

Name of the Committee:	Workforce, Remuneration and Terms of Service Committee
Chair of the Committee:	Grace Quantock
Reporting period:	Meeting held on 29 October 2025
Key decisions and matters considered by the Committee	
People update report The committee received a workforce update, highlighting recent recruitment progress, including several successful appointments and ongoing recruitment efforts. The Chief Executive discussed the strategic use of agency staff to address regional staffing gaps and explained the rationale behind the decision to advertise a new Corporate Director of People and Resources role, following the departure of the Strategic Director of Corporate Services and Operations. The committee acknowledged recruitment challenges across the public sector and their potential impact on the work programme, though current planning had accounted for these constraints. A six-month review showed no significant risks to delivery, and agency staff were contributing valuable expertise to this achievement. Concerns about some short-term roles were noted, but with assurances given regarding skills transfer and increased strategic capacity. An updated organisational structure diagram was requested and has been circulated. People strategy – draft The committee received a draft people strategy, which was seen easy to read and had clear ambition for Llais. Committee members raised questions about implementation timelines and measurable outcomes, with assurances given that the team was confident in delivering the strategy. The Executive Team had endorsed the strategy’s direction but acknowledged concerns around feasibility. It was agreed that the strategy would be shared with staff for further engagement before finalisation and scheduled as a stand-alone item for approval by the Board.	

Exit Interview update – quarter ending September 2025

The committee received an update on exit interviews for the quarter ending September 2025. To improve engagement, a new approach was introduced from October 2025, involving direct contact with departing staff during their notice period to arrange confidential meetings. This proactive method aims to enhance participation and the quality of feedback, enabling better analysis and organisational improvements.

Policy update report and policy implementation timeline

The committee received an outlined approach to managing people policies. A structured policy review cycle has been established in collaboration with the Corporate Director of Governance/Board Secretary, providing a roadmap for future policy development despite the complexity of stakeholder involvement.

The initial focus is on frequently used policies, with flexibility built in to adapt to legislative changes or emerging priorities. The paper plan guides the organisation's transition to a refreshed policy framework, and the Committee welcomed the proposed programme of work.

Policies that require approval

The committee received two new policies—Neonatal Care Leave and Pay, and Sexual Harassment policies, which were being introduced in response to recent legislative changes. While some protections were previously embedded in other documents, dedicated policies provided greater clarity and focus.

The Neonatal Care Leave policy had been enhanced beyond statutory requirements, offering full pay with a 26-week qualifying period and no repayment clause, based on staff feedback and minimal cost implications. The Committee strongly supported this values-driven approach.

The Sexual Harassment Policy was proposed in line with legislation, reflecting the organisation's culture. The Committee endorsed both policies and encouraged consistency across other areas, emphasising the importance of embedding a supportive culture through the wider People Strategy. The draft policies have been submitted for Board approval.

Learning and Development update

The committee received an outline on the organisation's evolving learning and development programme, which is shifting toward a more strategic and structured approach. Key initiatives include enhanced leadership development, practice-based learning, cyber awareness training, and collaboration with external bodies such as Care Inspectorate Wales.

Advocacy staff development is being prioritised ahead of the new complaints system launch, and responsive training has been introduced in areas such as de-escalation and lone working. British Sign Language learning is being supported, and middle management training is being developed to address performance and absence management.

A new Knowledge and Skills Framework is also in progress to guide future learning needs. The committee welcomed the breadth of work.

Annual effectiveness review

The Corporate Director of Governance/Board Secretary proposed a self-assessment review of the committee's effectiveness, aligned with good governance practice. The review aims to reflect on committee operations, identify areas for development, and inform future work planning.

Standard questions will be circulated between meetings, with results to be presented in February 2026 or a dedicated session. It was agreed that the assessment would provide a valuable baseline and will complement existing board and committee evaluations. The committee formally supported the proposal, and the Corporate Director of Governance/Board Secretary will coordinate next steps.

Equity, diversity and inclusion statistical review of recruitment

The committee received a report highlighting progress in collecting and analysing equality, diversity, and inclusion (EDI) data across recruitment and staffing. The current NHS-designed system was noted as functional but not fully suited to Llais' needs, and a review is underway to explore more tailored approaches. A more detailed report is expected at the next meeting, with the committee invited to help shape future actions.

People and workforce risks overview

The committee received a paper outlining workforce-related risks for committee assurance, in line with the organisation's Risk Management Strategy.

The paper provided a narrative overview of current risks, many of which had been discussed earlier in the meeting. It marked the starting point for the committee's ongoing role in monitoring and scrutinising people-related risks, with future additions expected as the committee's remit evolves.

The approach will be refined through the upcoming effectiveness review, and feedback was welcomed. The Chair and committee supported the proposal, noting the importance of embedding risk into the committee's agenda.

Safeguarding Policy: The Committee agreed to consider a proposed new safeguarding policy and procedure outside the meeting via email, which had concluded staff and trade union consultation just prior to the committee. Depending on whether or not the committee members were able to support the draft, the draft policy and procedure would come to the Board in November 2025 for approval.

Mentoring and development opportunities: The committee discussed mentoring and development opportunities for non-executive members and chairs. It was agreed that further discussions would be held with Welsh Government to explore options and bring updates back to the committee.

Matters requiring Board level approval or consideration

Neonatal care leave policy, sexual harassment policy and safeguarding policy. (Separate items on the Board agenda).

Planned committee business for the next reporting period

The committee will continue to focus on its routine standing items, and planned programme of work including:

- Staff wellbeing survey
- Location strategy
- Performance appraisal system review

- Volunteer strategy
- Output from the committee effectiveness review and development plan
- Discuss agenda for change annual uplift and any changes for very senior manager salaries
- Contractual arrangements with NHS shared services.

Date of the next meetings:

Wednesday 25 February 2025