Name of the Committee:	Workforce, Remuneration & Terms of Service Committee
Chair of the Committee:	Karen Lewis
Reporting period:	13 July 2026

Key decisions and matters considered by the committee

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.

Governance and Committee Development: The Committee reviewed proposed revised Terms of Reference developed following the Committee effectiveness review. Members considered changes reflecting learning from the Committee's first two years of operation and its evolving role within the organisation. The Committee supported submission of the revised Terms of Reference to the Board for approval and endorsed proposals to introduce an Independent Member to strengthen specialist expertise and provide additional independent challenge and assurance. Members highlighted the positive contribution Independent Members have made on other Llais committees and supported progressing recruitment arrangements.

Board Ambassador Arrangements: The Committee reviewed proposals for the next phase of Board and Regional Ambassador arrangements arising from Board effectiveness discussions. Members supported the proposed approach, recognising the importance of strengthening engagement between Board members, regions, volunteers and stakeholders. Discussions focused on clear role expectations, effective communication arrangements and ensuring ambassador activity appropriately recognised and respected the contribution of volunteers and local stakeholders.

Workforce Performance and Capacity: The Committee considered the People Update Report and workforce dashboard. It noted that 108 staff were in post, recruitment activity continued across a number of vacancies, and there had been no staff turnover during the reporting period, but agency staffing requirements remained broadly stable.

Members welcomed a small reduction in sickness absence levels but noted that a number of long-term absence cases continued to require support through occupational health and management interventions. The Committee sought assurance regarding People Team capacity and arrangements to support managers and staff.

Performance Management, Wellbeing and Inclusion: The Committee discussed organisational wellbeing, performance management and workforce support arrangements. Members explored the impact of menopause-related issues on attendance, support available to neurodivergent colleagues and arrangements for reasonable adjustments.

Concern was expressed regarding appraisal recording and completion rates, although assurance was provided that meaningful performance discussions were taking place. Members emphasised the importance of strengthening management capability, regular one-to-one engagement and ensuring effective links between wellbeing, performance and attendance management.

People Strategy Development: The Committee received an update on preparation of the revised People Strategy. Members noted that while the overall strategic direction remained appropriate, the refreshed strategy would incorporate learning from wellbeing survey findings, staff feedback and emerging organisational priorities. The Committee emphasised the importance of ensuring that the strategy translates organisational priorities into practical improvements for staff and agreed that a draft strategy should be presented at its next meeting.

Wellbeing Survey and Organisational Culture: The Committee reviewed the results of the latest wellbeing survey and associated action plan. Members welcomed improvements in wellbeing scores since 2024 and recognised the high level of staff engagement achieved through the survey process.

Discussions focused on organisational culture, communication, workforce experience across different teams and regions, and the balance between recognising achievements whilst continuing to address areas for improvement.

Members requested ongoing assurance through regular progress reporting on delivery of the wellbeing action plan.

Policy Development and Workforce Governance: The Committee considered the policy review programme, including revisions to the Safeguarding Policy and wider workforce policy development activity. Members noted that workload and capacity challenges had impacted planned review schedules but welcomed continued efforts to align policy development with wellbeing, workforce and organisational priorities.

Electronic Staff Record Replacement Programme: The Committee received assurance that the Electronic Staff Record replacement programme continued to progress to plan. Gateway requirements had been achieved, initial consultation and design work completed, and the programme had moved into the build phase. Members noted that no significant workforce impacts were anticipated during the next twelve months and requested regular progress updates as implementation continued.

Workforce Risks: The Committee reviewed the workforce risk profile and noted that key risks reflected issues already discussed throughout the meeting, including workforce capacity, sickness absence, organisational development, wellbeing and performance management. The Committee was satisfied that these risks continued to be appropriately monitored and managed through existing reporting arrangements.

Matters requiring Board level approval or consideration

None

Planned committee business for the next reporting period

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

- Draft People Strategy.
- Wellbeing action plan implementation and progress reporting.
- Workforce performance, sickness absence and benchmarking data.
- Progress on recruitment of an Independent Member.
- Electronic Staff Record replacement programme updates.

• Workforce risk monitoring. • Review of the Committee Forward Work Programme.	
Date of the next meeting:	Originally the next meeting was planned for the 30 September 2026. However, the date was reorganised to Monday 19 October 2026.