



1. Introduction

The University of Sheffield wishes to be an exemplar in its governance and transparency on the remuneration of its senior leaders, and is fully committed to adhering to all of the principles within the HE Senior Staff Remuneration Code. This report demonstrates this commitment by providing information on the University's existing governance and processes in relation to senior pay and demonstrating the value of its leadership roles in relation to institutional performance and the complex, global and competitive environment that they operate within.

2. University Reward Governance

Executive

The Remuneration of the **President & Vice-Chancellor and University Executive Board (UEB)** roles are determined and governed by the **Senior Remuneration Committee (SRC)**, and therefore are in scope of the principles within the HE Senior Staff Remuneration Code.

Current UEB Membership: <https://www.sheffield.ac.uk/ueb>

The SRC is made up of independent lay members of Council, chaired by the Chair of Council. The Chair is rotated to another lay member when any decision on the remuneration of the President & Vice-Chancellor is made to further ensure independency of decision making. The lay members of SRC bring a wealth and breadth of remuneration expertise from different sectors. The Secretariat of SRC is provided by a member of the University's Human Resources Department Executive, with the HR Manager (Reward) in attendance. This not only ensures that the SRC have professional reward expert input, but also provides a link with the University's other reward governance structures and processes.

The SRC meet four times a year. The minutes of its meetings are published and reported to Council. The current SRC membership and terms of reference, minutes of its meetings and dates of future meetings are available on the University's governance web pages:

<https://www.sheffield.ac.uk/govern/committees/senior-remuneration>

Senior Staff (Professorial & Professorial Equivalent)

The pay of all other senior staff (Professorial and Professorial Equivalent level) who sit above the national pay framework and pay spine, are determined and governed by the **University Reward & Recognition Panel (URRP)** which is currently chaired by the Provost & Deputy Vice-Chancellor. The URRP meets annually to review and determine pay recommendations put forward by Faculty and Professional Services Departments for senior staff.

The SRC are consulted on any remuneration decisions relating to specific senior roles (as determined by the Committee) and any salary recommendations which exceed £150,000. The remuneration of any employees earning more than £100,000 are also reported to the SRC on an annual basis. This link with SRC and URRP ensures consistency and internal relativities are taken into account when reward decisions are made across the governance structure.

University Reward & Recognition Panel - Membership and Terms of Reference:

<https://staff.sheffield.ac.uk/reward-recognition/annual-rewards/recognition-panels#University-Reward-and-Recognition-panel-URRP> – Provided as Appendix 1.

Professorial and Professorial Equivalent Pay Review: <https://staff.sheffield.ac.uk/reward-recognition/annual-rewards/professorial-pay-review> and <https://staff.sheffield.ac.uk/reward-recognition/annual-rewards/professorial-equivalent>. – Provided as Appendix 2 and Appendix 3

University Staff (Grade 2 to 9)

The pay of all other University roles is governed by the national framework on reward and University's local framework agreement. Pay decisions within this framework are delegated to Vice-Presidents & Head of Faculty or Professional Services Leadership Group Directors. Pay decisions and position are reported annually to the URRP so that the URRP can have final authorisation on these pay decisions and therefore maintain an oversight of remuneration and consistency of decision making across the University.

For information, with effect from 1 August 2022, Grade 1 was removed from the University of Sheffield Grading Scheme, so the structure now runs from Grade 2 to Grade 9.

3. Gender Equality, Diversity and Inclusion

The University is committed to rewarding its staff fairly and continually measures the impact of its reward schemes and takes positive action to improve and promote gender equality. The Senior Remuneration Committee and the University Reward & Recognition Panel (URRP) are both responsible for the assessment and monitoring of gender equality in relation to the remuneration decisions they make. The URRP also monitors gender pay implications of pay decisions at all levels across the whole University. The grade of all University roles are underpinned by Hay job evaluation and the University undertakes an equal pay review every three years to explore and address any instances of unequal pay that cannot be justified. The University also measures and publishes its gender pay and bonus gap annually, with an action plan in place to reduce its gender pay gap and ensure there is appropriate career opportunities and development for its female staff.

Further information can be found on the University's Equality, Diversity and Inclusion webpages: <https://www.sheffield.ac.uk/inclusion>

4. Policy and Approach to Executive Remuneration

Overview

The University aims to attract, engage and grow the best talent to its senior leadership positions. As part of its strategy to achieve this, the University offer's a total remuneration package to members of its University Executive Board (UEB) which is competitive and is linked to their contribution to the University's success. Their reward package will reflect the challenge and critical nature of the University's Executive roles in leading the University to achieve its vision to be world leading in learning, teaching, and research excellence.

Setting and Reviewing Base Salary

The basic salary of the University's Executive Board (UEB) roles, including the role of President & Vice-Chancellor are determined by the SRC, using a combination of job evaluation using Hay Job Evaluation Methodology and external benchmarking data.

- Hay Job Evaluation Methodology assesses the size of a role based on a number of components. These include complexity, impact, accountability, decision-making authority and the knowledge skills, credibility and experience required to deliver the role effectively. All UEB roles have been independently evaluated using Hay evaluation by Korn Ferry Hay Group. Hay job evaluation methodology is used for all roles across the University.
- External benchmarking data enables the SRC to ensure that executive remuneration is both competitive and balanced in relation to the external market and the size of the role and University. This is essential to enable the University to attract and retain talent. External benchmarking data with comparator organisations from both within the sector and outside of the sector is provided to SRC from a number of sources. These include the UCEA Senior Remuneration Survey, the Russell Group Reward Survey, the CUC Survey of Vice-Chancellors Remuneration and industry benchmarking (mainly used for Professorial Equivalent Executive roles) from a number of sources including Korn Ferry Hay Group.

In addition, the SRC will take into account the reputation and academic/professional credibility required for the role, and will consider the current experience, qualification, skills and profile of the individual when agreeing a salary within the determined salary range of the role.

Executive members do not have a contractual requirement for an annual cost of living related uplift, however, the Committee may review annually whether such an uplift should apply, in particular, with consideration to any nationally agreed increase applied annually to all other staff.

Performance-Related Pay and Institutional Performance

The performance of all UEB members is assessed formally by the SRC at the end of each academic year by assessing delivery against objectives agreed by SRC at the start of that year. UEB objectives are split into 'core' and 'stretch' objectives. The successful delivery of core objectives reflects good performance in the role. Stretch objectives are normally areas of significant challenge and/or major activity or project delivery that have a significant impact on the institution. Objectives will be linked to University's strategic plan. UEB members will normally have some common objectives where collective delivery of a University-wide issue or objective is required.

Successful achievement against stretch objectives normally reflects exceptional performance in the role and is normally used to inform a bonus in line with the University's Executive Performance Scheme. Bonus payments are non-consolidated payments which are separate from base pay. The SRC take into account overall institutional performance, gender equality and the potential impact on the University's gender bonus gap, when assessing and agreeing any bonus. Bonus will not be paid where objectives have not been met and non-achievement of objectives will be taken seriously by the SRC.

Benefits

UEB members have the same eligibility and access to pension scheme membership and other benefits, as all University staff. In addition, UEB have the option to take-up private medical insurance as part of their package. The addition of private medical insurance ensures that the

University's executive remuneration package is competitive within the market and provides security for the University in ensuring that its key senior leadership roles have access to immediate medical assistance, thereby ideally keeping unplanned time away from the University to a minimum.

5. External Activities and Income Policy

The following policy applies to all UEB members in relation to external activities.

Introduction

It is important for the University that the President & Vice-Chancellor and other University Executive Board (UEB) members represent themselves and the University, on various bodies/boards to carry out external responsibilities e.g. non-executive director/board roles. Such roles can have mutual benefit for the University, the UEB member and the external organisation, particularly in the development of partnerships and collaboration and through experience gained by the UEB member.

It is recognised that some of these roles may be remunerated, although the President & Vice-Chancellor would not normally retain any income from such roles and activities. Any income that President & Vice-Chancellor retains from such activities and appointments, will be disclosed and explained annually in the University's Remuneration Statement.

The purpose of this policy is to ensure that there is no conflict of interest with University business as a result of any external activities undertaken by University Executive Board members.

Scope

This policy applies to all University Executive Board members. External activities include board, non-executive director or trustee roles which relate to the individual's UEB or academic role and profile. Academic commitments such as external teaching and examining, and academic publishing and book royalties are not in scope of this policy. Any external role or activity, where the UEB member is also providing consultancy, must also comply with the University's policy on consultancy as detailed in the terms and conditions of all academic staff.

Approval Process

If a UEB member wishes to take up an external engagement or appointment, they must first discuss this with the President & Vice-Chancellor and obtain their written permission in advance of doing so. If the President & Vice-Chancellor wishes to take up an external engagement or appointment, they must first discuss this with the Chair of Council and obtain their written permission in advance of doing so. Details of any associated remuneration should form part of this discussion and approval process.

Record Keeping and Reporting

The external engagements and appointments (including any remuneration retained) undertaken by each UEB member, including the President & Vice-Chancellor will be reviewed and reported annually to the Senior Remuneration Committee. Details of any external activities and

appointments (including any remuneration retained) undertaken by the President & Vice-Chancellor will be shared annually to Council and published in the University's Remuneration Statement.

6. Severance

Any severance payments for the University Executive Members will be determined by the Senior Remuneration Committee, and will be fair, reasonable and justifiable, in line with the principles of the HE Senior Staff Remuneration Code.

7. Business-Related Expenses

The University has a single set of rules for any of its employees who incur expenses for University business purposes, the 'University's Travel and Business Expenses Regulations'. The University will pay reasonable, authorised travel and business expenses that comply with these Regulations where the expenses are incurred by staff wholly, exclusively and necessarily in the performance of their duties of employment and qualify as 'Allowable Expenses' under these Regulations. All University Executive Board (UEB) members must abide by these regulations:

<https://www.sheffield.ac.uk/finance/regulations/appendices>

In order to successfully perform their duties, UEB roles may be required to undertake extensive national travel and international travel. They will also be required to host external stakeholders and events, or be invited to attend such events to represent the University. The costs incurred for the performance of these duties (some of which may relate to third parties) will be included in their individual business-related expenses. Details of the individual business related expenses of each University Executive Board member are published within the University's Annual Reward Statement.

Annex: Annual Reward Statement 2021/22

1. Executive Post-Holders

The Senior Remuneration Committee governs and determines the remuneration of the President & Vice-Chancellor and University Executive Board (UEB) roles. The post-holders of these roles in 2021/22 were:

President & Vice-Chancellor	Professor Koen Lamberts
Provost & Deputy Vice-Chancellor	Professor Gill Valentine
Vice-President for Innovation	Professor Dave Petley (left 31 August 2022 – Post now vacant)
Interim Vice-President for Education	Professor Mary Vincent
Vice-President for Research	Professor Sue Hartley
Vice-President & Head of the Faculty of Arts & Humanities	Professor Susan Fitzmaurice
Interim Vice-President & Head of the Faculty of Medicine, Dentistry & Health	Professor Chris Newman
Interim Vice-President & Head of the Faculty of Engineering	Professor Jim Litster
Vice-President & Head of the Faculty of Science	Professor John Derrick
Vice-President & Head of the Faculty of Social Sciences	Professor Craig Watkins
Chief Financial Officer	Jo Jones
Executive Director of Academic Services	Rob Sykes
Director of Human Resources	Ian Wright

2. Executive Reward Policy

The University's Executive Reward Policy which applies to all UEB roles can be found on the Senior Remuneration Committee pages: <https://www.sheffield.ac.uk/govern/committees/senior-remuneration>

3. The Remuneration of the President & Vice-Chancellor

The remuneration package and accompanying explanation of the President & Vice-Chancellor's remuneration for the year ending 2021/22 is disclosed in the University's Financial Statements. This includes **pay multiples** (using the Office of Student Accounts Direction methodology) which show the relationship between his remuneration and the median salary of all other employees in 2021/22, expressed as a multiple.

The Financial Statements can be found at: <https://www.sheffield.ac.uk/finance/finstatements>

4. External Activities and Income

In 2021/22, the President & Vice-Chancellor (Professor Koen Lamberts) undertook the following external activities relating to Higher Education Leadership and Education Scholarship, from which

no additional income was received: The President & Vice-Chancellor did not receive any additional income for these activities:

- 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

5. Business-Related Expenses

The University has a single set of rules for any of its employees (including University Executive Board Members) who incur expenses for University business purposes:

<https://www.sheffield.ac.uk/finance/regulations/appendices>

The details of business-related expenses for each member in 2021/22 can be found below as Appendix 4.

Appendix 1 – URRP Terms of Reference and membership

University Reward and Recognition Panel (URRP)

Purpose and remit:

To receive, review and approve the decisions and recommendations put forward across the University in relation to the annual reward and recognition review.

Terms of reference:

- Receive summary data to confirm the decisions made by Faculty and Professional Services Panels within Grades 1 to 9.
- Formally review and approve the recommendations to or within Professorial and Professorial Equivalent bands put forward.
- Review and approve the recommendations for reward for Heads of Department who have successfully completed their term in line with the Academic Leaders Reward Policy.
- Ensure overall University-wide consistency in the number and quality of cases put forward by Faculties and Professional Services areas, including ensuring alignment to the overall performance of each area.
- Evaluate the impact on gender pay and bonus gap of decisions made and recommendations put forward.
- Review any decisions or recommendations (at all grades and bands) that fall outside of the standard guidance, ensuring that any decisions are justifiable and are not detrimental to the reputation of the University.
- Review and make a decision on any borderline cases submitted.
- Monitor the numbers, types and costs of any in year retention and salary increase cases which would normally have been reviewed at URRP.

Reports to:

The President and Vice-Chancellor

Membership:

- Provost and Deputy Vice Chancellor (Chair)
- All UEB members
- HR Representatives

Professorial pay review

Information about routes to salary increase, bonus or re-banding for professorial staff.

Overview

The salaries of professorial staff including those who are also academic leaders are reviewed as part of the Annual Reward and Recognition Review to reflect any significant and sustained growth in the role or to reward the individual's exceptional contribution in that role.

A Head of Department or Vice-President may wish to put forward a case for a Professor to reward exceptional achievement or reflect significant or sustained growth in the role.

Cases are first reviewed by a Faculty panel, then ultimately by the University Reward & Recognition Panel.

In addition, academic leaders (Heads of Department and academic Faculty Directors) receive an allowance in recognition of the significance of these roles. These allowances are paid for the period of tenure in these roles and are reviewed separately on an annual basis.

Salary review routes

As part of the Annual Reward and Recognition Review, Head of Department and Vice Presidents, or designated approved senior managers, can put forward a proposal for a salary increase, bonus or re-band for their Professorial Staff.

Proposals will only be considered where they are supported by strong supporting evidence. Any proposal should be informed by the Staff Review and Development Scheme (SRDS) discussion.

Professorial staff are invited to discuss their own circumstances with their line manager/Head of Department through their SRDS discussions.

Professorial staff who wish to understand further whether a case has been put forward for them, should discuss this further with their Head of Department in the first instance, then by exception with their Vice-President & Head of Faculty if they do not think they have been treated fairly.

Any discussion should take place in summer, ahead of the Faculty submission deadlines and Reward panels in September and October.

Introductory zone professors

Within this zone (including when at the top point of the zone), professors may be awarded an increase of one point per year at the discretion of their Vice-President and Head of Faculty, following a review of their contribution at SRDS.

They will not be required to make a submission to support this one-point rise.

In exceptional circumstances, where the reviewer identifies that there is a potential case for re-banding or an increase of two incremental points, professors will be requested to make a submission in line with the procedures of the professorial salary review.

Permanent salary increase

Salary increases are considered in cases where contribution is excellent and sustained (e.g. achievements for longer than 12 month), continuously exceeding expectations for the individual's current position within the band.

There should be clear evidence of a continuous significant contribution and impact which demonstrates clear growth within the role in line with the Academic Career Pathways criteria and relative to peers. For example:

- Clear evidence of externally recognised achievement in research, for example consistent levels of publication in prestigious journals of the

discipline area or position as an investigator engaged in research activity that has significant and repeated grant/contract income.

- Significant contribution to improved quality of teaching and learning, to innovation in delivery or to the development of new provision, which has an on-going impact.
- Overall contribution in an academic leadership role, with significant and positive impact, for example by setting and delivering faculty/departmental strategy.
- Significant leadership contribution towards long-term improvement in departmental or faculty performance.
- Significant and on-going contribution to University governance, management, major projects or initiatives or management of complex/transformational change which has a long-term impact.
- Successful delivery of a **major** grant in the context of excellent performance across all areas of the Academic Career Pathway.
- Evidence of other significant contribution that continues to bring prestige to the University and growth in the individual profile and role

Contribution bonus

Contribution bonuses are awarded for specific and exceptional one-off achievements within any of the relevant criteria of the Academic Career Pathways framework. For example:

- Clear evidence of exceptional external recognition within the preceding 12 months such as election to Fellowship of internationally recognised and prestigious Learned Society with highly selective membership; successful chairing of high profile/impact external body.
- Clear evidence of exceptional/new grant or contract awards in the preceding 12 months such as awards of a level in at least the upper decile for the discipline area
- Confirmed achievement within the 12 preceding months of substantial innovation in teaching/student support such as development of new mode of delivery that has had University-wide and national impact, implementation of innovative pedagogical techniques, and examples of enthusing and involving large numbers of colleagues

- Evidence of significant University leadership / regional contribution with high positive impact. Examples might include one-off major practical contribution to University-wide initiatives, exceptional management performance delivered within the year.
- Successful delivery of a major project, initiative, change or major academic leadership challenge.
- Evidence of other one-off exceptional contribution that has brought prestige to the University.

Where the higher level of contribution is then sustained in future years, this can attract a permanent salary increase.

The recommended bonus value should be in line with the current agreed bonus level amounts. These are currently £6,000 or £9,000. Where a bonus is being recommended, the normal or 'default' level will be £6,000. Recommendations for £9,000 should be by exception only, reflecting significant achievement and impact, well above the expected level of the role-holder.

Re-banding

As part of the Annual Reward and Recognition Review, where the department or faculty identifies that a role may have grown into the next band on a sustained basis and in line with the needs of the University, a case can be put forward for a re-banding by the relevant Head of Department or Vice President.

Proposals will only be considered where they are supported by strong supporting evidence which clearly demonstrate against the relevant Academic Career Pathway criteria that the Professor has progressed to the next band (see below).

Re-banding criteria

Where the department or faculty identifies that a role may have grown into the next band on a sustained basis and in line with the needs of the

University, a case can be put forward for a re-banding by the relevant Head of Department or Vice President.

Proposals will only be considered where they are supported by strong supporting evidence which clearly demonstrate against the relevant Academic Career Pathway criteria that the Professor has progressed to the next band.

The re-banding criteria for the each Professorial Band can be found under the relevant Academic Career Pathway according to your contract type:

- [Teaching and research contract](#)
- [Research specialist contract](#)
- [Teaching specialist contract](#)

Process

[Process flowchart \(PDF\)](#)

Head of Department / Vice-President guidance

It is your responsibility to ensure that you have spoken to all of your professorial staff and discussed with them whether or not you intend to nominate them for a salary increase or bonus, or to make a case for re-banding.

Where there is strong supporting evidence of excellent and sustained contribution or a specific one-off achievement you may wish to submit a case for a salary increase or bonus.

Where you have identified that a role may have grown into the next band, in line with the needs of the University and with reference to the criteria within the band summaries, the panel will assess if the role should be re-banded.

See [Salary review routes](#) in the section above.

If you are nominating a Professor for a **salary increase or a bonus**, you will need to complete the Salary Increase/Bonus nomination form linked in the **Documentation required** section below, detailing whether you are recommending a salary increase or a bonus award and your accompanying supporting statement, referencing achievements to the Academic Career Pathways criteria.

If you are nominating a Professor for a **re-banding**, you will need to complete the Re-banding nomination form linked in the **Documentation required** section below, which includes your accompanying supporting statement in line with the Academic Career Pathway Criteria.

The Professor who you will be nominating should complete both the Re-banding Supporting Statement form and the relevant CV Template. They should return both forms to you so that you can agree and finalise them and submit it by the deadline along with your nomination form.

Please discuss the submission with the individual professor, including the nature of your comments.

If a Professor believes that you should have put forward a case for them, they are encouraged to discuss this with you in more detail in the first instance.

If they wish to challenge this further, then they may speak to the Vice-President & Head of Faculty, but we would expect this to be by exception only. Any discussion would need take place well in advance of the Faculty submission deadlines and Reward panels in September and October.

Introductory Zone Professors

Professors in the Introductory Zone will not be required to make a written submission unless you are recommending a salary rise greater than a one-point rise or a re-banding. See **Salary review routes** in the section above.

Vice-President and Head of Faculty will ask for your comments. These comments will be based on the outputs from your SRDS discussions with professors.

Forms should be submitted to your Faculty Panel in the format/location they have informed you of. The deadline for your comments on submissions is determined by your Faculty.

Please direct any queries to your relevant [Faculty HR Team](#).

Documentation required

Professorial Pay Review Salary Increase/Bonus Nomination Form:

Professorial Pay Review Salary Increase/Bonus Nomination Form

Professorial Pay Review Re-banding Forms:

**Professorial Pay Review Re-banding Nomination Form
Professorial Pay Review Re-banding Supporting Statement
CV Template (Teaching & Research)
CV Template (Teaching)
CV Template (Research pathway)**

Professorial equivalent pay review

Information about routes to salary increase, bonus or re-banding for staff on the professorial equivalent pay scheme.

On this page:

- [Overview](#)
- [Salary review routes](#)
- [Band summaries](#)
- [Example activities](#)
- [Decisions and outcomes](#)
- [Documentation required](#)

Overview

The professorial equivalent pay scheme has three bands with staff banded according to the level at which they are working and their contribution to the University.

The salaries of professorial equivalent staff are reviewed as part of the Annual Reward & Recognition Review to reflect any significant and sustained growth in the role or to reward the individual's exceptional contribution in that role.

Salary review routes

As part of the Annual Reward & Recognition Review, Directors/Vice Presidents can put forward a proposal for a salary increase, bonus or re-

banding. Proposals will only be considered where they are supported by strong supporting evidence.

Any proposal should be informed by the Staff Review and Development Scheme (SRDS) discussion. Professorial Equivalent staff are invited to discuss their own circumstances with their line manager through their SRDS discussions.

Permanent salary increase	<p>Salary increases are considered in cases where contribution is excellent and sustained, with clear evidence of a continuous significant contribution (e.g. achievements for longer than 12 month) and impact made which contribute to the continual growth of the role. For example:</p> <ul style="list-style-type: none">• Significant contribution to a Professional Services area, with lasting, significant and positive impact for the University, for example by setting and delivering Departmental strategy which will have long lasting positive impacts for delivery.• Significant leadership contribution towards long-term improvement in Departmental performance.• Significant and on-going contribution to University governance, management of major projects or initiatives, or management of complex/transformational change which will have a long-term positive impact.
Contribution bonus	<p>Contribution bonuses are awarded for specific and exceptional one-off achievements for example successful delivery of a major project, initiative or change within a 12 month period. For example</p> <ul style="list-style-type: none">• Evidence of significant University leadership with high positive impact. <p>Examples might include one-off practical contribution to University-wide initiatives, exceptional management performance delivered within the year, one-off delivery of major structural or cultural change, or major leadership challenge.</p> <ul style="list-style-type: none">• One-off successful delivery of a major and challenging project within the year, delivered in addition to the role-holder's core duties.• Evidence of other one-off exceptional contribution that has brought prestige to the Professional Services Department, area or the University <p>Where the higher level of contribution is then sustained in future years, this can attract a permanent salary increase.</p> <p>The recommended bonus value should be in line with the current agreed bonus level amounts. These are currently £6,000 or £9,000. Where a bonus is being recommended,</p>

the normal or 'default' level will be £6,000. Recommendations for £9,000 should be by exception only, reflecting significant achievement and impact, well above the expected level of the role-holder.

Re-banding

Where the Director identifies that a role may have grown into the next band on a sustained basis and in line with the needs of the University, the panel will assess if the role should be re-banded.

The business case should clearly demonstrate that the role is operating at a higher level in line with the band summaries and example activities below.

Band summaries

The professorial equivalent pay scheme has three bands with staff banded according to the level at which they are working and their contribution to the University.

Band I

Individuals play a senior managerial role with a faculty-wide focus, or within a specialised function of the University.

They will have sole and independent responsibility, including budget setting and leadership and management of staff, for a major specialised or technical area that has far reaching effects throughout the University and the sector.

The roles in Band I will have a significant long-term and strategic impact on the University.

There may be roles within this band which have a relatively narrow focus, but which have a deep impact, and/or are in an area critical to the University's success.

Similarly, roles may straddle a broad range of work streams but with a far reaching sphere of influence.

Band II

Individuals in Band II have responsibility for a section of a major department, or full responsibility for a department and will be part of the management team for the overall function.

They play a major role in University-wide activities which have a highly significant impact on the University's sustainability and success.

At this level, individuals have a University-wide sphere of influence or may occupy very senior roles with a narrow strategic specialism which is business critical.

Influence is likely to be significant within the HE sector and, where relevant, the professional environment.

Band III

band is reserved for a small number of the most influential leaders within the University's professorial equivalent staff.

These roles lead and have overall responsibility for mission-critical matters across a major part of the University's business.

Individuals in Band III have primary responsibility for setting and implementing strategy to the area of activity and have major influence across the institution, the HE sector and the professional environment at a national level.

Example activities

Below are examples of activities that would be expected in the given band. An individual is not expected to carry out all the activities in the band. The band of a professorial equivalent member of staff reflects the overall level at which they are working.

Band I

Influence and impact

Influence is high across the faculty to which they are aligned or across Professional Services.

Will have a significant impact on the University's reputation and sustainability.

Complexity

Responsibility for a broad range of work and accordingly manages a range of staff.

Alternatively may have responsibility for a very specialist function requiring deep understanding of a relatively narrow field.

Significant experience/knowledge in one or more areas; demonstrated, for example, by high level professional qualification.

Scope

Manages a diverse workforce/range of roles or highly knowledgeable specialist team.

Directs and leads developments in own area of responsibility, and has input into cross-University agenda.

Lead major projects and initiatives which have significant resources and strategic impact.

Band II

Influence and impact

Building on the previous band.

Influences policy and strategic direction across the University.

Responsible for leading on specific issues with potential for a high impact on University's reputation and sustainability.

Complexity

Building on the previous band.

Deals with a wide range of complex matters which require specialist knowledge and/or significant experience.

Scope

Building on the previous band.

High degree of autonomy in decision-making on a wide range of issues.

Leads own department's strategic agenda, with significant implications for the wider University.

Band III

Influence and impact

Building on the previous band.

Sets the overall institution direction for the theme of work.

Major strategic impact on the University's physical, financial or human resources.

Influences policy at a national/international level within the higher education sector or beyond.

Complexity

Building on the previous band.

Highly complex and diverse range of work carried out by staff reporting to post holder.

Broad range of functions/services within department.

Professionally qualified to the highest level of appropriate body.

Scope

Building on the previous band.

Full autonomy in decision-making for whole remit of large department.

Is point at which responsibility for decisions made ultimately rests.

Drives the agenda across departments/functions, using diplomacy and influence.

Significant strategic role in University governance.

Decisions and outcomes

The final decision on the effective date of the re-band will be made by the University Reward & Recognition Panel.

[Process flowchart \(PDF\)](#)

Documentation required

[Professorial Equivalent Pay Review Nomination Form](#)

Appendix 4 – UEB Business Related Expenses

University of Sheffield - UEB Business Related Expenses

Purchasing Card and Reimbursed Expenses - 01/08/2021 to 31/07/2022

UEB Role	UEB Member	UEB Role Related Expenses	Academic-Related Expenses	Total Spend
President and Vice-Chancellor	Professor Koen Lamberts	£4,610.39	£0.00	£4,610.39
Provost and Deputy Vice-Chancellor	Professor Gill Valentine	£209.80	£133.10	£342.90
Vice-President and Head of the Faculty of Arts and Humanities	Professor Susan Fitzmaurice	£0.00	£510.50	£510.50
Interim Vice-President and Head of the Faculty of Medicine, Dentistry and Health	Professor Chris Newman	£0.00	£0.00	£0.00
Interim Vice-President and Head of the Faculty of Engineering	Professor Jim Litster	£2,035.80	£0.00	£2,035.80
Vice-President and Head of the Faculty of Science	Professor John Derrick	£0.00	£408.19	£408.19
Vice-President and Head of the Faculty of Social Sciences	Professor Craig Watkins	£0.00	£25.00	£25.00
Vice-President for Innovation	Professor David Petley	£4,808.35	£0.00	£4,808.35
Vice-President for Research	Professor Sue Hartley	£762.82	£11.42	£774.24
Vice-President for Education	Professor Mary Vincent	£411.42	£724.71	£1,136.13
Chief Financial Officer	Joanne Jones	£807.56	£0.00	£807.56
Chief Operating Officer	Rob Sykes	£1,276.82	£0.00	£1,276.82
Director of Human Resources	Ian Wright	£0.00	£584.80	£584.80
	Total	£14,922.96	£2,397.72	£17,320.68

NB - Please note that due to the Covid19 Global Pandemic some Members had purchased travel tickets that may still be held as vouchers to be used against future travel. As a result, not all the expenditure shown here may be applicable to this period even though the spend has been incurred.

Notes:

University of Sheffield - UEB Business Related Expenses

President & Vice Chancellor

The role of President and Vice-Chancellor is the critical leadership role within the University, and also a key ambassador and influencer beyond, in the city and region, nationally within the sector, with government and industry and also internationally.

Professor Koen Lamberts

Professor Lamberts is a cognitive psychologist with an extensive track record in experimental and theoretical research on human perception and memory, for which he has been awarded prizes from the Experimental Psychology Society and the British Psychological Society.

Throughout his career he has held a number of significant leadership roles in higher education and is currently Deputy Chair of the Russell Group and Chair of the Board of Trustees of UKCISA (UK Council for International Student Affairs).

In the year 2021/22, the President and Vice Chancellor represented the University in a wide range of national and international activity at senior level, although much of this was undertaken remotely, thus incurring no cost. Nationally this included, for example, attendance at Russell Group and Universities UK Board meetings and representing the University at Alumni events in London. Professor Lamberts has not travelled internationally this year due to the Covid pandemic.

Purchasing Card and Reimbursed Expenses - 01/08/2021 to 31/07/2022

	President and Vice-Chancellor Role	Total for Academic Role	Total Expenses for 2021/22
Accommodation & Subsistence	£2,272.35	£0.00	£2,272.35
Conference	£378.95	£0.00	£378.95
Travel	£1,959.09	£0.00	£1,959.09
	<u>£4,610.39</u>	<u>£0.00</u>	<u>£4,610.39</u>

Note: UEB Members are often required to host external stakeholders and/or events. As such, University costs incurred may include amounts relating to other parties. Travel on University business by UEB members may also include elements of cost relating to other University staff members.

University of Sheffield - UEB Business Related Expenses

Provost and Deputy Vice-Chancellor

The Provost and Deputy Vice-Chancellor (DVC) supports the President & Vice-Chancellor (P&VC) in providing strategic leadership of the organisation, working to drive improvement and innovation and advance scholarship. The role provides leadership and oversight of the majority of University business across both academic and professional services areas. Professor Valentine acts on behalf of the P&VC across a range of delegated internal and external matters which include attending external educational, alumni partnership and policy meetings (national and international).

Professor Valentine's research interests are focused in three interconnected areas: diversity and social inclusion; childhood, parenting and family life; and urban cultures and consumption. She is regularly invited to speak at national and international seminars and conferences on these subjects.

Professor Gill Valentine

In the year 2021/22 the DVC represented the university in a range of national activity at senior level. As much of the activity moved to online meetings as an ongoing result of the Covid pandemic, costs in respect of this activity were low.

Purchasing Card and Reimbursed Expenses - 01/08/2021 to 31/07/2022

	Total for Vice- President Role	Total for Academic Role	Total Expenses for 2021/22
Travel	£209.80	£133.10	£342.90
	<u>£209.80</u>	<u>£133.10</u>	<u>£342.90</u>

Note: UEB Members are often required to host external stakeholders and/or events. As such, University costs incurred may include amounts relating to other parties. Travel on University business by UEB members may also include elements of cost relating to other University staff members. Where the costs of an activity are ultimately funded from a specific external funding source (but are paid by the University in the first instance) these sums are also included.

University of Sheffield - UEB Business Related Expenses

Vice-President and Head of the Faculty of Arts and Humanities

Faculty Vice-Presidents are accountable for the leadership and development of the University's five Faculties. The roles also play a key corporate role in the development and delivery of University strategy. The roles are required to represent the University at a local, national and international level. In addition, Vice-Presidents are expected to continue to develop their research profile, and to keep an active interest in their discipline area. They are also expected to ensure their own personal development.

Professor Susan Fitzmaurice

Professor Fitzmaurice is an internationally regarded scholar of English Historical Linguistics. As Principal Investigator of funded collaborative research projects, she leads the dissemination of research results to the academic community. She is regularly invited to attend conferences or sits on boards relating to her area of expertise.

Purchasing Card and Reimbursed Expenses - 01/08/2021 to 31/07/2022

In the year 2021/22, Professor Fitzmaurice represented the University, the Faculty of Arts & Humanities and her own field of research at a number of national and international conferences and events, including in Europe and Africa.

	Total for Vice- President Role	Total for Academic Role	Total Expenses for 2021/22
Travel	£0.00	£510.50	£510.50
	<u>£0.00</u>	<u>£510.50</u>	<u>£510.50</u>

Note: UEB Members are often required to host external stakeholders and/or events. As such, University costs incurred may include amounts relating to other parties. Travel on University business by UEB members may also include elements of cost relating to other University staff members. Where the costs of an activity are ultimately funded from a specific external funding source (but are paid by the University in the first instance) these sums are also included.

University of Sheffield - UEB Business Related Expenses

Interim Vice-President and Head of the Faculty of Medicine, Dentistry and Health

Faculty Vice-Presidents are accountable for the leadership and development of the University's five Faculties. The roles also play a key corporate role in the development and delivery of University strategy. The roles are required to represent the University at a local, national and international level. In addition, Vice-Presidents are expected to continue to develop their research profile, and to keep an active interest in their discipline area. They are also expected to ensure their own personal development.

Professor Chris Newman - 01/10/2021 - 31/07/2022

Professor Newman joined the University in 1995 and is currently Dean of the Medical School and Deputy Vice-President of MDH. He is also Professor of Clinical Cardiology and Director of the NIHR Sheffield Clinical Research Facility.

Professor Newman has no business-related expenses for 2021/22.

Note: UEB Members are often required to host external stakeholders and/or events. As such, University costs incurred may include amounts relating to other parties. Travel on University business by UEB members may also include elements of cost relating to other University staff members. Where the costs of an activity are ultimately funded from a specific external funding source (but are paid by the University in the first instance) these sums are also included.

University of Sheffield - UEB Business Related Expenses

Interim Vice-President and Head of the Faculty of Engineering

Faculty Vice-Presidents are accountable for the leadership and development of the University's five Faculties. The roles also play a key corporate role in the development and delivery of University strategy. The roles are required to represent the University at a local, national and international level. In addition, Vice-Presidents are expected to continue to develop their research profile, and to keep an active interest in their discipline area. They are also expected to ensure their own personal development.

Professor Jim Litster

Professor Litster's research is in the general area of particle technology and he has published extensively on industrial crystallisation, granulation (particularly as it applies to the pharmaceutical industry) and on various forms of computer modelling.

Purchasing Card and Reimbursed Expenses - 01/08/2021 to 31/07/2022

In the year 2021/22, Professor Litster represented the University, the Faculty of Engineering and his field of research at a number of national and international conferences and events, including in Europe and and the United States.

	Total for Vice- President Role	Total for Academic Role	Total Expenses for 2021/22
Travel	£1,152.22	£0.00	£1,152.22
Other	£11.50	£0.00	£11.50
Conference	£872.08	£0.00	£872.08
	<u>£2,035.80</u>	<u>£0.00</u>	<u>£2,035.80</u>

Note: UEB Members are often required to host external stakeholders and/or events. As such, University costs incurred may include amounts relating to other parties. Travel on University business by UEB members may also include elements of cost relating to other University staff members. Where the costs of an activity are ultimately funded from a specific external funding source (but are paid by the University in the first instance) these sums are also included.

University of Sheffield - UEB Business Related Expenses

Vice-President and Head of the Faculty of Science

Faculty Vice-Presidents are accountable for the leadership and development of the University's five Faculties. The roles also play a key corporate role in the development and delivery of University strategy. The roles are required to represent the University at a local, national and international level. In addition, Vice-Presidents are expected to continue to develop their research profile, and to keep an active interest in their discipline area. They are also expected to ensure their own personal development.

Professor John Derrick

Purchasing Card and Reimbursed Expenses - 01/08/2021 to 31/07/2022

In the year 2021/22, Professor Derrick represented the University, the Faculty of Science and his own field of research at an international conference in Switzerland. The associated costs of his business-related expenses are as below:

	Total for Vice- President Role	Total for Academic Role	Total Expenses for 2021/22
Accommodation and Subsistence	£0.00	£323.74	£323.74
Conference	£0.00	£84.45	£84.45
	<u>£0.00</u>	<u>£408.19</u>	<u>£408.19</u>

Note: UEB Members are often required to host external stakeholders and/or events. As such, University costs incurred may include amounts relating to other parties. Travel on University business by UEB members may also include elements of cost relating to other University staff members. Where the costs of an activity are ultimately funded from a specific external funding source (but are paid by the University in the first instance) these sums are also included.

University of Sheffield - UEB Business Related Expenses

Vice-President for Innovation

The Vice-President Innovation provides the strategic lead for innovation, impact, commercialisation and regional engagement across the University. He is also the University Executive Board Member with responsibility for the Advanced Manufacturing Group, which includes the Advanced Manufacturing Research Centre (based in Rotherham and Sheffield and with centres in Preston and Broughton), the Nuclear Advanced Manufacturing Research Centre (based in Rotherham and with centres in Derby and Birkenhead) and the Advanced Manufacturing Research Centre Training Centre, based in Rotherham. Vice-Presidents are expected to continue to develop their research profile, and to keep an active interest in their discipline. They are also expected to ensure their own personal development.

Professor Petley's research focuses on landslides. He works in particular on the understanding of landslide mechanics through both state of the art monitoring of their movement using field instrumentation and the development of novel lab testing approaches. This research is focused mainly in high mountain areas, most notably Taiwan, New Zealand, China, Chile and Nepal. Professor Petley sits on the Slope Safety Technical Review Board of the Hong Kong Government.

Professor David Petley

Purchasing Card and Reimbursed Expenses - 01/08/2021 to 31/07/2022

In the year 2021/22, Professor Petley travelled to Oman on behalf of the AMRC and to New Zealand for his personal research. He attended a number of UK meetings to represent the University. Further travel was put on hold when the global pandemic prevented all travel. The associated costs of his business-related expenses for 2019/20 are as below and include travel tickets purchased but currently held as vouchers to be used in the future.

	Total for Vice- President Role	Total for Academic Role	Total Expenses for 2021/22
Accommodation and Subsistence	£3,530.92	£0.00	£3,530.92
Travel	£1,225.93	£0.00	£1,225.93
Other	£51.50	£0.00	£51.50
	<u>£4,808.35</u>	<u>£0.00</u>	<u>£4,808.35</u>

Note: UEB Members are often required to host external stakeholders and/or events. As such, University costs incurred may include amounts relating to other parties. Travel on University business by UEB members may also include elements of cost relating to other University staff members. Where the costs of an activity are ultimately funded from a specific external funding source (but are paid by the University in the first instance) these sums are also included.

University of Sheffield - UEB Business Related Expenses

Vice-President and Head of the Faculty of Social Sciences

Faculty Vice-Presidents are accountable for the leadership and development of the University's five Faculties. The roles also play a key corporate role in the development and delivery of University strategy. The roles are required to represent the University at a local, national and international level. In addition, Vice-Presidents are expected to continue to develop their research profile, and to keep an active interest in their discipline area. They are also expected to ensure their own personal development.

Professor Craig Watkins

Professor Watkins's current and recent research focuses on the structure and operation of local housing systems, and the impact of public policy on housing markets. His main research commitment is as a Director of the UK Collaborative Centre for Housing Evidence (CaCHE), a national research centre funded by the ESRC, AHRC, and the Joseph Rowntree Foundation for six years. CaCHE is a consortium of 10 Universities, the Chartered Institute of Housing, Royal Town Planning Institute and Royal Institution of Chartered Surveyors and, in addition to Sheffield, has staff based in Glasgow, London, Belfast and Cardiff.

Purchasing Card and Reimbursed Expenses - 01/08/2021 to 31/07/2022

In the year 2021/22, Professor Watkins' associated costs of his business-related expenses for 2021/22 are his membership of HAS which is ESRC grant related:

	Total for Vice- President Role	Total for Academic Role	Total Expenses for 2021/22
Other	£0.00	£25.00	£25.00
	<u>£0.00</u>	<u>£25.00</u>	<u>£25.00</u>

Note: UEB Members are often required to host external stakeholders and/or events. As such, University costs incurred may include amounts relating to other parties. Travel on University business by UEB members may also include elements of cost relating to other University staff members. Where the costs of an activity are ultimately funded from a specific external funding source (but are paid by the University in the first instance) these sums are also included.

University of Sheffield - UEB Business Related Expenses

Vice-President for Research

The Vice-President for Research leads on the University's research activity, including research excellence, flagship institutes, Research Excellence Framework (REF), grant activity and impact. The VPR is also the institutional lead for sustainability. This role works closely with the Vice-President for Innovation.

Professor Sue Hartley

Professor Sue Hartley's research area of expertise include: plant defences, particularly the role of silicon in crop resistance to biotic and abiotic stresses; plant-soil, plant-herbivore and multi-trophic interactions; the impacts of climate change on crops and their pests; sustainable pest management and food security; agri-environment policy.

Purchasing Card and Reimbursed Expenses - 01/01/21 to 31/07/2022

In the year 2021/22, Professor Hartley represented the University as the Vice-President for Research at a number of national and international conferences and events in person and virtually.

	Total for Vice-President Role	Total for Academic Role	Total Expenses for 2021/22
Travel	£529.32	£11.42	£540.74
Accommodation	£233.50	£0.00	£233.50
	<u>£762.82</u>	<u>£11.42</u>	<u>£774.24</u>

Note: UEB Members are often required to host external stakeholders and/or events. As such, University costs incurred may include amounts relating to other parties. Travel on University business by UEB members may also include elements of cost relating to other University staff members. Where the costs of an activity are ultimately funded from a specific external funding source (but are paid by the University in the first instance) these sums are also included.

University of Sheffield - UEB Business Related Expenses

Vice-President for Education

The Vice President for Education takes the lead for ensuring excellence and innovation in teaching and learning for students including undergraduate, postgraduate, overseas students and those studying for University of Sheffield qualifications overseas. She also oversees the University's commitment to broad participation, including outreach and access to schools and new forms of advanced vocational and technical education. Vice-Presidents are expected to continue to develop their research profile, and to keep an active interest in their discipline area. They are also expected to ensure their own personal development.

Professor Mary Vincent

Professor Mary Vincent's research focuses on the history of modern Spain, particularly the period of the Civil War and the Franco dictatorship (1931 -75). She has also published widely in the history of gender, recently focusing on religious violence in early twentieth-century Spain.

Purchasing Card and Reimbursed Expenses - 01/08/2021 to 31/07/2022

In the year 2021/22, once lockdown and CV19 restrictions were lifted, Professor Vincent travelled for various meetings related to her discipline, eg REF panel & Institute of Historical Research membership, as well as some local travel relating to her formal role as Vice-President for Education at TUOS.

	Total for Vice- President Role	Total for Academic Role	Total Expenses for 2021/22
Accommodation and Subsistence	£199.55	£0.00	£199.55
Conference	£150.00	£0.00	£150.00
Travel	£61.87	£724.71	£786.58
	<u>£411.42</u>	<u>£724.71</u>	<u>£1,136.13</u>

Note: UEB Members are often required to host external stakeholders and/or events. As such, University costs incurred may include amounts relating to other parties. Travel on University business by UEB members may also include elements of cost relating to other University staff members. Where the costs of an activity are ultimately funded from a specific external funding source (but are paid by the University in the first instance) these sums are also included.

University of Sheffield - UEB Business Related Expenses

Chief Financial Officer

As Chief Financial Officer, Joanne oversees the Finance, Infrastructure and Commercial Services Group, comprising: Finance & Commercial; Accommodation and Commercial Services; Estates and Facilities Management; and IT Services.

Joanne Jones

Purchasing Card and Reimbursed Expenses - 01/02/2021 to 31/07/2022

In the year 2021/22, the CFO represented the University at one external networking events in the UK. The associated costs of the CFO's business-related expenses for 2021/22 are as below:

	Total for UEB Role	Total for Other Role	Total Expenses for 2021/22
Travel	£308.71	£0.00	£308.71
Other	£6.85	£0.00	£6.85
Conference	£492.00	£0.00	£492.00
	<u>£807.56</u>	<u>£0.00</u>	<u>£807.56</u>

Note: UEB Members are often required to host external stakeholders and/or events. As such, University costs incurred may include amounts relating to other parties. Travel on University business by UEB members may also include elements of cost relating to other University staff members. Where the costs of an activity are ultimately funded from a specific external funding source (but are paid by the University in the first instance) these sums are also included.

University of Sheffield - UEB Business Related Expenses

Chief Operating Officer

As Chief Operating Officer Rob provides leadership to Library Services; Research Services; Student Recruitment, Marketing and Admissions; Student Support Services; Academic Programmes and Student Engagement; Global Engagement; Planning, Projects and Business Intelligence; Corporate Communications; Campaigns and Alumni Relations; and Partnerships and Regional Engagement.

Rob Sykes

In the year 2021/22, the Chief Operating Officer attended some national conferences and network events to represent the University.

Purchasing Card and Reimbursed Expenses - 01/08/2021 to 31/07/2022

	Total for UEB Role	Total for Other Role	Total Expenses for 2021/22
Accommodation and Subsistence	£606.28	£0.00	£606.28
Travel	£670.54	£0.00	£670.54
	<u>£1,276.82</u>	<u>£0.00</u>	<u>£1,276.82</u>

Note: UEB Members are often required to host external stakeholders and/or events. As such, University costs incurred may include amounts relating to other parties. Travel on University business by UEB members may also include elements of cost relating to other University staff members. Where the costs of an activity are ultimately funded from a specific external funding source (but are paid by the University in the first instance) these sums are also included.

University of Sheffield - UEB Business Related Expenses

Director of Human Resources

As Director of Human Resources (HR), Ian has leadership responsibility across the full remit of our human resource management activities including staff recruitment, engagement and retention, industrial relations, reward, wellbeing and our equality, diversity and inclusion work. Ian also has executive responsibility for the Health & Safety Department and organisational performance on health and safety matters. Ian's role and remit play a key part in the development and delivery of the University's One University agenda as part of our overall University Vision.

Ian Wright

In the year 2021/22 the Director of Human Resources incurred the following expenditure during the course of his role:

Purchasing Card and Reimbursed Expenses - 01/08/2021 to 31/07/2022

	Total for UEB Role	Total for Other Role	Total Expenses for 2021/22
Travel	£0.00	£56.30	£56.30
Conference	£0.00	£228.00	£228.00
Other	£0.00	£221.00	£221.00
Hospitality	£0.00	£79.50	£79.50
	<u>£0.00</u>	<u>£584.80</u>	<u>£584.80</u>

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