



UK Health
Security
Agency

People & Culture Committee

Terms of Reference

**May 2025
V2**

1 Purpose

- 1.1 The UKHSA Advisory Board has established a People & Culture Committee of the Advisory Board to fulfil its functions. The People & Culture Committee will assist the UKHSA Advisory Board by giving advice on UKHSA's strategies and plans for talent management; succession planning; capability building; performance management; and incentives and rewards. It advises on whether the organisation's people related processes are effective in helping UKHSA achieve its goals.
- 1.2 The Committee will also monitor and review issues relating to the values and organisational culture of UKHSA, drawing as necessary on data and narrative insights to ensure that the culture of the organisation, its skills and capabilities and the well-being of the workforce are consistent with UKHSA's long-term strategy and purpose.

2 Constitution

- 2.1 The People & Culture Committee is an advisory committee with no executive powers; it is not the duty of the People & Culture Committee to carry out any function that properly belongs to the Executive.
- 2.2 UKHSA has agreed to work in partnership with DHSC's Nominations & Governance Committee for the purposes of decisions on Director General pay, performance management and talent management.

3. Membership

- 3.1 The People & Culture Committee shall be chaired by a non-executive member appointed by Ministers to the UKHSA Advisory Board, and selected and appointed by the UKHSA Chair to the role of Committee Chair.
- 3.2 The members of the People & Culture Committee are:
 - Non-executive Chair
 - 2 x non-executive members
 - Chief Executive Officer
 - Director of People & Workplace
- 3.3 The Director of Communications or their nominated deputy shall have an open invitation to attend meetings of the People & Culture Committee.
- 3.4 Members of the group are expected to attend all meetings (or send apologies when unavoidably absent) wherever possible. However, on approval of the Chair they may authorise an appropriate colleague to represent them.
- 3.5 The People & Culture Committee may invite individuals outside the core membership to participate on specific topics, in order to represent our employees' voice.
- 3.6 The People & Culture Committee shall review its membership at least every two years.
- 3.7 Members of the People & Culture Committee will be required to represent diversity and inclusion in their broadest sense within the advice it provides to UKHSA. Discussions on diversity and inclusion will be focused on internal activity of UKHSA, distinct from the external view of the Equalities, Ethics and Communities Committee.

4. Reporting

- 4.1 The Chair of the Committee will provide a verbal update at the following Advisory Board on discussion of the quarterly meeting.
- 4.2 The minutes of each meeting will be shared with the Advisory Board once confirmed by the Committee.
- 4.3 The Advisory Board and Executive Committee will have right of access to everything seen or produced by the Equalities, Ethics and Communities Committee.

5. Remit and responsibilities

- 5.1 The People & Culture Committee will advise the UKHSA Advisory Board on:
 - a) ensuring that the appropriate organisational culture, values and behaviours are in place to enable UKHSA to fulfil its function and deliver its mission whilst fostering employee engagement, wellness and inclusivity
 - b) promoting the efficient and effective deployment of employees, and ensuring UKHSA builds the skills and capabilities needed to deliver its long-term strategy and purpose
 - c) supporting and informing the evolution of UKHSA's organisational design, people strategy and development, to ensure UKHSA recruits, builds and retains talent as a world leading public health organisation
 - d) its approach to leadership: leadership standards, talent and performance management and succession planning, ensuring an appropriate balance of skills, experience and diversity; and additionally, to consider succession and knowledge transfer for leadership roles within the Civil Service context
 - e) pay, incentive structures and rewards in UKHSA, and advising on the extent to which these arrangements are effective at underpinning a high performance culture and recognising our employees' contribution and expertise. Matters relating to scientific skills development and pay would be considered by the Science and Research Committee. Any discussions related to these matters would be reported to the People and Culture Committee, which will maintain oversight of organisational wide pay and workforce development
 - f) the process to determine pay and reward of UKHSA's senior leaders, although individual decisions would remain the responsibility of the Chief Executive

6. Meetings

- 6.1 The People & Culture Committee will meet at least four times a year. The Chair may convene additional meetings, as they deem necessary.
- 6.2 People & Culture Committee meetings will not be held in public but agreed minutes from meetings will be put on the agenda for public sessions of the UKHSA Advisory Board and published on UKHSA's website with Advisory Board papers (subject to any redactions in line with exemptions under the Freedom of Information Act 2000).
- 6.3 Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the Committee no later than seven days before the date of the meeting.

- 6.4 A closed session of the People & Culture Committee may occur up to twice per year with the Chair of the Advisory Board to support their responsibilities as outlined in 5.30 and 5.31 of the Framework Agreement. These closed sessions will be limited to the Chair of the Advisory Board, CEO, Director of People and Workplace, Chair of the People & Culture Committee and one representative of the Governance, Risk and Assurance team as secretariat.

7. Quorum

- 7.1 A minimum of 3 members of the People & Culture Committee, of which 1 must be the CEO or Director of People and Workplace, will be present for the meeting to be deemed quorate.
- 7.2 Where a meeting is not quorate under paragraph 7.1 within one half hour from the time appointed for the meeting, or becomes inquorate during the course of the meeting, the People & Culture Committee members present may determine:
- a) To adjourn to such time, date and place as they determine or
 - b) To continue and confirm any decision at the next quorate meeting

8. Secretariat

- 8.1 The People & Culture Committee will be the Board Secretary of their nominee in the Corporate Governance team.
- 8.2 The Secretary will keep a formal record of all agendas, papers and minutes produced in the course of its business. This will be kept by the Corporate Governance team.
- 8.3 The minutes shall include:
- a) the names of:
 - i. every member present at the meeting;
 - ii. any other person present; and
 - iii. any apologies tendered by an absent member;
 - b) the withdrawal from a meeting or part of a meeting of any member on account of a conflict of interest;
 - c) any declaration of interest;
 - d) key points of discussion, recommendations and actions.

9. Approval and Review

- 9.1 The People & Culture Committee shall conduct a review of its own effectiveness annually.
- 9.2 The terms of reference of the Committee shall be approved by the UKHSA Advisory Board and reviewed at least every two years.

Date agreed by UKHSA People & Culture Committee: 12 May 2025

Review date: 12 May 2027

Chair of People and Culture Committee: Sir Gordon Messenger