardiff CF10 1EW

Tel: 029 2023 1687 Fax: 029 2023 6146

E-mail: sjr.enquiries@wales.gsi.gov.uk

President: Andrew Morris

Sponsored (Tribunal) by National Assembly for Wales

ROYAL COMMISSION ON THE ANCIENT AND HISTORICAL MONUMENTS OF WALES

Crown Building, Plas Crug,
Aberystwyth SY23 1NJ

Tel: 01970 621200 Fax: 01970 627701

E-mail: nmr.wales@rcahmw.gov.uk

Website: www.rcahmw.gov.uk

Chair: Eurwyn Wiliam

SPORTS COUNCIL FOR WALES

Sophia Gardens, Cardiff CF11 9SW

Tel: 0845 045 0904 Fax: 0845 846 0014

E-mail: scw@scw.org.uk

Website: www.sports-council-wales.org.uk

Chair: Philip Carling

Chief Executive: Dr Huw Jones

Sponsored (Executive) by National Assembly for Wales

VALUATION TRIBUNALS SERVICE (WALES)

c/o 1st Floor, 14 King Street,
Carmarthen SA31 1BH

Tel: 01267 235071 Fax: 01267 221579

E-mail: westwales.vt@vto.gsx.gov.uk

Website: www.valuation-tribunals-wales.org.uk

Acting Chief Executive: J C Owen

Sponsored (Tribunal) by National Assembly for Wales

WELSH COMMITTEE FOR PROFESSIONAL DEVELOPMENT OF PHARMACY

National Assembly for Wales, Cathays Park, Cardiff CF10 3NQ

Tel: 029 2082 3091 Fax: 029 2082 5175

Chair: Dr Brian Hawkins

Sponsored (Advisory) by National Assembly for Wales

WELSH DENTAL COMMITTEE

PHPD3 National Assembly for Wales, Cathays Park, Cardiff CF10 3NQ

Tel: 029 2082 3777 Fax: 029 2082 3430

Chair: Sue Stokes

Sponsored (Advisory) by National Assembly for Wales

WELSH INDUSTRIAL DEVELOPMENT ADVISORY BOARD

c/o Investment and Corporate Management, National Assembly for Wales, Cathays Park, Cardiff CF10 3NQ

Tel: 029 2082 3681 Fax: 029 2082 5214

E-mail: leah.price@walesoffice.gsi.gov.uk

Chair: Valerie Barratt

Secretary: Ian Shuttleworth

Sponsored (Advisory) by National Assembly for Wales

WELSH LANGUAGE BOARD

Market Chambers, 5-7 St Mary Street, Cardiff CF10 1AT

Tel: 029 2087 8000 Fax: 029 2087 8001

E-mail: post@bwrdd-yr-iaith.org.uk

Website: www.byig-wlb.org.uk

Chair: Meri Huws

Chief Executive: Meirion Prys Jones

WELSH MEDICAL COMMITTEE

PHPD3 National Assembly for Wales, Cathays Park, Cardiff CF10 3NQ

Tel: 029 2082 5038 Fax: 029 2082 3430

Chair: Dr Ed Wilkins

Sponsored (Advisory) by National Assembly for Wales

WELSH NURSING AND MIDWIFERY COMMITTEE

PHPD 3 National Assembly for Wales, Cathays Park, Cardiff CF10 3NQ

Tel: 029 2082 3121 Fax: 029 2082 3430

Chair: Jill Galvani

WELSH OPTOMETRIC COMMITTEE

PHPD3 National Assembly for Wales, Cathays Park, Cardiff CF10 3NQ

Tel: 029 2080 1453 Fax: 029 2082 3430

Chair: Mervyn Hansford

Sponsored (Advisory) by National Assembly for Wales

WELSH PHARMACEUTICAL COMMITTEE

PHPD3 National Assembly for Wales, Cathays Park, Cardiff CF10 3NQ

Tel: 029 2082 3777 Fax: 029 2082 3430

Chair: Dr Berwyn Owen

Secretary: Beverly Howell

Sponsored (Advisory) by National Assembly for Wales

WELSH SCIENTIFIC ADVISORY COMMITTEE

PHPD3 National Assembly for Wales, Cathays Park, Cardiff CF10 3NQ

Tel: 029 2082 5417 Fax: 029 2082 3430

Chair: Dr Keith Griffiths

WELSH THERAPY ADVISORY COMMITTEE

PHPD3, National Assembly for Wales, Cathays Park, Cardiff CF10 3NQ

Tel: 029 2082 5417 Fax: 029 2082 3430

Chair: Sandra Morgan

Secretary: Christine Bowns

Sponsored (Advisory) by National Assembly for Wales

Northern Ireland Assembly

Parliament Buildings, Belfast BT4 3XX

Tel: 028 9052 1333 Fax: 028 9052 1961

E-mail: info.office@niassembly.gov.uk Website: www.niassembly.gov.uk

Executive Committee of Ministers

First Minister	Rt Hon Peter Robinson (DUP)
Deputy First Minister	Martin McGuinness (Sinn Féin)
Minister of Agriculture and Rural Development	Michelle Gildernew (Sinn Féin)
Minister of Culture, Arts and Leisure	Gregory Campbell (DUP)
Minister of Education	Caitríona Ruane (Sinn Féin)
Minister for Employment and Learning	Sir Reg Empey OBE (UUP)
Minister of Enterprise, Trade and Investment	Arlene Foster (DUP)
Minister of Environment	Sammy Wilson (DUP)
Minister of Finance and Personnel	Nigel Dodds OBE (DUP)
Minister for Health, Social Services and Public Safety	Michael McGimpsey (UUP)
Minister for Regional Development	Conor Murphy (Sinn Féin)
Minister for Social Development	Margaret Ritchie (SDLP)

Ministerial Responsibilities and Staff

Office of First Minister and Deputy First Minister

Support for the Executive and liaison with the Assembly, the North-South Ministerial Council, British-Irish Council, Civic Forum and UK Departments; international relations; Programme for Government and the Executive's economic policies; promoting and monitoring implementation of equality of opportunity/good relations, tackling poverty and social exclusion, children and young people, victims and survivors, sustainable development; Maze/Long Kesh Regeneration; Review of Public Administration; Information Service; emergency planning; improving investment in infrastructure and the Statutory Publications Office.

First Minister Rt Hon **Peter Robinson** (DUP)

Principal Private Secretary Linda MacHugh

Minister Rt Hon **Jeffrey Donaldson** (DUP)

Deputy First Minister **Martin McGuinness** (Sinn Féin)

Principal Private Secretary Caroline Gillan

Minister **Gerry Kelly** (Sinn Féin)

Agriculture and Rural Development

Responsible for the development of the agri-food, forestry and fishing industries in Northern Ireland; lead Department for rural development in Northern Ireland; policy on research and development in agriculture and food; education and training; provision of a veterinary service and administration of animal health and welfare policies; agent of the Department for Environment, Food and Rural Affairs in the administration in Northern Ireland of schemes affecting the whole of the United Kingdom; involvement with the application to Northern Ireland of the agricultural policy of the EU.

Minister of Agriculture and Rural Development **Michelle Gildernew** (Sinn Féin)

Private Secretary Sinead Mulgrew 028 9052 4011

Culture, Arts and Leisure

Arts and creativity; museums; libraries; sport; inland waterways and inland fisheries; linguistic diversity; public records; and advising National Lottery distribution

Minister of Culture, Arts and Leisure **Gregory Campbell** (DUP)

Private Secretary Barbara McConaghie 028 9051 5202
private.office@dcalni.gov.uk

Education

Pre-school, primary, post-primary and special education; the youth service; the promotion of community relations within and between schools; and teacher education and salaries.

Minister of Education **Caitriona Ruane** (Sinn Féin)

Employment and Learning

Further and higher education; skills and learning; employment rights.

Minister for Employment and Learning Sir **Reg Empey** OBE (UUP)

Private Secretary Mark McConville 028 9025 7791
mark.mcconville@delni.gov.uk

Enterprise, Trade and Investment

Economic policy development; energy; tourism; mineral development; health and safety at work; Companies Registry; Insolvency Service; consumer affairs; labour market and economic statistics services; ensuring provision of the infrastructure for a modern economy.

Minister of Enterprise, Trade and Investment **Arlene Foster** (DUP)

Private Secretary Glynis Aiken 028 9052 9452
glynis.aiken@detini.gov.uk

Environment

Protect, conserve and enhance the natural environment and built heritage and support the adoption of the principles of sustainable development; to plan and manage development in a sustainable way which will contribute to a better environment and which is modern and responsive to the community; to work with statutory and voluntary partners to reduce road deaths and serious injuries; and to support a system of effective local government which meets the needs of residents and ratepayers.

Minister of Environment **Sammy Wilson** (DUP)

Private Secretary Siobhan Tweedie 028 9054 1166
siobhan.tweedie@doeni.gov.uk

Finance and Personnel

Minister of Finance and Personnel **Nigel Dodds** OBE (DUP)

Private Secretary Peter Hutchinson 028 9052 9140
peter.hutchinson@dfpni.gov.uk

Health, Social Services and Public Safety

Hospitals; family practitioner services; community health; personal social services; fire and rescue services; promotion and protection of the health and well-being of the population.

Minister for Health, Social Services and Public Safety **Michael McGimpsey** (UUP)

Private Secretary Diane Mulligan 028 9052 0643
diane.mulligan@dhsspsni.gov.uk

Regional Development

Strategic planning; transportation strategy; ports and public transport; roads and water policy; and providing and maintaining roads.

Minister for Regional Development **Conor Murphy** (Sinn Féin)

Private Secretary Lynne McElhinney 028 9054 0105
lynne.mcelhinney@drdni.gov.uk

Social Development

Urban regeneration; community and voluntary sector development; social security legislation; housing; social security benefits; pensions; and child maintenance.

Minister for Social Development **Margaret Ritchie** (SDLP)

Private Secretary Jennifer Donald 028 9082 9034
jennifer.donald@dsdni.gov.uk

Principal Officers and Officials

OFFICE OF THE SPEAKER

Speaker **William Hay** MLA (Speaker)

Assistant Private Secretary Frances Leneghan 028 9052 1377
frances.leneghan@niassembly.gov.uk

Adviser Richard Good 028 9052 1551
richard.good@niassembly.gov.uk

Deputy Speakers **John Dallat** MLA (SDLP), **David McClarty** MLA (UUP), **Francie Molloy** MLA (Sinn Féin)

ASSEMBLY COMMISSION

Chair

William Hay MLA (Speaker)

Members

Paul Butler MLA (Sinn Féin)
Rev Dr Robert Coulter MLA (UUP)
Alban Maginness MLA (SDLP)
Stephen Moutray MLA (DUP)
Sean Neeson MLA (All)

PRINCIPAL OFFICERS

Clerk to the Assembly/Directory General

Trevor Reaney

Director of Engagement

Gareth McGrath

Director of Clerking

John Stewart

Director of Resources

Richard Stewart

Director of Properties

Stephen Welch

Director of Legal Services

Hugh Widdis

Examiner of Statutory Rules

Gordon Nabney

Clerk Assistants

Nuala Dunwoody
Damien Martin

Editor of Debates

Simon Burrowes

Principal Clerk

John Torney

Clerk to the Commission

Tony Logue

Comptroller and Auditor General

John Dowdall

Assembly Ombudsman

Dr Thomas J Frawley CBE

Northern Ireland Executive

OFFICE OF THE FIRST MINISTER AND DEPUTY FIRST MINISTER

Stormont Castle, Stormont, Belfast BT4 3TT

Tel: 028 9037 8132

Head of Northern Ireland Civil Service and Secretary to the Executive: Bruce Robinson [biog p144]

Private Secretary: Pauline Boyle

DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

Dundonald House, Upper Newtownards Road, Belfast BT4 3SB

Tel: 028 9052 0100

E-mail: firstname.surname@dardni.gov.uk

Website: www.dardni.gov.uk

Permanent Secretary: Dr Malcolm McKibbin [biog p105]

DEPARTMENT OF CULTURE, ARTS AND LEISURE

Causeway Exchange, 1-7 Bedford Street, Belfast BT1 7FB

Tel: 028 9025 8825 Fax: 028 9025 8906

Permanent Secretary: Paul Sweeney

DEPARTMENT OF EDUCATION

Rathgael House, Balloo Road, Bangor BT19 7PR

Tel: 028 9127 9279

E-mail: firstname.surname@deni.gov.uk; mail@deni.gov.uk

Website: www.deni.gov.uk

Permanent Secretary: Will Haire [biog p69]

DEPARTMENT FOR EMPLOYMENT AND LEARNING

Adelaide House, 39-49 Adelaide Street, Belfast BT2 8FD

Tel: 028 9025 7833 Fax: 028 9025 7878

E-mail: firstname.surname@delni.gov.uk

Website: www.delni.gov.uk

Permanent Secretary: Dr Aideen McGinley OBE [biog p104]

DEPARTMENT OF ENTERPRISE, TRADE AND INVESTMENT

Netherleigh House, Massey Avenue, Belfast BT4 2JP

Tel: 028 9052 9900/Textphone: 028 9052 9304 Fax: 028 9052 9550

E-mail: firstname.surname@detini.gov.uk

Website: www.detini.gov.uk

Permanent Secretary: Stephen Quinn CB [biog p137]

DEPARTMENT OF THE ENVIRONMENT

Clarence Court, 10-18 Adelaide Street, Belfast BT2 8GB

Tel: 028 9054 0540

E-mail: firstname.surname@doeni.gov.uk

Website: www.doeni.gov.uk

Permanent Secretary: Stephen Peover

DEPARTMENT OF FINANCE AND PERSONNEL

Rathgael House, Balloo Road, Bangor BT19 7NA

Tel: 028 9185 8111

E-mail: firstname.surname@dfpni.gov.uk

Website: www.dfpni.gov.uk

Permanent Secretary: Leo O'Reilly [biog p125]

DEPARTMENT OF HEALTH, SOCIAL SERVICES AND PUBLIC SAFETY

Castle Buildings, Stormont Estate, Belfast BT4 3SQ

Tel: 028 9052 0500 Fax: 028 9052 0573

E-mail: firstname.surname@dhsspsni.gov.uk

Website: www.dhsspsni.gov.uk

Permanent Secretary: Dr Andrew McCormick [*biog p101*]

DEPARTMENT FOR REGIONAL DEVELOPMENT

Clarence Court, 10-18 Adelaide Street, Belfast BT2 8GB

Tel: 028 9054 0540

E-mail: firstname.surname@drdni.gov.uk

Website: www.drdni.gov.uk

Permanent Secretary: Paul Priestly [*biog p135*]

DEPARTMENT FOR SOCIAL DEVELOPMENT

5th Floor, Lighthouse Building, 1 Cromac Place, Gasworks Business Park, Ormeau Road, Belfast BT7 2JB

Tel: 028 9082 9034

E-mail: firstname.surname@dsdni.gov.uk

Website: www.dsdni.gov.uk

Permanent Secretary: Alan Shannon [*biog p153*]

Executive Agencies

CHILD MAINTENANCE AND ENFORCEMENT DIVISION

Great Northern Tower, 17 Great Victoria Street, Belfast BT2 7AD

Tel: 028 9089 6666 Fax: 028 9089 6850

E-mail: belfast-customer-helpline@csa.gsi.gov.uk

Website: www.dsdni.gov.uk/csa

Head of Division: Mary Quinn

Directors

Operations: Catherine McCallum

Resources: Andrea Orr

Number of Staff: 1,556

Department: Department for Social Development, Northern Ireland Executive

DRIVER AND VEHICLE AGENCY

12 Balmoral Road, Belfast BT12 6QL

Tel: 0845 601 4094 (Driver and Vehicle Testing)

Fax: 028 7034 1422

E-mail: dvta@doeni.gov.uk

Website: www.dvani.gov.uk

County Hall, Castlerock Road, Coleraine BT51 3HS

Tel: 0845 402 4000 (Driver and Vehicle Licensing)

Fax: 028 7034 1422 (Vehicle Licensing)/

028 7034 1398 (Driver Licensing)

E-mail: dvlni@doeni.gov.uk

Website: www.dvani.gov.uk

Chief Executive: Brendan Magee

Group Directors

Driver, Vehicle Testing and Standards: Bernie Rooney

Finance and Corporate Services: David Wilson

Licensing Operations and Enforcement: Trevor Evans

Transformation: Bernie Cosgrove

Private Secretary: Anne Smiley

Number of Staff: 1,100

Department: Department of the Environment, Northern Ireland Executive

FOREST SERVICE

Dundonald House, Upper Newtownards Road, Belfast BT4 3SB

Tel: 028 9052 4480 Fax: 028 9052 4570

E-mail: customer.forests-service@dardni.gov.uk

Website: www.forests-service-ni.gov.uk

Chief Executive: David Small

Director of Forestry: John Joe O'Boyle

Director of Woodland Development and

Strategies: Stuart Morwood

Director of Corporate Services: Gerry Hill

Number of Staff: 265

Department: Department of Agriculture and Rural Development, Northern Ireland Executive

Launched: 1998

INVEST NORTHERN IRELAND

Bedford Square, Bedford Street, Belfast BT2 7ES

Tel: 028 9023 9090 Fax: 028 9043 6536

E-mail: info@investni.com

Website: www.investni.com

Chair: Stephen Kingon CBE

Vice-chair: Dr Bryan Keating

Chief Executive: Alastair Hamilton

Managing Directors

Clients Group and Business International:

Jeremy Fitch

Clients Group and Entrepreneurship: Ian Murphy

Corporate Services: Mel Chittock

Innovation and Capability Development

Services: Tracy Meharg

Number of Staff: 590

Department: Department of Enterprise, Trade and Investment, Northern Ireland Executive

LAND AND PROPERTY SERVICES

Queen's Court, 56-66 Upper Queen Street, Belfast BT1 6FD

Tel: 028 9025 0700 Fax: 028 9054 3750

E-mail: customerservices@lpsni.gov.uk

Website: www.lpsni.gov.uk

Chief Executive: John Wilkinson

Directors

Corporate Affairs and Change Management:

Arthur Scott

Domestic Assessment and Rating Services:

Alan Bronte

Non-domestic Rating and Client Services and Commissioner of Valuation: David Rainey

Chief Executives

Land Registers Northern Ireland: Patricia Montgomery

Ordnance Survey Northern Ireland: Iain Greenway

Number of Staff: 650

Department: Department of Finance and Personnel, Northern Ireland Executive

NORTHERN IRELAND ENVIRONMENT AGENCY

Klondyke Building, Gasworks Business Park,

Lower Ormeau Road, Belfast BT7 2JA

Tel: 0845 302 0008

Website: www.ni-environment.gov.uk

Acting Chief Executive: Dr Roy Ramsay

Directors

Built Heritage: Michael Coulter

Corporate Services: Damian Campbell

Acting Director, Environmental Protection: Dave Foster

Director, Natural Heritage: Graham Seymour

Number of Staff: 790

Department: Department of the Environment, Northern Ireland Executive

Launched: 2008

NORTHERN IRELAND STATISTICS AND RESEARCH AGENCY

McAuley House, 2-14 Castle Street, Belfast BT1 1SA

Tel: 028 9034 8100 Fax: 028 9034 8106

E-mail: info.nisra@dfpni.gov.uk;

[\[firstname.surname\]@dfpni.gov.uk](mailto:[firstname.surname]@dfpni.gov.uk)

Website: www.nisra.gov.uk

Registrar General and Chief Executive: Dr Norman Caven

Senior Principal Statisticians

Central Survey Unit: Dr Kevin Sweeney

Demography and Census: Robert Beatty

Equality Unit Research Branch: Dr Stephen Donnelly

Human Resource Research Consultancy

Services: Dr John Mallon

Information and Analysis Directorate: Dr Tracy Power

Statistics Research Branch: Dr James Gillan

Number of Staff: 355

Department: Department of Finance and Personnel, Northern Ireland Executive

Launched: 1996

PLANNING SERVICE

Millennium House, 19-25 Great Victoria Street, Belfast BT2 7BN

Tel: 028 9041 6700 Fax: 028 9041 6802

E-mail: planning.service.hq@nics.gov.uk

Website: www.planningni.gov.uk

Chief Executive: Cynthia Smith

Directors

Corporate Services: Marianne Fleming

Operations: Anne Garvey

Strategic Planning: Tom Clarke

Deputy Director, Corporate Services: James Hutchinson

Managers

Professional Services: Simon Kirk

Strategic Planning: Peter Mullaney, Jim Thompson

Strategic Projects: John Cummins

Number of Staff: 867

Department: Department of the Environment, Northern Ireland Executive

PUBLIC RECORD OFFICE OF NORTHERN IRELAND

66 Balmoral Avenue, Belfast BT9 6NY

Tel: 028 9025 5905 Fax: 028 9025 5999

E-mail: proni@dcalni.gov.uk

Website: www.proni.gov.uk

Director: Aileen McClintock

Heads

Divisional Support Services: Alastair Hughes

Information Technology: Hugh Campbell

New Accommodation Project: Marie Garvey
Preservation and Collections Management:
Patricia Kernaghan

Public Services: Heather Stanley

*Acting Head, Records Management, Cataloguing
and Access:* David Huddleston

Head, Strategic Development: Valerie Adams

Number of Staff: 94

Department: Department of Culture, Arts and
Leisure, Northern Ireland Executive

RIVERS AGENCY

Hydebank, 4 Hospital Road, Belfast BT8 8JP

Tel: 028 9025 3355 Fax: 028 9025 3455

E-mail: rivers.registry@dardni.gov.uk

Website: www.riversagency.cyni.gov.uk

Chief Executive: John Clarke

Directors

Corporate Services: Jeff Glass

Development: To be appointed

Operations: Philip Mehaffey

Number of Staff: 425

Department: Department of Agriculture and Rural
Development, Northern Ireland Executive

ROADS SERVICE

Clarence Court, 10-18 Adelaide Street,
Belfast BT2 8GB

Tel: 028 9054 0540 Fax: 028 9054 0024

E-mail: roads@drdni.gov.uk

Website: www.roadsni.gov.uk

Chief Executive: Geoff Allister

Acting Director, Corporate Services: Barry
Jordan

Directors

Engineering: Bob Cairns

Finance: John McNeill

Network Services: Andrew Murray

Acting Director, Strategic Programmes: John
White

Divisional Managers

Eastern: Tom McCourt

Northern: Jim Beattie

Acting Divisional Manager, Southern: Bertie
Ellison

Divisional Manager, Western: Pat Doherty

Acting Head, Road Service Consultancy: John
Humphreys

Heads

Road Service Direct: Ken Hutton

Transportation and Engineering Policy Unit:

John Irvine

Acting Head, Business Support Unit: Michaela
Glass

Number of Staff: 2,366

Department: Department for Regional
Development, Northern Ireland Executive

Launched: 1996

SOCIAL SECURITY AGENCY

Lighthouse Building, Gasworks Park, 1 Cromac
Place, Ormeau Road, Belfast BT7 2JB

Tel: 028 9056 9100 Fax: 028 9056 9178

E-mail: ssa@nics.gov.uk

Website: www.dsdni.gov.uk/ssa

Chief Executive: Bryan Davis

Directors

Business Development: Colum Boyle

Finance and Planning: Joyce Bill

Acting Director, Medical Services: Dr Brian
Wallace

Director, Operations: Colin Sullivan

Acting Assistant Director, Human Resources: Pat
Magee

Department: Department for Social Development,
Northern Ireland Executive

Non-Departmental Public Bodies

AGRI-FOOD AND BIOSCIENCES INSTITUTE

AFBI Headquarters, Newforge Lane,
Belfast BT9 5PX

Tel: 028 9025 5689 Fax: 028 9025 5035

E-mail: info@afbini.gov.uk

Website: www.afbini.gov.uk

Chair: Seán Hogan

**Sponsored (Executive) by Department of Agriculture and
Rural Development**

AGRICULTURAL WAGES BOARD (NI)

Room 910, Dundonald House, Upper
Newtownards Road, Belfast BT4 3SB

Tel: 028 9052 0813 Fax: 028 9052 4266

Chair: To be appointed

**Sponsored (Executive) by Department of Agriculture and
Rural Development**

ARTS COUNCIL OF NORTHERN IRELAND

77 Malone Road, Belfast BT9 6AQ

Tel: 028 9038 5200 Fax: 028 9066 1715

E-mail: info@artscouncil-ni.org

Website: www.artscouncil-ni.org

Chair: Rosemary Kelly
Chief Executive: Roisin McDonough

Sponsored (Executive) by Department of Culture, Arts and Leisure

BELFAST EDUCATION AND LIBRARY BOARD

40 Academy Street, Belfast BT1 2NQ

Tel: 028 9056 4000/

Typetalk: 18001 028 90 564000

E-mail: info@belb.co.uk

Website: www.belb.org.uk

Chair: Jim Rodgers

Chief Executive: David Cargo

Sponsored (Executive) by Department of Education

BOUNDARY COMMISSION FOR NORTHERN IRELAND

Forestview, Purdy's Lane, Newtownbreda,

Belfast BT8 7AR

Tel: 028 9069 4800 Fax: 028 9069 4801

E-mail: bcni@belfast.org.uk

Website: www.boundarycommission.org.uk

Chairman: Rt Hon Michael Martin MP

Deputy Chairman: Hon Mr Justice McLaughlin

Sponsored (Advisory) by Northern Ireland Office

COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

160 High Street, Holywood,

County Down BT18 9HT

Tel: 028 9042 6972 Fax: 028 9042 4255

E-mail: info@onlineccms.com

Website: www.onlineccms.com

Chair: Rev John McAreevy

Chief Executive: Donal Flanagan

Sponsored (Executive) by Department of Education

CHARITIES ADVISORY COMMITTEE

Lighthouse Building, 1 Cromac Place, Gasworks

Business Park, Ormeau Road, Belfast BT7 2JB

Tel: 028 9082 9459 Fax: 028 9082 9516

E-mail: derek.robinson@dsdni.gov.uk

Website: www.dsdni.gov.uk/index/voluntary_and_community/vc-nicif.htm

Chair: Maurice Butler

Chief Executive: Donal Flanagan

Sponsored (Advisory) by Department for Social Development

COMMISSIONER FOR VICTIMS AND SURVIVORS

Windsor House, 9-15 Bedford Street,
Belfast BT2 7EG

E-mail: commission@cvsni.org

Website: www.cvsni.org

Chair: Bertha McDougall

Sponsored (Executive) by Office of the First Minister and Deputy First Minister

CONSTRUCTION INDUSTRY TRAINING BOARD (NORTHERN IRELAND)

Nutts Corner Training Centre, 17 Dundrod Road,

Crumlin, County Antrim BT29 4SR

Tel: 028 9082 5466 Fax: 028 9082 5693

E-mail: info@citbni.org.uk

Website: www.citbni.org.uk

Chair: Sean Campbell

Chief Executive: Allan McMullen

Sponsored (Executive) by Department for Employment and Learning

CONSUMER COUNCIL FOR NORTHERN IRELAND

Elizabeth House, 116 Holywood Road,

Belfast BT4 1NY

Tel: 028 9067 2488/

Complaints number 0845 601 6022

Fax: 028 9065 7701

E-mail: info@consumercouncil.org.uk

Website: www.consumercouncil.org.uk

Chair: Stephen Costello MBE

E-mail: chairman@gccni.org.uk

Deputy Chair: Siobhan Grant

E-mail: info@gccni.org.uk

Sponsored (Executive) by Department of Enterprise, Trade and Investment

CRIMINAL JUSTICE INSPECTION NORTHERN IRELAND

6th/7th Floor, 14 Great Victoria Street,

Belfast BT2 7BA

Tel: 028 9025 8000 Fax: 028 9025 8033

E-mail: info@cjini.org

Website: www.cjini.org

Chief Inspector: Dr Michael Maguire

Sponsored (Executive) by Northern Ireland Office

DISABILITY LIVING ALLOWANCE ADVISORY BOARD FOR NORTHERN IRELAND

Castle Court, Royal Avenue, Belfast BT1 1DF
Tel: 028 9033 6916 Fax: 028 9054 2112
E-mail: martin.donnelly@dwp.gsi.gov.uk
Website: www.dsdni.gov.uk/index/dlaab.htm

Chair: Stanley Millar MBE
Board Secretary: Dr M Donnelly

Sponsored (Advisory) by Department for Social Development

DRAINAGE COUNCIL FOR NORTHERN IRELAND

Secretariat to the Drainage Council, c/o Rivers Agency, 4 Hospital Road, Belfast BT8 8JP
Tel: 028 9025 3555 Fax: 028 9025 3455
E-mail: rivers.registry@dardni.gov.uk
Website: www.riversagency.dardni.gov.uk/index/ni-drainage-council.htm

Chair: Gerald Crawford

Sponsored (Advisory) by Department of Agriculture and Rural Development

ECONOMIC RESEARCH INSTITUTE OF NORTHERN IRELAND

Floral Buildings, 2-14 East Bridge Street, Belfast BT1 3NQ
Tel: 028 9072 7350 Fax: 028 9031 9003
E-mail: contact@erini.ac.uk
Website: www.erini.ac.uk

Chair: Prof John Beath

Sponsored (Executive) by Office of the First Minister and Deputy First Minister

EQUALITY COMMISSION FOR NORTHERN IRELAND

Equality House, 7-9 Shaftesbury Square, Belfast BT2 7DP
Tel: 028 9050 0600 Fax: 028 9024 8687
E-mail: information@equalityni.org
Website: www.equalityni.org

Chief Commissioner: Bob Collins
Chief Executive: Evelyn Collins

Sponsored (Executive) by Office of the First Minister and Deputy First Minister

FISHERIES CONSERVANCY BOARD FOR NORTHERN IRELAND

1 Mahon Road, Portadown BT62 3EE
Tel: 028 3833 4666 Fax: 028 3833 8912
E-mail: fiona@fcbni.org
Website: www.fcbni.com

Chair: Dr Robert Hanna

Sponsored (Executive) by Department of Culture, Arts and Leisure

HEALTH AND SAFETY EXECUTIVE FOR NORTHERN IRELAND - HSENI

83 Ladas Drive, Belfast BT6 9FR
Tel: 028 9024 3249 Fax: 028 9023 5383
E-mail: hseni@detini.gov.uk
Website: www.hseni.gov.uk

Chair: Peter McKie
Chief Executive: Jim Keyes

Sponsored (Executive) by Department of Enterprise, Trade and Investment

HISTORIC BUILDINGS COUNCIL

5-33 Hill Street, Belfast BT1 2LA
Tel: 028 9054 3076 Fax: 028 9054 3047
E-mail: secretariat-hillst@doeni.gov.uk
Website: www.hbcni.gov.uk

Chair: Frank Robinson

Sponsored (Advisory) by Department of the Environment

HISTORIC MONUMENTS COUNCIL

Waterman House, 5-33 Hill Street, Belfast BT1 2LA
Tel: 028 9054 3050/028 9054 3076
Fax: 028 9054 3047
E-mail: secretariat-hillst@doeni.gov.uk
Website: www.hmcni.gov.uk/index.cfm

Chair: Prof Gabriel Cooney

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ILEX URBAN REGENERATION COMPANY

Exchange House, Queen's Quay, Londonderry BT48 7AS
Tel: 028 7126 9226 Fax: 028 7127 9669
E-mail: info@ilex-urc.com
Website: www.ilex-urc.com

Chairman: Sir Roy McNulty Kt CBE [*biog p107*]
Chief Executive: Bill Kirk

Sponsored (Executive) by Office of the First Minister and Deputy First Minister

INDUSTRIAL COURT FOR NORTHERN IRELAND

Room 203, Adelaide House, 39-49 Adelaide Street, Belfast BT2 8FD
Tel: 028 9025 7599 Fax: 028 9025 7555
E-mail: enquiries@industrialcourt.gov.uk
Website: www.industrialcourt.gov.uk

Chair: Eugene O'Loan

Sponsored (Tribunal) by Department for Employment and Learning

**OFFICE OF INDUSTRIAL TRIBUNALS AND
FAIR EMPLOYMENT TRIBUNAL**

Killymeal House, 2 Cromac Quay, Ormeau Road,
Belfast BT7 2JD

Tel: 028 9032 7666 Fax: 028 9023 0184

E-mail: mail@employmenttribunalsni.org

Website: www.employmenttribunalsni.co.uk

President: Eileen McBride

**Sponsored (Tribunal) by Department for Employment and
Learning**

LABOUR RELATIONS AGENCY

2-8 Gordon Street, Belfast BT1 2LG

Tel: 028 9032 1442 Fax: 028 9023 0827

E-mail: info@lra.org.uk

Website: www.lra.org.uk

Chair: Jim McCusker

Chief Executive: William Patterson

**Sponsored (Executive) by Department for Employment and
Learning**

**LIVESTOCK AND MEAT COMMISSION FOR
NORTHERN IRELAND**

Lissue House, 31 Ballinderry Road, Lisburn,

Co Antrim BT28 2SL

Tel: 028 9263 3000 Fax: 028 9263 3001

E-mail: info@lmcni.com

Website: www.lmcni.com

Chair: Owen Brennan

Chief Executive: David Rutledge

E-mail: drutledge@lmcni.com

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Rural Development**

**LOCAL GOVERNMENT STAFF COMMISSION
FOR NORTHERN IRELAND**

Commission House, 18-22 Gordon Street,

Belfast BT1 2LG

Tel: 028 9031 3200 Fax: 028 9031 3151

E-mail: info@lgsc.org.uk

Website: www.lgsc.org.uk

Chair: Brian Hanna CBE

Chief Executive: Adrian Kerr

E-mail: adrian.kerr@lgsc.org.uk

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NATIONAL MUSEUMS NORTHERN IRELAND

Coltra, Co Down, Holywood BT18 0EU

Tel: 028 9042 8428 Fax: 028 9042 8728

Website: www.nmni.com

Chair: Dan Harvey OBE

Chief Executive: Tim Cooke

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Leisure**

**COUNCIL FOR NATURE CONSERVATION AND
THE COUNTRYSIDE**

Waterman House, 5-33 Hill Street,
Belfast BT1 2LA

E-mail: secretariat-hillst@doeni.gov.uk

Website: www.cncni.gov.uk

Chair: Patrick Casement

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**NORTH EASTERN EDUCATION AND LIBRARY
BOARD**

County Hall, 182 Galgorm Road,

Ballymena BT42 1HN

Tel: 028 2565 3333 Fax: 028 2564 6071

E-mail: liz.wiseman@neelb.org.uk

Website: www.neelb.org.uk

Chair: Roy Beggs

Chief Executive: Gordon Topping OBE

Sponsored (Executive) by Department of Education

**NORTHERN IRELAND COMMISSIONER FOR
CHILDREN AND YOUNG PEOPLE**

Millennium House, 17-25 Great Victoria Street,
Belfast BT2 7BA

Tel: 028 9031 1616

E-mail: info@niccy.org

Commissioner: Patricia Lewsley

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Deputy First Minister**

**NORTHERN IRELAND COUNCIL FOR THE
CURRICULUM, EXAMINATIONS AND
ASSESSMENT**

Clarendon Dock, 29 Clarendon Road,

Belfast BT1 3BG

Tel: 028 9026 1200 Fax: 028 9026 1234

E-mail: info@ccea.org.uk

Website: www.ccea.org.uk

Chair: David McKee

E-mail: dmckee@ccea.org.uk

Chief Executive: Neil Anderson

E-mail: nanderson@ccea.org.uk

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**NORTHERN IRELAND FISHERY HARBOUR
AUTHORITY**

3 St Patrick's Avenue, Downpatrick,

County Down BT30 6DW

Tel: 028 4461 3844 Fax: 028 4461 7128

E-mail: info@nifha.freereserve.co.uk

Website: www.nifha.co.uk

Chair: Margaret Andrews

Chief Executive: Chris Warnock

**Sponsored (Executive) by Department of Agriculture and
Rural Development**

NORTHERN IRELAND HIGHER EDUCATION COUNCIL

Room 407, Adelaide House, 39-49 Adelaide Street, Belfast BT2 8FD
Tel: 028 9025 7720 Fax: 028 9025 7701
E-mail: hepolicy.branch@delni.gov.uk
Website: www.delni.gov.uk

Chair: Tony Hopkins CBE

Sponsored (Advisory) by Department for Employment and Learning

NORTHERN IRELAND HOUSING EXECUTIVE

The Housing Centre, 2 Adelaide Street, Belfast BT2 8PB
Tel: 028 9024 0588
E-mail: info@nihe.gov.uk
Website: www.nihe.gov.uk

Chair: Brian Rowntree

Chief Executive: Paddy McIntyre

Sponsored (Executive) by Department for Social Development

NORTHERN IRELAND HUMAN RIGHTS COMMISSION

Temple Court, 39 North Street, Belfast BT1 1NA
Tel: 028 9024 3987 Fax: 028 9024 7844
Website: www.nihrc.org

Chief Commissioner: Monica McWilliams

Chief Executive: Peter O'Neill

**Sponsored (Executive) by Northern Ireland Office
Launched: 1999**

NORTHERN IRELAND JUDICIAL APPOINTMENTS COMMISSION

Headline Building, 10-14 Victoria Street, Belfast BT1 3GG
Tel: 028 9072 8551 Fax: 028 9072 8566
E-mail: judicialappointments@nijac.org
Website: www.nijac.org

Chair: Rt Hon Sir Brian Kerr

Chief Executive: Edward Gorringe

Sponsored (Executive) by Northern Ireland Court Service

NORTHERN IRELAND LOCAL GOVERNMENT OFFICERS' SUPERANNUATION COMMITTEE

Templeton House, 411 Holywood Road, Belfast BT4 2LP
Tel: 028 9076 8025 Fax: 028 9076 8790
E-mail: info@nilgosc.org.uk
Website: www.nilgosc.org.uk

Chair: John Galbraith

Secretary: Deane Morrice

Sponsored (Executive) by Department of the Environment

NORTHERN IRELAND MUSEUMS COUNCIL

6 Crescent Gardens, Belfast BT7 1NS
Tel: 028 9055 0215 Fax: 028 9055 0216
E-mail: info@nimc.co.uk
Website: www.nimc.co.uk

Chair: Lexie Scott

Sponsored (Executive) by Department of Culture, Arts and Leisure

NORTHERN IRELAND POLICE FUND

Maryfield Complex, 100 Belfast Road, Holywood BT18 9QY
Tel: 028 9039 3556 Fax: 028 9039 3555
E-mail: admin@NIpolicefund.org
Website: www.nipolicefund.org

Chief Executive: Colin Ashe

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NORTHERN IRELAND POLICING BOARD

Waterside Tower, 31 Clarendon Road, Clarendon Dock, Laganside, Belfast BT1 3BG
Tel: 028 9040 8500 Fax: 028 9040 8525
E-mail: information@nipolicingboard.org.uk
Website: www.nipolicingboard.org.uk

Chair: Prof Sir Desmond Rea

Chief Executive: Adrian Donaldson MBE

Sponsored (Executive) by Northern Ireland Office

NORTHERN IRELAND SCREEN COMMISSION

Alfred House, 21 Alfred Street, Belfast BT2 8ED
Tel: 028 9023 2444 Fax: 028 9023 9918
E-mail: info@northernirelandscreen.co.uk
Website: www.northernirelandscreen.co.uk

Chief Executive: Richard Williams

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NORTHERN IRELAND TOURIST BOARD

St Anne's Court, 59 North Street, Belfast BT1 1NB
Tel: 028 9023 1221 Fax: 028 9024 0960
E-mail: info@nitb.com
Website: www.nitb.com

Chair: Howard Hasting

Chief Executive: Alan Clarke

Sponsored (Executive) by Department of Enterprise, Trade and Investment

PARADES COMMISSION FOR NORTHERN IRELAND

The Parades Commission, Windsor House, 9-15 Bedford Street, Belfast BT2 7EL
Tel: 028 9089 5900 Fax: 028 9032 2988
E-mail: info@paradescommission.org
Website: www.paradescommission.org
Chief Executive and Secretary: Ronnie Pedlow

Sponsored (Executive) by Northern Ireland Office

PLANNING APPEALS COMMISSION

Park House, 87-91 Great Victoria Street, Belfast BT2 7AG
Tel: 028 9024 4710 Fax: 028 9031 2536
E-mail: info@pacni.gov.uk
Website: www.pacni.gov.uk
Chief Commissioner: Maire Campbell

Sponsored (Tribunal) by Office of the First Minister and Deputy First Minister
Launched: 1973

POLICE OMBUDSMAN FOR NORTHERN IRELAND

New Cathedral Buildings, St Anne's Square, 11 Church Street, Belfast BT1 1PG
Tel: 028 9082 8600/0845 601 2931
Fax: 028 9082 8659
E-mail: info@policeombudsman.org
Website: www.policeombudsman.org
Ombudsman: Al Hutchinson

Sponsored (Executive) by Northern Ireland Office

PROBATION BOARD FOR NORTHERN IRELAND

80-90 North Street, Belfast BT1 1LD
Tel: 028 9026 2400 Fax: 028 9026 2470
E-mail: info@pbni.org.uk
Website: www.pbni.org.uk
Chair: Ronnie Spence CB
Chief Probation Officer: Brian McCaughey

Sponsored (Executive) by Northern Ireland Office

RENT ASSESSMENT PANEL

James House, 2-4 Cromac Avenue, Ormeau Road, Belfast BT7 2JA
Tel: 028 9081 9507 Fax: 028 9081 9515
E-mail: info@rentofficer-ni.gov.uk
Rent Officer for Northern Ireland: Joan McCrum

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ROYAL ULSTER CONSTABULARY GEORGE CROSS FOUNDATION

Brooklyn, 65 Knock Road, Belfast BT5 6LE
Tel: 028 9070 0116 Fax: 028 9056 1516
E-mail: rucgcfoundation@nics.gov.uk
Website: www.rucgcfoundation.org
Chair: Jim McDonald

Sponsored (Executive) by Northern Ireland Office

SOUTH EASTERN EDUCATION AND LIBRARY BOARD

Grahamsbridge Road, Dundonald, Belfast BT16 2HS
Tel: 028 9056 6200 Fax: 028 9056 6266/7
E-mail: info@seelb.org.uk
Website: www.seelb.org.uk
Chief Executive: Stanton Sloan

Sponsored (Executive) by Department of Education

SOUTHERN EDUCATION AND LIBRARY BOARD

3 Charlemont Place, The Mall, Armagh BT61 9AX
Tel: 028 3751 2200
E-mail: selb.hq@selb.org
Website: www.selb.org
Chair: Marie Donnell
Chief Executive: T Murphy

Sponsored (Executive) by Department of Education

SPORT NORTHERN IRELAND

House of Sport, 2a Upper Malone Road, Belfast BT9 5LA
Tel: 028 9038 1222 Fax: 028 9068 2757
E-mail: info@sportni.net
Website: www.sportni.net
Chair: Dominic Walsh
Chief Executive: Prof Eamonn McCartan

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STAFF COMMISSION FOR EDUCATION AND LIBRARY BOARDS

Forestview, Purdy's Lane, Belfast BT8 7AR
Tel: 028 9049 1461/
Typetalk: 08001 028 9049 1461
Fax: 028 9049 1744
E-mail: info@staffcom.org.uk
Website: www.staffcom.org.uk
Chair: Prof Bernard Cullen
Chief Executive: Patricia Weir

Sponsored (Executive) by Department of Education

**STRATEGIC INVESTMENT BOARD
(NORTHERN IRELAND)**

Strategic Investment Board Ltd, Clare House, 303
Airport Road West, Belfast BT3 9ED
Tel: 028 9081 6181 Fax: 028 9081 6181
E-mail: contact@sibni.org
Website: www.sibni.org

Chairman: Tony Watson
Chief Executive: David Gavaghan

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Deputy First Minister**

ULSTER SUPPORTED EMPLOYMENT LTD

182-188 Cambrai Street, Belfast BT13 3JH
Tel: 028 9035 6600 Fax: 028 9035 6611
E-mail: info@usel.co.uk
Website: www.usel.co.uk

Chair: Patrick Bogues
Chief Executive: Sam Humphries

**Sponsored (Executive) by Department for Employment and
Learning**

WATER APPEALS COMMISSION

Park House, 87-91 Great Victoria Street,
Belfast BT2 7AG
Tel: 028 9024 4710 Fax: 028 9031 2536
E-mail: info@pacni.gov.uk
Chief Commissioner: Maire Campbell

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Deputy First Minister**

**WESTERN EDUCATION AND LIBRARY
BOARD**

1 Hospital Road, Omagh BT79 0AW
Tel: 028 8241 1411 Fax: 028 8241 1400
E-mail: info@welbni.org
Website: www.welbni.org

Chair: P Duffy
Chief Executive: Barry Mulholland

Sponsored (Executive) by Department of Education

YOUTH COUNCIL FOR NORTHERN IRELAND

Forestview, Purdy's Lane, Belfast BT8 7AR
Tel: 028 9064 3882 Fax: 028 9064 3874
E-mail: info@ycni.org
Website: www.ycni.org

Chair: Máire Young OBE
Chief Executive: David Guilfoyle
E-mail: dguilfoyle@ycni.org

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Appendix I

Civil Service Staffing*

as at December 2008 (*Source: Office for National Statistics*)

	<i>Central Government Departments</i>	<i>Total, including other Departments and Agencies</i>
Attorney General's Departments	40	10,280
Department for Business, Enterprise and Regulatory Reform	3,670	9,230
Cabinet Office	1,280	2,520
Charity Commission	480	–
Department for Children, Schools and Families	3,320	–
Department for Communities and Local Government	2,830	5,410
Department for Culture, Media and Sport	470	570
Ministry of Defence	68,600	78,150
Department for Environment, Food and Rural Affairs	3,120	11,380
Export Credits Guarantee Department	210	–
Foreign and Commonwealth Office	5,910	6,000
Government Equalities Office	80	–
Department of Health	2,310	5,580
Home Office	2,650	26,440
Department for Innovation, Universities and Skills	880	1,950
Department for International Development	1,650	–
Ministry of Justice	2,870	89,400
Northern Ireland Office	130	–
Office for Standards in Education	2,600	–
HM Revenue and Customs	89,420	93,530
Security and Intelligence Services	5,590	–
HM Treasury	1,180	2,900
Department for Transport	2,080	19,550
Department for Work and Pensions	12,090	118,940
Scottish Government	5,040	17,080
Welsh Assembly Government	6,070	6,170
TOTAL		492,340

*Excludes the Department of Energy and Climate Change for which no figures were available.

1997 to 2009

<i>1 April each year</i>	<i>Total full-time staff</i>
1997	494,660
1998	480,930
1999	476,370
2000	486,720
2001	494,950
2002	502,780
2003	520,930

<i>1 April each year</i>	<i>Total full-time staff</i>
2004	534,400
2005	529,700
2006	523,980
2007	539,170
2008	525,420
2009	492,340

Appendix II

Definitions and Sources of the Civil Service

The Civil Service is a permanent, politically impartial service that supports the Government of the day in administering the country. It comprises the Home Civil Service and Diplomatic Service but not the Northern Ireland Civil Service, locally engaged staff overseas or employees of Non-Departmental Public Bodies – other than those in the Health and Safety Executive (HSE) and the Advisory, Conciliation and Arbitration Service (Acas).

There are four main principles governing the Civil Service’s operation: impartiality, integrity, honesty and objectivity.

A civil servant is a servant of the Crown working in a civil capacity who is not a holder of a political or judicial office; the holder of certain other offices in respect of whose tenure of office special provision has been made; a servant of the Crown in a personal capacity paid from the Civil List. Civil servants work in a large range of jobs from advising Ministers on policy issues to providing help and advice to people in job centres and deciding on bids for investment grants.

A wider definition of people working in the ‘public sector’ would also include those in the armed forces, local authorities and the NHS.

CIVIL SERVICE CODE

The Civil Service Code sets out the constitutional framework within which all civil servants work and the values they are expected to uphold. It is modelled on a draft originally put forward by the House of Commons Treasury and Civil Service Select Committee. It came into force on 1 January 1996, and forms part of the terms and conditions of employment of every civil servant. It was revised on 13 May 1999 to take account of devolution to Scotland and Wales.

The constitutional and practical role of the Civil Service is, with integrity, honesty, impartiality and objectivity, to assist the duly constituted Government of the United Kingdom, the Scottish Government or the National Assembly for Wales constituted in accordance with the Scotland and Government of Wales Acts 1998, whatever their political complexion, in formulating their policies, carrying out decisions and in administering public services for which they are responsible.

Civil servants are servants of the Crown. Constitutionally, all the Administrations form part of the Crown and, subject to the provisions of this Code, civil servants owe their loyalty to the Administrations in which they serve.

This Code should be seen in the context of the duties and responsibilities set out for UK Ministers in the Ministerial Code, or in equivalent documents drawn up for Ministers of the Scottish Government or for the National Assembly for Wales, which include:

- accountability to Parliament or, for Assembly Ministers, to the National Assembly
- the duty to give Parliament or the Assembly and the public as full information as possible about their policies, decisions and actions, and not to deceive or knowingly mislead them

- the duty not to use public resources for party political purposes, to uphold the political impartiality of the Civil Service, and not to ask civil servants to act in any way which would conflict with the Civil Service Code
- the duty to give fair consideration and due weight to informed and impartial advice from civil servants, as well as to other considerations and advice, in reaching decisions
- the duty to comply with the law, including international law and treaty obligations, and to uphold the administration of justice

together with the duty to familiarise themselves with the contents of this Code.

Civil servants should serve their Administration in accordance with the principles set out in this Code and recognising:

- the accountability of civil servants to the Minister or, as the case may be, to the Assembly Ministers and the National Assembly as a body or to the office holder in charge of their department
- the duty of all public officers to discharge public functions reasonably and according to the law
- the duty to comply with the law, including international law and treaty obligations, and to uphold the administration of justice
- ethical standards governing particular professions.

Civil servants should:

- conduct themselves with integrity, impartiality and honesty. They should give honest and impartial advice to the Minister or, as the case may be, to the Assembly Ministers and the National Assembly as a body or to the office holder in charge of their department, without fear or favour, and make all information relevant to a decision available to them. They should not deceive or knowingly mislead Ministers, Parliament, the National Assembly or the public
- endeavour to deal with the affairs of the public sympathetically, efficiently, promptly and without bias or maladministration
- endeavour to ensure the proper, effective and efficient use of public money
- not misuse their official position or information acquired in the course of their official duties to further their private interests or those of others. They should not receive benefits of any kind from a third party which might reasonably be seen to compromise their personal judgement or integrity
- conduct themselves in such a way as to deserve and retain the confidence of Ministers and the National Assembly as a body, and to be able to establish the same relationship with those whom they may be required to serve in some future Administration. They should comply with restrictions on their political activities. The conduct of civil servants should be such that Ministers and the National Assembly as a body, and potential future holders of these positions can be sure that confidence can be freely given, and that the Civil Service will conscientiously fulfil its duties and obligations to, and impartially assist, advise and carry out the lawful policies of the duly constituted Administrations
- not without authority disclose official information which has been communicated in confidence within the Administration, or received in confidence from others. Nothing in the Code should be taken as overriding existing statutory or common law obligations to keep confidential, or to disclose, certain information. They should not seek to frustrate or influence the policies, decisions or actions of Ministers or the National Assembly as a body by the unauthorised, improper or premature disclosure outside the Administration of any information to which they have had access as civil servants.

Where a civil servant believes he or she is being required to act in a way which:

- is illegal, improper, or unethical
- is in breach of constitutional convention or a professional code

- may involve possible maladministration
- otherwise inconsistent with this Code.

He or she should report the matter in accordance with procedures laid down in the appropriate guidance or rules of conduct for their department or Administration. A civil servant should also report to the appropriate authorities evidence of criminal or unlawful activity by others and may also report in accordance with the relevant procedures if he or she becomes aware of other breaches of this Code or is required to act in a way which, for him or her, raises a fundamental issue of conscience.

Where a civil servant has reported a matter covered in accordance with the relevant procedures and believes that the response does not represent a reasonable response to the grounds of his or her concern, he or she may report the matter in writing to the Civil Service Commissioners.

Civil servants should not seek to frustrate the policies, decisions or actions of the Administrations by declining to take, or abstaining from, action which flows from decisions by Ministers or the National Assembly as a body. Where a matter cannot be resolved by the procedures on a basis which the civil servant concerned is able to accept, he or she should either carry out his or her instructions, or resign from the Civil Service. Civil servants should continue to observe their duties of confidentiality after they have left Crown employment.

MINISTERS' CODE OF PRACTICE

Ministers of the Crown are expected to behave according to the highest standards of constitutional and personal conduct in the performance of their duties.

This Code provides guidance to Ministers on how they should act and arrange their affairs in order to uphold these standards. It lists the principles which may apply in particular situations drawing on past precedent. It applies to all members of the Government (and covers Parliamentary Private Secretaries).

Ministers are personally responsible for deciding how to act and conduct themselves in the light of the Code and for justifying their actions and conduct in Parliament. The Code is not a rulebook, and it is not the role of the Secretary of the Cabinet or other officials to enforce it or to investigate Ministers although they may provide Ministers with private advice on matters which it covers.

Ministers remain in office only for so long as they retain the confidence of the Prime Minister. He is the ultimate judge of the standards of behaviour expected of a Minister and the appropriate consequences of a breach of those standards, although he will not expect to comment on every allegation that is brought to his attention.

The Code should be read against the background of the overarching duty on Ministers to comply with the law, including international law and treaty obligations, to uphold the administration of justice and to protect the integrity of public life. They are expected to observe the Seven Principles of Public Life set out in the first report of the Nolan Committee, and the following principles of Ministerial conduct:

- i. Ministers must uphold the principle of collective responsibility
- ii. Ministers have a duty to Parliament to account, and be held to account, for the policies, decisions and actions of their departments and executive agencies
- iii. it is of paramount importance that Ministers give accurate and truthful information to Parliament, correcting any inadvertent error at the earliest opportunity. Ministers who knowingly mislead Parliament will be expected to offer their resignation to the Prime Minister
- iv. Ministers should be as open as possible with Parliament and the public, refusing to provide information only when disclosure would not be in the public interest which should be decided in accordance with the relevant statutes and the Governments Code of Practice on Access to Government Information
- v. Ministers should similarly require civil servants who give evidence before Parliamentary Committees on their behalf and under their direction to be as helpful as possible in providing accurate, truthful and full information in accordance with the duties and responsibilities of civil servants as set out in the Civil Service Code

- vi. Ministers must ensure that no conflict arises, or appears to arise, between their public duties and their private interests
- vii. Ministers should avoid accepting any gift or hospitality which might, or might reasonably appear to, compromise their judgement or place them under an improper obligation
- viii. Ministers in the House of Commons must keep separate their roles as Minister and constituency Member
- ix. Ministers must not use government resources for Party political purposes. They must uphold the political impartiality of the Civil Service and not ask civil servants to act in any way which would conflict with the Civil Service Code.

Ministers must also comply at all times with the requirements which Parliament itself has laid down. For Ministers in the Commons, these are set by the Resolution carried on 19 March 1997.

ETHICS AND STANDARDS

The Private Offices Group advises the Head of the Home Civil Service, Ministers and departments on a wide range of issues relating to standards of conduct for the Civil Service. It is responsible for:

- The Directory of Civil Service Guidance
- The Civil Service Code, a concise statement of the role and responsibilities of civil servants. (It forms part of the Civil Service Management Code, a much longer document setting out the central framework for management of the Civil Service)
- The Model Contract for Special Advisers – setting out the principal terms and conditions of employment for Special Advisers to Ministers; including a Code of Conduct for Special Advisers
- Guidance on the work of the Government Information Service – guidance for Government press officers and other civil servants involved in the presentation of Government policy, setting out the conventions on Government publicity and advertising
- Guidance for civil servants: Contacts with Lobbyists
- Civil servants' involvement in political activities –this forms Section 4.4 of the Civil Service Management Code. (In the run-up to an election, additional guidance is produced as a reminder. This guidance covers the local council and the Greater London Authority election campaigns)
- Liaison between Government and the Committee on Standards in Public Life
- Guidance on Government Research into Public Attitudes and Opinions

CONTACT WITH LOBBYISTS

All civil servants, including special advisers, are employed by the Crown and paid by the taxpayer to serve the Government of the day in a manner which upholds the highest standards of propriety in public life.

Basic principles

The basic principles are set out in the Civil Service Code. They are demanding. But it is worth remembering that they are reflected in every department's Management Code and that any breach may give rise to disciplinary proceedings.

Civil servants should conduct themselves with integrity and honesty. They should not deceive or knowingly mislead Parliament or the public. They should not misuse their official position or information acquired in the course of their official duties to further their private interests or the private interests of others. They should not receive benefits of any kind which others might reasonably see as compromising their personal judgement or integrity. They should not without authority disclose official information which has been communicated in confidence in Government or received in confidence from others.

The principles of public life set down by the Nolan Committee in its first report in 1995 are also relevant:

- Selflessness: holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
- Integrity: holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
- Honesty: holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Lobbyists in the UK political system

The Nolan Committee said in their first Report, ‘it is the right of everyone to lobby Parliament and Ministers, and it is for public institutions to develop ways of controlling the reaction to approaches from professional lobbyists in such a way as to give due weight to their case while always taking care to consider the public interest’.

The Government’s approach, reflecting the approach of the Nolan Committee, is not to ban contacts between civil servants and lobbyists but to insist that wherever and whenever they take place they should be conducted in accordance with the Civil Service Code, and the principles of public life set out by the Nolan Committee. This means that civil servants can meet lobbyists, formally and informally, where this is justified by the needs of Government.

Practical application to contacts with lobbyists

These basic principles apply to all contacts between civil servants and people outside Government, be they businessmen, trades unionists, journalists or campaigners of any kind. What the principles mean in practice will depend on the circumstances of each case. It is not possible exhaustively to cover every situation which may arise, but the main points to have in mind in dealings with professional lobbyists, given the nature of their work, is as follows.

Some things are completely unacceptable. For instance:

- DO NOT leak confidential or sensitive material, especially market sensitive material, to a lobbyist.
- DO NOT deliberately help a lobbyist to attract business by arranging for clients to have privileged access to Ministers or undue influence over policy.

These would be serious disciplinary offences and trigger procedures under which you would be liable to dismissal.

Much more common are situations where dealings with a lobbyist are acceptable provided that they are handled with care. These are grey areas where common sense has to be used. Here again, breaking the basic rules may lead to disciplinary action.

- DO NOT say or do anything that could be represented as granting a lobbyist preferential or premature access to information, Parliamentary or Governmental, which you have received because of your official position.
- DO CONSIDER whether meeting one group making representations on a particular issue should be balanced by offering other groups a similar opportunity to make representations.
- DO NOT accept gifts or other benefits from a lobbyist which are offered to you because of your official position and could place you, or reasonably be considered to place you, under an obligation to the donor.
- DO NOT give the impression to a lobbyist that any particular advice, idea or information from their clients could or will be decisive in the decision-making process. Decisions are for Ministers who will want to weigh up all the evidence and all the advice they receive before they judge the public interest.

- DO NOT do anything which might breach Parliamentary privilege or offend against the conventions of Parliament. Remember that the papers and reports of Select Committees are the property of the Committees and subject to Parliamentary privilege. If in doubt whether particular papers are in the public domain, seek guidance from the Clerk of the Select Committee.
- DO NOT use your knowledge about what is going on inside Government to impress your contacts in the lobbyist world. What may seem simple gossip to you may make money for someone else, or amount to improper help.
- DO NOT use your position to help a lobbyist get a benefit to which he or she is not entitled.
- DO NOT offer, or give the impression of offering, a lobbyist preferential access to Ministers or their officials. Where you think someone can contribute some interesting ideas, you should tell those concerned and let them decide for themselves.
- DO always declare to your Department any personal or family business interests which may at some time create an actual or potential conflict of interest with the work of your Department, and comply with any instructions from the Department designed to eliminate the conflict.
- BE CAREFUL about accepting hospitality from a lobbyist.

These guidelines must of course be interpreted with common sense. If for instance you have a friend who is a lobbyist you do not have to sever your friendship and stop meeting them socially. If you are married to one, you do not have to get divorced! But do make sure that the ground rules are understood, that you make proper arrangements to deal with any conflict of interest and that you do not get tempted into doing something which would lay you open to criticism or be misunderstood.

Hospitality

Departments usually have their own rules about accepting hospitality which reflect the circumstances of their work. You should read them. If there is a complete ban on accepting certain kinds of invitation, you must comply with it.

Where the decision whether to accept hospitality is left to your judgement, you need to ask yourself some common sense questions: for instance, whether there is benefit to the Government in your accepting the invitation; whether the entertainment is lavish, on a scale which you could not personally afford; whether you are accepting too much hospitality from the same source; and, if your post is prominent, whether just your attendance at an event may be open to interpretation as a signal of support.

Provided that you are satisfied about the propriety of accepting, it may be legitimate occasionally to take modest hospitality from a lobbyist, if for instance it gives you the opportunity to gain a better understanding of an industry or a group or a particular point of view. But if you find this happening to you a lot, you should pull back quickly.

If in doubt

If you are in doubt about what is proper, there are three particular things you should do.

- DO err on the side of caution. If you would feel uncomfortable if it became public, do not do it.
- DO consult your line manager, if you are still unsure.
- DO consider putting a brief note on the file recording that you have addressed the issue of propriety and setting out your reasons for believing that your actions comply with the Civil Service Code, if you decide to go ahead.

Lobbyists in other roles

The focus of this note has been on professional lobbyists – whether individuals, partnerships or companies – who earn their living by providing their clients with contacts, information and advice about how to persuade the Government and other public sector bodies to do or give them what they

want. Remember that you may meet a lobbyist in other roles: for instance as a journalist or consultant. Bear all his or her interests in mind in your discussions. You cannot expect lobbyists to keep their different roles in watertight compartments.

Conclusion

Lobbyists are a feature of our democratic system. There is no ban on civil servants having dealings with them where this serves a proper purpose and is conducted in a proper manner. But the need for propriety is crucial. Lobbyists themselves are bound to want to talk up their own influence and contacts. It is the job of all civil servants to make sure that they conduct their dealings with lobbyists in a manner which is proper and not open to misinterpretation.

FREEDOM OF INFORMATION ACT 2000

For information on the Freedom of Information Act 2000, which supersedes the Code of Practice on Access to Government Information, see <http://www.ico.gov.uk>.

Appendix III

Senior Civil Servants' Pay

Senior Salaries Review Body recommendations

Recommended values for the pay bands from March 2009

<i>Pay Band</i>	<i>Minimum</i>	<i>Maximum</i>
3	£102,100	£209,300
2	£83,300	£163,400
1A	£68,000	£129,700
1	£58,500	£118,400

Permanent Secretary range

Base pay to be increased on average by 2.1 per cent from 1 April 2009.

Special Advisers' Pay

This is set by the Special Advisers Remuneration Committee. Salaries are set within five pay bands after the adviser's job has been evaluated by expert assessors against factors such as internal and external impact, judgement, responsibility and experience. The Remuneration Committee takes into account the relative size/weight of the job, relativities with other advisers and an individuals track record including previous salary.

Special Advisers' 2008–09 Pay Ranges

1	£39,756–£53,321
2	£51,443–£68,242
3	£65,529–£101,737
4	£87,651–£105,285
	Scheme ceiling £140,560

Abbreviations

ACA	Associate, Institute of Chartered Accountants	ATII	Associate Member, Incorporated Institute of Taxation
ACAS	Advisory, Conciliation and Arbitration Service	ATRA	Army Training and Recruiting Agency
ACC	Anglican Consultative Council; Association of County Councils	AUA	Association of University Administrators
ACCA	Association of Chartered Certified Accountants	AUC	Air Transport Users Council
ACCAC	Qualifications, Curriculum and Assessment Authority for Wales	AUEW	Amalgamated Union of Engineering Workers
ACP	African/Caribbean/Pacific	AWB	Agricultural Wages Board for Northern Ireland
ACPO	Association of Chief Police Officers	BAA	British Airports Authority
AEC	Agriculture Executive Council; Atomic Energy Commission	BACC	Broadcast Advertising Clearance Centre
AEEU	Amalgamated Engineering and Electrical Union	BACEE	British Association for Central and Eastern Europe
AEF	Amalgamated Union of Engineering and Foundry Workers	BAFTA	British Academy of Film and Television Arts
AERC	Alcohol Education and Research Council	BARB	Broadcasters Audience Research Board
AERE	Atomic Energy Research Establishment (Harwell)	BBA	British Board of Agrément
AEU	Amalgamated Engineering Union	BBSRC	Biotechnology and Biological Sciences Research Council
AFC	Air Force Cross	BCE	Boundary Commission for England
AFPAA	Armed Forces Personnel Administration Agency	BChir	Bachelor of Surgery
AFPRB	Armed Forces' Pay Review Body	BCL	Bachelor of Civil Law
AIB	Associate, Institute of Bankers	BCom	Bachelor of Commerce
AM	Assembly Member (National Assembly for Wales)	BD	Bachelor of Divinity
AMS	Additional Member System; Army Medical Services; Assistant Military Secretary	BDS	Business Development Service
APEX	Association of Professional, Executive, Clerical and Computer Staff	BE	Bachelor of Engineering
APNI	Alliance Party of Northern Ireland	BEC	Bachelor of Economics
ARA	Associate, Royal Academy	BECTa	British Educational Communications and Technology Agency
ARCM	Associate, Royal College of Music	BECTU	Broadcasting, Entertainment, Cinematograph and Theatre Union
ARCS	Associate, Royal College of Science	BEd	Bachelor of Education
ARICS	Professional Associate, Royal Institution of Chartered Surveyors	BEM	British Empire Medal
ARINI	Agricultural Research Institute of Northern Ireland	BGS	British Geological Survey
ASA	Advertising Standards Authority	BIC	British-Irish Council
ASEAN	Association of South East Asian Nations	BIG	Welsh Language Board
ASLEF	Associated Society of Locomotive Engineers and Firemen	BIGC	British-Irish Governmental Conference
		BLitt	Bachelor of Literature
		BMA	British Medical Association
		BMus	Bachelor of Music
		BNIF	British Nuclear Industry Forum
		BNSC	British National Space Centre

BRASS	Centre for Business Relationships, Accountability, Sustainability and Society	CEGB	Central Electricity Generating Board
BRC	British Retail Consortium	CEng	Chartered Engineer
BSC	Broadcasting Standards Commission; British Society of Cinematographers	CEO	Chief Executive Officer
BSI	British Standards Institution	CH	Companion of Honour
Bt	Baronet	ChB	Bachelor of Surgery
BT	British Telecommunication Plc	CHC	Community Health Council
BTA	British Tourist Authority	CHI	Commission for Health Improvement
BTI	British Trade International	ChM	Master of Surgery
CAA	Civil Aviation Authority	CICA	Criminal Injuries Compensation Authority
CABE	Commission for Architecture and the Built Environment	CICAP	Criminal Injuries Compensation Appeals Panel
CAC	Central Arbitration Committee	CID	Criminal Investigation Department; Creative Industries Division
CAFCASS	Children and Family Court Advisory and Support Service	CIE	Companion of the Order of the Indian Empire
CAFOD	Catholic Aid Fund for Overseas Development	CIMA	Chartered Institute of Management Accountants
CAP	Common Agricultural Policy	CIPFA	Chartered Institute of Public Finance and Accountancy
CARR	Centre for Analysis of Risk and Regulation	CIS	Institute of Chartered Secretaries and Administrators
CAS	Central Adjudication Services	CITB	Construction Industry Training Board
CAT	Competition Appeal Tribunal	CITBNI	Construction Industry Training Board (Northern Ireland)
CB	Companion of the Order of the Bath	CITES	Convention on International Trade in Endangered Species
CBC	County Borough Council	CJC	Civil Justice Court
CBE	Commander of the Order of the British Empire	CJS	Criminal Justice System
CBI	Confederation of British Industry	CLA	Country Landowners' Association
CBIM	Companion, British Institute of Management	CLP	Constituency Labour Party
CBR	Centre for Business Research	CMG	Companion of the Order of St Michael and St George
CCEA	Northern Ireland Council for the Curriculum, Examinations and Assessment	CML	Council of Mortgage Lenders
CCLRC	Council for the Central Laboratory of the Research Councils	CMPS	Centre for Management and Policy Studies
CCRC	Criminal Cases Review Commission	COI	Central Office of Information
CCS	Civil Contingencies Secretariat	COSHEP	Committee of Scottish Higher Education Principals
CCW	Countryside Council for Wales	COSLA	Convention of Scottish Local Authorities
CDA	Co-operative Development Agency	CPA	Commonwealth Parliamentary Association
CDC	Commonwealth Development Corporation	CPC	Conservative Political Centre
CDF	Community Development Foundation	CPP	Committee on Products and Processes for Use in Public Water Supply
CDipAF	Certified Diploma in Accounting and Finance	CPRE	Council for the Protection of Rural England
CEFAS	Centre for Environment, Fisheries and Aquaculture Science		

CPS	Crown Prosecution Service	DCMS	Department for Culture, Media and Sport
CPsychol cr	Chartered Psychologist Created	DCP	Development Control Policy
CRB	Criminal Records Bureau	DCSA	Defence Communication Services Agency
CRCA	Commercial Radio Companies Association	DCVO	Dame Commander of the Royal Victorian Order
CRE	Commission for Racial Equality; Competition, Regulation and Energy Markets	DD	Doctor of Divinity
CREDIT	Centre for Research in Development, Instruction and Training	DE	Defence Estates
CRIC	Centre for Research on Innovation and Competition	DEFRA	Department of the Environment, Food and Rural Affairs
CSA	Child Support Agency; Chief Scientific Adviser	DENI	Department of Education for Northern Ireland
CSAC	Chief Scientific Adviser Committee	DFC	Distinguished Flying Cross
CSC	Civil Service College	DFID	Department for International Development
CSCE	Conference on Security and Co-operation in Europe	DFM	Distinguished Flying Medal
CSCI	Commission for Social Care Inspection	DfT	Department for Transport
CSERGE	Centre for Social and Economic Research on the Global Environment	DG	Director-General; Directors Group
CSI	Committee on the Intelligence Services; Companion of the Order of the Star of India	DH	Department of Health
CST	Council for Science and Technology	DipAgriSci	Diploma in Agricultural Science
CStJ	Commander, Most Venerable Order of the Hospital of St. John of Jerusalem	DipEd	Diploma in Education
CVO	Commander of the Royal Victorian Order	DipObst	Diploma in Obstetrics
CVS	Council for Voluntary Service	DL	Deputy Lieutenant
CWP	Community Work Programme	DLO	Defence Logistics Organisation
CWU	Communication Workers Union	DMO	UK Debt Management Office
DANI	Department of Agriculture for Northern Ireland	DMS	Diploma in Management Studies
DARC	Data Assimilation Research Centre	DPA	Defence Procurement Agency
DASA	Defence Analytical Services Agency	DPH	Diploma in Public Health
DBA	Defence Bills Agency	DPhil	Doctor of Philosophy
DBE	Dame Commander of the Order of the British Empire	DRC	Disability Rights Commission
DC	District Council	DSA	Disposal Sales Agency; Driving Standards Agency
DCB	Dame Commander of the Order of the Bath	DSC	Distinguished Service Cross
DCL	Doctor of Civil Law	DSc	Doctor of Science
DCM	Distinguished Conduct Medal	DSDA	Defence Storage and Distribution Agency
DCMG	Dame Commander of the Order of St Michael and St George	DSO	Distinguished Service Order
		DST	Defence Science and Technology
		DStJ	Dame of Grace/or Dame of Justice, Order of the Hospital of St John of Jerusalem
		Dstl	Defence Science and Technology Laboratory
		DTMA	Defence Transport and Movements Agency
		DU	Doctor of the University
		DUP	Democratic Unionist Party
		DVA	Defence Vetting Agency
		DVLA	Driver and Vehicle Licensing Agency

DVLNI	Driver and Vehicle Licensing Northern Ireland	ESCWA	Economic and Social Commission for Western Asia (UN)
DVTA	Driver and Vehicle Testing Agency	ESRC	Economic and Social Research Council
DYRMS	The Duke of York's Royal Military School	ESSC	Environmental Systems Science Centre
EAT	Employment Appeal Tribunal	ETS	Employment Tribunals Service
ECA	Economic Commission for Africa (UN)	FAO	Food and Agriculture Organisation of the UN
ECAC	European Civil Aviation Conference	FAS	Funding Agency for Schools
ECCs	Electricity Consumers' Committees	FAWC	Farm Animal Welfare Council
ECE	Economic Commission for Europe (UN)	FBA	Fellow, British Academy
ECGD	Export Credits Guarantee Department	FBIM	Fellow, British Institute of Management
ECHR	European Convention on Human Rights	FCC	Federal Conference Committee (Lib Dem)
ECITB	Engineering Construction Industry Training Board	FCCA	Fellow, Chartered Association of Certified Accountants
ECLAC	Economic Commission for Latin America and the Caribbean (UN)	FCIM	Fellow, Chartered Institute of Marketing
Econ	Economics	FCIT	Fellow, Chartered Institute of Transport
EDC	Economic Development Committee	FCO	Foreign and Commonwealth Office
EDG	European Democratic Group	FCPA	Fellow, Australian Society of Certified Practising Accountants
EEDA	East England Development Agency	FDA	Association of First Division Civil Servants
EEF	Engineering Employers' Federation	FE	Further Education
EER	European Economic Reform	FEC	Federal Executive Committee (Lib Dem)
EETPU	Electrical, Electronic Telecommunications and Plumbing Union	FEDA	Federation of Economic Development Authorities
EFS	European Financial Services	FEFC	Further Education Funding Council
EHS	Environment and Heritage Service	FEFCW	Further Education Funding Council for Wales
EHSNI	Environment and Heritage Service Northern Ireland	FHCIMA	Fellow, Hotel, Catering and Institutional Management Association
EMDA	East Midlands Development Agency	FICE	Fellow, Institution of Civil Engineers
EMU	European Monetary Union	FICO	Financial Intermediaries and Claims Office
ENB	English National Board for Nursing, Midwifery and Health Visiting	FIEE	Fellow, Institution of Electrical Engineers
EOC	Equal Opportunities Commission	FILA	Fellow, Institute of Landscape Architects
EP	English Partnerships; European Parliament	FIMEchE	Fellow, Institution of Mechanical Engineers
EPSRC	Engineering and Physical Sciences Research Council	FIMgt	Fellow, Institute of Management
ERD	Emergency Reserve Decoration (Army)	FIMI	Fellow, Institute of the Motor Industry
ERDF	European Regional Development Fund		
ERDP	England Rural Development Programme		
ES	Employment Service		
ESCAP	Economic and Social Commission for Asia and the Pacific (UN)		

FIMT	Fellow, Institute of the Motor Trade	GCB	Knight or Dame Grand Cross of the Order of the Bath
FInstM	Fellow, Institute of Marketing	GCC	Gas Consumers Council
FInstPS	Fellow, Institute of Purchasing and Supply	GCCNI	General Consumer Council for Northern Ireland
FIQA	Fellow, Institute of Quality Assurance	GCDA	Government Car and Despatch Agency
FIRTE	Fellow, Institute of Road Transport Engineers	GCHQ	Government Communication Headquarters
FKC	Fellow, King's College, London	GCIE	Knight Grand Commander, Order of the Indian Empire
FLA	Football Licensing Authority	GCMG	Knight or Dame Grand Cross of the Order of St Michael and St George
FPC	Family Practitioner Committee; Federal Policy Committee (Lib Dem)	GCSI	Knight Grand Commander, Order of the Star of India
FRAM	Fellow, Royal Academy of Music	GCTS	General Teaching Council for Scotland
FRAME	Fund for the Replacement of Animals in Medical Experiments	GCVO	Knight or Dame Grand Cross of the Royal Victorian Order
FRCOG	Fellow, Royal College of Obstetricians and Gynaecologists	GDC	General Dental Council
FRCP	Fellow, Royal College of Physicians, London	GECC	Gas and Electricity Consumer Council
FRCS	Fellow, Royal College of Surgeons of England	GICS	Government Information and Communication Service
FRCVS	Fellow, Royal College of Veterinary Surgeons	GLA	Greater London Assembly; Greater London Authority
FREng	Fellow, Royal Academy (formerly Fellowship) of Engineering	GMB	General Municipal Boilermakers Union
FRGS	Fellow, Royal Geographical Society	GMBATU	General, Municipal, Boilermakers and Allied Trades Union (see GMB)
FRIBA	Fellow, Royal Institute of British Architects	GMW	General Municipal Boilermakers and Allied Trades Union
FRPS	Fellow, Royal Photographic Society	GMWU	General Municipal Workers' Union
FRS	Fellow, The Royal Society; Fisheries Research Services	GNN	Government News Network
FRSA	Fellow, Royal Society of Arts	GOL	Government Office for London
FRSE	Fellow, Royal Society of Edinburgh	GOs	Government Offices for the Regions
FRSS	Fellow of the Royal Statistical Society	GPA	Government Purchasing Agency
FSA	Fellow, Society of Antiquaries; Financial Services Authority	GPMU	Graphical, Paper, Media Union
FSAA	Fellow, Society of Incorporated Accountants and Auditors	gsi	Government Security Intranet
FSB	Federation of Small Businesses	GTN	Government Telephone Network
FSC	Fire Service College	HAC	Honourable Artillery Company
FSNI	Forensic Science Northern Ireland	HACC	Heathrow Airport Consultative Committee
FSS	Forensic Science Service	HAT	Housing Action Trusts
GAC	Government Art Collection	HAZ	Health Action Zones
GATT	General Agreement on Tariffs and Trade	HBLB	Horsrace Betting Levy Board
GBCC	Great Britain-China Centre	HDC	Horticultural Development Council
GBE	Knight or Dame Grand Cross of the Order of the British Empire	HE	His (Her) Excellency; Higher Education
GC	George Cross		

HEA	Health Education Authority	IHO	Independent Housing Ombudsman Scheme
HEFCE	Higher Education Funding Council for England	IIAC	Industrial Injuries Advisory Council
HEFCW	Higher Education Funding Council for Wales	ILO	International Labour Office (or Organisation)
HFEA	Human Fertilisation and Embryology Authority	ILT	Institute of Logistics and Transport
HGC	Human Genetics Commission	IM	Institute of Management
HIE	Highlands and Islands Enterprise	IMF	International Monetary Fund (UN)
HMC	Historical Manuscripts Commission	IMO	International Maritime Organisation (UN)
HMCI	Her Majesty's Chief Inspector	IMRC	Innovative Manufacturing Research Centres
HMFSI	HM Fire Service Inspectorate	IMRO	Investment Management Regulatory Organisation
HMI	HM Inspectorate	INSEAD	Institut Européen d'Administration des Affaires
HMOs	Housing Management Organisation	INSTRAW	International Research and Training Institute for the Advancement of Women (UN)
HMT	Her Majesty's Treasury	INTERPOL	International Criminal Police Organisation
Hon	Honorary; Honourable	IOCA	Interception of Communications Act
HPSS	Distinction and Meritorious Service Awards Committee	IOD	Institute of Directors
HRI	Hannah Research Institute; Horticultural Research International	IOM	Isle of Man
HRP	Historic Royal Palace	IP	Intellectual Property
HSC	Health and Safety Commission	IPU	Inter-Parliamentary Union
HSE	Health and Safety Executive	IR	Inland Revenue
HSENI	Health and Safety Executive for Northern Ireland	IRC	Interdisciplinary Research Collaborations
IAEA	International Atomic Energy Agency (UN)	IRN	Independent Radio News
IB	Intervention Board	IRS	Independent Review Service for The Social Fund
IBA	Independent Broadcasting Authority	IS	Information Systems
ICE	Independent Case Examiner	ISA	Individual Savings Account
ICR	Independent Complaints Reviewer	ISC	Independent Schools Council
ICS	Indian Civil Service; Investors Compensation Scheme	ISIS	Independent Schools Information Service
ICT	Information and Communications Technology	ISO	Imperial Service Order
IDB	Industrial Development Board	ITC	Independent Television Commission
IDBNI	Industrial Development Board for Northern Ireland	ITFC	Independent Television Facilities Centre
IDC	Imperial Defence College	ITN	Independent Television News
IDS	InterDespatch Service	ITSA	Information Technology Services Agency
IFAD	International Fund for Agricultural Development (UN)	ITU	International Telecommunication Union (UN)
IFC	International Finance Corporation (UN)	ITV	Independent Television Network
IFI	International Fund for Ireland	IUA	International Underwriting Association
IFR	Institute of Food Research		
IFS	International Financial Services; Institute for Fiscal Studies		
IGER	Institute of Grassland and Environmental Research		

IWAAC	Inland Waterways Amenity Advisory Council	LGO	London Regional Office; Local Government Office
JARIC	Joint Air Reconnaissance Intelligence Centre	LGPSA	Local Government Public Service Agreements
JCC	Joint Consultative Committee with the Liberal Democrat Party	LGPU	Local Government Performance Unit
JECU	Joint Entry Clearance Unit	LGSM&D	Licentiate, Guildhall School of Music and Drama
JIC	Joint Intelligence Committee	Lib Dem	Liberal Democrat
JNCC	Joint Nature Conservation Committee	LIBiol	Licentiate, Institute of Biology
JP	Justice of the Peace	LISA	Logistic Information Systems Agency
JSB	Judicial Studies Board	LLB	Bachelor of Laws
JSD	Doctor of Juristic Science	LLD	Doctor of Laws
KBE	Knight Commander of the Order of the British Empire	LLM	Master of Laws
KCB	Knight Commander of the Order of the Bath	LMCNI	Livestock and Meat Commission for Northern Ireland
KCIE	Knight Commander of the Order of the Indian Empire	LNN	London News Network
KCMG	Knight Commander of the Order of St Michael and St George	LPC	Low Pay Commission
KCSI	Knight Commander of the Order of the Star of India	LRA	Labour Relations Agency
KCVO	Knight Commander of the Royal Victorian Order	LRAM	Licentiate, Royal Academy of Music
KG	Knight of the Order of the Garter	LRCP	Licentiate, Royal College of Physicians, London
KHHC	Kidderminster Hospital and Health Concern	LRNI	Land Registers of Northern Ireland
KM	Knight of Malta	LRT	London Regional Transport
KP	Knight, Order of St Patrick	LSC	Learning and Skills Council
KStJ	Knight of the Most Venerable Order of the Hospital of St John of Jerusalem	LSE	London School of Economics
KT	Knight of the Order of the Thistle	LTS	Lands Tribunal for Scotland; Learning and Teaching Scotland
Kt	Knight Bachelor; knighted	LVO	Lieutenant of the Royal Victorian Order
Lab	Labour	MAGNI	National Museums and Galleries of Northern Ireland
Lab Co-op	Labour Co-operative	MB	Bachelor of Medicine
LCD	Lord Chancellor's Department	MBA	Master of Business Administration
LDA	London Development Agency	MBC	Metropolitan Borough Council
LDS	Licentiate in Dental Surgery	MBE	Member of the Order of the British Empire
LEA	Local Education Authority	MBL	Master in Business Leadership
LEDU	Local Enterprise Development Unit	MC	Military Cross; Meridian Court
LG	Lady Companion, Order of the Garter; Local Government	MCA	Maritime and Coastguard Agency
LGA	Local Government Association	MD	Doctor of Medicine
LGBC	Local Government Boundary Commission for Scotland	mda	Museum Documentation Association
LGBW	Local Government Boundary Commission for Wales	MDC	Metropolitan District Council
LGCE	Local Government Boundary Commission for England	MEd	Master of Education
		MEP	Member of the European Parliament
		MFCM	Member, Faculty of Community Medicine
		MHC	Mental Health Commission for Northern Ireland

MHS	Meat Hygiene Service	NERC	Natural Environment Research Council; National Research Development Corporation
MIBiol	Member, Institute of Biology	NESTA	National Endowment for Science, Technology and the Arts
MICE	Member, Institution of Civil Engineers	NFER	National Foundation for Educational Research
MIMEchE	Member, Institution of Mechanical Engineers	NFU	National Farmers' Union
MIMinE	Member, Institution of Mining Engineers	NGO	Non-governmental Organisation
MLA	Member of Legislative Assembly (Northern Ireland Assembly)	NHBC	National House-Building Council
MLC	Meat and Livestock Commission	NHMF	National Heritage Memorial Fund
MM	Military Medal	NHS	National Health Service
MNN	Media News Network	NHS LIFT	NHS Local Improvement Finance Trust
MoD	Ministry of Defence	NHSPASA	NHS Purchasing and Supply Agency
MPA	Metropolitan Police Authority	NHSSS	NHS Superannuation Scheme (Scotland)
MPH	Master of Public Health	NI	Northern Ireland; National Insurance
MPhil	Master of Philosophy	NIACT	Northern Ireland Advisory Committee on Telecommunications
MRC	Medical Research Council	NIAO	Northern Ireland Audit Office
MRCGP	Member, Royal College of General Practitioners	NICCE	Northern Ireland Consumer Committee for Electricity
MS	Master of Surgery	NICO	National Insurance Contributions Office; Northern Ireland Company Overseas
MSC	Manpower Services Commission	NICS	Northern Ireland Civil Service
MSF	Manufacturing Science Finance Union	NIEC	Northern Ireland Economic Council
MSP	Member of Scottish Parliament	NIEEs	National Institute for Environmental e-Science
MSPFW	MSP for Falkirk West	NIFHA	Northern Ireland Fishery Harbour Authority
MVO	Member of the Royal Victorian Order	NIHEC	Northern Ireland Higher Education Council
NA	National Academician (USA)	NIHRC	Northern Ireland Human Rights Commission
NAC	National Agriculture Centre	NILO	National Investment and Loans Office
NAO	National Audit Office	NIMR	National Institute for Medical Research
NAS	National Academy of Sciences; National Archives of Scotland	NIO	Northern Ireland Office
NATFHE	National Association of Teachers in Further and Higher Education	NIPS	Northern Ireland Prison Service
NATO	North Atlantic Treaty Organisation	NISRA	Northern Ireland Statistics and Research Agency
NAT'S	National Air Traffic Services	NITB	Northern Ireland Tourist Board
NCC	National Consumer Council	NIUP	Northern Ireland Unionist Party
NCSC	National Care Standards Commission	NIWC	Northern Ireland Women's Coalition
NCVQ	National Council for Vocational Qualifications		
NDPB	Non-Departmental Public Body		
NDS	Government News Distribution Service		
NEC	National Executive Committee		
NECC	National Electricity Consumers' Council		
NEDC	National Economic Development Council		
NELC	National Employers' Liaison Committee		

NJC	National Joint Council	OPRAF	Office of Passenger Rail Franchising
NLCB	National Lottery Charities Board	OPS	Office of Public Service
NLIS	National Land Information Service	OPSR	Office of Public Service Reform
NLP	Natural Law Party	ORR	Office of the Rail Regulator
NLS	National Library of Scotland	OS	Ordnance Survey
NLW	National Library of Wales	OSCE	Organisation on Security and Co-operation in Europe
NMRS	National Monuments Record of Scotland	OSNI	Ordnance Survey of Northern Ireland
NRA	National Rivers Authority	OST	Office of Science and Technology
NRPB	National Radiological Protection Board	OSTJ	Officer of the Most Venerable Order of the Hospital of St John of Jerusalem
NRTA	Naval Recruiting and Training Agency	Otelo	Office of the Telecommunications Ombudsman
NS	National Savings	OU	Open University
NS&I	National Savings and Investments	PAC	Public Accounts Committee
NSMC	North-South Ministerial Council	PACE	Property Advisers to the Civil Estate
NUJ	National Union of Journalists	PACNI	Planning Appeals Commission (Northern Ireland)
NUM	National Union of Mineworkers	PACTS	Parliamentary Advisory Council for Transport Safety
NUR	National Union of Railwaymen	PANI	Northern Ireland Policing Board
NUT	National Union of Teachers	PASEG	Parliamentary Astronomy and Space Environment Group
NVQ	National Vocational Qualification	PATS	Pensions Appeal Tribunal for Scotland
NWDA	North West Development Agency	PBC	Parliamentary Boundary Commission for England
OAU	Organisation for African Unity	PBNI	Probation Board for Northern Ireland
OBE	Officer of the Order of the British Empire	PC	Privy Counsellor
OC	Officer, Order of Canada	PCC	Press Complaints Commission
OCPA	Office of the Commissioner for Public Appointments	PEP	Public Enterprise Partnerships
OCSC	Office of the Civil Service Commissioners	PES	Public Expenditure Survey
ODI	Overseas Development Institute	PFI	Private Finance Initiative
OECD	Organisation for Economic Co-Operation and Development	PGCE	Post Graduate Certificate of Education
OFCOM	Office of Communications	PhD	Doctor of Philosophy
Ofgem	Office of Gas and Electricity Markets	PHLS	Public Health Laboratory Service Board
OFSTED	Office for Standards in Education	PHSI	Plant Health and Seeds Inspectorate
OFT	Office of Fair Trading	PIA	Personal Investment Authority
OFTEL	Office of Telecommunications	PINS	Planning Inspectorate
OFWAT	Office of Water Services	PITCOM	Parliamentary Information Technology Committee
OGC	Office of Government Commerce	PITO	Police Information Technology Organisation
OHMCI W	HM Chief Inspector of Schools, Wales	PIC	Plaid Cymru
OISC	Office of the Immigration Services Commissioner		
OM	Order of Merit		
ONS	Office for National Statistics		
OPA	Oil and Pipelines Agency		
OPRA	Occupational Pensions Regulatory Authority		

plc	Public Limited Company	RAB	Renewables Advisory Board
PLP	Parliamentary Labour Party	RAC	Royal Agricultural College; Royal Automobile Club
PLR	Public Lending Right and the Public Lending Right Advisory Committee; Registrar of Public Lending Right	RACC	Radio Advertising Clearance Centre
		RAE	Royal Academy of Engineering
		RAF	Royal Air Force
PMOS	Prime Minister's Official Spokesman	RAuxAF	Royal Auxiliary Air Force
PMPA	Public Management and Policy Association	RCA	Rate Collection Agency
POEU	Post Office Engineering Union	RCAC	Royal Canadian Armoured Corps
POST	Parliamentary Office of Science and Technology	RCAHMS	Royal Commission on the Ancient and Historical Monuments of Scotland
POUNC	Post Office Users' National Council	RCAHMW	Royal Commission on the Ancient and Historical Monuments of Wales
PPA	Pay and Personnel Agency	RCDS	Royal College of Defence Studies
PPARC	Particle Physics and Astronomy Research Council	RCEP	Royal Commission on Environmental Pollution
PPE	Philosophy, Politics and Economics	RCUK	Research Councils UK
PPP	Public Private Partnerships	RCVS	Royal College of Veterinary Surgeons
PPS	Parliamentary Private Secretary; Political Planning Services; Principal Private Secretary	RD	Royal Naval and Royal Marine Forces Reserve Decoration
PQs	Parliamentary Questions	RDA	Regional Development Agency
PR	Proportional Representation; Public Relations	RDC	Rural Development Commission; Rural District Council
PRASEG	Parliamentary Renewable and Sustainable Energy Group	RGS	Royal Geographical Society
PRONI	Public Record Office of Northern Ireland	RHG	Royal Horse Guards
PSA	Public Services Agreement	RICS	Royal Institution of Chartered Surveyors
psc	Graduate of Staff College	RIDP	Regional Industrial Development Board
PSD	Pesticides Safety Directorate	RIIA	Royal Institute of International Affairs
PSI	Policy Studies Institute	RMA	Royal Military Academy
PTE	Passenger Transport Executive	RMT	Rail, Maritime and Transport Union
PTO	Public Trust Office	RNIB	Royal National Institute for the Blind
PUP	Progressive Unionist Party	RNLI	Royal National Lifeboat Institution
PUS	Parliamentary Under-Secretary; Permanent Under-Secretary	RNR	Royal Navy Reserve
QAA	Quality Assurance Agency for Higher Education	RNVR	Royal Naval Volunteer Reserve
QC	Queen's Counsel	ROSA	Rent Office Service Agreements
QCA	Qualifications and Curriculum Authority	RPA	Rural Payments Agency
QCCAC	Qualifications, Curriculum and Assessment Authority for Wales	RPC	Rail Passengers Committee
QPM	Queen's Police Medal	RPMS	Royal Postgraduate Medical School
QSO	Queen's Service Order (New Zealand)	RPTS	Residential Property Tribunal Service
QVS	Queen Victoria School	RSC	Royal Society of Chemistry
RA	Royal Academician; Royal Regiment of Artillery	RSG	Revenue Support Grant
		RSLs	Registered Social Landlords
		RSO	Resident Surgical Officer

RTS	Royal Television Society	SMMT	Society of Motor Manufacturers and Traders Ltd
RUCC	Rail Users' Consultative Committee	SNH	Scottish Natural Heritage
RUSI	Royal United Services Institute	SNP	Scottish National Party
SAAS	Student Awards Agency for Scotland	SOGAT	Society of Graphical and Allied Trades
SACOT	Scottish Advisory Committee on Telecommunications	SOLACE	Society of Local Authority Chief Executives
SAMS	Scottish Association for Marine Science	Spads	Special Advisers
SASA	Scottish Agricultural Science Agency	SPCB	Scottish Parliament Corporate Body
SBAC	Society of British Aerospace Companies	SPICE	Scottish Parliament Information Centre
SBS	Small Business Service	SPPA	Scottish Public Pensions Agency
SCAA	School Curriculum and Assessment Authority	SPS	Scottish Prison Service
SCCRC	Scottish Criminal Cases Review Commission	SQA	Scottish Qualifications Authority
SCE	Service Children's Education	SRA	Strategic Rail Authority
SCESB	Scottish Conveyancing and Executry Services Board	SRB	Single Regeneration Budget
SCRA	Scottish Children's Reporter Administration	SRC	Science Research Council
SCRI	Scottish Crop Research Institute	SSA	Standard Spending Assessment
SCS	Senior Civil Servant	SSAC	Social Security Advisory Committee
SDA	Scottish Development Agency	SSC	Solicitor before Supreme Court (Scotland)
SDLP	Social Democratic and Labour Party	SSCUP	Scottish Senior Citizens Unity Party
SDP	Social Democratic Party	SSP	Scottish Socialist Party
SEEDA	South East England Development Agency	SSRA	Shadow Strategic Rail Authority
SEN	Special Educational Needs	SSRB	Review Body on Senior Salaries
SENT	Special Education Needs Tribunal	SSRC	Social Science Research Council
SERC	Science and Engineering Research Council	SSSI	Sites of Special Scientific Interest
SERO	South East Regional Office	STRB	School Teachers' Review Body
SEU	Social Exclusion Unit	STSS	Scottish Teachers' Superannuation Scheme
SF	Sinn Féin	STV	Single Transferable Vote
SFO	Serious Fraud Office	SVQ	Scottish Vocational Qualification
SFPA	Scottish Fisheries Protection Agency	SWRDA	South West England Development Agency
SHAC	London Housing Aid Centre	SWRO	South West Regional Office
SHEFC	Scottish Higher Education Funding Council	T&AF	Territorial and Auxiliary Forces
SLAB	Scottish Legal Aid Board	TA	Tax Administration; Territorial Army
SLC	Student Loans Company	TARO	Territorial Army Reserve of Officers
SLD	Scottish Liberal Democrats; Social and Liberal Democrats	TAVRA	Territorial Auxiliary and Volunteer Reserve Association
SMAG	Spectrum Management Advisory Group	TBA	The Buying Agency
SMG	Scottish Media Group	TD	Territorial Efficiency Decoration
		TEA	Training and Employment Agency
		TEC	Technician Education Council; Training and Enterprise Council
		TfL	Transport for London
		TGWU	Transport and General Workers Union

TLB	Top Level Budget	UNFICYP	United Nations Force in Cyprus
TMB	Treasury Management Board	UNFPA	United Nations Population Fund
TOA	Treasury Office of Accounts	UNHCR	United Nations High Commissioner for Refugees
TOTE	Horserace Totalisator Board	UNICEF	United Nations Children's Fund
TRS	The Rent Service	UNICRI	United Nations Inter-Regional Crime and Justice Research Institute
TSEs	Transmissible Spongiform Encephalopathies	UNIDIR	United Nations Institute for Disarmament Research
TSRB	Top Salaries Review Body	UNIDO	United Nations Industrial Development Organisation
TTA	Teacher Training Agency	UNISON	(an amalgamation of COHSE, NALGO and NUPE)
TUC	Trades Union Congress	UNITAR	United Nations Institute for Training and Research
TUPE	Transfer of Undertakings (Protection of Employment Regulation)	UNRISD	United Nations Research Institute for Social Development
UC	University College	UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UCATT	Union of Construction, Allied Trades and Technicians	UNU	United Nations University
UCH	University College Hospital (London)	UPU	Universal Postal Union (UN)
UCL	University College London	URA	Urban Regeneration Agency
UDC	Urban Development Corporation; Urban District Council	USDAW	Union of Shop Distributive and Allied Workers
UDUP	Ulster Democratic Unionist Party	USEL	Ulster Supported Employment Ltd
UEMASS	European Union of Medical Advisers in Social Security	UUAP	United Unionist Assembly Party
UFI	University for Industry	UUP	Ulster Unionist Party
UGC	University Grants Committee	UUUC	United Ulster Unionist Coalition
UKAEA	United Kingdom Atomic Energy Authority	VC	Victoria Cross
UKHO	United Kingdom Hydrographic Office	VCA	Vehicle Certification Agency
UKIP	United Kingdom Independence Party	VI	Vehicle Inspectorate
UKPS	UK Passport Service	VLA	Valuation and Lands Agency; Veterinary Laboratories Agency
UKRO	UK Research Office	VMD	Veterinary Medicines Directorate
UK Sport	United Kingdom Sports Council	VOA	Valuation Office Agency
UKU	United Kingdom Unionist	VPC	Veterinary Products Committee
UKUP	United Kingdom Unionist Party	VR	Volunteer Reserve
ULTRA	Unrelated Live Transplant Regulatory Authority	VRD	Royal Naval Volunteer Reserve Officers' Decoration
UMIST	University of Manchester Institute of Science and Technology	VSO	Voluntary Services Overseas
UNCTAD	United Nations Conference on Trade and Development	WACT	Welsh Advisory Committee on Telecommunications
UNDCP	United Nations International Drug Control Programme	WDA	Welsh Development Agency
UNDP	United Nations Development Programme	WEA	Workers' Educational Association
UNEP	United Nations Environment Programme	WEU	Western European Union
UNESCO	United Nations Educational, Scientific and Cultural Organisation	WFD	Westminster Foundation for Democracy
		WFP	World Food Programme (UN)
		WHC	Welsh Medical Committee
		WHO	World Health Organisation (UN)

WIPO	World Intellectual Property Organisation (UN)	WNC	Women's National Commission
WIR	Workforce, Innovation and Reward	WPA	War Pensions Agency
WIT	White Paper Implementation Team	WPC	War Pensions Committee
WLB	Welsh Language Board	WTO	World Tourism Organisation (UN); World Trade Organisation
WLGA	Welsh Local Government Association	YJB	Youth Justice Board for England and Wales
WMO	World Meteorological Organisation (UN)		

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