



UNIVERSITY OF
WINCHESTER

Document Title:	People and Culture Committee – Terms of Reference
Document Author:	Stephen Dowell, Clerk to the Board
Responsible Person and Department:	Stephen Dowell, Clerk to the Board
Approving Body:	Board of Governors
Date of Approval:	08 July 2026
Date Effective From:	01 August 2026
Review Date:	01 May 2027
Indicate whether the document is for public access or internal access only Indicate whether the document applies to collaborative provision? (Strikethrough text, as appropriate)	Public Access Internal Access Only Applies to Collaborative Provision
Summary: This document sets out the Terms of Reference for the People and Culture Committee at the University of Winchester	

People and Culture Committee

Terms of Reference¹

The Board of Governors has delegated that the People and Culture Committee shall:

1. Have responsibility for the governance of employment-related matters to support and develop the culture and behaviour within the institution, and to monitor compliance with the University's legal obligations as an employer.
2. Be the Committee that is accountable for ensuring that an appropriate people strategy is established, in accordance with the Governing Body's Primary Responsibilities.
3. Set a framework for the pay and conditions of staff and the procedures for their appointment and their development.
4. To regularly receive and review University reports on employment matters including remuneration of staff, recruitment, staff performance, equality, diversity and inclusion, staff wellbeing, and staff development.
5. On request, to provide advice on key policies relating to human resources, staff performance, equality, diversity and inclusion, staff wellbeing, and staff development.
6. To keep under review the University's engagement in national pay bargaining processes from the Universities and Colleges Employers' Association and to submit recommendations to the Board of Governors where it is deemed appropriate.
7. Receive recommendations from the Universities and Colleges Employers' Association and take executive action or submit recommendations to the Board of Governors as appropriate.
8. Receive recommendations from the Executive Leadership Team arising from negotiations between the University and the recognised Trade Unions and either take action or submit recommendations to the Board of Governors as appropriate.
9. Where practicable conduct itself in accordance with the [CUC Higher Education Code of Governance](#)

Frequency of Meetings:

Three times an academic year.

Reporting Line

Board of Governors

Current Sub-Committees

None

¹ The Constitution was approved by resolution of the Board of Governors dated 24 November 2010. The Board approved the title change from Human Resources Committee to People and Culture Committee on 27 November 2024. The Terms of Reference were reapproved on 02 July 2025, and 08 July 2026.

Membership

Ex-officio

The Vice Chair of the Board of Governors

The Vice Chancellor

Appointed

Three members appointed from the external members of the Governing Body, one of whom shall have experience of human resources/personnel work.

Chair

One of the *appointed* members shall be appointed Committee Chair by the Board of Governors. If an appointment cannot be made the Vice Chair of the Board shall be the Committee Chair.

Staff Governor in Attendance

One Staff Governor in attendance appointed from those members of the Board of Governors who are Professional Services Staff Governors or Academic Governors.

The Staff Governor in attendance may be required to withdraw from parts of the meeting in accordance with the Board of Governors Standing Orders 20 and 22.

Terms of Office

The three appointed external Governor members and the Staff Governor in attendance shall initially serve for three years and shall be eligible for re-appointment. When considering the re-appointment of current members due regard shall be given to the need to ensure the proper rotation of members.

Officers in Attendance

The following officers shall attend meetings of the Committee:

- i. The Chief People Officer
- ii. The Director of Equalities
- iii. The Senior Manager who acts as the primary contact for trade unions, if not already covered by the above roles.

Members and Officers in attendance shall withdraw from parts of the meeting where there is discussion that directly relates to the terms and conditions of their employment.

Secretary

The Clerk to the Governors, or a nominee appointed by the Board of Governors, shall attend as Secretary to the Committee.

Meeting Procedures

Agenda

The agenda shall be circulated to members at least one week prior to meetings, except in the case of emergency meetings. Members shall be entitled to submit relevant agenda items to the Chair for inclusion on the agenda.

Quorum

There shall be a quorum when three members are present at a meeting.

If the Committee Chair is not present at the meeting or is present but there is a conflict which prevents them serving in the role, either for the whole meeting or for an agenda item, a Committee Chair will be appointed from the external members present for the necessary duration.

Minutes

Minutes shall be kept of the proceedings of all meetings of the Committee, and the Committee Chair will present an update of these proceedings to the next meeting of the Board of Governors.

Committee minutes shall normally be in three parts:

- i. Confidential business available to the Committee members and attending Officers.
- ii. Confidential business available only to the Committee members that are also part of the Governing Body.
- iii. Confidential business available only to the Committee members that are external members of the Governing Body.

It is expected that most of the committee business will be conducted in (i) but this constitution recognises that there may be exceptions.

Minutes are available to all Governors on request. Minutes can be made available upon request to non-Governors, but they will be reviewed prior to release in consultation with the Committee Chair and the Data Protection Officer, who will determine if privacy exemptions need to be applied.

Attendance of Advisers/ University Officers

The Chair shall be entitled to invite individuals to a meeting to act in any advisory capacity. The Chair may call University Officers to attend to provide information or explanation in respect of matters under discussion. If a University Officer is required to attend, the request shall be directed through the Vice-Chancellor.

Review and Amendments

These terms of reference will be reviewed annually by the Committee, with any proposed amendments approved at a duly constituted meeting of the Board of Governors.