

# Guidance for the approval of senior pay

## **Senior pay controls process**

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# Contents

<b>Chapter 1</b>	Introduction	6
<b>Chapter 2</b>	Application of the senior pay controls	8
<b>Chapter 3</b>	The process for approval	15
<b>Chapter 4</b>	Breaches and sanctions	21
<b>Chapter 5</b>	Contact details	23
<b>Annex A</b>	Pro-forma for application for CST approval	24
<b>Annex B</b>	Pro-forma for requesting a delegation	27

# Chapter 1

## Introduction

### Purpose

- 1.1 These senior pay controls allow the Government to ensure that senior pay is set at an appropriate level to enable the public sector to recruit, retain and motivate the best people to deliver better outcomes for citizens, whilst ensuring value for money for the taxpayer.
- 1.2 This guidance clarifies which appointments are in scope of the senior pay controls, explains the process for seeking Chief Secretary to the Treasury (CST) approval, and sets out the criteria departments should consider and record when assessing senior pay decisions.
- 1.3 This guidance does not apply to appointments made or approved by Ministers in Devolved Administrations.
- 1.4 Appointments made prior to 26<sup>th</sup> June 2025 must have been made in accordance with the [“Guidance for the Approval of Senior Pay June 2023”](#) or its predecessors.
- 1.5 Senior pay controls do not cap remuneration packages, rather, they ensure that scrutiny is applied to proposals above set thresholds. As a general principle, the higher above the threshold a salary is, the greater the level of scrutiny warranted.

### Principles

- 1.6 We have superb people at every level of public service, working in the UK and abroad, and the Government greatly values the important work that senior managers, executives, and non-executives perform in the public sector.
- 1.7 We need the best people leading and working in government to deliver better outcomes for citizens and must ensure that the right people are working in the right places with the right incentives.
- 1.8 To achieve this, we must draw on a more diverse range of experiences, skills, and backgrounds; keep pace in areas of growing importance, including digital and technology, be clear-eyed about our priorities and what we expect people to achieve and appropriately reward those who excel.
- 1.9 Public sector employers, and where relevant the sponsor department, must have regards to the following principles when setting senior pay:
- Senior appointments should be remunerated at an appropriate level providing value for money,
  - Senior appointments should be remunerated at an appropriate level to recruit, retain, and motivate the best people,

- Senior remuneration should be set at an appropriate level that is consistent across grades to ensure fairness and consider the impact across the public sector,
- Recruitment should look beyond London to all corners of the UK to be more like the country we serve,
- Recruitment should attract a wide range of talent from more diverse backgrounds.

1.10 All requests to the Chief Secretary to the Treasury must evidence that these principles have been considered.

# Chapter 2

## Application of the senior pay controls

### Application to new appointments: Central Government

2.1 The CST must approve the remuneration when an appointment will attract:

- i) total remuneration that exceeds the defined threshold of £174,000, or the pro-rata equivalent for part-time staff, **or**
- ii) performance related pay ('bonus') arrangements that exceed the threshold of £25,000.

**and,**

- iii) the appointment is to a public sector body that has been classified by the Office of National Statistics to Central Government. This includes, but is not limited to, Civil Service appointments, as well as appointments made to non-departmental public bodies and appointments to public sector bodies that have not been administratively classified by Cabinet Office.

2.2 Where organisations have been re-classified as Central Government and subsequently fall under the scope of this guidance, existing appointments will not be subject to the guidance. Only appointments made after the re-classification are subject to this guidance.

### Exceptions

2.3 New approval does not need to be sought if the role has had previous CST approval and:

- a. The proposed new total remuneration and performance related pay are the same as or below what the incumbent receives, **or**
- b. The proposed new total remuneration and/or performance related pay involves an increase on the incumbent's entitlement of no more than 2%

2.4 When applying exceptions 2.3a and 2.3b, the salary of the last *substantive* post holder must be used. Interim postholders may have varying terms and therefore may not be the correct benchmark for future appointments. If agreement of the last substantive postholders salary was conditional (i.e., was approved by CST dependent on satisfying additional criteria) then CST approval should still be sought for the new appointment even if the conditions under 2.2a and 2.2b are otherwise met. If there is any doubt, please contact HM Treasury to confirm if approval is needed.



**2.5** Where exceptions are applied, the public sector body or sponsoring department must notify their HM Treasury spending team of their use of this flexibility within one month of the appointment being made. The notification should include the name and grade of the role, the date of the new appointment, the salary, all bonuses and allowances, the pension entitlements, and confirm that tax and NI are to be deducted at source.

**2.6** Exceptions can be applied to temporary promotions.

## **Application to new appointments: Public Corporations**

**2.7** Where an appointment is to a Public Corporation, the CST must approve the remuneration when an appointment will attract:

- i) total remuneration that exceeds the defined threshold of £174,000, or the pro-rata equivalent for part-time staff, or
  - ii) performance related pay ('bonus') arrangements that exceed the threshold of £25,000.
- and,**
- iii) the appointment is a Ministerial appointment; or
  - iv) the appointment is subject to Ministerial approval through rights set out in the Public Corporation's Framework Document, Articles of Association, Board Terms of Reference or elsewhere. The public corporation, the sponsoring department and, where engaged, UK Government Investments (UKGI) should review all relevant documentation to determine whether an appointment is approved by Ministers. If there is any doubt regarding whether an appointment is approved by Ministers, the contacts in Chapter 4 should be consulted in advance of making the appointment, who will advise on whether it is within scope of the controls process; **or**
  - v) the appointment is for the Chief Executive Officer (or equivalent); **or**
  - vi) the appointment is for a position which attracts a total remuneration package that is equal to or greater than that of the CEO. For part time workers, a full-time equivalent salary should be used to assess whether it exceeds the entitlement of the CEO (using methodology set out at 2.22 of this guidance).

**2.8** Appointments made to any subsidiary classified as a Public Corporation are in scope of this guidance. When assessing whether the appointment is for a position which attracts a total remuneration package greater than that of the CEO, the total remuneration of the parent entity's CEO (or equivalent) must be considered, unless the parent entity is a holding company without management.

2.9 Where CST approval is not required, the Public Corporation's Remuneration Committee must undertake an assessment of proposed pay in line with the principles and criteria set out in this guidance.

## Application to existing staff

2.10 CST approval must be sought in relation to any adjustment of total remuneration or terms and conditions which takes an individual over the defined threshold. This includes where an individual exceeds the defined threshold following contractual adjustments and changes to time commitments. Internal moves to a different post are considered a new appointment and should follow the normal approvals process.

2.11 For individuals already above the defined thresholds, annual pay awards can be applied without CST approval if they are equal to or below 6%. Pay awards above the 6% require CST approval.

2.12 In cases where pay awards up to and including 6% take an individual's total remuneration above the threshold, CST approval is not required.

2.13 Temporary promotion (for example, from Deputy Chair to Chair) constitutes an adjustment of total remuneration or terms and conditions and therefore requires CST approval, unless the exceptions under 2.3 apply.

## Secondments

2.14 For the purpose of this guidance, secondments are considered appointments. CST approval will be considered on a case-by-case basis to ensure that the costs counting towards the threshold are consistent with those for regular appointments.

2.15 Secondment programmes can apply for a bulk approval delegation (pro-forma in Annex B).

## Secondments between public sector bodies

2.16 Where employees are being seconded from one public sector body to another, the full cost of their employment will be paid by the taxpayer, and therefore the thresholds in this guidance should be applied using the employee's total salary, regardless of which organisation is bearing the cost.

2.17 Where employees are being seconded to share their working hours between two organisations, the employee's total salary should be used to determine if the applicable threshold has been met.

2.18 Where employees work part time, the calculation under 2.2 should be used to determine if the threshold has been met.

## Secondments from the private sector

2.19 CST approval is not required for remuneration and/or performance related pay ('bonus') which is being fully paid for by the private sector employer.

**2.20** For secondments from private sector bodies, where only part of the salary is reimbursed by a public sector body, the cost of the reimbursement should be used to determine whether the secondment meets the senior pay threshold, and not the employee's total salary. For example, if an employee who earns £250,000, is seconded to work full time a public sector body for one year, and the public body reimburses their private sector employer £100,000, then CST approval is not required as the £100,000 is below the senior pay threshold.

**2.21** For secondments from private sector bodies, where only part of the salary is reimbursed by a public sector body and the employee works part time, the cost of the reimbursement should be used to determine whether the secondment meets the senior pay threshold, and the part time staff calculation (section 2.2) should be applied to the cost. If thresholds are exceeded, CST approval will apply and should follow the process set out in Box 1.

## Part Time Staff

**2.22** In general, the approval arrangements apply to those working part- time (most public appointments and non-executives are appointed on a part-time basis), and in such cases the thresholds should be applied as follows:

- i) When calculating a full-time equivalent total remuneration, relevant employers should consider 260 days equivalent to the standard number of days worked in a calendar year and base relevant calculations on this figure.
- ii) If an individual is on an hourly rate, for the purpose of calculating a full time equivalent total remuneration, employers should use the standard weekly hours for full-time employees undertaking a similar role in the organisation.

**2.23** For the purposes of referring performance related payments for HM Treasury approval, the same provisions apply. For instance, if an individual works one day per week, HM Treasury approval would be required if it were proposed to make a performance payment above £5,000.

## Exceptions

**2.24** If an individual is to be paid for less than two day per week (less than 104 days per annum) and their total remuneration over a period of any 12 consecutive months is less than £40,000, the requirement for CST approval does not apply.

**2.25** Where exceptions are applied, the public sector body or sponsoring department should notify their HM Treasury spending team of their use of this flexibility within one month of the appointment being made. The notification should include the name and grade of the role, the date of the new appointment, the salary, all bonuses and allowances, the pension entitlements, and confirm that tax and NI are to be deducted at source.

## Delegated Approvals

**2.26** A delegation is an arrangement whereby the CST grants a public sector body the authority to make senior appointments above the senior pay thresholds without seeking HM Treasury approval. CST may choose to delegate approvals for commercial and/or operational reasons. Public sector bodies who wish to explore the possibility of delegated authority should discuss this with their sponsoring department, who will in turn support them to make a case to HM Treasury using the Pro-forma in Annex B.

**2.27** The circumstances of any delegation request will be considered on a case-by-case basis. A delegation will not be granted solely because a public sector body wishes to offer remuneration packages above the senior pay thresholds.

**2.28** Typically, a delegation will place a limit on the number of senior appointments above the threshold, or to costs related to senior appointments, and will be subject to conditions. Conditions will be agreed on a case-by-case basis; however, we would expect the following to be included as standard:

- i) No delegated appointment can command total remuneration greater than the CEO.
- ii) All delegations will be granted on the basis that regular reporting on the use of the delegation is supplied to the organisations' sponsoring department and HM Treasury.
- iii) Delegations will be agreed for a fixed period and will be subject to regular review.
- iv) Any breach of conditions placed on a delegation will lead to either financial sanction and/or revocation of the delegation.

**2.29** This guidance applies to new delegations only. Arrangements previously agreed with HM Treasury are expected to continue and organisations should contact their HM Treasury spending team if they would like to review their existing delegations considering the new guidance.

**2.30** For Senior Civil Service positions, a delegation has been granted to the Chief Operating Officer of the Civil Service and will be managed by The Civil Service Workforce Policy and Reward Team in Cabinet Office.

## What counts towards the pay threshold?

**2.31** For the purposes of this guidance, total remuneration includes all elements of base salary, fees, pension in excess of normal levels and allowances.

**2.32** Allowances constitute extra cash or non-cash benefits in kind aimed at supplementing an employee's or postholder's fee or total remuneration package. Performance related pay is not included within total remuneration and is considered separately.

**2.33** Any proposals to pay allowances must be identified in the pro-forma (detailed below) and will count towards the threshold. These should not normally be offered as part of the remuneration package unless there is an exceptional business reason to do so.

**2.34** In accordance with the public sector pay and terms guidance, private medical insurance and salary sacrifice arrangements, unless approved by HM Treasury, must not be provided. Round sum allowances, for example housing and travel allowances, count towards the pay threshold but should not normally be offered as part of the remuneration package unless there is a strong business reason to do so. This reason must be explained clearly in the pro-forma.

**2.35** Normal payment or reimbursement of receipted expenses that are wholly, exclusively, and necessarily incurred in the performance of official duties and available to all staff, in relevant roles, do not count towards the threshold. However, taxable benefits for staff with 'dual workplace' status do count towards the threshold.

**2.36** For the purposes of this guidance, reasonable receipted payment or reimbursement of Non-Executive Directors' necessary travel expenses actually incurred between home and the workplace do not routinely count towards the threshold (but remain taxable).

**2.37** The cost to the employer of pensions in excess of normal levels (i.e., those not generally available to other members of the SCS or staff in the relevant organisation) should be calculated as the additional employer contribution required in respect of special terms not offered under the relevant pension scheme.

**2.38** The contacts in Chapter 5 should be consulted if there is any doubt about what should be included.

## What counts towards the performance related pay threshold?

**2.39** All performance related payments paid in respect of a performance year must be aggregated for the purposes of assessing whether a performance payment exceeds £25,000. The approval of the CST is required before entering into a commitment which might create a legal entitlement to a performance payment of more than £25,000 in a financial year.

**2.40** Performance related pay arrangements for those who are in post for less than one year must be assessed on a pro-rata basis.

## Tax and NICs assurance

**2.41** For all appointments in scope of this guidance, departments must ensure that tax and NICs will be deducted at source and confirm this in the pro forma.

**2.42** In accordance with the [Guidance for tax assurance process of public sector appointees](#) staff at board level or with significant financial

responsibility must be on the relevant department or employer's payroll, unless there are temporary exceptional circumstances.

**2.43** Exceptions must be signed off by the Accounting Officer and last no longer than six months. In the exceptional circumstance where an arrangement exceeds six months, the organisation must seek CST approval, and failure to do so will be considered as a breach of senior pay controls and handled as per chapter 4 of this guidance.

# Chapter 3

## The process for approval

**3.1** Requests for approval for Civil Service and NDPB Executive Posts must be submitted to the Civil Service Workforce Policy and Reward team in the Cabinet Office (box 1, section A), unless the organisation sits within the UK Government Investments' (UKGI) portfolio and agreed remit as set out in the Memorandum of Understanding (MoU) between UKGI and the sponsor department. Relevant contact details can be found in Chapter 5.

**3.2** For public appointments covered by the [Public Appointments Order In Council November 2023](#), or subsequent Orders in Council, requests for approval must be submitted to Propriety and Ethics Appointments Unit in Cabinet Office [box 1, section C]. Unless the organisation is within the UKGI's portfolio and agreed remit, where the process UKGI approvals process should be followed (box 1, section B)

**3.3** For organisations within UKGI's portfolio and agreed remit, as set out in the MoU between UKGI and the sponsor department, requests for approval must in the first instance be submitted by the public body to the relevant Executive Director at UKGI [box 1, section B]. Contact should be made as soon as there appears to be a possibility that the reward package might reach or exceed the threshold and CST approval should be obtained prior to advertising any post.

**3.4** For all other appointments, requests should be submitted to relevant HM Treasury spending team (box 1, section D).

**3.5** Departments should allow for a minimum of a three-week approval turnaround following submission of the pro forma to HM Treasury. In exceptional circumstances where an unexpected case needs an urgent decision, departments should engage immediately with the relevant officials, even if they do not have the full information for the appointment yet.

**3.6** It is important that cases are constructed on a realistic basis, recognising any need for scope in negotiation with potential appointees. Where, in exceptional circumstances, subsequent negotiations with the preferred candidate exceed the remit already agreed by the CST, a further application will need to be submitted before an appointment can be made.

**3.7** As detailed below, the organisation's Accounting Officer (or equivalent) must approve the case before it is submitted. For arm's length bodies and public corporations, it is also important that the responsible Minister and Permanent Secretary in the sponsoring department have approved the remuneration package before it is submitted.

**3.8** Appointing bodies should bear in mind throughout the recruitment process that authority to recruit to a certain total

remuneration does not mean that the appointee must be paid at that level. The approved figure is the maximum that is permitted. Where the CST approves a negotiating range for if an exceptional candidate is identified, this must not be advertised. Advertising this flexibility will constitute a breach.

## **Box 1: The process for approval**

### **A. Senior Civil Service positions**

The Chief Operating Officer for the Civil Service has delegated authority from CST to approve cases within specified criterion. The Civil Service Workforce Policy and Reward Team in Cabinet Office will manage the process below in line with the delegated limits.

1. Organisation/department recognises the need to recruit/fill post (or to adjust the contract or relevant working practices) that might breach the thresholds.
2. Organisation/department engages with the Civil Service Workforce Policy and Reward team in the Cabinet Office, engaging the relevant Treasury officials early on where appropriate.
3. Organisation/department gains approval of their Accounting Officer, the sponsoring departments Permanent Secretary (if different from the AO) and the appointing Minister.
4. Organisation/department formally submits their case to Cabinet Office using the attached pro forma.
5. Cabinet Office may liaise with the organisation/department to obtain further information on the justification for the proposed package and if applicable, will submit the case to the Treasury Workforce, Pay and Pensions team.
6. Cabinet Office submits the case to the Chief Operating Officer for the Civil Service, and where applicable, the Permanent Secretary to the Treasury for approval.
7. Where applicable, Cabinet Office submits the case to the CST.
8. Where applicable, the CST approves/rejects the proposed package.
9. Cabinet Office informs the organisation/department and provides appropriate feedback.



## B. Organisations within UKGI's portfolio and agreed remit.

1. Organisation/department recognises the need to recruit/fill post (or to adjust the contract or relevant working practices) that might breach the thresholds.
2. The nomination/remuneration committee gathers data and evidence on appropriate total remuneration.
3. The Committee informally consults UKGI and parent department as appropriate, usually submitting draft pro-forma.
4. UKGI prepares and submits advice to departmental Ministers and Accounting Officers, taking into account the views of the relevant officials in the sponsor department.
5. Once agreement of the AO and departmental Minister has been secured, UKGI and the relevant HM Treasury spending team jointly prepare advice, in consultation with the HM Treasury Workforce, Pay and Pensions team.
6. Advice is submitted to the HM Treasury Permanent Secretary.
7. Once HM Treasury Permanent Secretary approves, advice is and is submitted to the CST.
8. The CST approves/rejects the proposed package. UKGI informs the organisation/department and provides appropriate feedback.

## C. Public appointments

This process applies to public appointments which overseen by the Commissioner for Public Appointments, those covered will be stated on the [Public Appointments Order In Council November 2023](#), or subsequent Orders in Council. If in doubt, please contact the Propriety and Ethics Unit. All other public appointments should follow the process in section D.

1. Organisation/department recognises the need to recruit/fill post (or to breach the contract or relevant working practices) that might meet the thresholds.
2. Organisation/department engages with the Propriety and Ethics Appointments Unit (Cabinet Office), engaging the relevant Treasury officials early on where appropriate.

3. Organisation/department gains approval of their Accounting Officer, the sponsoring departments Permanent Secretary (if different from the AO) and the appointing Minister.
4. Organisation/department formally submits their case to Cabinet Office using the attached pro forma.
5. Cabinet Office may liaise with the organisation/department to obtain further information on the justification for the proposed package and then submits the case to the HM Treasury Workforce, Pay and Pensions team.
6. Cabinet Office submits the case to the HM Treasury Permanent Secretary for approval.
7. Cabinet Office submits the case to the CST.
8. The CST approves/rejects the proposed package. Cabinet Office informs the organisation/department and provides appropriate feedback.

#### **D. All other senior appointments**

1. Organisation/department recognises the need to recruit/fill post (or to adjust the contract or relevant working practices) that might breach the thresholds.
2. Organisation/department gains approval of their Accounting Officer, the sponsoring departments Permanent Secretary (if different from the AO) and the appointing Minister.
3. Organisation/department formally submits their case to their HM Treasury spending team, using the attached pro forma.
4. HM Treasury spending team may liaise with the organisation/department to obtain further information on the justification for the proposed package and then submits the case to the Treasury Workforce, Pay and Pensions team.
5. HM Treasury spending team submits the case to the Permanent Secretary to the Treasury for approval.
6. HM Treasury spending team submits the case to the CST.
7. The CST approves/rejects the proposed package. HM Treasury spending team informs the organisation/department and provides appropriate feedback.

## Criteria for the assessment of cases

**3.9** Although each case is assessed on an individual basis, the following criteria should be routinely considered for all senior pay cases as they undergo scrutiny at an organisational, departmental, and ministerial level.

**3.10** Departments should evidence these criteria have been considered in the pro-forma and ensure their sponsored bodies do the same. Where these are not evidenced, departments or their sponsored bodies may be asked to provide the missing information.

### Influence and impact of role

- Role and responsibilities and their impact on the delivery of the relevant project / programme.
- Organisational structure, budget, and size.
- Business criticality of the role in terms of delivering government priorities. For example, the need to generate income may attract a non-standard performance related pay arrangement linked to measurable metrics or outcomes.
- Level of accountability, responsibility and risk ownership, linked to the delivery of Government objectives, projects and/or programmes.
- For performance related pay, assurance that there will be robust objectives and performance metrics which are to be agreed by the relevant spending team.

### The specialist nature of the role

- The essential capabilities and competencies required for the role.
- The desirable capabilities and competencies required for the role.
- Specialist skills, such as financial, legal, technical or programme / project management, required for the role.
- Required qualifications and/or experience.

### Labour market considerations

- The labour pool which the organisation is competing (internal/external) including evidence of any specialist market where a premium may be required to attract candidates.
- Economic context, including job security within the public and private sector labour market.

### Relevant supporting benchmarking data

- Benchmarking data from independent organisations, Heads of Professions, search agencies and, for policy roles, internal Civil

Service, or public sector data for comparator roles of similar influence and impact. This should include the total remuneration package, including base salary, performance related pay or bonuses, allowances, and pension. Departments can approach the Civil Service Employee Policy (CSEP) team in Cabinet Office for expert benchmarking information.

- Please note while head-hunters are valuable in this process, they are not to be used as the primary source for benchmarking roles.
- Where appropriate, evidence underpinning job evaluation methods and governance of pay within an organisation.

### The package of the previous incumbent or any obvious comparators

- Recent approvals of comparator roles of similar influence and impact.
- Where relevant, cross-organisational terms of roles of similar influence and impact.
- The previous incumbent's total remuneration. Please note, this provides a useful guideline and should not act as the only benchmark given the incumbent may have different qualifications and experience, and the specific circumstances that may have surrounded that appointment may no longer be relevant (e.g., the scope of the role may have changed).
- Range of reward elements considered, including any organisational specific allowances.

### Location of the role

- Roles of similar influence and impact within the area should be considered and whether there is a requirement for regional premiums or variations in pay.
- How the location of the role fits within the organisation's location strategy.

### Biographical information

- Where applicable, review biographical information to assess the calibre and suitability of the candidate.
- These criteria should be considered alongside the principles.
- Departments should be mindful of their responsibilities under General Data Protection Regulations (GDPR) when transferring personal information. Any personal data transferred should be accurate and limited to data which is strictly relevant to the appraisal of the case. For example, it is not routinely necessary for departments to provide complete CVs to seek approval.

# Chapter 4

## Breaches and Sanctions

**4.1** Departments should make efforts to familiarise themselves with this set of rules. Ignorance of the rules will not constitute a mitigating factor in the event of a breach. Departments are also responsible for compliance within their sponsored public bodies.

**4.2** Any breach of the control process may result in a deduction from the departmental budget or an increase in spending controls. Breaches include, but are not limited to, the following:

- Appointing an individual or entering into any other potentially legally binding arrangement to pay a total remuneration package in excess of the threshold (including on a pro-rata basis) without CST approval, or above the amount that was authorised.
- Either making an announcement of an appointment without a package agreed by the CST or in any way publicising an appointment – this should only happen if the CST has given explicit written agreement.
- Advertising a role with a remuneration package above the threshold without the CST's approval or advertising a role in excess of the amount that was approved by the Minister. If the CST agreed scope to offer a higher total remuneration to exceptional candidates, this must not be advertised, and advertising this flexibility will constitute a breach.
- Failing to abide by any conditions set out with the approval of a role.

**4.3** In the event an organisation breaches this guidance, retrospective approval should be sought from the CST by submitting a pro-forma through the normal route.

**4.4** Financial sanctions for breaching this process are at the discretion of the CST, and sanctions are set at a maximum of five times the remuneration package of the individual(s) in question. When considering the severity of potential sanctions the CST may consider mitigating circumstances, the value of the remuneration package and previous compliance with pay controls. Departments are responsible for ensuring their sponsored organisations follow the correct process or they could be sanctioned for their non-compliance.

**4.5** Departments may have their annual reports and accounts qualified by the National Audit Office if they breach the guidance. This may lead to scrutiny by the Public Accounts Committee.

**4.6** Departments can expect the severity of the sanction to increase incrementally if continuous breaches occur and withholding approval

in some cases may lead to the qualification of accounts in exceptional circumstances.

**4.7** Securing CST approval before going out to advertise offers the greatest opportunity to avoid delays and potential embarrassment when dealing with potential candidates. However, advertising for a post, without a specified remuneration package, is not in itself considered a breach of the controls process, particularly if the ambition is to appoint at a remuneration package lower than the threshold. A breach would occur if a department or organisation made any commitments concerning a remuneration package with candidates above the threshold when they still had not received CST approval.

# Chapter 5

## Contact Details

### Senior Civil Service

Civil Service Workforce Policy and Reward team, Cabinet Office

Duncan Everest

[Duncan.everest@cabinetoffice.gov.uk](mailto:Duncan.everest@cabinetoffice.gov.uk)

### Public Appointments and other Non-Executives

Propriety and Ethics Appointments Unit, Cabinet Office

[publicappointments@cabinetoffice.gov.uk](mailto:publicappointments@cabinetoffice.gov.uk)

### Organisations within the UKGI portfolio

UK Government Investments Limited

[enquiries@ukgi.gov.uk](mailto:enquiries@ukgi.gov.uk)

# Annex A

## Pro-forma for application for CST approval

Pro-forma for application for CST approval	
Post	
Employer or appointing authority	
Name of post holder (if applicable)	
Name and post of person submitting this application	
Contact telephone and email	
Date of application	
<p>Background</p> <p>a) Please confirm that this application is being made before advertising or any potentially legally binding agreement has been made. Please provide details of the proposed recruitment / implementation timetable.</p> <p>b) If the case is being reverted to the CST following a recruitment exercise please provide details of the preferred candidate, any other appointable candidate, and attach their CVs.</p>	
<p>The Role</p> <p>a) Please provide a brief description of the role including objectives and budgets that the role holder will be responsible for.</p> <p>b) Please attach any job brief as supplied to (or intended for supply to) candidates.</p> <p>c) Please include brief details about the purpose and objectives of the employing organisation. Please include workforce size, budget and, if appropriate, turnover.</p>	



Is this a new role? If not, what is the value of the total remuneration of the former post holder / incumbent?	
Please provide details of proposed base salary or salary range. For public appointments this should include all proposed non-discretionary remuneration.	
Taxable allowances and fringe benefits proposed.	
<p>Proposed performance related pay arrangements.</p> <p>For any non-standard terms being proposed (in excess of £25,000 pro rata) please provide:</p> <p>a) How the individual's objectives will be agreed, monitored, and evaluated.</p> <p>b) Details of any other potential performance payments available, such as in year rewards</p> <p>Details of any standard contractual terms (if any) or agreed frameworks related to performance related pay</p>	
Please confirm that tax and NICS will be deducted at source	
Proposed Pension Arrangements. Please state whether a Defined Contribution or Defined Benefit scheme and the employer contribution rate.	
Proposed negotiating flexibility on any of the above package elements	
Type of Appointment (Fixed Term, Permanent, full time, part-time etc.). Please specify the time- commitment and period of appointment.	
Please detail considerations made to relocate the role outside London	
Please detail the actions taken to ensure the recruitment is open and attractive to the widest pool of	

diverse candidates.	
<p>Justification for proposed package. This should include:</p> <p>a) Benchmarking data against suitable comparators in the wider public and private sector (of similar influence and impact, sector size, industry, and location). Where private sector data is used you should explain the specific skills and experience needed and the degree to which the employing organisation operates in competition with the private sector.</p> <p>b) To support recruitment and retention arguments, information on the employing organisation's recent performance.</p> <p>c) For preferred candidates, details of their skills, experience, and track record.</p> <p>d) For re-appointments, an assessment of the risk to delivery of the employing organisation's objectives if the existing post holder is not retained. And the potential cost of advertising externally, including the package that would need to be offered.</p>	
Name of Permanent Secretary (for civil servants and public appointments) or Head of Remuneration Committee (for other public servants) supporting this application.	
Please confirm approval of Departmental Minister.	

# Annex B

## Pro-forma for Requesting a Delegation

**B.1** Organisations should engage with their Sponsoring Department and HM Treasury as early as possible if they are considering submitting a delegation request and before they complete the pro-forma.

**B.2** All delegations will be subject to a review period and reporting requirements.

**B.3** Delegation requests should be sufficient to cover the projected workforce until the next review period. Where an organisation is in a period of uncertainty or significant change, the review period should be shorter, to enable adjustments to be made to delegations to ensure they continue to meet business needs.

**B.4** This pro-forma can be used to gain bulk CST approvals for a set number of appointments that are in scope of a secondment programme.

Pro-forma for Requesting a Delegation from Senior Pay Controls	
Requesting public sector body and/or department	
Sponsoring department	
Name and post of person submitting this application	
Contact telephone and email	
Date of application	
<b>Headline Request</b>	
<i>Please include a summary of the delegation you are requesting including the number of roles and/or cost limit. This should also include the suggested review period.</i>	
<i>Examples:</i>	
<ul style="list-style-type: none"><li>• We request a senior pay bill of £[x] for the FY 25/26, 26/27 and 27/28, which will cover all employees at grade X. With freedom to appoint roles within that limit without seeking individual approvals.</li><li>• We request delegated authority to appoint [x] roles over the senior pay threshold, to be reviewed in 3 years.</li><li>• We request delegated authority to operate a bonus scheme whereby [x] number of employees will exceed the senior pay threshold, to be reviewed in 2 years.</li></ul>	

<h3>Rationale</h3> <p><i>This section should clearly set out current staffing challenges relating to senior roles and the expected impact of the requested delegation. This section should also explain why the type of delegation requested is most appropriate for the business and an explanation of the requested review period.</i></p>	
<h3>Supporting Evidence</h3> <p><i>This section should include evidence that supports the information set out in the boxes, including:</i></p> <ul style="list-style-type: none"> <li>• <i>Basic information on the whole workforce, including employee numbers, grade mix and total pay bill.</i></li> <li>• <i>Details of the current senior pay landscape within your organisation and the projected change over the period you are requesting a delegation. This should include projected growth or reduction in size of the organisation and any annual pay increases and details of assumptions used in calculations.</i></li> <li>• <i>All relevant recruitment and retention data (data should be separated by grade). This data will be used as a baseline to determine how any delegation has affected the organisations' ability to meet its challenges.</i></li> <li>• <i>Evidence of succession planning and projected future size of the senior workforce, for the period of delegation requested.</i></li> <li>• <i>Explanation of how the requested review period links to organisational objectives.</i></li> <li>• <i>Benchmarking (where appropriate) to support the level of salaries requested in the delegation. Public sector bodies are expected to benchmark at the lower quartile of private sector benchmarks, if a different approach is requested, supporting evidence should be supplied.</i></li> <li>• <i>Full details of any performance-related pay schemes included in the delegation request. This should include the different possible pay out rates and requirements to reach each rate. It should also detail the grade and number of employees to whom it applies</i></li> </ul>	
<h3>Existing Cost Controls</h3> <p><i>This section should include information on cost controls that are already in place, and how these could be increased or managed differently to provide extra assurance that a delegation will not lead to uncontrolled increases in costs.</i></p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> <li>• <i>Existing senior pay bands and the mechanisms for applying annual pay rises.</i></li> <li>• <i>Existing budgetary or headcount controls.</i></li> <li>• <i>Existing approval processes for creating new roles.</i></li> <li>• <i>Existing processes for agreeing salaries for senior roles.</i></li> <li>• <i>Existing Rem Co arrangements.</i></li> </ul>	
Name of Permanent Secretary (for civil servants and public appointments) or Head of Remuneration Committee (for	

other public servants) who approved this application.	
Departmental Minister supporting this application	

**HM Treasury contacts**

This document can be downloaded from [www.gov.uk](http://www.gov.uk)

If you require this information in an alternative format or have general enquiries about HM Treasury and its work, contact:

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