BOARD OF DIRECTORS 2026/27

Culture and Community Committee

Terms of Reference

Committee Scope in alignment with Marjon 2030 Strategy	
Core Priorities	Strategic Objectives
• Student Success	SS-1. Deliver equal opportunities for all students to access higher education at Marjon, to succeed in their studies and in their graduate careers, and to engage as responsible members of their communities.
• Research and Knowledge Exchange	RKE-2. Grow our PGR community, research active staff and research environment to achieve research degree awarding powers. RKE-3. Ensure we are the partner of choice for collaborative research and knowledge exchange aligned to public services, professional and community sectors.
• Place and Social Purpose	PSP-1. Establish strategic alliances and operational partnership working to challenge and address inequity across our city and region. PSP-2. Act responsibly for the future of our planet, exercising leadership to address the global climate emergency both within the University and in partnership with wider communities. PSP-3. Further develop our facilities and services as community assets across sport, health and wellbeing, education, skills and culture.
Key Enablers:	
• Digital	D-1. Develop and strengthen student and staff digital capability to enable them to use digital technologies to achieve their goals and objectives.
• People	PE-1. Champion and develop values-based leadership, behaviours and decision making. PE-2. Enable staff, student and community voices to be heard and valued. PE-3. Re-design our operating approaches and organisational development plan to align our people resource to our strategic priorities
• Partnerships	PA-1. Establish strategic alliances and operational partnerships aligned to our values and of reciprocal benefit, making the most of limited resources. PA-2. Ensure our internal governance structures reflect a commitment to working in partnership ethically for mutual benefit and accountability.

Marjon 2030 Inconvenient Excellence

Measuring Success

Student population growth

- Place and Social Purpose
- Financial Strength
- Digital
- Partnerships

Graduate outcomes & progression

- Student Success
- Place and Social Purpose

Proportion of staff who are research active staff

- Research and Knowledge Exchange
- Place and Social Purpose
- Partnerships

Staff engagement & organisational climate

- People
- Digital

Student continuation

- Student continuation
- Student Success
- Place and Social Purpose
- Digital
- Financial Strength
- People

Student satisfaction

- Student Success
- Digital
- People

Earnings before interest, taxes, depreciation and amortization

- Financial Strength
- Digital
- Partnerships

Campus utilisation

- Place and Social Purpose
- Financial Strength
- Digital

CUC HE Code of Governance 2026 mapping of 'MUST' requirements			
Code Section	Location in Code	Provision	'MUST' Requirement
2. Culture and Behaviours	Conduct	O3	All board members must challenge actions and interactions which they feel are not in line with the expected cultures and behaviours. *(Set out in Board Handbook approved annually by GSAF; monitored via Board Effectiveness / GSAF* ***in liaison with CCC****)*
2. Culture and Behaviours	Culture	O4	The Board must operate as a single, accountable body, with all board members contributing to constructive, rigorous challenge in decision-making. *(Set out in Board Handbook approved annually by GSAF; monitored via Board Effectiveness / GSAF* ***in liaison with CCC****)*
2. Culture and Behaviours	Culture	O5	The Chair must set the tone of board culture, modelling exemplary behaviour consistent with the Institution's values, facilitating open and respectful debate and ensuring that the Board operates with integrity and transparency, with all board members' voices heard and given equal respect, whilst allowing the Board to be a space where confidential discussions can be held. *(Set out in Board Handbook approved annually by GSAF; monitored via Board Effectiveness / GSAF* ***in liaison with CCC****)*
3. Strategy, Sustainability, Risk and Assurance	Strategy	O1	The Board must ensure that the development of the Institutional strategy is underpinned by robust identification and assessment of risk and opportunity. *(Applies to* ***all Committees****, except RemCom)*
3. Strategy, Sustainability, Risk and Assurance	Strategy	O2	The Board must collaborate with the Executive in setting the Institutional strategy from an early stage. *(Applies to* ***all Committees****, except RemCom, with ELT)*
4. Board Structure and Composition	Composition and Structure	O8	The presence of staff and student governors must not be considered sufficient to act as broader engagement with these critical stakeholder groups. *(****With CCC****)*

1. Constitution

The Board of Directors (BoD) has established a committee known as the Culture and Community Committee (CCC).

2. Purpose and Scope

2.1 **Purpose**: CCC supports BoD by providing oversight, scrutiny and advice in relation to Marjon 2030's strategic focus on people (staff and students), organisational culture, and Marjon's place-based impact. CCC assists BoD in ensuring that the University attracts, develops and retains the people it needs to deliver its purpose and strategy, within an inclusive, ethical and values-led culture that delivers equal opportunities for all students to access higher education at Marjon and succeed in their studies and in their graduate careers, and that the University fosters positive relationships with its wider community as a responsible civic institution with demonstrable social value.

2.2 **Scope**: Within authority delegated by BoD, and subject at all times to the University's Articles of Association, CCC's scope includes:

- oversight of people and organisational development elements of Marjon 2030, and their alignment with the University's purpose, values and strategic objectives;
- oversight of student success objectives of Marjon 2030, especially with regard to equal opportunities for all students to access higher education at Marjon, to succeed in their studies and in their graduate careers, and to engage as responsible members of their communities.
- scrutiny of organisational culture and behaviours, including matters relating to equality, diversity and inclusion, staff and student engagement, wellbeing and leadership capability;
- oversight of workforce planning, talent management, succession planning and leadership development, excluding matters reserved to BoD or Remuneration Committee;
- review of policies and frameworks relating to employment practices, excluding matters reserved to BoD or the Remuneration Committee;
- assurance on the effectiveness of arrangements for managing performance, capability, conduct and employee relations at an institutional level;
- oversight of the University's progress against its Access and Participation Plan
- oversight of the University's approach to, and evaluation of, engagement with, the needs of its wider community through its people practices, values, behaviours institutional culture and contribution to social value.

In discharging its role, CCC supports BoD in maintaining effective management and governance arrangements in accordance with the University's governing documents and the Office for Students' conditions of registration, and in promoting a culture consistent with public interest governance principles and sector expectations.

3. Membership and Quorum

3.1 Members are nominated by the Governance, Strategy and Foresight Committee (GSAF), approved by BoD and include:

- No fewer than three Directors or Associate Directors, the majority to be nominated[1] Directors.
- The Vice-Chancellor, who is an Ex Officio Director and member of this Committee.

In attendance:

- Executive Leadership Team (ELT) members, as required
- Director of People & Operations
- Director of Student Success Services
- The University Chaplain
- Governance Services Manager (responsible for servicing the Committee)
- Senior staff where appropriate, by invitation of the Committee Chair.

3.2 The Committee's Chair shall be a nominated Director and appointed by BoD on the recommendation of GSAF.

3.3 An Elected[2] Director may be a member of the Committee, or may attend meetings (without being a member) at the invitation of the Committee Chair (Article 27.4).

3.4 The Committee may recommend the appointment of members with particular expertise (via GSAF and then with BoD approval). However, in line with Article 27.8, the majority of members must be nominated Board Directors.

3.5 A quorum exists when no fewer than three members are present, to include the Committee Chair or Deputy. The majority must be nominated Directors.

4. Frequency of meetings

[1] Article 16.1.3 defines these as Directly Appointed, Bishop Nominated or National Society

[2] Staff or Student Elected Board Directors

4.1 Meetings shall normally be held three times per year.

5. Authority

5.1 BoD has delegated authority to CCC to determine on behalf of BoD, or where necessary, advise BoD, on matters within its terms of reference.

6. Duties

6.1 To monitor employment practices to ensure compliance with University policies, procedures and statutory provisions;

6.2 To monitor progress in line with Marjon 2030 through receipt of regular reports;

6.3 To be proactive in providing advice and guidance on the strategic direction of the University's overall People objectives and the policies designed to achieve them;

6.4 To give due consideration to issues of equality and diversity in all areas of work for staff and students;

6.5 To give due consideration to reports from Marjon Student Union (MSU) which are received by BoD, which may include:

- MSU Constitution (approval every 5 years, next due July 2027)
- Report from MSU President
- MSU Constitution (approval every 5 years, next due July 2027)
- MSU Election Report
- MSU AGM Minutes
- MSU Accounts
- MSU Mid Year Finance Review

6.6 To provide advice on the effective management of the key risks the University is seeking to manage in the context of People, Culture and Student Success;

6.7 To consider any relevant results from staff and student engagement surveys and feedback mechanisms, in line with Marjon 2030

6.8 To consider arrangements for staff and student wellbeing and balance initiatives;

6.9 To consider HR policies for pay and conditions of employment for all staff, disciplinary, grievance and other policies;

6.10 To consider the annual Gender Pay Gap Report;

6.11 To consider the annual Equality Report;

6.12 To consider the annual Access and Participation Plan progress report;

6.13 To consider the annual Social Impact Evaluation Framework (SIEF).

7. Reporting Procedures

7.1 Consultation with trade unions on human resource issues also takes place through the JNCC structure.

7.2 The minutes of Committee meeting will be circulated to BoD.

8. Clerking Arrangements

8.1 The clerk to the Committee will be the Governance Services Manager (or another appropriate independent individual).

9. Review

9.1 The Committee should periodically (and at a minimum of every four years) undertake a review of its terms of reference and its own effectiveness and recommend any necessary changes to BoD.