

## Culture Change Steering Group – Terms of Reference

### Background

The Culture Review Working Group oversaw and supported the Culture Review that was undertaken by Pecan Partnership between September and December 2019 and until the recommendations from the Review were delivered in January 2020. The original Working Group has now been reinforced with further members from across the teams to ensure sufficient resource and the widest experience and knowledge to progress this work. With the Culture Review delivered, this Group will now be known as the Culture Change Steering Group.

### Purpose

The Steering Group will oversee the implementation of the agreed recommendations which were endorsed by the Board of Trustees and the Central Executive Committee. Trustees agreed that a Governance Review and a 'One Team' plan of Action should be prioritised.

The headline recommendations were as follows:

1. To build better and more consistent collaboration working towards a 'One Team' culture.
2. Live and lead on our stated values. Add Kindness as a stated value.
3. Increase our visibility and access
4. Develop wider representation
5. Governance Review

Objectives of the Steering Group for the coming year.

1. To oversee the appointment of appropriate Charity Consultants to undertake a Governance Review. To provide support to the Review in whatever form that takes to the point where recommendations for change are delivered.

2. To identify a model of 'One Team' working.

To produce a 'protocol' for student representatives and staff members identifying clear expectations.

To communicate a 'One Team' message and intent devising a 'One Team' plan of action for the next twelve months.

To design and lead on 'One Team' sessions and activities.

To provide oversight and guidance on 'One Team' working.

To monitor effectiveness of the 'One Team' working agenda.

3. Devise an agenda that highlights, encourages and celebrates our stated values.

4. To develop and implement a plan of action to further the advancement of equality, diversity and Inclusion through all Association policies, activities and ways of working.

## Membership

1. Sarah Jones, President
2. Ian Cheyne, Deputy President
3. Patrice Belton, Vice President Equality, Diversity and Inclusion
4. Matt Porterfield, Vice President Administration
5. Billy Docherty, Central Committee Rep
6. Marli Smith, Central Committee Rep
7. Kirsty Lamb, Central Committee Rep
8. Wendy Burrell, Deputy Chief Executive (Student and Staff Engagement)
9. Verity Robinson, Head of Student Support
10. Leanne Quainton, Head of Executive Support and Staff Welfare
11. Gabby Cull, Executive Support and Staff Welfare Assistant
12. Myles Smith-Thompson, Project Officers, Student Support

## Mode of Operation

1. The Group will be jointly chaired by the President and the Deputy Chief Executive.
2. The Group will meet online at least four times a year.
3. Further business will be carried out in a dedicated online forum.
4. The Group can co-opt further members with specialist skills or knowledge to contribute to different projects or pieces of work.
5. The Group can appoint sub-working groups from its membership or beyond to work on particular items of business.
6. Progress will be reported quarterly to meetings of the Central Executive Committee.
7. Progress will be reported to the Board of Trustees as appropriate.