



TERMS OF REFERENCE

PEOPLE, PERFORMANCE & CHANGE STEERING PANEL

Terms of Reference for the People, Performance & Change Steering Panel

1 Purpose

- 1.1 The People, Performance & Change Steering Panel (the **Panel**) has been established to oversee the implementation of the new C&C structure in order to deliver the new 'Fit Future' Strategy, advising the C&C Board on matters relating to the restructure, change process and the culture of performance as it develops

2 Accountability and reporting

- 2.1 The Panel is established as an advisory panel of the C&C Board.
- 2.2 The C&C Board will obtain assurance on the Panel's work via minutes of all of its meetings, which will be made available to all C&C board members. The Chair of the Panel will ensure that key issues are promptly brought to the attention of the C&C Board and he/she has the right to attend and speak on matters of concern at any C&C Board meeting.
- 2.3 The Panel will report to the C&C Board about Panel activities, issues and related recommendations at the end of the first year (2017-18), after which the need to continue the panel will be reassessed and a recommendation made to the C&C Board .
- 2.4 The minutes of all Panel meetings should set out the reasons for recommendations to the C&C Board

3 Membership

- 3.1 The Panel will be made up of at least three C&C Board members or C&C Board co-optees, providing that at least one Panel Member is a full Board Member, and two C&C residents (or their representatives as approved by the Panel). Further independent Panel members (who are not C&C Board members or co-optees) may be appointed, up to a maximum of two.
- 3.2 Executives and other staff of C&C may not be members of the Panel, even if they are C&C Board members. Executives and staff may, however, be invited to attend meetings as required by the Panel.
- 3.3 An Executive sponsor (the Director of Workplace Culture) shall work with the Panel to help co-ordinate its activities.
- 3.4 The Chair of the Panel will be appointed [annually] and must be a C&C Board member.
- 3.5 All members of the Panel (including the Chair) will be appointed, and may be removed at any time, by the C&C Board.

4 Meetings

- 4.1 The Panel will meet at least four times in any financial year.

4.2 The quorum for Panel meetings will be three, at least one of whom should be a C&C Board Member.

4.3 In the case of an equality of votes at Panel meetings, the Chair of the Panel shall have a second or casting vote.

5 **Responsibilities**

The Panel will review detailed reports and make recommendations to the C&C Board. The responsibilities of the Panel are set out below.

5.1 **Implementation of the Restructure Phasing Plan**

5.1.1 Delivery to timescales

5.1.2 Delivery to Budget

5.1.3 Redundancies

5.1.4 Staff Communications

5.2 **Resourcing of the restructure (including specialist advice as required)**

5.3 **Development of a performance culture**

5.3.1 Establishment of core values and behaviours

5.3.2 Recruitment practice

5.3.3 learning and development

5.3.4 Objective setting

5.3.5 Supervision and appraisal

5.3.6 Leadership

5.3.7 Succession planning

5.3.8 Talent management

5.4 **Staff satisfaction with C&C as an employer**

5.4.1 Turnover

5.4.2 Employee relations

5.4.3 Sickness levels

5.4.4 External validation (IIP, Sunday Times etc...)

5.6 **Implementation plans for and delivery of the 'People Doing their Best' Strategy**