

**Trafford Leisure Community Interest Company  
People and Remuneration Committee  
Terms of Reference**

**General**

1. The People and Remuneration committee is a selected number of members of Trafford Leisure's Community Interest Company's (Trafford Leisure) board of directors.
2. Membership shall comprise of three Non-Executive Directors, including a Chair who will be appointed annually by Trafford Leisure board of Directors. A quorum shall consist of two members of Non-Executive Directors.
3. Committee members are appointed by the Board annually, being Directors who are not a part of the company management and free of any relationship that, in the opinion of the Directors of the Board would interfere with the exercise of independent judgement as People and Remuneration Committee members.
4. At the request of the Chair of the People and Remuneration Committee, any members of the Senior Leadership Team shall be in attendance at committee meetings for selected agenda items. The Head of People and Culture shall attend meetings and the CEO will attend as and when required.
5. The committee shall determine the frequency of meetings required but shall meet at least annually to review the People and Remuneration plan and proposals and make recommendations to the full Board of Trafford Leisure.
6. The committee is able to obtain outside professional advice and, if necessary, to invite outsiders with relevant experience to attend its meetings.
7. After each meeting a report of the activities of the People and Remuneration Committee shall be presented to the next ordinary Board meeting. To be completed by the Head of People and Culture.

**Its responsibilities shall be:**

1. To act on all people and remuneration matters delegated by Trafford Leisure Board.
2. To consider, oversee and periodically evaluate the appropriateness of Trafford Leisure's People Strategy, providing the necessary challenge on the strength and effectiveness of the plans in place to support Trafford Leisure in the achievement of its strategic and statutory purpose and duties, both in the short and long term.
3. To consider, oversee and periodically review Trafford Leisure's key HR policies and procedures, ensuring the best possible framework for the company is in place for people to flourish, culture to evolve and Trafford Leisure can achieve its strategic and statutory purpose and duties, both in the short and long term.

4. To consider and set the over-arching principles and parameters of remuneration policy across Trafford Leisure. Review company terms and conditions of employment as required, including the remuneration arrangements of key individuals making recommendations of change to the full Board where appropriate.
5. To liaise and consult with other committees where necessary.
6. To contribute to Trafford Leisure's Company Strategy and Recovery Plan.
7. To consider safeguarding and equalities implications when undertaking all committee functions.
8. To lead the process on appointments of Non-Executive Board Members, Chief Executive and Finance Director, reviewing the skills and experience matrix of the Board as required.
9. To support the CEO and Head of People and Culture in recruitment and succession plans for the SLT and critical colleagues.
10. To carry out the Board's responsibilities for the Appraisal of the CEO. To set the CEO's objectives after consultation with the CEO and discuss progress against the previous year's objectives and make a recommendation on pay to the Board.
11. To ensure that Trafford Leisure's people plan and policies are aligned to its culture and values.
12. To support the development and delivery of Trafford Leisure Equity, Equality, Diversity and Inclusion statement and ambitions to ensure this is embedded across the business.
13. To support Trafford Leisure ongoing relationships with the Trade Union and to be a point of escalation for any disputes arising from the working agreement between Trafford Leisure and Unison.
14. To ensure that the Trafford Leisure implements appropriate corporate governance infrastructure across its people policies and practices to embed the full Governance Structure.

## **Duties of the People and Remuneration Committee**

### **1. Overview of Remuneration**

- 1.1 To review and recommend the annual pay award for all staff and pay principles.
- 1.2 To ensure effective remuneration of key roles including PRP/Bonus Scheme by reviewing and confirming the terms of these non-contractual schemes.

- 1.3 To Review and recommend to the Directors of the Board any changes to Trafford Leisure benefits offering.
- 1.4 Agree any exceptional pay awards to Executive director level, including any action up/secondment payments or to any other SLT level where the payment is above £5k per annum.
- 1.5 To recommend to the Directors of the Board any requirements to alter company wide, permanent, terms and conditions of employment.

## **2. Pension Plans**

- 2.1 To review and approve Trafford Leisure's Pension Provider for those pension arrangements established for all Trafford Leisure colleagues.
- 2.2 To oversee the Greater Manchester Pension Scheme (GMPF), ensuring the necessary approvals are acquired in the treatment of costs and scheme member admissions.

## **3. HR Policies and Procedures**

- 3.1 To ensure that key HR policies and procedures, are fit for purpose and meet all statutory and legal requirements.
- 3.2 To support escalated employee relations cases where the CEO does not have delegated responsibility (e.g. the CEO is being considered for dismissal) or where it is required in accordance to policy i.e. the CEO has dismissed a member of the SLT or where requested.
- 3.3 To support the development of any emergency policies/procedures required due to changing external factors such as COVID.

## **4. Directors Development**

- 4.1 Training, development days in pursuit of Non-Executive Director duties and on-going success of the company.

## **5. Overview of CEO/SLT Development**

- 5.1 To assist the CEO and Head of People and Culture in identifying appropriate learning and development for the SLT to satisfy the Directors of the Board that the SLT for Trafford Leisure is appropriately developed.
- 5.2 To create a development plan for the CEO.
- 5.3 To support the CEO in the completion of succession planning for the Executive Leadership Team including contingency/mitigation planning.
- 5.4 To calibrate the succession planning of both the management team and SLT.

## **6. Overview of Change/Transformation**

- 6.1 To recommend to the Directors of the Board any requirements for large scale changes to the workforce where it is proposed more than 10 people could be made redundant.
- 6.2 To recommend to the Directors of the Board any essential transformation required across Trafford Leisure.

## **7. Risk Assessment**

- 7.1 To assess the risks to which the People and Transformation function is exposed and provide input to the Risk and Audit Committee, including:
- i) Employee attraction and retention;
  - ii) Employee engagement and performance;
  - iii) Succession planning and talent management; and
  - iv) Any other risk related to human resources that may arise from time to time.

## **8. Overview of General**

- 8.1 To judge the annual staff awards.

Approved by the following Sub Committee members who are Directors of the Trafford Leisure CIC Board.

Name: Rachel Alves

Signature:

Name: Catherine Hynes

Signature

Name: Jo Cherrett (CEO)

Signature

Name: Leanne Wheatley (Head of People and Culture)

Signature