



Minutes Meeting of Senior Remuneration Committee

Date: Tuesday 1 November, 14:00-16:00

Present:

Adrian Belton (Interim Chair of Council and Pro-Chancellor) in the Chair – Attended in person
Claire Brownlie (Pro-Chancellor) – Attended virtually
Rob Memmott (University Treasurer – Attended virtually
Philip Rodrigo (Senior Independent Governor) – Attended virtually
Tony Wray (Interim Pro-Chancellor) – Attended virtually

Secretary:

Rob Gower, Deputy Director of HR – Attended in person

In attendance:

Professor Koen Lamberts (President and Vice-Chancellor) – Attended in person for agenda items 4-6
Dan Newberry, HR Manager (Reward) – Attended in person
Martin Temple (Chair of Council Designate and incoming Chair of the Senior Remuneration Committee) – Attended in person
Ian Wright, Director of HR – Attended in person

Apologies: None received

1. **Apologies**

No apologies were received.

2. **Declaration of conflicts of interest**

No conflicts of interest were declared. It was noted that Ian Wright's objectives for 2022-23 were in the meeting papers, and that he would leave the meeting if these were discussed in detail.

The Vice-Chancellor's performance and objectives were on the agenda however the Vice-Chancellor left the meeting before this item was discussed.

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

The minutes of the meeting on 7 June 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. **Update on UEB Recruitment Plans**

The HR Director updated the Committee on the future plans for the UEB roles which are currently filled on an interim basis and being recruited to during the course of the coming year. The Committee asked to be kept updated on developments.

5. **UEB Objectives 2021/22 – Review of performance and bonus recommendations**

The Committee discussed the delivery and performance of each UEB member and the University Secretary in 2021/22 based on the delivery against agreed objectives as presented. Input had 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. The President & Vice-Chancellor was in attendance to answer questions from the Committee.

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.

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.

The Committee asked that a proposal for a review of the Executive Performance Scheme is brought back to a future meeting, noting that it has been in place for some time

The President & Vice-Chancellor left the meeting after this item.

6. **UEB Objectives 2022/23 – For review and approval**

The Committee discussed and approved the proposed objectives for each UEB member for 2022/23.

The Committee agreed that each UEB member should be invited to the Executive Performance Scheme for 2022/23 when confirming their agreed objectives.

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

It would be normal practice, in line with the Committee's terms of reference and commitment to the HE Senior Staff Remuneration Code, for the Chair of the Committee to be rotated to another member for this item. However, as the Chair had not been involved in either the review of the President & Vice-Chancellor's performance in 2021/22 or the setting of objectives for 2022/23, and that the Interim Chair for this meeting would not be the Chair for future meetings, it was agreed that the Chair did not need to be rotated.

The Committee discussed the performance of the President & Vice-Chancellor against his agreed objectives for 2021/22. 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 incoming Chair of Council and of the Senior Remuneration Committee (Martin Temple) agreed to provide feedback to the President & Vice-Chancellor.

The Committee reviewed the proposed objectives of the President & Vice-Chancellor for 2022/23. The Committee agreed that a draft version would be provided to the next meeting of the University Council in November and that subsequently the incoming Chair of Council would review the objectives with the President & Vice-Chancellor, and bring back any agreed changes to this Committee for approval.

8. **Senior Remuneration Publication Requirements 2021/22 (CUC & OfS)**

The Committee reviewed the senior remuneration reports which had been updated for 2021/22. This included:

- an extract of the senior remuneration section of the University's Financial Statements for 2021/22 which had been prepared in line with the OfS Accounts Direction.
- an Annual Remuneration Report and Statement which had been updated for 2021/22 which reflected the University's ongoing commitment to the HE Senior Staff Remuneration Code as developed by CUC.

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 21 November 2022, prior to its publication, when Council would also review and approve the 2021/22 Financial Statements.

The Committee asked if family interests needed to be declared in the Remuneration Report and Statement. Whilst they need to be included in the University's central register of conflicts of interests, they do not need to be included in this Report.

9. **Any other business**

It was agreed that the Terms of Reference of the Committee would be reviewed and refreshed in the February 2023 meeting.

Name and Role: Professor Koen Lamberts, President and Vice Chancellor

Objective	Link to overarching University strategic aim	Success measures
Continued roll-out of University Strategy. Oversee implementation of departmental framework decisions. Ensure that objectives under four pillars are met.	Research, Education, Innovation and One University	<ul style="list-style-type: none"> ● New Department planning framework successfully embedded ● 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.
Ensure UEB functions effectively and has appropriate high quality post holders in place throughout the year to ensure operational and strategic continuity. Oversee induction of FVP:MDH and work with incumbent to develop ambitious strategic framework for MDH, including MDH Estates plan.	Research, Education, Innovation and One University	<ul style="list-style-type: none"> ● High quality interim arrangements in place where appropriate to ensure continuity of delivery ● Ensuring recruitment processes for permanent roles are timely, have appropriate market reach and make excellent appointments to UEB level roles. ● Succession plan for UEB roles in place. ● Ensure a framework is in place to develop leadership talent in both Academic and Professional Services to ensure there is a pipeline of talent emerging with potential to fill critical UEB roles in future. ● Production of ambitious strategic framework for MDH, including MDH Estates plan.
Continue to play an active role in external engagement, locally and regionally e.g. by re-joining LEP Board and playing key part in local fora and partnerships, nationally, and globally.	Innovation	<ul style="list-style-type: none"> ● The University is actively engaged with key local and regional partners and making a critical contribution. ● The University is an influential voice nationally - influencing key policy by a range of means. ● The University develops its global reach and influence.

Provide support to the new Chair of Council and Pro-Chancellors at a time of transition for the University Council.	One University	<ul style="list-style-type: none"> • A smooth transition to the new Chair of Council and Pro-Chancellors is facilitated - Interim Chair and subsequent Chair report appropriate levels of support. • Strong working relationships established. • Council business and committees continue to function smoothly and effectively during the transition period
Continue to strengthen and develop broad and effective alumni relationships, particularly with HNW individuals with significant gift capacity and philanthropic interest.	One University (Philanthropy)	<ul style="list-style-type: none"> • Through a range of changes and improvement, philanthropic giving to the University is increased and capacity for further future growth is increased. • Major campaign launched
Provide ongoing assurance to the Finance Committee and Council that the higher limits for delegation of decision-making to UEB are used effectively and responsibly.	Research, Education, Innovation and One University	<ul style="list-style-type: none"> • No liquidity reporting requirement to the OfS. • No breach to bank covenants or USS debt monitoring and pari passu measures • No reduction to S&P credit rating • 2021-22 financial statements approved with no going concern issues • Finance Committee & Council raise no concerns over the University's approach to using the higher limits of delegated authority regarding spend
Ensure the development of a constructive relationship with the Students' Union. Establish an effective, formal framework for engagement with the Students' Union.	One University	<ul style="list-style-type: none"> • Co-operative and respectful relationships between the UEB and Students Union are maintained. • The Student's Union is supported by the University in its core mission to continue to provide excellent support and services to students of the University.
Oversee accelerated progress of the reputation building and brand	Research, Education, Innovation and One University	<ul style="list-style-type: none"> • The University brand is developed and improved, delivering significant benefit to a range of core activities. • New brand identity is launched following appropriate consultation

development work.		
Oversee strategic developments in AMG, including possible diversification of NAMRC/alignment with GBN, development of relationships with other HVMC centres, and strengthening of AMG partnerships.	Innovation	<ul style="list-style-type: none"> • The success of the AMG is built upon as the Group evolves. • The AMG continues to make a significant contribution to the UK manufacturing centre, through excellent partnerships with industry. • The AMG builds its networks and leverages them successfully. • The linkages between the AMG and wider University continue to be strengthened. • Appropriate leadership for AMG is in place by the end of 2022-23
Contribute to development of industrial relations at Sheffield. Continue to play an active role in national fora that shape policy developments around pay (UCEA) and pensions (UUK – RG).	One University	<ul style="list-style-type: none"> • Work to influence UCEA and UUK and policy over pay and pensions. • Engage as required with local trade unions. • Engage with the wider staff body, ensuring clear and transparent communications so that they are aware of the University position and approach.
Accelerate development of effective and comprehensive H&S culture in the University. Provide highly visible, personal leadership to campaign to promote H&S.	One University	<ul style="list-style-type: none"> • Role modelling and advocacy by UEB for an improved H&S culture in the University • Evidence of increased take up of mandatory training (target 80%+) • Increase of near miss reporting (target ratio of 5:1 near miss reports vs accidents/incidents) • H&S is considered important across the University with improvements demonstrated through H&S audits

In addition, I will continue to represent the University on various external bodies and for. In 2022-23, 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) – Council 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
- 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