

Quangocracy: Appendix 3

Communications, marketing, press and public affairs FOI

February 2025

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1. Methodology

The following FOI request was sent to the 423 'Agencies and other public bodies' listed on the GOV.UK webpage 'Departments, agencies and public bodies', in January 2025.

Under the Freedom of Information Act 2000, would it please be possible for you to provide me with following information:

What is the headcount (number) of staff employed in communications, marketing, press and public affairs in your organisation?

I understand that under the Act I am entitled to a response within twenty working days of your receipt of this request. If you require any clarification or find any aspects of this FOI request problematic, please contact me under your section 16 duty to provide advice and assistance.

If my request is denied in whole or in part, I ask that you please justify all deletions by reference to specific exemptions of the act. I would prefer to receive all information electronically. Please send all correspondence to alice.semark@reform.uk.

1.1 Exemptions

Some of the public bodies listed under 'Agencies and other public bodies' on the GOV.UK 'Departments, agencies and public bodies' webpage are not a listed Public Authority in Schedule 1 of the Freedom of Information Act, meaning they do not have a duty to respond to FOI requests.

2. Public body responses

2.1 Staff employed in communications, marketing, press and public affairs

Public body	Headcount or Full Time Equivalent (FTE)*	Number of staff employed in communications, marketing, press and public affairs
All public bodies	Minimum headcount	5234
Charity Commission	Headcount	24
CMA	Headcount	35
CPS	Headcount	56
Food Standards Agency	Headcount	35
Forestry England	Headcount	36
Government Actuary's Department	Headcount	1
Government Legal Department	Headcount	15
Land Registry	Headcount	20
HMRC	Headcount	213
NS&I	Headcount	31
National Archives	Headcount	118
National Crime Agency	N/A	Not covered by FOI Act
Office of Road and Rail	FTE	18.8
Ofgem	Headcount	68
Ofqual	Headcount	14
Ofsted	Headcount	21
Serious Fraud Office	Headcount	12
Supreme Court	Headcount	8
UK Statistics Agency	Headcount	94
Ofwat	Headcount	26

Public body	Headcount or Full Time Equivalent (FTE)	Number of staff employed in communications, marketing, press and public affairs
Academy for Social Justice	-	0
Active Travel England	FTE	5
The Adjudicator's Office	-	0
Administration of Radioactive Substances Advisory Committee	-	-
Advisory Committee on Animal Feedingstuffs	-	-
Advisory Committee on Business Appointments	-	-
Advisory Committee on Clinical Impact Awards	-	-
Advisory Committee on Conscientious Objectors	-	-
Advisory Committee on Novel Foods and Processes	-	-
Advisory Committee on Releases to the Environment	-	0
Advisory Committee on the Microbiological Safety of Food	-	-
Advisory Committees on Justices of the Peace	-	-
The Advisory Council on National Records and Archives	-	0
Advisory Council on the Misuse of Drugs	-	-
Advisory Group on Military and Emergency Response Medicine	-	-
Advisory, Conciliation and Arbitration Service	Headcount	25
Agri-Food and Biosciences Institute (Northern Ireland)	Headcount	5

Agriculture and Horticulture Development Board	Headcount	31
Air Accidents Investigation Branch	-	-
Animal and Plant Health Agency	-	-
Animals in Science Committee	-	0
Armed Forces Covenant Fund Trust	Headcount	3
Armed Forces' Pay Review Body	-	0
Arts Council England	Headcount	25
Arts and Humanities Research Council	-	-
Atomic Weapons Establishment	-	-
BBC World Service	Headcount	572
Bank of England	Headcount	96
Biometrics and Forensics Ethics Group	-	0
Biometrics and Surveillance Camera Commissioner	-	0
Biotechnology and Biological Sciences Research Council	-	-
Board of Trustees of the Royal Botanic Gardens Kew	Headcount	41
Boundary Commission for England	-	0
British Business Bank	Headcount	49
British Council	Headcount	65
British Film Institute	Headcount	47
British Hallmarking Council	-	0
British Library	Headcount	41
British Museum	Headcount	27
British Pharmacopoeia Commission	-	-

British Transport Police Authority	-	0
British Wool	-	-
Broads Authority	Headcount	3
Building Digital UK	Headcount	11
Cafcass	Headcount	8
Care Quality Commission	-	-
Central Advisory Committee on Compensation	-	-
Central Arbitration Committee	-	0
Centre for Environment, Fisheries and Aquaculture Science	FTE	9
Certification Officer	Headcount	6
Chevening Scholarship Programme	-	-
Child Safeguarding Practice Review Panel	-	-
Churches Conservation Trust	Headcount	3
Civil Justice Council	-	0
Civil Nuclear Police Authority	Headcount	5
Civil Procedure Rule Committee	-	-
Civil Service Commission	-	-
College of Policing	Headcount	40
Commission for Countering Extremism	N/A	Not covered by FOI Act
Commission on Human Medicines	-	0
Commissioner for Public Appointments	-	-
Committee on Climate Change	Headcount	2
Committee on Fuel Poverty	-	0
Committee on Mutagenicity of Chemicals in Food,	-	-

Consumer Products and the Environment		
Committee on Radioactive Waste Management	-	0
Committee on Standards in Public Life	-	-
Committee on Toxicity of Chemicals in Food, Consumer Products and the Environment	-	-
Commonwealth Scholarship Commission in the UK	-	0
Companies House	Headcount	27
Company Names Tribunal	-	-
Competition Appeal Tribunal	Headcount	2
Competition Service	-	-
Construction Industry Training Board	Headcount	20
Consumer Council for Water	Headcount	6
Copyright Tribunal	-	-
Corporate Officers of the House of Commons	FTE	113.5
Corporate Officers of the House of Lords	Headcount	24
Council for Science and Technology	-	-
Covent Garden Market Authority	Headcount	3
Criminal Cases Review Commission	FTE	5
Criminal Injuries Compensation Authority	Headcount	4
Criminal Procedure Rule Committee	-	0
Crown Commercial Service	-	-
The Crown Estate	Headcount	41
Dartmoor National Park Authority	FTE	2.85

Defence Equipment and Support	-	-
Defence Nuclear Safety Expert Committee	-	-
Defence Science and Technology Laboratory	-	-
Defence and Security Media Advisory Committee	N/A	Not covered by FOI Act
Defra's Science Advisory Council	-	0
Disabled People's Employment Corporation (GB) Ltd	-	-
Disabled Persons Transport Advisory Committee	-	0
Disclosure and Barring Service	Headcount	24
Driver and Vehicle Licensing Agency	Headcount	37
Driver and Vehicle Standards Agency	Headcount	45
East West Railway Company Limited	FTE	16
Ebbsfleet Development Corporation	-	-
Economic and Social Research Council	-	-
Education and Skills Funding Agency	Headcount	3
The Electoral Commission	Headcount	27
Electricity Settlements Company	-	-
Engineering Construction Industry Training Board	Headcount	9
Engineering and Physical Sciences Research Council	-	-
English Institute of Sport	Headcount	3
Environment Agency	Headcount	6
Equality and Human Rights Commission	Headcount	19

Estyn	Headcount	5
Evaluation Task Force	-	-
Exmoor National Park Authority	FTE	2
Export Guarantees Advisory Council	-	-
Family Justice Council	-	-
Family Procedure Rule Committee	-	-
Financial Conduct Authority	FTE	123.9
Financial Reporting Council	Headcount	18
Fire Service College	-	-
Forensic Science Regulator	-	0
Forest Research	FTE	<10
Forestry England	Headcount	36
Gambling Commission	Headcount	18
Gangmasters and Labour Abuse Authority	Headcount	4
Government Debt Management Function	-	0
Government Internal Audit Agency	Headcount	5
Government Office for Science	Headcount	5
Government Property Agency	Headcount	8
Great Britain-China Centre	-	0
Great British Energy	-	-
Great British Nuclear	Headcount	4
Groceries Code Adjudicator	FTE	0.5
HM Courts & Tribunals Service	-	-
HM Crown Prosecution Service Inspectorate	-	-
HM Government Communications Centre	-	-
HM Inspectorate of Constabulary and Fire & Rescue Services	Headcount	16

HM Inspectorate of Prisons	-	-
HM Inspectorate of Probation	Headcount	6
HM Prison and Probation Service	-	-
Health Research Authority	Headcount	7
Health Services Safety Investigations Body	Headcount	3
Health and Safety Executive	Headcount	37
High Speed Two (HS2) Limited	-	-
Higher Education Statistics Agency	-	-
Historic England	Headcount	23
Homes England	Headcount	21
Horniman Public Museum and Public Park Trust	Headcount	4
Horse Race Betting Levy Board	-	-
House of Lords Appointments Commission	-	-
Housing Ombudsman	Headcount	14
Human Fertilisation and Embryology Authority	Headcount	7
Human Tissue Authority	Headcount	4
Imperial War Museum	Headcount	26
Incubator for Artificial Intelligence	-	-
Independent Adviser on Ministerial Standards	-	0
Independent Advisory Panel on Deaths in Custody	-	-
Independent Agricultural Appeals Panel	-	-
Independent Anti-slavery Commissioner	Headcount	1
Independent Case Examiner	-	0

Independent Chief Inspector of Borders and Immigration	Headcount	1
Independent Commission for Aid Impact	FTE	1.8
The Independent Commission for Reconciliation and Information Recovery	Headcount	5
Independent Complaints Reviewer	-	0
Independent Dormant Assets Commission	-	-
Independent Family Returns Panel	-	0
Independent Medical Expert Group	-	-
Independent Monitoring Authority for the Citizens' Rights Agreements	Headcount	5
Independent Office for Police Conduct	Headcount	38
Independent Parliamentary Standards Authority	Headcount	3
Independent Reconfiguration Panel	-	0
Independent Reviewer of Terrorism Legislation	-	-
Industrial Development Advisory Board	-	-
Industrial Injuries Advisory Council	-	-
Industrial Strategy Advisory Council	Headcount	1
Infected Blood Compensation Authority	Headcount	14
Information Commissioner's Office	Headcount	33
Infrastructure and Projects Authority	-	-
Insolvency Rules Committee	-	-

The Insolvency Service	Headcount	15
Institute for Apprenticeships and Technical Education	Headcount	10
Intellectual Property Office	FTE	39
Investigatory Powers Tribunal	-	-
Iraq Inquiry	-	-
Joint Nature Conservation Committee	FTE	6.7
Judicial Appointments Commission	Headcount	4
Judicial Appointments and Conduct Ombudsman	-	0
LGBT Veterans Independent Review	-	-
Lake District National Park Authority	Headcount	7
Lammy Review	-	-
Land Registration Rule Committee	-	-
Law Commission	Headcount	2
Leasehold Advisory Service	-	-
Legal Aid Agency	Headcount	7
The Legal Ombudsman	Headcount	7
Legal Services Board	Headcount	4
Life Sciences Organisation	-	-
Local Government and Social Care Ombudsman	FTE	3
LocatED	Headcount	2
Low Carbon Contracts Company	Headcount	12
Low Pay Commission	-	0
Marine Accident Investigation Branch	-	-
Marine Management Organisation	Headcount	7
Maritime and Coastguard Agency	Headcount	17

Marshall Aid Commemoration Commission	-	-
Medical Research Council	-	-
Medicines and Healthcare products Regulatory Agency	-	-
Met Office	-	-
Migration Advisory Committee	-	0
Military Engineering Experimental Establishment	-	-
Mining Remediation Authority	FTE	8
Money and Pensions Service	Headcount	19
Museum of the Home	-	-
NHS Blood and Transplant	Headcount	277
NHS Business Services Authority	FTE	40.6
NHS Counter Fraud Authority	Headcount	7
NHS England	Headcount	129
NHS Pay Review Body	-	0
NHS Resolution	FTE	18
National Army Museum	Headcount	6
National Citizen Service	Headcount	10
National Counter Terrorism Security Office	-	-
National Crime Agency Remuneration Review Body	-	-
National Data Guardian	FTE	0.8
National Forest Company	Headcount	4
National Gallery	-	-
National Heritage Memorial Fund	-	-
National Highways	Headcount	131

National Infrastructure Commission	Headcount	4
National Institute for Health and Care Excellence	Headcount	43
The National Lottery Community Fund	Headcount	52
National Lottery Heritage Fund	Headcount	31
National Museums Liverpool	Headcount	18
National Portrait Gallery	Headcount	10
National Security Technology and Innovation Exchange	-	-
Natural England	-	0
Natural Environment Research Council	-	-
Natural History Museum	Headcount	26
Network Rail	Headcount	182
New Forest National Park Authority	Headcount	7
North Sea Transition Authority	Headcount	10
North York Moors National Park Authority	Headcount	3
Northern Lighthouse Board	Headcount	1
Northumberland National Park Authority	Headcount	4
Nuclear Decommissioning Authority	Headcount	20
Nuclear Liabilities Financing Assurance Board	-	0
Nuclear Research Advisory Council	-	-
Nuclear Restoration Services	FTE	25.46
Nuclear Waste Services	Headcount	32
Oak National Academy	FTE	8
Ofcom	Headcount	21

Office for Budget Responsibility	-	0
Office for Environmental Protection	Headcount	3
Office for Equality and Opportunity	-	-
Office for National Statistics	Headcount	94
Office for Place	-	0
Office for Students	Headcount	21
Office of the Children's Commissioner	-	-
Office of the Immigration Services Commissioner	Headcount	3
Office of the Public Guardian	-	-
Office of the Registrar of Consultant Lobbyists	-	0
Office of the Regulator of Community Interest Companies	-	-
Office of the Schools Adjudicator	-	0
Official Solicitor and Public Trustee	-	-
Online Procedure Rule Committee	-	-
Parliamentary Contributory Pension Fund	-	-
The Parliamentary and Health Service Ombudsman	Headcount	34
Parole Board	Headcount	9
Payment Systems Regulator	FTE	14
Peak District National Park Authority	FTE	4.2
The Pension Protection Fund Ombudsman	Headcount	2
The Pensions Ombudsman	Headcount	2
The Pensions Regulator	Headcount	50

Phone-paid Services Authority	Headcount	2
Planning Inspectorate	Headcount	9
Plant Varieties and Seeds Tribunal	-	-
Police Advisory Board for England and Wales	-	-
Police Discipline Appeals Tribunal	-	-
Police Remuneration Review Body	-	0
Porton Biopharma Limited	-	-
Prison Service Pay Review Body	-	0
Prisons and Probation Ombudsman	Headcount	3
Privy Council Office	-	-
Professional Standards Authority for Health and Social Care	Headcount	5
Pubs Code Adjudicator	-	-
Queen Elizabeth II Conference Centre	-	-
The Queen Elizabeth Memorial Committee	-	-
Rail Accident Investigation Branch	-	-
Reclaim Fund Ltd	Headcount	1
Regulator of Social Housing	Headcount	8
Regulatory Horizons Council	FTE	0.5
Regulatory Policy Committee	-	0
Remploy Pension Scheme Trustees Ltd	-	-
Reserve Forces' and Cadets' Associations (RFCA)	-	-
Review Body on Doctors' and Dentists' Remuneration	-	0

The Reviewing Committee on the Export of Works of Art and Objects of Cultural Interest	-	-
Royal Air Force Museum	-	-
Royal Armouries Museum	Headcount	10
Royal Mint	-	-
Royal Mint Advisory Committee	-	0
Royal Museums Greenwich	FTE	23.36
Rural Payments Agency	FTE	13.83
Salix Finance Ltd	Headcount	10
School Teachers' Review Body	-	0
Science Advisory Committees	-	0
Science Museum Group	Headcount	29
Science and Technology Facilities Council	-	-
Scientific Advisory Committee on the Medical Implications of Less-Lethal Weapons	-	-
Scientific Advisory Group for Emergencies	-	-
Seafish	Headcount	13
Security Industry Authority	Headcount	11
The Security Service	-	-
Sellafield Ltd	Headcount	41
Senior Salaries Review Body	-	0
Sentencing Council for England and Wales	-	-
Service Complaints Ombudsman	Headcount	1
Service Prosecuting Authority	-	-
Single Source Regulations Office	FTE	0.5
Sir John Soane's Museum	FTE	1.5

Small Business Commissioner	Headcount	<5
Social Mobility Commission	FTE	4.9
Social Science Research Committee	-	-
Social Security Advisory Committee	-	-
Social Work England	Headcount	11
South Downs National Park Authority	Headcount	7
Sport England	Headcount	20
Sports Grounds Safety Authority	Headcount	2
Standards and Testing Agency	-	-
Student Loans Company	Headcount	49
Submarine Delivery Agency	-	-
Tate	Headcount	20
Teaching Regulation Agency	-	0
Technical Advisory Board	-	-
The Theatres Trust	-	-
Trade Remedies Authority	FTE	8
Trade and Agriculture Commission	-	-
Traffic Commissioners for Great Britain	-	-
Transport Focus	FTE	5.6
Treasure Valuation Committee	-	-
Tribunal Procedure Committee	-	-
Trinity House	-	-
UK Anti-Doping	Headcount	5
UK Asset Resolution Limited	-	0
UK Atomic Energy Authority	Headcount	29

UK Commission on Covid Commemoration	-	-
UK Debt Management Office	-	0
UK Government Investments	Headcount	<1
UK Health Security Agency	FTE	79.3
UK Holocaust Memorial Foundation	-	0
UK Hydrographic Office	-	-
UK Infrastructure Bank	FTE	8
UK Research and Innovation	Headcount	160
UK Shared Business Services Ltd	Headcount	10
UK Space Agency	Headcount	18
UK Sport	Headcount	9
Valuation Office Agency	FTE	19.1
Valuation Tribunal Service	-	0
Valuation Tribunal for England	-	-
Vehicle Certification Agency	Headcount	3
Veterans Advisory and Pensions Committees	-	-
Veterinary Medicines Directorate	Headcount	4
Veterinary Products Committee	-	0
Victims' Commissioner	Headcount	2
Victoria and Albert Museum	Headcount	35
VisitBritain	Headcount	88
VisitEngland	-	-
Wallace Collection	Headcount	2
Westminster Foundation for Democracy	Headcount	8
Wilton Park	Headcount	5
Yorkshire Dales National Park Authority	Headcount	6

Youth Justice Board for England and Wales	Headcount	5
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*NB, some departments responded to *Reform's* Freedom of Information request with information that they held on the number of full-time equivalent staff working in sponsorship rather than headcount.

Since one FTE staff member is equivalent to at least one unit of headcount, combining the number of FTE staff with the headcount of public body staff gives a minimum headcount of staff across these two categories. Though it is possible that the total headcount of staff working in these functions is in fact higher, as one full-time equivalent staff member could be equal to a headcount of several part-time staff.

2.2 Staff employed in public affairs

Some public bodies responded to the FOI request with a breakdown of the headcount of staff employed in communications, marketing, press and public affairs. Those which specified the headcount of staff employed in public affairs are detailed in the table here.

Public body	Headcount	Number of staff employed in communications, marketing, press and public affairs	Number of staff employed in public affairs
British Business Bank	Headcount	49	7
British Library	Headcount	41	2
Gambling Commission	Headcount	18	6
National Lottery Heritage Fund	Headcount	31	6 (policy and public affairs)
Network Rail	Headcount	182	18
Pensions Regulator	Headcount	50	12

ABOUT REFORM

Reform is established as the leading Westminster think tank for public service reform. We believe that the State has a fundamental role to play in enabling individuals, families and communities to thrive. But our vision is one in which the State delivers only the services that it is best placed to deliver, within sound public finances, and where both decision-making and delivery is devolved to the most appropriate level. We are committed to driving systemic change that will deliver better outcomes for all.

We are determinedly independent and strictly non-party in our approach. This is reflected in our cross-party Advisory Board and our events programme which seeks to convene likeminded reformers from across the political spectrum.

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