

area would continue to attract adverse publicity and the University should adopt its usual approach of ensuring that appropriate comms were “ready and waiting” should SGUL be asked to comment.

6. Remuneration Committee Calendar 2024/25

RemCo noted the list of future items.

7. Chief People Officer: Introduction

The CPO’s first impressions of CSG were that it was an exceptionally ambitious university powered by talented and dedicated staff. It was evident to her that staff were working extremely hard to realise the benefits of the merger and to ensure successful integration.

A number of high-profile initiatives were in train which made for a particularly challenging time for the HR Directorate (supporting the merger integration, PSTOM and deployment of Oracle Fusion among other projects).

Recruitment to essential posts in HR was underway including recruiting for a temporary replacement for the HR Deputy Director who was on long-term sick leave.

The CPO found this to be an exciting opportunity and looked forward to working with colleagues across the institution.

Pay Position

The pay claim of the Trade Unions for 25/26 was for an increase RPI of 3.5% or a flat rate of 2.5K (whichever is greater). The justification for this headline claim was that pay had been eroded over a number of years. It was possible to demonstrate that pay in the sector had been on a downward trajectory since 2008.

The University had budgeted for a 2% pay uplift – but it was important to note that the Trade Unions had begun negotiations from a higher point compared to last year. It was also important to note that management would need to be clear on what matters were up for negotiation and what were not. It was incumbent upon management to maintain good relationships with the Trade Unions locally and avoid a breakdown in communications which had befallen other universities.

UCEA acted as the negotiating body for a number of HE institutions, including City St George’s. Although UCEA was leading the process, it would look to Universities it represented for feedback, ensuring that all opinions were heard.

The President noted that although the Trade Union claim was unaffordable for the sector, it was not unjustifiable and therefore it would be difficult not to acknowledge the justice of the claim.

The local challenge for the Trade Unions was the increasing volume of casework they faced which was proving difficult to keep up with. The increase was due to many factors at the University including work on the merger and the Professional Services Target Operating Model. The University had agreed to provide additional facility time to Union officers requested by the Trade Unions.

Part Two – Higher Paid and Senior Staff – issues requiring attendance of President

8.1 Framework for reporting this year (against objectives set last year)

RemCo noted the paper and in discussion the following points were noted:

- The paper provided a proposed summary document for senior appraisals which would be populated for relevant senior employees.
- The approach had been developed in response to the request from RemCo and the President not to use Actus this year as the appraisal method for members of the Senior Leadership Team.

- Colleagues would still be able to view the background data within Actus to reflect on progress against objectives, but this interim approach provided a more focused summary.
- A short form had been created which would enable data to be easily transposed to Oracle when it comes into use.
- It was anticipated that appraisal discussions for the senior team would be carried out during May and reported to RemCo in June.

Decision

RemCo **approved** the appraisal process for the Vice-Chancellor and President and the senior staff for 2024/25.

Secretary's Note: Senior staff, as defined in Ordinance C.4, comprises the members of the Vice-Chancellor and President's Senior Leadership Team plus the University Secretary and the Director of Internal Audit.

8.2 Framework for performance management next year/links to institutional performance management

The Committee considered the paper and in discussion the following points were noted:

- The paper provided a concise comparison between Actus, the current performance appraisal system and Oracle Talent, part of the Oracle HCM Cloud, as its planned replacement. It focussed specifically on the integrated components of Goal Management and Performance (Appraisal) Management within Oracle's adopted standard processes.
- The CPO outlined 5 improvements which Oracle would bring as follows:
 - Align individual and team goals with strategic objectives.
 - Embed a performance culture of continuous feedback and performance dialogue.
 - Leverage real-time reporting for data-driven decisions.
 - Enhance transparency, accountability and collaboration across the institution.
 - With a modern, intuitive and user-centric optimisable user interface that provides an improved user experience for all users.
- Planning was underway for a "go live" date for Oracle of 5th August 2025.
- The Chair was familiar with Oracle and confident that it would work well and that it could help change the appraisal culture at CSG for the better.
- Oracle would only be successful however if smart objectives were fed into it in the first instance. Therefore, critical to its success would be a high level of support and implementation of a comprehensive training programme for all staff.

Part Three – The President's Service Agreement

[President & attendees left the meeting for this item]

9. Update and Next Steps

This item is continued in the closed section of these minutes.

Part Four – Items for Information

10. AOB and Date of Next Meeting

As the President was no longer able to attend the meeting on 25th June, the Governance Team would liaise with members to reschedule the meeting. **[Action]**

Rachel Lock
Remuneration Committee Chair,
April 2025