



# Annual Report 2015 – 2016

## **Remuneration Board of the National Assembly for Wales**

**July 2016**

## The Remuneration Board

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The Remuneration Board of the National Assembly for Wales is the independent body responsible for setting the pay, pensions and allowances of Assembly Members and their staff. The Board was established by the National Assembly for Wales (Remuneration) Measure 2010.

## Members of the Board

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**Dame Dawn Primarolo DBE PC (Chair)**

**Trevor Reaney CBE**

**Mike Redhouse**

**Dame Jane Roberts**

**Roger Williams** (Stood down from the Board in May 2016)

## Secretariat to the Board

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**Gwion Evans**, Clerk

**Dan Collier**, Deputy Clerk

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**[www.assembly.wales](http://www.assembly.wales)**

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# Contents

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<b>Introduction .....</b>	<b>4</b>
<b>The Remuneration Board .....</b>	<b>5</b>
<b>The Board's work in 2015-16.....</b>	<b>9</b>
<b>Work Programme 2016-17 .....</b>	<b>16</b>
<b>Remuneration Board Remit and Membership .....</b>	<b>17</b>
<b>Appendix A: Members of the new Board (from September 2015-April 2016) .....</b>	<b>18</b>
<b>Appendix B: Members of the previous Board (up to September 2015) .....</b>	<b>21</b>
<b>Appendix C: Board cost breakdown .....</b>	<b>23</b>



# Introduction

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I am delighted to have been appointed Chair of the National Assembly for Wales Remuneration Board. My fellow Board members offer a breadth of experience and expertise which we will exploit to ensure that we effectively address the challenges posed by an ever-changing constitution.

I would like to thank the previous Board for achieving so much. The review of the Determination for the Fifth Assembly was comprehensive and was an important milestone in the evolution of the Board and the Assembly as a maturing Legislature.

The Board realised that some of its decisions would be unpopular, in particular its decision on AM salaries. However, it felt that radical changes needed to be made to ensure that new Assembly Members are appropriately resourced and supported to effectively fulfil their Parliamentary duties, whilst also maintaining a principle to ensure good value for money for the public purse.

The new AM pension scheme has been approved by HM Treasury and is being implemented. The previous Board ensured that the scheme was fit for purpose and would make savings for many years to come.

To build on the foundation laid by the previous Board, we will continue to engage directly and frequently with Assembly Members and their staff to explain the Board's thinking and to gain feedback from those most directly affected. We will also develop productive relationships with other stakeholders. Ultimately however, the Board's decisions are independent and its own to make.

We have much to do. Our first priority is to prepare our strategic work programme to plan for the challenges posed by a new Assembly with 37% new Members; a new Presiding Officer; a new Assembly Commission; changes to the political make-up of the Assembly; and of course managing the complexities of constitutional change ahead.

In April 2016, Roger Williams decided to stand down from his role on the Board to pursue political interests. He added great value to the work of the Board, in particular his understanding of the political landscape in Wales. I and the other Board members would like to thank him for his contribution to our early work. His insight will be sorely missed. However, we look forward to welcoming a new Board member in the coming months.

We will aim to continue the good work of the previous Board but also approach the challenges posed by the new Assembly with a fresh perspective and added vigour.

# The Remuneration Board

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*This chapter describes the Board's functions, remit and ways of working.*

## 1.1 Establishment and Appointment

- 1.1.1 The Remuneration Board of the National Assembly for Wales is the independent body responsible for setting the remuneration and allowances of Assembly Members and their staff. The Board was established by the National Assembly for Wales (Remuneration) Measure 2010 (the Measure), which received Royal Approval on 22 July 2010.
- 1.1.2 The first Remuneration Board completed its term of office in September 2015 and a new Board was appointed through a transparent and public appointments procedure. Biographies of all new Board members can be found at Appendix A. Members of the previous Board, who were appointed for a fixed period of five years, can be found at Appendix B.
- 1.1.3 The Assembly Commission formally approved the appointments of new Board members on 21 September 2015, and the Board held its first meeting on 17 and 18 September 2015, which focused mainly on the induction of new Board members and to hear the views and experiences of members of the out-going Board.

## 1.2 Functions and Objectives

- 1.2.1 The Board's functions, as set out in section 3 of the Measure, are to determine the level of remuneration and system of financial support for Assembly Members (hereinafter referred to as Members) which enables them to fulfil their roles.
- 1.2.2 The Measure sets out three key objectives that the Board must seek to achieve when making a Determination. These are to:
- provide Assembly Members with a level of remuneration which reflects the complexity and importance of the functions they discharge, and does not deter individuals from seeking election to the Assembly on financial grounds;
  - provide Assembly Members with adequate resources to enable them to exercise their functions; and
  - ensure probity, accountability, value for money and transparency with regards to the expenditure of public funds.

## 1.3 Statutory requirements

- 1.3.1 In carrying out its functions, section 3 of the Measure obliges the Board to keep the implementation of its decisions and their effectiveness under review, taking particular account of the experience the Board gains from the operation of its Determinations, any changes in the functions of Members, and any other circumstances deemed to be relevant.
- 1.3.2 Whilst independent of the Assembly, and not subject to its direction or control or that of the Assembly Commission, section 2 of the Measure obliges the Board, when exercising its functions, to consult those likely to be affected by its decisions. This includes Members, staff employed by Members or by groups of Members, relevant trade unions and any other persons whom the Board consider to be appropriate.
- 1.3.3 The Assembly Commission's budget was debated in April 2016. The Welsh Liberal Democrats voted against the budget based on the inclusion of a budget to pay Assembly Members in the Fifth Assembly an increased salary. During the debate it was clear that there was support from the other parties for the Board's role and its value as an independent decision-making body. They agreed in particular that Assembly Members should not have the ability to block decisions made by the Board.
- 1.3.4 Section 2 of the Measure permits the Board to meet in private if it consider it appropriate to do so, but also requires it to act in an open and transparent manner and publish on the Assembly's website such information as will enable the public to be kept informed of its activities. In addition, section 11 requires the Board to lay before the Assembly an annual report on activities, including its use of resources, during each financial year.

## 1.4 Principles

- 1.4.1 The Board's work to date has been underpinned by a set of clearly defined principles:
- financial support and remuneration for Members should support the strategic purpose of the Assembly and facilitate the work of its Members;
  - decisions must be appropriate within the context of Welsh earnings and the wider financial circumstances of Wales;
  - the system of financial support for Members must be robust, clear, transparent, sustainable and represent value for money for the taxpayer.

- 1.4.2 The new Board will use the first few months of its work to develop a set of new governance principles and objectives. It will also review its strategy for delivering its work throughout the Fifth Assembly.

## 1.5 Methodology

- 1.5.1 The decisions set out in Determinations derive from transparent and participative review of the system of financial support and remuneration, and are based on evidence gathered from Members, their staff, and other relevant individuals, organisations and sources. The evidence the Board has received has enabled it to come to a clear view of the strategic purposes of the Assembly and the way that Members fulfil those purposes. The Board has put in place a system of remuneration which targets resources to support these purposes and all aspects of a Member's role. In accordance with its remit, the Board responds as necessary to feedback by considering amendments to the Determination to ensure it remains fit for purpose.
- 1.5.2 In accordance with section 9 of the Measure, the Board receives clerking and research assistance, legal and other advice, and administrative support from Assembly Commission staff. This support is provided as part of the general duties of Commission staff, and therefore does not incur any additional costs to the Remuneration Board.
- 1.5.3 To ensure more accountability, the previous Board commissioned a review of its own effectiveness. This resulted in a number of recommendations which were reflected in the Board's Legacy report.
- 1.5.4 There were key recommendations on self-analysis and the development of a communications strategy to enhance engagement with the public and promote the Board's profile. There was also a recommendation to develop greater interaction with civic society, which was disappointingly silent on many of the previous board's consultations.
- 1.5.5 The early part of our work in the autumn term was focused on induction. This gave us the opportunity to learn more about the role of the Board, how the Assembly works and the constitutional challenges that face the Board and the Assembly in the future. Individual Board members will use the experience gained throughout their induction to inform the Board's decisions going forward.
- 1.5.6 The Board is committed to resourcing the specific needs of Members and responding to the requirements of the Assembly as it evolves. The early part of our work has been to consider our governance and defining principles. We have discussed the

importance to target resources to support Members to fulfil their core functions: scrutinising policy and finance; holding the Welsh Government to account; legislating; and representing their constituents.

1.5.7 This is not to say that the Board will not wish to consider how its function can contribute more widely to the strategic development of the Assembly as the institution grows and develops and its requirements changes over time.

1.5.8 Where the Board sees fit to contribute to issues of wider consequence, such as seeking to remove barriers for those considering candidacies, the Board shall do so, always mindful of its legislative remit.

1.5.9 The previous Board wrestled with the detailed review of the Determination, meetings were longer and more frequent. The Board also drew itself into considerable operational detail. To ensure that the new Board's work is less onerous, we will consider our work programme in detail and, in particular, ensure that it balances the need for strategic thinking with necessary operational review and decision making.

## 1.6 Consultation and Evidence Gathering

1.6.1 Throughout its work, and in accordance with section 2 of the Measure, the Board has undertaken consultation with a range of stakeholders. The previous Board actively sought evidence to inform its decisions.

1.6.2 Feedback from Members during regular consultations enabled the Board to evaluate the effectiveness of the systems it put in place. The new Board will continue with and enhance this participative approach to ensure its decisions remain fit for purpose.

1.6.3 The new Board will emphasise the importance of quickly establishing AM and AMSS Representative Groups in the new Assembly. The Chair has reflected on her experiences of attending Representative Groups and has concluded that they are valuable forums to hear the candid views of Assembly Members and their staff. We will aim to use these Groups effectively in the future to promote the decisions of the Board and to consider issues and concerns affecting Assembly Members and their staff.

# The Board's work in 2015-16

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*This chapter explains the changes the Board has made to the Determination during this year following feedback and evidence from Members.*

## 1.7 Reviewing Decisions

- 1.7.1 The Board is required to keep the Determination under review so that it continues to provide Members with the resources they need to perform their duties. In order to do this, the previous Board invited feedback and evidence from Members which enabled it to assess the effectiveness of decisions and identify any areas for revision.
- 1.7.2 The Board reviewed decisions in a number of areas, listed below. Where necessary, amendments have been made to the Determination for the Fifth Assembly in order to create a package of financial support for Members which would be fit for an institution with greater legislative and taxation powers at its disposal.
- 1.7.3 Whilst the previous Board set the structure of Support Staff salaries, Office Costs and Residential Accommodation Expenditure for the Fifth Assembly, the final decision on the exact levels to apply at the start of the Fifth Assembly was decided by the new Board, in light of prevailing market conditions early in 2016.
- 1.7.4 To accompany the Determination, the previous Board published a detailed report explaining the methodology it adopted in its review and the reasoning behind its decisions.

## 1.8 Changes to the Determination for 2016-17

- 1.8.1 After considerable research and deliberation, the previous Board set the basic salary for Members, and additional salaries for office holders, which will be paid in the Fifth Assembly. We reflected on whether the current flexibility, which allows Members to decline a part of their salary entitlement, should continue.
- 1.8.2 To us it is clear that Members should be paid the appropriate remuneration to reflect the complexity and importance of the role. As a Board, we also have duty not to deter, on financial grounds, anyone who wishes to seek election
- 1.8.3 We are clear that Members should be paid their full salary. However, it is a matter for each individual Member how they choose to use it. Provision has been put in place to give Members advice and guidance on these issues.

### *Decision*

*Members in the Fifth Assembly will be paid their base salary, and any additional office holder salary applicable, in full.*

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## 1.9 Assembly Member support staff pay 2016-17 and benefits

1.9.1 The Board considered the broader context of pay across the UK in the public and private sectors. Private sector employees on average are continuing to experience real wage growth as changes in median pay remains above inflation; in the year to September 2015, RPI growth was 0.8% and CPI -0.1%. The public sector is still subject to ongoing UK Government pay restraint of 1% for the next four years.

1.9.2 Last year the previous Board proposed that the latest available Welsh annual median earnings for full-time staff (as measured by the Annual Survey of Hours and Earnings) should be used to uprate AMSS and AM salaries. We agreed that this was the most suitable index for determining an appropriate pay increase for 2016-17.

1.9.3 The provisional ASHE figures for 2015 were released in November 2015 at 1.1%, revised figures are not expected until November 2016.

### *Decision*

*AMSS salaries for 2016-17 were increased by 1.1% in line with the 2015 figures for ASHE median earnings in Wales.*

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1.9.4 We received responses to our consultation on AMSS salaries highlighting how the changing nature of devolved politics and the additional requirements placed on AMs could impact AMSS. The consultation responses which refer to this issue will inform our discussions in the future.

1.9.5 The Remuneration Board is responsible for reviewing the policies and procedures for AMSS. The Board agreed to review the policies to be assured they remained fit for purpose for the Fifth Assembly and we consulted AMs and AMSS in December 2015.

1.9.6 As part of the review of AMSS terms and conditions started under the previous Board, we considered the outstanding issue of whether to introduce a qualifying period before AMSS sick pay is paid. There was no qualifying period for sickness pay, sick pay entitlement started at day one, staff were entitled to six months full

pay and six months half pay in a four year period. We considered representations from support staff and from their Trade Union representatives and, although we had limited data on sickness of AM Support Staff, we agreed that it would not be appropriate to introduce a qualifying threshold for sick pay at this time.

- 1.9.7 We were also aware of concerns regarding funding arrangements for the salaries of party group staff whose posts become redundant following the election. The salaries of staff of individual Members whose posts are redundant following the election will be paid until the last day of their employment through the Members' Winding-Up allowance. However, there is no similar allowance for party groups. The Board recognised that having to use the parties' own budgets to cover the cost would be problematic. To address these issues, we agreed that the salaries of party group staff whose posts are to be made redundant following the election should be funded centrally from the Assembly Commission budget.

*Decision*

*Fund group staff who are made redundant following an election through the Assembly Commission budget.*

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- 1.9.8 The Board agreed that the total Political Party Support Allowance of £900,000 should be increased by 1.1%, in line with the proposed increase in the pay award to AM Support Staff. The new allowance is therefore £910,000.

*Decision*

*Increase total Political Party Support Allowance by 1.1%.*

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- 1.9.9 The Assembly Commission conducted a survey asking AMSS for feedback on how their Pension Scheme is communicated, including the effectiveness of the Independent Financial Adviser (IFA).

- 1.9.10 It was clear that AMSS value being able to talk to someone to help them understand their pension better and that they wanted clearer communications to better understand their scheme. The Board considered a number of ways to approach this including the role of the IFA and the future cost of providing this service and it concluded that, from April 2016, it would not to appoint an IFA. Instead the Assembly Commission's Pensions Team would become the main point of contact for AMSS with queries about their pension.

### *Decision*

*Terminate the contract with the existing Independent Financial Adviser on the AMSS pension scheme and install the Assembly Commission as the main point of contact for AMSS to seek advice on their pension scheme.*

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## 1.10 Office Costs for 2016-17

1.10.1 We considered the office costs allowance and whether it remains appropriate for the financial year 2016-17. We considered a number of factors, including office rental costs across Wales and inflation: the latest estimate expected at the end of 2015-16 is CPI growth of 1.0% and RPI 1.9%. The Board proposed an increase to the office costs allowance by 1% or by the change in the CPI in the year to April 2016, whichever is greater.

### *Decision*

*Increase the office costs allowance by 1% for 2016-17. This is to be reviewed again for 2017-18.*

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## 1.11 Residential Accommodation Expenditure (RAE) 2016-17

- 1.11.1 In relation to the Residential Accommodation Expenditure we decided to:
- maintain the maximum entitlement to residential accommodation allowance for outer area Members which is currently £735 per month for rent payments.
  - continue the rate of the RAE subsidiary allowance relating to essential repairs on mortgaged properties which is currently set at 10% of the annual outer area allowance.
  - confirm the sum for the caring responsibilities allowance (subject to the approval of a business case) of up to £1,440 per annum to cover the higher cost of suitable accommodation.
- 1.11.2 We also committed to review all three elements of the RAE in 2017-18.
- 1.11.3 The Board considered the process for sourcing suitable residential accommodation for Members. After the election in 2011, Members were required to identify

properties within a framework agreement covering a limited number of agents. This was felt to be overly restrictive. Our aim is to give Members greater flexibility whilst also providing a list of approved suppliers to help to build relations with Members, enable the agencies to develop a knowledge of Members' requirements and ensure a certain standard within the properties. As happens currently, there would still be an approval process and controls in place to determine whether the agencies are financially viable and not connected with the Member in anyway.

### *Decisions*

*Maintain the maximum entitlement to residential accommodation allowance for outer areas. Continue rate of RAE subsidiarity allowance for essential repairs. Those claiming caring responsibilities can receive an allowance of up to £1,440 per annum to cover cost of suitable accommodation.*

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*Implement more flexibility for Assembly Members to source suitable residential accommodation.*

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## 1.12 Assembly Member Pension scheme

- 1.12.1 The Board worked closely with the Trustees of the previous scheme, the Government Actuarial Department (GAD) and its external Legal Advisers Gowling WLG (Formerly Wragge & Co) to design a Pension Scheme based on Career Average Revalued Earnings (CARE) rather than Final Salary.
- 1.12.2 HM Treasury formally approved the pension scheme in April 2016 and it came into force from 6 May 2016.
- 1.12.3 The Board asked the scheme actuary to review the rate of contributions paid to the Scheme by Members and the Assembly Commission.
- 1.12.4 The Actuary confirmed that the total contribution payable to the Scheme should be 26% of Members' salaries with effect from 6 May 2016. The Commission's contribution to the Scheme will be 15.6%. Members aged 55 or over on 1st April 2012 will continue to pay the same level of contributions as they do now. All other Members will pay contribution to the Scheme at the rate of 10.5% of their Salary.
- 1.12.5 An independent Chair was appointed to the new Pension Board. The new Pension Board, which will contain two Assembly Members representatives, two commission representatives and the Independent Chair, will begin its work in the summer 2016.

## 1.13 Policy and Research and Communication Fund

- 1.13.1 Members can claim up to £2,500 per annum in order to commission discrete pieces of research work from external sources and to permit Members to engage with their constituents. Feedback from Members who have previously accessed the Policy and Research and Communication Fund (PRCF) was positive and the Board agreed to monitor take-up and consider options for its improvement.
- 1.13.2 Towards the end of its final year, the previous Board determined that from the Fifth Assembly, Members may use the Fund for engagement with their constituents. However, it may not be used for party political engagement. The Board agreed that this should be reviewed after one year to ensure that the Fund is being used appropriately and achieving its aims.
- 1.13.3 The Board reviewed the rules and guidance on PRCF for Assembly Members at its meeting in January. The guidance has subsequently been made available for new and returning Members at the beginning of the Fifth Assembly.
- 1.13.4 During 2015-16, 11 Members utilised the Policy and Research Fund to undertake work in the following areas:

### Information on Policy, Research and Communication Fund projects 2015-16

Assembly Member	Title
Eluned Parrott	Health Survey
Jocelyn Davies	Research for report, a fairer deal for renters
Liberal Democrat Group	Health Survey
William Powell	Evaluation of the Rural Development Plan 2014-2020 to date, with particular emphasis on agri-environmental provision during the Fourth Assembly, and opportunities for a more outcome focused approach post May 16 2nd part – Evaluation of the impact of the UK exit from the EU on farmers in Wales
Altaf Hussain	Preparation of a detailed report on routes into work for young people in South Wales West that includes a database of local businesses that offer potential apprenticeship opportunities. The report should be based on evidence established from direct contact with local businesses, and young people, including a business apprenticeship fair.

Assembly Member	Title
Welsh Conservative Group	Welsh Conservative Group Policy Engagement and Development project: Conduct a written quantitative research exercise with external stakeholders to help develop group policy
Russell George	Bespoke Surveys on Farming & Health in Montgomeryshire
Kirsty Williams	Health Survey
Aled Roberts	Health Survey
Peter Black	Health Survey
Alun Ffred Jones	A welsh Taxation Solution for Welsh Problems

## 1.14 Consideration of exceptional payments

- 1.14.1 The Board recognises that from time to time individual Members may face exceptional personal circumstances that affect their ability to fulfil their duties. These will often be of a confidential nature and can arise at short notice. The Board has a duty to support Members in all aspects of their role and is of the view that, if such circumstances are brought to its attention, it should come to a view as to whether there is a case for providing exceptional financial support. Clearly, any such requests need to be dealt with sensitively, while ensuring appropriate governance arrangements for reporting the Board's consideration and decisions.
- 1.14.2 During the year the Board received no requests under this procedure.

# Work Programme 2016-17

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- 1.14.3 The Board will consider its strategy for its term of office during the coming months. We will ensure that we will engage with Members, Support Staff and the public in the future.
- 1.14.4 As part of its decision making on salaries for office holders in the Fifth Assembly, the previous Board set additional salaries for Committee Chairs assuming a continuation of the Committee structure from the Fourth Assembly. The new Board is currently reviewing salaries for Committee Chairs based on the new Committee structure. The Board intends to make a decision in time for the autumn term 2016.
- 1.14.5 The Board will continue to conduct audits and reviews of policies where needed and ensure that new procedures are working effectively. This will include a review of the new arrangements for the Policy Research and Communications Fund in the autumn term, in line with the previous Board's commitment to review it one year after its implementation.

# Remuneration Board Remit and Membership

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- 1.14.6 The Remuneration Board was established by the National Assembly for Wales (Remuneration) Measure 2010.
- 1.14.7 The Board is an independent statutory body which has responsibility for:
- providing Assembly Members with a level of remuneration which fairly reflects the complexity and importance of the functions which they are expected to discharge, and does not, on financial grounds, deter persons with the necessary commitment and ability from seeking election to the Assembly;
  - providing Assembly Members with resources which are adequate to enable them to fulfil their functions as Members; and
  - ensuring probity, accountability, value for money and transparency with respect to the expenditure of public funds.
- 1.14.8 The Board is required to act in an open and transparent manner, and, where it considers it appropriate, undertake consultation with those likely to be affected by the exercising of its functions.
- 1.14.9 The Board's costs and the expenses claimed by the members are published at the end of this annual report. The agenda and minutes of each of the Board's formal meetings are available on the Board's website at:

**<http://www.senedd.assembly.wales/ieListMeetings.aspx?CommitteeId=375>**

# Appendix A: Members of the new Board

(from September 2015–April 2016)

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## **Dame Dawn Primarolo (Chair)**



Dame Dawn Primarolo, DBE, is a British Labour Party politician who was the Member of Parliament for Bristol South from 1987 until 2015, when she stood down. She was Minister of State for Children, Young People and Families at the Department for Children, Schools and Families from June 2009 to May 2010 and a Deputy Speaker of the House of Commons from 2010. She was appointed Dame Commander of the Order of the British Empire (DBE) for political service.

Born in London, Dawn was raised in Crawley, West Sussex. Returning to London in 1973 for work, she joined the Labour Party whilst employed as a legal secretary in an east London Law Centre.

She moved to Bristol in 1974 and her son, Luke, was born in 1978. As a mature student and single parent she studied a BA (Hons) in social science at Bristol Polytechnic, following which she conducted Ph.D. research into women and housing.

Dawn was first elected to Parliament at the 1987 general election and has held the following positions:

- 1992–1994: Opposition Spokesman for Health
  - 1994–1997: Opposition Spokesman for the Treasury
  - 1997–1999: Financial Secretary to the Treasury
  - 1999–2007: Paymaster General
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- 2007–2009: Minister of State for Public Health
- 2009–2010: Minister of State Children and Young People

Dawn was conferred a Peerage of the United Kingdom for Life in August 2015.

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## Trevor Reaney



Trevor Reaney served as Clerk and Chief Executive to the Northern Ireland Assembly from August 2008 until his retirement in June 2016. Trevor began his career in the hospitality industry and has held a number of management positions in both the private and public sectors. Before joining the Assembly, Trevor served as Chief Executive of the Northern Ireland Policing Board from January 2004 and, prior to that, he held the post of Chief Executive of Craigavon Borough Council from 1996 to 2003.

Trevor is a member or holds office with a number of organisations:

- Fellow of the Institute of Management
- Fellow of the Royal Society for Public Health
- Trustee and Deputy Chair of Buttle UK (a children’s charity)
- Trustee of Tree Aid (an international development charity)

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## Michael Redhouse



Michael Redhouse is currently Principal of EMES Consulting, which he founded in 2002, helping many major organisations with their remuneration and benefits issues. Michael graduated in mathematics from the Open University, and his career included spells as a Partner at Ernst and Young, and as Employment Policy Director at Diageo. Michael currently serves as a Trustee of the APEX Trust, which supports offenders returning to work, and as Chair of Trustees of St. Luke’s Hospice in Harrow.

Michael is a Member of the School Teachers’ Review Body (STRB), which looks into pay, professional duties and working time of school teachers in England and Wales and reports to the Secretary of State.

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## Dame Jane Roberts



Dame Jane Roberts has an extensive background in local government and in health. Jane was Leader of Camden Council from 2000 until 2005, serving as a councillor for 16 years. She chaired the Councillors’ Commission for the Department of Communities and Local Government between 2007 and 2009 and currently chairs the think tank, New Local Government Network.

Professionally, Jane is a medical doctor and works as a hospital consultant in Child and Adolescent Psychiatry. She was Medical Director and later Director of Quality and Performance at Islington Primary Care Trust.

Jane has a wide range of non-executive experience in the public and third sectors mostly across health, education, public policy and ethics including as a Non-Executive Director of Ofsted from 2006 to 2011 and Chair of Parenting UK from

2006 to 2012. She is a trustee of the Institute of Public Policy Research and a member of the governing body of the Institute for Public Policy for Wales.

Jane has authored a number of peer reviewed academic papers in paediatrics and psychiatry, as well as being co-editor of the book "The Politics of Attachment" (1996). She is a Visiting Fellow at The Open University and has published work in 2015 from her research on the transition from political office.

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## **Roger Williams CBE**



Roger Williams, CBE has a wealth of experience in public service and has been a champion for local people and causes for over three decades.

Born in Crickhowell, Roger Williams still lives in the sixteenth century farmhouse near Brecon where he grew up. In 1969, after graduating with a degree in Natural Sciences from Selwyn College, Cambridge, Roger began a career in livestock farming on the family farm - a career that would run until his election in 2001.

During the mid-1980s he was elected Chairman of the Brecon and Radnorshire branch of the National Farmers' Union. He became Chair of the Brecon Beacons National Park in 1990 and sat on the Development Board for Rural Wales from 1991-1999. In 1981 he became a County Councillor, firstly for the SDP and later the Liberal Democrats. After two decades serving on Powys County Council, Roger was elected MP for Brecon and Radnorshire in 2001, until March 2015.

During his time in Parliament, he has variously held positions including Shadow Secretary of State for Wales, Shadow Rural Affairs Spokesman and Deputy Leader of the Welsh Liberal Democrats.

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## Appendix B: Members of the previous Board (up to September 2015)

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### **Sandy Blair CBE DL (chair)**



Sandy is the former director of the Welsh Local Government Association, WLGA (retired 2004). He was a local authority chief executive for 16 years before his appointment to the WLGA, and President of SOLACE in 1999/2000. He has held a number of paid public appointments including as non-executive director of the Health and Safety Executive, HSE. He is chair of the Monmouth Diocesan Board of Finance, a Trustee of the Bevan Foundation and of Growing Space, a Vice President of Cardiff Business Club and has a number of roles on the Governing Body and Representative Body of the Church in Wales. He has served as a member of the Remuneration Committees for UWIC and HSE.

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### **Mary Carter**



Mary retired as a Partner of KPMG in September 2008. She is a former member of the Armed Forces Pay Review Body which makes recommendations to the Prime Minister and Secretary of State for Defence on military pay, compensatory allowances and charges and is Lay Adviser to the Strategic Management Board of MAPPAs (Multi-Agency Public Protection Agreements) Somerset. She is a lawyer by background and specialised for over 25 years in advising UK and non UK companies on remuneration and incentives for directors/senior management and related governance and taxation issues.

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## Stuart Castledine



A chartered accountant who occupied a number of financial and general management roles in the insurance and banking sector before becoming Tesco's first Financial Services Director. Stuart has, more recently, undertaken a variety of challenging assignments in the public and private sector, helping establish some significant joint ventures and alliances as well as being a successful turnaround director. Stuart was a non-executive director and chair of the Audit Committee of the Welsh Ambulance Services NHS Trust from 2010 to 2014.

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## Professor Monojit Chatterji



An academic with significant public policy experience, he has published research in areas including the determinants of public sector pay. His other public role is as a member of the House of Commons Speakers Committee for Independent Parliamentary Standards Authority. He is a Fellow and Director of Studies in Economics at Sidney Sussex College, Cambridge and Director of Studies in Economics at Trinity Hall, Cambridge and Professor Emeritus at Dundee University.

Prof Chatterji was previously Chair of the National Joint Council of UK Fire and Emergency Services (the pay negotiating body) and a member of the School Teachers' Review Body which makes recommendations to the Prime Minister and Secretary of State for Education and Skills on pay and conditions, and also governance arrangements for school teachers and head teachers in England and Wales. He was also previously a member of the Economists Group, Office of Manpower Economics, considering cross-cutting issues on pay in the public sector.

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## Professor Laura McAllister



Laura McAllister is Professor of Governance at the University of Liverpool's School of Management and an expert on devolution. Laura was a member of the Richard Commission on the Powers and Electoral Arrangements for National Assembly for Wales (2002-04), provided research advice to the Independent Panel on AMs' Pay and Support in 2008-09. Laura chaired the Expert group on Diversity in Local Government (2013-14).

A former Wales football international and national team captain with 24 caps, Laura is Chair of Sport Wales (formerly the Sports Council for Wales). She is a Board Member of UK Sport, the Government's agency for Olympic and Paralympic sport, and the Welsh Football Trust. She is a Trustee of the Institute of Welsh Affairs, as well as a member of the Wales Advisory Committee of the British Council.

## Appendix C: Board cost breakdown

The table below shows the direct costs incurred by the Remuneration Board in 2015-16. During this time there were six formal Board meetings. Board members also attended additional meetings as part of their induction process as well as teleconferences with external advisors regarding pensions. The previous Board's term ended in September 2015. The new Board began its work in September 2015. The following tables outline the fees and expenses of both. The rate of fees for Board members was reviewed at the end of the previous Board's term of office.

### Board Member Fees (before tax)

Previous Board (April 2015 – September 2015)

	Sandy Blair (Chair)	Monojit Chatterji	Mary Carter	Stuart Castledine	Laura McAllister	Total
	£	£	£	£	£	£
<b>Daily rate</b>	£243.00	£185.00	£185.00	£185.00	£185.00	
<b>Fees</b>	£2,423.17	£1,110.00	£2,212.95	£2,426.27	£1,485.69	<b>£9,658.08</b>

New Board (September 2015 – April 2016)

	Dame Dawn Primarolo (Chair)	Trevor Reaney	Dame Jane Roberts	Michael Redhouse	Roger Williams	Total
	£	£	£	£	£	£
<b>Daily rate</b>	£333.00	£267.00	£267.00	£267.00	£267.00	
<b>Fees</b>	£4,982.67	£1,850.90	£1,911.74	£2,742.92	£2,092.83	<b>£13,581.06</b>

### Board Member Expenses

	Sandy Blair (Chair)	Monojit Chatterji	Mary Carter	Stuart Castledine	Laura McAllister	Total
<b>Car mileage</b>	£225.00	£90.00	£304.60	£0.00	£0.00	<b>£619.60</b>
<b>Taxi/Car Hire</b>	£0.00	£71.72	£0.00	£0.00	£0.00	<b>£71.72</b>
<b>Air Travel</b>	£0.00	£503.63	£0.00	£0.00	£0.00	<b>£503.63</b>
<b>Train &amp; Tube</b>	£0.00	£193.95	£0.00	£0.00	£0.00	<b>£193.95</b>
<b>Tolls</b>	£0.00	£0.00	£13.00	£0.00	£0.00	<b>£13.00</b>
<b>Other Expenses</b>	£0.00	£11.00	£0.00	£0.00	£0.00	<b>£11.00</b>
<b>Accommodation</b>	£0.00	£144.00	£72.00	£0.00	£0.00	<b>£216.00</b>
<b>Subsistence</b>	£0.00	£20.00	£0.00	£0.00	£0.00	<b>£20.00</b>
<b>Total</b>	<b>£225.00</b>	<b>£1,034.30</b>	<b>£389.60</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£1,648.9</b>

	Dame Dawn Primarolo (Chair)	Trevor Reaney	Dame Jane Roberts	Michael Redhouse	Roger Williams	Total
<b>Car mileage</b>	£318.60	£402.30	£139.50	£0.00	£275.94	<b>£1136.34</b>
<b>Taxi/Car Hire</b>	£37.60	£223.81	£27.48	£37.17	£2.40	<b>£328.46</b>
<b>Air Travel</b>	£0.00	£286.46	£0.00	£0.00	£0.00	<b>£286.46</b>
<b>Train &amp; Tube</b>	£28.15	£0.00	£271.80	£757.90	£0.00	<b>£1057.85</b>
<b>Tolls</b>	£45.70	£0.00	£6.40	£0.00	£0.00	<b>£52.10</b>
<b>Other Expenses</b>	£0.00	£167.22	£0.00	£0.00	£0.00	<b>£167.22</b>
<b>Accommodation</b>	£220.00	£364.00	£292.00	£220.00	£146.00	<b>£1242.00</b>
<b>Subsistence</b>	£14.90	£77.65	£14.90	£14.90	£14.90	<b>£137.25</b>
<b>Total</b>	<b>£664.95</b>	<b>1,521.44</b>	<b>£752.08</b>	<b>£1,029.97</b>	<b>£439.24</b>	<b>£4407.68</b>

## Additional Costs

	Total
Board Meetings Expenses (catering etc)	£745.63
Diverse Cymru (advice on equality issues)	£1,250.00
Legal advice on AM pension arrangements from Gowling WG (Formerly Wragge & Co)	£10,086.00
Total	<b>£12,081.63</b>
<b>Total Cost</b>	<b>£41,377.35</b>