



Minutes Meeting of Senior Remuneration Committee

Date and time: Monday 18 October 2021, 12.00 – 2.00pm

Present: Tony Pedder in the Chair
Claire Brown
Alison Hope
Philip Rodrigo
John Sutcliffe
Ian Wright, Director of HR (Secretary)

In attendance: Suzanne Duke, Head of Reward

1.	Apologies No apologies were received.
2.	Declaration of conflicts of interest No conflicts of interest were declared. Mrs Claire Brown flagged that she previously worked with the current CFO. However, the Committee agreed that this was not deemed as a conflict of interest.
3.	Minutes of last meeting & matters arising The minutes of the meeting on 15 June 2021 were approved as an accurate record. The Committee noted that any matters arising were to be covered in the agenda of this Committee meeting.
4.	Update on UEB recruitment plans The HR Director updated the Committee on both the immediate recruitment plans in place for the Executive Director of Corporate Service and the future plans for the UEB roles which are currently filled on an interim basis. The Committee asked to be kept updated on developments.
5.	UEB Objectives 2020/21 – Review of performance and bonus recommendations – For discussion and decision The Committee discussed the delivery and performance of each UEB member and the University Secretary in 2020/21 based on the objective outcomes presented. Input had also been provided ahead of the meeting from the President & Vice-Chancellor and Provost & Deputy Vice-Chancellor to support the discussion on the performance of the UEB members and the University Secretary with an associated bonus recommendation. Taking into consideration, the input and recommendations provided by both the Provost & Deputy Vice-Chancellor and the President & Vice-Chancellor, the Committee discussed and agreed bonus payments for each UEB member and the University Secretary based on the delivery and achievements against their stretch objectives, in line with the Executive Performance Scheme.

	<p>The Committee assessed and considered the gender equality and gender bonus gap impact of their decisions made, noting that this year, the average bonus value agreed was higher for females than males.</p>
<p>6.</p>	<p>UEB Objectives 2021/22 – For review and approval</p> <p>The Committee discussed and approved the proposed objectives for each UEB member and the University Secretary for 2021/22.</p> <p>The Committee agreed that each UEB member and the University Secretary should be invited to the Executive Performance Scheme for 2021/22 when confirming their agreed objectives.</p> <p>The Committee noted that the Executive Performance Scheme was due for its two yearly review. The Committee agreed to undertake this review at its February meeting.</p>
<p>7.</p>	<p>President & Vice-Chancellor performance and objectives – for review and approval</p> <p><i>In line with the Committee's terms of reference and commitment to the HE Senior Staff Remuneration Code, the Chair of the Committee was rotated for this item to another Committee member.</i></p> <p>The Committee discussed the performance of the President & Vice-Chancellor against his agreed objectives for 2020/21. The Committee noted that his objectives were completed, or on track. They agreed that they were extremely happy with his continued focus, performance and delivery, particularly given the significant challenges the University has faced over the last year. The Chair agreed to provide feedback to the President & Vice-Chancellor.</p> <p>The Committee reviewed the proposed objectives of the President & Vice-Chancellor for 2021/22. They requested that an additional objective be added to oversee the transformation of the Student Lifecycle Project. They also asked that the objectives on both external relationships and student body relationships (given the return to on campus teaching and activities) be strengthened.</p> <p>Subject to these changes, the Committee approved the objectives, noting that they would be shared with Council on 22 November 2021.</p> <p>The Committee reviewed the current position of the President & Vice-Chancellor's remuneration within the sector, as shown by the CUC Survey for Vice-Chancellor's remuneration. The Committee agreed not to make any changes to the President & Vice-Chancellor's remuneration at this point, but they would continue to review the President</p>

	<p>& Vice-Chancellor's salary annually in relation to his performance in role and/or in line with the latest benchmarking information.</p>
<p>8.</p>	<p>Senior Remuneration Publication Requirements 2020/21 (CUC & OfS)</p> <ul style="list-style-type: none"> • Extract of senior remuneration section of Financial Statements (OfS) – For information • Annual Remuneration Report & Statement (CUC) – For review and approval <ul style="list-style-type: none"> ○ Executive Reward Policy – For review and approval ○ External Activities Current Position – For information <p>The Committee reviewed the senior remuneration reports which had been updated for 2020/21. This included:</p> <ul style="list-style-type: none"> • an extract of the senior remuneration section of the University's Financial Statements for 2020/21 which had been prepared in line with the OfS Accounts Direction. • an Annual Remuneration Report and Statement which had been updated for 2020/21 which reflected the University's ongoing commitment to the HE Senior Staff Remuneration Code as developed by CUC. <p>In relation to these reports, the Committee noted that:</p> <ul style="list-style-type: none"> • In line with the latest Accounts Direction from OfS, the pay multiple calculations (which show the difference between the remuneration of the President & Vice-Chancellor and the median remuneration of the rest of the workforce), including atypical workers who were paid on the University's payroll is reported as required. • The Executive Reward Policy was due for its two yearly review and the Committee agreed to review it at its February meeting to include the Executive Performance Scheme. • In line with the University's policy on External Activities and Income, the updated position on the President & Vice-Chancellor's external activities were detailed in the Annual Reward Statement. The Committee noted that the President & Vice-Chancellor did not receive any additional remuneration for these roles. <p>The Committee approved the structure and content of the Remuneration Report and Statement and noted that it would be shared with Council at its meeting on 22 November 2021, prior to its publication, when Council would also review and approve the 2020/21 Financial Statements.</p>



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President & Vice-Chancellor Objectives 2021/22

Personal Objectives	Key focus/success measures for 2021/22
<p>Change, sustainability and resilience: To oversee the University's post-Covid recovery plan. Continue to build institutional and financial resilience, ensuring that contingency plans remain up-to-date.</p>	<ul style="list-style-type: none"> • A safe and well-managed return to on-campus activities is achieved, with focus on strengthening the relationship with the student body. • Plans are in place so that the University is able to respond effectively and quickly to future changes.
<p>University Vision and Strategy: To oversee and ensure the implementation of the first phase of the Strategic Plan. This will include completing the work on the University's size and shape and begin its implementation through the Departmental Framework.</p>	<ul style="list-style-type: none"> • The first phase of strategic plan is successfully implemented and embedded. • The Departmental Framework is implemented across the University, with resource allocation optimised according the principles of the Framework. • Change programmes are delivered that have been identified as strategic priorities (Archaeology, School of Languages and Cultures, Professional Services reform).
<p>Infrastructure: To oversee the restarting and development of the capital programme. To keep the University's infrastructure requirements under active review in the light of changing work patterns, including hybrid working and changes in delivery of education and other activities, for example, blended provision. To oversee the transformation of the Student Lifecycle Project.</p>	<ul style="list-style-type: none"> • Completion of the Faculty of Social Sciences building. • Delivery of Phase 3 of the Technology Enabled Strategic Framework. • Delivery of the initial phase of the Science Estates Development. • Ensure that a flexible infrastructure is in place which can respond effectively and easily to changing needs. • The transition of the Student Lifecycle Project from the current programme structure to a new mode of delivery to ensure cost effective continued improvement in student management systems.
<p>Reputation Management: To continue to chair the Reputation Steering Group and bring its recommendations to UEB for consideration and implementation. Continue to strengthen communication, PR, lobbying and profile both internally and externally and nationally and internationally.</p>	<ul style="list-style-type: none"> • A coherent and comprehensive reputation management approach is considered and implemented. • Reputational risks from University change programmes are proactively managed. • The University's profile continues to be raised internally and externally, and nationally and internationally.
<p>Stakeholder Engagement: To oversee the engagement with stakeholders regionally, nationally and internationally. Continue to strengthen the collaboration with</p>	<ul style="list-style-type: none"> • External relationships are visibly strengthened and enhanced.

<p>the city's anchor institutions and with the leadership of Sheffield City Council and the Sheffield City Region. Continue building University visibility in government and among major stakeholders (e.g., industrial and commercial partners, research councils, scholarly societies).</p>	<ul style="list-style-type: none"> • Ensure that engagement under different work streams (e.g., campaign and fundraising, reputation building, volunteering, impact and knowledge exchange, city development, lobbying and influencing) is visible, coherent and coordinated.
<p>International Strategy and Partnerships: Continue to ensure the development of the international strategy, identifying opportunities that will strengthen the University's position globally and enhance its reputation internationally. Continue to ensure the global reach of the University post-Brexit, including collaboration with international partners, continued engagement with the EU and recruitment of staff and students across Europe and the world.</p>	<ul style="list-style-type: none"> • The University's international student recruitment market, including home students continues to be developed and broadened, reducing reliance on China. • Relationships are strengthened and partnerships developed with EU Universities. • The University continues to attract quality staff and students from the UK, the EU and around the world.
<p>Fundraising: To support and oversee the development of the Campaign. Continue to chair the Campaign Steering Group, direct the Campaign Leadership Group, and support the Campaign through direct engagement with alumni, foundations, supporters and stakeholders.</p>	<ul style="list-style-type: none"> • Ensure the successful development and launch of the campaign and that fundraising targets are met, with successful engagement with fundraising activities.
<p>Industrial relations: Continue to work with campus trade unions on constructive and positive industrial relations. Oversee communication to all staff around key employment issues (including organisational change programmes, pay and pensions, casualisation, and hybrid working). Oversee the response to industrial action later in the year.</p>	<ul style="list-style-type: none"> • Ensure effective and timely delivery of communication on key employment issues. • Ensure business continuity and contingency plans and communications are in place to minimise any impact on the student experience as a result of any industrial action.
<p>Strengthen UEB and develop its relationship with Council: Implement UEB recruitment plans. Engage with and support the new appointments to Council. Engage with the recommendations from the Council Task and Finish Group on departmental reviews.</p>	<ul style="list-style-type: none"> • UEB appointments are made including a new Executive Director of Corporate Services and interim UEB arrangements are replaced with permanent arrangements. • Strengthen the current processes to give Council early sight of major institutional developments.

In addition, I will continue to represent the University on various external bodies and fora. In 2021-22, I will continue to serve as:

- Russell Group – Board Member & Deputy Chair
- Universities UK – Member
- UK Council for International Student Affairs Board member (UKCISA) - Chair of the Board of Trustees
- The All-Party Parliamentary University Group (APPUG) – Member
- N8 Research Partnership - Board Member
- National Centre for Universities and Business (NCUB) – Member
- White Rose University Consortium - Board member
- Worldwide Universities' Network (WUN) - Director
- Yorkshire Universities – Director
- Experimental Psychology Society – Member
- Sir Henry Stephenson Endowment Trust – Trustee
- The Universities' China Committee in London – ex officio Member