

Item: 10

Title: Our people update

Gweithredu / Action required	For information
Amseru / Timing	Routine
Argymhelliad / Recommendation	The Board is asked to note the contents of this report.
Risg / Risk	<p>CR1 – People and skills – 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 Risk Appetite RA8 – an eager appetite to help our people do things differently and better.</p>
Cyllid / Finance	There are no financial implications of this report. All vacant and replacement roles are budgeted.
Amcan Cynllun Corfforaethol / Corporate Plan Objective/Amcan Rhaglen/ Programme objective	<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>
Ecwiti, Amrywiaeth a Chynhwysiant / Equity, Diversity & Inclusion	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.
Cyfathrebu / Communications	<p>Please tick one of the following boxes if this activity will have an impact on:</p> <p>Internal: our people <input checked="" type="checkbox"/></p> <p>External: our customers/partners/stakeholders <input checked="" type="checkbox"/></p> <p>External: our organisation’s reputation <input checked="" type="checkbox"/></p>
Cymeradwyaeth / Approval/Clearance	Alyson Thomas, Chief Executive

Trafodaethau/ Penderfyniadau Blaenorol / Previous discussions/decisions	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 March 12, 2026.
Awdur/ Cyflwyno / Author/presenting	Director of People, Well-being and Organisational Development
Dyddiad / Date	18 March, 2026
Cefndir / Background	
<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 March 12, 2026.</p>	
Manylion / Detail	
<p>People team Since our last update, we successfully appointed to the people services assistant role and the appointee started work with us on December 1, 2025. We are therefore pleased to finally have a complete team in place. We can report that the post holder is settling in well and fitting in well within Llais.</p> <p>Recruitment Newly created roles</p> <p>Board will recall that at the time of the last update, we were about to launch a large-scale recruitment campaign for our newly created role of Regional Head of Complaints Advocacy and Engagement. This included vacancies in North Wales, Neath Port Talbot & Swansea, West Wales, Powys and Gwent.</p> <p>We adopted a bespoke approach with these vacancies, offering interactive sessions with the Director of Operations, Director of Communications and the Regional Directors supported at each stage by a member(s) of the People team. These sessions made sure that there was a uniform national approach in recruiting to the roles.</p> <p>Whilst this approach has been very resource intensive, it has been largely successful with appointments being made to all except one vacancy. Overall, the recruitment</p>	



Eich llais mewn iechyd | Your voice in health
a gofal cymdeithasol | and social care

campaign attracted a good level of interest with a high standard of applicants with a broad range of personal and professional experience, including experience of working with the social care sector. This strengthening of the knowledge and skills base within our regions with professional accountability lines to national lead staff will help drive consistency and quality across our organisation.

Below is a summary of the current position relating to these roles:

Region	Stage of recruitment
North Wales	Took up post November 17, 2025
Neath, Port Talbot & Swansea	Provisional start date of April 6, 2026
West Wales	Re-advertised, now at shortlisting stage
Powys	Took up post February 2, 2026
Gwent	Took up post February 19, 2026

The new role of Community Engagement Officer has been developed, consulted on and advertised, as set out in the summary below:

Region	Stage of recruitment
Cardiff and the Vale of Glamorgan	Interviews 18 March, 2026
Powys	Appointment made, undergoing pre-employment checks
Powys (Maternity Cover)	Took up post February 19, 2026

The new role of Administrative Support Officer covering complaints advocacy and engagement has been successfully trialled in the Gwent region, and the draft job description is now being considered by the region prior to be shared for consultation with our people. A new Band 3 administrative role is also under development.

Other recruitment activity is summarised below:

Role (Region/Team)	Status
Regional Operations Manager (North Wales)	Appointment made, pre-employment checks underway.
Corporate Director of People & Resources (National team)	Appointment made, pre-employment checks underway.
Head of Communications (National team)	Appointment made, pre-employment checks underway.

As shown, our recruitment activity has again been intensive since the last update, this has had a positive effect on reducing in the number of vacancies and roles covered by agency workers.

Learning and development update

In the period since January 2026, our learning and development activities have mainly focused on responding to individual requests for learning and development. The following learning requirements have been met or are planned by the end of March 2026:

- Web survey design
- British Sign Language
- Employee wellbeing
- Social media marketing
- ITIL level 4 foundation (digital & information technology)
- Azure fundamentals (digital & information technology)

We are currently reviewing the learning options available to support our complaints advocacy staff who are not yet professionally qualified to obtain the recognised independent advocacy qualification.

Health and Safety review

Llais has commissioned an external comprehensive review of our health and safety arrangements. This includes a review of our existing policies, risk assessments, and learning requirements relating to health and safety. The commissioned review also incorporates a skill transfer mechanism so that existing Llais staff develop the necessary knowledge and skill in this specialist area. This will help us identify gaps, mitigate risks, and build internal capability to ensure future sustainability.

Site inspections started on March 10, 2026, focused initially on our Cardiff and Vale of Glamorgan and national team, Cwm Taff Morgannwg and Gwent offices. We will keep the Board updated on progress.

Quarterly dashboard

The quarterly dashboard for the period October to December 2025 is at Appendix 1.