

**Item: 10**

**Title:** Workforce update

<b>Gweithredu / Action required</b>	For information
<b>Amseru / Timing</b>	Routine
<b>Argymhelliad / Recommendation</b>	That the Board notes the contents of this report
<b>Risg / Risk</b>	<p><b>CR1 – People and skills</b> – ensuring that we retain and acquire the skills mix in key areas to ensure we deliver the best services.</p> <p>It also aligns with <b>Risk Appetite RA8</b> – an eager appetite to helping our people do things differently and better.</p>
<b>Cyllid / Finance</b>	Budgeted replacement vacant /new roles.
<b>Amcan Cynllun Corfforaethol / Corporate Plan Objective/Amcan Rhaglen/ Programme objective</b>	To grow and improve as an organisation
<b>Ecwiti, Amrywiaeth a Chynhwysiant / Equity, Diversity &amp; Inclusion</b>	We are committed to ensuring equity, diversity and inclusion features in all we do with our people at Llais.
<b>Cyfathrebu / Communications</b>	<p>Please tick one of the following boxes if this activity will have an impact on:</p> <p><b>Internal:</b> our people <input checked="" type="checkbox"/></p> <p><b>External:</b> our customers/partners/stakeholders <input type="checkbox"/></p> <p><b>External:</b> our organisation's reputation <input type="checkbox"/></p>
<b>Cymeradwyaeth / Approval/Clearance</b>	Strategic Director of Operations and Corporate Services

<b>Trafodaethau/ Penderfyniadau Blaenorol / Previous discussions/decisions</b>	Previous Board Update, May 2025
<b>Awdur/ Cyflwyno / Author/presenting</b>	Director of People, Well-being and OD/ Strategic Director of Operations and Corporate Services
<b>Dyddiad / Date</b>	17 July 2025
<b>Cefndir / Background</b>	
<p>This report is to update Board on the progress of key workforce matters. This includes recruitment, learning and development update, policy work and organisational development activities.</p> <p>The Workforce, Remuneration and Terms of Service Committee received an update on key workforce data in its meeting on 16 July 2025.</p> <p>As well as the detail set out below, a workforce dashboard is also provided.</p>	
<b>Manylion / Detail</b>	
<p><b>Harmonisation of roles</b></p> <p>Over the last quarter, several job roles were reviewed with the aim of harmonising job descriptions. There are a number of reasons for this course of action:</p> <ul style="list-style-type: none"> <li>• Driving a consistent approach across all regions in the delivery of its annual plan and strategy</li> <li>• To better reflect Llais specific functions</li> <li>• Ensuring clarity in the work we do and ensuring no ambiguity; defining clear roles and responsibilities which is key to successfully delivering on our aims and objectives.</li> <li>• A commitment made following the Regional Governance internal audit.</li> </ul> <p><b>Further development of Llais specific roles</b></p> <p>Delaying the substantive filling of certain specialist vacancies using temporary cover arrangements has allowed us, through actual lived experience, to reflect, learn and develop final job descriptions that better meet the current and future needs of Llais. These include the Board Secretary, Governance and Risk Manager</p>	

and IT systems Administrator. Details of their progress can be found in the 'current vacancies' section which follows.

We trust this approach will ensure we can recruit and retain the best candidates and avoid the resource heavy tasks of continual role redesign and recruitment.

### **Future vacancies**

Harmonisation will be an ongoing requirement of the recruitment process and a critical part of Llais' evolution as an entity. This means that whenever a vacancy arises, it is not simply filled on a like for like basis as a matter of course without careful consideration of current and future service needs.

This means each vacancy is considered on an individual case basis and the requirement for harmonisation for Llais as a national organisation the fundamental consideration.

A current example of this may arise in implications for the complaints advocacy service by changes being made by Welsh Government to the NHS complaints process 'Putting things right'. We have identified the potential for impact of these changes on the nature of the current service provision and a need for additional resources identified in the relevant regulatory impact assessment. Discussions with Welsh Government are continuing on this matter.

### **Current vacancies**

Below is a summary position of recruitment activity at Llais.

<b>Role</b>	<b>Stage of recruitment</b>
Board Secretary (Fixed Term)	Appointment made. Start date to be agreed.
Governance and Risk Manager	Appointment made. Start date in August to be confirmed.
People and Organisational Development Manager	Appointment made. Employee started on 16 July.
Complaints Advocate West Wales	Appointment made. Employee started on 14 July.
Head of Insights (2 roles)	Appointments made. Both employees started on 1 July.

People Support Assistant	Job Evaluation confirmed at Band 4. Job Description and Person Specification being translated, will be advertised shortly.
IT Systems Administrator	Job submitted for evaluation.
Administrative Assistant Powys region	Pre-employment checks completed, awaiting start date.
Regional Head of Complaints Advocacy and Engagement (3.4 FTE at Gwent, Powys, North Wales and Neath, Port Talbot & Swansea regions)	Job Evaluation confirmed at Band 7. Job Description and Person Specification being translated, will be advertised shortly.
Regional Engagement Partner – indicative band 5 – 2 FTW Cardiff & Vale of Glamorgan and Powys regions	Job Description and Person Specification out for consultation with staff and trade union colleagues. Consultation closes July 22
Regional Engagement Support – indicative band 4 – 4 FTE Cwm Taf Morgannwg, North Wales, Neath Port Talbot & Swansea and Gwent regions	Role currently under development.

### Voluntary Early Release Scheme 2025 update

The recent Voluntary Early Release Scheme enabled further workforce redesign of roles transferred from the former Community Health Councils to Llais.

This work has allowed us to develop new job descriptions and person specifications that better align with the functions and activities of Llais as an all-Wales organisation which operates effectively, efficiently and consistently locally, regionally and nationally. The table below summarises the progress of this work:

Role title and banding	Current status
Regional Head of Complaints Advocacy and Engagement (replacing Deputy Regional Director role)	Draft job description and person specification was shared with Llais people and trade union colleagues for consultation. Comments incorporated into final version which has been evaluated and confirmed as Band 7. Currently being translated before advert.

	<p>There remain 4 Deputy Regional Directors still in place (one post is part time). All remaining post holders will be offered the opportunity to transfer to the new job description; however, none will be compelled to change. All future DRD vacancies will be replaced with the new Regional Head of Complaints Advocacy and Engagement job description.</p>
<p>Regional Engagement Partner ( replacing PPE/Monitoring Scrutiny Management Officer)</p>	<p>Draft Job description and person spec have been circulated to Llais people and Trade Union colleagues for comment. Consultation closes July 22.</p> <p>There remain other PPE/Monitoring Scrutiny Management Officer roles throughout the organisation, again staff will be offered the opportunity to move to the new job description but not compelled to do so, but any vacancies will be filled with the new job description.</p>
<p>People &amp; Organisational Development Business Partner – Band 6</p> <p>People Services Assistant – Band 4</p> <p>Replacing</p> <p>Human Resources and Development Officer – Band 5</p>	<p>Please see full details in People Team section below.</p>

Regional Engagement Support – indicative band 4 (replacing Administrative Officer)	New role being developed currently.
<p>The People team has liaised with all departments who have vacancies as a consequence of the above re-alignment work, to ensure they have the resources required in the interim to support the region/department to deliver the agreed work programmes. This has been facilitated by reviewing existing resources and offering development opportunities to internal staff and/or by using temporary/agency cover. These decisions are informed from listening to our people (staff well-being survey).</p> <p><b>People team</b></p> <p>Our people team has again gone through much change recently; 2 of the team recently left resulting in the remaining capacity of the team being less than 50%. One member successfully applied to leave via the Voluntary Early Release Scheme (Human Resources and Development Officer – Band 5), while the other took up a promotional opportunity with another organisation (People and OD Manager – Band 7).</p> <p>The main rationale for the scheme business case to release the Band 5 role was due to the legacy of having 2 Human Resources and Development Officers. This resulted in operational issues with work allocation and the breadth and complexity of the work undertaken – a mixture of employee relations/employment law issues to transactional/administrative duties.</p> <p>Having assessed the longer-term business needs and the increasing need for organisational development to better support the needs of the organisation and its people, together with the wider Llais harmonisation agenda, the redesign resulted in a job family which gives a potential career path and will better serve the organisation. This resulted in the creation of two new roles: People Services Assistant (Band 4) and People and OD Business Partner role (Band 6). These complement the People and OD manager and Director of People, Well-being and OD roles which are bespoke Llais roles.</p> <p>Through the Llais Organisational Change Policy, it was identified that the remaining Band 5 post holder could be slotted into the new Business Partner role on the basis</p>	

on a two-thirds match based on job description and person spec (this match was independently verified).

The People Services Assistant role now has a confirmed banding and will be advertised once the translated job description is received. The People and OD manager was advertised and the new post holder started on 16 July 2025.

### **Learning and development update**

In the last quarter, regional colleagues participated in 90-minute interactive data protection workshops. These were designed and developed by our information governance advisor. Having proved successful, these will now be further rolled out to the corporate services and communication and engagement teams.

The sessions focussed predominantly on personal data breaches and promoting good practice by encouraging active participation and interactive discussion.

Feedback from participants revealed many felt unsure about assessing risks during data breaches and being confident on who and how to report these. Data retention was also highlighted as a common area of concern. However, confidence was much improved after the sessions.

In response to this, we will be rolling out further sessions this quarter covering data retention, security and fair processing in greater detail. Sessions will also be recorded and the learning materials securely stored for future sessions and refresher training.

Development sessions have also been incorporated into the fortnightly staff updates and the communications, insights and engagement meetings. These included:

- Developing public fora arrangements
- Effective use of Adobe Express and Canva
- New arrangements for communications, translations and promotional materials
- Rights, expectations and responsibilities.



## **New policies**

Two new policies have been created during the last quarter, namely:

- Neonatal care leave and pay policy
- Prevention of sexual harassment policy

### Neonatal care leave and pay policy

A change of legislation in April 2025 introduced a significant employment right, which is designed to support parents whose babies require neonatal care shortly after birth. The policy is required to ensure compliance with employment law, specifically it provides employees:

- With a parental or personal relationship with the baby and be responsible for the baby's upbringing and needs to take leave to care for the baby
- With additional paid time off if the baby requires natal care after birth.

These rights are in addition to those in existing maternity, paternity, adoption or shared parental leave.

### Prevention of sexual harassment policy

Changes to the Worker Protection (Amendment of Equality Act 2010) Act 2023 amended the Equality Act 2010 to bring into force a proactive legal duty (also referred to as a positive duty or preventative duty) for all employers to prevent sexual harassment of their workers, including sexual harassment carried out by third parties. Employers must take reasonable steps to prevent sexual harassment of workers in the course of their employment.

Both policies have been reviewed at Tim Arwain and an integrated impact assessment completed. They will now be circulated to our people and trade union colleagues for consultation before final versions be brought to board for final approval and adoption.