

**COUNCIL**  
**Thursday 27 July 2023 from 14.00-18.00**  
**Conference Rooms, James Clerk Maxwell building**  
**MINUTES**

*Sections marked Commercial in Confidence are claimed as exempt from publication under Section 43 of the Freedom of Information Act on the grounds of commercial sensitivity.*

<b>Members:</b>	Chair – External member	Mr Charlie Geffen
	Joint Vice-Chair – External member	Mr Vib Baxi
	Joint Vice-Chair - External member	Ms Rachel Hubbard
	Treasurer - External member	Mr Robert Napier
	President & Vice-Chancellor	Prof Max Lu
	Provost & Executive Vice-President	Prof Tim Dunne
	Chief Operating Officer	Mr Andy Chalklin
	President, Students' Union	Ms Diana Dakik
	Member elected by Senate	Prof Esat Alpay
	Member elected by Senate	Prof Karen Bullock
	Member elected by Senate	Prof Daniel Horton
	External member	Mr Elliot Antrobus-Holder
	External member	Prof Julia Buckingham
	External member	Ms Judith Eden
	External member	Ms Pam Jestico
	External member	Mr Nigel Jones
	External member	Ms Pam Powell
	External member	Sir Philip Rutnam

**In attendance:** Mr Nigel Alcock, Interim Chief Financial Officer  
Ms Ros Allen, Head of Governance Services (secretary)  
Ms Martine Carter, Vice-President Strategy, Planning & Performance  
Ms Sarah Litchfield, University Secretary & Legal Counsel  
Ms Jo Yau, Students' Union President elect

**By invitation:** Mr Patrick Degg, VP External Engagement (23/075, 76 and 88)  
Prof Osama Khan, PVC Academic (23/081-83)  
Mr Alex Mckee, USSU CEO (23/077 and 78)  
Mr Wesley Paul, Chair of Campaign Board (23/088)

**A      INTRODUCTORY ITEMS**

**23/068 Preliminaries**

- .1      There were apologies from Pam Powell
- .2      Jo Yau was welcomed to her first meeting.

**23/069 Declarations of Interest**

- .1      None

**23/070 Minutes**

Council: 27 July 2023  
23/CNL/05

- .1 Council **approved** the minutes of the Council meeting held on 23 May 2023 for publication. The minutes of the Council/EB half strategy day on 23 May were approved, but not for publication.

**23/071 Matters Arising**

- .1 The updated actions log was **noted**. All actions are complete or for a later meeting.
- .2 The three resolutions approved by Convene were noted:
- To provide a parental guarantee to Cervus+
  - To appoint Nigel Alcock, Charlie Geffen and Max Lu as Directors of Innovate Surrey Ltd
  - To approve the signing of BPL Heads of Terms with Guildford Borough Council

**23/070 Vice-Chancellor's Report and Performance Monitoring**

- .1 The VC presented the report.
- .2 The following further points were noted:
- There is unlikely to be additional government resource for HE over the next five years.
  - The recent government announcement regarding 'low value' degrees does not impact on Surrey.
  - Hazel Farm is on the market and a preferred bidder has been identified. Negotiations and resolution of issues are likely to take 12-18 months. A final proposal will come to EB, Finance Committee and Council for approval. It will continue to be used for student accommodation until it is sold. Any students living there when it is sold would be moved to other accommodation with no detriment.
  - Cyber Security report and excellent performance were noted.

**B ITEMS FOR CONSIDERATION AND/OR APPROVAL**

**23/073 Daphne budget and plan (COMMERCIALY SENSITIVE)**

*Redacted as commercially sensitive*

- .9 Council **approved** the Daphne budget and plan.

**23/074 Strategy Update (COMMERCIALY SENSITIVE)**

- .1 The VC and MC gave a presentation.
- .2 It was suggested that Council should have a session on Artificial Intelligence.  
**Action: RA**
- .3 There was discussion of the 3.5% growth plans, noting that further detail will come forward in due course. It was noted that 3.5% is ambitious in face of headwinds and the next very challenging period. The areas identified for growth significantly align with the research towers. Opportunities for innovation are embedded within research assumptions.

**23/075 Sensitive Jurisdictions procedure**

- .1 Patrick Degg attended to give a presentation.
- .2 Council noted the definition of sensitive jurisdictions, and that good progress has been made on developing the procedure with a view to having it in place for the new academic year. It was recognised Surrey is not disengaging from sensitive jurisdictions but instead managing the risk associated with collaborations.
- .3 It was noted that Partnerships and Reputation Committee has implemented new escalation procedures to encourage compliance with the new statutory and regulatory regimes.
- .4 *Redacted as commercially sensitive.*
- .5 Council asked to see the final procedure.  
**Action: PD**

#### **23/076 Academic Freedom and Freedom of Expression and annual Freedom of Speech Report**

- .1 Tim Dunne gave a presentation with Patrick Degg in attendance.
- .2 Council noted that the new law was unlikely to take effect until the 2024/25 academic year. Surrey will wait for OfS and government advice.
- .3 A 'Task and finish' group has been established with the key tasks as outlined in the presentation.

#### **23/077 USSU Annual report**

- .1 Diana Dakik presented the paper.
- .2 The summary of achievements for the year was noted. Overall satisfaction with the SU has remained stable in the Pulse surveys.
- .3 It was expected that cost of living challenges would continue for the next year. Student engagement with student life and studying remains an issue. It was believed that this was due to the cost of living and the longer-term impact of the pandemic. The SU will focus on ensuring that students understand how to get the most out of being a student. The University also needs to be clear on expectations and continue to work on the sense of belonging for students. It was recognised that for students, their peers are a more important influence than staff. It was noted that more students working in term-time, and this is a concern. The University and USSU are employing more students.

#### **23/078 USSU Governance**

- .1 Alex McKee presented the paper.
- .2 Council noted the final update to University Council on the actions taken by the Students' Union in response to the Quinquennial Review. All actions are now complete.
- .3 Council **approved** the amended USSU Articles of Association and noted the associated changes to the bylaws.

**23/079 Research and Innovation**

- .1 Tim Dunne gave a presentation.
- .2 The recommendations of the Independent Review of Research and Innovation were outlined. With respect to recommendation 2, it was noted that Gill Fairbairn has now been appointed as the Director of Research Impact and Innovation. Recommendation 3 has been postponed pending the arrival of the new PVC R&I and a decision from her. The timeline was noted.
- .3 The REF 2028 changes in approach and actions being taken at Surrey were noted.
- .4 There was discussion of recruitment and retention of high-quality researchers and funding for the next stage of recruitment of Surrey Future Fellows.

**23/080 Annual report on Concordat to support the career development of researchers**

- .1 Tim Dunne presented the paper.
- .2 The University is moving to greater ownership of researcher career development by Faculties and Institutes.
- .3 Council **approved** the report for submission to Universities UK and publication online.

**23/081 Education and Student Experience Update**

- .1 Osama Khan attended to present the paper.
- .2 The key highlights were noted:
  - The outcome of the Teaching Excellence Framework (TEF) will be provided to the University in early August. Surrey expects to be awarded silver or gold.
  - The NSS results will be notified in August. Based on changes to the survey and the results of internal surveys, Surrey expects to stay in the top 20.
  - Surrey is one of only three universities in the UK in the top 20 for research and student experience.

**23/082 Degree Outcomes Statement**

- .1 Osama Khan attended to present the paper.
- .2 Council noted an update on the issue of good degrees, graduate outcomes and league tables.
- .3 Council **approved** the statement. It was noted that it is a statutory requirement to publish this statement.

**23/083 Student Protection Plan**

- .1 Osama Khan attended to present the paper.
- .2 It was noted that it is a requirement of OfS registration to submit a student protection plan. Council **approved** the plan.

#### **23/084 Risk Appetite**

- .1 Andy Chalklin presented the paper.
- .2 The following points were noted:
  - The University is focussed on gap to risk appetite rather than absolute risk level.
  - With respect to sensitive jurisdictions, whilst the overall risk appetite for 'Reputational Risks' is 'Open', a granular approach is taken. Some of the risk for sensitive jurisdictions sits within legal and regulatory which has a cautious appetite.

**Action: AC to provide next level of granularity.**
- .3 Council **approved** the Risk Appetite.

#### **23/085 Nominations and Governance Committee report**

- .1 Charlie Geffen presented the paper.
- .2 It was noted that it was not yet clear whether (*name redacted*) was willing and able to stay as Pro-Chancellor for another term.
- .3 The skills matrix approach taken in previous years has been rather formulaic, so a different approach is being taken to consider what skills are needed on Council.
- .4 Council **approved**:
  - The reappointment of Kim Tan and Max Taylor as Pro-Chancellors
  - The appointment of Michael Queen as Pro-Chancellor
  - The appointment of Ann Limb, Pro-Chancellor, to Nominations and Governance Committee.
  - The proposed changes to Council lay members and Chair of Council terms of office.
  - The proposed coverage of the 2023 Council Effectiveness Review.

#### **23/086 Changes to NatWest bank signatories for University and Foundation Fund**

- .1 Nigel Alcock presented the paper.
- .2 Council **approved** the amendments to the signatories, as listed in the paper.

#### **23/087 Items for future meetings**

- .1 The following suggestions and comments were noted:
  - Brand and internal and external communication of the strategy.
  - More time should be allocated to discussion of the VC's report if possible. Or the VC could do a briefing for Council members in between meetings.

#### **23/088 Philanthropic Campaign**

- .1 Patrick Degg and Wes Paul attended to give a presentation.

- .2 Council noted the progress of the Campaign and current and future trends. The power of an endowment was recognised. Surrey's aspirations were noted.
- .3 Council noted the potential impact of technology on higher education in the future.
- .4 Council noted an interesting and informative presentation on NextGenHydrogen and the global green hydrogen industry.

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**C ITEMS FOR INFORMATION ONLY**

**23/089 Information Security Annual report**

- .1 Council noted the paper.

**23/090 Health and Safety Report**

- .1 Council noted the paper.

**23/091 Retention of non-contracting authority status under PCR**

- .1 Council noted the paper.

**23/092 Blackwell Park Ltd Annual Report**

- .1 Council noted the paper.

**23/093 Senate Effectiveness review**

- .1 Council noted the paper.

**23/094 Committee Reports**

- .1 Executive Board  
Council **noted** the report.
- .2 Audit and Assurance Committee  
Council **noted** the report.
- .3 Finance Committee  
Council **noted** the report.
- .4 Remuneration Committee  
Council **noted** the report.
- .5 Senate  
Council **noted** the report.

**23/095 Information Pack for Reference**

- .1 Council noted the pack.

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**D CLOSING ITEMS**

**23/096 Any Other Business**

- .1 Council noted that it was Diana Dakik, Esat Alpay, Karen Bullock and Dan Horton's last Council meeting and took the opportunity to thank them for their contribution.
- .2 Council noted that it was Elliot Antrobus Holder's last Council meeting and took the opportunity to thank him for his contribution and wish him well for the future.

**23/097 Date of next meeting**

27 September 2023