

C.8. PEOPLE AND CULTURE COMMITTEE

C.8.1 PURPOSE

The People Committee (“the Committee”) is a subcommittee of Council. Its purpose is to:

- Provide assurance on the University’s approach to **people and culture** issues;
- Provide assurance to Council on **organisational effectiveness**: in particular, the capacity and capability of the Senior Leadership Team to deliver the agreed strategy and culture, that development plans are in place and that performance reviews are undertaken for them
- Ensure alignment between reward, workforce strategy, and institutional values.
- Support Council in fulfilling its responsibilities for staff experience, equality, and organisational health.

C.8.2 SCOPE OF RESPONSIBILITIES

The Committee shall provide strategic oversight of:

Workforce Strategy and Planning

- Alignment of workforce strategy with institutional strategy
- Workforce composition, succession planning, and talent pipelines
- Skills development and organisational capability

Culture and Staff Experience

- Organisational culture and values
- Staff engagement, morale, and wellbeing indicators
- Results from staff surveys and action plans arising

Equity

- Progress against equity objectives and statutory obligations
- Pay gaps (gender, ethnicity, disability) and mitigation strategies
- Inclusive culture and representation at all levels

Performance and Organisational Effectiveness

- Performance management frameworks
- Leadership development and effectiveness
- Organisational design and change initiatives

Policies and Risk

- Oversight of key HR policies (e.g., dignity at work, whistleblowing, grievance)
- Monitoring of significant workforce risks and mitigation plans
- Assurance on compliance with employment legislation and best practice

C.8.3 DECISION-MAKING AUTHORITY

The Committee will make recommendations to Council on:

- workforce strategy
- significant people-related risks
- major cultural or organisational issues

The Committee will commission reports or external advice where appropriate.

C.8.4 MEMBERSHIP

The Committee shall comprise:

- At least three independent members of Council (one of these will act as Chair)
- Pro-Chancellor and Chair of Council
- One Co-opted member with relevant HR experience (optional).
- One non-executive staff member of Council

In attendance:

- Vice-Chancellor and President, as necessary
- Chief People Officer
- University Secretary

C.8.5 MEETINGS

- The Committee shall meet at least **three times per year**.
- Additional meetings may be convened as required.
- A standing agenda shall include:
 - workforce metrics dashboard
 - culture and engagement indicators
 - EDI updates
 - Risk register (people and culture risks)

C.8.6 REPORTING

- An **annual report to Council** shall be prepared covering:
 - key workforce and culture insights
 - assurance on people-related risks

C.8.7 SECRETARIAT

- Secretariat support shall be provided by the University Secretary's Office.

C.8.8 REVIEW OF EFFECTIVENESS

- The Committee shall undertake an **annual self-assessment** of its effectiveness.
- These Terms of Reference shall be reviewed at the start of each academic year.