



**Minutes of Human Resource Committee  
Meeting Number 21  
Wednesday 19 October 2016 at 2.15pm in Johns Elliot Solicitors**

**Present:**

Brenda Maitland, Chair  
Geraldine Donaghy, Commissioner  
Steven Cockcroft, Commissioner

**In Attendance:**

Frances McCandless, Chief Executive CCNI  
Aubrey McCrory, Head of Corporate Services  
Carl Von Ohsen, DfC Observer  
Jennifer Black, CCNI Administration

The Chair opened the meeting by thanking Commissioner Steven Cockcroft for hosting the meeting. The Chair also reminded the committee that the next Board meeting was the annual human resources themed meeting.

**1. Minutes**

The minutes of the meeting held on 26 May 2016 were considered and agreed as a true and accurate record as proposed by Geraldine Donaghy and seconded by Brenda Maitland. The minutes will be published on the Commission's website following Board approval.

**AP 1: Minutes of 26 May 2016 meeting to be recommended to the Board for approval**

**2. Conflicts of Interest**

The Chair reminded committee members of the need to declare any conflicts of interest prior to the meeting. No conflicts of interest were declared at the outset.

**3. Review of potential usefulness of IIP (IIP speaker to attend)**

The meeting noted the speaker was unable to attend the rescheduled meeting. It was agreed to delay consideration of IIP usefulness until the next meeting.

**4. Review of staffing/recruitment plans**

The Head of Corporate Services highlighted the current staffing position to deliver the business plan in light of in year bids, and outlined staff turnover and cover arrangements. The impact on various work areas was noted, and implications for business plan assumptions and targets was discussed. In particular as a result of turnover in casework a key business plan assumption, that is, that some casework and policy resources could be re-allocated to support new compliance work streams, had not been progressed as planned. Furthermore a key registration decision-making target was unlikely to be

achieved and a paper on possible revision of the business plan target would be considered by the Board in November.

Recruitment work and induction arrangements were detailed, and the committee recognised the additional impact on work capacity arising from the loss of experienced staff and the time required to induct and up skill 'new starts'. It was felt that as a relatively small organisation a risk was materialising for the Commission related to resource pressure and the lack of additional capacity that could be drawn in to meet immediate business needs. The committee agreed it would be useful for the Board to identify business priorities to assist the Executive if further reallocation of resources was needed, and that a review of exit interviews should be undertaken to assess if any other risks existed.

**AP2: Update the Staff/Recruitment plan for Board consideration.**

**AP3: Draft a report on exit interviews for HR Committee.**

### **5. Staff survey results**

The Head of Corporate Services outlined details of the survey and the feedback received. Following discussion, the committee recognised the developments from previous survey results and identified a wish to see further change around the themes of leadership and visibility, job satisfaction, and future intentions. It was agreed to set up a staff group as part of a process led by the Chief Executive, to take forward recommendations and champion a small number of developments to achieve outcomes around the three themes.

**AP4: CEX to set up a staff group to take forward the staff survey.**

### **6. Staff handbook update**

The committee noted the update. The Chief Executive reported that the JNCC was due to meet on Friday 21 October and that previous discussions had gone well with agreement on arrangements for consultation and for negotiation in advance of board consideration of employment matters. It was noted formal consideration was being given to the priority areas and gaps identified previously by the HR Committee with a view to agreeing a staff handbook that reflects the structure of the NICS handbook.

### **7. People strategy action plan**

The Committee discussed the draft action plan and in light of previous discussion of agenda items 4 and 5 it was agreed to produce a plan that included the balanced scorecard format, building on actions completed since the last plan and focus on a small number of thematic areas, over short-term and longer-term that will make a difference to the organisation. It was agreed to bring a verbal update to the Board.

**AP5: Revised draft plan to be developed based on committee feedback.**

*Geraldine Donaghy left the meeting at 3.40pm.*

## **8. Review of HR Connect implementation**

The Head of Corporate Services highlighted the report and outlined a number of milestones since the Commission 'on-boarded' to HR Connect at the start of April 2016. It was noted the system had been found to have worked well on the whole, and glitches resolved with the assistance of Enterprise Shared Services. Feedback on the help desk was favourable although the number of referral calls was low. A further review will be undertaken by SMT at the end of Quarter 4 and an update will be given to the committee.

## **9. HR dashboard**

The committee noted the key HR performance data set out in the dashboard and agreed to break down staff compliment figures to detail secondees and temporary staff, and to show figures against targets where applicable. It was agreed to include a commentary and to discuss the results with all line managers.

### **AP6: HR dash board to be discussed with middle managers**

## **10. HR related Audit Recommendations**

The committee noted the issues arising from Internal Audit work and that recommendations relating to the Travel & Subsistence policy would be considered at the next Board meeting.

## **11. HR developments**

Noted.

## **12. Issues for next meeting**

It was agreed the next meeting would be moved to 5 December 2016 and that IIP would be on the agenda for next meeting.

**Meeting concluded at 4.25pm.**

**Date of next meeting: Monday 5 December at 2pm**

**HR & R Committee  
Register of Outstanding Action Points**

<b>Action Point</b>	<b>Date Raised</b>	<b>Agenda Item</b>	<b>Action</b>	<b>Owners</b>	<b>Status</b>
1	19/10/16	Minutes of 26 May	Minutes to be recommended to Board for approval		Complete
2	19/10/16	4 – Review of staffing /recruitment	Update the staff/ recruitment plan for Board consideration	HCorpS	Complete
3	19/10/16	4 – Review of staffing / recruitment	Draft a report on exit interviews for HR Committee	HCorpS	Complete
4	19/10/16	5 – Staff survey results	CEx to set up a staff group to take forward staff survey	CEO	Complete
5	19/10/16	7 – People strategy action plan	Revised draft plan to be developed based on committee feedback	HCorpS	Complete
6	19/10/16	9 – HR dashboard	HR dashboard to be discussed with middle managers	SMT	Complete
6	26/5/16	Training Evaluation Reports	IIP assessor to attend next meeting to provide a strategic overview	CEO	Underway
7	26/5/16	Staff Handbook	Review to be progressed with Trade Union input	HCorpS	Underway