



**MINUTES OF THE PEOPLE, CULTURE AND ORGANISATIONAL  
DEVELOPMENT COMMITTEE HELD AT 9.30AM ON  
THURSDAY 3 APRIL 2025 IN THE BOARDROOM, NIAS HQ**

**PRESENT:** Mr J Dennison Committee Chair  
Mr P Corrigan Non-Executive Director  
Mr P Quinn Non-Executive Director

**IN**

**ATTENDANCE:** Ms M Lemon Director of HROD  
Ms S Beggs Manager of Chair and Chief  
Executive Office  
Ms R Byrne Director of Operations  
Ms L Turley Deputy Director HROD

**1 Apologies & Opening Remarks**

The Chair welcomed members to the meeting.

**2 Procedure**

**2.1 Declaration of Potential Conflicts of Interest**

The Chair asked those present to declare any potential conflicts of interest now or as the meeting progressed.

No declarations of conflict of interest were made.

**2.2 Quorum**

The Chair confirmed the Committee as quorate.

**2.3 Confidentiality of Information**

The Chair emphasised the confidentiality of information.

**3 Previous Minutes – 13/02/2025 (PC03/04/25/01)**

The minutes of the previous meeting held on 13 February 2025 were **APPROVED** on a proposal from Mr Quinn and seconded by Mr Corrigan

#### 4 **Matters arising (PC03/04/25/02)**

##### Vaccinations

Ms Lemon advised that an update will be provided at the next Committee meeting and Ms Ruth Finn has been asked to present on this.

Mr Quinn suggested that it would be useful to update the organisational chart setting out the roles and responsibilities of different teams, and Ms Lemon agreed to progress this with colleagues.

**ACTION: Ms Lemon**

##### Culture Workshop

The NIAS Culture Workshop took place on 31 March and was co facilitated by Kings Fund and the Leadership Centre.

The main purpose was to identify key issues, themes, and drivers in advance of the establishment of a Programme Board for the upcoming cultural improvement work. Ms Lemon advised that a comprehensive post workshop brief will be provided in due course.

Mr Quinn noted that while the Workshop had been well facilitated, some key staff groups, such as the Operations and Clinical Directorates, were not well represented. Mr Quinn sought clarity on who has the lead responsibility going forward for the Programme and emphasised that it is important to ensure engagement from all parts of the Trust. Further, Mr Quinn noted that there needs to be buy-in from the Chief Executive and SMT to ensure that the tangible concepts arising from the workshop are addressed and delivered on.

Ms Lemon advised that Michael Riddell will be joining NIAS at the beginning of June and this will enhance senior level Deputy Director HROD capacity within the Trust to deliver the necessary workstreams identified by the Programme Board. Ms Lemon noted the ongoing work being taken forward by Bron Biddle in respect of

sexual safety in the workplace and that this would be aligned with the cultural improvement review.

Mr Corrigan agreed that the workshop went well, and it is important that this piece of work continues. He said that culture is part of the PCOD Committee, however the Programme Board needs to direct the activity and ensure the Committee receives regular assurance updates. Ms Lemon confirmed that the Programme Board will update the PCOD Committee, and the Committee **AGREED** that Culture will be a standing item at future Committee meetings.

**ACTION: Ms Beggs**

A part of a Culture programme, in terms of shaping the relationship with Trade Unions, we will undertake a Partnership working review. Work will be undertaken to facilitate co-production of a new industrial relations Framework. Moving this into a more strategic, solutions focused place. Enhancing governance and promoting meaningful and true partnership working. This will also improve relationships and lifting levels of engagement with NIAS as part of overall cultural enhancement.

The Committee sought assurance on the anticipated next steps in terms of developing a Partnership Framework and discussed that it would be useful to establish a Strategy and Work Programme, in detail, covering a 3-year period with a timeline for the role of the Board and PCOD members. Mr Dennison asked what the next steps are, and Ms Lemon confirmed there will be a formal de-brief and the first Programme Board Meeting scheduled.

Mr Quinn suggested getting a date scheduled as soon as possible with an update coming to the next meeting on 12 June 2025.

#### Ops Restructure

Ms Byrne advised there is no further update on the Ops Restructure since the last Trust Board Meeting at the end of March. Ms Lemon has agreed to release a senior HR manager for two days per week, which will increase to full time release, to support the Ops Restructure and a project lead has been identified from within Planning Performance and Corporate Services.

## **5 HROD Balance Scorecard (PC03/04/25/03)**

Ms Turley provided some key highlights from the Balance Scorecard.

The reports show there is a stable workforce currently in terms of headcount, with just over 1,300 members of staff. Turnover is reported at 6.33% on average across the health service, and no specific concerns are highlighted to the Committee in this regard.

Good progress has been made within Whistleblowing cases since the last PFOD meeting: several have been triaged at an early stage and have been addressed with relevant training.

Ms Lemon apologised that the narrative paper was not available for this meeting and noted that the report is still in the format used for PFOD Committees. Ms Lemon sought feedback from the Committee about the usefulness of the information and what other metrics the Committee may wish to be included.

Mr Corrigan advised that it would be useful to pull out key themes and present this as an Executive Summary for the Committee. The underlying detail can be provided, but the salient points need to be provided upfront.

Ms Lemon confirmed that overtime payment pressures will be reported, going forward, at the Strategic Performance and Finance (SPF) Committee.

The Committee made further suggestions as to how the HR/OD Balance Scorecard could be improved with regards to divisional breakdown of metrics, capturing key milestones associated with projects and the use of graphs/charts.

The Committee suggested more information regarding Organisational Health would be useful, for example, joiners and leavers and information on exit interviews, maybe twice a year, to identify any themes, which will tie in with the cultural scheme.

The Committee agreed that succession planning, and talent management should be reflected within the performance report and Ms Lemon said that the new HR AD for workforce planning and succession planning should be at the next meeting.

The Committee discussed the reporting of Mandatory Training compliance. Ms Lemon highlighted that this overlaps several Committees and there is a need to agree and formalise which Board Committee will take ownership of this, with issues pertaining to safeguarding a good example.

Mr Corrigan said that the Safety Committee may be reviewing safeguarding, but potentially under a different scope, and that clinical education, learning and development, continual development, usually falls within the HR remit. Ms Lemon confirmed that training is reported at Safety Committee but within a different 'lens'.

Mr Quinn highlighted the challenges around capacity in the safeguarding team and noted that when establishing objectives for the cultural improvement work, NIAS challenge itself to identify what problems require specific resolutions and the evidence-base from which improvement can be measured.

The Committee **AGREED** the proposed revisions to the HR/OD scorecard and Ms Lemon and Ms Turley agreed to update before the next meeting.

**ACTION: Ms Lemon/Ms Turley**

The Committee discussed the need to ensure that it, or one of the other Board Committees, is sufficiently sighted on issues including cases where a clinician is practicing despite their professional registration having lapsed, the communications activities in the Trust and relevant strategies and proactive engagement with the public and independent sector.

The Committee agreed that communications should remain as an item under the Committee's remit.

The Committee discussed examples within HCPC i.e. someone practicing whose registration has lapsed, which is an important governance issue, that NIAS have systems in place to identify.

**ACTION: Ms Lemon/Ms Turley**

Mr Corrigan suggested it may be helpful for the Chair and Chief Executive to review and confirm items are sitting within the appropriate Committee, after the first Committee meetings within the new structure have taken place, as part of a governance restructure review.

Mr Dennison suggested that NIAS periodically liaise with other Organisations not affiliated with NIAS, to learn different things. Ms Byrne advised that they collaborate on an ongoing basis with the PSNI but agreed to consider and discuss with the team.

**ACTION: Ms Byrne**

## **6 Absence Management (PC03/04/25/04)**

Ms Lemon referred to the progress made within absence management and wished to commend all the team who have worked hard to maintain this.

There are a couple of key themes, the main one is mental health and demonstrates the reality of the pressure NIAS staff are working in.

The team have achieved great progress within redeployment and Ms Lemon noted that as staff get older there can be physical limitations in terms of the full range of activities they can undertake. There is ongoing engagement and dialogue with TU colleagues about role adjustment in these circumstances.

The peer support team are heavily engaged on trauma support but are also moving into supporting the health and well-being HSCNI Regional Strategy.

Ms Lemon noted significant challenges regionally with Occupational Health services capacity and waiting times for an appointment. There are KPIs now in place to review the level of service NIAS is receiving, and Ms Ann-Marie McStocker monitors this.

Ms Turley concluded that there are two areas of focus, pre-employment health checks and the gap for professional support for peer support workers. The improvement within occupational health delays will help improve absence. Mr Corrigan is keen that NIAS retain focus on this to ensure NIAS can deliver, as it has been an ongoing barrier.

Mr Corrigan asked to keep Occupational Health Review on the Strategic highlight review Report.

**ACTION: Ms Lemon/Ms Turley**

Mr Quinn queried whether NIAS asks potential recruits to undergo a psychometric test to determine if their level of resilience is commensurate with the expected roles and activities of their job. Ms Lemon noted that this would be broadly and Ms Turley added that coping skills and resilience would be covered within the induction stage but appreciates it would be beneficial to include this within the recruitment processes.

Mr Quinn sought clarity on whether resilience is captured/assessed as part of clinical supervision and Ms Byrne agreed to check this.

**ACTION: Ms Byrne**

The Committee discussed that the control room have space to go to after difficult calls, which is a reactive measure but queried what NIAS can do in terms of being more proactive in this respect.

The Committee requested that data relating to staff assaults should be captured at PCOD.

**ACTION: Ms Lemon**

Mr Quinn referred to the charts in relation to absence within PCS and asked if there is any difference, particularly in the southern division and if it has impacted on absence. It was noted that the PCS absence is reducing. Mr Corrigan acknowledged the significant improvement.

The Committee suggested that once absence is at a more manageable level, NIAS need operational managers to manage other leave as this may result in an increase in annual leave, special leave, or other types of leave. Therefore, NIAS need to ensure all processes and protocols are being strictly adhered to across the board.

Mr Quinn said it is difficult to interpret the graphs and asked HR to consider how Committee members can get the level of information they need from these.

**ACTION: Ms Lemon/Ms Turley**

Mr Dennison thanked Ms Lemon and Ms Turley for the informative update.

## **7 Employee Relations (PC03/04/25/05)**

The Committee **NOTED** the report which demonstrates there are a number of cases being closed off.

Ms Turley explained that most of these cases should be being resolved at a local level before being escalated. Managers must be more proactive in attempts to resolve issues instead of defaulting to HR. Leadership and Management Development as part of the Ops restructure will help drive this change. Ms Lemon added that skills in resolution and conflict need to be adapted to ensure Managers can deal with certain situations.

The team have closed over 80 cases and section three of the report outlines an overview of what the team are doing.

Mr Corrigan welcomed the update and asked why the update is for the end of January and if a more recent update could have been provided i.e. up to the end of March. Ms Turley advised that some of the cases are cautionary suspensions and perhaps lengthy cases. Ms Turley further noted a small number of suspension cases are sitting with safeguarding and the PSNI. Mr Quinn noted that the way such cases are reported is critical and requested to see the total number and longest duration.

**ACTION: Ms Lemon/Ms Turley**

## **8 Partnership Framework**

Ms Lemon provided an update on the priority to establish a Partnership Framework in the context of ongoing ASOS, which is presenting challenges in terms of progressing this.

The Committee discussed the on-going ASOS and the recent engagement between the Minister for Health and TU colleagues.

The Committee agreed that it is vital for NIAS to be present at the meeting with the Minister and TUs.

## **9 PFOD Meetings going forward**



The Committee suggested a draft report template is sent to Committee members in advance of the next meeting to ensure they are content with the formulation as per discussions at today's meeting.

**ACTION: Ms Lemon/Ms Turley**

**10 Any other business**

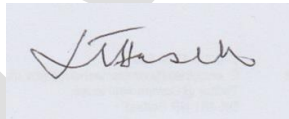
The Committee noted that this was Ms Byrne's last meeting and wished her well in her new role. They acknowledged the extreme dedication she has given to NIAS through some very challenging times.

**11 Next meeting:**

12 June 2025, 9.30am  
NIAS Headquarters, Boardroom

**THIS BEING ALL THE BUSINESS, THE CHAIR DECLARED THE MEETING CLOSED AT 11.45AM**

**SIGNED:**



**DATE:** 12/6/25