**Start Network**

**Human Resources Committee | Terms of Reference**

2023 Review

**Type and scope**

Standing Governance Committee: accountable to the Board of Trustees

Purpose and Responsibilities

The purpose of the Human Resources (HR) Committee is to provide assurance to the Board that the Start Network has an effective People Strategy in place which supports the delivery of our overall strategy, promoting an effective, high performing workforce. The committee shall advise on the remuneration of the most senior staff, with specific responsibility for making recommendations to the Board regarding remuneration of the CEO and the CFOO based on performance. The committee shall also advise the CEO/CFOO and Head of People & Culture on the development and implementation of the People Strategy, and on personnel and management matters.

The main responsibilities of the HR Committee are:

1. To provide assurance to the Board that the organisation has an effective People Strategy in place and that its overall approaches to people management supports the Start Network’s strategic aims
2. To approve any changes to Start Network’s remuneration policy and principles and recommend these to the Board. This will include assurance to the Board that Start Network’s remuneration policies are in line with best market practice for the sector and that its principles are consistently applied across the organisation.
3. To ensure that Start Network’s HR policies are developed and reviewed regularly based on legislative or regulatory change, high profile serious case reviews or relevant research, and recognized good practice, as well as reflecting Start Network’s commitments to Equity, Diversity and Inclusion, Localisation and Decolonisation.
4. To advise the CEO, CFOO and the Head of People & Culture on key organisational development and structure issues.
5. To monitor staff wellbeing by reviewing the results of the annual staff satisfaction survey, advise the CFOO and Head of People in the management response, and report these to the Board.
6. The Chair of the Board and Treasurer will set out the annual goals of the CEO and CFOO. This committee will oversee the regular controlling of their achievement and report these to the Board.
7. To have oversight of the summary of employee relations cases (including grievance, disciplinary, capability and redundancy); hear any grievances against the CEO/CFOOs; and advise on any major employee relations cases.
8. To review the CEO’s and CFOO’s remuneration at least annually and make recommendations to the Board.
9. To review and recommend to the Board the succession plan to the CEO and the CFOO positions.

Composition

The Committee Chair shall be chaired by an independent. The Chair of the Start Network Board shall be a member of the HR Committee, and may be the Chair of the Committee. The Committee shall include one more trustee, and at least two non-trustee members, of which one shall be a Start Network member and one shall be an independent HR specialist.

The CFOO and the Head of People and Culture shall be in attendance with the CEO joining where needed, except when the discussions relate to their own salaries and employment conditions.

The following skills and expertise are considered to be particularly important to the HR Committee:

* Remuneration
* Human resources
* Employee engagement

Meetings and voting

The Committee shall meet once a year in line with the Finance and Audit Committee meetings and annual performance review cycle. Additional meetings may be called as required. The quorum for meetings is three members.

Reporting

Following each meeting, the HR Committee will submit to the Trustees for their consideration, any relevant recommendations on matters considered.

Review

The HR Committee will periodically review its own performance and, at least every two years, review these terms of reference, making any recommendations for change to the Board of the Start Network.