Board of Management
People & Culture Committee

Date of Meeting	Wednesday 13 May 2026
Paper No.	PCC3-B
Agenda Item	2.2
Subject of Paper	Review of Committee Terms of Reference
FOISA Status	Disclosable
Primary Contact	Marcus Walker Associate Director of Governance & Risk
Date of production	29 April 2025
Action	For Approval

1. Recommendations

1.1. To review the Committee's Terms of Reference and endorse any proposed amendments to the Board of Management for final approval.

2. Purpose

2.1. To provide the Committee with an opportunity to consider its Terms of Reference and propose amendment – if necessary.

3. Consultation

3.1. Members of the Committee are consulted annually on the Terms of Reference and could recommend any changes. Any agreed changes are presented to the Board of Management's final approval.

4. Key Insights

4.1. Terms of Reference outline the purpose, remit, membership, meeting frequency and quoracy rules for the Board's committees. To support good governance, all committees review their Terms of Reference on at least an annual basis.

4.2. Following a substantive review of the Terms of Reference in August 2025, no further changes are proposed.

5. Impact and Implications

5.1. Reviewing the Board’s governance documents, including the Terms of Reference for committees, is an opportunity to make necessary changes and ensure governance arrangements are continuously reviewed and remain effective.

6. Appendices

Appendix 1: Committee Terms of Reference

Terms of Reference
People & Culture Committee of the Board of Management

1. Purpose

1.1. The People & Culture Committee, referred to hereafter as "the Committee", will have oversight of the College's human resources, organisational development, estates, facilities and IT functions. The Committee will provide assurance to the Board of Management that the College safeguards the health, safety and well-being of staff and students, promotes a positive, inclusive culture and meets all relevant ethical and legal requirements as an employer and educator.

2. Remit

2.1. Review regular reports and performance information in relation to all matters relating to human resources, organisational development, health and safety, staff welfare and well-being, and equalities. Periodically review, instigate review and approve the College's policies and strategies concerning such matters.

2.2. Maintain an overview of the College's organisational structure.

2.3. Approve the parameters under which the Executive Leadership Team is authorised to negotiate pay and conditions of service. Members will receive reports and may provide advice on pay negotiations and agreements, including national bargaining.

2.4. Monitor and review the effectiveness of the College's employee relations, arrangements for negotiation and consultation, processes for dealing with discipline and grievance and Recognition and Procedure Agreements.

2.5. Review and approve the College's equality statement and its equality and diversity policies, to ensure that they comply fully with statutory requirements and are reflected in the College's strategic and operational plans so that equality and diversity form an integral part of decision-making in the College.

2.6. Monitor the implementation of the College's policies on equality and diversity, and to review regularly its performance on key indicators in relation to protected characteristics.

2.7. Receive updates on the Continuous Professional Development for support and teaching staff.

2.8. Review regular reports and performance information concerning the business-as-usual management of the College's existing estates, facilities and IT functions and infrastructure.[i]

2.9. Review the Strategic Risk Register and Management Action Plans for those risks that are directly related to the Committee's remit and recommend any changes to the Board of Management for final approval.

2.10. Recommend to the Board of Management any matters of significance that fall within the Committee's remit.

3. Membership

3.1. At least three Board members will be represented on the Committee. More than one-half of the Committee's membership will comprise of non-executive Board members. The remaining members may include the Principal and staff and/or student Board members.

3.2. Additional members may be co-opted to the Committee with the approval of the Board of Management. Co-opted members shall contribute to the business of the Committee but will not have the right to vote.

3.3. Members of the Committee shall elect a Convener from among their number. In accordance with the Standing Orders, approved and issued by the Board of Management, the Convener should be a non-executive member. The Committee may also choose to elect a Vice Convener.

4. Meetings and Quoracy

4.1. The Committee shall meet at least three times in each academic year. Meetings will be conducted in accordance with the Standing Orders as approved and issued by the Board of Management.

4.2. The quorum for a meeting of the Committee shall be no less than one-half of the members, as outlined in section 3.1, who are entitled to vote. At least one-half of those attending must be non-executive members to complete a quorum.

5. Review

5.1. Members will review the Committee's Terms of Reference at least annually. Any amendments shall be submitted to the Board of Management for consideration and final approval.

Approved by the Board of Management: 14 June 2023.

Amended by the Board of Management: 25 August 2025.

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[i] The Committee's remit will include oversight of the College's existing, business-as-usual estate, facilities and IT infrastructure and functions. Proposals and plans for new developments to the College's campuses and property will be considered by the Development Committee. Decisions on of the expenditure for the College's capital plan will be tabled for the consideration of the Finance Committee.