



**Minutes of Human Resource Committee
Meeting Number 44
Wednesday 3 September 2025 at 9.30am via video conference**

Present:

Kieran Donaghy, Charity Commissioner (Chair)
Patricia Kelly, Legal Commissioner
Aoife Hamilton, Deputy Chief Commissioner

In Attendance:

Frances McCandless, Chief Executive
Aubrey McCrory, Head of Corporate Services
Anne-Marie Watts, Admin Officer (minutes)

Apologies

DfC Observer

The Chair opened the meeting at 9.30 am

Kieran Donaghy welcomed everyone to the meeting.

1. Minutes of meeting No. 43, 17 February 2025

The minutes of the Committee meeting No.43 held on 17 February 2025 were previously agreed by correspondence and approved for publication at the Board meeting in February 2025. Head of Corporate Services gave an update on actions.

AP 1: Minutes of meeting No. 44 – 3 Sept 2025 to be agreed by correspondence and recommended to the Board for publication.

2. Conflicts of Interest

No conflicts of interest were declared.

3. 2023-26 People Strategy and Action Plan update

Head of Corporate Services gave an update on the changes made following the results of the 2025 staff survey. Following discussion of the updated plan, including appendix 2 and 3 in detail, the strategy and plan were agreed for recommendation subject to minor amendment as proposed by Aoife Hamilton and seconded by Patricia Kelly.

AP 2: Amend People Strategy appendix 2 to capture internal work on succession planning.

AP 3: Roll out preparation of handover notes across other staff grades.

4. Benchmarking staff survey results

Head of Corporate Services introduced the paper and highlighted key similarities across several charity regulators. The committee agreed this provided assurance for them and for staff that the Commission was achieving good results. It was noted the Head of Corporate Services intended to liaise with other regulators to identify learning and potential aspects of their practices the Commission could adopt.

AP 4: Head of Corporate Services to brief staff on benchmarking results.

5. Training Evaluation Report 2024/25

The committee welcomed the report and feedback from respondents collated by Anne-Marie Watts. They noted the particularly high satisfaction with training reported on foot of events and after a period of time which was a very affective survey approach. The Committee commended staff on this work.

AP 5: Further develop system for monitoring internal training and evaluations.

6. HR Dashboard

Head of Corporate Services updated the Committee on the report and assessments. The Chief Executive outlined the change agenda which the Commission was progressing was now largely driven by the Independent Review of Charity Regulation and sponsor department's legislative programme. No additional capacity had been provided, instead the Commission had switched a proportion of existing organisation resources from regulatory work to respond.

The committee discussed recent changes to the Northern Ireland Civil Service (NICS) Hybrid Working policy and the Chief Executive confirmed the Commission's approach which sponsor team are aware. The Committee discussed fundamental assumptions underpinning the NICS's New Ways of Working approach and potential future challenges which could arise in new office accommodation modelled on such assumptions.

7. Accommodation Update

The Chief Executive gave an overall update on the relocation projects and current work to identify potential temporary office accommodation should the need arise if a stopgap arrangement was needed.

8. HR -Related Audit Recommendations - IA 2nd Assignment Payroll Report

Head of Corporate Services confirmed all existing recommendations were previously cleared, there were no new recommendations for the latest audit, and that the first assignment this year would include recruitment.

9. Trade Union Relations Update

The Chief Executive gave an update and noted a change in full-time and local reps.

10. HR Developments

The Committee noted that an additional resource had been put in place in the Enquiries team and the recruitment of a Legal Advisor was underway. Following

a query the Chief Executive confirmed consideration had been given to the potential for a gap arising from that recruitment exercise and options for cover had been identified. She also advised Senior Management Team plans to move an existing permanent Casework Officer post to the Enquiries team and the Committee supported this change in resourcing. It was noted that the feedback for the Legal business case had been received from sponsor department and had been considered.

11. AOB

None

12. Issues for next meeting

Items identified included a Review of the Committee annual agenda and HR needs for next strategic plan agenda.

Meeting concluded at 10.52am

Date of next meeting Monday 1 December 2025

Register of Outstanding Action Points

Committee Meeting and Action Point	Date Raised	Agenda Item	Action	Owners	Status
44(1)	03/09/25	1	Minutes of 3 Sept 2025 meeting to be agreed by correspondence and recommended to the Board for publication.	HCorpS	Complete
44(2)	03/09/25	3	Amend People Strategy appendix 2 to capture internal work on succession planning.	HCorpS	Underway
44(3)	03/09/25	3	Roll out preparation of handover notes across other staff grades.	HCorpS	Underway
44(4)	03/09/25	4	Head of Corporate Services to brief staff on benchmarking results.	HCorpS	Underway
44(5)	03/09/25	5	Further develop system for monitoring internal training and evaluations.	HCorpS	Underway
43(3)	17/02/25	4	To gather additional information on Hybrid Working as an issue in recruitment.	HCorpS	Complete
43(5)	17/02/25	7	Chief Executive to arrange a briefing by legal counsel on how the Commission refocuses its work.	CEX	Complete
43(6)	17/02/25	7	Board to discuss training and skills development after the May Board meeting.	CEX	Complete
43(8)	17/02/25	9	Follow up NICS Benefits staff training for building Commission staff resilience.	HCorpS	Complete
42(2)	21/10/24	3	Questions to be added to the next staff survey regarding role of hybrid in recruitment and potential impacts if withdrawn.	HCorpS	Complete