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Part B: Remuneration and Staff Report 2025/26



- 1.1 The information contained in this report relates to the remuneration of the senior managers employed by Public Health Wales and other people-related matters.
- 1.2 The Pay Policy Statement (Annex 3) relates to Public Health Wales' strategic stance on senior manager remuneration and provides a clear statement of the principles underpinning decisions on the use of public funds.
- 1.3 The definition of "Senior Manager" is:
'those persons in senior positions having authority or responsibility for directing or controlling the major activities of the NHS body. This means those who influence the decisions of the entity as a whole rather than the decisions of individual directorates or departments.'
- 1.4 For Public Health Wales, the Senior Managers are considered to be the regular attendees of the Trust Board meetings, i.e. the Executive Directors, the Non-Executive Directors and the remaining Board-Level Directors. Collectively the Executive and Board-Level Directors are known as the Executive Team. Although not formally a member of the Executive Team, the Board Secretary and Head of the Board Business Unit is also included within the definition of Senior Manager.

2. Remuneration and Terms of Service Committee

- 2.1 The Public Health Wales Remuneration and Terms of Service Committee considers and approves salaries, pay awards and terms and conditions of employment for the Executive Team and other key senior staff.
- 2.2 The Remuneration and Terms of Service Committee also considers and approves applications relating to the Voluntary Early Release Scheme, redundancy payments and early retirements.
- 2.3 All Executive Directors' pay and terms and conditions have been, and will be, determined by the Remuneration and Terms of Service Committee within the Framework set by the Welsh Government.
- 2.4 During 2025/26 the Public Health Wales Remuneration and Terms of Service Committee consisted of the following Members:
 - ❖ Pippa Britton (Chair)
 - ❖ Dr Tracey Cooper (Chief Executive)
 - ❖ Claire Jenkins (Vice Chair and Non-Executive Director)
 - ❖ Professor Sian Griffiths (Non-Executive Director)
 - ❖ Nick Elliott (Non-Executive Director)
 - ❖ Kate Young (Non-Executive Director)



- ❖ Tamsin Ramasut (Non-Executive Director)
- ❖ Huw David (Non-Executive Director) until 31 December 2025
- ❖ Catherine Purcell (Non-Executive Director) from 27 October 2025

2.5 The performance of Executive Directors is assessed against individual objectives and the overall performance of Public Health Wales. Public Health Wales does not make bonus payments of any kind.

2.6 All payments are against the pay envelope in the annual letter from the Chief Executive of NHS Wales on this matter. The Senior Managers to receive pay-awards have been those remunerated on 'Medical and Dental' or 'Agenda for Change' pay scales and those in 'Executive and Senior Posts'.

2.7 During 2025/26, the Remuneration and Terms of Service Committee approved the following (in consultation with Welsh Government where appropriate):

- ❖ 07 August 2025 - Approved the change in remuneration for Neil Lewis, Director of People and Organisational Development
- ❖ 07 August 2025 - Approved the change in remuneration for Paul Veysey, Board Secretary and Head of Board Business Unit
- ❖ 25 September 2025 - Approved the continuation of the Acting Executive Director of Operations and Finance arrangements for Angela Williams beyond six months, until the substantive appointment was made
- ❖ 30 October 2025 – Approved the appointment of Zoe Pietrzak to the role of Executive Director of Strategy, Finance and Performance
- ❖ 29 January 2026 - Approved the retire and return for Angela Williams, Acting Executive Director of Operations and Finance for April 2026
- ❖ 12 February 2026 – Approved the change to working hours for Iain Bell, Director of Research, Data and Digital
- ❖ 26 March 2026 - Approved the acting updating arrangements for Neil Stoodley as Acting Chief Finance Officer

Voluntary Early Release/Redundancy/Settlement payments:

Approval of:

- ❖ 14 voluntary early releases, totalling £380,653
- ❖ 2 redundancies, totalling £76,480.

3. Salary and Pension Disclosures

3.1 Details of salaries and pension benefits for Senior Managers captured within



this report are given in Annexes 1 and 2.

- 3.2 The single figure of remuneration (**Annex 1**) is intended to be a comprehensive figure that includes all types of reward received by Senior Managers in the period being reported on, including fixed and variable elements as well as pension provision.
- 3.3 The single figure includes the following:
- ❖ Salary and fees both pensionable and non-pensionable elements.
 - ❖ benefits in kind (taxable, total to the nearest £100)
 - ❖ pension-related benefits - those benefits accruing to Senior Managers from membership of a participating defined benefit pension scheme.
- 3.4 There are no annual or long-term performance-related bonuses.
- 3.5 Annual salary figures are shown after any reduction as a result of any salary sacrifice scheme.
- 3.5 The value of pension-related benefits accrued during the year is calculated as the employee's real increase in pension multiplied by 20, plus any real increase in pension lump sum (for scheme members entitled to a lump sum), less the contributions made by the employee. The real increase excludes increases due to inflation or any increase or decrease due to a transfer of pension rights.
- 3.7 **Annex 2** gives the total pension benefits for all Senior Managers. The inflationary rate applied to the 2025/26 figure is 1.7% as set out in the Greenbury guidance.

4. Remuneration Relationship

- 4.1 NHS bodies in Wales are required to disclose the relationship between the remuneration of the highest-paid Director in their organisation and the median remuneration of the organisation's workforce. This information is provided in note 10.6 to the Financial Statements.

5. 2025/26 Staff Report

5.1 Number of Senior Managers

As of 31 March 2026, there were 9 Senior Managers that made up the Executive Team (including the role of Board Secretary and Head of the Board Business Unit); they were also Board members or regular attendees. Their terms and conditions are broken down as follows:

Consultant (Medical and Dental): 0

Executive and Senior Posts pay scale: 8
Agenda for Change Wales: 1

5.2 Staff Numbers

The following table shows the average number of staff employed by Public Health Wales NHS Trust, by group as defined in the annual accounts.

	Permanently Employed (inc Fixed Term) FTE	Staff on inward secondment FTE	Agency Staff FTE	Specialist Trainee (SLE) FTE	Collaborative Bank Staff FTE	2025/26 Total FTE	2024/25 Total FTE
Administrative, clerical and board members	1,418	32	17	3	1	1,471	1,425
Ambulance Staff	0	0	0	0	0	0	0
Medical and Dental	79	26	2	13	0	120	133
Nursing, Midwifery registered	92	6	0	0	0	98	104
Professional, scientific and technical staff	26	3	0	0	0	29	29
Additional Clinical Services	369	0	0	0	0	369	365
Allied Health Professionals	65	0	0	0	0	65	69
Healthcare Scientists	366	0	0	0	0	366	372
Estates and Ancillary	2	0	0	0	0	2	2
Students	0	0	0	0	0	0	0
Total	2,417	67	19	16	1	2,520	2,499

5.3 Staff Composition

The gender breakdown of the Senior Managers and other employees as of 31 March 2026 was as follows:

	Male	Female
Senior Managers	56%	44%
Other employees	26%	74%

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 came into force on 6 April 2017, which require employers in England and Wales with 250 or more employees to publish statutory calculations every year showing the pay gap between their male and female employees.

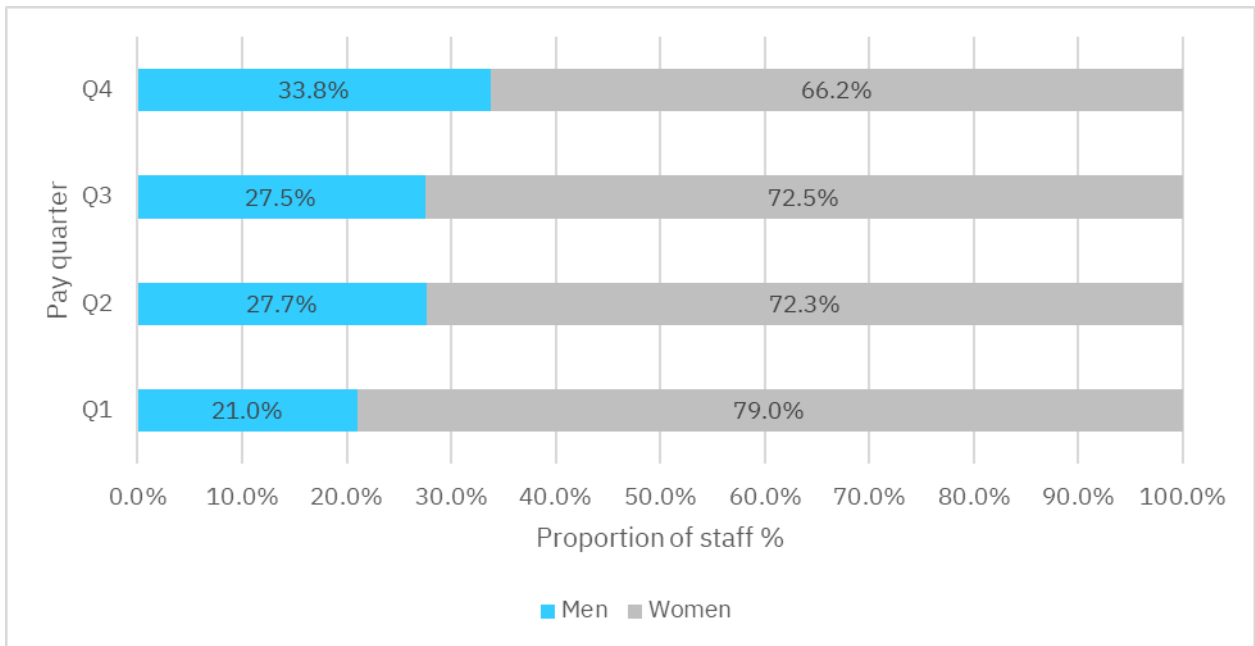
- mean gender pay gap in hourly pay;
- median gender pay gap in hourly pay;
- proportion of males and females in each pay quartile.

In Public Health Wales, the mean and median hourly rate by Gender as of 31 March 2025 was as follows:

Gender	Mean. Hourly Rate (£)	Median Hourly Rate (£)
Male	27.07	23.58
Female	23.39	19.92
Difference	3.68	3.66
Pay Gap %	13.6%	15.5%

These figures highlight a gap between the pay for men and women in the organisation and has reduced from a mean pay gap of 14.5% and median gap of 17% last year. Analysis of the staff data shows that across most bands, the gender pay gaps are either zero or very small, and in some cases even favour women. Noticeable gaps only appear at senior levels in bands 8 and 9, and in band 8 this appears only on the median measure.

The percentages of men and women in each quartile of earnings is as follows:



5.4 Sickness Absence data

The following table provides information on the number of days lost due to sickness during 2024/25 and 2025/26

	2025-2026 Number	2024-2025 Number
Days lost (long term)	28,781	24,168
Days lost (short term)	12,660	12,175
Total days lost	41,441	36,343
Total staff years	2,437	2,347
Average working days lost per FTE	17.00	15.50
Total staff employed in period (headcount)	2,710	2,617
Total staff employed in period with no absence (headcount)	1,215	1,094
Percentage staff with no sick leave	45%	42%

There has been an increase in headcount from 2024/2025 (92 additional staff).



The 2025/2026 sickness absence rate was 4.87% at the end of March 2026, and the 12-month rolling absence figure was 4.66%. When comparing this with 2024/25, the March 2025 figure was 4.20% and the 12-month rolling absence figure was 4.25%.

Sickness absence rates across Public Health Wales over 2025/2026 have seen an increase with number of days lost due to sickness absence up by 5,098 days from 2024/2025.

The percentage of staff recording no sickness absence has increased from 42% to 45%.

We have seen an increase in the number of days lost due to long term sickness absence, up by 4,613 days. All long-term sickness absence cases are supported by a People and OD Advisor and are managed in line with the Managing Attendance at Work Policy (MAAW). Line Managers are also able to access support for absence management by booking a 30-minute 1:1 HR Clinic with one of the People and OD Advisors.

Training on the MAAW policy has been updated and continues to be delivered to managers throughout the organisation. We are still awaiting release of the e-Learning module for MAAW. Once available, this will be mandatory learning for all those staff within the organisation who have responsibility for line managing others.

5.5 Staff policies applied during the financial year

The organisation has a schedule of review for all of its workforce policies. We have undertaken several policy development workshops in conjunction with Trade Union colleagues, these have included the Family Leave Policy, Wellbeing Policy and Managing the Expiry of Fixed Term Contracts Procedure.

When developing our policies, we look to strike a balance between providing clear guidance and allowing for flexibility. This reflects the culture we want to develop, one which is person-centred, inclusive and empowers managers to use discretion in how they use policies, recognising that one size does not fit all. The policies are designed to reinforce key aims of the People Strategy, cultural narrative, and language and content of Being Our Best and our People Promise.

Policies are published on the Public Health Wales website at <https://phw.nhs.wales/about-us/policies-and-procedures/policies-and-procedures-documents/human-resources-policies/>

Public Health Wales also has a range of policies and initiatives which enable adjustments and flexibility which may be particularly important for some groups. Our flexible working arrangements, and our approach to agile working (Work



How it Works Best) enable colleagues to accommodate their personal situations and individual requirements to balance work and home life. We also have an Occupational Health service who can advise on reasonable adjustments for those who require them.

Our Recruitment Policy and candidate information promotes the use of inclusive and welcoming language and ensures that we will make reasonable adjustments to the process as required. We also have guidance for staff who are Transitioning in the workplace, to help individuals and managers through the process.

Public Health Wales' Recruitment Policy makes reference to eliminating all forms of discrimination in accordance with the Equality Act 2010. Public Health Wales operates a guaranteed interview scheme whereby disabled applicants are guaranteed an interview if they meet the essential requirements of the person specification for the post they are applying for. When invited to interview, all applicants are asked if any adjustments are required to enable them to attend.

Where a disabled candidate is appointed, Public Health Wales is responsible for carrying out any reasonable adaptations to the workplace or supplying additional equipment to assist the new employee in their role. This usually follows assessment, advice and support from the organisation's Occupational Health providers.

In September 2025, we were reassessed and awarded Disability Confident Leader Status. A lot of work was put into reviewing and improving processes, awareness and our environment to get us to this stage and the feedback from disabled staff has been positive. This also builds on our reputation as an inclusive employer, building confidence for staff and prospective job applicants.

In October 2024, we were awarded Gold level with Distinction which is the highest level in the Cultural Competence Scheme which is run by Diverse Cymru. The Cultural Competence award includes an assessment in the following areas – Environment, Management Commitment, Communication, Consultation and Engagement, Cultural Understanding, Wider Equality Understanding, Monitoring Outcomes and Policies and Procedures. We continue to lead within the NHS to receive this level of award.

The All Wales Managing Attendance at Work Policy has a focus on managers knowing and understanding their staff, and working in partnership to support individuals in the workplace. The policy has an emphasis on wellbeing rather than managing absence and is designed to support individuals to remain in the workplace. The policy includes mechanisms for phased return to work with no loss of pay, and makes enhancements in support of appointments linked to underlying health concerns. There is a greater emphasis on access to advice and support (Employee Assistance Programme), Occupational Health, GP,



Physiotherapy, Counselling, etc. to facilitate a more rapid return to the workplace, along with greater support to remain in work. Where a return to an individual's role is not possible, redeployment to a suitable alternative role is explored.

There are also a number of policies, procedures and guidelines that support staff health and well-being such as the Flexible Working Policy and Toolkit, Career Break Scheme, Annual Leave Purchase Scheme, Mental Wellbeing policy. Public Health Wales also runs a workplace mediation service for staff.

Public Health Wales is committed to providing a working environment free from harassment and bullying and to ensuring all staff are treated, and treat others, with dignity and respect. To support the Healthy Working Relationships approach, Public Health Wales has a team of trained facilitators from across the organisation who are available to support staff to resolve conflict at an early and informal stage. Informal resolution helps in ensuring the restoration of healthy working relationships, before issues escalate into serious disputes that require the use of formal procedures.

The All Wales Speaking Up Safely Framework introduced in autumn 2023 encourages staff to raise concerns at the earliest opportunity and openly without any fear of negative implications of doing so. Any matter raised will be reviewed thoroughly, promptly and confidentially, and the individual raising a concern will receive appropriate feedback. Within the framework, there are a number of ways in which an individual can raise a concern depending on the nature of the issue and our staff intranet includes comprehensive advice for staff to help colleagues determine the most appropriate route to raise any concerns they may have.

All staff have equal access to appraisal and development, via Public Health Wales' 'My Contribution' process, supported by a rolling programme of training opportunities and career development. All colleagues are expected to undertake statutory and mandatory training applicable to their post.

In relation to staff organisational change and restructuring of services, Public Health Wales has adopted the All Wales Organisational Change Policy and has in place a Redeployment Policy and Voluntary Early Release Scheme. During 2023, additional guidance has been developed for staff managing organisational change and to signpost support for colleagues experiencing change.

5.6 Other Employee Matters

Our Staff Diversity Networks continue to grow and embed themselves within the organisation and offer support and a sense of belonging to network members.

Our network members have been involved with the development and updates to several organisational policies, processes and initiatives.



In January 2026, 34% of our staff are part of one or more of our networks. We have staff networks for Women, Carers, LGBTQ+, Disabled, Neurodiverse, Ethnic Minority and Welsh speakers and staff wanting to learn the language. In 2025, we relaunched our Men's Network and our Women's Network set up a Moon Cafe to support staff across the organisation.

In 2025, our networks have held a range of speaking and awareness raising events, promoted celebratory days through intranet articles as well as attended Pride Cymru in Cardiff which has provided opportunities for staff to celebrate their identities and cultural heritage.

5.7 Expenditure on Consultancy and Temporary staff

For the purposes of the statutory accounts, Consultancy is defined as time limited/ad-hoc assignments that are not considered to be related to the day-to-day activities of the Trust. This can include expenditure on services such as:

- ❖ General Management Consultancy
- ❖ Legal
- ❖ Human Resources
- ❖ Financial
- ❖ IT Consultancy
- ❖ Property Services/Estates
- ❖ Marketing and Communication
- ❖ Programme and Project Management

During 2025/26, Public Health Wales' expenditure on consultancy was £1.477m compared to £1.355m in 2024/25.

Expenditure on temporary staff during 2025/26 amounted to £1.645m compared to £2.881m in 2024/25.

5.8 Tax Assurance for Off-Payroll Engagements

The Trust is required to disclose any arrangements it has whereby individuals are paid through their own companies or off-payroll. Where off-payroll payments have been made, the Trust has sought assurance from all relevant parties that the appropriate tax arrangements are in place. Full details of these arrangements are published on the Public Health Wales website at <https://phw.nhs.wales/about-us/publication-scheme/>

5.9 Exit Packages

The figures disclosed in this note relate to exit packages agreed in the year. The actual date of departure might be in a subsequent period, and the expense in relation to the departure costs may have been accrued in a previous period. The data are therefore presented on a different basis to other staff cost and expenditure notes in the accounts. £52,967 of these exit packages relate to NHS Performance and Improvement.

Table 1	2025-26	2025-26	2025-26	2025-26	2024-25
Exit packages cost band (including any special payment element)	Number of compulsory redundancies	Number of other departures	Total number of exit packages	Number of departures where special payments have been made	Total number of exit packages
less than £10,000	1	3	4	0	2
£10,000 to £25,000	0	4	4	0	1
£25,000 to £50,000	0	6	6	0	0
£50,000 to £100,000	1	1	2	0	2
£100,000 to £150,000	0	0	0	0	0
£150,000 to £200,000	0	0	0	0	0
more than £200,000	0	0	0	0	0
Total	2	14	16	0	5
	2025-26	2025-26	2025-26	2025-26	2024-25
Exit packages cost band (including any special payment element)	Cost of compulsory redundancies	Cost of other departures	Total cost of exit packages	Cost of special element included in exit packages	Total cost of exit packages
	£'s	£'s	£'s	£'s	£'s
less than £10,000	5,251	22,013	27,264	0	14,875
£10,000 to £25,000	0	68,635	68,635	0	10,000
£25,000 to £50,000	0	221,540	221,540	0	0
£50,000 to £100,000	71,230	68,465	139,695	0	170,257
£100,000 to £150,000	0	0	0	0	0
£150,000 to £200,000	0	0	0	0	0
more than £200,000	0	0	0	0	0
Total	76,481	380,653	457,134	0	195,132



6. Statement of Assurance

- 6.1 I confirm that there is no relevant audit information in the Annual Report of which the Audit Wales is unaware. As Chief Executive, I have taken all the steps in order to make myself aware of any relevant information and ensure the Audit Wales is aware of that information.

Signed:

Date: 26 June 2026

Dr Tracey Cooper
Chief Executive and Accountable Officer, Public Health Wales

Annex 1a – Single Figure of Remuneration 2025 - 26

Name and Title	Salary (bands of £5,000) £000	Bonus payments (bands of £5,000) £000	Benefits in kind (to nearest £100) £000	Pension benefit (to nearest £1,000) £000	Total (bands of £5,000) £000
Dr Tracey Cooper, Chief Executive	190 - 195	0	0	60	250 - 255
Angela Williams Executive Director of Operations and Finance ^{1, 2, 10}	130 - 135	0	15	293	425 - 430
Claire Birchall, Executive Director of, Nursing, Quality & Integrated Governance	125 - 130	0	0	65	190 - 195
Dr Sumina Azam, National Director of Policy and International Health, World Health Organisation Collaborating Centre ³	130 - 135	0	15	50	185 - 190
Neil Lewis, Director of People and Organisational Development ^{4, 7}	125 - 130	0	24	72	200 - 205
Dr Fu-Meng Khaw, National Director for Health Protection and Screening Services and Medical Director	190 - 195	0	0	76	265 - 270
Iain Bell, National Director for Public Health Knowledge and Research ⁵	150 - 155	0	0	0	150 - 155
Jim McManus, National Director of Health and Wellbeing	145 - 150	0	0	37	180 - 185
Paul Veysey, Board Secretary and Head of Board Business Unit ⁶	140 - 145	0	0	28	165 - 170

Non Executive Directors:					
Pippa Britton OBE	40 – 45	0	0	0	40 – 45
Claire Jenkins	20 – 25	0	0	0	20 – 25
Professor Sian Griffiths CBE	5 – 10	0	0	0	5 – 10
Kate Young	5 - 10	0	0	0	5 – 10
Nick Elliott	5 - 10	0	0	0	5 – 10
Tamsin Ramasut	5 - 10	0	0	0	5 – 10
Huw David ⁸	5 - 10	0	0	0	5 – 10
Catherine Purcell ⁹	0 - 5	0	0	0	0 - 5

Due to a clarification in reporting requirements within the NHS Wales Manual for Accounts, the presentation of salary costs has changed between years. In 2024–25, salaries were reported gross, before any deductions in respect of car lease salary sacrifice arrangements. In 2025–26, salaries are reported net of car lease salary sacrifice deductions. This change in presentation should be considered when making year-on-year comparisons.

The pension benefit is not an amount which has been paid to an individual by the trust during the year, it is a calculation which uses information from the pension benefit table. These figures can be influenced by many factors e.g. changes in a persons salary, whether or not they choose to make additional contributions to the pension scheme from their pay and other valuation factors affecting the pension scheme as a whole.

Notes:

1. With effect from 1 April 2025, Huw George was seconded to the NHS WJCC, and Angela Williams was appointed Interim Director of Operations and Finance in his place; Angela Williams held this role for the full financial year.
2. The salary value shown excludes a salary sacrifice of £8,383.68 in respect of a personal lease car (AW).
3. The salary value shown excludes a salary sacrifice of £7,864.69 in respect of a personal lease car (SA).
4. The salary value shown excludes a salary sacrifice of £9,335.82 in respect of a personal lease car (NL).
5. On 1st March 2026, Iain Bell changed his working hours to 34 per week. The salary figure shown also reflects a reduction for the purchase of additional annual leave. Excluding the period of unpaid annual leave and reduction of hours, the applicable FYE salary band would be £155,000–£160,000.
6. On 7 August, the Remuneration and Terms & Conditions of Service Committee approved a change to Paul Veyey’s salary to reflect changes to the role and responsibilities of the Board Secretary and Head of the Board Business Unit. The salary figure disclosed includes a one-off payment in respect of back pay from 14 June 2023, arising from this change in grade. The salary figure shown also reflects a reduction for the purchase of additional annual leave. Excluding this back-pay element and annual leave purchase the applicable FYE salary band would be £115,000–£120,000.
7. On 7 August, the Remuneration and Terms & Conditions of Service Committee approved a change to Neil Lewis’s salary to reflect changes to the role and responsibilities of the Director of People and Organisational Development. The salary figure disclosed includes a one-off payment in respect of back pay from 1 April 2023, arising from this change in grade. Excluding this one-off payment, the applicable salary band would be £115,000–£120,000.

8. On 6th May 2025, Huw David was appointed as a Non-Executive Director and stepped down on 31st December 2025.
 9. On 27th October 2025, Catherine Purcell was appointed as a Non-Executive Director.
 10. Angela Williams retired on 31 March 2026 and returned on 1 April 2026 as Acting Executive Director of Operations and Finance, pending the commencement of the new permanent Director in May 2026. A provision has been recognised for an estimated NHS Pension Final Pay Control charge arising from the retirement on 31 March 2026. The charge is subject to assessment and confirmation by NHS Pensions, and the provision represents management's best estimate based on information available at the reporting date.
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Annex 1b - Single Figure of Remuneration (2024/25) (Audited)

Name and Title	Salary (bands of £5,000) £000	Bonus payments (bands of £5,000) £000	Benefits in kind (to nearest £100) £000	Pension benefit (to nearest £1,000) £000	Total (bands of £5,000) £000
Dr Tracey Cooper, Chief Executive	185 - 190	0	0	60	245 - 250
Huw George, Deputy Chief Executive and Executive Director of Operations and Finance ^{1, 2, 3}	150 - 155	0	0.8	28	175 - 180
Claire Birchall, Executive Director of, Nursing, Quality & Integrated Governance ⁴	120 - 125	0	0	118	240 - 245
Dr Sumina Azam, National Director of Policy and International Health, World Health Organisation Collaborating Centre ⁵	135 - 140	0	1.1	50	185 - 190
Neil Lewis, Director of People and Organisational Development ⁶	115 - 120	0	1.7	39	155 - 160
Dr Fu-Meng Khaw, National Director for Health Protection and Screening Services and Medical Director	185 - 190	0	0	81	265 - 270
Iain Bell, National Director for Public Health Knowledge and Research	145 - 150	0	0	0	145 - 150
Jim McManus, National Director of Health and Wellbeing	140 - 145	0	0	35	175 - 180

Paul Veysey, Board Secretary and Head of Board Business Unit	85 - 90	0	0	24	110 - 115
Non Executive Directors:					
Jan Williams OBE ⁷	5 - 10	0	0	0	5 - 10
Pippa Britton OBE ⁸	10 - 15	0	0	0	10 - 15
Clare Jenkins ⁹	20 - 25	0	0	0	20 - 25
Professor Diane Crone	5 - 10	0	0	0	5 - 10
Professor Sian Griffiths CBE	5 - 10	0	0	0	5 - 10
Mohammed Mehmet ¹⁰	0 - 5	0	0	0	0 - 5
Kate Young	5 - 10	0	0	0	5 - 10
Nick Elliott ¹¹	25 - 30	0	0	0	25 - 30
Tamsin Ramasut	5 - 10	0	0	0	5 - 10

Notes

- Huw George took Partial Retirement on 7 January 2025 drawing down part of his pension by reducing his pensionable pay by 10%
- Huw George is undertaking some introductory work on behalf of NHS WJCC for 2 days per week in March 2025 ahead of his secondment which takes effect from 1 April 2025, and this is being backfilled via internal arrangements
- Salary includes £6,615.12 sacrificed in respect of a personal lease car
- Claire Birchall was permanently appointed to Executive Director of Quality, Nursing and Allied Health Professionals with effect from 12th August 2024
- Salary includes £7,960.20 sacrificed in respect of a personal lease car
- Salary includes £8,046.48 sacrificed in respect of a personal lease car
- Jan Williams left the Trust on 31 May 2024. Full year equivalent salary banding is £40,000 - £45,000
- Pippa Britton OBE was appointed as Chair on 1 December 2024. Full year equivalent salary banding is £40,000 - £45,000
- Clare Jenkins was appointed as Vice Chair on 1 May 2024
- Mohammed Mehmet left the Trust on 30 September 2024. Full year equivalent salary banding is £5,000 -£10,000
- Nick Elliott served as a Non Executive Director from 1 April 2024 to 31 May 2024, before being appointed as Interim Chair from 1 June 2024 to 30 November 2024. He then resumed his role as a Non Executive Director from 1 December 2024 to 31 March 2025. Full year equivalent salary banding for the Chair role is £40,000 - £45,000, and for the Non-Executive Director role is £5,000 - £10,000

Annex 2 - Pension Benefits

	Real increase in pension at pension age	Real increase in pension lump sum at pension age	Total accrued pension at pension age at 31 March 2026	Lump sum at pension age related to accrued pension at 31 March 2026	Cash Equivalent Transfer Value at 31/03/26	Cash Equivalent Transfer Value at 31/03/25	Real increase in Cash Equivalent Transfer Value	Employer contribution to partnership pension account
	(bands of £2,500)	(bands of £2,500)	(bands of £5,000)	(bands of £5,000)				To nearest £100
Name and Title	£000	£000	£000	£000	£000	£000	£000	£000
Dr Tracey Cooper, Chief Executive	2.5 - 5	0 – 2.5	70 - 75	70 - 75	1,398	1,287	65	0
Angela Williams, Executive Director of Operations and Finance ³	12.5 - 15	32.5 - 35	60 - 65	160 - 165	0	1,122	0	0
Claire Birchall, Executive Director of, Nursing, Quality & Integrated Governance	2.5 - 5	2.5 - 5	50 - 55	125 - 130	1,147	1,042	71	0
Dr Sumina Azam, National Director of Policy and International Health, World Health Organisation Collaborating Centre	2.5 - 5	0 – 2.5	45 - 50	105 - 110	948	869	47	0
Neil Lewis, Director of People and Organisational Development	2.5 - 5	0	60 - 65	0	938	846	62	0

Dr Fu-Meng Khaw, National Director for Health Protection and Screening Services and Medical Director	5 – 7.5	5 – 7.5	90 - 95	230 - 235	222	161	27	0
Iain Bell, National Director for Public Health Knowledge and Research ¹	0	0	0	0	0	0	0	0
Jim McManus, National Director for Health and Wellbeing ²	2.5 - 5	0	10 - 15	10 - 15	115	190	0	0
Paul Veysey, Board Secretary and Head of Board Business Unit	0 – 2.5	0	10 - 15	0	140	108	12	0

Notes

1. Iain Bell is not a member of the NHS Pension Scheme.
2. This member is over the Normal Retirement Age for the 1995 scheme. No CETV (Cash Equivalent Transfer Value) is reported for this element of the pension.
3. The member retired on 31 March 2026; therefore a CETV is not disclosed at year end.



Annex 3 – Pay Policy Statement 2025/26

1.0 Introduction and Purpose

- 1.1 The purpose of this policy statement is to clarify Public Health Wales' strategic stance on senior remuneration and to provide a clear statement of the principles underpinning decisions on the use of public funds.
- 1.2 The annual Pay Policy Statement (the “statement”) is produced for each financial year, in accordance with the Welsh Government’s principles and minimum standards as set out in the document “Transparency of Senior Remuneration in the Devolved Welsh Public Sector” which includes a set of high level principles regarding the reporting of senior pay. The document sets out arrangements and principles in a series of standards and non statutory requirements on organisations in the devolved Welsh public sector. It includes a requirement to publish annual reports as well as an annual pay policy statement
- 1.3 The purpose of the statement is to provide transparency with regard to Public Health Wales' approach to setting the pay of its senior employees (this excludes staff employed on nationally set terms and conditions of employment) by stating:
 - a) the definition of “senior posts” adopted by Public Health Wales for the purposes of the pay policy statement,
 - b) the definition of “lowest-paid employees” adopted by Public Health Wales for the purposes of the pay policy statement,
 - c) Public Health Wales' reasons for adopting those definitions, and
 - d) the relationship between the remuneration of senior posts and that of the lowest-paid employees.

2.0 Legislative Framework

In determining the pay and remuneration of all of its employees, Public Health Wales will comply with all relevant employment legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, The Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Employment) Regulations. With regard to the Equal Pay requirements contained within the Equality Act, the NHS Trust ensures there is no pay discrimination within its pay structures for employees covered by the NHS National Terms and Conditions (Agenda for Change), the Medical and Dental Staff (Wales) Handbook and the Executive and Senior Posts cohort and that all pay differentials can be objectively justified through the use of equality



proofed Job Evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

3.0 Pay Structure

Senior posts are defined by Public Health Wales as all staff who are not covered by Agenda for Change or Medical and Dental contracts

This cohort of staff are referred to as “Executive and Senior Posts (ESPs)”

- a) In relation to this statement the ESP posts within the NHS Trust are:
- ❖ Chief Executive
 - ❖ Deputy Chief Executive / Executive Director of Operations and Finance
 - ❖ Executive Director Policy and International Health/World Health Organisation Collaborating Centre
 - ❖ Executive Director of Quality, Nursing and Allied Health Professionals
 - ❖ Director of Health and Wellbeing
 - ❖ Director of NHS Quality Improvement and Patient Safety/Director Improvement Cymru
 - ❖ Director of People and Organisational Development
 - ❖ National Director for Health Protection and Screening Services and Executive Medical Director
 - ❖ National Director for Public Health Knowledge and Research
- b) The “lowest-paid employees” within Public Health Wales are paid £25,313 per annum (£12.98 per hour) in accordance with the nationally set Pay Bands and pay points in Wales.
- c) The definitions for senior posts and the lowest paid employees are in accordance with the national provisions as determined and set by Welsh Government as noted in a) above.
- d) The remuneration of senior posts is determined by a job evaluation process (Job Evaluation for Senior Posts (JESP) and all salaries are agreed by Welsh Government. The remuneration of the lowest-paid employees is set by reference to the national Job Evaluation system (Agenda for Change) and salaries for all Agenda for Change pay spine points (including the lowest) are set following receipt of recommendations from the Pay Review Body. From 01 January 2015, the lowest spine points were adjusted to incorporate the Living Wage.
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- e) The annual process of submitting evidence to the pay review bodies (NHS Pay Review Body and Review Body on Doctors' and Dentists' Remuneration) enables an independent assessment to be made on NHS pay. The pay review bodies have regard to the following considerations in making their recommendations:
- ❖ the need to recruit, retain and motivate suitably able and qualified staff;
 - ❖ regional/local variations in labour markets and their effects on the recruitment and retention of staff;
 - ❖ the funds available to the Health Departments, as set out in the Government's Departmental Expenditure Limits;
 - ❖ the Government's inflation target;
 - ❖ the principle of equal pay for work of equal value in the NHS;
 - ❖ the overall strategy that the NHS should place patients at the heart of all it does and the mechanisms by which that is to be achieved.
- f) Salary information relating to senior posts is provided in **Annex 1a** to the Remuneration and Staff report.
- g) Public Health Wales' approach to internal talent management is to share all vacancies and opportunities internally to encourage career mobility and development of all our employees. In addition, through our workforce planning process, we undertake learning needs analysis and succession planning processes to identify developmental needs of all staff. Succession planning is the process of identifying critical positions, assessing current staff members who may be able to fill these positions within several timescales (ready now; 1-2 years and 2-5 years) and developing action plans for these individuals to assume those positions.
- h) Public Health Wales does not use any system of performance related pay for senior posts.
- i) Public Health Wales has a comprehensive approach to performance, development and review and the policies / processes to support this are:

Strategic Workforce Planning Toolkit
My Contribution Policy (Performance Appraisal)
Core Skills and Training Framework
Learning and Development Programme
Management and Leadership Development Programme
Induction Policy and Process



- j) The highest and lowest Agenda for Change pay points set by Public Health Wales are:
- Highest point - £127,523
- Lowest point - £25,313
- k) The severance policies which are operated by Public Health Wales are;
- ❖ set out in Section 16 of the nationally agreed NHS Terms and Conditions of Service Handbook for redundancy and these conditions can only be varied by national agreement between government, employers and trade unions;
 - ❖ the Voluntary Early Release scheme which requires Welsh Government authorisation for any payment to be made over a certain threshold and;
 - ❖ the NHS Wales Organisational Change Policy which provides for a consistent approach to the management of organisational change and provides for redeployment and protection of pay.
 - ❖ the Public Health Wales Redundancy Policy which sets out an organisational approach to managing situations where redundancies (or the risk of redundancies) arise

4.0 Wider Reward and Recognition Package

- l) Additional Benefits offered by Public Health Wales are;
- **Annual leave** - Staff receive an annual leave allowance of 28 days a year plus bank holidays, rising to 30 days after five years and 34 days after ten years.
 - **Flexible working** – The Trust offers a flexible working policy to help balance home and working life, including: working from home, part-time hours and job sharing options.
 - **Pension** - We are signed up to the NHS pension scheme. If staff join the NHS pension scheme the Trust will contribute 20.6% towards their pension.
 - **Childcare Vouchers** - We offer membership to the childcare vouchers scheme to all employees who have children
 - **Cycle to work scheme** – The Trust participates in a [cycle to work scheme](#), which offers savings of up to 42% off the cost of a new bike.
 - **Travel loans** - Interest free season ticket loans are available to staff (on an annual basis).
 - **Health and well-being** - Health and well-being initiatives are available across the Trust, including discounted gym membership across Wales.



- **Occupational Health** - All employees have access to our Occupational Health services: the service can support staff with, stress management, confidential counselling and seasonal vaccinations.
- **Car Lease scheme** - The NHS Wales Shared services partnership scheme allows Public Health Wales staff to apply for a [lease car](#), for business and personal use.

5.0 Approach to Providing Support to lower paid staff

Public Health Wales, in keeping with the wider NHS, ensures that all of its employees are paid the living wage.
