



## Minutes Meeting of Senior Remuneration Committee

**Date:** Monday 21 October, 2.00-4.00pm

**Present:**

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

Claire Brownlie (Pro-Chancellor)

Rob Memmott (University Treasurer)

Adrian Stone (Pro-Chancellor)

**Secretary:**

Rob Gower (Deputy Director of HR)

**In attendance:**

Suzanne Duke (Head of Reward)

1.	<b>Apologies</b>  Philip Rodrigo (Senior Independent Governor)
2.	<b>Declaration of conflicts of interest</b>  No conflicts were declared.
3.	<b>Minutes of last meeting and matters arising</b>  The Committee noted that the minutes of the meeting on 24 June 2024 had already been approved by the Committee as an accurate record and shared with Council at its October 2024 meeting.
4.	<b>UEB and Senior Roles Update</b>  The Committee received an update on tenures for academic UEB members and recruitment/replacement plans for key senior roles, including the Director of IT Services and the Director of Corporate Communications & External Relations.  The Committee noted that any proposed extension to the tenure of individual UEB roles would be presented to Council for approval.
5.	<b>UEB Objectives 2023/24 – Review of performance</b>

	<p>The Committee discussed the delivery and performance of each UEB member, and the University Secretary based on the objective outcomes presented for 2023/24. Input had also been provided ahead of the meeting from the President &amp; Vice-Chancellor and Provost &amp; Deputy Vice-Chancellor to support the discussion on the performance of each UEB member and the University Secretary.</p> <p>The Committee noted that the majority of objectives were on complete or on track and expressed their satisfaction with the high level of performance and delivery across the Executive Board (both individually and collectively), particularly noting the successful delivery of the new Schools structure so far.</p> <p>The Committee had an in-depth discussion on the Executive Performance Scheme, considering whether, given the financial challenges now facing the University, it would be appropriate to award the bonus payments for eligible participants to the scheme in 2023/24. Following this discussion, the Committee made the exceptional decision not to pay bonuses to any scheme participants this year. The Committee emphasised that this decision was in no way a reflection of performance at Executive level but was simply the right thing to do in the current financial climate.</p> <p>The Committee agreed that they would review the position on bonus again next year, ahead of the completion of the 2024/25 Executive performance cycle.</p>
<p><b>6.</b></p>	<p><b>President &amp; Vice-Chancellor Objectives</b></p> <ul style="list-style-type: none"> <li>• <b>Objectives 2023/24 – Review of performance</b></li> <li>• <b>Objectives 2024/25</b></li> </ul> <p><u>In line with the CUC HE Senior Remuneration Code, the Chair was rotated to another member of the Committee to discuss the President &amp; Vice-Chancellor’s performance and objectives.</u></p> <p>The Committee discussed the President &amp; Vice-Chancellor’s performance against his agreed objectives for 2023/24. Overall, the Committee agreed it had been another outstanding year for the President &amp; Vice-Chancellor who had handled some major challenges firmly, expertly and successfully. The Committee noted that some objectives were ongoing and were therefore reflected in his objectives for 2024/25.</p> <p>The Committee noted that the President &amp; Vice-Chancellor continued to opt out of the bonus element of the Executive Performance Scheme.</p>

	<p>The Committee reviewed the proposed objectives of the President &amp; Vice-Chancellor for 2024/25. The Chair explained the rationale for the key objectives within these.</p> <p>The Committee asked that some of the objectives be made more measurable. Subject to these changes, the Committee approved the objectives, noting that a high-level version of the objectives would be shared with Council on 28 November 2024.</p>
<p><b>6.</b></p>	<p><b>UEB Objectives 2024/25</b></p> <p>The Committee discussed the proposed objectives for each UEB member and the University Secretary for 2024/25. 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 2024/25.</p>
<p><b>8.</b></p>	<p><b>Senior Remuneration Publication Requirements 2023/24</b></p> <p>The Committee reviewed the senior remuneration reports which had been updated for 2023/24. This included:</p> <ul style="list-style-type: none"> <li>• an extract of the senior remuneration section of the University’s Financial Statements for 2023/24 which had been prepared in line with the OfS Accounts Direction.</li> <li>• an Annual Remuneration Report and Statement which had been updated for 2023/24 which reflected the University’s ongoing commitment to the HE Senior Staff Remuneration Code as developed by CUC.</li> </ul> <p>In relation to these reports, the Committee noted that:</p> <ul style="list-style-type: none"> <li>• In line with the latest Accounts Direction from OfS, the pay multiple calculations (which show the difference between the remuneration of the President &amp; 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.</li> <li>• In line with the University’s policy on External Activities and Income, the updated position on the President &amp; Vice-Chancellor’s external activities were detailed in the Annual Reward Statement. The Committee noted that the President &amp; Vice-Chancellor did not receive any additional remuneration for these roles.</li> </ul>

	<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 28 November 2024, prior to its publication, when Council would also review and approve the 2023/24 Financial Statements.</p>
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**The following are a high-level summary of the President & Vice-Chancellor’s objectives for 2024-25 that exclude any confidential and commercially sensitive information. The full version of the objectives have been reviewed and approved by the Senior Remuneration Committee.**

<b>Objectives</b>	<b>Key focus for 2024-2025</b>
Financial Sustainability	To continue to develop and deliver strategic initiatives aimed at ensuring the University's long-term financial sustainability.
International and student recruitment	To lead the development of strategies targeted at international student recruitment.  To consolidate, with a view to growth, the University’s home undergraduate and postgraduate student base.
School structures and organisational improvement.	To ensure that the new School structure delivers its aims as initially set out (2023-2026) and delivers organisational improvement across the University.
Leadership and Academic Excellence	To strengthen leadership capacity and performance to support the development and maintenance of a culture of academic excellence across the University.
Infrastructure	To continue to ensure the effective development of the University’s infrastructure in line with strategic plans.
University Vision and Strategic Plan	To continue to ensure the successful delivery of the University’s strategy across all four pillars.
Advanced Manufacturing Group (AMG)	To ensure the implementation of (UEB agreed) recommendations on the future governance of the AMG.  To ensure the apprenticeship programme supports commercial growth and strategy.
Student Experience	To continue to ensure enhancement of the student experience and engagement with the student population

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 Mayor's Economic Advisory Council. (MEAC) - Member  
Doncaster City Centre Board - Member  
Tongji University, China - Board Member  
Experimental Psychology Society - Member  
Sir Henry Stephenson Endowment Trust -Trustee  
The Universities' China Committee in London – Ex-officio Member