Human Resources and Remuneration Sub-Committee Terms of Reference and Person Specification

Purpose

The purpose of the Human Resources and Remuneration Sub-Committee is to support and assist the organisation to make sound decisions in relation to people, development and culture and advise the Board on appropriate courses of action in this area. The Committee has additional, specific responsibilities in the management of the Chief Executive Officer, namely:

- To undertake the process of setting the annual performance objectives for the Chief Executive in order for the Trustee Board to hold them effectively to account.
- Oversee a fair and transparent procedure to review the remuneration of the Chief Executive on a biennial basis.
- Provide a robust and confidential opportunity for the Chief Executive to discuss and openly reflect upon their performance and development needs.

Responsibility and Authority

1. The overall HR Strategy of the organisation.
2. Staff recruitment and induction.
3. Training and development of staff.
4. Board development, induction and training.
5. HR procedures and policies.
6. Continuity and succession planning.
7. Reward and recognition strategy.
8. Staff remuneration in conjunction with the Finance and Risk Committee.
9. Safeguarding and protection of children / vulnerable adults.
10. The delegated authority to perform the duties outlined in the Protocol below regarding the Chief Executive's objective setting and remuneration

Protocol for Objective Setting and Remuneration

1. The CEO objective and remuneration responsibilities will be reserved business, limited to the Chair and Vice Chairs of Board, in conjunction with the incoming Union president and CEO.
2. The process for objective setting is a joint effort between the Chief Executive and the Trustee Board ordinarily using the University's Performance Development Review process.
3. Annually the Chief Executive will be required to give a written account of their performance. This will be in May (and shall be submitted at least a week prior to any meeting of the Sub Committee).

4. The report will cover their performance against: strategic aims, the previous year's identified objectives, staff management and emergent challenges. The report will also take account of and comment on:
    a. Any external KPIs and stakeholder feedback regarding LUSU's performance.
    b. Suggested objectives/priorities for the coming year.
5. The Sub Committee shall consider this report and arrange an appraisal meeting with the Chief Executive to discuss performance and objectives in detail. This will give the group the opportunity to explore performance issues and perspectives on objectives.
6. Post said appraisal meeting, the Chair of the Trustee Board shall produce a summary of outcomes including objectives.
    a. This shall be circulated to the Chief Executive and members of the Sub Group to ensure it is a fair reflection of discussions.
    b. Once finalised, objectives will be signed off by both the Chair and the Chief Executive.
    c. The finalised, agreed objectives will be circulated to the Trustee Board for information.
7. Alternative timeframes for reports and appraisal review meetings will be used where a new Chief Executive has come into office and probationary objectives need to be established and monitored.
8. On a biennial basis, the Sub Group will consider the remuneration of the Chief Executive following the meeting described in Point 5. This decision-making will follow the University's policy regarding the remuneration of Senior Posts. This will take into account appropriate input from the LUSU Finance Director.
9. Once a decision is made, the Chair will write to the Provost for Students, Colleges and the Library to inform them of the decision; they will then pass this on to University HR and the CE.
10. This process will be completed by the end of June and before the outgoing Chair has finished their role.

Membership

- President/Company Director
- External Trustee (Chair)
- Full Time Officer Trustee
- Student Trustee
- External Expert Committee Member

In Attendance

- Chief Executive
- Head of People
- Committee Secretary

Regularity of Meetings and Resources

Four meetings per annum

- Any financial resources necessary to achieve the Committee's objective.
- Any management resources necessary to achieve the Committee's objective.
- Appointment of other professional advisors as required to perform its role effectively.
- Head of People and Chief Executive to draft papers and reports for the Committee and to develop the agenda for Board meetings in conjunction with the Chair and Committee Secretary.
- Committee Secretary to take minutes and collate papers for meetings.

External Expert Committee Member – Person Specification

The Expert Committee Member should bring:

- Senior-level experience in HR, people, culture or organisational development.
- Sound knowledge of employment practice, organisational culture and governance oversight.
- The judgement to advise on sensitive people matters and clarify professional, governance and operational boundaries.
- Confidence working with trustees, elected representatives and senior leaders.
- A collaborative approach, discretion and commitment to LUSU's student-led purpose and inclusive values.

Experience of remuneration, senior performance review, safeguarding or employment arrangements involving a partner institution would be particularly valuable. Previous Students' Union experience is not required.