

**Item: 10**

**Title:** Our people update

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| <b>Gweithredu / Action required</b>                                                              | For information                                                                                                                                                                                                                                                                                                                                         |
| <b>Amseru / Timing</b>                                                                           | Routine                                                                                                                                                                                                                                                                                                                                                 |
| <b>Argymhelliad / Recommendation</b>                                                             | The Board is asked to note the contents of this report for information and assurance.                                                                                                                                                                                                                                                                   |
| <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 help our people do things differently and better.</p>                                                                            |
| <b>Cyllid / Finance</b>                                                                          | There are no financial implications of this report. All vacant and replacement roles are budgeted.                                                                                                                                                                                                                                                      |
| <b>Amcan Cynllun Corfforaethol / Corporate Plan Objective/Amcan Rhaglen/ Programme objective</b> | <p>Objective/priority area 5 - to grow and improve as an organisation.</p> <p>As linked to the Llais Strategy for 2024-2027 – which highlights the ambition to evolve to become a mature, well-run, trusted and ambitious organisation.</p>                                                                                                             |
| <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. These factors are reflected as appropriate within the matters being reported on.                                                                                                                                                           |
| <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 checked="" type="checkbox"/></p> <p><b>External:</b> our organisation's reputation <input checked="" type="checkbox"/></p> |
| <b>Cymeradwyaeth / Approval/Clearance</b>                                                        | Alyson Thomas, Chief Executive                                                                                                                                                                                                                                                                                                                          |

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| <b>Trafodaethau/ Penderfyniadau<br/>Blaenorol / Previous<br/>discussions/decisions</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | The Board has received a report on workforce and people matters at each Board meeting. The contents of this report have also been discussed at the Workforce, Remuneration and Terms of Service Committee on the 29 October 2025.                    |
| <b>Awdur/ Cyflwyno /<br/>Author/presenting</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Director of People, Well-being and OD/ Chief Executive                                                                                                                                                                                               |
| <b>Dyddiad / Date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 10 November 2025                                                                                                                                                                                                                                     |
| <b>Cefndir / Background</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                      |
| <p>This report is to update Board on the progress of key workforce and people matters. This includes updates on recruitment, learning and development, policy work and organisational development activities.</p> <p>The Workforce, Remuneration and Terms of Service Committee received an update on key workforce and people matters and data at its meeting on the 29 October, 2025.</p>                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                      |
| <b>Manylion / Detail</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                      |
| <p><b>People team</b><br/>         We re-interviewed for the People Services Support Assistant vacancy in the team on October 23, 2025 and are pleased to have made a conditional offer of employment with a provisional start date (subject to pre-employment checks) in mid-December 2025.</p> <p><b>Current vacancies</b><br/>         The details included in this report are accurate as of October 29, 2025.</p> <p>There is currently no live vacancy being advertised; however, recruitment has been busy over the last few weeks and likely to remain so for some time to come. Below is a summary position of recruitment activity at Llais.</p> |                                                                                                                                                                                                                                                      |
| <b>Role</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Stage of recruitment</b>                                                                                                                                                                                                                          |
| Corporate Director of People and Resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Discussions underway with potential recruitment agencies to support recruitment to this senior leadership role. This process is aligned to the planned re-evaluation of the Strategic Director of Planning and Delivery/Deputy Chief Executive role. |

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| Complaints Advocate – Gwent Region                                                                                                  | Applications at shortlisting stage                                                                                                                                                                                   |
| ICT System Administrator – National Team                                                                                            | Successful applicant progressing through pre-employment checks                                                                                                                                                       |
| People Services Support Assistant – National Team                                                                                   | Successful applicant progressing through pre-employment checks                                                                                                                                                       |
| Regional Head of Complaints Advocacy and Engagement (4 Posts) – Gwent, Neath, Port Talbot & Swansea, North Wales, Powys, West Wales | Interviews undertaken for Gwent and Powys regions. Conditional offers of appointment made. Interviews scheduled for North Wales. Interviews being scheduled for Neath Port Talbot and Swansea and West Wales regions |
| Regional Engagement Officer (2 Posts) – Cardiff and the Vale of Glamorgan, Powys                                                    | Due to be advertised imminently                                                                                                                                                                                      |
| Welsh Translator – National Team                                                                                                    | Due to be advertised imminently                                                                                                                                                                                      |
| Communications Manager – National Team                                                                                              | Due to be advertised imminently                                                                                                                                                                                      |
| Regional Engagement Support (4 Posts) – Cwm Taff Morgannwg, Gwent, North Wales, Neath Port Talbot & Swansea                         | Role in final refinement stage before consultation and evaluation.                                                                                                                                                   |

## Learning and development update

Since the new People and OD Manager joined the team, we have been able to make significant progress in strengthening our learning and development offer.

Short-term actions have addressed statutory and mandatory learning, leadership development, and awareness-raising across key areas such as social care and cyber security. At the same time, groundwork is being laid for a more structured and sustainable approach, including the development of a skills and knowledge framework and learning needs assessment.

Below is a summary of our main Learning and Development activities since the last routine report:

### Statutory and mandatory training

We have worked closely with NHS Wales Shared Services colleagues to improve the data quality of our statutory and mandatory e-learning module access and records. This collaboration is ongoing, with the aim of migrating all courses back onto the ESR platform from the current Learning@Wales portal.

### Social care awareness completion

All staff were invited to attend a full-day session on Neurodiversity and Dementia Awareness, delivered both in-person and online. This marked the final component of a wider 18-month Social Care awareness learning programme.

### Coaching and mentoring

Some members of staff are receiving mentoring or coaching to support their personal development.

### Learning through practice

Senior leaders have participated in a further workshop focused on developing our approach to representations. This involved working through case studies and provided a valuable learning opportunity in applying consistent approaches. There was an earlier session at our Strategic Delivery Group which included Deputy Regional Directors.

### Cyber awareness

Phishing simulations have been conducted to assess our staff and board member awareness of cyber threats. Those who clicked on the simulated phishing link were redirected to a cyber awareness training module.

Other learning opportunities are also regularly facilitated at our fortnightly all-staff sessions or through our communications and engagement meetings. Sessions have included:

- engaging people with learning difficulties
- upstander behaviour
- conducting integrated impact assessments
- using photography.

Much of this learning is delivered by sharing skills across the organisation.

Our focus during the next six months will continue on targeted and responsive learning designed to address identified development needs and upskill/increase understanding of aspects needed to successfully deliver our strategy and annual plan commitments. Plans underway include the following:

### Care Inspectorate Wales (CIW) Session

We are developing a session with Care Inspectorate Wales. This will focus on triangulating complaints and the inspection process.

### Complaints advocacy training:

The People and OD Manager and Complaints Advocacy Lead are working together to review and further develop our skills and knowledge matrix for our complaints advocacy roles. As part of this review, the People Team have sourced an opportunity to access funding for the Level 4 City and Guilds Advocacy qualification via Gower College, Swansea. This qualification delivered virtually would support complaints advocates who do not currently have a professional qualification to achieve this over a period of 12-18 months. We also have staff part way through their professional advocacy training programmes (covering levels 2 to 4) and will continue to support their learning.

### Other individual learning needs

The following requests have been received and considered for individuals or specific roles across the organisation:

#### Lone worker and de-escalation training

A proposal has been developed by the people team and subsequently agreed at the Executive Team to provide lone worker and de-escalation training to all complaints advocacy and engagement staff across 8 virtual sessions. This learning incorporates a request made via the Corporate Services Group to develop skills and confidence to support an increase in requests for support from individuals presenting with a range of complex needs.

#### British Sign Language training

A need has been identified for our staff to be offered British Sign Language training to support referrals from and engagement with members of the d/Deaf, hard of hearing (HoH) and tinnitus community. A proposal was agreed at Executive Team for 8 self-directed courses to be offered to cover each region and the national team.

#### Functional/Middle manager development

Research is underway to identify suitable learning options for functional/middle managers, focusing on key people management themes, including

- Managing challenging conversations
- Managing sickness absence
- Performance management

These options will be presented to the Executive Team to shape a short-term learning offer.

Alongside these learning needs already identified, an individual learning development request form has been developed for use in one-to-ones and performance appraisal and development discussions. This will help identify individual learning needs, which will be reviewed monthly by the People Team in meetings with regional leads and directors.

### **Our people strategy**

At its last meeting, the Workforce, Remuneration and Terms of Service Committee considered the updated draft of our People Strategy and agreed it should move to the staff consultation stage before consideration by the Board at its January 2026 meeting.

As part of this strategy, a new knowledge and skills framework and comprehensive Learning Needs Analysis is planned for Quarter 4 of this financial year.

Insights from this analysis will inform the 2026/27 Annual Plan and Budget, ensuring learning and development is strategically embedded and appropriately resourced.

### **Our people dashboard**

Our quarterly people dashboard for the quarter July to September 2025 is at Appendix 1.