



Minutes Meeting of Senior Remuneration Committee

Date and time: Monday 25 April 2022, 11.00am-1.00pm

Present: Tony Pedder in the Chair
Claire Brownlie
Alison Hope
Ian Wright, Director of HR (Secretary)

In attendance: Suzanne Duke, Head of Reward

1.	Apologies Apologies were received from Philip Rodrigo and John Sutcliffe. The Committee noted that they were still quorate.
2.	Declaration of conflicts of interest No conflicts of interest were declared.
3.	Minutes of last meeting & matters arising The minutes of the meeting on 21 February 2022 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.	Senior Remuneration Review In line with its standard business schedule and terms of reference, the Committee received information on the latest sector benchmarking data and pay position of UEB and other senior roles to enable the Committee to review the current remuneration position of UEB roles in relation to the market. The Committee also received an update on the current position of the 2022-23 national pay negotiations for the sector. The Committee noted that based on the latest employer offer in the national negotiations, it was likely that the pay outcome would be higher than in previous years. The Committee also noted that work was being done both nationally and locally to address the pay issues at the lower grades. The Committee carefully considered the impact the potential nationally negotiated pay outcome would have if applied to UEB member salaries, including both the internal pay ratios and how it would impact on the competitive market position of current UEB member salaries in relation to the sector benchmarking data presented. Following these considerations, the Committee agreed to apply the national negotiation outcome 2022-23 to UEB members, in line with its approach in previous years, but stressed it would continue to monitor the impact of this and noted that a decision to continue to apply the award this year, did not mean that it would automatically do so in future years.

	<p>The Committee agreed that factoring in the potential national pay award outcome for this year, that UEB remuneration overall, remained broadly competitive and broadly in line with the sector. However, the Committee noted that there were some potential future changes to the portfolios and job sizes of some UEB members as a result of the vacant Executive Director of Corporate Services role and therefore asked that they review the remuneration of impacted UEB members at the point that any changes in job scope/size are confirmed.</p> <p>The Committee discussed the remuneration position of the President & Vice-Chancellor which is below the average in relation to the latest sector pay benchmarking data for similar sized institutions. The Committee noted that other than the application of the nationally negotiated pay award, the President & Vice-Chancellor had not had a pay increase since his appointment in 2018. However, at this point, the Committee agreed that it would apply the nationally negotiated pay outcome to the Vice-Chancellor's salary and would continue to review this position in relation to the market.</p> <p>In line with its terms of reference, the Committee also reviewed data showing remuneration of specific senior roles, including those with a base salary of £100,000 or more. The Committee noted that the numbers and roles seemed appropriate for the University's size and reach.</p>
5.	<p>Executive Performance Scheme</p> <p>The Committee continued its review of the Executive Performance Scheme which it commenced at its meeting in February 2022, including discussing a potential long-term incentive and the reviewing the maximum bonus potential. Based on its discussions, the Committee agreed the following:</p> <ul style="list-style-type: none"> • To retain the maximum bonus potential at its current value of 10%. • That including a long-term incentive element in the current Executive Performance Scheme would not create the retention incentive it would be aiming to achieve with the overall maximum bonus potential at the agreed level <p>The Committee all agreed that the scheme was working well, particularly its role in the development and measure of collectively aligned and organisationally focused objectives and agreed the scheme should continue in its current form.</p>
6.	<p>Pension Salary Supplement Policy</p> <p>The Committee reviewed the University's Pension Salary Supplement Policy. The Committee had last formally reviewed the policy at its meeting in June 2021. The policy was presented for further review as a result of the April 2022 USS pension employer contribution and National Insurance rate changes. The Committee noted that the rise in both the employer National Insurance rates and the USS employer contributions (including deficit recovery rates) meant that the salary supplement value needed to be reviewed to ensure it remained cost neutral to the University, in</p>

	<p>line with the principles of the policy. The Committee therefore agreed that the salary supplement rate be decreased from its current rate with immediate effect for both USS and NHSPS members to ensure that it remained cost neutral and equitable across both schemes. The Committee noted that in line with the policy, this change would apply to individuals in already in receipt of a supplement as well as any new approved applicants.</p>
--	---



Minutes Meeting of Senior Remuneration Committee

Date and time: Tuesday 7 June 2022, 9:00-10:30am

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

In attendance: Suzanne Duke, s.c.duke@sheffield.ac.uk

	Apologies and attendees
1.	Apologies were received from John Sutcliffe. Adrian Belton was in attendance as the incoming Chair from the new academic year to support cover and handover. The Chair noted that the Provost & Deputy Vice-Chancellor would attend item 4 and the President & Vice-Chancellor would attend for item 5.
	Declaration of conflicts of interest
2.	The Committee noted there was an item within the papers which concerned the HRD and agreed they would ask the HRD to exit the meeting for this item. No other conflicts of interest were declared.
	Minutes of last meeting & matters arising
3.	The minutes of the meeting on 25 April 2022 were approved as an accurate record. The Committee noted that any matters arising were to be covered in the agenda of this Committee meeting.
	UEB Objective Themes for 2022-23 (the Provost & DVC to attend 9:00-9.45/10:00am)
	The Provost & Deputy Vice-Chancellor attended this item to discuss with the Committee the key institutional priorities that would inform the development of individual objectives of her UEB direct reports for 2022-23.
4.	The Provost & Deputy Vice-Chancellor outlined that the objectives are all aligned to the delivery of the long-term strategy within the University's five-year plan. The Committee discussed measurability of these objectives. They agreed that where delivery of objectives spanned several years, milestones could be defined and measured, rather than outcomes. They also agreed that SMART objectives should be developed where possible, but sometimes supporting narrative would be necessary to demonstrate success as not all objective outcomes could be measured quantitatively. The Provost & Deputy Vice-Chancellor outlined that the One University delivery pillar is critical as it underpins the delivery of the other pillars. The Committee noted the

	<p>importance of the HR strategies that support this and ask that Council be kept updated on the development of these strategies.</p> <p>The Committee noted that the individual objectives for each UEB member would be developed over the summer and presented to the Committee at its November meeting for review and approval.</p> <p>The Provost & Deputy Vice-Chancellor left the meeting.</p>
<p>5.</p>	<p>An update on UEB changes (The President & Vice-Chancellor to attend 10:00-10:15am)</p> <p>The President & Vice-Chancellor joined the meeting to discuss the recent and planned changes at UEB as a result of the decision not to pursue further the replacement of the Executive Director of Corporate Services. These changes included the expansions of the portfolios of the Chief Financial Officer (CFO) and the Executive Director Academic Services (EDAS) as below:</p> <ul style="list-style-type: none"> • The CFO to take permanent leadership responsibility of EFM and IT Services in addition to both Finance and Commercial Services, all under the Finance, Infrastructure and Commercial Services Group. • The EDAS would take permanent leadership responsibility of all other professional services Departments with the exception of Human Resources and Health and Safety, all under the Academic Services and External Relations Group. The job title of the EDAS would be changed to Chief Operating Officer. <p>The above changes were to take place with immediate effect and the Committee noted that Deputy roles and structures were in place or planned to support the CFO and COO in their expanded portfolios.</p> <p>The President & Vice-Chancellor also confirmed that the Human Resources Director would become a formal member of the UEB from 1 July 2022. The role would continue to report into the Provost & Deputy Vice-Chancellor and the role would now assume permanent responsibility for the Health & Safety Department.</p> <p>The Committee noted that the decision as to changes in remit of UEB members and changes to the membership of UEB is determined by the President & Vice-Chancellor. However, the Committee is responsible for determining the remuneration and benefits of the UEB. Therefore, the role of the Committee is to review and agree any remuneration changes of the UEB members as a result of these changes.</p> <p>The Committee also noted that the implication of the Director of Human Resource's formal membership on the UEB, is that the remuneration of the role going forward will be determined by the Senior Remuneration Committee, along with other UEB members. The Committee therefore agreed that they would need to appoint a new Secretary to its Committee to ensure its continued compliance with the principles of the HE Senior Remuneration Code.</p>

	<p><u>The Committee asked the HRD (Secretary of the Committee) to leave the meeting so that it could undertake the remuneration review and have discussions on the Secretary role. The HRD left the meeting.</u></p> <p>The Committee reviewed the remuneration of all three roles based on the latest benchmarking information and the job sizes of the role, all of which had been independently evaluated using Hay job evaluation methodology.</p> <p>The Committee also discussed and agreed that the Deputy Director of Human Resources be appointed as Secretary from 1 July 2022, but that the Director of Human Resources remain in attendance as required (but also excluded as necessary to ensure there would be no conflicts of interest) for the initial meetings scheduled over the next academic year to ensure continuity and handover.</p> <p><u>The President & Vice-Chancellor left the meeting.</u></p>
6.	<p>An update on UEB recruitment</p> <p>The Committee received an update on the recruitment process for the Vice-President MDH. Interviews were scheduled on 8 June 2022. Should an appointment be made, the Committee would be sent any appointment remuneration proposal by email for approval.</p> <p>The Committee also received an update on the departure of the Vice-President Innovation at the end of August 2022, who was leaving the University to take up an appointment as Vice-Chancellor at the University of Hull. The Committee noted that interim arrangements were being planned to cover the portfolio of this role.</p>
7.	<p>President & Vice-Chancellor pension position</p> <p>The Committee received an update on the President & Vice-Chancellor's pension taxation position. The President & Vice-Chancellor had taken independent financial advice on his pension taxation position and as a result he had decided to elect for enhanced opt-out within the USS with effect from 1 August 2022. The Committee approved the payment of a salary supplement of 12% of pay with effect from 1 August 2022 in lieu of employer pension contributions to USS, in line with the University's policy. The Committee noted that the change would be reported in the University's 2022-23 financial statements.</p>
8.	<p>AOB</p> <p>The Committee noted that its own membership was to change from the new academic year, with a new Chair, Treasurer and Pro-Chancellor. The Chair thanked out-going members for their contribution.</p>