

# **Review of Assembly Member staffing and Assembly Member Support Staff pay**

**December 2013**

## **The Remuneration Board**

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**The Rt Hon George Reid (Chair – to September 2013)**

**Sandy Blair CBE (Chair – from October 2013)**

**Mary Carter**

**Stuart Castledine**

**Professor Monojit Chatterji**

Biographies of Board members are available at Appendix A.

## **Secretariat to the Board**

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**Carys Evans**, Clerk (to August 2013)

**Al Davies**, Deputy Clerk (to August 2013)

**Gareth Price**, Clerk (from August 2013)

**Daniel Collier**, Deputy Clerk (from August 2013)

**Lisa Hatcher**, Team Support

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# Contents

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<b>Introduction .....</b>	<b>4</b>
<b>Chapter 1: The Remuneration Board.....</b>	<b>6</b>
<b>Chapter 2: Staffing allowance .....</b>	<b>10</b>
<b>Chapter 3: Methodology and Evidence .....</b>	<b>16</b>
<b>Chapter 4: Proposals and Decisions .....</b>	<b>28</b>
<b>Chapter 5: Towards the Fifth Assembly.....</b>	<b>34</b>



# Introduction

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Politicians elected to any legislature carry out a complex role. They scrutinise government policy, finance and legislation and need support to be able to do this well. In any successful parliamentary body that support includes well-skilled and high-calibre staff to support them.

In the National Assembly for Wales this is even more important given the relatively small number of elected Members in the Assembly that cover a very wide range of responsibilities.

It is important that we ensure we have the right package in place to attract and retain high calibre support staff. It is also crucial that this package is kept under review to ensure that changing circumstances, both in the Assembly and in the wider world, are adequately reflected.

This report sets out in detail the work the Board has done to date to ensure AM support staff are fairly treated and also outlines some areas for future consideration. In particular, the Board considers there is greater scope for a more systematic approach to performance review by Assembly Members of their staff, and for greater support to be available for high quality policy and legislative work. These are issues on which we do not wish to impose solutions on Members, and we will continue to consult with all stakeholders on these matters.

The support staff we met during our review were skilled, committed and talented and they value the work that they do for the Assembly, its Members and most importantly for the people of Wales. We would like to thank all of those who took the time to contribute to our review.

**Sandy Blair CBE**

**Chair**



# The Remuneration Board

## Establishment and Appointment

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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 and appointed by a transparent public appointments procedure undertaken in the summer of 2010.
2. Biographies of all Board members can be found at Appendix B. 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. The Assembly Commission formally approved the appointments on 21 September 2010, and the Board held its first meeting on 1 October 2010.
3. Owing to ill health, Sir George Reid stood down from his role as Chair of the Board shortly after the Board made their conclusions in this report. His stewardship during the evidence gathering of this report, as well as those which have preceded it, has been hugely significant.

## Functions and Objectives

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4. Our 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, 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

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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 Determinations, any changes in the functions of Assembly Members, and any other circumstances we deem to be relevant.
7. Whilst 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.

## Principles

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9. All of 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 of Wales;
  - the system of financial support for Assembly Members must be robust, clear, transparent, sustainable and represent value for money for the taxpayer.
10. Throughout each phase of our work we have targeted the system of remuneration and allowances to support the strategic purposes of the Assembly as a legislature; specifically to hold the Welsh Government to account, legislate and represent the people of Wales.

## Staffing allowance for Assembly Members

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11. Our remit requires us to consider all aspects of the resources Members use to do their work. One of the key elements of this is the allowance that is available to them to employ staff. We produced our first Determination on Members' Pay and Allowances in March 2011.<sup>1</sup> 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.<sup>2</sup> This included decisions

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<sup>1</sup> *Determination on Members' Pay and Allowances, National Assembly for Wales Remuneration Board, March 2011*

<sup>2</sup> *Fit for Purpose, National Assembly for Wales Remuneration Board, March 2011*



relating to Assembly Members' support staff, including remuneration and recruitment, and central staffing support for party groups.

## Our review

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12. We made a commitment to review our Determination in relation to Members' staff by April 2013, which would allow us time to consider how the work of Members, and consequently their staff, might change in light of the changes to the legislative powers of the National Assembly.
13. The evidence we have received has enabled us to come to a clear view of the strategic purposes of the Assembly and the way that Members fulfil those purposes, and this has formed the basis of all of our activities to date. We have put in place a system of remuneration which targets resources to support these purposes and all aspects of an Assembly Member's role.
14. From October 2012 to June 2013 we undertook an extensive consultation exercise, the purpose of which was to review:
  - pay arrangements for Assembly Members' Support Staff (AMSS); and
  - the general staffing framework for Assembly Members.
15. To date all of our previous decisions in relation to salaries have been based on the general principle, which has also been adopted by the Senior Salaries Review Body (SSRB), that "pay should reflect levels of responsibility, rather than workload."<sup>3</sup> We have continued to apply the same principle to our work on AMSS pay.
16. Our decisions in this area were published in April and June 2013, and were summarised in the Annual Report for 2012-13.<sup>4</sup> The purpose of this document is to make available the evidence that formed the basis of those decisions so that this can form part of our consideration in the future.
17. We have always tried to do things with Members and their staff, not to them. We have therefore endeavoured to be open and transparent throughout the whole process and have shared information with Assembly Members and support staff at every step, either through Party Leaders or reference groups representing Members and their staff. This report will also inform discussion on the 2014 Determination and arrangements for the Fifth Assembly.

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<sup>3</sup> P4, SSRB Report No 48: Review of Parliamentary Pay and Allowances, Volume I, 2001

<sup>4</sup> National Assembly for Wales Independent Remuneration Board Annual Report 2012-13, July 2013



# Staffing allowance

## 2011 Determination

### Staffing allowances for individual Members

18. Staffing arrangements were initially put in place when the Assembly was a corporate body. The institution's purpose and the work of its Members have evolved dramatically now that the Assembly is a legislature.
19. At the beginning of the Third Assembly in 2007 Members could employ up to 2.5 full-time equivalent (FTE) members of staff. In July 2007, the Assembly Commission increased this to 3 FTEs, one on each of the three different pay bands. This increase in the staffing allowance was in recognition of the responsibilities of the Assembly and its Members resulting from the Government of Wales Act 2006.
20. The Determination we made in 2011 allowed each Assembly Member to receive a staffing allowance so that individual Members can employ three full time equivalents and cover *ad hoc* costs such as staff travel, overtime and the commissioning of external research. From May 2011 – April 2013 this was £89,000 per annum. For 2012-13 the total cost of this allowance was £6.6 million. We put in place the following pay scales as part of the first phase of our work in 2011:

**Figure 1: Support staff salaries from May 2011 – April 2013**

	Point 1	Point 2	Point 3	Point 4	Point 5
Additional group support	£30,404	£31,961	£33,600	£35,323	£37,138
Band 1	£22,594	£24,620	£26,833	£29,249	£31,890
Band 2	£19,296	£21,225	£23,353	£25,698	£28,287
Band 3	£17,472	£18,826	£20,285	£21,861	£23,563

21. In arriving at these pay scales 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 discretionary bonus payments into pay. 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. This decision was taken after careful consideration of all available evidence, including benchmarking AMSS roles against reasonable comparators, and wider consideration of the UK and Welsh economic contexts.

22. In making our 2011 Determination we also compared the arrangements for Members of the National Assembly with those in the other UK legislatures. The Board was of the view that the small size of the Assembly means that all Members must constantly multi-task and consequently require a wide range of support from their staff. Having examined the level of support staffing available to Assembly Members we were satisfied that higher expenditure in this area than in, for example, the Scottish Parliament, was appropriate.

### Support for groups

23. In the Assembly, funds are also made available to the political groups so that they may employ staff. In the Third Assembly, groups of three or more Assembly Members were entitled to employ additional members of staff to assist them in their role as a group in the Assembly. The number that a group could employ was decided by a formula, established before the creation of the Remuneration Board, based on the number of Members in the group and whether or not any of them were members of the Welsh Government. Groups could also claim an additional allowance to cover the cost of staff overtime, training, travel and bonuses and could appoint one member of staff to the 'Additional Group Support' pay band.

24. We maintained this allowance for the Fourth Assembly as we had received no evidence that support for groups was not at an appropriate level. From May 2011 to April 2013 the allocation was as follows:

**Figure 2: Party Group Support Allowances May 2011- April 2013**

Number of Members in party group	Additional allowance per group
Three or more (if party was represented in the Welsh Government)	£127,390
Three to ten Members (if party was not represented in the Welsh Government)	£199,048
More than ten Members (if party was not represented in the Welsh Government)	£199,048 plus additional £30,866 for each five additional Members

### Flexible arrangements

25. A number of changes were introduced at the start of the Fourth Assembly giving Members the ability to structure their offices in ways that suited their individual needs. They were introduced in response to evidence from Members and from their staff and are summarised below:

- an increase in the amount allocated to Assembly Members for staffing from a maximum of £80,244 in 2010-11 to a maximum of £89,000 for 2011-12, to take into account the increase in support staff salaries which the Board agreed at that time;
- removal of the restriction on Members that only allowed them to employ one FTE per pay band to give greater flexibility;

- the ability to use the difference between £89,000 and the potential maximum cost of their chosen staffing combination for a number of purposes such as staff travel and overtime (subject to a maximum of £2,000), the 'engagement fund' (up to £2,000), staff costs incurred in restructuring or redundancy, and to transfer funds to their Party Groups;
- scope for two or more Members to 'pool' parts, or indeed all, of their three FTE staffing budget to strengthen support and for Members to 'transfer' part of their staffing allowance to their group in order to boost the support delivered centrally;
- introduction of the requirement that all new Members should employ at least one FTE with a significant research element, primarily to support them in the formal business of the Assembly and the increasing responsibility of the Assembly as a legislature;
- creation of an engagement fund to assist Members in accessing additional external expertise they might require in scrutinising policy or legislation, for a fixed period on a specific task or piece of work and up to a maximum of £2,000 per annum.

### **The AM as the employer**

26. AMSS have a central role in supporting Members' work in the Assembly and for many constituents they are the public face and point of contact of the legislature. Within the Assembly there are 64 separate 'employers' comprising each Member and the 4 political groups.
27. The Assembly Member is the employer and is responsible for the disposition and management of staff. As the employer the Member has a number of key duties relating to compliance with legislative and best-practice guidelines across a wide range of employment matters including:
- recruiting and retaining employees;
  - managing (or where delegated, overseeing) day to day activities such as managing employee annual leave and sickness absence;
  - completing employee performance appraisals (setting objectives and/or goals) and identifying/supporting staff development;
  - managing or responding to any performance management, disciplinary or grievance issues;
  - ensuring the health, safety and welfare of employees.
28. Members receive employment and human resources advice from the Members' Business Support team at the National Assembly for Wales. The team can assist with recruitment, disciplinary issues, employment law advice and a range of other matters relating to the Assembly Members' duties as employers. Although such advice is available, ultimately each

Member is responsible for ensuring they comply with employment law and best practice guidelines.

### **Use of the staffing allowance**

29. Due to the flexibility given to Members in the way that they may deploy staff, the organisation of their offices varies significantly. Each office can be compared to a small business with the Member as the employer and as such must be able to respond flexibly to demands when necessary.
30. Some Members choose to appoint an office manager or caseworker on the highest bands, whilst others put the employee that focuses most on Assembly business in this position. Some AMs prefer to concentrate on their parliamentary duties themselves, leaving staff to deal mainly with constituency and regional issues. Others target staff support towards formal Assembly Business. Due to the level of civil service support available to them in undertaking the Ministerial roles, the way members of the Cabinet use the staff appointed to support their work as constituency or regional Members also varies significantly. Whilst all AMSS have a contractual job title (and in some cases a wide range of ancillary titles), there is general recognition that in a small office they will often be required to multi-task in other areas.
31. We have always recognised that Assembly Members should retain the flexibility to structure their offices according to their individual priorities. Indeed, as highlighted above, our first Determination gave Members more flexibility than had existed previously so that they could employ more than one member of staff on each of the pay bands. Whilst acknowledging the importance of having this flexibility, the accepted variation across the offices has provided a significant challenge for us when trying to evaluate the different roles and identifying comparators, as discussed later in this report.

## **The Assembly in 2013**

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32. Following the 2011 Referendum, the Assembly gained full legislative powers in 20 areas and as a result the responsibilities placed on Members are even more demanding. Submissions to the Commission on Devolution in Wales (the Silk Commission) looking at the powers of the Assembly in early 2013 indicated ambitions for significant additional powers to be devolved to Wales. The impact that the changing constitutional landscape has on the institution's capacity has been a key consideration for us in undertaking this work. Such constitutional change inevitably impacts on Members' individual capacity, their need to prioritise time, workloads and the way they prioritise their staffing resources.
33. Many of the Members and AMSS who spoke to us during our review emphasised the challenges facing the Assembly now and in the future. They stated that Members must be adequately resourced to meet those challenges, particularly the Assembly's increased legislative powers and potential for greater financial responsibility. Evidence from the Presiding Officer and others explained that – given the new powers of the Assembly – we

should look to enhance the strategic capacity of an Assembly tasked with scrutinising a very substantial volume of policy and legislative work.

34. In her evidence to the Silk Commission, the Presiding Officer called for the size of the Assembly to be increased to 80 Members to enable the Assembly to manage its increasingly complex responsibilities and be ready for the challenges it will inevitably face with greater powers. An increase in the number of Members is unlikely in the short to medium term and the Board must resource Members to deal with the demands they and the Assembly face now, so that they can undertake their duties effectively. We therefore remain of the view that, in a small legislature of only 60 Members, it is appropriate for the National Assembly to have a greater staffing capacity than in the other devolved legislatures.





# Methodology and Evidence

## Evidence base and consultative process

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### Methodology

35. Our review was thorough. We considered a wide range of views and evidence, and consulted at each stage. As part of this process we spoke to and received submissions in writing from Assembly Members, individual and groups of support staff and reference groups representing both sets of stakeholders including Trade Unions. We also looked at relevant external economic factors affecting employment.
36. Our decisions were based on analysis of the following:
- Consideration of the purpose of the Assembly as a legislature and the challenges facing it and its Members;
  - Evidence from representative samples of 20 Members (33 per cent) and 58 support staff (20 per cent), either in writing or orally, on the roles and responsibilities of those working for Assembly Members;
  - Analysis of the economic factors affecting salaries in Wales including public sector pay policy limiting rises to 1 per cent for the current financial year;
  - Assessment of the appropriateness of the AMSS pay scales using the most recent data from the Annual Survey of Hours and Earnings (ASHE, November 2012), other comparators as identified by Members and by their staff, and similar posts in the other UK legislatures.
37. Following analysis of the evidence we came up with a set of proposals. At each stage we shared our approach and findings with relevant stakeholders through the Assembly Member<sup>5</sup> and support staff<sup>6</sup> reference groups.

### External factors

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38. So that we could understand the wider context affecting the jobs market generally, and specifically in Wales, we considered economic drivers of particular relevance to our work.

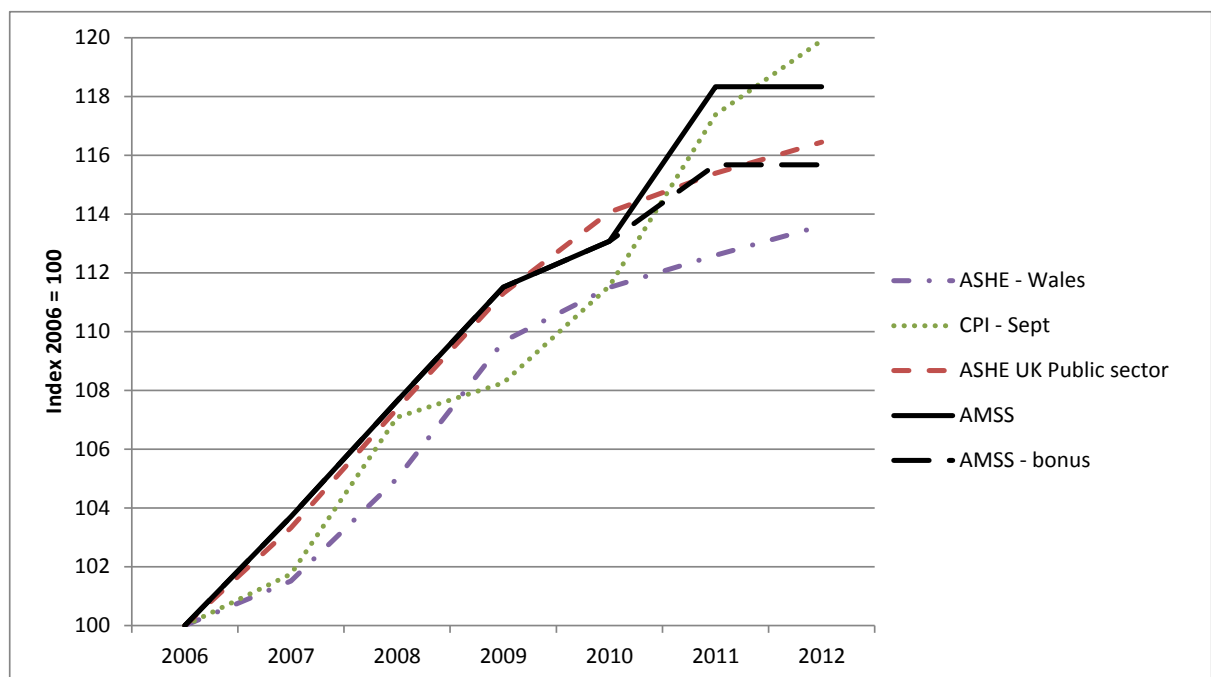
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<sup>5</sup> *Comprising an Assembly Member from each political group within the Assembly.*

<sup>6</sup> *Comprising an Assembly Member Support Staff from each political group within the Assembly and a representative of each of the Trade Unions present in the Assembly.*

39. Inflation is not measured at a Wales level. In May 2011 the CPI was 4.5% and the RPI 5.2%. The latest estimate of the rate of inflation available to us during our review was for October 2012 and which showed 2.7% for the CPI and 3.2% for the RPI. At that time, the forecasts for the CPI were around 2.5% in 2013, 2.2% in 2014.
40. When we started our review the UK Government had set a cap on public sector pay increases of 1% from April 2011 and had indicated that this would continue to apply for the subsequent two years. In March 2013 the UK Government confirmed that this would be extended to 2015-16.
41. Whilst considering the overall economic picture that affected pay, we also analysed the growth in the salaries for Assembly Members' support staff compared with public sector pay generally. We calculated the median full time salaries in Wales and the UK using the most recently available ASHE data – November 2012. The chart shows the growth since 2006 compared with increases in the median salary for AMSS and inflation over the same period.

**Figure 3: Change in pay indexed to show change over time<sup>7</sup>**



## Roles performed by AMSS

42. In order for us to understand the various roles and responsibilities undertaken by AMSS, we gathered evidence from as wide a range of staff and Members as possible. Face to face meetings were held with a representative sample of staff from:

<sup>7</sup> AMSS earnings, against ASHE Wales, public sector and total UK plus inflation

- each of the political groups;
  - a mixture of constituency and regional Members' offices;
  - across the pay bands;
  - a range of roles within the offices.
43. We also invited all AMSS and Members to submit evidence to us to in writing. In total we heard the views of 33 per cent of Assembly Members and 21 per cent of support staff.
44. Our aim with this exercise was to gain a thorough understanding of the roles of AMSS and the levels of responsibility that they carried which would then enable us to compare with similar roles and assess whether the salary ranges were appropriate against the market rate for comparators.

### **Summary of the findings**

45. A key theme we wanted to explore was how Members prioritise the support in their offices, particularly in light of the Assembly's enhanced legislative powers and the extent to which Members target resources towards constituency issues versus the formal business of the Assembly. We had put a number of arrangements in place at the start of the Assembly, the purpose of which had been to help Members with their increasingly complex roles, such as the introduction of the engagement fund and the requirement that they employ 1 FTE in a research capacity. The interviews were an opportunity for us to evaluate the effectiveness and usefulness of these arrangements and how the resources we had put in place were being targeted.
46. We asked many of the same questions of Members and their staff. However there were variances in the responses given to us. The table below summarises the evidence gathered.

**Figure 4: Summary of evidence**

Issues and themes	Assembly Members	Support Staff
Sample size	20 (33%)	58 (21%)
<b>Overview of AMSS roles</b>		
Main work activities	Assembly business Research/policy Casework	Casework Research/policy General admin
Agree that AMSS job descriptions accurately reflect the work they do.	79% (11 out of 14)	61% (27 out of 44)
<b>Research</b>		
Percentage of staff that undertake research in their work	75% (15 out of 20)	80% (37 out of 46)
The percentage of staff time spent on research that supports formal Assembly Business	50%	40%
Types of research briefings	A specific topic Debate/speech Data analysis	A specific topic Casework Legislation
Research tools	Reports/books/newspapers Other Internet	Internet Contacting external bodies Assembly Research Service
Use of research brief	Inform debate Plenary Casework	Inform debate Legislation Responding to a consultation
Reasons for using Assembly's Research Service	Specialist fields Checking facts and statistics Legal and constitutional affairs	Complex issue Checking facts and statistics Casework
<b>Knowledge and Skills</b>		
Key skills needed to be effective in role	People skills Research/analytical Time management	People skills Communication skills Time management
Percentage that undertake a performance review (ranging from informal to weekly)	85% (17 out of 20)	50% (23 out of 46)
<b>Decision Making</b>		
Types of decisions	Dealing with constituency work Deciding which topics to research Advice on policy	Dealing with constituency work Prioritising own work Deciding which topics to research
Average autonomy score (out of 10)	6.3	7.7
Most challenging aspects of roles	Time constraints Dealing with difficult people Competing priorities	Time constraints Dealing with difficult people Competing priorities

Background		
Previous experience or skills relevant to AMSS role	Research/ analytical Life experience People skills	Academic qualifications Work experience People skills
Comparator roles	Assembly Research Service Policy development/ advisor posts Working for an MP	Assembly Research Service CAB caseworker Policy development/ advisor posts
Wider staffing framework		
How well does the staffing framework meet the needs of the employing AM? (out of 10)	5.9	6.7
Other		
Other comments	More staff/hours needed Regional issues More flexibility in staffing framework & likely to get busier in the future	Lack of career progression Need for HR support for AMSS Demanding job/long hours

47. The evidence we gathered from this exercise highlighted a number of issues:

- Concern about limited opportunities for career progression from a significant number of individuals we spoke to, although some felt that this was inevitable and that there was no expectation that the Board would address this;
- Different interpretations of 'research' and the skills required;
- Identification of staff employed by the Assembly Commission as direct comparators;
- The inconsistent approach to formal appraisals in order to manage performance and set objectives, and the disparity between the responses from Members and from AMSS on this point;
- Staff resources are not targeted towards the work of the Assembly as a legislature.

48. We also received written submissions either from Members, collectively by Party Groups or groups of AMSS. Additional matters highlighted in those submissions include:

- Annual leave arrangements are insufficient, particularly when compared with those employed by the Assembly Commission or Welsh Government;
- The requirement that all posts be externally advertised can act as a barrier to development for those who are already employed and may not provide value for money;
- There is significant overlap across the pay scales. This was deemed problematic for some because it shows no clear distinction between grades, whilst for others it was acceptable as it reflected the regular overlap in duties which is typical of working in a small office.

## Comparators

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### Comparison with Assembly Commission and Welsh Government employees

49. We asked respondents to identify comparators. Some felt that support staff should receive the same level of remuneration as those employed by the Assembly Commission or the Welsh Government and that the roles performed are directly comparable. Particular comparisons were drawn between AMSS roles and those working in the Assembly's Research Service although other roles were also referred to, such as media relations and communications.
50. The Government of Wales Act 2006 requires those employed by the Assembly Commission to receive levels of remuneration that are broadly in line with the civil service. Remuneration levels for Assembly Commission staff positions are set in accordance with a competency framework that defines levels of responsibility and skills required for posts at different grades. Appointment usually follows a structured competitive recruitment. Post holders are subject to a formal 6 monthly review which assesses performance and highlights areas for further development. This arrangement provides a clear pay structure and gives opportunities for career progression if individuals have gained the necessary skills and experience.
51. Assembly Members value the flexibility of the current arrangements which enables them to structure their offices according to their individual priorities and the demands of a small office. In practice this means that across the Assembly Members' offices there will be staff fulfilling similar duties on different pay bands. For example, a caseworker could be in any of the given pay bands. This provided us with a significant challenge when asked to assess the extent of their comparability with Assembly Commission positions.
52. It is true that in some instances the roles or tasks carried out are directly comparable, particularly across the Commission's lower grades where salaries already overlap. However this is not universally the case. We therefore did not consider there to be a case for a wholesale change to all AMSS pay so that it mirrors the pay scales of Assembly Commission staff at this time.

### Comparison with other legislatures

53. The most obvious comparator roles for Members' staff are those employed to support elected representatives in similar institutions. The National Assembly for Wales is the only one of the four UK legislatures which has pay points as well as pay scales for support staff along which employees can progress on an annual basis subject to satisfactory performance and review by the employing Member. This means that over a 5 year period employees can reach the top of their pay scale.
54. In the Scottish Parliament and Northern Ireland Assembly there are no pay scales or defined posts. Whilst there are defined posts and salary bands in Westminster, there is not the same guaranteed pay progression for those employed by MPs. However, in Westminster Members

are able to appoint to a wider range of salary bands within their staffing budget, which means they are able, if they wish, to appoint staff at a more senior level to assist with their parliamentary duties.

**Figure 5: Comparison of Assembly Member Support Staff salaries with those for MPs' support staff (excluding London) at the time of the review (up to April 2013)**

Salaries for MPs staff		AM staff salaries	
Post	Salary range	Band	Salary range
Senior Parliamentary Assistant	£30,000 - £39,000	Additional Group Support	£30,404 - £37,138
Office Manager	£26,000 - £37,000	Band 1	£22,594 - £31,890
Parliamentary Assistant	£20,000 - £30,000	Band 2	£19,296 - £28,287
Senior Caseworker	£19,000 - £28,000	Band 3	£17,472 - £23,563
Senior Secretary	£18,000 - £27,000		
Caseworker	£16,000 - £25,000		
Junior Secretary	£15,000 - £22,000		

55. Given the decision by the Assembly in 1999 to introduce pay points for Members' staff, there may be a higher expectation of pay rises and a long career as AMSS than in the other legislative centres of the UK. This can give rise to difficulties for staff appointed in previous years who have reached the top of their pay scale and have no opportunity for an increase in salary.

### Benchmarking against other comparators

56. The evidence we received from Members and their staff on their roles and job descriptions was also used to identify suitable Welsh comparators against which we benchmarked AMSS salaries to establish whether they had continued to remain broadly in line with similar roles in the public and private sectors.

**Figure 6: Support Staff salary averages compared to ASHE 2012 data for comparable occupations in Wales**

	AMSS Salaries 31 October 2012		ASHE November 2012 Data	
	Salary Range	Actual Average	Mean	Median
Additional Group Support	£30,404 - £37,138	£35,219	£30,663	£34,618
Band 1	£22,594 - £31,890	£30,922	£28,447	£30,353
Band 2	£19,296 - £28,287	£25,595	£19,423	£19,962
Band 3	£17,472 - £23,563	£21,218	£17,295	£18,891

57. Posts were benchmarked against appropriate public and private sector roles as suggested by Members and their staff. These included Citizens Advice Bureau caseworkers, social services caseworkers, university researchers, executive officers and junior managers in the civil service. Other comparators as nominated by AMSS and Members included local authority case workers, local authority policy officers and complaints officers, and policy and communications officers in the public and voluntary sectors, as well as staff employed by the Assembly Commission.
58. The data gathered were subsequently cross-referenced against relevant ASHE comparators for 2012. This validation exercise demonstrated that, in the vast majority of instances, the current pay scales remain appropriate for the jobs performed by Assembly Members' staff when compared with similar roles in the public and private sectors, as highlighted in the figure 6 above.

### **Capacity and strategic direction**

59. Throughout our review we heard that, given its small size, the increasingly complex work of the institution falls on a relatively small number of Members when compared with the other devolved legislatures. This is most notable when considering the work of the Assembly's Committees, where the majority of the detailed scrutiny of bills, government policy and finance is undertaken and which falls to 42 of the Assembly's 60 Members. In her evidence to the Silk Commission earlier this year, the Assembly's Presiding Officer stated:

"The pressure on Members of the Assembly is very different to those of its larger counterparts elsewhere in the UK. Necessarily, most Assembly committees have very broad remits, certainly stretching beyond the portfolio of a single Minister, and are responsible for the scrutiny of legislation, policy and finance within those remits. In addition to these high committee demands, the majority of Members will be active every week in plenary – again, in contrast to larger parliaments where the opportunity to question or participate in statements or debate will come along less frequently. The multiple roles, as office holders and party spokespeople, which many Members must inevitably assume within a small legislature, add to the pressure on Member capacity and bring distinct institutional challenges".

60. We have recognised the capacity issues facing the Assembly from the outset and have considered ways of enhancing this. We remain of the view that giving Assembly Members a larger staffing capability than in the other devolved UK legislatures is justified given that there are fewer Members available to carry out the Assembly's core parliamentary functions of legislating and holding the Welsh Government to account.
61. During our discussions we talked to Party Leaders, Business Managers and staff from party group offices about the way support linked to the Assembly's core business is provided by the central group and funded through the support for group allowance.



62. The central group plays a key role for all parties. In the case of the opposition parties, this is an essential function that assists them in holding the Government to account and developing alternative policies. For a party in Government, group staff play a role in the strategic coordination of the activities of its Members and act as a link between the Government and backbenchers.
63. Each group is different; the staffing structure varies as does the way support is delivered to Members but it is clear that, particularly for parties in opposition, the work done by staff in the party groups is closely linked to the Assembly's scrutiny of policy and legislation. Coordinating the work of the group staff requires leadership and strategic direction. If the Assembly is to operate effectively, the groups must be adequately resourced.
64. When we made our first Determination in 2011, we introduced an arrangement that would enable Members to commission time limited research – the Engagement Fund. The maximum amount available was £2,000 and it was subject to the availability of funds in their staffing allowance. Our intention was that this money would allow Members to access external expertise to assist them with their work, for example to investigate policy issues, support their scrutiny of a bill or assist them in developing proposals for backbench legislation. Whilst its take up has been limited, those who have used this facility have found it of great assistance. Enabling individual Members to make use of external expertise in this way helps to enhance the capacity of the institution.
65. Although the response to this facility has been positive, some commented that the amount and the fact that it was subject to the availability of funds within the Members' staffing allowance prohibited its use. We listened to these concerns and introduced a more flexible arrangement (Chapter 4).

## Conclusions

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66. Our review provided us with an evidence base upon which we developed a number of proposals and made determinations. The main issues identified are summarised below.
67. Whether in a role that deals with casework and constituents or supporting the Member's formal Assembly business, AMSS perform extremely important roles and are valued highly by their employers. Staff are committed and have a wide range of skills. Our review indicated that those who work for Assembly Members do so because they want to help people and make a difference. In many cases they are the first point of contact between the public and the Assembly, and deal with complex casework. Others will assist their Members to scrutinise complex Bills and pursue matters of policy in the Assembly. It is important therefore that Members are able to employ high calibre individuals to support them.

### Pay scales

68. We benchmarked the existing pay scales against comparable posts with similar levels of responsibility. Salaries have remained broadly in line with suitable comparators therefore

there was no case for substantial change in the pay scales or significant across the board increases.

69. As part of this exercise we gave serious consideration to submissions from Members and their staff, which made direct comparisons between the roles performed by Members' employees and Assembly Commission staff and called for career progression to be facilitated in a similar fashion. Whilst there is some overlap and some similarities do exist, it has not been possible to establish an across-the-board comparison because of the wide range and levels of skills, qualifications, experience, levels of responsibility and designated duties among staff in Members' offices.

### **Prioritisation of resources and career progression**

70. Each Assembly Member's office is structured differently. This flexibility is valued by Members and deemed essential as it enables them to set up their staffing arrangements in ways that enable them to meet their priorities.
71. While we heard that there were significant concerns amongst Members about the capacity of the Assembly and the ability of Members to deal with its increasingly complex work, staff resources were not, in many cases, being targeted towards the work of the Assembly as a legislature in the ways we had intended in 2011. Despite their concerns, many Members have chosen not to allocate a sizeable part of the staffing budget available to legislation, policy and scrutiny work. The evidence available to the Board about the capacity of Members and the institution indicates that there should be some re-gearing in this area to allow the Assembly to develop in response to its increased legislative competence.
72. We are conscious that staffing arrangements were initially put in place when the Assembly was a corporate body, not the legislature that it is today. We value highly the commitment of caseworkers to assist constituents and give voice to their concerns in Committee and the Chamber. The evidence we have indicates, however, that staffing is more heavily geared to this area than to the new strategic responsibilities of the Assembly. While AMSS disposition is a matter for Members, we are open to rewarding increased staff responsibilities in relation to strategic policy work. In coming to this view, we have listened to staff requests for career progression and to evidence from the Presiding Officer and others on the sheer complexity of Members' work in scrutinising legislation and in holding the Government to account.
73. In response to this concern we developed proposals that would assist in this area, whilst also providing development opportunities for those wanting further career progression. We also enhanced the central support for party groups as a first step. These proposals and decisions are outlined in the next chapter.

### **Management of staff**

74. Each Member has a different approach to managing staff within their offices. There is no requirement for a formal appraisal although any annual increase is subject to confirmation

by the employing Assembly Member that the employee has performed their duties to a satisfactory level.

75. Ongoing reviews are in line with management best practice and should be undertaken by all employers with responsibility for managing staff. They are a means of managing performance, identifying areas where there may be a lack of capability, or indeed excellent practice, and should be the basis on which any salary increase is agreed. Many of those we met during our review felt that formal appraisals or reviews were of value and that they provided an opportunity to discuss areas of strength, identify areas for further development and address matters relating to performance if necessary.
76. We are pleased to hear that many Members and AMSS with management responsibilities have introduced systems for reviewing staff performance and activities. However the evidence we gathered showed that these are not undertaken systematically by all.

***Recommendation:***

- 77. We therefore strongly recommend that, in line with Human Resources best practice, all Assembly Members should introduce some form of appraisal or review system for their staff.***



# Proposals and Decisions

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*This chapter summarises our proposals and decisions.*

## Overview

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78. We were able to reach decisions in many areas by April 2013 but other proposals required further discussion. As we analysed the evidence and developed our proposals, we regularly consulted those affected by our decisions. This iterative process enabled us to test our ideas and assess whether there was support for our proposals between January and June 2013. Based on the evidence and consideration of the current and future challenges facing the Assembly we made a number of decisions which took effect on either 1 April 2013 or 1 July 2013. These are outlined below.
79. In our 2013 Determination, we were able to introduce some measures which will assist career progression and reward responsibility at group staff level. In other areas, we had conflicting responses. We want to get any changes right before the Fifth Assembly and will continue to engage with Assembly Members and their staff about the way ahead.

## 1 per cent pay award

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80. We compared the existing pay scales against suitable Welsh comparators to establish whether salaries had continued to remain broadly in line with similar roles in the public and private sector and were able to confirm that this continued to be the case. Public sector pay policy has limited across-the-board rises to 1 per cent.

*Decision:*

- 81. In light of this, and our assessment of the appropriateness of the existing pay scales for the jobs performed, the pay award for AMSS for the financial year 2013-14 was a 1 per cent increase. This was put in place in April 2013 (see figure 6) and was accepted by Members and by their staff. We will revisit this decision during the current financial year to agree the pay award for 2014-15. For the 2013-14 financial year, each Assembly Member receives a staffing allowance of £89,890.*

**Figure 7: Pay scales for Assembly Members' support staff 2013 - 2014**

	Pay Point 1	Pay point 2	Pay point 3	Pay point 4	Pay point 5
Additional Group Support	£30,708	£32,281	£33,936	£35,676	£37,509
Band 1	£22,820	£24,866	£27,101	£29,541	£32,209
Band 2	£19,489	£21,437	£23,587	£25,955	£28,570
Band 3	£17,647	£19,014	£20,488	£22,080	£23,799

### **Recruitment and pay reviews**

82. At the start of this Assembly, we introduced a requirement that all vacant positions in Members' offices should be filled through open recruitment which included posting the advert onto the Assembly's internet pages for a minimum of one week. Our aim was to ensure that the process for appointing to posts in Assembly Members' offices was transparent. Although we received some positive feedback about this process giving credibility to the practices adopted by Members, we also heard that there may be occasions when it would be beneficial to consider, in the first instance, internal recruitment for suitably qualified individuals. This would provide more scope for staff to achieve promotions, speed up the recruitment process and provide greater value for money.

#### *Decision:*

*83. In April 2013, in response to this feedback, we introduced greater flexibility for Members to advertise vacancies internally in the first instance to their own staff or within the party group, where there may be a suitably qualified candidate for the post. Any appointment must still be subject to a formal interview and assessment process.*

*84. Members can now also undertake a pay review with a new member of their staff after the six month probationary period, which all staff must pass successfully before becoming permanently appointed. As a result, where a member of support staff has been appointed to the first point in their band and subject to evidence of a formal review demonstrating satisfactory performance, the employee may move to the next point on the pay scale. This will only apply to new appointments when the employee has started at the bottom point of their pay band. Any subsequent review will be undertaken annually from the six month review date.*

### **Annual Leave**

85. At the start of the Fourth Assembly we introduced standard contracts for Members' staff to guarantee consistent terms and conditions. Staff who have joined since then are on the terms of the standard contract and many who were already in post have also transferred to this contract. However some staff remain on the terms and conditions that were in place for them prior to the May 2011 election.

86. During the course of our review we received evidence from many support staff calling for an increase in the number of annual leave days in the standard contract from 28 to 31. It was felt that increasing leave in this way would enable those who have been reluctant to commit to the standard contract due to variations in their annual leave arrangements to sign up to a revised standard contract with enhanced leave arrangements.
87. Since 1 April 2013, Assembly Members' support staff who have signed up to the standard contract are eligible for 31 days annual leave. The increased number of days reflects the fact that support staff based in the Assembly's offices in Cardiff Bay are unable to access all services at the building when facilities are much reduced, particularly over the Christmas and New Year period. It will be for individual Members and their staff to decide, however, if and when the additional days are actually taken.

*Decision:*

- 88. Assembly Members are individual employers, and the decision whether or not to extend the holiday period is a matter for them in consultation with their staff.*

## **Proposals and decisions – enhancing the capacity of the Assembly**

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89. Further to the changes above which were put in place on 1 April 2013, for reasons described at the start of this chapter, we continued to consult on a number of other proposals.

### **Senior Advisor**

90. The focus for all of our work has linked remuneration levels to responsibility. Our analysis showed that there was no case in the current economic situation for across-the-board rises in excess of 1 per cent. However we recognised that there may be a case for higher salaries for posts that carry greater responsibilities. During the course of our review we received evidence from many staff and from Members that lack of career progression is a major concern.
91. From evidence submitted by the Presiding Officer and others on the impact of the Assembly gaining full legislative powers, we recognise the increased responsibilities for Members in a legislature of only 60 Members. We consulted on a proposal to establish a Senior Advisor position to provide high-level support to individual Members on matters of a strategic significance locally and nationally, and in relation to formal Assembly business and policy. An outline role description is provided at Appendix A. The role would enable individuals to appoint a more senior position within their offices, similar to the role of the Senior Parliamentary Assistant for Members of Parliament in Westminster. In line with the general recruitment policy, our proposal included the need for such positions to be filled through a robust appointment process that demonstrated transparency and would provide value for money.

*Decision:*

92. *We consulted Members and support staff on this proposed process. Whilst many welcomed this proposal and felt it would be of real benefit to them as Members and to the Assembly as a legislature, it did not receive across-the-board support. We therefore do not intend to proceed with this proposal for the current financial year but shall leave it on the table for future consideration.*
93. *Our justification for this proposal is clear and we remain firmly of the view that the capacity of the Assembly and its Members should be enhanced in order to meet their complex new responsibilities.*

**Policy and Research Fund**

94. In addition to exploring the creation of a new post, we consulted on a proposal to extend the use of the Engagement Fund so that strategic and time-limited research could be undertaken both by Members' own staff instead of or as well as by external experts. We intended to make up to £2,000 per annum available to each Member for the purpose of SMART (specific, measurable, achievable, results-focused and time-bound) research or policy work commissioned internally or externally. This amount would be in addition to Members' staffing budgets and would give an opportunity for staff to take on more complex project work that would provide them with development opportunities, and for which they would receive payment. Where previously Members have been able to commission external research subject to the availability of remaining funds within their staffing allowance, this amount would be additional.

*Decision:*

95. *Although many welcomed this suggestion and felt it would be beneficial, considerable concerns were raised about this proposal, with some AMSS saying that it risked a return to what they felt was a negative bonus culture. In line with the feedback received we did not put in place arrangements to allow staff to receive payments for such work for the current financial year.*
96. *We proceeded with the proposal of making an additional fund available to Members so that it may be used for commissioning external research. This is additional funding of £2,000 available to each Member and is a significant change as it is no longer subject to the availability of funding on the staffing allowance. To make its purpose clear, this is called the Policy and Research Fund - it is available to fund external research to support policy development, exploration of issues of significance in their constituency or region, or the scrutiny of policy, legislation or finance. Members can combine these funds to commission larger pieces of work, subject to best procurement practice.*



*97. We will monitor take up of the Policy and Research Fund and its value in bringing in additional expertise to assist Members over the next year, and review the operation of the new fund at the end of the current financial year.*

*98. Party groups can also commission external research in this way. There is no £2,000 cap for the groups, although their ability to commission is subject to the availability of funds within the Support for Groups Allowance.*

### **Enhanced support for Groups**

99. In addition to suggesting ways of increasing the support available to individual Assembly Members, we also developed proposals to enhance the capacity of the party groups. The central group plays a key role for all parties. In the case of the opposition parties, this is an essential function that assists them in holding the Government to account and developing alternative policies. For a party in Government, group staff play a role in the strategic coordination of the activities of its Members and in acting as a link between the Government and backbench Members. Central group budgets for staffing were set by the Assembly Commission in the Third Assembly and we have not made any changes to these since we were established as a Board. We are firmly of the view that the groups perform a crucial function in the effective operation of the Assembly as a legislature.

100. The activities of each group, whether in government or in opposition, are coordinated by a Chief of Staff or equivalent. These posts carry greater responsibility than any other position within the groups and across the staffing framework. They provide strategic support to the Party Leaders, Business Managers and all Members in the groups, and oversee the functioning and activities of the group offices. They usually manage a team of researchers and the media function of the group. They carry significant responsibility, which has increased as the Assembly has gained powers and become a full legislature. Based on the feedback we received from Party Leaders and external benchmarking, the complexity of these posts gives a common value in terms of the degree of responsibility that they carry and we are clear that, until now, these positions have not been adequately remunerated.

#### ***Decision:***

*101. In June 2013 the Support for Group budget for each party group was increased in line with the table below. This was to strengthen their policy and research capacity and enable them to appoint staff at a more senior level to undertake complex work linked to the operation of the Assembly as a legislature. Each group now has a sufficient budget to allow them to appoint a Chief of Staff, Additional Group Support and a Band 2. The number of Band 1 appointments each group can make depends on the size of the group, but will increase in proportion to the number of Members in a group. Each group also has a remaining balance to pay for costs such as staff travel, overtime and the Policy and Research Fund.*

102. Although our calculation is based on the following model, it is not intended to impose a particular staffing structure on the party groups. They retain the flexibility to structure their group office according to their needs and appoint to posts of importance to them across all of the pay bands, although it is our expectation that the additional funds are targeted towards policy and research linked to the Assembly's functions as a legislature.

**Figure 8: Support for Groups 2013 - 14**

Size of Group	Chief of Staff	Additional Group Support	Band 1	Band 2	Band 3	Group Allowance 2012-13	Group Allowance 2013-14
3 or more Members, with a Member in the Welsh Government	1	1	1	1	-	£127,390	£144,598
Between 3 and 10 non-Government Members	1	1	3	1	-	£199,048	£220,125
Between 11 and 15 non-Government Members	1	1	4	1	-	£199,048 plus additional £30,866 for each five additional Members	£255,364

103. We introduced a new pay band for Chiefs of Staff. This band is 10 per cent higher than the Additional Group Support salary and reflects the significantly greater responsibilities carried by those posts, particularly in light of the enhanced powers of the Fourth Assembly. Only one full time post or equivalent per party group will be funded in this way.

**Figure 9: Chief of Staff Band 2013 - 2014**

	Pay Point 1	Pay point 2	Pay point 3	Pay point 4	Pay point 5
Chief of Staff	£33,779	£35,509	£37,330	£39,244	£41,260

# Towards the Fifth Assembly

## Future considerations

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104. Our review into the AMSS pay and the general staffing allowance available to support Assembly Members was thorough and robust. We consulted extensively, considered a wide range of evidence and developed proposals that were based on the information available to us. The rationale for the decisions we made is explained in this document.
105. The pay award agreed in April 2013 is for the current financial year (2013-14). Discussions on the package for 2014-15 will start in January 2014 and we will continue to engage with relevant stakeholders as we consider the award for next year. We have also indicated that there will be areas where we will monitor the impact of our decisions and revisit those proposals that did not receive across the board support.
106. The capacity of the institution and its Members is still a concern. We will continue to explore ideas that will enhance this capacity. In particular we will evaluate how Members have used the Policy and Research Fund and whether this has achieved its purpose. We will also return to our proposals for a Senior Advisor role in each Member's office. It is our view that, since the Assembly is a relatively small legislature, we must ensure that the resources put in place allow Members to perform their roles as effectively as possible, and the staffing allowance is a key part of this.
107. The next Assembly elections are in 2016. As we prepare for the Fifth Assembly we will continue to talk to Members and their staff and consider other factors that affect the Assembly as a legislature. It is likely that there will be further discussions about the size of the institution, its powers and the impact these have on the effectiveness of its Members. Our role is to ensure that, in the short and medium term, Members of the Assembly have the resources they need to undertake their duties. It is our expectation that resources will continue to be targeted towards the Assembly's strategic purposes.



# Assembly Member Senior Advisor

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## **AM Senior Advisor – Illustrative Job Description (see paragraph 90)**

The core functions of the National Assembly are to represent the interests of Wales and its people, to make laws for Wales and to hold the Welsh Government to account. It is largely through the formal business of the Assembly, in plenary and committees, that the Government is held to account, that policy ideas are debated and developed, and that proposals for legislation, policy and expenditure are improved by the scrutiny of the Assembly. The opportunity to employ an AM Senior Advisor is intended to add an extra dimension to the advice and assistance available to Assembly Members to undertake this work.

The specific shape of the job will reflect the priorities of the employing Member and any additional office or role they hold within the Assembly. Though individual job descriptions will vary, all are likely to contain a significant proportion of the following tasks and responsibilities, which are illustrative of the type and level envisaged.

The post holder may have line management responsibilities, depending on the office structure of the employing Member/Group.

Senior AM Advisors may be employed by individual AMs, jointly by more than one Member, or by party Groups. The employee may be based at the National Assembly or in the constituency or regional office, according to the employing Member's needs and priorities.

## **Illustrative responsibilities and tasks**

- Providing expert advice as a specialist in a particular field;
- Advising on issues of policy, finance and legislation before the Assembly and any other aspect of Assembly Business;
- Identifying local, national and international issues of relevance to Assembly business and briefing the Member accordingly;
- Contributing to policy thinking and planning, including issues which emanate from the Member's casework or other constituency/regional activity;

## Appendix A

- Preparing policy papers to support long-term policy thinking for the Member and/or Group;
- Developing a strategy for the Member to handle constituency/regional issues of particular significance at a local or national level;
- Liaising with outside interest groups, including within the Member's constituency/region, to assist the Member's contribution to Assembly business;
- Delivering strategic communications and public affairs support;
- Preparing and presenting material to tight deadlines to assist the Member in formal Assembly business;
- Speechwriting, question and amendment preparation and related research, including adding content to material prepared by Assembly Commission staff and others;
- Undertaking complex research tasks and evaluating and interpreting results;
- Liaising with Assembly Commission staff and others to maximise the benefit of complementary advice and expertise.

Successful candidates will be able to demonstrate:

- judgement and clarity of thought to juggle resources, competing demands and take sensible decisions in a fast moving and sensitive political environment;
- communication skills, tact and personal impact to win the trust and confidence of Members and other senior figures;
- high level analytical and research skills to understand and critique complex policy and legislative material;
- exceptional drafting and presentation skills to present complex issues and policy options clearly, succinctly and accurately, orally and in writing;
- a high level of political awareness and the ability to shape output to the needs and priorities of the Member;
- understanding of the work of the National Assembly and of an Assembly Member;
- ability to work collaboratively as part of a small team.

# Remuneration Board

## Remit and Membership

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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:



### **The Rt Hon Sir George Reid**

The Rt Hon Sir George Reid stood down from his role as Chair of the Remuneration Board in September 2013. Sandy Blair CBE was appointed Interim Chair of the Board in October 2013

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**  
**(Interim Chair)**

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. 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 and role of the trade unions. Currently Fellow and Director of Studies in at Sidney Sussex College, Cambridge, and External Director of Studies in Economics at Trinity Hall, Cambridge. Chair of the National Joint Council of UK Fire and Emergency Services (the pay negotiating body). Formerly Bye-Fellow and Professor of Applied Economics at the University of Dundee. 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.