

Meeting terms of reference for the  
Governor and Trustee Committees:

PEOPLE AND CULTURE COMMITTEE

## 1. INTRODUCTION

This document outlines the Terms of Reference for the People and Culture Committee. It is designed to ensure effective governance, help clear decision-making processes and define the roles and responsibilities of the committee members.

## 2. PURPOSE

The purpose of these Terms of Reference is to:

- \* Define the scope and objectives of the committee meetings.
- \* Establish the roles and responsibilities of committee members.
- \* Ensure compliance with charity governance best practices and employment regulations.
- \* Provide a framework for effective decision-making and oversight.

## 3. SCOPE

These Terms of Reference apply to all ordinary meetings of the People and Culture Committee, and are to be adhered to by all committee members: Governors, Trustees, CHF Executive Leadership Team members and their colleagues.

The scope of the committee is to:

- Provide assurance and oversight on all matters relating to CHF's people, culture and organisational development.
- Support the succession planning and recruitment of the Executive Leadership Team (ELT). The Committee to appoint an interview panel, in dialogue with Chair of Trustees, Chair of Governors and CEO, to oversee the appointment of future members of the ELT.
- Provide oversight on Trustee, Governor and Co-optee appointments, ensuring that the recruitment processes are robust, transparent and aligned to the Charity's Articles of Association. The Committee will take recommendations to the Trustee Board and ensure due diligence in selection, but final appointments will rest with the Trustee Board.

As part of the 'A great place to work' strategy workstream, the committee will be responsible for:

### **People Policy & Strategy**

- ★ Oversee the implementation of the people plan and strategy
- ★ Oversee the implementation of the learning and development strategy.
- ★ Review and approve recommendations for significant changes to People policies
- ★ Oversight of long-term workforce strategies, such as recruitment, retention, and talent development aligned with organisational goals.
- ★ Monitoring workforce planning to ensure the right skills and resources are available to support the organisation's strategy.
- ★ Oversee the volunteer strategy, plans and performance.

### **Colleague Wellbeing**

- ★ Monitor colleague satisfaction, wellbeing and engagement.
- ★ Review colleague survey results and ongoing strategies to enhance colleague experience
- ★ Oversee strategies relating to diversity, inclusion and culture.
- ★ Monitor the 'colleague journey' for paid and unpaid colleagues.

### **Leadership**

- ★ Monitor succession planning of ELT and support recruitment.

- ★ Oversee Trustees and Governors succession planning and recruitment approach.

#### **Remuneration**

- ★ Oversee the framework for pay and reward, and participate in the review of annual awards and executive pay proposals.

#### **Performance Management**

- ★ Oversight of colleague performance and appraisal processes, to ensure they are fair and consistent

### 4. FREQUENCY OF MEETINGS

The People and Culture Committee shall meet a minimum of 3 times a year, on a termly basis. Additional meetings can be convened at the request of the Chair.

### 5. NOTICE OF MEETINGS

A schedule of regular meetings shall be agreed upon annually, and provided to committee members at the beginning of the academic year.

The agenda and relevant documents shall be distributed to all committee members at least 7 days prior to the meeting.

### 6. QUORUM

The quorum for the People and Culture Committee meeting shall be 3 Governors/Trustees and the Director of People and Culture or their deputy.

If a quorum is not present, the meeting may be adjourned to another date or it can continue with the agreement of the Chair, but any decisions must be agreed subsequently by a quorate committee. This could be via Teams or email..

### 7. AGENDA

The agenda shall be prepared by the Chair of the Committee, the Director of People and Culture, and the Chief Executive, as required.

Committee members may request items to be added to the agenda by submitting them to the Chair before the agenda for the meeting is finalised. Otherwise an item can be brought and discussed under Any Other Business, although where possible this should be submitted prior to the meeting.

The agenda shall include, but is not limited to:

- \* Approval of minutes from the previous meeting
- \* Review of action items
- \* People Dashboard and KPIs to include headcount, turnover/retention, absence, number of ER cases, percentage of DBS compliance
- \* Reports on initiatives and ongoing projects
- \* Risk review relevant to this committee
- \* Ensure any recommendations made are scrutinised in terms of equality, and safeguarding.
- \* Committee impact consideration
- \* Scrutiny of Tier 1 policies relevant to this committee

\* Any other business

## 8. MINUTES

The Governance Manager or their deputy shall act as the clerk and record the minutes of each meeting.

Draft minutes shall be agreed by the Director of People and Culture, and the Chair of the People and Culture Committee and then uploaded to the current portal “The Trust Governor” within 14 days after the meeting.

The minutes shall be approved at the subsequent committee meeting and signed by the Chair.

## 9. ROLES AND RESPONSIBILITIES

### **People and Culture Committee Chair:**

- \* Support ELT lead in planning the agenda and papers required for each meeting.
- \* Provide leadership to the committee and keep the meeting to time.
- \* Ensure effective functioning of the committee facilitating decision making as required.
- \* Facilitate constructive discussions, based on high challenge and high support.

### **People and Culture Committee Members:**

- \* Attend meetings and participate actively.
- \* Review meeting materials in advance.
- \* Act in the best interests of the charity and its stakeholders.
- \* Form an appointments panel when required
- \* Maintain confidentiality as required.

### **Clerk:**

- \* Ensure compliance with statutory and regulatory requirements.
- \* Prepare and circulate meeting agendas and documents.
- \* Record and distribute meeting minutes and follow up any actions.

## 10. DECISION-MAKING

Decisions will usually be made by verbal agreement; a vote can be recorded if required. Decisions may also be made by email being circulated to all members and will be recorded in the minutes of the next meeting.

## 11. REVIEW AND AMENDMENTS

These Terms of Reference shall be agreed in the first People and Culture Committee meeting of the academic year, and reviewed annually thereafter. Any amendments must be approved by the Chair of the People and Culture Committee and the committee members.

## 12. EFFECTIVE DATE

Academic year 2024 - 2025

## 13. MEMBERSHIP

### **Governors and Trustees:**

4 Trustee Appointed Governors

### **In Attendance:**

Director of People and Culture

Other senior managers as required