



## Minutes Meeting of Senior Remuneration Committee

**Date:** Monday 23 October 2023, 11:00am -1:00pm

**Present:**

Martin Temple (Chair of Council, and Chair of the Senior Remuneration Committee)

Rob Memmott (University Treasurer)

Philip Rodrigo (Senior Independent Governor)

Adrian Stone (Pro-Chancellor)

**Secretary:**

Rob Gower (Deputy Director of HR)

**In attendance:**

Suzanne Duke (Head of Reward)

**Apologies:**

Claire Brownlie (Pro-Chancellor)

1. **Apologies**

Apologies were received from Claire Brownlie. The Committee noted that they were still quorate.

The Chair confirmed the President & Vice-Chancellor Chancellor would attend the meeting for items 4 to 6.

2. **Declaration of conflicts of interest**

No conflicts were declared. The Committee noted that the attendance of the President & Vice-Chancellor for items 4 to 6 did not present any conflict of interest.

3. **Minutes of last meeting and matters arising**

The minutes of the meeting on 20 June 2023 were approved as an accurate record. The Chair updated on the progress and completion of actions agreed at the June meeting. The Committee noted that any other matters arising were to be covered in the agenda of this Committee meeting.

4. **Senior Roles – Recruitment Update**

The President & Vice-Chancellor joined the meeting.

The President & Vice-Chancellor updated on the latest recruitment plans and timelines for UEB and specific senior roles including the Provost & Deputy Vice-Chancellor, the Vice-President & Head of the Faculty of Social Sciences and the Director of Estates and Facilities Management.

The Committee also noted that Council had approved the extension of the tenure of the current Vice-President and Head of the Faculty of Arts and Humanities to August 2025.

5. **UEB Objectives 2022/23 – Review of performance and bonus recommendations**

The Committee discussed the delivery and performance of each UEB member based on the objective outcomes presented for 2022/23. 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 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 based on the delivery and achievements against their objectives, in line with the Executive Performance Scheme. The Committee noted that both the University Secretary and the Vice-President AMG had been appointed during 2023 and were therefore not eligible for the Executive Performance Scheme until 2023/24.

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.

6. **UEB Objectives 2023/24**

The Committee discussed the proposed objectives for each UEB member and the University Secretary for 2023/24. The Committee discussed and agreed some additional objectives to individual objectives presented. Subject to these amendments being made, the Committee approved the objectives for each UEB member and the University Secretary for 2023/24.

The Committee confirmed participation to the Executive Performance Scheme for 2023/24 and noted that participants would be formally invited when confirming their agreed objectives.

The President & Vice-Chancellor left the meeting.

7. **President & Vice-Chancellor Objectives**

- **Objectives 2022/23 – Review of performance**
- **Objectives 2023/34**

The Committee discussed the performance of the President & Vice-Chancellor against his agreed objectives for 2022/23. The Committee agreed that it had been another excellent year for the President & Vice-Chancellor in his leadership for the University. He had effectively dealt with some major and complex issues with determination and clarity. His objectives were completed or on track. Overall, the Committee confirmed they were very happy with his on-going performance.

The Committee noted that the President & Vice-Chancellor continued to opt out of the Executive Performance (bonus) Scheme.

The Committee reviewed the proposed objectives of the President & Vice-Chancellor for 2023/24. The Chair explained the rationale for the key objectives within these.

The Committee ask that one additional item be added to the objectives. Subject to this change, the Committee approved the objectives, noting that they would be formatted into the UEB objective template and shared with Council on 27 November 2023.

8. **Senior Remuneration Publication Requirements 2022/23 (CUC & OfS):**

The Committee reviewed the senior remuneration reports which had been updated for 2022/23. This included:

- an extract of the senior remuneration section of the University's Financial Statements for 2022/23 which had been prepared in line with the OfS Accounts Direction.

- an Annual Remuneration Report and Statement which had been updated for 2022/23 which reflected the University's ongoing commitment to the HE Senior Staff Remuneration Code as developed by CUC.

In relation to these reports, the Committee noted that:

- 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 in February 2024 and the Committee would review it at its February meeting.
- 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.

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 27 November 2023, prior to its publication, when Council would also review and approve the 2022/23 Financial Statements.

9. **Pension Salary Supplement Policy Update**

The Committee received an update on the government changes to the pension taxation limits in April 2023 and those proposed for April 2024. The Committee agreed with the recommendation to defer the review of the University's Pension Salary Supplement Policy until any changes to the USS as a result of the 2023 USS valuation were confirmed.

10. **AOB**

No other business was raised.

Objective	Link to overarching University strategic aim	Inputs (actions and interventions to achieve objective)	Key focus and success measures
School Structures	All pillars	Ensure that the transition from Departments to Schools is effective and achieves its aims (2023-2026).	<ul style="list-style-type: none"> <li>● Alignment and consistency across the University is achieved, with duplication and inefficiencies removed.</li> <li>● Improvements in the quality and excellence of teaching and research are realised with the student experience enhanced.</li> <li>● Opportunities for interdisciplinary research, innovation and education are achieved.</li> </ul>
University Vision and Strategic Plan	All pillars	Continue to ensure the successful delivery of the University's strategy across all four pillars.	<ul style="list-style-type: none"> <li>● Successful delivery of in-year objectives in the Research, Education, Innovation and One University Pillar actions plans and evidence that they continue to be on track/under review for future delivery.</li> </ul>
University leadership and governance	All pillars	Continue to provide effective leadership and strengthen leadership capacity across the university, working closely with the University's governing bodies and the UEB to achieve the institution's strategic aims.	<ul style="list-style-type: none"> <li>● Successfully conclude UEB and key senior recruitment campaigns (including the Provost &amp; Deputy Vice-Chancellor, Vice-President &amp; Head of Faculty for Social Sciences and the Director of EFM), ensuring new role-holders are effectively inducted, with a smooth transition between the outgoing and incoming role-holders.</li> <li>● A development and succession planning framework for the leadership model in the new School structure is developed.</li> <li>● Council and Senate continue to be effectively supported to enable them to fulfil their roles.</li> </ul>
Sustainability	One University	Continue to develop and deliver strategic initiatives aimed at ensuring the University's long-term sustainability.	<ul style="list-style-type: none"> <li>● Delivery of the financial framework and forecasts is effective and successful.</li> <li>● Improved quality of financial forecasts and financial communications.</li> <li>● Professional services budgets are centralised effectively.</li> <li>● Sustainability and net zero strategy is advanced.</li> </ul>
Infrastructure	One University	Ensure the effective development of the University's infrastructure in line with the University's strategic plans.	<ul style="list-style-type: none"> <li>● The in-year objectives of the Capital Programme Strategy are delivered.</li> <li>● The IT Strategy is developed and approved.</li> <li>● The Central Teaching Lab proposal is developed and approved by Council.</li> </ul>

International	All pillars	Continue to expand the University's global network and presence.	<ul style="list-style-type: none"> <li>● The University's global reputation is enhanced.</li> <li>● New international partnerships are fostered.</li> <li>● International students are successfully recruited according to strategic objectives and plans.</li> <li>● Opportunities for student placements abroad are realised and grown.</li> </ul>
Student Experience	All pillars	Ensure enhancement of the entire student experience and increase engagement with the entire student population	<ul style="list-style-type: none"> <li>● Student well-being and success is enhanced.</li> <li>● Student engagement and feedback is increased and improved across the student population as evidenced in NSS and other survey outcomes.</li> </ul>
Advanced Manufacturing Group (AMG)	Innovation	Conduct an external review of governance and management of AMG, to ensure AMG is best placed to exploit new opportunities.	<ul style="list-style-type: none"> <li>● Deliver review and implement recommendations as appropriate.</li> <li>● Links between the AMG and the University continue to be strengthened including achieving increased collaboration with Faculties on research and innovation.</li> <li>● A long-term financially sustainable model is developed and agreed for the AMG.</li> <li>● The Complex Project Group is used appropriately and effectively.</li> </ul>

In addition, the President & Vice-Chancellor will continue to serve in the following roles:

- Russell Group – Board Member
- Universities UK – Member
- UK Council for International Student Affairs Board member (UKCISA) - Chair of the Board of Trustees
- 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
- South Yorkshire Local Enterprise Partnership (LEP) – Non-Exec Board Member
- Experimental Psychology Society – Member
- Sir Henry Stephenson Endowment Trust – Trustee
- The Universities' China Committee in London – Ex-officio Member