Policy Statement Executive Owner Approval Route:	Our Operations - Chief Operating Officer - Operations Committee
Authorised Co-Ordinator:	Head of Governance
Effective date:	13 December 2023
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Approval History

Version	Reason for review	Date
1.0	Creation of Policy Statement	25/1/22
2.0	Annual Review of Policy Statement	17/11/22
3.0	Annual review of Policy Statement	13/12/23

Introduction

The **University Policy Framework** comprises 8 **Policy Statements** – Our Colleagues, Our Students, Our Education, Our Research and Innovation, Our Safety, Our Data, Our Partners and Reputation, Our Operations.

The 8 **Policy Statements** are high level documents which cover the University's mission, aims and business. **Policy Statements** are aligned to the University Strategy.

The **Policy Framework** is detailed in the Procedure of Policies and Procedures (POPP). POPP provides direction on, and standards for, the development and review of University **Policy Statements**, **Procedures** and related documentation.

Procedures are 'how to …' documents, each of which is owned by one **Policy Statement**. **Procedures** may also be associated with one or more other **Policy Statement(s)**. The Vice-Chancellor, as the principal Academic and Administrative Officer of the University, is accountable to Council for the good management of the University and for the matters set out in each **Policy Statement**. The Vice-Chancellor delegates responsibility for delivery to the Executive Owner of each **Policy Statement**.

This is the **Policy Statement** for: **Our Operations.**

1. **Purpose and Scope**

   1.1. We will create the conditions for success through simple, effective and efficient delivery of the common services required by our institution. We will focus on controllables, especially risk, performance and the service experience needed to achieve our strategic outcomes. This Policy applies to all colleagues and contractors.

   1.2. This policy statement also incorporates the University's Sustainability Policy.

2. **Objectives**

   2.1. We aim to deliver an unrivalled student experience whilst focusing our research intensity. As such our approach aligns with our core values and strategy of being a leading global university. By striving to improve our service in pursuit of these objectives we will deliver incremental improvements at pace whilst seizing every opportunity for material step-changes in performance.

   2.2. The way in which we will deliver on this commitment, including the relevant legislation and requirements, is outlined in our associated Procedures.

   2.3. Use our resource allocation model to reward and underpin success, enabling excellence to grow and develop.

   2.4. Develop our effectiveness and efficiency to drive up capacity for the academic endeavour, through simplified support models, digitally enabled processes, and seamless delivery.

   2.5. Commitment to ensuring we work towards addressing all areas of the UN SDGs within our policies, procedures, and associated delivery plans (Protocols).

   2.6. The University aims to expand on its reputation as a world leader in sustainable research. It intends to do this, by providing optimal conditions for both academic and industrial research to be conducted across its campuses, utilising its estate as a living lab.

   • Achieving Carbon Net Zero by 2030 for Scope 1 and 2 emissions, in line with its Net Zero Carbon Plan and set a baseline and reduction target for our Scope 3 emissions and reduce GHG emissions associated with staff and student travel.

- Take measures to maximise and enhance the natural estate and its biodiversity in particular to minimise direct water consumption and impact on the local aquatic environment.
- Develop a Circular Economy Protocol within its procurement, supply chain, construction, catering and waste management activities to reduce negative environmental and social impacts.

3. Delivery Parameters

3.1. **Identify applicable laws and regulation**s - We will identify all applicable laws and regulations and ensure that appropriate and proportionate controls are in place.

3.2. **Identify and manage risks** – We will have a culture of risk identification that applies to all operations. Risks will be identified at a local level and reported upwards to identify trends and mitigations.

3.3. **Promote continual improvement** – We will continue to challenge our processes and reporting to identify new ways of working that improve operations and achieve our objectives.

3.4. **Drive appropriate behaviours** – We will take a zero tolerance approach to behaviours that are not in line with our culture and this Policy. Where behaviours fall down, we will train and develop those involved.

3.5. **Develop an end-user centric culture** - Through the right behaviours and processes we will develop a culture where every service provider takes personal responsibility for the quality of the delivered service.

3.6. **Engage with our main stakeholders** - We will engage our stakeholders and contractors to establish common principles, improve performance and achieve our objectives.

3.7. **Report, investigate and take action** – Action will be prompt and robust when addressing emerging issues.

3.8. **Develop the skills of our service providers** – All service providers will be given the skills and training needed to comply with this Policy by embedding a learning culture at the heart of our operation.

4. Responsibilities (ownership)

4.1. **Council**
- Ultimate responsibility for good management of the University rests with the University's governing body, the Council.
- Council approves the University's Strategy and monitors progress against it.
- The Council have delegated to the Vice Chancellor the executive accountability for operations.

4.2. **Vice Chancellor**
- Overall accountability for the University's performance.

4.3. **Provost and Senior Vice-President**
- Oversight of Faculties, including operations.

4.4. **Policy Owner = Chief Operating Officer**
- Accountable for defining the Procedures and mechanisms – including systems and processes - for achieving the performance indicators.
- Responsible for formulating the resource allocations for the operations of the University.
- Chairs the Operations Committee.

4.5. **Executive Board**
- Accountable for applying the supporting documentation within their portfolios.

- Responsible for resolving escalated risks and issues from the sub committee
- Responsible for evaluating resource allocation requests in the context of the wider planning and prioritisation processes.

4.6. **Operations Committee**
- Approvals of supporting Procedures.
- Responsible for overseeing progress and delivery within the scope of operational targets.
- Responsible for resolving issues and barriers to success.
- Considers resource allocation in the context of the operational portfolio.
- Responsible for ensuring associated risks have been mitigated within the risk appetite.

4.7. **Heads of Department & Line Managers.**
- Maintaining awareness of their responsibilities under this Policy, Procedures and legislation
- Overseeing allocation of resources at departmental level to deliver the required performance
- Responsible for ensuring that their staff have undertaken the relevant training.

4.8. **All Staff**
- Responsible for adhering to all relevant Procedures and legislation.

5. Implementation and Communication

5.1. This Policy will be communicated to all staff, students and other relevant parties through the University's external web pages, MySurrey, Surrey Net and via internal newsletters.

5.2. The Executive Board will annually review the Policy objectives and requirements.

5.3. New Procedures will be brought to the attention of stakeholders via a range of media, including:

- SurreyAlert
- SurreyNet
- Induction Training
- Other bespoke training

6. Exceptions

6.1. None