

Board of the Assisted Human Reproduction Regulatory Authority

People and Culture Committee

Terms of Reference

Version Control

Version Number	Purpose of Revision	Amended	Approved
0.1	Initial Draft		N/A
0.2	Inclusion of people culture	RT	
1.0	Amended to remove reference to CEO remuneration	RT	Approved by Board 13/03/2026

1. Background and Purpose

The People and Culture Committee of the Assisted Human Reproduction Regulatory Authority (AHRRA) is established as a committee of the Board of the AHRRA pursuant to [section 134 of the Health \(Assisted Human Reproduction\) Act 2024](#) which provides that the Board may establish committees to assist and advise it on matters relating to its functions and may determine the membership and terms of reference of each committee.

The People and Culture Committee will assist the Board in fulfilling its oversight responsibilities in relation to human resources (HR) matters, ensuring effective governance, compliance, and strategic alignment of HR policies and practices. The Committee will ensure that people and culture remain central to AHRRA's strategic goals and strengthen its ability to attract, recruit, and retain top personnel.

The purpose of the Committee is to provide focused oversight, advice, and recommendations to the Board on all HR-related matters, including but not limited to workforce planning, recruitment, performance management, staff development, remuneration, and compliance with employment legislation.

The People and Culture Committee reports to the Board of the AHRRA.

The purpose of the People and Culture Committee is:

- Ensuring that the organization's HR strategy and work plan are aligned with its overall strategic goals.
- Scrutinise, oversee and assess the effectiveness of policies and practices as well as material policy changes that are proposed by the CEO such as those designed to enable the recruitment, wellbeing, motivation and retention of staff.
- Reviewing and updating terms and conditions, recruitment policies, and retention strategies.
- Promote and foster a culture built on respect, connection, and shared purpose.

- Monitoring workforce planning, staffing levels and reviewing new appointments.
- Advising on staff remuneration policy, and benchmarking salary ranges.
- Monitoring staff relations, industrial relations issues, and ensuring compliance with employment law.
- Promoting a positive working environment, and overseeing diversity, equity, and inclusion initiatives.

2. Membership

The People and Culture Committee shall comprise three members appointed by the Board.

The members will be drawn from among the members of the Board and persons who are not members of the Board but have special knowledge and experience related to the purposes of the committee.

A member of the People and Culture Committee who is also a member of the Board of the AHRRA shall be appointed to the committee for a term coterminous with their appointment to the Board and not exceeding the term of the member's appointment to the Board, or until he or she resigns or until the Board decides otherwise. Membership shall be extendable for one further period, not to exceed the term of the member's appointment to the Board of the AHRRA.

A member of the People and Culture Committee who is not a member of the Board of the AHRRA shall be appointed to the committee for a term of three years or for such other term as may be agreed by the Board of the AHRRA but not exceeding three years or until he or she resigns or until the Board decides otherwise. Membership may be extended for one additional period of up to three years.

3. Chairperson

The Board of the AHRRA shall appoint the People and Culture Committee Chairperson from among the members of the Board of the AHRRA appointed to the committee.

In the absence of the Chairperson at any meeting or part of a meeting, the remaining members present shall elect a member who is also an AHRRA Board member, to chair the meeting or part of the meeting.

4. Secretary to the Committee

There will be a Secretary to the Committee who will be a member of the staff of the AHRRA nominated for that purpose by the Chief Executive Officer, with the agreement of the Board of the AHRRA. The Secretary will ensure that the committee receives information and papers in a timely manner to enable full and proper consideration to be given to issues. In the absence of the Committee Secretary, the Secretary's nominee shall act as Secretary to the Committee.

5. Meetings

The People and Culture Committee shall meet at least twice a year and otherwise as required.

Meetings may be held in-person or remotely.

Meetings of the committee shall be convened by the Secretary of the People and Culture Committee at the request of the Chairperson of the Committee or by at least two of its members or at the request of the Board of the AHRRA.

The quorum necessary for the transaction of business shall be two members.

Only members of the People and Culture Committee and the Chairperson of the Board have the right to attend committee meetings. The Secretary will normally attend meetings, at the committee's discretion. Other non-members may be invited to attend all or part of a meeting as or when the committee considers appropriate and/or necessary.

Meetings will also be attended by the Chief Executive Officer of the AHRRA or any other member of staff of the AHRRA duly authorised in that behalf by Chief Executive Officer. This person will not be a member of the Committee.

The People and Culture Committee shall meet as frequently as needed without officials present to discuss any matters deemed relevant.

The People and Culture Committee may ask any or all of those who normally or regularly attend but who are not members to withdraw to facilitate open and frank discussion of committee matters.

The Board of the AHRRA may ask the People and Culture Committee to convene further meetings to discuss particular issues on which it seeks the committee's advice.

The Secretary shall minute proceedings and decisions of all meetings of the People and Culture Committee, including recording the names of those present and in attendance.

6. Decision Making

Each member of the People and Culture Committee present at a meeting has a vote and any question on which a vote is required in order to establish the committee's view on the matter shall be determined by a majority of the votes of the members present and voting on the question. In the case of an equal division of votes, the Chairperson or member presiding over the meeting has an additional casting vote.

7. Responsibilities

The People and Culture Committee will

7.1 Oversee the development of a Human Resources Strategy for the AHRRA focused on creating a workplace culture where colleagues are supported, valued and connected to a shared mission.

7.2 Support and advise the Board in overseeing the alignment of the organisational culture with AHRRA Strategy including the extent to which the culture is appropriate to a regulatory setting and the extent to which the required sense of purpose, values, behaviours and achievement of strategic goals are embedded in practice in the organisation.

- 7.3 Review and recommend HR policies and procedures to the Board for approval.
- 7.4 Oversee recruitment processes for senior management positions and ensure transparency and fairness and compliance with the Health (Assisted Human Reproduction) Act 2024, the Public Service Management (Recruitment and Appointments) Act 2004 and other relevant legislation as appropriate.
- 7.5 Monitor workforce planning, succession planning, and organisational structure.
- 7.6 Assess and advise on staff remuneration and benefits, ensuring alignment with public sector guidelines and best practice.
- 7.7 Oversee arrangements for senior appointments, succession and contingency planning.
- 7.8 Review performance management systems and staff development programmes.
- 7.9 Ensure compliance with relevant employment legislation and regulatory requirements.
- 7.10 Monitor employee relations, grievances, and disciplinary procedures.
- 7.11 Promote inclusion and wellbeing in the organisation ensuring employees experience a culture of fairness, safety, and belonging.
- 7.12 Periodically review with the CEO cultural appropriateness indicators including the results and feedback from employee consultation and collaborative forums, engagement surveys, any other assessments of culture.
- 7.13 Oversee Equality, Diversity and Inclusion (EDI) initiatives in the AHRRA.
- 7.14 Review HR metrics and key performance indicators, reporting findings to the Board.
- 7.15 Advise on matters of equality, diversity, and inclusion within the organisation.
- 7.16 Undertake any other HR-related tasks delegated by the Board.

8. Reporting

The People and Culture Committee shall report regularly to the Board, providing recommendations, updates on key HR initiatives, and notification of any significant issues that require Board attention.

9. Review of Terms of Reference

The Terms of Reference of the People and Culture Committee shall be reviewed annually by the People and Culture Committee and the Board and amended as necessary to ensure ongoing relevance and effectiveness. Amendments to the Terms of Reference shall require the approval of the Board.

10. Confidentiality

All matters considered by the People and Culture Committee shall be treated as confidential, subject to the requirements of applicable legislation and the AHRRA's policies.