



PEOPLE AND CULTURE COMMITTEE TERMS OF REFERENCE

Status: FINAL
Date: 1 Apr 2024

1 Purpose

- 1.1 The overall purpose of the People and Culture Committee is to:
 - consider appropriate reward for staff and Board members
 - ensure a People Strategy and workforce plan are in place (including current and future skills), and monitor the delivery of people management
 - ensure we value PCH's people
 - develop a proactive and positive culture that supports the strategic direction and values of PCH, and focusses on the needs of current and future residents, other customers and other key stakeholders
 - monitor equality, diversity and inclusion (EDI)
 - track external best practice in leadership and people management
- 1.2 The Committee makes recommendations to PCH Board in relation to People Strategy, pay, Board fees, EDI and culture.
- 1.3 Discussions are held with Board and Committee Chairs on the Committee's priorities for the year.

2 Membership

- 2.1. Membership is 4 PCH Board members, including the PCH Board Chair and Vice Chair. Skills required for this Committee include people management, organisational development, governance and leadership.
- 2.2. The PCH Chair does not chair this Committee.

3 Meetings

- 3.1 The Committee meets 3 times a year. Additional meetings may be arranged at the discretion of the Committee Chair.
- 3.2 The quorum is 2 Board members (in person or via video conference).
- 3.3 The Director of Corporate Services as the lead Executive Director for this Committee and will normally be in attendance. Other members of the Executive, Senior Management Team and other subject matter experts may be in attendance.

4 Main Tasks - Board Members

- 4.1 Ensure Board has a process for its own renewal which is based on an agreed statement of the skills, qualifications, diversity and other attributes required to govern effectively and comply with best practice, and make recommendations to Board.
- 4.2 Keep under review appropriate plans and processes for individual learning and development, full and rigorous annual appraisals, recruitment and induction, and Committee and subsidiary Board membership, and make recommendations to Board.
- 4.3 Ensure the Board member fee is reviewed annually in line with the Board Fee and Performance Policy and adopted Code of Governance, and make recommendations to Board.
- 4.4 Ensure the Board Expenses Policy is regular reviewed, and make recommendations to Board.
- 4.5 Carry out any hearings in relation to the Board Member Conduct and Grievance Procedures.

5 Main Tasks – Staff

- 5.1 Ensure staff cost of living reward is annually reviewed using sector benchmarking and set in line with the Remuneration Policy; make recommendations to Board.
- 5.2 Ensure the CEO has a formal contract of employment and it is reviewed at least every 3 years, with independent advice as required; make recommendations to Board.
- 5.3 Ensure CEO and Executive Director salary and pay awards are annually reviewed with independent advice on market salaries and benefits, and make recommendations to Board.
- 5.4 Oversee the Chief Executive appraisal.
- 5.5 Monitor key deliverables from the People Strategy and key metrics in relation to people management (including recruitment, talent management, succession, workforce planning, etc.); report on progress and make recommendations to Board.
- 5.6 Receive regular updates from staff engagement activities and overview of staff related accreditations.
- 5.7 Ensure the right leadership capability, and relevant current and future skills are in place.

6 Main Tasks – General

- 6.1 Develop a proactive and positive culture and behaviours that will best enable PCH to deliver its strategic direction and values, making recommendations to Board; and regularly consider assurance that the desired culture and behaviours are being enacted.
- 6.2 Monitor key deliverables from the Equality, Diversity and Inclusion (EDI) Strategy; report on progress and make recommendations to Board.
- 6.3 Review external benchmarks and best practice insight.

6.4 Report any relevant risks to ARC and monitor the 'resourcing' strategic risk (current as at Jan 2024).

Issue	Description of Change	Approval
1	Initial issue	
2	Remove reference to PCHMS	
3	Refocus of cmte	8 Feb 2024 Board