

# MINUTES

## STRATEGY AND PERFORMANCE COMMITTEE, SP-20

<b>Date:</b>	Wednesday 21 February 2024	<b>Time:</b>	1500
<b>Location:</b>	CA105/106 Catalyst, Leek Road		

*Notes:*

1. Items marked with an asterisk (starred items) are for information only or regarded as noncontentious. Starred items will not be discussed and will be assumed to have been noted or approved unless a request to unstar a named item is received from a Board member in advance, or at the commencement, of the meeting.
2. Items classified as Confidential, and their subsequent minutes, will be redacted before publication of the agenda and minutes on the University's public website.

<b>Members</b>		
Olayemi Ajiteru	Student Governor (President, Students' Union)	P
Professor Chris Headleand	Staff Governor (Academic staff)	P
Colin Hughes (Deputy Chair)	External Member	P (T)
Professor Martin Jones	Vice Chancellor	P
Josie Morris	External Member	P
Juliet Oosthuysen (Chair)	External Member	P
Martin Pugh	External Member	A
<b>In attendance</b>		
Ian Blachford	Chief Operating Officer and Clerk to the Board of Governors	P
Professor Kevin Hetherington	Deputy Vice Chancellor	P
Annabel Kiernan	Pro Vice Chancellor – Education	A
Sally McGill	Chief Financial Officer	P
Raheel Nawaz	Pro Vice Chancellor – Digital Transformation	P
Sue Boyce	Assistant Clerk to the Board of Governors (minutes)	P

*P = Present; A = Apologies; Ab = Absent; L = Late; IA = In Attendance*

<b>1 MEETING MANAGEMENT</b>											
386	<b>Apologies for absence</b> were received from Martin Pugh and Annabel Kiernan.										
387	There were no new <b>declarations of interest</b> .										
388	<p><b>Membership of the Committee for 2023/24:</b></p> <table border="0"> <tr> <td><b>Constitution</b></td> <td><b>MEMBERSHIP</b></td> </tr> <tr> <td>External Members</td> <td>Juliet Oosthuysen (Chair) Colin Hughes Martin Pugh (Deputy Chair) Josie Morris</td> </tr> <tr> <td>Student Governor</td> <td>Olayemi Ajiteru (President, Students' Union)</td> </tr> <tr> <td>Staff Governor</td> <td>Professor Chris Headleand (Academic Staff Governor)</td> </tr> <tr> <td>Vice Chancellor</td> <td>Professor Martin Jones</td> </tr> </table>	<b>Constitution</b>	<b>MEMBERSHIP</b>	External Members	Juliet Oosthuysen (Chair) Colin Hughes Martin Pugh (Deputy Chair) Josie Morris	Student Governor	Olayemi Ajiteru (President, Students' Union)	Staff Governor	Professor Chris Headleand (Academic Staff Governor)	Vice Chancellor	Professor Martin Jones
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389	<b>Minutes of the last meeting of the Committee</b> , 8 November 2023 SP/20/01 were signed as a true and accurate record.
390	<b>Matters arising:</b> <ul style="list-style-type: none"> <li>• <b>Minute 366 – Membership</b> – Martin Pugh had joined the Strategy and Performance Committee from the Sustainability and Resources Committee and Josie Morris had now also joined the Strategy and Performance Committee, resulting in all vacancies being filled.</li> <li>• <b>Minute 380 – Lichfield</b> – The Board of Governors had approved the Business Case for Lichfield as agreed by the Strategy and Performance Committee at the Board of Governors meeting on 28 November 2023.</li> <li>• <b>Minute 381 – Business Engagement Strategy</b> - The Board of Governors had approved the Business Engagement Strategy as agreed by the Strategy and Performance Committee at the Board of Governors meeting on 28 November 2023.</li> <li>• <b>Minute 2860 (Board of Governors) - Annual Quality and Standards and Student Success Report 2022-23</b> – The Board had considered this and wished to have a simplified version of the information presented to the Strategy and Performance Committee. This is included as agenda item 2.2.</li> </ul>
391	The <b>*Overview of annual business 2023-2024*</b> SP/20/02 was noted for information.
<b>2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)</b>	
392	<b>Strategic Context for HE Landscape and Direction of Travel</b> SP/20/03 was introduced for discussion by Vice Chancellor, Martin Jones and the paper outlined how the university is accessing and influencing local and regional growth funding. The University has engaged with a variety of post-European, local and regional growth funding initiatives including Community Renewal Fund (CRF) and UK Shared Prosperity Fund (UKSPF) projects. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>• Juliet Oosthuysen enquired about potential funding challenges associated with a change of government and Martin Jones responded that although the current political landscape is uncertain, the University is well placed to respond to new approaches as it has developed excellent links with local businesses and has built robust relationships with regional stakeholders. It was not clear what the position would be from Labour, as no announcements had been made, however, it is likely that the first term of a labour government would likely be the same as the conservative plans.</li> <li>• Professor Chris Headleand noted how other institutions receive more recognition in the media for their involvement in CRF funding projects and questioned the University’s PR approach. Martin Jones noted this observation and agreed to liaise with the Communications team, however he highlighted that other Universities typically receive attention in the media as they have received a higher level of investment over many years in the enterprise space and therefore have a reputational advantage as well as a larger estate.</li> </ul> <p>There were no further comments and the report was noted.</p>
393	The <b>Annual Quality and Standards and Student Success Report 2022-23 Summary</b> SP/20/04 was introduced for discussion by Vice Chancellor, Martin Jones. <ul style="list-style-type: none"> <li>• Following consideration of the Annual Quality and Standards and Student Success Report 2022/23 by Governors at its November meeting, the attached overview paper has been produced.</li> <li>• This includes a table outlining for each of the B conditions in the OfS Regulatory Framework the University’s strengths and weaknesses. Where actions are required, these are detailed in the Institutional Enhancement Plan 2023/24 (Appendix A) with a cross reference in the table.</li> <li>• The summary provides assurance to Governors that the University is meeting the B conditions of the Regulatory Framework through its regulations, policies and procedures and that where enhancement action is required the appropriate interventions are being taken.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>• Martin Jones highlighted an area of the report relating to first degrees with integrated foundation year where previously the University was below threshold. Raheel Nawaz confirmed the upward direction of travel for this threshold and the university’s position was much improved.</li> <li>• Juliet Oosthuysen asked why B6 to B12 are omitted from this report – this was clarified in the meeting.</li> <li>• Professor Chris Headleand welcomed the format of the summary and believed this would be helpful for the Board.</li> </ul>

	<p>There were no further comments and the report was noted.</p>
394	<p>The <b>End of Cycle Report - Undergraduate and Postgraduate Provision</b> SP/20/05 was introduced for discussion by Chief Operating Officer, Ian Blachford.</p> <ul style="list-style-type: none"> <li>This report largely builds upon the information shared at the Board of Governors strategic event on 29 November 2023.</li> <li>Sector Position - There has now been a drop in applicants for the second year running (2% this last cycle and 1.3% the cycle before). The last time there was a drop before this was in 2017. The mature market has been contracting much quicker – a drop of 7% since 2020.</li> <li>University position was as follows: <ul style="list-style-type: none"> <li>11,475 applications v 12506 applications previous year (down 8.2%)</li> <li>9,845 offers v 10819 offers previous year (down 9%)</li> <li>2,672 enrolments v 3046 enrolments previous year (down 12.2%)</li> </ul> </li> <li>Of note, applications from 18 yo increased from 5383 to 5496 (up 2%), their offers increased from 5036 to 5154 (up 2.3%), yet enrolment dropped from 1023 to 970 for 18yo (5.3% drop)</li> <li>While we saw a decline in our 18yo market, the declines in the mature market were significantly larger (15.9% drop). Therefore, our proportion of 18yo as part of our total cohort increased from 33.6% to 36.3%, but that was due to the bigger swing against us by the mature market.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>Juliet Oosthuysen emphasised the need to focus on the marketing funnel, in particular by addressing the largest 'bleeds' in performance. Juliet Oosthuysen endorsed the deep dive discussed at the at the November Strategic event and requested a visual representation of complex data in a simple way to present insights.</li> <li>Ian Blachford responded that a range of interventions are being considered, focussed on different stages in the funnel, including financially supporting open days and possible incentives for students at various points in their student journey. The deep dive will examine applications and conversion points, and look at these decision points by course and by demographic to ensure that a more informed approach is undertaken.</li> </ul> <p>There were no further comments and the report was noted.</p>
395	<p>The <b>KPI Scorecard</b> SP/20/06 was introduced for discussion by Ian Blachford, Chief Operating Officer as a guide for governors and a summary of subsequent papers.</p> <ul style="list-style-type: none"> <li>The paper is intended to be automatically referred to the Board of Governors, thus reducing the duplication of papers from the Strategy and Performance Committee to the Board of Governor meetings. A summary of the current performance against KPIs was contained within this with the following papers expanding the narrative position.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>The Committee praised the usefulness of the paper, particularly the visual Red, Amber, Green coding system and it was agreed to that this is extended to individual coversheets as well.</li> </ul> <p>There were no comments and the KPI Scorecard was noted.</p>
396	<p>The <b>Undergraduate In Cycle Student Recruitment Performance</b> SP/20/07 was introduced for discussion by Chief Operating Officer, Ian Blachford.</p> <ul style="list-style-type: none"> <li>Sector Picture: Overall sector down by -1%, Competitors down 5.5% and Staffs -3.1%. This includes home and some EU and international undergraduate students. The sector has increased offer making – 43.1% making an offer compared to 37.9% the year before. The sector continues to show the split that high and medium tariff institutions are remaining broadly static with their student numbers, with the reductions being felt in the low tariff institutions.</li> <li>University Position: Deadline to deadline position for this analysis (31 Jan v 25 Jan) had been undertaken with the main headlines as follows: <ul style="list-style-type: none"> <li>7891 applications against 7998 (-1.3% down) based on our application numbers</li> <li>Demography - Age Pivot: Increase in 18yo applications, up 84 (+1.7%) on previous year. Greater loss in post 19 applications, down 191 (-6.2%).</li> <li>Geography Pivot - Stoke on Trent applications are down 10 (-1.3%). Gains in Staffordshire region 51 applications (4.4%).</li> <li>Biggest drops in performance by subject were Games (-136 apps) and Nursing (-181 apps)</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Biggest gains in performance by subjects were Business (+154 apps), Education (+64 apps) and Engineering (+60 apps)</li> <li>○ Offers: 5112 offers (65%) v 4192 (52%) offers previous year – conversion from applications to offers is stronger in this cycle.</li> <li>○ Predicted Position: Actual last year = 2596, Forecast = 2473, Difference = -123</li> </ul> <ul style="list-style-type: none"> <li>• Actions underway included Open day and offer holder day transport costs reimbursement scheme, targeted incentive of £750 for certain target groups (staged payment to be made during first year of study), rebranding work to be deployed in cycle and beyond and the student village developing proposal.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>• Professor Chris Headleand asked about the rationale behind grouping competitors collectively for benchmarking purposes rather than on a course-by-course subject split basis. Ian Blachford responded that at governance level a sector view of competitors is required for assessing the University’s performance and that a more detailed analysis of dashboards and UCAS competitor data takes place when student number planning at a management level under the oversight of the Deputy Vice Chancellor and Pro Vice Chancellor Academic.</li> <li>• Olayemi Ajiteru asked for clarification on the London recruitment figures and Ian Blachford explained that London as a campus has an increase in applications with 380 applications compared to 356 the previous year, however the report references London as a regional geographical pool which requires focus in terms of marketing.</li> <li>• Josie Morris enquired about the visibility of competitor data and Ian Blachford explained that UCAS only supplies information as an aggregate, and that granular level information is only available at certain times in the cycle. Furthermore, strategic information from competitors can only be surmised.</li> <li>• Juliet Oosthuysen requested a crib sheet for the acronyms used in the governance papers.</li> </ul> <p>There were no further comments and the report was noted.</p>
397	<p>The <b>Student Employability Report SP/20/08</b> was introduced for discussion by Deputy Vice Chancellor, Kevin Hetherington.</p> <ul style="list-style-type: none"> <li>• The report summarises the key impact-driven employability interventions carried out during Semester-1 of 2023-24, their positive effects on the student experience and towards KPIs. It also outlines priorities for Semester-2 and estimates the outcomes and graduate retention scores for Class of 2022 graduates based on the latest activities.</li> <li>• The estimated graduate outcomes score for Class of 2022 is 75-77% and 17% for graduate retention, a 2-3% increase from last year based on the delivery of the graduate action plan.</li> <li>• Student, graduate and employer engagement with employability is growing for a third year running.</li> <li>• In response to the TEF feedback, we are centrally delivering employer-led Business Challenges and Mock Assessment Centres to offer a consistent employer involvement in the students’ learning experience. The first take place in March with strategic employer partners Enterprise and Bet365, following more in May 2024.</li> <li>• We won £97,000 of innovation funding to deliver the new Graduate Accelerator internships project, an extra 30 graduate internships will be delivered to underemployed and unemployed grads from Class of 2023 across local employers, to increase their experience and social capital, and better compete in the labour market, impacting graduate outcomes.</li> <li>• We are running new taster career appointment and mock interview sessions to prospective students from feeder Colleges, whilst strengthening our presence at Open Days and Offer Holder Days to support recruitment activities and reposition the Careers and Employability services.</li> <li>• We were shortlisted for the QS Reimagine Awards and have submitted a Target jobs Award for best employability collaboration with Enterprise-Mobility, the results will be published in March 2024. Meaningful relationships with employers aligned to our values supports the experience and outcomes of our students.</li> <li>• Skills Badges are being explored with academic colleagues and the transition team. We aim to launch a pilot in the spring making digital skills badges available through the Careers portal, EDGE and transition activities.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>• Colin Hughes commended the positive outcomes and asked that congratulations are relayed to the team.</li> </ul> <p>There were no further comments and the report was noted.</p>
398	<p>The <b>Graduate Outcomes Survey Annual Report SP/20/09</b> was introduced for discussion by Deputy Vice Chancellor, Martin Jones.</p> <ul style="list-style-type: none"> <li>• The report captures the impact-led interventions developed and delivered for ‘Class of 2022’ graduates and those in progress for ‘Class of 2023’. It estimates our next graduate outcomes score to increase by 2-3% and graduate retention by 2% meeting the interim targets of 75-77% outcomes and 17% retention for 2023-24. We anticipate for these scores to impact our overall position in the main League Tables (Guardian and Times), subject to sector movement and methodology changes.</li> </ul>

	<ul style="list-style-type: none"> <li>The developments captured in this paper support progress towards two KPIs: 75% of graduates in graduate level roles, classified in accordance with the Graduate Outcomes Survey by 2027 and 20% of graduate retention in graduate roles within Staffordshire as proportion of all graduates by 2027.</li> <li>During 2023-2024 we have set ourselves the following interim milestones for 'Class of 2022' graduates (data to be released by HESA in May 2024): 75%-77% of graduates in graduate level roles, classified in accordance with the Graduate Outcomes Survey (GOS). Current position is at 75% (Guardian) and 72.9% (Times)<sup>1</sup> and 17% of graduate retention in graduate roles within Staffordshire as proportion of all graduates. Current position is at 15% (BI, Sept 2023)</li> </ul> <p>Members and attendees commented as follow:</p> <ul style="list-style-type: none"> <li>Juliet Oosthuysen praised the successful outcomes for graduates.</li> </ul> <p>There were no further comments and the report was noted.</p>
399	<p>The <b>Energy Consumption Performance Report</b> SP/20/10 was introduced for discussion by Chief Financial Officer and Deputy Chief Executive, Sally McGill.</p> <ul style="list-style-type: none"> <li>The University is committed to reducing energy consumption of its owned/operated estate, to minimise the associated environmental and financial impacts. At the beginning of October 2021, the University became members of The Energy Consortium (TEC), who represent the interests of the education sector, and entered 36-month flexible procurement contracts electricity and gas with EDF Energy and Corona Energy respectively, which are managed by TEC. Actual consumption volumes, costs and predicted associated carbon emissions are monitored closely within the Estates team and in communication with financial services, with reports to the Executive team at quarterly intervals comparing actual consumption, spend and emissions against budget, forecasts and targets.</li> <li>A 7 % reduction in expenditure for P3 (actual spend of £0.92 million against the P3 budget of £0.99 million) was achieved. Greenhouse gas accounting of this consumption predicts 628 tonnes of equivalent carbon emissions based on a predicted carbon conversion factor of 0.182 kgCO<sub>2</sub>e per kWh of electricity, similar to that of natural gas. The overall annual target for the University's Scope 1 and 2 emissions of 3623 tCO<sub>2</sub>e was based on a lower carbon conversion factor as projected by recommended sources at that time, and may not be met based on P3 energy consumption of the Stoke-on-Trent and Stafford estate. Targeted energy-reduction measures and more accurate accounting of other consumption, such as refrigerant leakage, should decrease the gap between actual and targeted emissions, and will continue to be closely monitored.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>Discussion ensued on the University's professional approach to reducing energy consumption and how its green credentials need to be maximised in marketing collateral and messaging, especially since this could be central to Gen Z's decision-making process.</li> <li>It was agreed that a branding update be included in the next Board of Governors meeting on 10<sup>th</sup> April.</li> </ul> <p>There were no further comments and the report was noted.</p>
400	<p>The <b>Staffing Demographic Profile Report</b> SP/20/11 was introduced for discussion by Chief Operating Officer, Ian Blachford.</p> <p>The University is making good progress towards the increasing presence of ethnic minority staff within the workforce, to bring this in line with the regional data:</p> <ul style="list-style-type: none"> <li>Staffordshire University staff profile data shows that on 17<sup>th</sup> January 2024 we employed 1,488 staff (excluding part-time lecturers). Of the 1,488 staff employed, 86% declared they were from a White background, 11.9% declared they were from an Ethnic Minority background. Our current target is to ensure 17% of staff employed across the organisation are from an ethnic minority background.</li> <li>In terms of direction of travel, in January 2022 (the commencement in role of the current Vice Chancellor and the development of the overall KPI), 8.2% of our staff were from an ethnic minority background. Since that time, we have seen a positive increase of 3.8% more ethnic minority staff employed in the period, bringing us to our current position of 11.9%.</li> <li>Modelling our current recruitment, selection, and staff turnover rates, we are likely to reach our internal target of 17% ethnic minority staff by 2026-2027.</li> <li>In closer examination of our ethnicity profile, it is important to understand whether we are employing more people from ethnic minority backgrounds who live within the region, or employing more people from outside the UK, who would require visas. From January 2022 to January 2024, a further 61 people were employed from a minority ethnic background, making the total of 177 (11.9%). The data illustrates 104 (59%) ethnic minority employees are from the</li> </ul>

	<p>UK/Ireland and 4 (2%) are from the EU/EEA (European Union/European Economic Area) and 67 (38%) are from other countries.</p> <p>Members and attendees commented as follows;</p> <ul style="list-style-type: none"> <li>Juliet Oosthuysen commended the report and stated that it was pleasing to see that the direction of travel is positive year on year. Ian Blachford explained that this was testament to the work being undertaken at school and service level.</li> </ul> <p>There were no further comments and the report was noted.</p>
401	<p>The <b>League Table Performance Report</b> SP/20/12 was introduced for discussion by Deputy Vice Chancellor, Kevin Hetherington.</p> <ul style="list-style-type: none"> <li>The Committee at its last meeting in November 2023 received a paper providing analysis of our performance in the three major UK league tables published in 2023 at an institutional and subject level. The paper also provided an analysis of our performance in international league tables: QS World University Rankings, THE World University Rankings and THE Impact Rankings.</li> <li>This paper includes a detailed analysis of the University's performance in the THE World University which was not included in the Committee's last paper because of the timing of the release of the rankings and the timing of the preparation of the paper.</li> <li>The University has seen an improvement in its overall ranking in the THE World University Rankings 2024 published on 27<sup>th</sup> September. We have risen from rank 1201-1500 last year to rank 1001-1200 this year.</li> <li>Work has also been undertaken since the last meeting to maximise our results in the reputational surveys used by the QS World University Rankings and the THE World University Rankings and are discussed in Section 4).</li> <li>The paper also provides details of new league tables that have emerged since the last meeting of the Committee: English Social Mobility Index 2023, QS World University Rankings: Sustainability and THE Online Learning Rankings.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>Professor Chris Headleand and Juliet Oosthuysen commended the high standard of the report.</li> <li>It was agreed that Kevin Hetherington will present a session on League Tables at the Know Your Business Session at the Board of Governors meeting on 10<sup>th</sup> April.</li> </ul> <p>There were no further comments and the report was noted.</p>
402	<p>The <b>Apprenticeships Performance Report</b> SP/20/13 was introduced for discussion by Deputy Vice Chancellor, Kevin Hetherington.</p> <ul style="list-style-type: none"> <li>For context, non-PCDA apprenticeships recruited strongly in Autumn 2023 and again in January 2024 with 351 enrolled to date and a total of at least 438 by the end of the academic year. The loss of recruitment from West Midlands Police (WMP) has impacted greatly on this year's starts but total current apprenticeship numbers on programme are strong with much improved retention across all standards. In January 2023, the 3 forces with new starts this academic year, Staffordshire, West Mercia and Warwickshire, gave notice that they will withdraw for their contract in June 24.</li> <li>This decision is due to new public sector procurement regulations resulting in the use of a procurement framework 'Blue Light' for all police training contracts. The University has been accepted as an approved supplier on this framework, but it is likely that any tender competition will require flexibility on price. The University was allocated £974,360 in January from wave 1 of the OfS degree apprenticeship funding competition for an ambitious plan to deliver new and refreshed provision with an additional recruitment target of 250 in 24/25.</li> <li>Income from apprenticeship provision has grown year on year since 2017 £17,222m confirmed for 22/23. Although income from new starts in 23/24 will substantially reduce due to the loss of WMP new recruitment, overall apprenticeship income is likely to hold steady because of the current volume of apprentices. In 22/23 there were a total of 3033 apprentices on programme with over 800 of these completing by September 2023. This year's new starts will bring that number for 23/24 close to that number over the academic year.</li> <li>In August 2022, the ESFA introduced the Apprenticeship Accountability framework (AAF) which monitors key quality metrics for all apprenticeships and for 22/23, the University has performed well against all key metrics – retention, achievement, breaks in learning and timely completion. Apprenticeship achievement is now confirmed at 75.6%, a slight increase from 22/23 and well above the ESFA minimum level of performance set at 60%. Through the course and school level apprenticeship working groups, the apprenticeship team is working with schools to improve timely reporting of withdrawals and breaks in learning.</li> </ul> <p>Members and attendees commented as follows:</p>

	<ul style="list-style-type: none"> <li>Prof Chris Headleand asked about the University's decision-making process for tendering on the procurement framework. Kevin Hetherington responded that apprenticeships generate significant income to the University.</li> </ul> <p>There were no further comments and the report was noted.</p>
403	<p><b>The Research Performance Report</b> SP/20/14 was introduced for discussion by Deputy Vice Chancellor, Kevin Hetherington.</p> <ul style="list-style-type: none"> <li>Research is inbuilt within the new University strategic plan and underpinning strategies. With a teaching-led, research inspired approach, research will be a fundamental requirement to deliver our next generation performance and next generation engagement priorities. This paper outlines progress and the plans in place to achieve our research KPIs: <ul style="list-style-type: none"> <li>£5m income from externally funded research per annum. Our 2022/23 research income target was exceeded with £1.38M research income being recognised. Our 2023/24 financial forecast is £1.4M, exceeding our projected income target of £1.0M. With grant income awarded to date this year in excess of £1.7M and income received by Period 5 at £0.56M we are on track to meet the financial forecast (thereby exceeding the research income target).</li> <li>55% of our outputs will be co-authored internationally. This target is measured by analysis of the publications recorded on Scopus<sup>2</sup> (an abstract and citation database of peer-reviewed academic research publications) which are affiliated to Staffordshire University. Outputs on Scopus are recorded by the calendar year of publication rather than academic year. Our in-year data (January 2024) shows 55.4% of our academic outputs have involved international collaboration. Our target for 2023/24 is 52%, so we are currently exceeding our target. This figure is subject to change given the lag on the data, however indicates we are on track for the 55% Strategic Plan target.</li> <li>Secure entry into the QS World University Rankings by 2024-2025 and progress to 'top 1000'. We are not currently in the QS World University Rankings and have in place a strategy to ensure we are ranked in the top 1000 by 2026/27. A major component of the QS scoring is an international survey of academics and employers. We have submitted a total of 321 academic and 90 employer contacts to the QS survey process for 2024 to support our entry in future years. This delivered an increase from our 2023 performance which involved 247 academic nominations and 40 employer nominations.</li> </ul> </li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>Juliet Oosthuysen asked about the impact of having fewer research academics as a result of addressing the in year financial challenges. Kevin Hetherington responded that the University has lost a number of research academics which will have some impact, however, these were generally in outlying areas of the academic portfolio. The University would continue to appoint research active academics, but this would be where we have strengths in our academic portfolio, and the potential for growth.</li> </ul> <p>There were no further comments and report was noted.</p>
404	<p>The <b>Staffordshire University Academies Trust Annual Report</b> SP/20/15 was introduced for discussion by Vice Chancellor, Martin Jones.</p> <ul style="list-style-type: none"> <li>Dr James Capper was appointed to the role of CEO for SUAT from the 1<sup>st</sup> November 2022. As a qualified teacher, experienced school governor and academic, James has brought a strong knowledge of MATs and an understanding of this MAT along with its status as a university sponsored MAT. The focus of James' doctorate and continuing research is the creation and development of MATs.</li> <li>SUAT is well positioned to capitalise on the shifts in the external landscape where MATs are being encouraged to consider growth when appropriate and to play a key role in 'system leadership' through their leadership capacity. Work has also been undertaken to further connect a refreshed SUAT strategy to the Institute of Education development strategy. Since the last report SUAT has continued to develop relationships with the DfE through individual meetings and development programme meets and internally work has focussed on a refreshed strategy, business plan and staffing structure.</li> <li>It has been a successful year for the Trust. In the period January 2023 to April 2023 SUAT completed an independent external review of governance and a comprehensive review concluded that <i>'This is a well organised and inclusive trust, that whilst large, feels like a family. The new CEO and the chair provide strong leadership for the trust and are enhancing the systems and processes to provide assurance to the board of directors. The board is fully carrying out its core governance functions effectively.'</i></li> </ul>

	<ul style="list-style-type: none"> <li>In October 2023, Ofsted inspected Staffordshire University Academy (SUA) and judged this school to be GOOD in all areas. All 20 schools within the Trust continue to make progress and have received considerable finance, estate, and school improvement support where necessary alongside a robust program of continued professional development.</li> <li>Work is underway to admit a new primary school to the Trust, Newcastle-under-Lyme school will benefit from its proximity to the sponsor and equally support the profile of SUAT within the locality. SUAT has a growth strategy that continues to work towards 25-30 schools and a mix of phases and several further schools are engaged with SUAT to explore joining the Trust.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>The Board praised the positive impact of the Trust and Colin Hughes encouraged that it be widely publicised due to its alignment with the University's strategic plan.</li> </ul> <p>There were no further comments and the report was noted.</p>
405	<p>The <b>Module Evaluation Report – Semester One</b> SP/20/16 was introduced for discussion by Deputy Vice Chancellor, Kevin Hetherington.</p> <ul style="list-style-type: none"> <li>Module Evaluations are an important part of our overall quality assurance process which enables in year opportunities to enhance student voice for continuous module improvement. Module evaluations, in some instances, can also make us aware of new or ongoing challenges at module-level to support in year NSS actions at both local and institutional levels.</li> <li>This report summarises high level findings of Semester 1 Student Voice Module Feedback (SVMF) for the 2023/24 academic year. SVMF was deployed week commencing December 5 and remained open for two weeks until December 19. The survey was distributed to students through direct emails and via Blackboard virtual learning environment (VLE). These surveys were designed to reflect the NSS for undergraduates and the PTES for postgraduate modules. The NSS will run from February 2024 to April 2024 and the PTES will begin in April 2024 and will close June 2024.</li> <li>The overall response rate for all undergraduate and postgraduate modules for Semester 1 2023/24 was 30.7% (n=5,617). The overall response rate for all undergraduate modules was 26.4% (n=4,047) which is a 9.6pp increase from semester 1 2022/23 (16.8%, n=2,209). The overall response rate for all postgraduate modules was 35.0% (n=1,543), an increase of 13.3pp compared to last year (21.7%, n=1,128). Response rates have significantly improved from semester 1 2022/23. However, non-response bias may impact on the representativeness of the survey findings.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>Olayemi Ajiteru enquired about the circulation list for the report and it was agreed that Annabel Kiernan will ensure that the Student Union were addressed. With regard to closing out feedback (last page of the report), Olayemi Ajiteru asked whether issues are satisfactorily addressed, agreed that he would address his concerns directly with Annabel Kiernan.</li> </ul> <p>There were no further comments and the report was noted.</p>
406	<p>The <b>Ofsted SAR and QIP</b> SP/20/17 was presented for approval by Deputy Vice Chancellor, Kevin Hetherington.</p> <ul style="list-style-type: none"> <li>The Self-Assessment Report (SAR) and Quality Improvement Plan (QIP) for apprenticeship provision are submitted annually to Ofsted, usually by the end of January. It is a summary of institutional performance for the previous academic year.</li> <li>The SAR follows the guidance of the Ofsted inspection framework and reports on and grades the categories of: Quality of Education Grade 2 – Good, Leadership and Management Grade 2 –Good, Personal Development Grade 1 – Outstanding, Behaviour and Attitudes Grade 1 - Outstanding plus a grade for Overall Effectiveness. This grade forms the official classification for an institution: Grade 2 – Good.</li> <li>Grades have not changed since last year's SAR. There have been improvements in performance for retention and performance, however, at just 1.5% compared with the 20% increase between 20/21 and 20/22. This performance is well above both ESFA minimum levels of performance (60%), and sector average (61.9%) but below the 80% which could be reported as Grade 1 (Outstanding).</li> <li>The SAR is informed by course level self-assessment carried out in the Autumn term of each academic year. The QIP is an action plan addressing the most significant areas identified within the SAR as requiring improvement and at course level forms the course monitoring action plan, monitored through reviews led by the University's Director of Learning and Teaching. This process ensures the thorough oversight and governance of apprenticeship delivery and quality, reporting into the Apprenticeship Strategy Group and Quality Enhancement Committee.</li> <li>The poor satisfaction rates for Police Constable Degree Apprenticeship (PCDA) are identified within the SAR, however, this is not a major concern for Ofsted so detailed action planning and recovery strategies are available in the School and course NSS specific action plans. The SAR and QIP are shared by Ofsted with the ESFA and OfS and are usually reviewed prior to any intervention or visit by these agencies.</li> </ul>



	There were no comments and members and attendees approved the paper for onward referral to the Board.
<b>3 FOR INFORMATION</b>	
407	<p>The <b>Update on HE sector consultations</b> SP/20/18 was introduced by Vice Chancellor, Martin Jones.</p> <ul style="list-style-type: none"> <li>• The University responds to a number of higher education consultations during the year. The Committee agreed in 2021 that it would find it helpful to see a summary of HE sector consultations issued between meetings together with a summary of our responses if one has been submitted. This is the eighth of such summaries.</li> <li>• It should be noted that since September 2020 we have responded to 65 consultations. 15 consultations were responded to in the academic year 2022/23. Since the start of academic year 2023/24 the University has responded to 10 consultations.</li> </ul> <p>There were no comments and the report was noted.</p>
<b>4 ADDITIONAL MATTERS</b>	
408	There were no <b>additional matters</b> .
409	<p><b>Items to be referred to Board of Governors</b></p> <p><b>Approval</b></p> <p>a) <b>Minute 393</b> – Annual Quality and Standards and Student Success Report 2022-23 Summary SP/20/04</p> <p>b) <b>Minute 406</b> - Ofsted SAR &amp; QIP SP/20/17</p> <p><b>Information</b></p> <p>c) <b>Minute 395</b> – *KPI Scorecard SP/20/06*</p>
410	<b>Next meeting:</b> Weds 22 May 2024, Catalyst, Leek Road.