

Dr Andrew Goodall
Ysgrifennydd Parhaol
Permanent Secretary



Llywodraeth Cymru
Welsh Government

Sarah Cooper-Lesadd MS
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25 June 2026

Dear Sarah Cooper-Lesadd,

Thank you for your questions tabled on 16 June 2025.

You asked what mechanisms or specific pay-scale exemptions exist within the Welsh civil service to allow for the short-term recruitment of specialist project-management, investment, and technology experts at competitive commercial rates.

There are a range of ways that we acquire specialist skills that are not available in-house for a defined short period of time. The approach we use depends on the type of skill or experience needed and where we are most likely to be successful in securing the resource in the labour market.

Loans/secondments from the wider Civil Service, Public Sector and other sectors of the economy

Short term postings are advertised for a defined period of time with colleagues transferring into Welsh Government for the duration of the appointment, before returning to their department or organisation at the end. This provides us with the benefit of short-term capacity and capability, whilst offering the individual broader experience in the Civil Service.

Fixed term appointments

We also recruit individuals on a fixed-term basis to support the delivery of defined programmes or projects. These appointments provide a flexible route to bring in expertise where required, while remaining fully compliant with the Civil Service Recruitment Principles.

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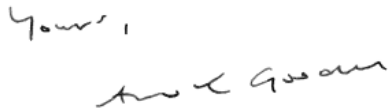
Contingent labour

Where we need to engage specialist resource that is not likely to be available via the above routes, or where the need is urgent or very short term, we will engage agency or contractors through established commercial frameworks. These routes are subject to governance to ensure transparency and value for money but allow greater speed and flexibility than advertising short-term loans, secondments or fixed term appointments. Pay for contractors, particularly those in highly specialised areas (such as digital or infrastructure), would generally be negotiated with due consideration to market rates (which sit outside of standard civil service pay structures).

More generally, to ensure we continue to attract and retain scarce or critical skills into the Civil Service workforce in Wales, we operate an allowance framework that compliments the Civil Service pay scales. Allowances are only paid to professions where there is a demonstrable and evidenced need, and are reviewed regularly.

Allowance levels are influenced by assessments of labour market salaries and benchmarking exercises, working in conjunction with functional areas and Heads of Profession to monitor and review their impact on our workforce.

Yours sincerely,



Dr Andrew Goodall

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