



Annual Report 2011–12

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

July 2012

The Remuneration Board

The Rt Hon Sir George Reid (Chair)

Sandy Blair CBE

Mary Carter

Stuart Castledine

Professor Monojit Chatterji

Biographies of Board members are available at Appendix A.

Secretariat to the Board

Carys Eyton Evans, Clerk

Helen Finlayson, Deputy Clerk (April 2011 - Feb 2012)

Dafydd Kidd, Deputy Clerk (March 2012)

Annette Stafford, Team Support (until January 2012)

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Introduction

The mandate of the National Assembly for Wales' independent Remuneration Board is to decide the remuneration and allowances of Members and their staff. We are required to ensure probity, accountability, value for money and transparency in this financial area. We also have to determine a fair level of remuneration for Members which reflects the complexity and importance of their functions, and provides them with adequate resources to carry out their duties.

Our first Determination in March 2011 put in place a robust system of financial support for Assembly Members and their staff. Our second Determination in July 2011 set down clear principles for supplementary payments to office holders.

In the period covered by this report (April 2011 to the end of March 2012) the Board has met formally on seven occasions. Between meetings, Board members have consulted by phone and email and have carried out a range of research work within their individual professional competencies. As Chair, I have liaised regularly with the Presiding Officer and party leaders and have met Members who wish to raise issues.

There are three main drivers of our current work. We are reviewing the Members' staffing allowance and will make a Determination by April 2013. We are engaged in a thorough review and consultation on Members' pensions and will make a Determination by March 2014, before moving on to consideration of total remuneration for the Fifth Assembly, with a Determination in 2015. We also, on a regular basis, consider cases where Members feel current arrangements should be reviewed. Decisions we have reached in such instances are set down in Chapter 5 of this report.

We welcome the investment in Assembly Members' professional development since the start of the Fourth Assembly and the positive response to this from Members and their staff. We are also pleased that there is now a greater flow of information between the Welsh Government and the Assembly's Research Service, enabling Members to have ready access to factual information held by the Welsh Government. We hope that Members will make greater use in future of the flexibility for them to draw in additional expertise to support them in undertaking their work when this is required.



The Rt Hon Sir George Reid, Chair of the Remuneration Board
July 2012

The Remuneration Board

This chapter sets out the Board's functions and remit.

Establishment and Appointment

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.
2. The Board was appointed by a transparent public appointments procedure undertaken in the summer of 2010. Biographies of all Board members can be found at Appendix A. Members of the Remuneration Board have been appointed for a fixed period of five years, and may serve no more than two terms of appointment.
3. The Assembly Commission formally approved the appointments on 21 September 2010, and the Board held its first meeting on 1 October 2010.

Functions and Objectives

4. Our functions, as set out in section 3 of the Measure, are to determine the level of remuneration and a system of financial support for Assembly Members which enables them to fulfil their roles.
5. The Measure sets out three key objectives that we 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.

Statutory Requirements

6. In carrying out our functions, section 3 of the Measure obliges us to keep the implementation of our decisions and their effectiveness under review, taking particular account of the experience we gain from the operation of our Determination, any changes in the functions of Assembly Members, and any other circumstances we deem to be relevant.
7. While we are independent of the Assembly, and are not subject to its direction or control or that of the Assembly Commission, section 2 of the Measure obliges us, when exercising our functions, to consult those likely to be affected by our decisions. This includes Members, staff employed by Members or by groups of Members, relevant trade unions and any other persons whom we consider to be appropriate.
8. Section 2 of the Measure permits us to meet in private if we consider it appropriate to do so, but also requires us 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 our activities. In addition, section 11 requires us to lay before the Assembly an annual report on our activities, including our use of resources, during each financial year.
9. Section 15 of the Measure required us, on the first occasion we considered issues relating to any aspect of remuneration or financial support for Assembly Members, to have regard to any relevant recommendations of the *Getting it Right for Wales* report of July 2009.

Principles

10. Our 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 which affect Wales; and
 - the system of financial support must be sustainable and represent value for money for the tax payer.
11. We are committed to ensuring that the system of financial support for Assembly Members is robust, clear, transparent and sustainable.

Methodology

12. The decisions set out in our Determination derive from a transparent and participative “fit for purpose” review of the system of financial support and remuneration, and are based on the evidence we gathered from Assembly Members, their staff, and other relevant individuals and organisations.

13. The evidence we received enabled us to establish a clear view of the strategic purposes of the Assembly and to understand the way that Members fulfil those purposes. We were then able to develop a system of remuneration which targeted resources to support these purposes, thereby optimising the strategic capability of the Assembly.
14. Throughout the course of our work, and in accordance with section 9 of the Measure, we have received clerking and research support, legal and other advice, and administrative support from Assembly Commission staff. This support was provided as part of the general duties of Commission staff, and therefore did not incur any additional costs to the Remuneration Board.

Consultation and Evidence Gathering

15. Throughout our work, and in accordance with Section 2 of the Measure , we have undertaken consultation with a range of stakeholders. We are particularly grateful to those who have taken the time to provide evidence to support our work.
16. We have consulted Assembly Members regularly since making our Determination and we have gathered feedback which has enabled us to evaluate the effectiveness of the systems we have put in place. We will continue with this participative approach to ensure our decisions remain fit for purpose.

Fit for Purpose

This chapter outlines the first phase of our work (October 2010-March 2011).

Fit for Purpose

17. We undertook the first phase of our work — to establish the system of financial support for Assembly Members from the beginning of the Fourth Assembly — between October 2010 and March 2011.
18. Our first Determination on Members' Pay and Allowances was produced in March 2011. The Determination was accompanied by a report, *Fit for Purpose*, which explained our principles, our methodology, the consultation and research we had undertaken, and our decisions on the appropriate system of financial support for Assembly Members. This included decisions relating to:
 - Assembly Members' salaries;
 - salaries payable to holders of additional offices;¹
 - financial support for Assembly Members, including residential, office and travel costs;
 - Assembly Members' support staff, including remuneration and recruitment; and
 - support for party groups.
19. The costs associated with this work are contained in our *Annual Report for 2010-11*, which we published in November 2011.

¹ *First Minister, Welsh Ministers, Counsel General, Presiding Officers.*

Office Holder Remuneration

This chapter outlines our work on office holder remuneration (May-July 2011).

Office Holder Remuneration

20. During the first phase of our work, in 2010-11, we did not have sufficient evidence on which to make final decisions relating to the appropriate remuneration for leaders of opposition parties, business managers and whips, committee chairs and Assembly Commissioners. We therefore deferred our decisions in these areas until after the May 2011 election. As well as giving us the opportunity to undertake further research and gather more evidence on the roles and responsibilities of the various offices, it also enabled us to take into account the particular political composition of the Fourth Assembly, the result of the March 2011 referendum on further legislative powers for the Assembly, and the likely responsibilities of committee chairs as a result of a more streamlined committee structure.
21. We published an updated Determination and an accompanying report, *Office Holder Remuneration*, in July 2011.

Methodology

22. Our Determination on additional salaries for office holders reflects detailed research and consultation, which included evidence gathering and a detailed analysis of the roles and responsibilities of the offices under consideration. The evidence gathering was undertaken through surveys, written evidence and formal meetings with Members.
23. Members of the Board with specific professional expertise in remuneration issues undertook detailed research to inform our findings. We also drew on work undertaken previously by the Assembly Commission, the two independent panels on financial support for Assembly Members, and other remuneration bodies.

Cost

24. During the second phase of our work, we held two formal meetings, during which we received evidence, developed and discussed our proposals, and reached the decisions which constituted our updated Determination and our second report. As part of this process Board members undertook an additional 25.5 person days of specialist research, preparation, consultation with Members and Party Leaders and evidence gathering-sessions to inform this work.

Pension Arrangements for Assembly Members

This chapter outlines our current work on Assembly Members' pensions.

Pension Arrangements for Assembly Members

25. We agreed in March 2011 to defer consideration of pension arrangements for Assembly Members until we had received the 2011 actuarial valuation of the Members' Pension Scheme, and had time to consider in detail the implications of the March 2011 report of Lord Hutton on public sector pensions and the public debate about its conclusions.
26. Our consideration in this area has begun, although we have come to no conclusions with regards to future pension arrangements for Assembly Members. However, we have written to all current Assembly Members to outline the following aims:
 - to put in place pension arrangements which are fair, sustainable and affordable in the long term;
 - to protect pension rights accrued to the date of implementation of new arrangements; and
 - to ensure appropriate retirement benefits for Assembly Members.
27. Throughout our consideration of Members' pensions, we shall liaise closely with the Trustees of the current Pension Scheme who are responsible for managing the pension fund on behalf of the members of the Scheme. We shall continue to consult with Party Leaders and Groups, and shall make ourselves available to any Member or member of the Scheme who wishes to talk to us.
28. We shall note developments in pension policy at UK level and consider changes to public sector pensions made following the publication of the Hutton report and, in the Welsh context, the pension arrangements available to people in both the public and private sectors. We will also take account of any developments relating to the pension arrangements of MPs in Westminster, MSPs in the Scottish Parliament and MLAs in the Northern Ireland Assembly.
29. We are committed to considering pensions for Assembly Members within the context of total remuneration.

30. The timetable for our consideration of pay and pension arrangements for Assembly Members is as follows:
- November 2011 - February 2014: thorough review of pensions, including consultation with Members and other relevant parties;
 - March 2014: Determination on Members’ pensions;
 - March 2014 – February 2015: consideration of pay and allowances for the fifth and final year of the Fourth Assembly. Review of total remuneration issues for the Fifth Assembly. Agreement of proposals on pensions including date of any change;
 - March 2015: Determination on pay and allowances for the fifth year of the Fourth Assembly; and
 - November 2015: Determination on total remuneration package for the Fifth Assembly.

Costs

31. We have discussed pensions arrangements for Assembly Members at a number of Board meetings in 2011-12, and have met with representatives of other remuneration bodies. In order for us to understand the current Members’ Pension Scheme, we requested information from the scheme actuary and the Government Actuary’s Department, and invited the actuary to attend one of our meetings to provide information on the 2011 actuarial valuation of the Scheme. The cost of the work undertaken by the Government Actuary’s Department was £4,712.50. This included detailed actuarial analysis and attendance at the Board’s meeting in November 2011.
32. Due to the complexity of pensions issues, it is likely that we will require further professional advice in reaching our decisions to make sure they are robust and fit for purpose.

Reviewing our Decisions

This chapter explains the decisions and changes we have made to our Determination during the year, following feedback and evidence from Assembly Members.

Reviewing our Decisions

33. We are required to keep our Determination under review so that it continues to provide Assembly Members with the resources they need to exercise their duties as Assembly Members.
34. In order for us to do this, we have invited feedback and evidence from Assembly Members which has enabled us to assess the effectiveness of our decisions and identify any areas that might require revision.
35. We have reviewed our decisions in a number of areas, which are listed below.

Definition of Assembly Business and Reimbursable Travel Expenses

36. Paragraph 5.1.2 of our *Determination on Members' Pay and Allowances* sets out the criteria by which Assembly Members may claim for travel:
 - it is for a stated Assembly reason;
 - it is related to a matter currently before the Assembly or one of its committees on which the Member serves; or
 - it is pertinent to a constituent or has general relevance in his or her constituency or region.

Decision

37. We considered whether these definitions provided sufficient clarity regarding the circumstances for which Assembly Members may claim travel expenses. **Although we believed that the current definition requires Members to exercise judgement in assessing the relevance of the activity for which they may be claiming expenses, we were of the view that the test as prescribed under the existing wording works satisfactorily in the majority of cases.**

Accommodation Arrangements

38. We recognise that, for the Assembly to operate effectively, Members will need to have a main home in or very close to their constituency or region and will also have to participate in the business of the Assembly in Cardiff. Assembly Members are therefore entitled to be reimbursed for costs necessarily incurred in staying overnight away from their main homes where this is connected to their duties as Members.
39. The residential accommodation allowance is designed to enable Members to obtain overnight accommodation where it is needed to enable them to carry out their roles.
40. The current definition of the Inner and Outer areas (see below), on which accommodation allowances are based, reflects one of the recommendations of *Getting it Right for Wales*, the report of the Independent Review Panel. Under section 15 of the Measure the Board was required, when making its first Determination relating to this subject, to have regard to this recommendation and to state its reasons for any departure from it. Throughout the lengthy period of consultation prior to making our first Determination in March 2011, we received no evidence or submissions which would have provided us with a basis for departing from the Panel’s recommendation.

Rental Allowance for Members whose Main Homes are Located within the Outer Area

41. Members whose main homes are located within the outer area (constituencies within and regions of Mid and West Wales and North Wales) may claim up to £8,400 per annum (£700 per month) for the cost of renting accommodation within a five mile radius of the Assembly. The purpose of such an allowance is to enable Members to obtain secondary accommodation close to the Assembly so that they can fulfil their role effectively.

Decision

42. During the year, we have considered whether £8,400 per annum is sufficient for this purpose. We have reviewed this sum against the rental market at regular intervals during the financial year and have found no evidence that this allowance is not sufficient. **We do not intend to increase this allowance for the financial year 2012-13, or put in place an uprating mechanism.**
43. **The Board will continue to review the limit annually, taking account of the availability of suitable properties, and any future changes in the rental market.**

Members whose Main Homes are Located within the Inner Area

44. Members whose main homes are located within the inner area (the regions of and constituencies within South Wales East, South Wales Central and South Wales West) may claim the expense of up to 20 overnight stays in Cardiff each year.

45. During the first year of the Fourth Assembly, we received representations from some Assembly Members that these arrangements were inadequate, particularly for some Members who live in the constituencies of Gower, Swansea West, Swansea East and Neath whose travel times to the Assembly are an hour or more.
46. In considering the issue, we analysed detailed information on the take-up rate of overnight accommodation per Inner Area region (South Wales East, South Wales Central and South Wales West), and by individual Members within each region. This showed a very low take-up from Members whose main homes are in South Wales Central and South Wales East.
47. Across the South Wales West region, the situation is more complex, in particular because of the greater travel times to Gower, Swansea West, Swansea East and Neath. Whilst not all Members whose main homes are in these constituencies have made significant, or indeed any, use of the allowance, several other Members with main homes in these constituencies have used between 15 and 20 of their overnight stays. For those Members whose main homes are in the other constituencies in South Wales West, the take-up is significantly lower.

Decision

48. The Board recognises that applying the 20 night limit uniformly throughout the Inner Area, as defined on the basis of regional boundaries, has resulted in some anomalies. In coming to that conclusion, we considered the take up of the allowance over the first year of the Fourth Assembly and a number of factors that have caused difficulties for some individual Members, including the cycle of and increase in Assembly business, as well as evidence of travel distances and times across the inner area.
49. We have aimed to eliminate these anomalies with a number of changes, which we believe will better suit the business needs of Assembly Members. We consulted on the following proposed changes:
 - the designation of the constituencies of Gower, Swansea West, Swansea East and Neath as an ‘Intermediate Area’ and an increase in the number of overnight stays available to those Members whose main homes are located in that area. **The new maximum number is based on the equivalent of 36 overnight stays per annum, so as to ensure that at least one overnight stay may be made in each sitting week;**
 - a decrease, to **the equivalent of 15 overnight stays in Cardiff, for Members whose main homes are located in any other constituency within the Inner Area;**
 - in line with the general structure of other residential accommodation allowances, **the maximum entitlement of all Members in the Inner Area for overnight stays in Cardiff will be expressed as an annual budget rather than as a fixed number of overnight stays available.** This will be available for Members to use in the way that best suits their needs, on any type of accommodation up to a maximum of £95 per night in the case of overnight

stays at a hotel (or £25 per night in the case of an overnight stay with a friend or relative). A Member could therefore, if staying in lower cost accommodation, be reimbursed the cost of more than the base-line of 36 nights (or 15 nights, as the case may be), provided written proof of expenditure is submitted; and

- **the annual budget sum for Members whose main homes are in the constituencies of Gower, Swansea West, Swansea East and Neath (the Intermediate Area) will be £3,420. For Members whose main homes are in other constituencies in the inner area, the sum will be £1,425.** Reimbursement of the cost of hotel accommodation will continue to be made on the basis of proof of actual expenditure necessarily incurred because of Assembly business. The reimbursement of up to £20 per night for the cost of an evening meal when staying at a hotel will remain in addition to this budget. The financial consequences of this decision will be minimal in comparison with the previous arrangements.
50. **The Chief Executive and Clerk of the Assembly will be able to approve reimbursement of the cost of additional overnight stays where, due to exceptional circumstances such as extremely adverse weather conditions or other major incidents, travel between Cardiff and the main home of an Assembly Member becomes impossible.**
51. Following consultation with Members, we agreed to the proposals outlined above at our meeting on 22 June 2012. Although the decision was made outside the reporting period for this annual report, our review of this area of the Determination was predominantly completed during the financial year 2011-12.
52. **We will conduct a more thorough review of these arrangements before the start of the Fifth Assembly.**

Support for those with Caring Responsibilities

53. The current Determination makes no additional allowances available to Assembly Members who have caring responsibilities. During the year we heard concerns from a small number of Assembly Members about the lack of specific support for Members with such responsibilities. In considering whether we should put specific arrangements in place we commissioned research into the support available in a range of comparable legislatures. We noted that MPs at Westminster with caring responsibility for children may claim an enhanced accommodation support allowance to facilitate renting larger properties, or to cover increased utility bills.

Decision

54. We were of the view that there were a number of aspects of the Determination which would need to be taken into account in any consideration of support for Members with caring responsibilities, and that these responsibilities may extend beyond caring for children. Indeed, this issue may not simply relate to the provision of an additional allowance or

resources, but may be better dealt with by providing flexibility in the application of particular provisions within our Determination.

- 55. We agreed to give full consideration to this issue in our Determination for the Fifth Assembly. In the interim, we will consider the merits of any specific case which may arise during the course of the Fourth Assembly. We appreciate that, from time to time, this may involve matters of a personal and confidential nature. In such cases, these will be considered privately by the Chair and Chief Executive and Clerk of the Assembly who will then make a recommendation to the Board.**

Office Cost Allowance

56. Members maintaining an office in their constituency or region may claim relevant costs associated with the running of that office of up to £16,242 per annum.

Decision

- 57. We considered the level of the office cost allowance for 2012-13, and discussed whether to introduce an automatic uprating mechanism within the Determination. In the absence of evidence that the current level was insufficient, we agreed that the allowance would continue at the 2011-12 level for 2012-13, and would thereafter be kept under annual review.**

Work Programme 2012-13

Over the next year we will consider the adequacy of the current staffing allowance and whether it provides a sufficient level of support to Assembly Members. We will also continue our consideration of pension arrangements for Assembly Members.

Assembly Members' Staffing Arrangements

58. The system of financial support put in place by our first Determination aims to give Assembly Members the resources they require to undertake their roles effectively. This is in line with the Assembly's strategic purpose of holding the Welsh Government to account, legislating and representing constituents. Staffing arrangements for Assembly Members form a very important part of this support.
59. During the first phase of our work we reviewed pay arrangements for Assembly Members' support staff. At that time we agreed to increase pay points from April 2011 in line with the 2.3 per cent change in the Average Earnings Index (as at December 2010), and a further increase of £550 from 6 May 2011, representing the consolidation of previous bonus payments into pay.
60. Taken together, these two elements gave an increase of between 4 per cent and 6 per cent, depending on salary scale and spine point. Pay scales were frozen at these levels until April 2013, although Assembly Members' support staff continue to receive their incremental pay increases where they have not already reached the top of their pay scale.
61. As well as determining the pay arrangements for support staff, we also put the following measures in place:
- in line with the enhanced legislative powers of the National Assembly, the requirement that at least one FTE member of staff employed by each Member be dedicated to research and support for formal Assembly business;
 - flexibility to transfer staffing budgets to party groups;
 - the ability for Members to structure staffing support in ways that suit their individual needs, for example by appointing more than one member of staff to a pay band;
 - standard terms and conditions for support staff; and

- the requirement that they be recruited through an open and transparent process.
62. These arrangements - including pay - will be subject to review, and our work in this area will be completed by April 2013. This review will involve a more comprehensive evaluation of job descriptions and the responsibilities of support staff so that we can gain a more thorough understanding of their roles and the needs of Assembly Members, and the appropriateness of the pay bands and spine points.
63. Assembly Members' support staff remuneration should reflect the value of the work they undertake, and this should be in line with other suitable comparators across the public and private sectors in Wales although the wider political and economic context will be taken into account. We recognise that support staff salaries play a significant part in enabling Members to attract a suitable calibre of applicants to vacant posts in order to ensure the quality of the service provide to them, and thereby to enhance the strategic capacity of the Assembly.
64. As well as ensuring that those affected by our decisions are kept fully informed and are given opportunities to contribute to the process, we will engage with representatives of Assembly Members' support staff and consult, as appropriate, with the relevant Assembly Commissioner.

Work Programme 2013-16

65. In *Fit for Purpose* we described the Fourth Assembly as transitional - a period during which, following the March 2011 referendum, the Assembly will be developing into a full legislative body.
66. The system of financial support set out in our Determination is for the four years from the start of the Fourth Assembly. As we noted in our previous reports, the *Fixed-Term Parliaments Act 2011*, which received Royal Assent in September 2011, has resulted in the Fourth Assembly term being extended to five years.² In 2013-14 we will therefore review the decisions we have taken on Members' salary levels in order to assess whether the system of financial support is appropriate for the final year of the Fourth Assembly.
67. Before the next Assembly elections in 2016 we will determine the total remuneration package and system of financial support appropriate for Members of the Fifth Assembly. This is likely to involve assessment of the job weight and responsibilities of Assembly Members, Ministers and other office holders in the light of the development of the Fourth Assembly.

² P16, *Office Holder Remuneration*

Remuneration Board

Remit and Membership

The Remuneration Board was established by the *National Assembly for Wales (Remuneration) Measure 2010*.

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.

In fulfilling its remit, the Board is required to act in an open and transparent manner, and, where the Board considers it appropriate, undertake consultation with those likely to be affected by the exercising of its functions.

The Board was appointed under a fair and open recruitment process and consists of a Chair and four Board members:



The Rt Hon Sir George Reid
(Chair)

A Scottish politician, journalist and academic. Knighted 2012. Privy Councillor, former MP, MSP, Presiding Officer of the Scottish Parliament and Chair of its Corporate Body. Lord-Lieutenant of Clackmannanshire. Worked for 15 years in wars and disasters as a director of the International Red Cross/Red Crescent. Current appointments include: UK Electoral Commissioner and visiting professor at Glasgow and Stirling Universities. Recently led strategic reviews of governance in the Northern Ireland Assembly and the National Trust for Scotland.



Sandy Blair CBE

A former director of the Welsh Local Government Association, WLGA (retired 2004). A local authority chief executive for 16 years before appointment to the WLGA, and President of SOLACE in 1999-2000. Has held a number of public appointments and trusteeships such as non-executive director of the Health and Safety Executive, HSE, chair of the Monmouth Diocesan Board of Finance and roles within the Church in Wales. Has served as a member of the Remuneration Committees for UWIC and HSE.



Mary Carter

Retired as a Partner of KPMG in September 2008 and is currently a 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, as well as a part time consultant to KPMG. A lawyer by background, has specialised for over 20 years in advising UK and non UK companies on remuneration and incentives for directors/senior management and related governance and taxation issues.



Stuart Castledine

A chartered accountant who occupied a number of financial and general management roles within Allied Dunbar, Chartered Trust and Bristol & West Building Society before becoming Tesco's first Financial Services Director. More recently, has undertaken a variety of assignments in the public and private sectors, helping establish joint ventures and alliances as well as being a turnaround director of a number of financial services organisations. Is currently a non-executive director of the Welsh Ambulance Service.



Professor Monojit Chatterji

An academic with public policy experience, he has published research in such areas as the determinants of public sector pay. Currently Bonar Professor of Applied Economics at the University of Dundee and Bye-Fellow and Director of Studies in Economics at Sidney Sussex College Cambridge, and Chair of the National Joint Council of UK Fire and Emergency Services (the pay negotiating body). Previously 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. Formerly a member of the Economists Group, Office of Manpower Economics, considering cross-cutting issues on pay in the public sector.

Board Cost Breakdown

The table below shows the direct costs incurred by the Remuneration Board in 2011-12. During this time there were 6 formal Board meetings.

Board Member Fees

	The Rt Hon Sir George Reid (Chair)	Sandy Blair	Mary Carter	Stuart Castledine	Monojit Chatterji	Total
	£	£	£	£	£	£
Daily rate	243.00	185.00	185.00	185.00	185.00	
Fees	6,358.50	1,905.50	3,182.05	4,162.50	2,775.00	18,383.55

Board Member Expenses

	The Rt Hon Sir George Reid (Chair)	Sandy Blair	Mary Carter	Stuart Castledine	Monojit Chatterji	Total
Car mileage	68.30	131.40	183.60	148.15	212.00	743.45
Taxi/Car Hire	406.51	-	-	-	78.50	485.01
Air Travel	1,270.93	-	-	-	1,144.01	2,414.94
Public Transport	474.25	-	239.10	-	140.80	854.15
Accommodation	1,086.00	-	384.00	82.50	274.90	1,827.40
Subsistence	255.46	-	92.05	45.70	70.01	463.22
Total	3,561.45	131.40	898.75	276.35	1,920.22	6,788.17

Additional Board Meeting Costs

	The Rt Hon Sir George Reid (Chair)	Sandy Blair	Mary Carter	Stuart Castledine	Monojit Chatterji	Total
Refreshments	-	-	-	-	-	199.29
Actuarial Analysis by Pension Scheme Actuary	-	-	-	-	-	4,721.50
						4,920.79

Total	9,919.95	2,036.90	4,080.80	4,438.85	4,695.22	30,092.51
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