

**Item: 11**

**Title:** Workforce update

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|--|---|
| <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>                   | 28 July 2025  |

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| <b>Awdur/ Cyflwyno /<br/>Author/presenting</b> | Director of People, Well-being and OD/<br>Strategic Director of Operations and<br>Corporate Services |
| <b>Dyddiad / Date</b>                          | 8 September 2025   |

### **Cefndir / Background**

This report is to update Board on the progress of key workforce matters. This includes recruitment, learning and development activities, policy work and organisational development activities.

The Workforce, Remuneration and Terms of Service Committee scrutinise workforce matters in more detail. The last Committee meeting was on 16 July 2025, the next one is scheduled for 3 October 2025.

This report does not include a full dashboard because it is produced on a quarterly cycle. The next full organisation dashboard is scheduled for production at the end of September.

### **Manylion / Detail**

**People team**  
 Our newly recruited People and Organisational Development Manager joined us in July 2025. Following induction and leave we now have much welcome additional capacity within the team, with specific responsibility for leading on organisational development plans and activities. We plan to readvertise a new assistant role shortly.

**Recruitment**  
 We have been working closely with the Director of Operations and the Director of Communications, Engagement and Insights to deliver a bespoke holistic national recruitment campaign for the newly developed Regional Head of Complaints Advocacy and Engagement role. 4 regions will be recruiting to this role.. This recruitment campaign provides an opportunity to trial an alternative approach to the usual traditional recruitment process.

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Below is a summary position of the current recruitment activity at Llais.

| <b>Role</b>                        | <b>Stage of recruitment</b> |
|------------------------------------|-----------------------------|
| Complaints Advocate – Gwent region | Shortlisting.               |

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|---|--|
| ICT Systems Administrator   | Advert   |
| People Services Support Assistant   | Due to go to advert  |
| Regional Head of Complaints Advocacy and Engagement (3.4 FTE at Gwent, Powys, North Wales and Neath, Port Talbot & Swansea regions)   | Recruitment campaign development   |
| Regional Engagement Partner – indicative band 5 – 2 FTE Cardiff & Vale of Glamorgan and Powys regions                                 | Awaiting job evaluation  |
| Regional Engagement Support – indicative band 4 – 4 FTE Cwm Taf Morgannwg, North Wales, Neath Port Talbot & Swansea and Gwent regions | Role under development and due to go for staff and trade union consultation shortly. |
| Corporate Director of People and Resources  | Evaluation   |

## Learning and development update

Over the past quarter, we have continued to actively monitor and support the completion of mandatory learning requirements across the organisation.

In addition to mandatory learning, a range of learning and development sessions have been delivered to enhance staff capability and confidence in their roles. These have included:

- Upstander training
- Data protection training (which included data breaches and retention)
- Developing public fora arrangements
- Effective use of Adobe and Canva
- Neurodiversity and dementia awareness

We remain committed to supporting individual personal development needs on a case-by-case basis. This includes role-specific qualifications, such as complaints advocacy training, as well as broader development opportunities like coaching and mentoring

## Policy review

The following policies have been reviewed and drafted:

- Neonatal care leave and pay policy – new policy due for scrutiny at the October WRATS Committee Meeting.
- Prevention of sexual harassment – new policy due for scrutiny at the October Workforce, Remuneration and Terms of Service Committee Meeting.
- Safeguarding policy – a review and revision to this policy.

The following policies will shortly be reviewed by our Executive Team and sent to staff and trade unions for consultation:

- Raising a concern
- Organisational change policy
- Special leave.

## **People strategy**

We have further developed a People strategy which will help us ensure that our organisation's people capabilities align with our long-term goals and priorities. This strategy will focus on the next 18 months to align with the timescales of our full organisational strategy. Following internal scrutiny processes it will be presented to the next Workforce, Remuneration and Terms of Service Committee for consideration.

## **Workforce dashboard**

Whilst the dashboard isn't currently ready for publication (as they run quarterly in arrears with data from our Electronic Staff Record system the indications are that previous areas of concern, noted in the earlier months of this year, namely e-learning modules and long-term sickness absence are showing improvements. The full dashboard will be produced and circulated at the end of the quarter.