

Item: 11

Title: Policies for approval

Gweithredu / Action required	For approval
Amseru / Timing	Routine
Argymhelliad / Recommendation	That the Board approves the adoption of the policies as recommended by the Workforce, Remuneration and Terms of Service Committee.
Risg / Risk	CR1 – People and skills – ensuring that we retain and acquire the skills mix in key areas to ensure we deliver the best services. It also aligns with Risk Appetite RA8 – an eager appetite to helping our people do things differently and better.
Cyllid / Finance	No financial implications
Amcan Cynllun Corfforaethol / Corporate Plan Objective/Amcan Rhaglen/ Programme objective	To grow and improve as an organisation. Strategy 2024-2027 - Priority 05. Evolve as an organisation to become a mature, well-run, trusted and ambitious organisation.
Ecwiti, Amrywiaeth a Chynhwysiant / Equity, Diversity & Inclusion	Integrated impact assessments have been carried out for the policies covered by this paper. In both cases the assessment has identified a positive impact overall. A planned wider review of the maternity, paternity, adoption and surrogacy policy will consider the potential for wider impacts.
Cyfathrebu / Communications	Please tick one of the following boxes if this activity will have an impact on: Internal: our people <input checked="" type="checkbox"/> External: our customers/partners/stakeholders <input type="checkbox"/> External: our organisation's reputation <input type="checkbox"/>
Cymeradwyaeth / Approval/Clearance	Chief Executive
Trafodaethau/ Penderfyniadau Blaenorol / Previous discussions/decisions	N/A
Awdur/ Cyflwyno / Author/presenting	Director of People, Well-being and Organisational Development / Chief Executive

Dyddiad / Date

16 March 2026

Cefndir / Background

In line with the transfer of staff from Powys Teaching Health Board into Llais as part of a Transfer of Undertakings (Protection of Employment) style transfer on 1 April 2023, the Board adopted the people policies from the former employer. This was done on the basis that these policies would be reviewed over time to make sure they reflected the needs of Llais as a stand-alone independent Welsh Government Sponsored Body.

Since then, the people team continues to oversee the review and update of our people policies on a prioritised basis. Since the last public Board meeting, 2 policies have been revised, consulted upon and considered by the March 2026 meeting of the Workforce, Remuneration and Terms of Service Committee. These are included below for Board consideration.

Manylion / Detail

Dress code policy

Our dress code helps us to show a high standard of professionalism and service delivery in a way that promotes comfort and self expression. We know that traditional dress codes in the past have excluded different people and cultures. We understand that professional appearance cannot and must not be defined by a single standard. It must reflect our diversity and our differences, reducing the need for our people to 'code-switch'. We encourage our people to dress in a way that reflects their identity and is suitable for our workplace.

Consultation was carried out with both our people and trade unions. Below is a summary of amendments made to the policy following feedback from the consultation:

- Additional clarity has been provided around what may be considered offensive relating to graphics, images etc on clothing and tattoos.
- A section on political attire whilst undertaking Llais activities in line with our position during election periods.
- A section on respecting cultural differences to ensure people consider the nuance and context of their attire and how they present depending on the activities they are undertaking.

- A section on reasonable adjustments – the policy should be flexible enough to allow people to adjust without needing to seek permission, however, following feedback clarity has been added for anyone who may need further guidance from their line manager or the People Team.

If agreed by the Board, as part of the ongoing promotion of our behavioural framework we will publish this Dress Code and link it to a piece around 'respect' in the next edition of Y Gair.

Maternity, Paternity, Adoption and Surrogacy Policy

The Employment Rights Act 2025 is driving significant UK employment law changes in 2026, with a focus on enhancing worker protections, strengthening trade unions, and increasing pay. Key updates for April 2026 include "day one" rights for paternity/parental leave and statutory sick pay from day one of employment.

Board is asked to agree the changes shown as tracked changes to the existing policy immediately so that we can have a legally compliant policy in place when the changes take effect on 6 April 2026. In summary the changes to the existing policy are:

- Removal of 26-week continuous employment qualification period for Paternity leave
- Removal of reference to doctors. This was a legacy from the NHS policy previously adopted by Llais, and is not appropriate to our operations.

The removal of the qualification period for paternity leave enhances the right to time off and there are no changes which negatively impact on staff.

Argymhelliad / Recommendation

The Board is asked to approve the adoption of the policies as recommended by the Workforce, Remuneration and Terms of Service Committee.