

Minutes of Meeting of Human Resources Committee Held via 'Zoom'

Tuesday 09 June 2020 – 10.30

Present: John Unsworth - Chair (Vice Chair), Ciara Duffy (CD), Geraldine Duffy (BD), Siobhan McElhinney (SMcE), Brendan Morgan (BM), Ciara Duffy (CD), Clíodhna Scott-Wills (CSW)

Apologies: John Kelly (JK), Martin Cromie (MC), Catriona Mullan (CM)

In Attendance: Raymond Beggs (RB); Alan Boyd DE (AB), Sam Gallaher (CEO), [REDACTED] Note-taker (HN), Angela Barrett, HeadsTogether (ABT) – from 12.14 to 13.37.

The CEO thanked AB for hosting the Zoom meeting.

Action

1. Welcome and Apologies

The Vice-Chair of Committee advised that, as John Kelly was not available, he will chair the meeting – this falling within the role of Vice Chair.

The Chair welcomed attendees to the meeting and noted the challenging circumstances – not just within Education – along with the challenges of 'Zoom' meetings. The Chair reminded attendees of the standard protocols for virtual meetings and the arrangements for indicating a wish to speak were agreed.

The Chair welcomed RB and, noting that RB was attending the meeting in an observer capacity, noting that a member of Council can attend any committee providing they give due notice of their intention to attend. The Chair suggested that during this difficult time for GTCNI, it was good for other Committee members to attend and observe. All agreed to RB attending the meeting.

Apologies were noted from JK, MC and CM.

A query was raised by Chair of Council as to the validity of the revised Agenda issued post circulation of papers which reflected an additional item at the request of the ARAC. The CEO stated that the ARAC meeting had taken place 02/06/20 (7 days previous) and following that meeting he was notified by the Chair of that meeting of an important matter that ARAC requested be brought to the attention of HR Committee. This matter was being brought to the attention of the HR Committee as requested as it had a bearing on agenda item pertaining to the Staff Handbook. The CEO

confirmed that the Agenda Item had been brought to the attention of the Vice-Chair prior to the meeting.

The Committee agreed the item was not for discussion and that the Committee would revert to the initial Agenda. It was suggested that in future such additions could be addressed under 'AOB'.

2. Declarations of Interest

No Declarations of Interest were recorded. The Chair reminded attendees that if they later realised that they had an 'Interest' within the Agenda, this could be recorded at the time.

3. Minutes of Previous Meeting (10 February 2020 – HR-20-14-Min GTCNI)

The CEO provided background information regarding the production and distribution of the draft minutes for the February Committee meeting, i.e. the draft minutes were produced by the independent Minute Taker and sent to the Committee Chair and CEO then circulated to members. Upon review the CEO suggested amendments and the minutes were circulated to the Chair and Committee Members. The Chair (JK) agreed the amended draft; while some other Committee Members favoured the original draft minutes.

Acknowledging that two versions of the draft minutes had been received plus the role of the external Minute Taker and the usual review by the GTCNI Executive; the Chair invited Committee Members' views on which version they wished to accept as an accurate record of the February meeting.

Members raised concerns, i.e. that there had been no tracked changes shown; there were a considerable quantity of papers to print and no summary of the minutes provided. The CEO confirmed that a tracked changes version had previously been circulated.

The Chair advised that he was content to accept the amended version of the draft minutes and no matters of accuracy were raised. Members agreed to adopt the amended draft minutes of the HR Committee Meeting held on 10 February 2020.

Proposed CD and
Seconded by the Vice-Chair

CSW requested that it be recorded that she had not attended the meeting of 10 February 2020.

4. Matters Arising

The Actions Arising from the previous meeting were briefly reviewed – please see Action Register below.

5. HR Update Report (HR-20-15-P1)

The CEO invited questions on the previously circulated report.

In relation to Actions from the previous meeting:

Cost of Inspire service during 2019-20 (HR/20/14 A08) – It was noted that circa £2.5k had been spent in the past year covering 31 sessions. Use of the service was greater than in 18/19. It was noted that the contract with Inspire is due for renewal during 2020-21.

Current HR Matters

Covid-19 – noting that GTCNI has never operated remote working, the CEO stated that all staff have been working from home after a rapid set up since the end of March 20. There is a weekly staff call in place with individual calls as appropriate. Remote working will continue during June and with the situation reviewed in July in consideration of Government advice.

The Chair thanked the CEO and the staff for all the work they are doing while working from home. The Chair highlighted the Council's duty of care to staff and noted that the CEO is checking in with everyone and asked that the Committee's thanks be passed on to staff.

Voluntary Exit Scheme (VES) – approval was received from DE on 19 March and three members of staff left the organisation under the VES on 31 March. The exit of a further member of staff is on hold pending addressing a grievance. Agreement has been reached with DE to accrue the compensation offer in this case subject to speedy resolution.

Leavers – [REDACTED] retired due to ill health on 31 March concluding a long period of poor attendance. A Registration Officer resigned to take up a new role with the NIHE at the end of May. Considering the planned structure the Registration/Regulation function is presently down 3 fte. It is recognised that recruitment is difficult in present circumstances and workloads need to be adjusted accordingly.

Temporary Arrangements – Members were advised of current temporary and interim management arrangements. That it will be necessary to continue these temporary arrangements to a point where recruitment can take place. The present situation is limiting. It was noted that two temporary employees were now permanent in light of acquiring full employee rights.

The Chair concluded that there had been substantial changes over recent months noting satisfaction that people had been able to avail of the VES - even with the constraints of Covid-19 and that this facilitated the

restructure. However, he recognised that this left the staff team quite sparse – given the challenges of recruitment at present.

The CEO advised the registration function was being closely monitored and that some items of work usually covered at this time of year are being deferred until the autumn. He advised that there is degree of heightened anxiety arising from two staff (1.6fte) leaving in recent months. He mentioned that while this Team technically had a complement of 7.8 people, it had not worked with this capacity for quite some time.

The Chair reiterated the Council's duty of care towards staff and his concerns regarding the current workload and noted that he took comfort that the work is being managed. The CEO confirmed that while everyone is busy and some things were likely to take longer the workload is not a major risk as yet.

Following the Chair's query as to the preferred sequence of recruitment to the revised structure; the CEO advised the three priority posts would be those in the Registration/Regulation function. The other posts – Head of Finance, & Corporate Services and Senior Communication Officer – would follow. The current task is to finalise the business case, with input from HeadsTogether for submission to DE. It is hoped to have this stage complete at the end of June. There is a staff consultation stage and approval of the case by DE/DoF to complete before recruitment.

The Chair concluded that there remain several steps before the posts can be advertised publicly; the CEO concurred

The Committee discussed the recruitment plans and it was noted that the proposed structure had been reviewed during the previous Committee Meeting. Following a query regarding the appointment of a Project Manager for the Registration database, the CEO advised that this will be a separate procurement process and be a contracted role.

A concern was raised regarding covering the peaks and troughs expected in the Registration workload and the difficulties in recruiting during the Covid-19 pandemic. The CEO advised that this was recognised and that the annual registration programme was being adjusted as necessary. That work had to reflect present capacity. The matter was being kept under review.

The CEO is to prepare an outline of the key stages and likely timeframe associated with progressing recruitment and implementation of revised structure. The Chair noted that some organisations were undertaking the initial recruitment stages up to the interview stage (option of virtual interviews noted).

**HR/20/15
AP01**

The Chair concluded there were some concerns regarding peaks and troughs that that these will put pressure on the recruitment process despite

Headstogether's help. The CEO advised approval from DE is required; but that he would hope a recruitment process could commence in August.

Following a query as to whether there would be a risk in August / September if the workload was unmanageable and recruitment has not taken place for the Registration / Regulation Team; the CEO stated that the workload was being monitored closely and that the invoicing of outstanding registrants (circa 5000members), will be deferred until September with external support procured. The Chair noted the reassurance from the CEO and the need for ongoing review.

The requirement for Committee Members involvement on interview Panels for the two 'Heads of' roles (as above) was noted. The Chair suggested that Panel Members would need some training and that time would need to be factored in for this. He concluded that the recruitment process would be a challenge but brings opportunities for Council in moving into the new structure. The Chair noted that the Committee looked forward to receiving the recruitment timeline (as far as it is possible).

The CEO cautioned that some applicants may have three months' notice to work; so, there may be a period of time before the full staff complement is in place.

Returning to the HR Report, the CEO noted that it was his understanding that there were two outstanding grievances – one from a member of staff who has now left; the second from a member of staff currently on sick leave. The CEO stressed not wishing to know the detail, but that he an indication as to the timeframe for addressing these would be helpful.

Cautioning that it would be unwise for the Committee to comment in any detail; the Chair noted that the current Covid-19 situation made moving forward with hearings impossible – people are entitled to an appropriate determination of their case.

Following discussion as to whether when someone left an organisation their grievance would persist. It was agreed that professional advice be sought from the HR Advisors as to whether whomever was dealing with the grievance could write and ask the person if they wished to continue with their grievance.

**HR/20/15
AP02**

The CEO advised that there are two Employment Tribunals ongoing, currently suspended due to Covid-19 restrictions. Details surrounding the rescheduling of a tribunal hearing in February and the possibility of some form of settlement was discussed. Members acknowledged the difficulty in making any judgement stressing the importance of considering legal and HR advice. The CEO emphasised that he wished to make the Committee aware of present situation.

Concern was expressed that over the apparent increasing cost associated with this case. The CEO confirmed that £8k to £12k was the estimated

cost of running the Tribunal and while the possibility of settlement had arisen the situation was still evolving and no firm decision taken. He advised that in such eventuality approval of DE would be necessary and monies provided via adjustment in the in-year budget (preferable) or by drawing on reserves.

Following a query as to whether the costs of running the case were increasing as the timeline was extended; the CEO advised that up to £12k had been budgeted for in 19/20 and costs incurred to date paid. Provision in has been made in the 20/21 budget for ongoing tribunals. Much of the preparation is complete but cost will be incurred due some further preparation and with a rescheduled hearing.

The Chair stated that the Committee appreciated being brought up to date and the confidence this brings. The CEO gave his assurance that the approach would be to minimise any expenditure to the Council.

Noting that the CEO had 'inherited' the situation; the Chair suggested that any lessons learned be reviewed to inform ongoing practice and noted the value of having professional HR Advisors in place.

The Chair thanked the CEO for his update and stated that he appreciated that the process is stressful and very time consuming for all – including the CEO – and that none of the Committee would go against professional advice.

Break taken between 12.00 and 12.17.

ABT joined the Committee at 12.14.

SM re-joined the meeting at 12.18.

7. HR Action Plan (as adopted by Council Oct 2019) (HR/20/15-P3)

The CEO outlined for Members the background to the HR Action Plan, i.e. that in May 2019 a number of HR issues had coalesced in April 2019 including a NIPSA member survey. Following consideration the Council engaged Headstogether to undertake a programme of staff engagement a result from which was the Action Plan accepted and endorsed by the previous Council. Implementation of this plan was ongoing but not at the pace originally envisaged, due to operational matters and transition to new Council.

ABT offered to take the Committee through the Actions (see HR/20/15-P3) – ABT advised that the shared report was that which was agreed in by the HR Committee in September 2019 with the Actions updated. Those actions deemed to a priority were highlighted and discussed by the Committee.

- a) **Corporate and Business Plan** – the CEO noted that an emerging issue from staff was a concern about the direction in which the organisation was going and that somehow the CEO was seeking the organisation to pursue an inappropriate direction. It was noted that a Corporate Plan had been developed and was under consideration by the Council.

The Chair suggested that the issue for staff is perhaps the perceived lack of information shared –. The CEO stressed that staff should receive an individual copy of the Corporate Plan and there is an action for the Chair and himself to meet with staff to outline the general direction and this action is still to take place..

- b) **Staff Structure** – ABT advised that the Staff Structure is linked to the Corporate Plan and that the Committee and Council had given approval. That a business case is being finalised for submission to DE. Following questions from Members, ABT outlined a timeframe, i.e. a business case is going to DE in July with simultaneous consultation with staff.

The Chair concluded that none of the current staff were disadvantaged through the proposed Staff Structure in any noting possible opportunities for promotion and development once the Structure is in place. Noting the Committee had been concerned that the staff themselves should not be concerned; the Chair enquired had this been communicated to staff.

The CEO advised that he had spoken to people informally and had said numerous times that there was nothing that people should be worried about; but that he would be more comfortable with sharing further information when the business case was complete.

Concurring with the Chair's comments, Members agreed that a basic outline document could be circulated to alleviate any fears. The CEO and ABT are to work on this and the CEO advised that he would pick this up on the weekly Team call and restate what has previously been shared with staff – as far as was possible. ABT agreed with more certainty being given; however, without committing prior to approval of the business case by DE.

The Chair concluded that, with the caveats above, that the CEO and ABT should communicate a general message – to alleviate any fears – on the HR Committee's behalf. He noted that the Committee looked forward to the business case being formalised and the CEO advised that, when complete, the business case would be circulated to the HR Committee.

**HR/20/15
AP03**

- c) The CEO and ABT advised that the **Dignity at Work** training had been completed with two different training sessions held and a collective session on 20 March. A Dignity at Work Charter has been drafted developed and will be circulated to staff for review.

The Chair noted the update and suggested that the sooner the Charter was circulated to staff, the better..

Responding to a question as to whether it was not difficult to broach staff concerns around bullying at work, etc. in such sessions; ABT advised that the process had been carefully anonymised and that the process had worked. Noted that training included reviewing definitions of what is bullying and looking at what Dignity at Work means.

**HR/20/15
A04**

The Chair concluded that as a Committee, the Committee would try not to get involved directly and would take the higher strategic view and had indeed been concerned; noting that Dignity at Work training had happened.

Following discussion, it was agreed that the draft Charter be circulated to the staff first – as noted by the Chair, it is an operational matter and it is not appropriate for the Committee to be involved at this stage. The final report is to be circulated to the HR Committee in due course.

**HR/20/15
AP04**

- d) **Staff Handbook Phase 1** (HR-20-15-P6) (see also below)

ABT confirmed that development of the Staff Handbook was underway and explained that, following consultation with NIPSA, a phased approach was agreed, i.e. to issue the key policies for review in batches, e.g. Phase 1 included policies on Sickness Absence, Grievances, Performance Management. Given the restrictions around Covid-19, some requests were received to extend the review period. Once the policies are finalised, they will be submitted to the HR Committee and then to Council for approval.

Following a question as to whether the request for additional review time related to the provision of hardcopies of the policies; it was confirmed that the Phase 1 policies had been circulated by email to NIPSA and to staff (who were not members of the Union) in early March with followed up in April and May. The difficulties in providing hardcopies while the organisation was not in the office due to Covid-19 was noted. Policies are accessible to staff via the Corporate drive.

Members suggested:

- a) That a summary of key changes be provided if required by the Union Rep, and

- b) that a cover sheet / note be attached to the policies highlighting any changes made, e.g. to the Sickness Policy to pre-empt any staff concerns.

ABT, noting the origin to the review of the policies, from September 2018, advised that the initial tracked changes had not been requested; but it would be possible to indicate any changes in some way. The CEO commented that Managers within had already been through the process and did not indicate any difficulty in feeding back comments.

**HR/20/15
A05**

Acknowledging the work for ABT, the Chair suggested a very brief summary document of any changes be prepared to allow people to comment.

**HR/20/15
AP05**

The CEO concluded that it would have been helpful to have had the Phase 1 review completed prior to the Committee meeting but the matter would now be addressed in the next round of meetings

- e) **Emotional Resilience training** had been indicated as a possibility due to the changes going on in the organisation. It was noted that Headstogether have designed a virtual Emotional Resilience session which could be utilised at an appropriate time.

The Chair concluded that it was good that the organisation will have this session and it is up to the Managers in the organisation as to when it is appropriate to do the session.

- f) **Induction Session** – complete and ongoing.

ABT concluded that the above (a to f) were the priority actions and that some progress had been made on all. The Chair welcomed the progress made, commenting that when moving to recruitment and the restructure timing is important and it was reassuring to know that the actions were in hand.

Noted that additional actions included the need for Management Development training for Team Leaders and first time Managers. ABT advised that the timing had been impacted by Covid-19. The Performance Management Action is already part of the Staff Handbook Phase 1 and is out for consultation. ABT noted that the other recommended actions are not deemed priority.

The Chair thanked ABT on behalf of the Committee.

08. NIPSA Issues (Staff Survey) (HR-20-15-P4 and P4a)

ABT highlighted that her only involvement in this Agenda Item was with some initial correspondence. Following discussion, the Committee asked ABT to remain in attendance.

A brief outline of the background was given, i.e. a letter received by the Chair of Council relating, which was shared with the Committee in February. In this letter NIPSA had requested that the Council conduct a staff survey on Headstogether. In his response the Chair of Council had suggested that NIPSA should carry out a survey themselves. Subsequently, through an overview paper received on 19 May, the organisation was advised that NIPSA had conducted a staff survey.

The Chair invited ABT and the CEO to talk the Committee through the document received from NIPSA.

The CEO indicated that the survey seemed to cover three areas – staff feelings on support during remote working; consultation on the Staff Handbook and views on Headstogether. The CEO stated that he found the results perplexing and concerning. He felt the results did not correlate with experience in dealing with staff over recent months. It was noted:

- That in weekly team and individual staff calls no significant issues pertaining to remote working and support were raised. Staff were given the opportunity each week in this regard and indeed managers had not raised any significant issues. The survey would suggest that managers are not supporting their staff or raising any issues with the CEO.
- That no undue pressure was being placed on staff to respond; NIPSA had been informed that end of June would be accommodated.
- That work were appropriate was being deferred and not to his knowledge were staff being asked to engage in non-essential work. This may be a matter of perception.
- Regarding Headstogether the answers do not seem add up. For example, a question on whether staff had contacted Headstogether – 5 say yes, 7 say no; however, in response to a question as to whether people were satisfied or dissatisfied with the advice received 12 people respond they are dissatisfied. The CEO highlighted Headstogether's work with Managers in

addressing certain legacy matters – indicated by staff of being of concern - with no complaints as to the support given.

The CEO indicated that Headstogether had been appointed through robust open procurement in which he had no involvement and had always found them to act professionally. In addition the Council had engaged them in a significant piece of work for them with no complaints regarding performance.

The Chair invited Committee Members to comment and Members noted their concerns. It was mentioned that staff might not be comfortable raising the issues in front of managers.

The Chair stated that he shared members puzzlement and concern given that the Committee had just had a very helpful discussion with the Council's HR Advisor. and had been receiving reassuring and encouraging reports.

ABT noted that following the previous survey, she had been present on-site for 3 months and had held 1:1 informal meetings with staff. During these meetings there had been very little of substance to back up the views expressed in the survey. While working on identifying the issues, nothing of significance had appeared'. ABT had had minimal contact with staff in the last few months but did not get a sense of anything new.

The Chair summarised that issues previously identified and the informed the Action Plan and these actions have been dealt with or are in progress.

The Committee discussed whether the results had been shared with staff and whether staff had commented on whether the results were reflective of their views – given that the initial answers were confusing. Members and the CEO assumed that NIPSA had shared the results with the staff.

Responding to a Member's suggestion that the survey may reflect staff's lack of confidence; that the NIPSA survey suggests that they feel a lot of fear and thus there will be trust issues; the Chair cautioned the Committee on speculation.

It was noted that HR is identified as a key risk on the Corporate Risk Register (which all Members received). ABT recommended that the two Senior Managers be asked to discuss the results with staff to see if further detail can be captured.

The Chair highlighted the following actions:

- The CEO to ask Senior Managers to explore the results with staff and report back to the HR Committee in due course.
- The Committee strongly advised that the Action Plan be moved forward as soon as possible.
- A communication to be circulated on staff structure.

**HR/20/15
AP06**

Acknowledging a Member's enquiry as to whether there was anything tangible that staff needed (as a result of working from home due to Covid-19) and could the Managers review this with staff; the Chair noted that he expected this was already happening. The CEO confirmed that this was part of the weekly Team call and personal calls with staff and that any issues .were being addressed.

The Chair commented that the move to home working was sudden and unexpected for all and, while he did not want to encourage people to go to more formal procedures, given the results of the survey he was puzzled that people were not following the procedures in place – including informal options.

Following the discussion, ABT offered to discuss with the CEO providing the Emotional Resilience training noted above to staff.

**HR/20/15
AP07**

09. NIPSA Issues (Recognition & Facilities Agreement) (HR-20-15-P5)

The CEO briefly outlined the background emphasising the impression of NIPSA was that the Joint Consultative Committee indicated under the Agreement would be the HR Committee or members of Council. That this was never the intention or expectation and would be a most unusual arrangement. That the previous HR Committee had confirmed that it was the Senior Management Team's role to negotiate with NIPSA. This Committee had reiterated that view at its meeting on 02/09/2019.

At that meeting NIPSA had suggested submitting amendment to the present agreement and these were communicated to the CEO and Chair just recently. NIPSA proposed that the JCC comprise the Chair of Council, Chair of HR Committee and CEO. They further proposed that the TOR of the HR Committee be referenced and cited in the Agreement.

The CEO cautioned that it would be unusual and unorthodox to have a Negotiating Committee outside of the Senior Management. That the HR Committee needed to take a view and recommend to Council.

Following discussion the Committee agreed that JCC should comprise the CEO and SMT with an open invitation to the Council Chair or HR Committee Chair to join the meetings if they so wished but it was not mandatory.

The Chair commented that, in his experience, he was not aware of a situation as suggested by NIPSA – it is typically the employed senior staff who look after these matters.

Members were informed that the present Agreement had not been implemented since authorised in May 2018.

The Chair felt that the Council and NIPSA were at an impasse and his personal view was that he did not believe it was acceptable to have a JCC comprised of the CEO and Council Members. He recommended that the HR Committee advise NIPSA that they do not find their proposal acceptable and that the makeup of the JCC should be the CEO, Senior Managers with an open invitation for two Chairs to sit in if they wished.

In response to a concern expressed that the two Senior Managers could be negotiating on behalf of themselves; the CEO advised that he had discussed this with the present Senior Managers and they did not feel conflicted.

ABT left the meeting at 13.37 – the Chair offered the Committee's thanks for ABT's attendance and patience.

The HR Committee retained their position that NIPSA's proposal was not acceptable. It was agreed that the CEO would revert to NIPSA (Roisin Graham) and arrange a meeting to discuss the HR Committee's response to NIPSA's proposal.

**HR/20/15
AP08**

10. Staff Handbook Phase 1 (HR-20-15-P6)

Noting that this matter had been addressed within the HR Report above, the Chair asked if there was anything additional.

The CEO reiterated that feedback from staff is awaited and stated that any comments would be fed through (confirmed that documents under revision can be reviewed). He advised that the phased process could take some 12 to 14 months to complete (given the consultative period, i.e. a 3 month cycle for relatively simple documents) and stressed the need to keep the process moving and make sure the appropriate timescale is in place going forward.

The Chair noted the value of making the consultative process simpler by highlighting changes and highlighted the instruction to the HR Professional to expedite matters.

11. Staffing

Noting that this matter had been addressed within the HR Report above; the CEO advised that there no further matters for discussion.

12. Corporate Risk Register (Agenda Item 6) – the CEO stated that the organisation was not in a good place and that a number of corporate risks have been identified and that there is an overall unacceptable rating. ARAC had suggested that a workshop be held by Council to agree priorities and this was being considered. He advised that Risk 10 relates to the HR Committee and, while the risk have been touched upon; review of the Risk Register would become a standard item on the Agenda going forward.

The Chair agreed that the Risk Register should be of concern and noted that it would be discussed at full Council. He recommended that the Risk Register should be included high up the Agenda, before the HR Update Report. **HR/20/15 AP09**

The Committee discussed availing of training on Risk Registers – how to write and how to interpret them. The CEO suggested that there may be value to holding a risk workshop (may be in September) to review the key Corporate Risks and to highlight importance of sharing information given the serious implications.

CSW to forward information on Risk Register related training. **HR/20/15 AP10**

AOB

The CEO advised that there may be a shortened Agenda for the Council Meeting on 18 June.

HR/20/15 A10

HR/20/15 A11

Advising that there was a short item for discussion 'in Committee'; BM asked that the Meeting go 'into Committee'.

Proposer: SMcE
Seconder: CD

The CEO left the meeting at 13.53.

' **In Committee**' – please see separate confidential minute.

13. Date of next meeting

The next meeting is scheduled for 16 September 2020.

With no further business, the Meeting closed at 14.05.

Actions Register

Actions raised on 09 June 2020

	Item	Details	Owner	Timescale	Status
HR/20/15 AP01	HR Update Report	CEO to circulate outline of timeframe relating to implementation of revised structure	CEO		Open
HR/20/15 AP02	HR Update Report	Committee to follow up with HR Adviser on outstanding grievance of staff who have now left..	JU		Open
HR/20/15 AP03	HR Action Plan	CEO and ABT to communicate a general message re staff restructure	CEO / ABT		Open
HR/20/15 AP04	HR Action Plan	Finalised Dignity at Work Charter to be circulated to the HR Committee in due course.	CEO / ABT		Open
HR/20/15 AP05	HR Action Plan	Staff Handbook Phase 1 - very brief summary document of changes to policies to be provided to staff.	ABT		Open
HR/20/15 AP06	NIPSA Staff Survey	CEO to ask Senior Managers to explore the results of the recent NIPSA Staff Survey.	CEO		Open
HR/20/15 AP07	NIPSA Staff Survey	ABT and CEO to discuss providing the Emotional Resilience training noted above to staff.	ABT / CEO		Open
HR/20/15 AP08	NIPSA R& F Agreement	CEO to revert to NIPSA (Roisin Graham) and arrange a meeting to discuss the HR Committee's response to NIPSA's proposal.	CEO		Open
HR/20/15 AP09	AOB: Risk Register	Risk Register (Risk 10) to be standing item on Committee Agenda	CEO		Open
HR/20/15 AP10	AOB: Risk Register	CSW to forward information on Risk Register related training.	CSW		Open