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**PUBLICATION DATE:**  
July 2026



# Independent Remuneration Board

## Annual Report

**2025-26**

# **The Independent Remuneration Board of the Senedd**

The Independent Remuneration Board of the Senedd makes independent decisions on the pay and direct support for Members of the Senedd to attract a wide range of capable and diverse candidates and to enable those elected as Members to do their jobs effectively, ensuring value for money for the people of Wales.

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

Copies of this Determination can also be obtained in accessible formats including Braille, large print, audio or hard copy from:

**Clerk to the Independent Remuneration Board of the Senedd**  
**Welsh Parliament**  
**Cardiff Bay**  
**Cardiff**  
**CF99 1SN**

Tel: **0300 200 6565**

Email: **[Remuneration@senedd.wales](mailto:Remuneration@senedd.wales)**

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# Independent Remuneration Board

## Annual Report

**2025-26**

# Membership



**Dr. Elizabeth Haywood**



**Lord Nicholas Bourne**



**Gareth Llewellyn**



**Jennifer Long**



**Hugh Widdis**

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**Dr. Elizabeth  
Haywood**

## **1. Chair's foreword**

This has been a significant year for the Board. As the Sixth Senedd drew to a close and preparations for the Seventh Senedd gathered pace, our focus has been on ensuring that the framework for Members' pay, staffing and business support remained fair and fit for purpose for a changing parliamentary context.

The Board has seen significant change too, with three new members joining during the past year.

Over the course of 2025-26, we have continued our major programme of work to improve and simplify the Determination, informed by consultation, evidence and extensive engagement with Members, their staff, representative groups and the Senedd Commission.

We have published a very different Determination for the Seventh Senedd, one that includes several significant policy changes having carried out a root and branch review, and is also much clearer, simpler and easier to read and understand – reducing word count by nearly a half.

I would like to pay tribute to my fellow Board Members over the five-year period for taking the lead on key areas: Lord Hanson of Flint on ways of working; the late Mike Redhouse on staff pay and grading; Dame Jane Roberts on Political Group Support; and Hugh Widdis on simplification.

Alongside this work, we have been responsive to changing circumstances and demands, consultation on matters such as payment of job share committee chairs and reviewing the implementation timetable for the staff pay and grading framework. Throughout, we have sought to balance flexibility and responsiveness with accountability, value for money and the wider financial circumstances of Wales.

I am proud of our collective work and trust the Determination for the Seventh Senedd will strike the right balance between responsiveness to the demands of the new Senedd and Members' new ways of working, whilst promoting probity and value for money.

I am particularly pleased that the independent review of the Board which was published last December concluded that the Board is effective and that our approach to work is proportionate and facilitates good quality decision making. The Board accepted the report and its recommendations for improvement in full.

I would like to thank current and former Board members, our secretariat and all those who have contributed to our work during the year. Their expertise, challenge and constructive engagement have helped us reach decisions that support Members in carrying out their responsibilities effectively while maintaining public confidence.

As a new Board term enters its second year and the Seventh Senedd takes shape, we remain committed to open engagement, clear decision-making and continuous review so that our arrangements continue to meet the needs of a modern and accessible parliament.



**Dr Elizabeth Haywood**

**Chair, Independent Remuneration Board of the Senedd**

## 2. Our Work 2025-26

**At a glance:** a year of intensive engagement, key policy decisions and final preparations for the Seventh Senedd.



**10**

Board meetings



**4**

Formal consultations published



**4**

Determinations published (Including 3 Exceptional Determinations)



**1**

Independent end-of-term review commissioned and published



### ENGAGEMENT

Drop-Ins with Members

5 Members' Representative Group meetings

5 Staff Representative Group meetings

Meetings with the Llywydd and Senedd Commission, Chief Executive of the Senedd, Senedd Commissioner for Standards and the Chair of Family Friendly and Inclusive Parliament Review.



## INDEPENDENT END OF TERM REVIEW

Commissioned an independent review of the Board; accepting and publishing its recommendations in full.

Key conclusions were:

- The Board is 'high functioning and effective'
- 'the governance framework is proportionate, fit for purpose, and facilitates good quality decision making.'



## INFLUENCE AND INFORMATION SHARING

3 Chairs of UK remuneration bodies network meetings

Membership of IPSA's 'What price democracy?' Advisory Panel and the appointment panel for the Remuneration Board for the Northern Ireland Assembly.



## DETERMINATION FOR THE SEVENTH SENEDD

Consultation and finalisation of core policy proposals including Members' pay and support, staffing constituency work and staffing support.

Publication of equality and Welsh language impact assessments.

Simplified and streamlined Determination – 45% reduction in word count.

## OUR PURPOSE

The **Independent Remuneration Board of the Senedd** makes independent decisions on the pay and direct support for Members of the Senedd to attract a wide range of capable and diverse candidates and to enable those elected as Members to do their job effectively, ensuring value for money for the Welsh public purse.

## OUR GUIDING PRINCIPLES

We make decisions on the system of financial support and remuneration for Members.



Our decisions should be appropriate within the context of Welsh earnings and the wider financial circumstances of Wales.



Our decisions should support the strategic purpose of the Senedd and facilitate the work of its Members.



Our decisions should be robust, clear, transparent, sustainable, inclusive, and represent value for money for the taxpayer.

## OUR GOALS FOR THE TERM

To enable Members of the Sixth Senedd to do their parliamentary job effectively, in their locality and in the Senedd. To prepare a package of pay and support for the Seventh Senedd.

**All within a changing constitutional, social, and global context.**

### OUR STRATEGIC OBJECTIVES

**A RESPONSIVE DETERMINATION:** deliver a Determination which responds to Members' changing business needs, citizens' expectations and the evolving constitutional context.

**A SIMPLER DETERMINATION:** simplify the Determination to provide flexibility for Members to determine their own priorities with proportionate safeguards, in co-operation with the Senedd Commission.

**A SUSTAINABLE DETERMINATION:** deliver a sustainable model of support, which takes account of diversity needs, the climate change emergency and long-term finances in Wales.

**PROMOTING TRUST AND ENGAGEMENT:** engage effectively with Members and a wider range of stakeholders to enable effective reviews and promote public trust.

### WHAT SUCCESS WILL LOOK LIKE:

- Members trust and respect the decisions we make and view them as fair, evidence-based, and clear.
- Members have confidence that our decisions enable them to do their work as elected representatives effectively.
- The public has confidence that the system to provide financial support to Members delivers value for money, is transparent, and operates independently.

## 3. The work of the Board

### Who is the Board?

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1. The **Board** began a new five-year term in September 2025.
2. The Chair, Dr Elizabeth Haywood, and Hugh Widdis began their second five-year terms from September 2025.
3. Following a public recruitment process, the Senedd Commission appointed Lord Nicholas Bourne of Aberystwyth, Jennifer Long, both from May 2025, and Gareth Llewellyn, who commenced his term in September 2025. The Board's biographies are included in **Annex A**.

### What is the Board?

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4. The Remuneration Board is an independent statutory body that decides Members' pay and the budgets available for staffing and business costs, while keeping accountability and value for money in mind.
5. Although the Board is independent of and cannot be subject to the control or direction of the Senedd or the Senedd Commission, the Senedd Commission provides the Board with secretariat support to help it work effectively.

### What is the Determination?

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6. The Board sets Members salaries and the amounts they can claim for staffing and business costs in a document called the **Determination**.
7. The Board reviews the Determination each year, taking account of discussions with Members, support staff and the Senedd Commission, as well as the wider economic outlook and inflation.

### How is the Determination administered?

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8. The Senedd Commission administers the Determination, processes Members' claims, and provides guidance and support to Members and their staff.

**9.** Members must follow the **Rules on the Use of Senedd Resources** when claiming costs. Members' claims are published by the Senedd Commission on its **website**, this is in line with one of the Determination's principles of accountability and transparency.

**10.** More detail on how the Board and the Senedd Commission work together is set out in the Board's **Charter**. The Board will review this in the coming year.

### **Oversight of the Board's administrative resources and budget**

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**11.** The National Assembly for Wales (Remuneration) Measure 2010 <sup>1</sup> sets out that the Senedd Commission must provide the Board with such administrative support as the Board reasonably requires to enable it to discharge its functions.

**12.** The Board sets out its administrative budgetary requirements to the Chief Executive and Accounting Officer in correspondence. The Board's administrative budget, as part of the Senedd Commission's draft budget, is subject to scrutiny by the Senedd Finance Committee.

**13.** Details of this budget and how we used this support are set out in **Annex B**. The budget included a contingency for possible additional external expertise related to staffing matters; although a limited amount of external legal advice was commissioned, the majority of this budget was not required. The staffing support budget was not fully committed as a result of carrying several staff vacancies following Senedd Commission restructuring ahead of the Seventh Senedd.

**14.** The budget for the Determination is also included in the draft Senedd Commission budget and expenditure is accounted for through quarterly publication of Members' claims and overall expenditure is reported through the Senedd Commission's Annual Report and Accounts.

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<sup>1</sup> **National Assembly for Wales (Remuneration) Measure 2010**

## The Board's Principles

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**15.** The Board's work was guided by the following principles:

*financial support and remuneration for Members should support the strategic purpose of the Senedd and facilitate the work of its Members;*

*decisions must be appropriate within the context of Welsh earnings and the wider financial circumstances of Wales; and*

*the system of financial support for Members must be robust, clear, transparent, sustainable, inclusive, and represent value for money for the taxpayer.*

## The Board's programme of work

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**16.** In 2022, the Board agreed a work programme to improve the Determination during the Sixth Senedd and get ready for the Seventh Senedd.

**17.** The strategic work programme for 2021–26 included the following objectives, to deliver:

- A Responsive Determination
- A Simpler Determination
- A Sustainable Determination
- Promoting Trust and Engagement

**18.** During the Sixth Senedd term, the Board undertook several thematic reviews to inform a new Determination for the expanded Seventh Senedd. The Board's activity during 2025-26 has been the culmination of this period of extensive review, with the drafting, consulting and publishing of final policy proposals and a revised and simplified Determination.

## 4. A responsive Determination

“The Board will seek to deliver a Determination which responds to Members’ changing business needs, citizens’ expectations, and the evolving constitutional context.”

### Determination for the Seventh Senedd

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**19.** During the year, the Board consulted Members, their staff and the Senedd Commission to ensure the Determination for the Seventh Senedd would meet Members’ needs.

**20.** The Consultation Part Two was issued between March-June 2025 and contained proposals for changes to the rules on Members’ pay and personal support, and the reimbursement of costs relating to additional support, Members’ travel, constituency office and constituent engagement and staffing support. The Board received ten responses to its [consultation](#).

**21.** As the drafting of the simplified Determination had yet to be finalised, the Board published a summary of its decisions for the Seventh Senedd in July 2025, giving candidates, Members, support staff, unions, parties and the public early notice of the salaries and support available in the Seventh Senedd.

**22.** In consulting on the final and simplified draft Determination for the Seventh Senedd between December 2025 and February 2026, the Board also reflected on further feedback from the Senedd Commission, Members and support staff incorporating several additional proposed policy changes.

**23.** The consultation received eleven responses, and the simplified and streamlined Determination received overwhelmingly positive feedback from the political groups and reflected the Board’s overarching aim of simplification throughout its reviews.

**24.** The Determination for the Seventh Senedd published in March 2026 is the culmination of substantial work during the Sixth Senedd term, informed by constructive engagement with Members, their staff and the Senedd Commission.

**25.** The Board seeks to ensure that the Determination is responsive to Members' specific needs and any changes to Senedd business or new ways of working, as well as improvements identified through everyday experience of making or administering claims.

**26.** The End of Term review noted that

***'...we heard several positive examples from stakeholders where the Board had been responsive to their feedback<sup>2</sup>.'***

**27.** The revised Determination is designed to provide flexibility for a changed parliamentary landscape, including more Members, different constituency arrangements, new ways of working and possible changes to business arrangements, while retaining safeguards to ensure public money is used responsibly and in line with the Board's statutory duties.

### **Remuneration of Job share Committee Chairs**

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**28.** In February 2026 the Senedd voted to introduce a temporary Standing Order 17A to enable job share committee chairs for a trial period. The draft Determination had not provided for the sharing of committee chair salaries, and the Board therefore issued a brief consultation on the remuneration of job share committee chairs. The consultation period was short in order that the Board's decision could be reflected in the Determination from the outset of the new Senedd.

**29.** The consultation received four responses. The Board published an **exceptional determination** setting out provision for the Committee Chairs' salary to be split equally between job share committee chairs.

### **Extension of the deadline for implementation of the staffing review**

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**30.** The Board responded to issues raised by a number of Members regarding the challenges of implementing the new support staff pay and grading framework before the start of the Seventh Senedd term. In order to address these challenges and support Members, the Board consulted on a proposed extension to the deadline for implementation in January 2026.

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<sup>2</sup> **FinWell End of Term report**

**31.** The consultation received eight responses, with the majority of respondents supportive of the proposed extension.

**32.** The Board agreed to extend the implementation deadline to 30 June 2026.

### **Exceptional Expenses**

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**33.** The Determination aims to provide Members with a sufficient budget to ensure that all permissible business or staffing costs can be met. The Determination allows for the possibility that additional expenditure or flexibility may be needed in exceptional circumstances not originally foreseen. Members can make a case to the Board for such exceptional financial support.

**34.** During 2025-26 the Board received three applications for exceptional expenses. The three applications were not approved.

## 5. A simpler Determination

“The Board will seek to simplify the Determination, including increasing flexibility for Members to determine their own priorities with proportionate safeguards, in cooperation with the Senedd Commission.”

**35.** The Board has continued its work to simplify the Determination, making it clearer and easier for Members and their staff to use.

**36.** The simplification thematic review has focused on removing unnecessary controls, redrafting unclear or redundant provisions, reducing duplication, and improving the organisation of content.

**37.** The Board also reviewed underlying principles and controls to give Members greater flexibility in managing resources, while maintaining proportionate safeguards and value for money.

**38.** The simplification workstream, undertaken through the Sixth Senedd term, culminated in 2025-26 with the drafting, testing and consultation of a new Determination incorporating several revisions to simplify and streamline the document:

- Clarifying and simplifying language and terminology
- Removal of duplication between chapters
- Inserting a clear and consistent purpose in each chapter
- Removing references to Senedd Commission processes or policies, including requirements to publish Members' claims, as the administration of the Determination is a matter for the Commission
- Insertion of http links to relevant legislation, documents or publications for ease of reference, to aid Members and support staff with their understanding and application of the Determination.

- Moving all salaries and claimable staffing and business costs into a table in an Annex
- Inserting a summary of the enhancements to statutory entitlements in the Terms and Conditions of Support Staff in an Annex.

**39.** The final Determination for the Seventh Senedd is briefer, with word count reduced by 45% compared to the 2025-26 Determination.

**40.** Consultation feedback from stakeholders including the Senedd Commissioner for Standards, the Chief Executive and Clerk of the Senedd the Plaid Cymru Group and Welsh Labour Group was overwhelmingly positive, with feedback noting improvements to accessibility, clarity and usability for Members, whilst reducing the risk to Members and making the document more transparent for the public.

## 6. A sustainable Determination

“The Board will seek to deliver a sustainable model of support, which takes account of the diversity needs of Members, the climate change emergency and the long-term finances in Wales.”

### Additional support for Members

**41.** In preparation for the Seventh Senedd the Board consulted on proposals to ensure that the terminology in the Determination is appropriate and the support available is sufficient, reflective of the social model of disability and is responsive enough to meet Members’ diverse needs and those of their constituents.

**42.** The Board consulted on and incorporated changes to the Chapter on Additional Support which consist of simplifying and clarifying arrangements, reducing administrative burden on Members and support staff and aligning costs of care or additional overnight accommodation to relevant market rates, as well as on a per dependent basis.

**43.** The Board also conducted an **equality impact assessment**, a **supplementary equality impact assessment** and a **Welsh Language Impact Assessment** of its Determination for the Seventh Senedd.

**44.** The commitment and work of the Board was recognised in ‘A Senedd for All’, the report of the Family-Friendly and Inclusive Parliament Review Board (published on 3 March 2026) which concluded that the Board:

*“...leads the way in terms of the provision of “out-of-hours” childcare costs, by ensuring that in future these can be claimed during recess periods and on weekends as well as in the evenings. The Board has also enhanced the provision for Members’ dependents to travel, as well as enabling eligible Members to accommodate additional dependents at their accommodation in Cardiff.”*

## Value for money

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**45.** In considering ‘value for money’ and financial sustainability in the context of all its decisions, the Board is informed by data and comparative evidence, including Members’ claims (which are published online), salary benchmarking data, forecasting analysis and economic data, including localised Cardiff market rates.

**46.** The Board considers the cost implications of all its decisions and continues its commitment to making its decisions in the context of the wider Welsh economy.

**47.** In taking into account the longer-term implication of its proposals in light of the expanded Seventh Senedd, the Board considered the budgetary implications of additional Members and support staff.

**48.** Although the overall Determination costs for the Seventh Senedd increase due to an additional 36 Members, the Board’s decisions, in the main, were to increase Members’ budgets only in line with inflation:

- The Board determined that Members’ and additional office holders’ salaries, constituency work and overnight accommodation budgets remained appropriate and these therefore increased in line with average Welsh earnings (Members’ salaries) or inflation.
- The staffing budget increased slightly, by 2.6% (in addition to the increase of staff salaries in line with average Welsh earnings) as a result of the Board’s benchmarking and review of staff salaries.
- Some other budgets increased, including costs for Members with caring responsibilities or accommodation needs for dependents, as they were either benchmarked to Cardiff rental rates or will be provided on a per dependent basis rather than per Member basis during the Seventh Senedd

## Environmental sustainability

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**49.** The Board has reviewed the Chapter on Travel for the Determination for the Seventh Senedd. While the Board recognised the need to continue to provide flexibility and discretion to Members, given that sustainable travel options may be limited in some areas, the Determination continues to require Members to

seek to ensure that any expenditure incurred provides value for money to the taxpayer, represents the most sustainable and reasonable option available.

**50.** The Determination also states that Members and their support staff should aim to travel in the most sustainable way that is possible and appropriate and also encourages 'car sharing'.

**51.** The Determination also provides for Members and support staff to access the Senedd Commission's salary sacrifice schemes including for electric vehicles and the cycle to work scheme.

## 7. Promoting trust and engagement

“The Board will seek to engage with a wide range of stakeholders to enable effective reviews and promote public trust.”

### End of Term review

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**52.** The Board is committed to good governance and self-improvement and commissioned an independent End of Term review during the summer of 2025 to consider the Board’s ways of working, progress against its objectives and sought to identify any lessons for the new Board. The Board committed to publishing the report in full on conclusion.

**53.** The review was undertaken by FinWell Coaching & Consulting Ltd and sought views from Board members, the Senedd Commission and Member and staff representatives. The Board published the [report](#) and its [response](#) in December 2025.

**54.** The review concluded that the Board is:

***‘...a high functioning and effective Board, particularly in the context of its size and limited resources...***

***[and]...the governance framework is proportionate, fit for purpose, and facilitates good quality decision making.’***

**55.** The Board welcomed the report and accepted its recommendations in full. The review has provided assurance to the Board that its approach to business and governance is effective and has also identified several themes and recommendations to further strengthen the Board’s arrangements and its strategic planning for the new Board’s term.

**56.** In response to the Review’s recommendations, Gareth Llewellyn has been designated as the senior Board member to deputise on the Chair’s behalf when required. He is also leading the work to develop the Board’s approach to policy feedback, to enable proportionate and timely data and feedback to ensure the

Determination is reviewed and informed by the experience gained from the operation of the Board's decisions.

**57.** The review highlighted that the Board's relationships with key stakeholders are in the main positive and constructive, although recommended reviewing the Board's approach to stakeholder engagement, and this work has begun and will continue into the Seventh Senedd. The stakeholder engagement work is being led by Lord Nick Bourne and Jennifer Long is the Board member lead for pensions and staffing matters.

**58.** The Board has addressed several other recommendations related to governance and strategy, including considering the balance and proportionality of principles and rules when finalising the Determination, identification of strategic risks and scheduling of routine governance related matters throughout the year.

**59.** The Board will incorporate further actions in response to the Review's recommendations as part of the new Board's Strategy 2026-30 and work programme for 2026-27 including a review of the Board's Governance Principles and Guidance on the Conduct of Business. Progress will be reported in future annual reports.

### **Engaging with Members and their staff**

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**60.** In order to promote understanding of their work and seek feedback on the support provided via the Determination, the Board has sought to engage widely with Members informally during 2025-26, and formally through 4 separate consultation exercises.

**61.** There was extensive engagement on the staff pay and grading framework.

**62.** The Board met with the cross-party Members' Representative Group four times and the Staff Representative Group four times, which included representatives from Unite and PCS Plaid Cymru branch trade unions

**63.** There were four informal 'drop ins' and two specific meetings where Board members were available to discuss matters of concern or interest to Members.

## Accountability and Transparency

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**64.** The Board is committed to ensuring openness and transparency and that the Board is accountable for its decisions, publishing the information and evidence that has informed its decisions.

**65.** In line with simplifying the Determination itself, the Board has sought to better signpost Members and the public to relevant documents (such as the Rules and Guidance on the Use of Senedd Resources), as well as simplifying public materials on the Board's website, including a suite of 'About the' Board and Determination briefings on its website.

**66.** The End of Term review noted:

***“We observed high levels of transparency with well signposted information across the Board’s website such as corporate information.”***

***“Much of [the Board’s] work is published in full, with a degree of transparency well beyond that observed in many other parts of the public sector.”***

## Engagement with the work of Senedd Committees

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**67.** During the course of the year, the Board has sought to provide evidence to and inform various Senedd Committees about its programme of work. The Board has written to:

- the Member Accountability Bill Committee regarding the Senedd Cymru (Member Accountability and Elections) Bill;
- the Standards of Conduct Committee regarding its Consultation to Introduce more independence to support the complaints process in the Senedd; and

**68.** The Board also wrote to and met with the Chair of the Family Friendly and Inclusive Parliament Review Board.

## Dialogue with the Senedd Commission

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**69.** The Board continued its constructive dialogue with the Senedd Commission during 2025-26, exploring matters of shared interest and shaping preparations for the Seventh Senedd term.

**70.** The Chair met with the Llywydd and Commissioner for Budget and Governance around budget implications and the final Determination proposals. The Chair also met the Chief Executive and Clerk to the Senedd several times throughout the year to discuss the work of the Board and how it relates to the Commission's responsibilities for implementing the Board's decisions. The meetings have also included discussions on preparations for the Seventh Senedd and budgeting.

## UK remuneration networks

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**71.** The Chair attended three meetings of the Chairs of the remuneration bodies of the four UK legislatures.

**72.** The network provides an opportunity to discuss the different approaches to meeting the challenges of facilitating the work of Members. Issues discussed included Members' pay, resettlement pay for Members, approaches to evaluating board effectiveness, public engagement and staff pay and grading.

**73.** The Board's secretariat has continued to keep in regular contact with colleagues in the different UK remuneration bodies in order to share good practice and develop knowledge and understanding.

## 8. Forward look – New Senedd Term

**74.** Given the wholesale review of the Determination for the Seventh Senedd and the changes to the Senedd itself, including additional Members, multi-member constituencies, and potential changes to Members' ways of working and Senedd business, the Board will keep the new Determination under close review during the early stages of the Seventh Senedd. It will continue to engage with Members and staff to assess how the arrangements are working in practice and whether further refinement is needed.

**75.** The Board will monitor how the new Determination operates in practice, with particular focus on its effectiveness, value for money and accountability, and will identify any areas requiring early review during the new Senedd term.

**76.** The Board will respond to the recommendations of the End of Term report through its Strategy 2026–30 and its Governance Principles and Guidance on the Conduct of Business; the Board will consult on its draft strategy early in the new Senedd term and will set out its work programme priorities and budgetary requirements for the coming period.

**77.** The Board remains committed to open, transparent engagement and decision-making.

**78.** To contribute to the Board's work, please email [remuneration@senedd.wales](mailto:remuneration@senedd.wales).

# Annex A: Board Biographies



**Dr. Elizabeth Haywood**

## **Dr. Elizabeth Haywood (Chair)**

Elizabeth is an experienced Non-Executive Director and Chair. She was previously a Board member of Natural Resources Wales and Chair of its Flood Risk Management Committee, a Board member of Scottish Power Energy Networks, Hendre Group, Leonard Cheshire, an independent member of the Welsh Audit Office's Remuneration Board, and inaugural Chair of WCVA Services Ltd. She chaired the Welsh Government's Ministerial Task Force on City Regions.

Her early career was spent in the European Parliament and the Welsh Development Agency, before being appointed Director of CBI Wales, Communications Director of the Association of Train Operating Companies and then running an executive search firm based in Cardiff and London.

She has an economics degree from Cardiff University, a PhD and an honorary doctorate from Swansea, was the recipient of the first Welsh Woman of the Year Award and is an honorary Fellow of Trinity St David's University.

Elizabeth was appointed as Chair of the Independent Remuneration Board of the Senedd in June 2020.



**Lord Nicholas  
Bourne**

## **Lord Nicholas Bourne of Aberystwyth**

Nick Bourne was an Assembly Member for 12 years between 1999 and 2011, including a period as leader of the Opposition. He then was a member of the Silk Commission on Devolution in Wales and Williams Commission on Public Service Delivery and Governance, reviewing the role of the Assembly and the place of local government in Wales respectively. In 2012-14 he also chaired the Haven Waterway Enterprise Zone.

He was elevated to the House of Lords on 9 September 2013 and took Ministerial roles including in the Wales Office serving as Parliamentary Under-Secretary of State during 2015-17 and 2017-19. He has also served in other Ministerial roles including as Parliamentary Under-Secretary in the Northern Ireland Office, the Ministry of Housing, Communities and Local Government and the Department of Energy and Climate Change. He has also served as a Government Whip.

**Gareth Llewellyn**

## **Gareth Llewellyn**

Gareth is currently the Chair of Transport Infrastructure Ireland prior to which he was chair of Scottish Rail Holdings Ltd. He has held non-executive director roles at Sage Homes, Biffa plc, Harwich Haven Authority, Renewable Fuels Agency, National Grid Property, and the Rail Safety and Standards Board. He has held global executive roles at National Grid plc and Anglo American plc, was executive director at Network Rail and Chief Executive of the Driver and Vehicle Standards Agency.

Gareth has chaired Board Remuneration committees at Sage Homes Ltd and Harwich Haven Authority and was a member of the Remuneration Committee at Biffa plc. Born and educated in Wales, Gareth graduated from Swansea University.



**Jennifer Long**

## **Jennifer Long**

Jennifer Long is a consultant specialising in advice to public authorities internationally on financial services regulation, governance and remuneration. She led IPSA's last statutory review of the remuneration of Westminster MPs, and was appointed statutory remuneration reviewer for Jersey's parliament in 2023.

Jennifer is a Visiting Scholar at the International Monetary Fund and served until July 2024 as a consumer representative on the European Banking Authority's Banking Stakeholder Group.

Having begun her career as a Clerk in the House of Commons, she worked as a financial services regulator for over twenty years in the UK and European Union, including several years in the secretariat of the European Parliament.



**Hugh Widdis**

## **Hugh Widdis**

Hugh Widdis is the Permanent Secretary of the Department of Justice in the Northern Ireland Executive. He took up the position in April 2024. He has 24 years of experience in parliamentary, government and legal services.

Hugh served from 2015 to 2024 as the Head of the Government Legal Service for Northern Ireland, and Departmental Solicitor for the Northern Ireland Executive. During 2017-18 he served as Permanent Secretary of the Department of Finance.

Prior to joining the Northern Ireland Civil Service, Hugh served as Director of Legal and Governance Services for the Northern Ireland Assembly.

He has previously worked in research, and as a barrister in private practice. He has also worked in the Scottish Parliament's legal office, and on discrimination law in the Office of the First Minister and deputy First Minister. He was a member of the Senedd Cymru Commission's Audit and Risk Assurance Committee from 2012 until 2019.

Hugh is a barrister and member of the Bar of Ireland and the Bar of Northern Ireland. Hugh is a Governor at Banbridge Academy, and a member of the board of the Chief Executives Forum.

# Annex B: Board Expenditure

## 2025-26

Section 11 of the National Assembly for Wales (Remuneration) Measure 2010 sets out that the Annual Report detailing the Board’s activity must include how the Board has used its resources during the financial year.

The following tables show the direct costs incurred by the Remuneration Board in 2025-26 financial year. During the year there were nine formal Board meetings in addition to Chair and/or individual Board member meetings with secretariat, the Senedd Commission, other stakeholders and drop-ins with Members and support staff. Some of these meetings were held in person in Tŷ Hywel, and others were hybrid or virtual.

Tables 1 and 2 detail the fees and expenses of Board members.

**Table 1 – Board members’ fees<sup>3</sup>**

|              | <b>Dame Jane Roberts<sup>4</sup></b> | <b>Lord Nicholas Bourne<sup>5</sup></b> | <b>Dr Elizabeth Haywood</b> | <b>Jennifer Long<sup>5</sup></b> | <b>Gareth Llewellyn<sup>6</sup></b> | <b>Hugh Widdis<sup>7</sup></b> |
|--------------|--------------------------------------|-----------------------------------------|-----------------------------|----------------------------------|-------------------------------------|--------------------------------|
| <b>Total</b> | £1,467.22                            | £6,964.26                               | £11,811.19                  | £7,384.59                        | £4,174.57                           | £0.00                          |

The daily rate for the Chair of the Board is £400, half day rate of £200 and hourly rate is £53.33.

The daily rate for Board members the daily rate is £310; the half day rate is £155 and the hourly rate is £41.33.

<sup>3</sup> The fees are exclusive of employers’ national insurance costs paid for by the Senedd Commission

<sup>4</sup> Dame Jane Robert’s term ended in September 2025

<sup>5</sup> Lord Nicholas Bourne and Jennifer Long commenced their terms in May 2025

<sup>6</sup> Gareth Llewellyn commenced his term in September 2025

<sup>7</sup> Hugh Widdis does not claim fees for his work on the Board

**Table 2 – Board members travel and subsistence<sup>8</sup>**

|                                                                             | <b>Dame Jane Roberts</b> | <b>Lord Nicholas Bourne</b> | <b>Dr Elizabeth Haywood</b> | <b>Jennifer Long</b> | <b>Gareth Llewellyn</b> | <b>Hugh Widdis</b> |
|-----------------------------------------------------------------------------|--------------------------|-----------------------------|-----------------------------|----------------------|-------------------------|--------------------|
| <b>Car Mileage</b>                                                          | £0.00                    | £0.00                       | £173.95                     | £0.00                | £0.00                   | £24.30             |
| <b>Taxi / Car Hire</b>                                                      | £0.00                    | £69.28                      | £0.00                       | £0.00                | £0.00                   | £203.60            |
| <b>Air Travel</b>                                                           | £0.00                    | £0.00                       | £0.00                       | £0.00                | £0.00                   | £100.70            |
| <b>Train &amp; Tube</b>                                                     | £185.39                  | £381.55                     | £81.84                      | £567.15              | £312.70                 | £22.79             |
| <b>Tolls</b>                                                                | £0.00                    | £0                          | £0.00                       | £0.00                | £0.00                   | £0.00              |
| <b>Other Expenses</b>                                                       | £0.00                    | £8.00                       | £0.00                       | £0.00                | £0.00                   | £141.40            |
| <b>Accommodation</b>                                                        | £236.97                  | £375.46                     | £623.93                     | £394.96              | £224.97                 | £307.97            |
| <b>Subsistence related to overnight stay (food and non-alcoholic drink)</b> | £20.00                   | £60.00                      | £100.00                     | £0.00                | £60.00                  | £51.00             |
| <b>Total</b>                                                                | <b>£442.36</b>           | <b>£894.29</b>              | <b>£979.72</b>              | <b>£962.11</b>       | <b>£597.67</b>          | <b>£851.76</b>     |

Table 3 shows other costs incurred by the Board such as those related to holding in-person meetings, and external advice and expertise, including legal advice on employment matters and the independent end of term review.

**Table 3 - Additional costs**

|                                             |            |
|---------------------------------------------|------------|
| <b>Information Commission annual charge</b> | £52.00     |
| <b>Research and expert advice</b>           | £33,790.75 |
| <b>Catering (for in-person meetings)</b>    | £657.99    |
| <b>Total</b>                                | £34,500.74 |

<sup>8</sup> Table 2 shows the amounts of travel and subsistence claims made by Board members during 2025-26 for attending meetings. This is the net costs showing NI costs and prior year adjustments.

**Table 4 - Total costs**

|                                                              |                    |
|--------------------------------------------------------------|--------------------|
| <b>Board members' fees total (Table 1)</b>                   | £31,801.83         |
| <b>Board members' travel and subsistence total (Table 2)</b> | £4,727.91          |
| <b>Additional costs (Table 3)</b>                            | £34,500.74         |
| <b>Staffing costs<sup>9</sup></b>                            | £419,709.87        |
| <b>Total costs for 2024-25</b>                               | <b>£490,740.35</b> |

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<sup>9</sup> Staffing costs for the secretariat that supports the Board included here as agreed with the Senedd Commission for 2025-26.



