

<b>Name of the Committee:</b>	Workforce, Remuneration & Terms of Service Committee
<b>Chair of the Committee:</b>	Grace Quantock
<b>Reporting period:</b>	Meeting held on 12 March 2026
<b>Key decisions and matters considered by the committee</b>	
<p>The Committee considered a broad range of workforce, wellbeing, equity, diversity and inclusion and organisational development matters. The discussion demonstrated significant operational progress while highlighting key strategic risks relating to capacity, sickness, and people management.</p> <p><b>Workforce capacity and recruitment</b></p> <p>Substantial recruitment activity was nearing completion, including new Regional Heads of Complaints Advocacy and Engagement and Community Engagement Officers. Agency use was expected to decline as new appointees took up post. This would improve stability, but placed continued pressure on onboarding, training, and management support structures.</p> <p><b>Sickness, wellbeing and people management</b></p> <p>Sickness levels remained elevated. The People Team was now meeting monthly with each region, strengthening early intervention through occupational health support, stress risk assessments, and improved Electronic Staff Record management.</p> <p>The Committee reiterated concerns related to the pressures on the People Team due to the extensive support required for line managers. The Executive Team was considering additional temporary capacity to protect strategic development work.</p> <p>The revised wellbeing survey—due for imminent launch—included clearer definitions, region tagging, and questions on wellbeing breaks and engagement frequency. Findings would inform further organisational culture and wellbeing actions.</p> <p><b>Policy and legislative compliance</b></p> <p>The Committee supported:</p>	

- **New dress code policy** (post-consultation for submission to the Board for approval).
- **Minor updates to parental leave-related policies** were supported to reflect new day-one legislative rights. A comprehensive overhaul of the wider maternity offer was planned for 2026/27, recognising staff feedback and benchmarking against other public bodies.

### **Equity, diversity, inclusion and recruitment**

The Annual Equity Monitoring Report showed improved performance, particularly on engagement. Work continued to enhance accessibility and embed inclusive practices.

Recruitment data highlighted potential barriers for disabled and minority ethnic applicants, linked to recruitment processes, job descriptions, assessment methods, and advertising reach. Actions included more inclusive assessment design, improved bias training, clearer communication regarding visa sponsorship, and broader advertising channels.

### **Operational and strategic risks**

The 2 highest area of risk were:

- **Learning and development** – capability gaps and line-management development needs.
- **Staff sickness** – sustained organisational pressure and cases of long-term absence.

### **Electronic Staff Record replacement programme**

The organisation had been invited to be an early adopter of a new Electronic Staff Record system. The Committee recognised potential benefits (intuitive interface, strong implementation support, opportunity to reset expectations for line managers) but requested assurance on business continuity prior to commitment.

**Location strategy**

Following consultation, the Pembrokeshire office would relocate to shared premises with third-sector partners, improving accessibility, visibility, and cross-sector collaboration while reducing costs.

**Matters requiring Board level approval or consideration**

The Board would be asked to approve the policies supported by the committee at the Board meeting on the 25 March.

**Other matters**

- Committee effectiveness review indicated the committee was maturing well; improvements in tracking impact and forward planning were underway.
- Very senior manager and Agenda for Change pay uplifts were formally noted.
- British Sign Language training had been rolled out for staff who had expressed an interest.
- Volunteer engagement and support would be added to the committee's forward plan.

**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:

- Organisational culture report
- Staff wellbeing survey report outputs
- Committee forward plan review

**Date of the next meeting:**

29 May 2026