

CITY COLLEGE NORWICH

PEOPLE & CULTURE COMMITTEE: TERMS OF REFERENCE

Preamble

The People & Culture Committee is a committee of the Corporation Board, providing strategic oversight of the College's workforce, culture and people agenda. Its purpose is to provide assurance that the College has the leadership, capability, capacity and organisational culture required to deliver its Strategic Plan.

The Committee's role is to provide strategic challenge, support and assurance through the monitoring of workforce performance, organisational culture, workforce development and people-related risks. Operational responsibility for workforce management, implementation of the People Strategy and delivery of people services remains with the Chief Executive Officer and designated senior leaders.

The Committee needs to be mindful of statutory and regulatory requirements which include, but are not limited to:

- Employment Legislation, best practice in workforce development and management and case law developments
- Equality Act 2010 and Public Sector Equality Duty
- Mental Health and Wellbeing in the Workplace guidance (HSE)
- Gender Pay Gap Reporting: Guidance for Employers
- Managing Public Money – HM Treasury (June 2025)
- The Data Protection Act 2018 and UK GDPR Guidance (ICO)
- Health & Safety at Work Act 1974 and related legislation

These Terms of Reference may be varied at any time by agreement of the Corporation. The effectiveness of the Committee will be reviewed annually by the Corporation to ensure its relevance, appropriateness and that it remains fit for purpose.

Chair: The Chair of the Committee will be appointed by the Corporation.

Membership: The Committee shall comprise at least 4 members, to include one Staff Governor and at least two independent Governors.

The Chair of the Committee should be an independent Governor appointed by the Corporation. In the absence of the Chair at a meeting, the members attending shall select one of their number to Chair the meeting.

Persons who are not members of the Corporation but are deemed to have the skills required to enhance the responsibilities of the Committee may be appointed as Co-opted Members but may not hold the position of Chair. Co-opted Members will count towards the quoracy of the Committee and will be entitled to vote

provided that the number of Co-opted Members does not exceed the number of Corporation Members within each meeting.

The Committee may invite other persons to attend meetings in order to provide specialist information and technical advice, including Associate Governors. Such persons shall not have a vote but shall be entitled to speak

The quorum for meetings for the Committee shall be 3, at least one must be an independent Governor.

The Director of Governance and Legal or a College employee agreed by the Committee shall act as Clerk to the Committee.

Frequency: The Committee will meet at least once each term.

Terms of Reference:

1. Review, challenge and recommend the People Strategy to the Corporation Board and receive updates on progress against its priorities and objectives.
2. Provide assurance to the Corporation Board that the College has the workforce capacity, capability, leadership and organisational culture required to deliver the Strategic Plan.
3. Receive assurance regarding strategic workforce planning and sustainability, including workforce establishment, recruitment, retention, succession planning, leadership capacity and workforce demographics.
4. To consider and review the College's Pay Framework and to make recommendations to the Corporation.
5. Review and challenge workforce performance and organisational health through the People Dashboard, including workforce trends, sickness absence, employee relations, workforce profile and other key people metrics.
6. Receive assurance regarding workforce capability and organisational development, including talent management, leadership development, learning and development, and succession arrangements.
7. Consider, challenge and report to the Board matters relating to organisational culture, staff and senior leaders workload and wellbeing and employee engagement, including staff survey outcomes and progress against agreed improvement actions.
8. Receive assurance regarding the College's approach to Equity, Diversity, Inclusion, Belonging and Social Justice, including progress against strategic objectives and workforce equality outcomes. Consider and recommend the Equity, Diversity, Inclusion, Belonging and Social Justice Policy and Equality Objectives to the Board.

9. Review strategic workforce and employee relations trends, including grievance, disciplinary, dignity at work, sexual harassment, whistleblowing and related workforce indicators, seeking assurance that appropriate actions are being taken and reporting to Board where required.
10. Receive reports and assurance from senior leaders, recognised trade unions, staff representative groups and staff forums on workforce, culture and organisational development matters.
11. Review progress against People Strategy priorities and associated action plans, providing appropriate challenge, support and advice to leaders where necessary.
12. Review and recommend for approval the annual Gender Pay Gap Report, Modern Slavery Statement and any other workforce-related statutory reports prior to submission to the Corporation Board.
13. Review people-related strategic risks and opportunities within the Committee's remit and provide assurance to the Corporation Board, escalating any significant concerns as appropriate.
14. Consider matters referred by the Corporation Board and provide advice, recommendations and assurance as requested.
15. Review annually the effectiveness of the Committee and these Terms of Reference and recommend any amendments to the Corporation Board.

Reporting To: Corporation Board

Approved by the Board: 17 September 2026

Amended: