



Llywodraeth Cymru
Welsh Government

Welsh Government Pay Policy Statement 2021

This is the Welsh Government's sixth annual pay policy statement.

This Pay Policy Statement provides the framework for decision making on pay and in particular decision making on senior manager pay. It complements other information published on our website which is linked below. If you cannot find the information you are looking for, please contact **customerhelp@gov.wales**

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.

This document is also available in Welsh.



Shan Morgan MS

Permanent Secretary

Introduction

The Welsh Government recognises the importance of a pay system that is equal to all, appropriate, transparent, provides value for money and rewards staff fairly for the work they perform. In addition to an employee's salary, the Welsh Government offers a comprehensive range of both financial and non-financial workplace benefits. These include membership of the Civil Service Pension Scheme, access to advance of salary and salary sacrifice arrangements, exceptional learning and development opportunities and employee wellbeing schemes as well as a modern and flexible working environment.

This statement sets out our approach to pay and the relationship between the employee's pay and the remuneration of senior management. It has been prepared in accordance with the principles contained in the Welsh Government's 'transparency of senior remuneration in the devolved Welsh public sector' published in December 2016 gov.wales/sites/default/files/publications/2019-03/transparency-senior-pay-in-devolved-welsh-public-sector.pdf and subsequent guidance produced by the Public Services Staff Commission gov.wales/sites/default/files/publications/2019-02/transparency-of-senior-salaries-in-the-devolved-public-sector.pdf

A handwritten signature in black ink that reads "Shan Morgan". The signature is written in a cursive style and is positioned above a long, thin horizontal line that extends across the width of the signature.

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Principles

Pay Principles

- The pay system will be affordable and represent good value for money for taxpayers.
- It will focus on ensuring equal pay for employees and action will be taken to address gender pay gaps.
- Pay arrangements will be open, transparent and simple. Unneeded complexity will be removed.
- Simple salary progression with incremental pay scales will enable employees to quickly reach the rate of pay for their role.

The real Living Wage (as defined by the Living Wage Foundation) will underpin salary rates and we will remain a real Living Wage accredited employer.

Legislative Framework

The Welsh Government has the power to appoint staff under section 52 of the Government of Wales Act 2006; and complies with all relevant employment legislation in determining the pay and remuneration of its staff. The Permanent Secretary has delegated responsibility from the First Minister under the Civil Service (Management Functions) Act 1992 for personnel functions, including pay matters.

Decision making including consideration of value for money

The Permanent Secretary is responsible for recommending to Ministers appropriate pay arrangements for delegated staff. Delegated staff are employees at Team Support, Executive Officer, Higher Executive Officer, Senior Executive Officer, Grade 7 and Grade 6 levels. Underpinning these arrangements, the HR Director is responsible for ensuring Trade Unions are fully engaged in pay negotiations, in the spirit of social partnership, and through a Collective Bargaining Agreement.

The vast majority of employees have terms and conditions of service, including pay, set by the Welsh Government. However, in line with TUPE regulations some staff from merged organisations may have opted to retain their former employer's terms and conditions of service. Such arrangements are not covered under the Welsh Government's collective bargaining arrangements.

The Welsh Government is proud of the strong social partnership working arrangements with Trade Union colleagues and work closely with them on pay related matters. Arrangements for the consultation and negotiation of pay are set out within a Collective Bargaining Agreement.

Pay awards for delegated staff are normally negotiated on an annual basis but alternative arrangements may be agreed, for example, where existing agreements cover an extended period.

Pay Arrangements

The Welsh Government's pay bands are shown at Annex 1. New appointments are normally recruited at the minimum of the relevant pay band. Under some circumstances, for example where there is clear market evidence, a new employee may be appointed to a higher rate within the scale. Salaries are then subject to an incremental increase each year until the maximum rate is reached (normally within 2-3 years). Individuals who are assessed as underperforming are not eligible for incremental progression. On promotion, starting pay is to the minimum of the pay band for the new grade. Staff numbers at all grades can be found at Annex 2.

The SCS salary range (which is determined by the UK Government) is also shown at Annex 1.

Additional Payments and Allowances

Depending on business requirements, employees may be eligible for the following additional payments during the course of delivering their role – temporary duties allowance, professional allowances, and travel and subsistence. The Welsh Government also employs a small number of staff based in London who receive an allowance to reflect the additional cost of living and working in London.

Senior Pay

Role of the Permanent Secretary

Dame Shan Morgan DCMG took up post as Permanent Secretary in February 2017. The Permanent Secretary is the head of the Welsh Government Civil Service. The Welsh Government has a budget of £25.7bn and is responsible for a wide range of public services employing around 5,421 (full time equivalent) staff.

The Permanent Secretary is appointed on merit, following public advertisement of the post, by a panel usually including the Head of the Civil Service, a Civil Service Commissioner and an independent person from outside the Civil Service. Once appointed, the Permanent Secretary looks exclusively to the First Minister for direction, for their personal priorities and for the priorities of the Welsh Government civil service.

Permanent Secretary's pay

The Permanent Secretary's salary is decided by and can only be amended by the Cabinet Office. The Permanent Secretary's salary range is £135,000 – £140,000. This has reduced since 2018 and reflects the cessation of accrual of pension benefits in the civil service pension scheme¹.

Details of the Permanent Secretary's pay are published in the annual remuneration report. This is contained within the Welsh Government's annual accounts and can be accessed here: gov.wales/welsh-government-consolidated-annual-accounts

Senior staff

Senior management roles are covered by Senior Civil Service (SCS) employees at Deputy Director, Director, Director General and Permanent Secretary levels. SCS pay is not delegated which means the Welsh Government implements SCS pay awards in accordance with the guidance produced by the UK Government, following recommendations from the Senior Salaries Review Body (SSRB).

Further information on the SSRB can be found here www.gov.uk/government/organisations/review-body-on-senior-salaries

¹ Shan Morgan elected to benefit from her pension on 31 March 2018. In accordance with Civil Service Pension Scheme rules her salary was reduced from 1 April 2018 onwards.

The Welsh Government's SCS Remuneration Committee is responsible for recommending senior pay decisions and managing the performance, potential and talent of senior staff.

The Committee ensures remuneration is handled in a fair and appropriate way and in line with Cabinet Office guidance. The Committee has some flexibility to operate within the guidance set by Cabinet Office, for example, the Welsh Government has not made any performance related variable (or bonus) payments to Welsh Government SCS employees since 2013. The Committee is chaired by a Non-Executive Director. A copy of the Remuneration Committee's annual report for 2020-21 is attached at Annex 8. This contains further information on the Committee, its terms of reference and its membership.

A disclosure report for staff earning over £100,000 is attached at Annex 4.

The Welsh Government Board includes senior staff within the organisation. The Board is chaired by the Permanent Secretary and meets regularly. Its purpose is to advise the Permanent Secretary on key strategic decisions about the development of the organisation in order to support the Cabinet and deliver Ministerial objectives. The Board's terms of reference can be found here gov.wales/sites/default/files/publications/2019-06/mb-terms-of-ref.pdf

Details of the Board's pay are published in the annual remuneration report contained in the Welsh Government's consolidated annual accounts gov.wales/welsh-government-consolidated-annual-accounts

Talent management

The Welsh Government's talent management approach ensures that we provide equality of opportunity for everyone to demonstrate their potential and progress and, when we identify high potential individuals, we may differentiate in how we manage and develop them so that they are in more challenging and stretching roles. This allows talented staff to be placed in the correct posts to ensure a lasting, high level of sustainable performance.

A number of talent development schemes are available to Welsh Government staff at all levels, including participation in a number of Civil Service wide opportunities such as the Fast Stream; Future Leaders Scheme; and Senior Leaders Scheme. A range of targeted internal development schemes are also available in support of the organisation's objective to be an exemplar in equality, diversity and inclusion.

Performance related pay

The Welsh Government does not offer performance related pay for delegated staff.

For senior staff, the SCS Remuneration Committee has some flexibility to offer performance related variable (or bonus) payments to SCS employees. However the Committee has not made any of these payments since 2013.

Equal pay and gender pay gap reporting

The Welsh Government undertakes regular equal pay audits designed to highlight areas of equal pay risk within the pay system. Our gender pay gap is also published in our Annual Employer Equality Report which gives a range of information about the sex of Welsh Government staff by grade, profession, contract and working pattern. The 2019-2020 document is provided here gov.wales/sites/default/files/publications/2021-04/welsh-government-employer-equality-report-2019-2020-.pdf. Based on previous published data the gender pay gap as at 31 March 2021 was 7.37%, an increase from 5.53% at 31 March 2020.

The increase in our gender pay gap this year is disappointing. While the organisation employs more women than men overall, they are not evenly spread across the grades. The majority of staff at lower grades are women. This was exacerbated in 2020-21 by the large number of women who joined the organisation at apprentice and Team Support level. In previous years, we have been able to reduce our gender pay gap by targeting pay awards at our lower paid staff. The pay award in 2020-21 was 2.5% at all pay points at all grades, therefore it did not reduce our gender pay gap. We will continue to take action to address our gender pay gap by supporting women at all levels of the organisation to develop and further their careers, and continuing to strive for a gender balanced Senior Civil Service.

Support for lower paid staff

One of the Welsh Government's key principles is a focus on addressing low pay and supporting the Living Wage.

The Welsh Government is an accredited Living Wage employer and all directly employed staff (including apprentices) are paid a Living Wage, as defined by the Living Wage Foundation.

Action is taken each year to ensure that salaries remain compliant with any rate changes defined by the Living Wage Foundation.

Our Living Wage arrangements go further than directly employed staff. In all new Welsh Government procurements the opportunity for our contractors to pay staff a Living Wage is considered.

Highest and lowest pay point

The lowest pay within the Welsh Government is the starting rate within the Team Support salary range. The highest paid member of staff is currently a Director General level role.

The pay comparisons (provided at Annex 3) therefore relate to the Permanent Secretary, the Directors General and delegated staff salaries.

Exit policy

To support organisational development the Welsh Government may from time to time elect to run voluntary severance exercises. In such circumstances employees will be offered compensation within the framework set out in the Civil Service Compensation Scheme. All severance activity is supported by a business case which includes cost benefit analysis.

Off-payroll engagements

Details of the Welsh Government's off-payroll arrangements are at Annexes 5 and 6.

Appendices

This statement is accompanied by the following annexes (information as at 31 March 2021):

- Annex 1 – Welsh Government pay bands (Delegated Staff and Senior Civil Service).
- Annex 2 – Staffing grade breakdown.
- Annex 3 – Pay relativities within the Welsh Government.
- Annex 4 – Welsh Government senior salary report.
- Annex 5 – Off-payroll engagements lasting longer than six months.
- Annex 6 – Off-payroll engagements of Board members/senior officials with financial responsibility.
- Annex 7 – Welsh Government SCS Remuneration Committee Annual Report 2019-20.

Annex 1

Welsh Government Pay Bands (Delegated Staff and Senior Civil Service) – 1 April 2020 – 31 March 2021

Pay Bands – Senior Civil Service ²	Pay Point	Salary
Permanent Secretary (Tier 1, 2 and 3)	Maximum	£200,000
	Minimum	£142,000
Director Generals (SCS Pay Band 3)	Maximum	£208,100
	Minimum	£120,000
Director (SCS Pay Band 2)	Maximum	£162,500
	Minimum	£93,000
Deputy Director (SCS Pay Band 1)	Maximum	£117,800
	Minimum	£71,000
Pay Bands – Delegated Staff	Pay Point	Salary
Grade 6	4	£74,730
	3	£69,690
	2	£66,240
	1	£63,880
Grade 7	4	£60,830
	3	£56,620
	2	£53,740
	1	£50,870
Senior Executive Officer	4	£47,000
	3	£43,760
	2	£41,560
	1	£39,310
Higher Executive Officer	4	£37,410
	3	£34,490
	2	£32,540
	1	£30,600
Executive Officer	3	£28,850
	2	£26,290
	1	£25,030
Team Support	3	£23,830
	2	£22,160
	1	£20,500

2 Senior Civil Service pay bands are set by the UK Government Cabinet Office.

Annex 2

Staffing grade breakdown – as at 31 March 2021

Pay Bands	FTE
Senior Civil Service	166.0
Grade 6	228.8
Grade 7	890.3
Senior Executive Officer	1,184.6
Higher Executive Officer	1,369.8
Executive Officer	930.6
Team Support	673.3
Other	32.5

Annex 3

Pay Relativities within the Welsh Government – as at 31 March 2021

The lowest pay within the Welsh Government is the starting rate in the Team Support salary range. The highest paid member of staff is currently a Director General level role. The pay comparisons therefore relate to the highest paid Director General, the Permanent Secretary and the highest and lowest range of Director Generals salaries.

Multiple of Salary		Ratio
Ratio Low to High	The multiple between the annual salary of the lowest (£20,500) and highest paid (£200,000 – £205,000) employee	1 to 10
Ratio Low to Perm Sec	The multiple between the annual salary of the lowest paid employee (£20,500) and the Permanent Secretary (£135,000 – £140,000)	1 to 6.83
Ratio Low to Director General	The multiple between the annual salary of the lowest paid employee (£20,500) and the Directors General (Highest paid £205,000 – £210,000, Lowest paid £120,000 – £125,000)	Highest 1 to 10.24 Lowest 1 to 6.10
Ratio Median to High	The multiple between the median salary (£37,410) of the Welsh Government and the highest paid (£200,000 – £205,000)	1 to 5.48
Ratio Median to Perm Sec	The multiple between the median salary (£37,410) of the Welsh Government and the Permanent Secretary (£135,000 – £140,000)	1 to 3.74
Ratio Median to Director General	The multiple between the median salary (£37,410) of the Welsh Government and the Directors General (Highest paid £205,000 – £210,000, Lowest paid £120,000 – £125,000)	Highest 1 to 5.61 Lowest 1 to 3.34

Annex 4

Welsh Government Senior Staff Salaries as at 31 March 2021 – Welsh Government earning £100,000 or over in bands of £5,000

Surname / Initials	Salary Range £000	Job Title	Sex	Actual salary range if part time £000
Goodall, A	205-210	Director General HSSC	M	N/A
Atherton, F	200-205	Chief Medical Officer	M	N/A
Baranski, GE	125-130	Chief Inspector CIW	F	N/A
Bisson, PJ	100-105	Director of ET, Constitution and Justice	M	N/A
Bridgman, CM	100-105	Chief Dental Officer	F	N/A
Brindle, SJ	100-105	Director, Recovery and Restart	M	N/A
Brown, N	105-110	Chief Executive, Cafcass Cymru	M	N/A
Burke, TM	125-130	Director General, EPS	F	N/A
Clifford, DP	125-130	Director General, OFM	M	N/A
Daniels, J	100-105	Director, Mental Health, Vulnerable Groups and NHS Governance	F	N/A
Davies, HG	100-105	Deputy Director, Senior Legislative Council	M	N/A
Davies, MW	100-105	Deputy Director, Senior Legislative Council	F	N/A
Davies, S	100-105	Deputy Director	M	N/A
Dean, SD	165-170	Deputy Chief Executive NHS Wales	M	N/A
Evans, DG	100-105	Director of Finance	M	N/A
Evans, S	100-105	Director, Business and Regions	F	N/A
Glossop, CE	105-110	Chief Veterinary Officer	F	N/A
Halligan, P	115-120	Chief Scientific Advisor	M	N/A

Surname / Initials	Salary Range £000	Job Title	Sex	Actual salary range if part time £000
Heaney, AL	130-135	Chief Social Care Officer for Wales	M	N/A
Howells, JR	110-115	Director, Climate Change, Energy and Planning	M	N/A
Hughes, DM	105-110	First Legislative Council	M	N/A
Jeffreys, A	100-105	Director, Treasury	M	N/A
Jones, CJ	115-120	Deputy Chief Medical Officer	M	N/A
Jones, DS	110-115	Director, Economic Infrastructure	M	N/A
Jones, PL	100-105	Deputy Director, Public Health	M	N/A
Kennedy, PD	100-105	Director of HR and Corporate Services	M	N/A
Kowal, TM	100-105	Deputy Director, Senior Legislative Council	M	N/A
Lyne, C	100-105	Director, EPS Operations	F	N/A
Macnamara, CA	100-105	Deputy Director, Senior Legislative Council	F	N/A
Martin, N	100-105	Deputy Director, Senior Legislative Council	M	N/A
Maxwell, MB	100-105	Deputy Director, Commercial Procurement and Group Strategy	F	N/A
Medcraft, DJ	100-105	Director, Finance and Operations ESNR	M	N/A
Mitchell-Kilpatrick, RT	100-105	Director General, Covid Crisis Coordination	M	N/A
Morgan, SE	135-140	Permanent Secretary	F	N/A
Morris, HJ	120-125	Group Director SHELL	M	N/A
Render, T	100-105	Director, Land, Nature and Food	M	N/A
Richards, DT	105-110	Director of Governance	M	N/A
Ryland, PW	100-105	Chief Executive WEFO	M	N/A
Slade, A	125-130	Director General ESNR	M	N/A
Thomas, JD	100-105	Director Culture, Sport and Tourism	M	N/A
Warrender, DJ	105-110	Deputy Director Programme Lead	M	N/A

Surname / Initials	Salary Range £000	Job Title	Sex	Actual salary range if part time £000
White, JC	105-110	Chief Nursing Officer	F	N/A
Hayes, S	115-120	Senior Medical Officer – Support	F	75-100
Stephens, DJ	110-115	Fire and Rescue Adviser and Inspector for Wales	M	65-70
Duffy, F	100-105	Director, Primary Care and Health Science	F	60-65
Fullerton, CM	100-105	Chief Digital Officer	F	45-50
Rawlings, HF	110-115	Director, Constitutional Affairs	M	15-20
Watkins, SE	100-105	WG/NHS Mental Health Incident Group Support	F	20-25

FT Salaries over £100k but paid less than £100k:

Surname / Initials	Salary Range £000	Job Title	Sex	Actual salary range if part time £000
Brace, A	115-120	Director of Finance	M	80-85
Currado, GM	100-105	Director, Environment & Marine	M	95-100
Godfrey, JC	115-120	Director, Legal Services	M	0-5

Annex 5

For all off-payroll engagements as of 31 March 2021 and for more than £245 per day

	Total	E&T	CSA	EERA	EPS	MHWWL	HSS	HLG
Number of existing engagements as of 31 March 2021	118	7	22	15	14	2	39	19
Of which...								
Number that have existed for less than one year at time of reporting.	38	0	7	6	4	1	17	3
Number that have existed for between one and two years at time of reporting.	36	2	8	5	5	1	10	5
Number that have existed for between two and three years at time of reporting.	17	2	3	0	2	0	5	5
Number that have existed for between three and four years at time of reporting.	10	2	2	0	2	0	3	1
Number that have existed for four or more years at time of reporting.	17	1	2	4	1	0	4	5

All existing off-payroll engagements, outlined above, have at some point been subject to a risk-based assessment as to whether assurance is required that the individual is paying the right amount of tax and, where necessary, assurance has been sought.

Annex 6

For any off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, between 1 April 2020 and 31 March 2021

	Total	E&T	CSA	EERA	EPS	MHWWL	HSS	HLG
Number of off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, during the financial year.	6	0	0	0	0	2	3	1

Annex 7

Title of paper:	Senior Civil Service (SCS) Remuneration Committee: Annual Report 2020-2021
Purpose of paper:	This report summarises the issues considered by the SCS Remuneration Committee for the period 1 April 2020 to 31 March 2021
Action required by the Board:	No decision needed. The Board is invited to discuss the report
Official presenting the paper:	Jeff Farrar, Non-Executive Director and Chair of the SCS Remuneration Committee
Paper prepared by:	Evelyn Edwards
Publication:	This paper should be published.
Date submitted to Secretariat:	

1. Background

1.1 This report covers the period 1 April 2020 to 31 March 2021. The Committee met 7 times during the reporting period on the following dates:

- 24 April 2020
- 12 June 2020
- 17 July 2020
- 11 September 2020
- 23 October 2020
- 05 February 2021
- 26 March 2021

1.2 The attendance of Committee members at the meetings covered by this report was as follows:

Name	Number of Meetings Attended
Jeff Farrar (Chair) Non-Executive Director	7
Shan Morgan Permanent Secretary	7
Meena Upadhyaya Non-Executive Director	6 of 7*
Ellen Donovan Non-Executive Director	7
Gareth Lynn Non-Executive Director	7
Andrew Goodall DG Health/NHS Chief Executive	6 of 7*
Des Clifford DG Office of the First Minister	4 of 7*
Tracey Burke DG Education & Public Services	7
Andrew Slade DG Economy Skills & Natural Resources	7
Peter Kennedy HR Director	7

* Meena's first meeting as a Non-Executive Director was on 12 June 2020

1.3 The Committee's Terms of Reference and Membership are at Annex A.

1.4 The Committee considered the following issues during the course of the year:

- SCS staffing priorities and flexibilities for COVID-19 including Restart and Recovery;
- Continuing implications of Brexit on SCS staffing;
- The Senior Salaries Review Board report and recommendations on SCS pay;
- Director Succession Planning;
- SCS performance management, including moderation and, new performance management system for 2021-22;
- The consideration of pay anomalies within the SCS pay bands;
- Welsh Government candidates for state honours;
- The recruitment processes for all SCS posts which had either become vacant or were new posts, including agreement on whether to advertise the posts internally or externally, setting the salary range and whether executive search should be used. Including the consideration of all TDA requests into the SCS and, if approved to advertise openly;
- After careful consideration of organisational structures, 25 recruitments were approved during the year;
- Cabinet Office paper on capability based pay for SCS;
- In addition to Remuneration Committee meetings, two workshops were arranged to discuss Director Succession Planning and, the Future Shape of the organisation.

2. Chair's Summary

2.1 The Committee's primary focus continues to be the oversight of the pay strategy for the SCS, with particular regard to the use of the flexibilities built into the system and, pay equality.

2.2 The other main focus is SCS recruitment and headcount, including challenge on location of posts and structures.

2.3 Chair's Aims – the aims for the year ahead include:

- supporting the Permanent Secretary on COVID-19 Recovery, Brexit related matters, the National Strategy Prosperity for All, Future Proofing, Smart Working initiatives and Priority Resourcing;
- Continued commitment to the organisational use of the social model of disability;
- commitment to increasing diversity in the SCS and developing the Equality Diversity and Inclusion Action Plan 2020-2025;
- The role of Non-Executive Directors in Talent;
- Continuing to establish that there are successors for all key SCS posts and, monitoring management information and trends for SCS staffing and posts.

2.4 I am grateful to the members of the Committee for their contribution to all the issues and decisions we have made; their careful consideration and the balanced views they bring, help us to ensure that we handle the matters before us sensitively, fairly, consistently and at pace to meet the needs of the organisation. I am also grateful to Peter Kennedy, Evelyn Edwards and her team for their work in support of the Committee and the effective discharge of its duties.

3. Resource implications

3.1 This is an update report and all of the areas and issues raised are covered by existing financial and staffing resources.

4. Risks

4.1 Any risks are appropriately recorded and monitored in a separate risk register.

5. Communication

5.1 This report is to be published on the intranet as well as the internet.

6. General Compliance Issues

6.1 None.

Senior Civil Service Remuneration Committee

Terms of Reference

1. The Senior Civil Service Remuneration Committee is a Sub-Committee of the Board.

It was established to:

- Determine and publish the Welsh Government's SCS Pay Strategy.
- Formally advise the First Minister to allow him to discharge his responsibilities as the Minister for the Civil Service in Wales.
- Oversee the process of assessment and moderation for SCS members.
- Ensure that the average increase to the SCS paybill is within the centrally determined budget.
- Monitor pay outcomes to ensure that any differences are justifiable.
- Ensure that those SCS members in the lower tranche who need extra help to improve their performance are appropriately supported and developed.
- Ensure that line managers receive feedback on final pay decisions so that they can explain to individuals how these have been reached.
- Examine the quality of managers' evidence and recommendations through occasional review of particular reports.
- Report on the operation of the pay round and on any lessons for the future.
- Determine if, and by how much, individual salaries should increase following JESP score increases (subject to Cabinet Office guidelines).
- Agree on a case by case basis to the setting of starting salaries above the minimum of the SCS pay ranges.
- Agree the recruitment processes for all SCS posts.

Membership

2. The current membership of the Committee is as follows:
 - The Permanent Secretary
 - Four Non-Executive Directors including Chair
 - DG Health/NHS Chief Executive
 - DG Education & Public Services
 - DG Economy Skills & Natural Resources
 - DG Office of the First Minister
 - HR Director
 - HR Secretariat.