

## Remuneration and Staff Report

## Annex C

### REMUNERATION AND STAFF REPORT

This report provides information in relation to Executive Directors' and Independent Members' remuneration, and outlines the arrangements which operate within the Health Board to determine this. It also includes information on staff numbers, composition, sickness absence data, staff policies applied during the year, expenditure on consultancy, off-payroll engagements and exit packages.

#### 1. The Remuneration and Terms of Services Committee

This Committee considers the remuneration and performance of Executive Directors in accordance with the policy detailed below.

The norm is for Executive Directors and very senior managers' salaries (those outside of Agenda for Change) to be uplifted in accordance with the Welsh Government identified normal pay inflation percentage. For 2021/22 there was a pay inflation uplift of 3% for Executive Directors and very senior managers in line with the pay award agreed nationally for NHS staff.

If there were to be an up-lift over and above this level, this would always be agreed as a result of changes in roles and responsibilities and with advice from an independent consultancy with specialist knowledge of job evaluation and executive pay within the NHS. The Remuneration and Terms of Services Committee would receive a detailed report in respect of issues to be considered in relation to any uplift to Executive Directors salaries (including advice from the Welsh Government) and having considered all the advice and issues put before them, would report their recommendations to the Health Board for ratification.

The Committee also reviews objectives set for Executive Directors and assesses performance against those objectives when considering recommendations in respect of annual pay uplifts. It should be noted that Executive Directors are not on any form of performance related pay.

The Remuneration and Terms of Services Committee is chaired by the Health Board's Chair, and the membership includes three other Independent Members (Chairs of Board Committees). The Committee meets as often as required to address business and formally reports in writing its recommendations to the Health Board. Meetings are minuted and decisions fully recorded.

The Committee also recommends to the Board annual pay uplifts in respect of Executive Directors and very senior managers in the Health Board who are not within the remit of Agenda for Change. For 2021/22, the only uplifts recommended were an inflationary uplift of 3%.

## **2. Independent Members' Remuneration**

Remuneration for Independent Members is decided by the Welsh Government, who also determine tenure of appointment.

## **3. Single Remuneration Report**

The Single Total Remuneration for each Director and Independent Member for 2021/22 and 2020/21 are shown in the table below. Total remuneration includes salary (excluding the NHS COVID bonus of £735 gross paid in May 2021), non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

The salaries disclosed in the table below reflect new appointments and leavers during the financial years 2021/22 and 2020/21. Whilst the salaries disclosed relate to the period in post during the year, the NHS Pensions Agency is unable to attribute part year pension benefits to post holders and therefore, the full financial year Pension Benefits are shown.

The value of pension benefits is calculated as follows: (real increase in pension<sup>1</sup> multiplied by 20) plus real increase in lump sum, less contributions made by the individual.

The pension calculation is based on information received from NHS BSA Pensions Agency included in the Disclosure of Senior Managers' Remuneration (Greenbury) 2022 report. Further details on the Single Total Remuneration and Salary allowances figure from Cabinet Office can be found at the Employer Pension Notices website: disclosure of salary pension and compensation information.

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<sup>1</sup> excluding increases due to inflation or any increase or decrease due to a transfer of pension rights

Names	Titles	2021/22					2020/21				
		Salary (£5k Bands)	Other Remun. £5k Bands	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)	Salary (£5k Bands)	Other Remun. £5k Bands	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)
		£000	£000	£00	£000	£000	£000	£000	£00	£000	£000
E Woollett	Chair	70-75	0	0	0	<b>70-75</b>	70-75	0	0	0	<b>70-75</b>
S Spill	Vice Chair from 15 <sup>th</sup> December 2020.	55-60	0	0	0	<b>55-60</b>	15-20	0	0	0	<b>15-20</b>
M Waygood	Interim Vice Chair to 18 <sup>th</sup> January 2021. Independent Member from 19 <sup>th</sup> January 2021 until 31 <sup>st</sup> December 2021	10-15	0	0	0	<b>10-15</b>	45-50	0	0	0	<b>45-50</b>
M Hackett	Chief Executive from 1 <sup>st</sup> January 2021	220-225	0	0		<b>220-225</b>	50-55	0	0		<b>50-55</b>
T Myhill	Chief Executive until 31 <sup>st</sup> December 2020						160-165	0	0	0	<b>160-165</b>
R Evans	Medical Director and Deputy Chief Executive from 8 <sup>th</sup> February 2021	190-195	0	0	85	<b>275-280</b>	175-180	0	0	125	<b>300-305</b>
C White	Deputy Chief Executive, Chief Operating Officer, Director of Therapies and Health Science, Director of Primary, Community and Mental						160-165	0	0	4	<b>160-165</b>

Names	Titles	2021/22					2020/21				
		Salary (£5k Bands)	Other Remun. £5k Bands	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)	Salary (£5k Bands)	Other Remun. £5k Bands	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)
		£000	£000	£00	£000	£000	£000	£000	£00	£000	£000
	Health Services until 31 <sup>st</sup> March 2021.										
D Griffiths	Director of Finance and Performance from 9 <sup>th</sup> August 2021. Interim Director of Finance from 2 <sup>nd</sup> March 2020 to 8 <sup>th</sup> August 2021	145-150	0	0	(369)	<b>(220-225)</b>	140-145	0	0	476	<b>620-625</b>
G Howells	Interim Director of Nursing & Patient Experience from 20 <sup>th</sup> September 2021 and from 1 <sup>st</sup> April until 8 <sup>th</sup> July 2020	70-75	0	0		<b>70-75</b>	40-45	0	0		<b>40-45</b>
C Williams	Interim Director of Nursing & Patient Experience from 9 <sup>th</sup> July 2020 to 30 <sup>th</sup> September 2021.	65-70	0	0		<b>65-70</b>	95-100	0	0		<b>95-100</b>
C Morrell	Director of Therapies and Health Science from 1 <sup>st</sup> April 2021	85-90	0	0		<b>85-90</b>					

Names	Titles	2021/22					2020/21				
		Salary (£5k Bands)	Other Remun. £5k Bands	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)	Salary (£5k Bands)	Other Remun. £5k Bands	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)
		£000	£000	£00	£000	£000	£000	£000	£00	£000	£000
D Eytayo	Director of Workforce & OD from 9 <sup>th</sup> August 2021	85-90	0	0	(231)	<b>(140-145)</b>					
K Jones	Interim Director of Workforce & OD from 25 <sup>th</sup> August 2020 to 31 <sup>st</sup> July 2021.	40-45	0	0	(189)	<b>(140-145)</b>	75-80	0	0	138	<b>215-220</b>
H Robinson	Director of Workforce & OD until 24 <sup>th</sup> August 2020						55-60	0	0		<b>55-60</b>
K Reid	Director of Public Health	125-130	0	0	30	<b>155-160</b>	120-125	0	0	63	<b>185-190</b>
S. Harrop-Griffiths	Director of Strategy	135-140	0	36	58	<b>195-200</b>	125-130	0	56	75	<b>205-210</b>
P Wenger	Director of Corporate Governance/Board Secretary until 28 <sup>th</sup> November 2021	80-85	0	0	(656)	<b>(570-575)</b>	105-110	0	0	75	<b>180-185</b>
H Lloyd	Interim Director of Corporate Governance/Board Secretary from 15 <sup>th</sup>	35-40	0	0	29	<b>60-65</b>					

Names	Titles	2021/22					2020/21				
		Salary (£5k Bands)	Other Remun. £5k Bands	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)	Salary (£5k Bands)	Other Remun. £5k Bands	Benefits in Kind (to nearest £100)	Pension Benefits (to nearest £1000)	Total (£5k Bands)
		£000	£000	£00	£000	£000	£000	£000	£00	£000	£000
	November 2021										
M Berry	Independent Member	15-20	0	0	0	<b>15-20</b>	15-20	0	0	0	<b>15-20</b>
M Sollis	Independent Member until 7 <sup>th</sup> June 2021	0-5	0	0	0	<b>0-5</b>	15-20	0	0	0	<b>15-20</b>
P Price	Independent Member from 16 <sup>th</sup> October 2021	5-10	0	0	0	<b>5-10</b>					
T Crick	Independent Member	15-20	0	0	0	<b>15-20</b>	15-20	0	0	0	<b>15-20</b>
M Child	Independent Member	15-20	0	0	0	<b>15-20</b>	15-20	0	0	0	<b>15-20</b>
R Owen	Independent Member	15-20	0	0	0	<b>15-20</b>	15-20	0	0	0	<b>15-20</b>
N Zolle	Independent Member	15-20	0	0	0	<b>15-20</b>	15-20	0	0	0	<b>15-20</b>
K Lloyd	Independent Member	0	0	0	0	<b>0</b>	0	0	0	0	<b>0</b>
J Davies	Independent Member	0	0	0	0	<b>0</b>	0	0	0	0	<b>0</b>

The NHS and social care financial recognition scheme bonus of £735 payment to reward eligible NHS staff has not been included in the NHS Remuneration Report calculations in the table above. This bonus payment is not a contractual payment, but a one off payment to reward eligible staff for their commitment and tireless efforts in the most challenging circumstances.

The following notes provide explanations for either no salary or changes in salary or post between the financial the years:

- G Howells was the Director of Nursing from July 2018 until retirement in June 2020. G Howells has returned in an interim capacity in September 2021 on secondment from Welsh Government.
- C Morrell was appointed as Director of Therapies and Health Science from 1<sup>st</sup> April 2021. This post has been classed as a full voting post on the Board following the splitting of the role of Chief Operating Officer and Director of Therapies, Health Science and Director of Mental Health and Community Services previously held by C White who retired on 31st March 2021.
- The job description for the post of Director of Corporate Governance/Board Secretary held by P Wenger was reviewed during 2021/22 and a salary increase awarded for the role with the salary increase backdated. Within the salary figure disclosed for P Wenger is salary arrears of £10-£15k relating to the salary increase awarded following the review of the job description.
- K Lloyd has declined remuneration for his post as an Independent Member
- J Davies is a full time employee of the Health Board and as such, has not received the remuneration that is normally paid to an Independent Member.

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the 25th percentile, median and 75th percentile remuneration of the organisation's workforce. The 2021-22 financial year is the first year disclosures in respect of the 25th percentile pay ratio and 75th percentile pay ratio are required.

The highest paid director in the LHB in 2021/22 as in 2020/21 was the Chief Executive and the tables below provide details on the relationship between the remuneration of the Chief Executive and the 25th percentile, median and 75th percentile remuneration of the organisation's workforce

	2021/22			2020/21		
	Chief Executive Salary (£5k bands)	Employee Salary £000	Ratio	Chief Executive Salary (£5k bands)	Employee Salary £000	Ratio
25th percentile pay ratio	220-225	20	11.15:1	215-220	21	10.14:1

Median pay	220-225	28	7.96:1	215-220	28	7.68:1
75th percentile pay ratio	220-225	40	5.58:1	215-220	40	5.32:1

In 2021/22, 1 (2020/21, 0) employee received remuneration in excess of the highest-paid director. The remuneration for that employee in 2021-22 included payments in respect of waiting list initiatives undertaken in addition to their normal salary. Remuneration for staff ranged from £18,546 to £240,823 (2020/21 £18,005 to £214,938).

Total remuneration includes salary, non-consolidated performance-related pay, and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions. Benefits in kind relate to benefits derived from the provision of a leased car.

The employee who received remuneration in excess of the highest paid director in 2021/22 was a member of the medical staff. This individual is not related to the Chair, Executive Directors or Independent Members.

The 2021-22 financial year is also the first year that the percentage change in the remuneration of the highest paid director and the percentage change in the remuneration of the employees of the entity taken as a whole are required to be disclosed the table below discloses this information

	2020/21 - 2021/22 (%)	2019-20- 2020/21 (%)
<b>Percentage Change from previous year in respect of the Chief Executive</b>		
Salary and Allowances	2.73	4.87
Performance Pay and Bonuses	0.00	0.00
<b>Average % Change from previous financial year in respect of employees taken as a whole</b>		
Salary and Allowances	(5.70)	(2.70)
Performance Pay and Bonuses	0.00	0.00

The reduction in the average salary and allowances of employees taken as a whole is linked to staff turnover within the health board with an increase in the number on newly appointed staff replacing staff who have been in post for many years and will have earned higher salaries than the new entrants to the NHS.

#### **4. Directors Pension Benefits**

The NHS scheme requires that employees pay from 5% up to 14.5%, on a tiered scale, of their earnings, into the NHS Pension Scheme, with the employer contributing 20.68%. The employer's contribution to the NHS Pension Scheme is excluded from the salary figures shown below for Executive Directors.

##### **Cash Equivalent Transfer Value**

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capital value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures and the other pension details include the value of any pension benefits in another scheme or arrangement which the individual has transferred to the NHS pension scheme. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

##### **Real Increase in CETV**

This reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another scheme or arrangement) and uses common market valuation factors for the start and end of the period

The disclosures in the table below do not apply to independent members as they are not members of the NHS Pension Scheme and do not receive pensionable remuneration.

Name	Title	Real Increase/ (Decrease) in Pension @ Age 60  (bands of £2,500)  £000	Real Increase/ (Decrease) in Pension Lump Sum @ Age 60  (bands of £2,500)  £000	Total accrued Pension at age 60 at 31 March 2022  (bands of £5,000)  £000	Lump Sum at age 60 related to accrued Pension at 31 March 2022  (bands of £5,000)  £000	Cash Equiv. Transfer Value at 31/03/2022  £000	Cash Equiv. Transfer Value at 31/03/2021  £000	Real increase in Cash Equiv. Transfer Value  £000	Employer's contrib. to stake-holder pension  £000
D Griffiths	Director of Finance and Performance from 9th August 2021. Interim Director of Finance from 2nd March 2020 to 8th August 2021	(15-17.5)	(45-47.5)	40-45	100-105	849	1,068	(224)	0
K Reid	Director of Public Health	0-2.5	(0-2.5)	20-25	45-50	466	420	44	0
S Harrop- Griffiths	Director of Strategy	2.5-5	2.5-5	55-60	120-125	1,179	1,088	85	0
R Evans	Medical Director and Deputy Chief Executive from 8th February 2021	5-7.5	2.5-5	65-70	140-145	1,330	1,211	113	0
D Eyitayo	Director of Workforce & OD from 9th August 2021	(7.5-10)	(27.5-30)	30-35	65-70	641	849	(212)	0

Name	Title	Real Increase/ (Decrease) in Pension @ Age 60  (bands of £2,500)  £000	Real Increase/ (Decrease) in Pension Lump Sum @ Age 60  (bands of £2,500)  £000	Total accrued Pension at age 60 at 31 March 2022  (bands of £5,000)  £000	Lump Sum at age 60 related to accrued Pension at 31 March 2022  (bands of £5,000)  £000	Cash Equiv. Transfer Value at 31/03/2022  £000	Cash Equiv. Transfer Value at 31/03/2021  £000	Real increase in Cash Equiv. Transfer Value  £000	Employer's contrib. to stake-holder pension  £000
K Jones	Interim Director of Workforce & OD from 25th August 2020 to 31st July 2021.	(7.5-10)	(22.5-25)	20-25	35-40	407	579	(175)	0
P Wenger	Director of Corporate Governance/Board Secretary until 28th November 2021	(27.5-30)	(90-92.5)	10-15	0	184	766	(645)	0
H Lloyd	Interim Director of Corporate Governance/Board Secretary from 15th November 2021	0-2.5	0-2.5	25-30	50-55	463	424	37	0

- P Wenger opted to take the benefits available under the 1995 NHS Pension Scheme when leaving the health board in November 2021. There is no lump sum available under the 2015 NHS Pension Scheme

- M Hackett, Chief Executive, G Howells, Director of Nursing and Patient Experience, C Williams, Interim Director of Nursing and Patient Experience and C Morrell, Director of Therapies and Health Science chose not to be covered by the NHS Pension Arrangements during 2021-22.
- D Eytayo, Director of Workforce and OD recommenced contributions to the NHS Pension Scheme during 2021/22 but was not a member of the scheme for the whole period.

## **5. Contracts of employment**

With the exception of the Director of Nursing and Patient Experience, (G Howells) who rejoined the health board on secondment from his permanent contract at Welsh Government, all Executive Directors are on permanent Contracts of Employment with Swansea Bay University Local Health Board. Executive Directors are required to give the Health Board three months notice and are eligible to receive three months notice from the Health Board. The policy on duration of contracts, notice period and termination periods is that set by the Welsh Government.

The only provisions for early termination are as allowed by the NHS Pension Scheme (compensation for premature retirement) regulations. In all other cases of early termination this will be as detailed in individuals' contract of employment.

## **6. Other information**

There are no local pay bargaining initiatives within the Health Board. No payments have been made for Professional Indemnity Insurance for any Officer or Director.

## **7. Staff Report Section**

This section of the report includes information on staff numbers, composition, sickness absence data, staff policies applied during the year, expenditure on consultancy, off-payroll engagements and exit packages.

### **7.1 Staff Numbers and Composition**

The average number of employees by staff group for 2021/22 is set out in the table below, along with the comparison for 2020/21. The average is calculated as the whole time equivalent number of employees under contract of service at the end of each calendar month in the financial year, divided by the number of months in the financial year.

Staff Group	Permanent Staff	Agency Staff	Staff on Inward Secondment	Specialist Trainees (SLE)	Collaborative Bank	Other	Total 2021/22	Total 2020/21
Administration, Clerical & Board Members	2,328	40	8	0	0	0	2,376	2,196
Medical & Dental	909	37	0	266	0	29	1,241	1,185
Nursing, Midwifery registered	3,575	278	0	0	6	0	3,859	3,724
Professional, Scientific & technical staff	353	0	3	0	0	0	356	384
Additional Clinical Services	2,407	5	0	0	0	0	2,412	2,377
Allied Health Professions	859	7	0	0	0	0	866	793
Healthcare Scientists	316	0	0	0	0	0	324	310
Estates and Ancillary	1,020	25	0	0	0	0	1,045	1,103
Students	3	0	0	0	0	0	3	110
<b>Totals</b>	<b>11,770</b>	<b>392</b>	<b>11</b>	<b>266</b>	<b>6</b>	<b>29</b>	<b>12,482</b>	<b>12,182</b>

Staff included as Specialist Trainees (SLE) in the table above are Medical, Dental and GP Trainees employed under the Single Lead Employer Arrangement by Velindre NHS Trust but who are placed for their training within the Health Board. Prior to August 2020 these trainees were directly employed by the Health Board and as such would have been classified as permanent staff.

Staff included as Collaborative Bank staff in the table above are also directly employed by Velindre NHS Trust and provide bank nurse cover across Wales. Currently only Swansea Bay University Health Board and Cwm Taf Morgannwg Health Board are members of the Collaborative Bank Scheme.

Staff listed under the other column in the table above are temporary staff sourced through the MEDACS managed service contract. These staff are paid through the NHS payroll.

As at 31<sup>st</sup> March 2022, the Health Board has 13,478 employees, of which 8 are Executive Directors. Of these staff, 3,057 are male, including 5 Executive Directors, and 10,421 are female, including 3 female Executive Directors.

There are also 9 Independent Members, of which 4 are male and 5 are female.

## 7.2 Sickness Absence Data

	2021/22	2020/21
Total days lost		316,626.93
Short Term Sickness (27 days or less)		89,361.93
Long Term Sickness (28 days or more)		227,265
Total staff years		11,728.76
Average working days lost		17
Total staff employed in period (headcount)		13,346
Total staff employed in period with no absence (headcount)		5,517
Percentage staff with no sick leave		40.40%

### **7.3 Staff Policies applied during the year:**

The staff policy on equality was applied during the year to address the following:

- For giving full and fair consideration to applications for employment by the Health Board made by disabled persons, having regard to their particular aptitudes and abilities.
- For continuing the employment of, and for arranging appropriate training for, employees of the Health board who have become disabled persons during the period when they were employed by the Health Board.
- Otherwise for the training, career development and promotion of disabled persons employed by the Health Board.

### **7.4 Expenditure on Consultancy**

As disclosed in Note 3.3 of the Health Board's Accounts, the Health Board incurred expenditure of £0.594m on Consultancy Services in 2021/22, (£0.368m in 2020-21). Expenditure on Consultancy Services is incurred when outside expertise is required by the Health Board to support the Health Board in managing its services and functions on a day to day basis. Such examples include:

- Management Consultancy to support performance improvement schemes such as the major trauma network, to support the review of upper GastroIntestinal Services and to support capacity and demand modelling.
- Management Consultancy to support the Health Board with staffing and other operational management issues such as the development of a decarbonisation plan..
- External advice and support to the Health Board in implementing staff development and training programmes including coaching for business partnering.

## 7.5 Off-payroll Engagements

**Table 1: For all off-payroll engagements as of 31 March 2022, for more than £245 per day and that last for longer than six months**

Number of existing engagements as of 31 March 2022	0
Of which...	
Number that have existed for less than one year at time of reporting.	0
Number that have existed for between one and two years at time of reporting.	0
Number that have existed for between two and three years at time of reporting.	0
Number that have existed for between three and four years at time of reporting.	0
Number that have existed for four or more years at time of reporting.	0

**Table 2: For all new off-payroll engagements, or those that reached six months in duration, between 1 April 2021 and 31 March 2022, for more than £245 per day and that last for longer than six months**

Number of new engagements, or those that reached six months in duration, between 1 April 2021 and 31 March 2022	0
Number of these engagements which were assessed as caught by IR35	0
Number of these engagements which were assessed as not caught by IR35	0
Number of these engagements that were engaged directly (via PSC contracted to department) and are on the departmental payroll;	0

Number of these engagements that were reassessed for consistency/assurance purposes during the year whom assurance has been requested but not received;	0
Number that saw a change to IR35 status following the consistency review.	0

**Table 3: For any off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, between 1 April 2021 and 31 March 2022**

Number of off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, during the financial year.	0
Details of the exceptional circumstances that led to each of these engagements.	Not Applicable
Details of the length of time each of these exceptional engagements lasted	Not Applicable
Total number of individuals both on and off-payroll that have been deemed “board members and/or senior officials with significant financial responsibility”, during the financial year. This figure includes engagements which are ON PAYROLL as well as those off-payroll.	0

There were 0 off payroll engagements in place at the start of the 2021/22 financial year. There have been no new off payroll engagements during the year.

## 7.6 Exit packages

The figures disclosed 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 here is therefore presented on a different basis to other staff costs and expenditure noted in the Health Board's Annual Accounts.

	2021-22				2020-21
<b><u>Staff Numbers</u></b>					
<b>Exit packages cost band (including any special payment element)</b>	<b>Number of compulsory redundancies</b>	<b>Number of other departures</b>	<b>Total number of exit packages</b>	<b>Number of departures where special payments have been made</b>	<b>Total number of exit packages</b>
less than £10,000	0	0	0	0	0
£10,000 to £25,000	0	0	0	0	0
£25,000 to £50,000	0	0	0	0	0
£50,000 to £100,000	0	0	0	0	0
£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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Exit Packages Costs</u></b>					
<b>Exit packages cost band</b>	<b>Cost of compulsory</b>	<b>Cost of other departures</b>	<b>Total cost of exit packages</b>	<b>Cost of special element included</b>	<b>Total cost of exit packages</b>

	2021-22				2020-21
(including any special payment element)	redundancies			in exit packages	
	£	£	£	£	£'
less than £10,000	0	0	0	0	0
£10,000 to £25,000	0	0	0	0	0
£25,000 to £50,000	0	0	0	0	0
£50,000 to £100,000	0	0	0	0	0
£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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Where the LHB has agreed early retirements, the additional costs are met by the LHB and not by the NHS Pensions Scheme. Ill-health retirement costs are met by the NHS Pensions Scheme and are not included in the table.

£0 exit costs were paid in 2021-22, the year of departure (2020-21, £73,922). The exit package paid in 2020/21 was paid in April 2020 and related to a payment made to the former Director of Finance who left the Health Board on 29th February 2020 and was therefore recorded as agreed in the 2019/20 financial year. The package comprised payments in lieu of notice, for untaken annual leave and an ex-gratia payment on termination.