

## People Committee Terms of Reference 2025/26

<b>Section 1: Purpose</b>	
<p>The People Committee has delegated authority from the Board of Governors to monitor performance in the area of Human Resources. This includes authority to approve human resource commitments on behalf of the Board of Governors in accordance with the powers of the Board as set out in the Instrument of Government, Scheme of Delegated Authority and Financial Regulations.</p> <p>The function of the People Committee is to ensure that the University Executive is effectively managing the University's human resources and ensuring compliance with legal and regulatory responsibilities. The specific duties of the Committee are covered below:</p>	
<b>Section 2: Roles and Responsibilities</b>	
<b>Section 2a: General Business</b>	
2.1	To consider, on behalf of the Board of Governors, the principles and major proposals developed by the University Executive for human resources, staff pay and conditions and organisational development, working with Finance and Resources Committee to ensure that any financial implications are properly scrutinised on behalf of Board of Governors.
2.2	To recommend for endorsement by the Board of Governors strategic plans or frameworks developed by the University Executive in relation to the areas identified in 2.1 above.
2.3	To approve on behalf of the Board of Governors relevant policies and regulations relating to 2.1 above, unless express Board approval is required.
2.4	To monitor scenario-planning, projections and sensitivity analysis in relation to any aspects of staffing (or any activities which have implications for it) presented by the University Executive.
<b>Section 2b: People, Organisational Development and Staffing</b>	
2.5	To consider equality, diversity and inclusion (EDI) policies and performance as related to staff and to provide assurance to Board that the EDI implications of any staffing and employment policy decisions have been properly considered.
2.6	To receive updates on the University's values and behaviours whereby colleagues are supported to thrive and reach their potential in pursuit of the University Strategy.
2.7	To consider and approve, on behalf of the Board of Governors, the framework for the pay and conditions of service of all staff, noting that the Committee may determine that major contractual or organisational staff changes merit Board of Governors' advice or approval.
2.8	To consider proposals from the University Executive on pensions strategy and major matters affecting the University's pension liabilities, scheme of eligibility and operations, working with Finance and Resources Committee to ensure that any financial implications are properly scrutinised.
2.9	To consider and consult with Audit Committee on any requirements of regulatory bodies relating to people matters such as Freedom of Speech.
2.10	To consider information on the outcomes of the University's approach to Health and Safety and approach to promoting and supporting positive staff wellbeing.
2.11	To receive updates on major organisational changes where there is the potential for significant impact.
2.12	To receive updates on the engagement and involvement of staff in initiatives and other activities to improve and develop the Institution and its performance, so that there is shared ownership and understanding of the plans and their intended benefits and implications.
2.13	To receive updates on any other matters which are related to the achievement of University Strategy Measures of Success and Strategic Delivery Plans which relate to the responsibilities of the Committee.
<b>Section 2c: Other</b>	
2.14	To undertake any additional duties as requested by the Board of Governors, in conjunction with the other committees of the Board, where appropriate.
<b>Section 3: Mode of Operation</b>	
3.1	The Committee will hold the University Executive to account by monitoring the adequacy of human resourcing arrangements and provide constructive challenge and input to discussions and decision-making. This will be achieved through:

3.2	<ul style="list-style-type: none"> <li>The consideration of regular reports from University Executive, including University-wide, faculty and service monitoring reports and commentaries. These will be supplemented by presentations and delivery of reports at meetings, and circulation of information in the intervening period between meetings. The Committee will also consider clear and evidence-based reports on any matter of senior staff remuneration policy, including national and global policy developments and horizon scanning, to inform its decision-making.</li> </ul>
3.3	<ul style="list-style-type: none"> <li>Cross-committee working, including the referral of matters brought before it to another committee or body where specialist consideration or investigation is required. Referral of business should be approved by the Chairs of the relevant committees and the Chair of the Board of Governors. Cross-committee interactions, including off-committee working groups will be established where required to take forward matters which span the remits of more than one body. Cross-committee working with Finance and Resources Committee is likely to be required to ensure that the financial implications of staff-related matters and the staff implications of resourcing and investment matters are properly scrutinised on behalf of Board of Governors, and with Remuneration Committee to ensure that both Committees take a consistent approach to employment and remuneration matters.</li> </ul>

#### Section 4: Constitution

4.1	The Committee shall consist of Independent Governors, one of whom will Chair the Committee plus the Vice-Chancellor and Chief Executive as an ex-officio member and staff governors as approved by the Board of Governors. Membership of the Committee is reviewed annually by Nominations Committee.
4.2	The quorum for the Committee is a simple majority of its members. Co-opted members of Board Committees form part of the quorum and have full voting rights. Attendees from the Board of Governors and other Committees, observers or senior management attendees do not form part of the quorum, nor do they have the right to vote.
4.3	The Committee meets at least three times per year either on campus or online at the discretion and judgement of the Chair with this set in advance of the first meeting of the year. Online attendance of on campus meetings will be governed by the approach approved by Board of Governors. Also at the discretion and judgement of the Chair it may transact decisions by written resolution by a simple majority of members where it is not possible or expedient to meet either physically or virtually.

#### Section 5: Membership

Peter Judge (Chair)	Independent Governor	2 <sup>nd</sup> term ends: 31/12/25
Dr Roberta Blackman-Woods	Independent Governor	2 <sup>nd</sup> term ends: 31/07/26
Helen Fairfoul	Independent Governor	2 <sup>nd</sup> term ends: 28/02/26
Hassan Kajee	Independent Governor	1 <sup>st</sup> term ends: 31/08/25
Prof Andy Long	Ex officio	N/A

#### Observers

Dr Penny Rumbold	Staff Governor nominated by Academic Board	Term ends: 31/07/27
Dr Laura Brown	Academic Staff Governor	1 <sup>st</sup> term ends: 31/07/26
Katherine Fawcett	Professional Services Staff Governor	2 <sup>nd</sup> term ends: 31/07/27
TBC	Shadow Chair	

#### Committee Secretary:

Georgina Bailes	Secretary
Beth Lenney	Assistant Secretary

#### Individuals with a standing invitation to attend each meeting:

Professor Tom Lawson	Deputy Vice-Chancellor
Jane Embley	Chief People Officer
Simon Corbett	Chief Information Officer
Other management role-holders may be invited as required for specific items.	

<b>Effective From:</b>	21 April 2026	<b>Last Review Date:</b>	2 April 2026
<b>Approval Authority:</b>	Board of Governors	<b>Approved:</b>	20 April 2026
<b>Executive Owner:</b>	Georgina Bailes	<b>Business Owner:</b>	Beth Lenney
<b>Next Review Date:</b>	June 2026	<b>Publication External Y/N</b>	Y