

**ANNUAL REPORT OF BOARD COMMITTEE EFFECTIVENESS:
PEOPLE & CULTURE COMMITTEE 2024/25**

1.0 Introduction

- 1.1 Trust Board has an established Committee known as the People & Culture Committee with 2024/25 being its first full financial year in operation. As part of the Committee's Annual Programme of Work, the Committee is required to review its Terms of Reference under which it operates as well as consider its overall effectiveness as a Committee. The Committee is also required to give due consideration to reviewing the operation of its Programme of Work.
- 1.2 This Report brings together an overview of the outcome of the work of the committee as well as incorporating narrative on its achievements throughout the year.
- 1.3 The Report will be presented to the Committee at its meeting on 22 May 2025 in draft form for consideration and amendment before a final version is presented at Trust Board for information.

2.0 Chairperson's Foreword

- 2.1 I would first and foremost wish to commend the dedication of Trust staff to their individual and collective contribution to healthcare delivery over the course of 2024/25. As Chair of the Trust's People & Culture Committee, I would also record my thanks to Committee Members and staff colleagues who continue to contribute to our important work. Having taken over as Chair in January 2025, I wish to pay tribute to the Committee's inaugural Chair, Mrs Joan O'Hagan, alongside outgoing Non-Executive Director, Mrs Helen Minford, for their years-long dedication in support of the Trust and particularly our staff colleagues. I am satisfied the Committee has discharged its duties in line with its agreed Terms of Reference and Programme of Work. In line with best practice, the Committee will continue to closely review and refine its Programme of Work to ensure that the Committee is in a position to provide robust assurances to both Trust Board and the Accounting Officer that a sound system of internal control is in place within the Trust.
- 2.2 A major shift in the Trust's approach to People & Culture took place during 2023/24 with the establishment of this Committee.

- 2.3 The full operation of the Committee marks a significant milestone within the Trust's integrated Governance and Assurance Framework. The Framework is subject to annual review. A summary of the document was also made available to all staff highlighting the main points of the document.
- 2.4 The Committee took a keen interest in developments arising from the People Plan, Raising Concerns, Management of Attendance, Mandatory Training, Recruitment and Retention with regular updates being provided on the Trust's activities in respect of these matters alongside its continued oversight of progress being made in terms of the Corporate Improvement Priority – Our People.

3.0 Membership of Committee

- 3.1 Membership of the Committee comprises all Executive Management Team members (10 in total as of 31 March 2025) together with four of eight current Non-Executive Directors.
- 3.2 For the period ending 31 March 2025, the Terms of Reference were reviewed and approved by Trust Board at its meeting on 28 August 2024.
- 3.5 The Committee bid farewell to Mrs Joan O'Hagan and Mr Raymond Havlin and welcomed Mr Kevin McMahan and Mrs Sheryl Henderson as Non-Executive Members.
- 3.6 The Board Secretary (or their nominee) was in attendance at all meetings to provide the secretariat to the Committee.
- 3.7 Appendix 1 details the current members of the Committee and their attendance at Committee meetings during the year. 75% attendance (3 out of 4 meetings) is expected of all Members (as per the Governance Controls Assurance KPI).
- 3.8 There may be conflicting priorities due to the scheduling of other important meetings by outside bodies which require Trust representation. All Members are committed to attending meetings regularly or nominating a deputy if they are unable to attend.
- 3.9 Executive Management Team Members who are absent but have matters before the Committee can and regularly do table written briefings for consideration at the relevant meeting via the Board Secretary.

4.0 Frequency of Meetings

- 4.1 Meetings are held on a quarterly basis. During 2024/25, four meetings were held: 10 April 2024, 24 July 2024, 23 October 2024 and 17 February 2025.

5.0 Remit of Committee

- 5.1 The remit of the Committee is reviewed on an annual basis and last considered as part of its review of Terms of Reference on 24 July 2024 before being presented to Trust Board on 28 August 2024.
- 5.2 Members will note there were revisions of the previous Terms of Reference to align content with the Integrated Governance & Assurance Framework, to take account of the Revised Code of Conduct & Code of Accountability of ALB Chairs & Board Members (October 2022), NI Audit Office Board Effectiveness Good Practice Guide (June 2022) and in accordance of the HSC Board Members Handbook published by the Department of Health (May 2021).
- 5.3 In order to discharge this remit, the Committee maintains a Programme of Work which is reviewed on an annual basis and considered on 10 April 2024. A copy of the Programme of Work 2024/25 is attached at Appendix 2 hereto.

Remit	How is this discharged	When last performed
Provide assurance to Trust Board on the effectiveness of the Trust's arrangements for People & Culture activities e.g. the People Plan.	Implementation of the Committee's annual Programme of Work.	Approved by Committee on 10 April 2024 and enacted at the scheduled meetings thereafter covering this reporting period.
	Preparation of an Annual Report (including a Review of Effectiveness) on the Committee's work.	Approved by Committee on 22 May 2025 for the period ending 31 March 2024. Members received a presentation on the 'Our People' Corporate Improvement Priority at its meeting on 17 February 2025.
Hold delegated authority to approve the following strategies & documents – Annual Report: Medical Appraisal & Revalidation	Review, consider and approve the Annual Report: Medical Appraisal & Revalidation.	The Office of Medical Director advised the Annual Reports for calendar years 2022 and 2023 would be presented in one composite report at the meeting to be held on 22 May 2025 therefore there was no consideration of the relevant Report(s) during 2024/25.

<p>Monitor assess & respond to information presented across the five areas of the People Plan including external factors & sources as well as any potential impact on SET</p>	<p>People Report prepared and presented in conjunction with Action Plan.</p>	<p>Report presented and discussed at each Committee meeting during 2024/25.</p> <p>Members receive regular Staff Health & Well-Being Reports with the aim of ensuring Board Committee attention of work ongoing to support our People.</p> <p>Members receive regular updates in respect to Mandatory Training levels across Directorates including at its meetings on 24 July 2024 and 17 February 2025.</p>
<p>Monitor the implementation of the Trust's People Plan Action Plan ensuring it is aligned to the Corporate Plan and HSC Workforce Strategy</p>	<p>Action Plan update provided on regular basis alongside progress made to date.</p>	<p>Presented at each Committee meeting during 2024/25.</p> <p>Consideration and endorsement of the Disability Action Plan & Equality Action Plan at the meeting held on 10 April 2024.</p> <p>Consideration and endorsement of the Equality Annual Progress Report 2023/24, revised Equality Scheme and 5 Year Review of Effectiveness of Equality Scheme (SET/PC/24&25/24) on 24 July 2024.</p>
<p>Review and approve the Steering Group's Programme of Work, give consideration to all escalated items and receive regular reports on their activities and outcomes</p>	<p>Review, consider and approve the Steering Group's Programme of Work on an annual basis.</p>	<p>There is a standing agenda item at each Committee meeting to allow for escalation from the Steering Group.</p> <p>The Steering Group Terms of Reference and Programme of Work for this reporting period was considered by the Committee on 10 April 2024 (SET/PC/21&22/24).</p>

<p>Consider the implications for People & Culture arising from other significant internal and external assurance functions such as DoH, commissioned bodies, RQIA or professional bodies with responsibility for the performance of staff or functions</p>	<p>Reports to be tabled as they arise.</p>	<p>No professional body reports escalated to Committee during 2024/25.</p> <p>Committee received a comprehensive presentation from the Assistant Director, People & Organisational Development on Investor in People feedback after which Members considered its findings in detail at the Committee meeting on 23 October 2024.</p> <p>Members received regular updates on Maintaining High Professional Standards (including at the meeting on 24 July 2024 and</p>
<p>In carrying out its work, the Committee will primarily utilise the work of People & Organisational Development by seeking reports and assurances from other Committees, Directors and Assistant Directors, as appropriate, concentrating on the overarching systems of People & Culture, together with indicators of their effectiveness.</p>	<p>Production of high quality, relevant reports by the People & Organisational Development team.</p> <p>Receipt and review of relevant Internal Audit Reports on People & Culture.</p>	<p>The work of the People & Organisational Development team is the primary source of reference documentation for the Committee at each meeting.</p> <p>There is a standing agenda item for consideration at each Committee meeting to receive such reports.</p>
<p>The Committee shall have the flexibility to scrutinise in depth particular high risk areas identified through the Board Assurance Framework or other assurance functions.</p>	<p>Ensure continued alignment and compliance with the Trust's Integrated Governance & Assurance Framework (IGAF).</p>	<p>Members approved a revised Terms of Reference at its meeting on 24 July 2024 (SET/PC/23/24) to ensure continued alignment with the IGAF.</p> <p>Attendance at Committee meetings of the Assistant Director, Risk Management & Governance (Board Secretary) who provides guidance on IGAF related matters.</p>

		<p>The Committee has a standing agenda item for consideration at each meeting to receive Policy Updates which have included – amongst many during 2024/25 – Special Leave Policy & Flexible Retirement. Members considered the organisational and resource implications arising from their implementation.</p> <p>The Committee received regular Absence Action Plan & Progress Reports as part of its work to monitor absence management given its impact of Trust budgets and operational resilience.</p> <p>Previous Chair of Committee highlighted the need for Board Members to undertake Board refresher training in respect of Equality & Good Relations. Scheduled and delivered as part of a Board Development Day on 20 March 2025.</p>
<p>Other Assurance Functions</p> <p>The Committee shall review the findings of other significant assurance functions (both internal and external to the Trust) and consider any governance implications.</p>	<p>Receipt and review of relevant Internal Audit Reports on People & Culture.</p>	<p>There is a standing agenda item at each Committee meeting to receive update on people impact of such reports.</p> <p>Attendance at Committee meetings of the Assistant Director, Risk Management & Governance (Board Secretary) who provides guidance on External Report Register matters.</p> <p>Non-Executive Director/Chair of Audit Committee is a member of the People & Culture Committee.</p>

6.0 Reporting Arrangements

Reporting Arrangements	How Discharged
<p>Formally recorded by Board Secretary and submitted to Trust Board</p> <p>Annual Report submitted to Trust Board commenting on:</p> <ul style="list-style-type: none"> • Fitness for purpose/alignment with the Trust’s Integrated Governance & Assurance Framework • Completeness and embeddedness of People & Culture • Integration of governance arrangements. 	<p>Minutes documented by Board Secretary (or nominee).</p> <p>Approved Minutes submitted to Trust Board following Committee approval (4 times per year)</p> <p>N/A. The Committee had not been in operation for the full financial year 2023/24 so an Annual Report was not required. This document represents the first Annual Report for the Committee covering 2024/25.</p> <p>Yes for 2024/25</p> <p>Yes for 2024/25</p> <p>Yes for 2024/25</p>

7.0 Other Matters

<p>Committee should be supported by the Board Secretary</p> <ul style="list-style-type: none"> • Papers and agenda issued no later than five days prior to the date of a scheduled meeting. 	<p>Yes – Board Secretary (or their nominee) in attendance at all meetings.</p> <p>Yes – papers issued within the appropriate timescale prior to the meeting date.</p>
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8.0 Conclusion

Following discussion at the People & Culture Committee meeting on 22 May 2025 and based on the information presented in this Report, Members concluded they were satisfied the Committee had carried out its duties appropriately during the year 1 April 2024 to 31 March 2025. Revised Committee Terms of Reference and Programme of Work were approved subject to tracked changes therein which highlighted amendments minor in nature.

9.0 Recommendations

There were no recommendations for action made by the Committee as a result of this Report or discussion at the meeting on 22 May 2025.

Table 1 – Summary of Members attending People & Culture Committee Meetings 2024/25

Members		Date of Meetings				Total	75% attendance (3/4 meetings)
		10 April 2024	24 July 2024	23 October 2024	17 February 2025		
Non-Executive Directors							
Anne Quirk	Non-Executive Director (Chair of Committee w/e 1 January 2025)	✓	✓	Apology	✓	¾	75%
Kevin McMahon	Non-Executive Director (Chairman)	N/A	N/A	N/A	✓	1/1	100%
Kieran Donaghy	Non-Executive Director (Chairman of Audit Committee)	✓	✓	✓	Apology	¾	75%
Sheryl Henderson	Non-Executive Director	N/A	N/A	N/A	✓	1/1	100%
Joan O'Hagan	Non-Executive Director (Chair of Committee until 31 December 2024)	✓	✓	✓	N/A	3/3	100%
Raymond Havlin	Non-Executive Director	✓	✓	✓	N/A	3/3	100%
Executive Management Team							
Charlie Martyn	Medical Director	Apology	Apology	✓	✓	2/4	50%
David Robinson	Deputy Chief Executive, Executive Director of Nursing, Midwifery & AHPs and Director of Support Services	✓	✓	Apology	✓	¾	75%
Maggie Parks	Director of Surgery, Elective Care, Maternity & Paediatrics	✓	✓	Apology	✓	¾	75%
Clare-Marie Dickson	Director of Primary Care & Older People's Services	Apology	✓	✓	✓	¾	75%
Rachel Gibbs	Director of Adult Services & Healthcare in Prison	✓	✓	✓	✓	4/4	100%
Claire Smyth	Director of People & Organisational Development	✓	Apology	✓	✓	¾	75%
Lyn Preece	Director of Children's Services & Executive Director of Social Work	✓	✓	Apology	✓	¾	75%
Helen Moore	Director of Planning, Performance & Informatics	✓	✓	Apology	✓	¾	75%
Wendy Thompson	Deputy Chief Executive, Director of Finance & Estates	✓	Apology	Apology	✓	2/4	50%
Marc Neil	Director of Unscheduled Care, Medicine & Cancer	✓	Apology	✓	✓	¾	75%
In attendance							
Martine McNally	Assistant Director, Risk Management & Governance /Board Secretary	Apology	Apology	✓	✓	2/4	50%
David Cairnduff	Assistant Director, People & Organisational Development	✓	✓	✓	✓	4/4	100%
Elaine O'Neill	Assistant Director, People & Resourcing	✓	✓	✓	Apology	¾	75%
Martin O'Toole	Assistant Director, Employee Relations	Apology	✓	✓	✓	¾	75%

PEOPLE & CULTURE COMMITTEE PROGRAMME OF WORK – 2024 25

MONTH	STANDING AGENDA ITEMS	OTHER ACTIVITY
April 2024	<p>People Report</p> <p>Action Plan</p> <p>Policy Update</p> <ul style="list-style-type: none"> - Whistleblowing - Domestic & Sexual Violence and Assault - Management of Violence and Aggression - Special Leave - Disciplinary and Grievance <p>MHPS/Revalidation</p>	<p>Equality and Disability Action Plans</p> <p>Approved Minutes to Trust Board</p>
July 2024	<p>People Report</p> <p>Action Plan Progress</p> <p>Policy Update</p> <p>MHPS/Revalidation</p> <p>Sub Group Update</p> <ul style="list-style-type: none"> - Statutory/Mandatory Training 	<p>Equality Annual Progress Report & Newsletter</p> <p>Regional Health and Wellbeing Framework</p> <p>Pulse Survey Update (tbc)</p> <p>Approved Minutes to Trust Board</p>
October 2024	<p>People Report</p> <p>Action Plan Update</p> <p>Policy Update</p> <p>MHPS/Revalidation</p> <p>Sub Group Update</p> <ul style="list-style-type: none"> - Open, Just and Learning Culture - Management of Violence and Aggression Encompass Programme 	<p>Approved Minutes to Trust Board</p>

February 2025	People Report Action Plan Progress Policy Update MHPS/Revalidation Sub Group Update	Approved Minutes to Trust Board
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People & Culture Committee POW 2024/25