

**COUNCIL**  
**Tuesday 21 May from 14.00-18.00**  
**Oak 1 and 2 and Teams**  
**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 Will Davies
	President, Students' Union	Ms Jo Yau
	Member elected by Senate	Dr Josh Andresen
	Member elected by Senate	Dr Charo Hodgkins
	Member elected by Senate	Prof Jin Xuan
	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
	External member	Dr Helen Turner

**In attendance:** Mr Nigel Alcock, Interim Chief Financial Officer  
Ms Ros Allen, Head of Governance Services (secretary)  
Ms Martine Carter, Vice-President Strategic Growth  
Ms Sarah Litchfield, University Secretary & Legal Counsel

**By invitation:** Mr Patrick Degg, Vice-President Global (24/069 and 077)  
Prof Lisa Collins, PVC Research, Innovation and Impact (24/076)  
Ms Rebecca Hill, Director of International Student Recruitment (24/069)  
Mr Keith Leslie, Grant Mohr Associates (24/071)  
Ms Kerry Matthews, Chief Student Officer (24/072-075)  
Prof Emma Mayhew, PVC Education (24/072-73)  
Mr Simon Parkinson, Head of Estate Surveying and Planning (24/068)  
Mr Tom Windle, Director of International Partnerships (24/077)

## INTRODUCTORY ITEMS

### 24/058 Preliminaries

.1 There were apologies from Judith Eden and Helen Turner.

### 24/059 Declarations of Interest

.1 None

**24/060 Minutes**

- .1 Council **approved** the minutes of the Council meeting held on 25 March 2024 for publication, subject to redaction of confidential items. The minutes of 17 April were approved, but not for publication due to their confidential nature.

**24/061 Matters Arising**

- .1 The updated actions log was **noted**. The following updates were noted:
- A sanctions risk appetite will be set and will be averse.
  - Planning for a briefing on academic governance is in progress.
  - It was agreed that a virtual briefing on research ethics and integrity, including animal welfare, should be arranged, led by Lisa Collins.

**24/062 Chair's items**

- .1 It was noted that one of the issues raised in the Effectiveness Review was the private meetings for external members before and after Council meetings as some other members felt excluded. It was recognised that the external members are less involved with the University on a day-to-day basis, and it was therefore useful for them to have a briefing ahead of the meeting. No decisions are taken at these meetings. The focus at the pre meeting today was on financial resilience matters. There was also a discussion about the Research Park and International Student Recruitment. CG is meeting the Senate members and can discuss further. CG will provide an update at the start of each meeting on what was discussed.

**24/063 Vice-Chancellor's Report and Performance Monitoring (STRICTLY CONFIDENTIAL)**

- .1 The VC presented the report.
- .2 Council noted with concern that the government response to the Migration Action Committee (MAC) review, expected on Thursday, could have extremely serious repercussions for Surrey and the HE sector.
- .3 **REDACTED AS COMMERCIALY SENSITIVE**
- .4 **REDACTED AS COMMERCIALY SENSITIVE**
- .5 Council noted with sadness the news that there had been a student death recently. There was a police investigation. Support is being provided to students and his family. There is no indication of systemic issues but an internal review will take place once the police investigation is concluded.
- .6 It was recognised that, in the context of the challenging financial environment, there may need to be reconsideration of the goals and next steps for the University Strategy. The initial view is that the overall goals are valid, but their priority and level of investment will be impacted by the financial situation.
- .7 Surrey has been allocated 34 publicly funded places for the new Medical School. This does not change the business case as it does not bring in additional income. There is usually a 5% cap on overseas students on medical programmes, but based on what has happened elsewhere, it was

anticipated that Surrey would be allowed to continue the graduate entry overseas route numbers planned.

**24/064 Management Accounts**

.1 Council noted the paper.

**24/065 Financial Resilience update**

.1 **REDACTED AS COMMERCIALY SENSITIVE**

**24/066 2024/25 budget**

.1 **REDACTED AS COMMERCIALY SENSITIVE**

**24/067 Cash release options**

.1 Nigel Alcock presented the paper.

.2 A small group, chaired by Charlie Geffen, has been formed to discuss options. James Raven sits on the SRP Advisory Board and has much to contribute so will join the group.

.3 Updates on the three major options were noted:

.3.1 Blackwell Park

This does not currently look like a short-term solution. However, Chris Tinker will be reporting to the BPL Board on his first impressions and likely viability. This will be fed back to Council.

.3.2 **REDACTED AS COMMERCIALY SENSITIVE**

.3.3 Student accommodation

It was noted that the only viable option is to build new student accommodation which is more likely to be budget relieving than realise capital. The University has appointed a consultant to refresh the previous proposal.

**24/068 Stag Hill House**

.1 Simon Parkinson attended to present the paper after an introduction from Will Davies. He noted that this was an interim report on progress so far, recognising that there was further progress to be made.

.2 **REDACTED AS COMMERCIALY SENSITIVE**

.3 **REDACTED AS COMMERCIALY SENSITIVE**

.4 The space could be used for research growth if the additional income justified it.

**24/069 International Student Recruitment 2024**

.1 **REDACTED AS COMMERCIALY SENSITIVE**

**24/070 University Strategy Update**

.1 Max Lu and Martine Carter presented the paper.

- .2 Feedback was welcomed on the design. The launch is planned for the first week of October to coincide with the start of the academic year.
- .3 A potential fifth research institute was discussed. FASS already contribute to the People Centred AI and Sustainability institutes and will contribute to health and aging. But in the future, there will be consideration of developing a research institute around the future of work and society.

#### **24/071 Council Effectiveness Review**

- .1 Keith Leslie attended to present the paper with Charlie Geffen.
- .2 It was noted that it was a positive report with a general feeling that Council is high performing and working well, talking constructively and openly. There are good relationships between key individuals. The report proposes ways to become even more effective.
- .3 Audit and Assurance Committee (AAC) developing further thinking on risk appetite/mitigation for Council debate and approval is one of the recommendations. It was noted that AAC already reviews the risk appetite and discusses risk at every meeting. It had previously been agreed that Council would reviews risk twice a year, but there would be consideration of enabling longer discussions at Council.
- .4 There was discussion of the proposal to consider combining or otherwise changing the remit of Finance Committee and AAC. There could also be consideration of whether members could sit on both committees, recognising the difficulty of getting sufficient members on both committees. The lay member who has sat on both committees did not consider there was a significant number of overlapping topics.
- .5 There was discussion of feedback that some members of Council did not feel that their views were fully respected and invited. It was suggested that the Chair could invite a member to feedback on each meeting, on a rotational basis. It was noted that feedback from members was always welcome and could be provided to the Chair, one of the Vice Chairs or Senior Independent Member (SIM) as preferred.
- .6 It was **agreed** that an action plan would be produced, including facilitating a mechanism for feedback on meetings.  
**Action: RA**
- .7 There was discussion of the value of forming a risk and reputation committee. There is already an EB subcommittee on reputation, Partnerships and Reputation Committee, although it is focused on the potential impact of specific proposals on reputation, rather than broader questions of reputation. Senate has responsibility for ensuring that academic risk is managed. There would be consideration of whether there should be a Council subcommittee focused on wider ethical and reputational considerations.

#### **24/072 Education and Student Experience Report**

- .1 Kerry Matthews and Emma Mayhew attended to present the paper.
- .2 The survey results were noted:

- The NSS is now closed with a completion rate of 77.5%, a bit lower than last year, but well above the sector average. The results will be out at 9.30 on 10 July.
- The Pulse 2 survey results were very positive, particularly the sense of community and for final year students. However, there was a drop in satisfaction with feedback. There tends to be a drop from Pulse 1 as students will have had more feedback. The University are focused on quality of feedback.
- The Module Evaluation Questionnaire (MEQ) results for semester 2 have seen a drop, potentially linked to staff morale. Academic areas are doing a deep dive into issues.

#### **24/073 Progression Annual Report**

- .1 Emma Mayhew attended to present the paper.
- .2 An update on progress against the actions plan was noted. There are early indications that the plan is having a positive impact on the retention rate.
- .3 Whilst overall good progress is being made on improving progression, the Access and Participation Plan (APP) identifies risks for some groups and is building on work in the University-wide continuation plan to develop actions for particular groups.

#### **24/074 Employability and Careers Annual Report**

- .1 Kerry Matthews attended to present the paper on the 2022-23 annual report.
- .2 Surrey has continued to have outstanding graduate outcomes and is ranked 12<sup>th</sup> in the sector. This year, students are generally very engaged and there has been a bounce back in industry partners offering placement and graduate employment. However, it was recognised that students, particularly some groups, require more support to find a placement, whilst on placement and to transition back to University life.
- .3 The University is focussed on placements, including encouraging more students to take up the Professional Training Year (PTY) whilst also offering more short internship opportunities for students who do not able to commit to doing the PTY. Unpaid placements are an issue. There is targeted work with certain groups of students who historically have not taken up PTY opportunities. Parental expectations plan a part, so there are targeted communications for at parents at open days.

#### **24/075 OfS Access and Participation Plan (APP)**

- .1 Kerry Matthews attended to present the paper.
- .2 The APP covers 2025-2029 and needs to be submitted by the end of June. Surrey is in 'wave 2'. The team have spoken to 'wave 1' institutions and factored their feedback into the return.
- .3 The University of Surrey Students' Union (USSU) also do a student submission, which has been drafted and shared. The APP needs to explicitly say that it is in collaboration with the USSU; tweaks to the plan in response to the feedback are being made.
- .4 There will be Faculty level action plans, and may also be School level plans, following the model of the 85 plan.

- .5 Council **approved** the plan, subject to the above-mentioned tweaks. The OfS has not committed to when it will provide feedback on the plan.

#### **24/076 Research and Innovation Report**

- .1 Lisa Collins attended to present the paper.
- .2 It was noted that:
- Innovate Surrey Ltd has held its first board meeting of the new board and have a job description for the Managing Director for review. **REDACTED AS COMMERCIALY SENSITIVE**
  - A five-year Research Culture Strategy has been developed and was approved by the University Research and Innovation Committee. It is hoped to develop two new roles on developing people, open research and research metrics.
  - The research recoveries programme will launch in summer 2024. Further work is taking place to ensure that all indirect costs are identified and to look at the portfolio balance across the Faculties.
- .3 There was discussion of Setsquared, its future development and relationship with the University. They are recruiting a new Director this year. Surrey and other institutions have been pushing them to lead on large cluster grants.

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

#### **24/077 Transnational Education**

- .1 Patrick Degg and Tom Windle attended to present the paper.
- .2 Transnational Education (TNE) refers to delivering Surrey programmes elsewhere in the world. Three types of TNE were discussed, increasing in complexity and return:
1. Franchise — Other organisations deliver Surrey programmes elsewhere - e.g British University Vietnam
  2. Joint institute – Collaborative delivery with a partner institution overseas e.g. Surrey International Institute (SII) DUFE in China
  3. Branch campus – Supported by an ancillary services provider, but with Surrey alone delivering the teaching and degree awards.
- .3 **REDACTED AS COMMERCIALY SENSITIVE**

#### **24/078 SSPL and BPL Articles and BPL Governance Agreement**

- .1 Sarah Litchfield presented the paper.
- .2 Council **approved** the Articles for BPL and SSPL and the Governance Agreement for BPL.
- .3 Council gave **approval** for the appointment of Chris Tinker and Will Davies to the BPL Board.

#### **24/079 Emeritus professors**

- .1 Tim Dunne presented the paper.
- .2 It was noted that those senior academic staff who have taken voluntary severance were invited to be considered for Emeritus status so that they could remain engaged in research and secondary supervision of PGR students. The Emeritus network is being re-energised.
- .3 Council **approved** the appointments as listed in the papers.

**24/080 Honorary Degrees**

- .1 Max Lu presented the paper.
- .2 Council noted the achievements of the proposed recipients of honorary degrees. Council members who had proposed recipients were thanked and Council members were encouraged to suggest names. Setsquared have a list of business people who are willing to contribute to universities, so some of them may be suitable
- .3 Council **approved** the honorary degrees as listed in the paper.

**24/081 Items for future meetings**

- .1 Council noted the paper.

**C ITEMS FOR INFORMATION ONLY**

**24/082 Staff and Student Welfare**

- .1 Council noted the paper.

**24/083 Health and Safety Report**

- .1 Council noted the paper.

**24/084 Annual Surrey Sports Park Report**

- .1 Council noted the paper.

**24/085 Committee Reports**

- .1 Council noted the reports.

**24/086 Information Pack for Reference**

- .1 Council noted the pack.

**D CLOSING ITEMS**

**24/087 Any Other Business**

- .1 None

**24/088 Date of next meetings**

12 June 2024 (Financial Resilience update)

25 July 2024

**Mr Charlie Geffen, Chair**