

---

# Annual Review and Financial Statements

---

2016/17



THE  
CONNECTED  
UNIVERSITY

# Contents

---

<b>03</b>	<b>Chair's Foreword</b>
<b>04</b>	<b>Vice-Chancellor's Report</b>
<b>06</b>	<b>Connected Strategy</b>
<b>10</b>	<b>Key Highlights</b>
<b>12</b>	<b>Financial Review</b>
<b>16-27</b>	<b>Academic Schools</b>
<b>28</b>	<b>Campus Transformation</b>
<b>30</b>	<b>Higher Apprenticeships</b>
<b>31</b>	<b>Employability</b>
<b>32</b>	<b>Student Experience</b>
<b>34</b>	<b>Sport at Staffordshire University</b>
<b>36</b>	<b>Research</b>
<b>38</b>	<b>Sustainability</b>
<b>39</b>	<b>Collaborative Academic Workshops</b>
<b>40</b>	<b>Future Risks and Uncertainties</b>
<b>42</b>	<b>Corporate Governance</b>
<b>44</b>	<b>Responsibility of the Board of Governors</b>
<b>46</b>	<b>List of Governors, Executive and Advisors</b>
<b>47</b>	<b>Auditor's Report and Opinion</b>
<b>48-71</b>	<b>Financial Statements</b>

# Chair's foreword



**David Gage MBE, DL**  
**Chair of the Board of Governors**

*"I am extremely encouraged by all that has been achieved at Staffordshire University over the last year. The University's Board has approved new five-year financial and strategic plans and we are confident that our University will be a force to reckon with in the ever-more competitive higher education environment.*

*At the same time, under the dynamic leadership of the Vice Chancellor, Professor Liz Barnes, we have refreshed the executive and senior leadership teams, realigned the structure of our schools, and focussed determinedly on providing an outstanding student experience."*

It was enormously pleasing to learn that the University achieved a silver rating in the Government's new national Teaching Excellence Framework (TEF) assessment. We are confident of upgrading this to gold within the next few years. We are also extremely proud of our number one ranking for employability among English Universities (excluding specialist institutions), a deserved recognition of our talented people.

The Board is indebted to our ambitious and committed academic and support staff for their vital contributions to achieving these fantastic outcomes. I also thank the Students' Union for its excellent working relationship with our managers.

You can read more of our achievements and ambitions in our Vice Chancellor's report.

As we move forward, I firmly believe that Staffordshire University has a critical role to play in:

- (i) developing the next generation of graduate-level employees and entrepreneurs to close the regional skills gap
- (ii) supporting and encouraging regional, national and global employers to innovate and grow
- (iii) improving social mobility by increasing the opportunities for people to gain a Staffordshire University award.

To help us achieve these aspirations, we are engaged collaboratively

across the region in many ways, particularly with Staffordshire County Council, Stoke-on-Trent City Council, Staffordshire Chamber of Commerce and Stoke-on-Trent with Staffordshire Local Enterprise Partnership.

As a Board, we are continually looking at how we can improve our own performance, too. From August 2017, the number of independent Board members will be reduced from 16 to 10 as we look to work more efficiently and effectively. We have also introduced a Strategy and Performance Committee to further improve the way the Board operates in these critical areas.

Several Board members retired this year. Many thanks to Gary Crowe, Richard Hey, Martin Fiddler, Barry Machin and Elaine Simpson for their contributions during their time serving the Board and our committees.

And finally, it was a privilege to join students and their families at our Graduation Week at Trentham Gardens in July. It was a marvellous occasion to celebrate their achievements and welcome our new honorary doctors. As indeed was the installation of Professor Barnes as Vice Chancellor at Stoke Minster at the beginning of the year, where we celebrated with her family and the University's friends and partners from the UK and beyond. The Board looks forward to continuing to work closely with her over the next 12 months.

**David Gage MBE, DL**  
Chair of the Board of Governors

# Vice-Chancellor's report



*"It is now over 12 months since I became Vice Chancellor and Chief Executive at Staffordshire University. During this time, I have been proud to lead the University through what has been a transformative period, as we begin to implement our new 'Connected' strategy.*

*The higher education sector has faced a challenging landscape for several years now, but the last 12 months have been especially so, with by-elections, a general election, the triggering of Article 50, new metric demands, increased competition and a new Higher Education Bill adding yet more uncertainty to the sector.*

*With our new strategy – The Connected University – we have a catalyst to adapt, shape and drive the future direction of the University as we address these challenges."*

At the heart of everything we do is our unrelenting focus on putting our students first and providing an excellent student experience, enabling them to achieve the best they can. Our core themes of Innovative and Applied Learning, Connecting Communities, and Talented People, reflect our approach to staff, students and our communities, as we work together to enhance performance and deliver benefits for all.

## Connected Highlights

We have created an agile, student-focused academic model, with six new schools anchored around portfolio strengths and aligned with regional and national priorities:

1. **Computing and Digital Technologies**
2. **Business, Leadership and Economics**
3. **Creative Arts and Engineering**
4. **Health and Social Care**
5. **Life Sciences and Education**
6. **Law, Policing and Forensics**

We have completed our first year on the new consolidated campus in Stoke-on-Trent, where our students and staff have enjoyed working in our new TV, music and stop animation studios, computer gaming labs, digital learning and teaching hub, the Beacon building, and our collaborative space, The Digital Kiln. We also created two 'Centres of Excellence in Healthcare Education' in Stafford and Shrewsbury to support our regional health demands.

Computing has been a key part of our offering for over half a century – we celebrated 50 years since the introduction of our first computing course last year. We were therefore delighted to be recognised as the number one university for computer games and games design courses by the leading online lifestyle and culture magazine, Alphr.com. Our strengths in this area were also demonstrated by us becoming the first university to put its IT infrastructure and data into the Cloud, marking another step towards our ambition of becoming a leading digital university.

We were equally proud to be awarded a silver rating in the Government's new Teaching Excellence Framework, in recognition of our teaching, our contribution to improving the skills gap in our region, and our investment in new facilities and digital technologies.

---

Supporting our graduates to find employment is a priority. We continue to increase the number of employers we work with and the opportunities for students to experience real-world learning through initiatives such as placements, live briefs and employer-informed courses.

It was also immensely satisfying this year to see a big improvement in graduate outcomes. In the most recent Destination of Leavers from Higher Education survey, we are the number one English university for employability, with 97 per cent of our graduates in employment or further study six months after graduation. We also saw 80 per cent of our students in graduate level jobs, increasing our 'graduate prospects' ranking by 100 places to 41.

We received further national recognition as one of eight universities with a special commendation for our Higher Education Innovation Fund strategy. The commendation highlighted our strength as a regional and civic university and noted our clear ambitions for the role and contribution that Staffordshire University makes in our region.

### Creating Connections

Connectivity is integral to our success, and our commitment to improving educational aspirations and increasing social mobility remains central to our role.

Over the past 12 months, I've enjoyed creating partnerships, renewing relationships and working collaboratively across the region in line with these ambitions.

The University is a vital supporter and partner for Stoke-on-Trent's City of Culture bid, and staff and students are actively engaged in supporting the bid. Other key relationships include our strong links with the Armed Forces, Stoke City FC, Ryman's National Enterprise Challenge, Chambers of Commerce Business Festival and The Sentinel Business Awards. We are also engaged wholeheartedly with the revitalisation of the business heritage of the region, supporting the Ceramic Enterprise Zone and re-development of Spode.

In addition, we are committed to driving the region's digital agenda

and are determined to play a key role in developing a 'smart Staffordshire', capitalising on our success and expertise around computer gaming, big data and future technologies.

### Applied Connectivity

Our applied research strategy is about impact. The Centre for Health and Development is an innovative partnership between the University, Stoke-on-Trent City Council and Staffordshire County Council, with the aim of reducing health and social inequalities and improving the health and wellbeing of our local population. We aim to achieve this by carrying out high quality translational and internationally recognised research.

A good example of this is the work being done by Dr Caroline Sturdy Colls, Professor in Forensic Archaeology and Genocide Investigation, who is working with colleagues in Computer Games Design and external partners, including Staffordshire Police, Advanced Laser Imaging and Epic Games, on a digital forensic archaeology project.

The project seeks to develop and apply novel digital recording methods from archaeology and games technology, including 4D and 5D simulation, to complex criminal investigations. The team won the Innovative Digital Applications Award at the O2 NextGen Digital Challenge Awards at the House of Lords in October 2016.

Over the next 12 months, we will be looking to build further on our successes in digital and computing technologies with the launch of our BA (Hons) in eSports, and we will be working to ensure the student experience at Staffordshire University supports our diverse student population both on campus, virtually, and with our global education network.

As pioneers of higher and degree apprenticeships, we will also be working with businesses to support their skills agenda and ensure we continue to be a leading university provider.

**Professor Liz Barnes**  
Vice-Chancellor

## Staff Success

I was pleased to report during our graduation ceremonies the success of many of our staff members, and to recognise the hugely positive response to our student-nominated staff awards.

Of particular note is the Higher Education Academy National Teaching Fellowship awarded to Professor Fiona Tweed, and the Forensic Science team's shortlisting for a Collaborative Award for Teaching Excellence.

.....  
**Achievements like these show that our values:**

- **Proud to be Staffs**
- **Ambitious and Inspirational**
- **Curious and Daring**
- **Brilliant and Friendly**

**can play a fundamental role in helping us achieve our vision for Staffordshire University.**

.....  
These values, as I see them demonstrated daily by staff and students alike, provide us with a solid foundation for continuing our journey to becoming The Connected University.



---

# Connected strategy

---

## Delivering Public Benefit

Staffordshire University is a Higher Education Corporation with exempt charitable status, as defined by the Education Reform Act 1988. The University is a not-for-profit organisation. Its mission is to provide higher education to a wide spectrum of students and other customers.

In setting the University's strategy and planning its activities, the Board of Governors and University management consider carefully the guidance on public benefit issued by the Charity Commission.

Our vision and strategies are underpinned by our key principles and activities towards the public good. Teaching and learning are the principal ways in which the University makes a contribution to wider society. They are at the core of our strategic plan, in our continued commitment to being an open and accessible institution that proactively encourages people from all backgrounds to aspire to higher education.

We are committed to breaking down barriers and encouraging active participation, raising attainment and aspirations, encouraging engagement and admissions to higher education. We do this by ensuring pathways to higher education are available through our work with other educational providers. For example, we work closely with schools and colleges across the UK. We work with pupils and students from as young as year 5 through the Children's University, to students in further education colleges and sixth forms in years 12 and 13, with in-school and on campus activities. We also work with mature learners via the 'Step Up to HE' programme.

Staffordshire University collaborates with other higher education institutions and local organisations to provide a range of events and facilities that are available to people within our communities, and we host many public lectures throughout the year.

We provide business support, consultancy, skills development and research to businesses and individuals to help them maintain a competitive edge, and we encourage and support the creation of start-up businesses. One of the ways we do this is through our Business Villages, which have a long history of supporting University students and alumni and have a county-wide base of small business owners and entrepreneurs.

The University is also a major local employer and helps with the economic and social growth of the region. Improving employability is vital for individuals and contributes to their health and wellbeing and the economy.

We have a long history and commitment to widening participation and social inclusion. The Office for Fair Access (OFFA) approves our plans annually, including enhancing opportunities for under-represented groups.

We are fully committed to supporting students with disabilities and we aim to provide individually tailored support programmes. These can include guidance and help with applications for disabled students' allowances, specialist academic support, and help with mobility, along with modifications to estates and infrastructure where necessary.

Further details of the University's public benefit can be found throughout this report and on the University website.

---

---

## Strategic Plan – The Connected University

At the December 2016 Board of Governors meeting, the University's new five-year strategic plan was approved – 'The Connected University'.

The plan is supported by three core strategies:

- Innovative and Applied Learning
- Connecting Communities
- Talented People



These in turn are underpinned by four resource strategies:

- Finance
- Digital
- Human Resources and Organisational Development
- Estates

Key performance indicators have been established for the life of the plan. By 2021, we aim to be:

**In the top 50% in the UK league tables**

**Gold standard in the Teaching Excellence Framework**

**Financially sustainable in accordance with our Strategic Financial Plan**

During the 2016-2017 academic year, the strategic plan was translated into five-year business plans for each of the academic schools and supporting services, with supporting key performance indicators and achievement milestones.

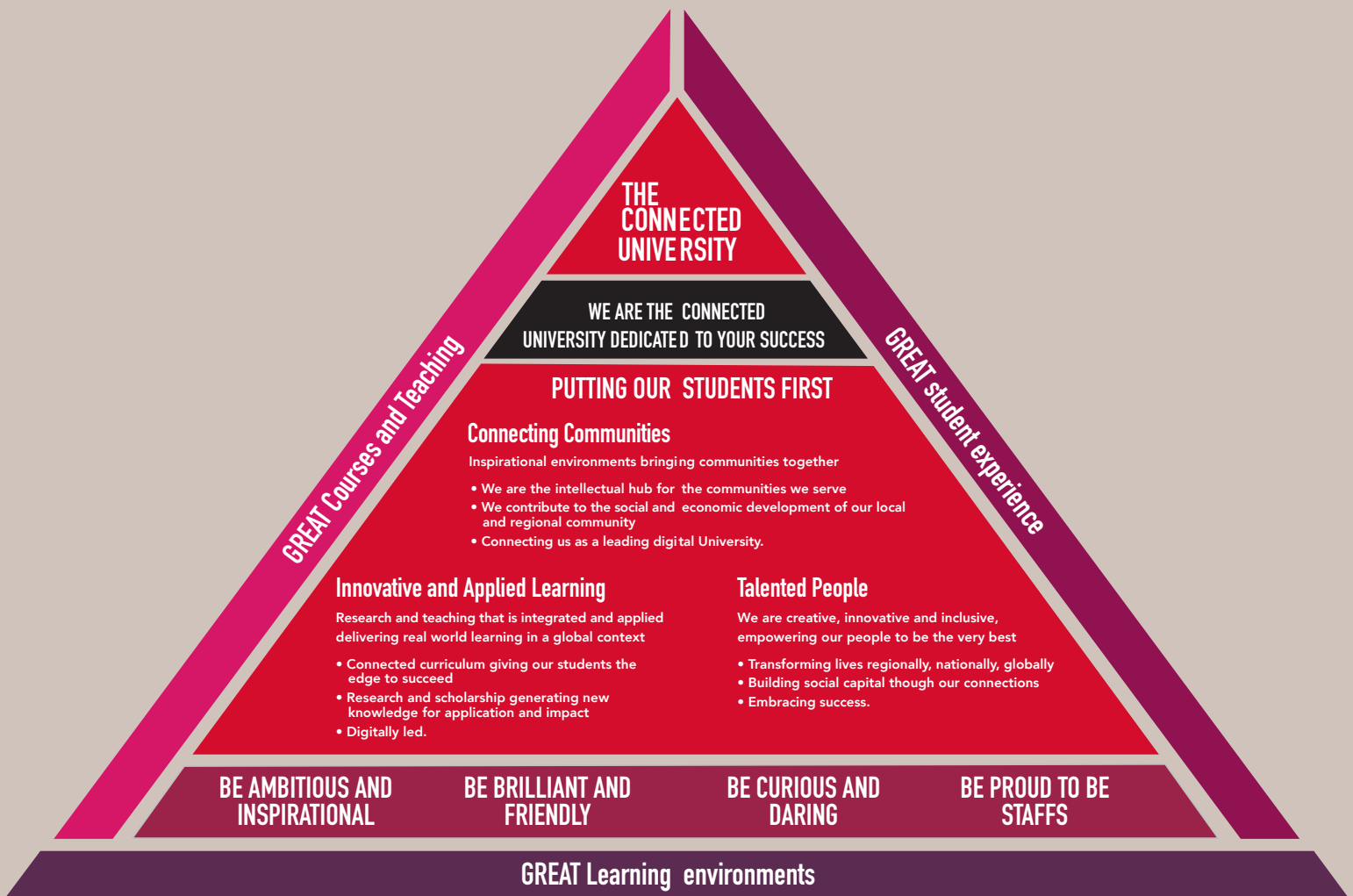
The values of the University are central to achieving the objectives of the plan. Our values are:

- **Proud to be Staffs**
- **Ambitious and Inspirational**
- **Curious and Daring**
- **Brilliant and Friendly**

These help to define the way we work, ensuring that our culture develops and facilitates the delivery of the strategic plan.

---

# Connected strategy





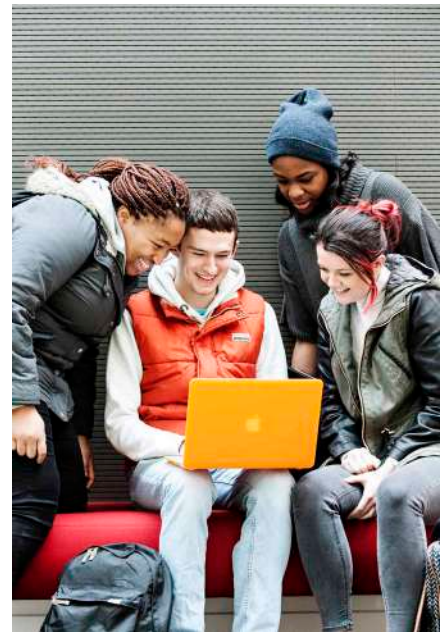
---

**proud to be staffs**

**be ambitious and inspirational**

**be curious and daring**

**be brilliant and friendly**



## Key highlights

**10<sup>th</sup>**  
in the UK for  
**Teaching**



**NO.1**  
for employability

**Most**  
employable  
Computing students

**Pioneers**  
Accelerated  
2 Year Degrees

**HEIF**  
**Strategy**  
commendation

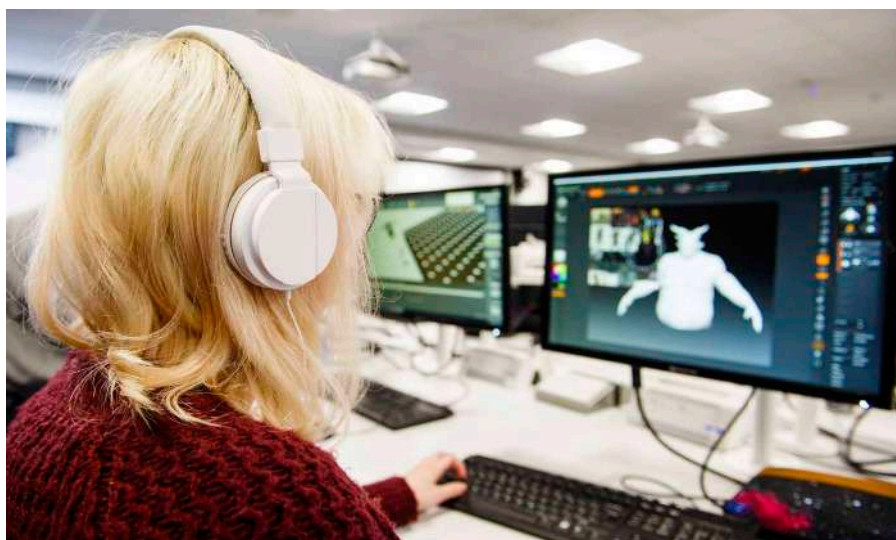


**Top**  
**50%**  
**Sunday**  
**Times**

**Silver**  
**TEF**



Leading **Higher** and **Degree**  
**Apprenticeships**



**NO.1**  
for  
computer  
games  
degrees

## Scope of the Financial Statements

These financial statements are prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland FRS102 and under the Statement of Recommended Practice: Accounting for Further and Higher Education 2015 (FE HE SORP 2015).

The Financial Statements comprise the consolidated results for the University and its subsidiary undertakings, Staffordshire University Enterprises Limited (SUEL) and Staffordshire University Unitemps Ltd. The principal activities of SUEL are the provision of business consultancy and performing commercial, industrial and financial operations and enterprises. The principal activities of Unitemps Ltd are as an employment agency, for staff employed within the University and elsewhere. The taxable profits of the subsidiary undertakings are gifted back to the University under a covenant arrangement.

The Financial Statements exclude the results of the Staffordshire University Student's Union, which is a separately registered charity, registered with the Charity Commission.

## Results for the Year

The adoption of FRS102 represents some challenges in terms of understanding University "operating" performance due to the inclusion of pension adjustments arising from the annual re-statement of pension assets and liabilities and also any exceptional items. The impact of this is that the University accounts are likely to be much more volatile in terms of the "headline" results, and year on year comparisons will become less meaningful.

The University's consolidated income, expenditure and results for the year to 31 July 2017, as presented in the formal accounting statements, should be considered with reference to the following summary statement that identifies the key elements of our overall performance:

	Operating Activities £'000	Beaconsfield Disposal £'000	Pensions Adjustment £'000	Total £'000	2015/16 £'000
<b>Total income</b>	114,155	9,902	0	124,057	113,927
<b>Total expenditure</b>	111,784	(4)	3,533	115,313	112,389
<b>Surplus before other gains losses and share of operating surplus/deficit of joint ventures and associates.</b>	<b>2,371</b>	<b>9,906</b>	<b>(3,533)</b>	<b>8,744</b>	<b>1,538</b>
Gain/(loss) on disposal of fixed/heritage assets	(37)	(9,552)	0	(9,589)	788
<b>Surplus for the year</b>	<b>2,334</b>	<b>354</b>	<b>(3,533)</b>	<b>(845)</b>	<b>2,326</b>
Actuarial gain/(loss) in respect of pension schemes	0	0	32,631	32,631	(11,237)
<b>Total comprehensive income and expenditure for the year</b>	<b>2,334</b>	<b>354</b>	<b>29,098</b>	<b>31,786</b>	<b>(8,911)</b>
Transfers from revaluation reserve	1,220	8,093	0	9,313	1,220
<b>Comprehensive income and expenditure surplus after transfer</b>	<b>3,554</b>	<b>8,447</b>	<b>29,098</b>	<b>41,099</b>	<b>(7,691)</b>
Comprehensive surplus after transfer as a percentage of total income	2.9%				3.1%





Income increased by 8.9% to £124.0m, whilst net expenditure increased by 2.6% to £115.3m. These results include two material adjustments:

1. **Beaconside Sale.** The sale of the Beaconside site was referred to in last year's annual report, and was completed in November 2016. The net impact of this, after taking into account the sale proceeds and the release of deferred capital grants, was a surplus on disposal of £0.3m.

2. **Accounting for Retirement Benefits** in accordance with FRS102. The impact of this accounting standard on the Statement of Comprehensive Income (SOI) has been particularly marked this year, as the scheme was subject to a triennial review in 2016 which appears in the financial statements for the first time this year. Its impact this year was to increase the total comprehensive income by £32.6m (2015/16 increase the deficit by £11.2m).

When these items are excluded, our operating performance for the year, is a surplus after transfer of £3.6m, which exceeded our 2016/17 budget of £3m. This result includes £2.3m of restructuring costs arising from the University's transition from a four Faculty to a six School structure, and a number of changes to our professional services structures as the University re-aligns itself to support our new Strategic Plan to 2020.

## Income

Income mix has changed significantly over the past few years due to the new tuition fee regime. We have seen a reduction in Funding Council Grants and an increase in academic fees which now represent 61% of our total income. Research income, £1.5m, has increased by 27% over the prior year and is a reflection of our refreshed focus on improving the quality and volume of our research activity, in preparation for the REF2021.

Continued focus on student recruitment, progression and future income diversification is vital to ensure our financial sustainability. This is reflected in the University's new Strategic Plan to 2020, which incorporates realistic student and research growth assumptions. The new Strategic Plan considers the changing HE environment and associated risks and opportunities arising out of Brexit and the changes brought about by the Higher Education and Research Act (2017) and the introduction of the Office for Students (OfS).

## Expenditure

Recurrent staff costs at 53% of total costs have decreased from 54% the previous year. This demonstrates the University's continued focus on driving efficiency through improved processes, systems and structures. The impact of the reductions in staff numbers upon payroll costs will primarily be seen in 2017/18. Our above average student/staff ratio (Guardian League tables) demonstrates our commitment to preserve the "front line" activity that has the greatest impact on our performance.

During the year, the University reorganised into a six-school configuration from four larger faculties, which will increase the responsiveness and associated student experience. In addition, all areas of the University professional services have or are currently going through structural reviews in order to ensure that the University is at the forefront of delivering excellent and efficient student services.

Non-staff costs showed almost no increase over the year, despite being impacted by a £1.2m increase in depreciation as a result of the investment in the campus and the revaluation of assets during 2016/17. The University also took on new operating leases for student accommodation in response to demand, at an additional cost of £1m per annum. These increases represent a 6.1% increase, which indicates the extent to which efficiency gains in other areas of spend and savings generated from the move out of the Beaconside site have been able to offset this.

# Financial review

## Surplus

The University's surplus after transfer from revaluation reserve for the year is £3.6m, which is 2.9% of income (2015/16 3.1%) excluding the profit or loss on disposals and FRS102 adjustments. The Strategic Plan to 2020 assumes that the University will grow this to 5.2% by 2020/21.

## Cash Flow

The consolidated Cash Flow Statement shows cash inflows from operating activities is £9.9m (2015/16 £12.8m). The major changes within the cash flow for this year were that creditors decreased by £14.6m, as amounts relating to assets under construction at the end of 15/16 were paid, capital receipts of £12.5m from the sale of the Beaconside site, and interest payments of £3.2m made during the year.

Payments to acquire and improve fixed assets totalled £15.6m (2015/16 £35m). Net cash increased by £6.2m (2015/16 £3.3m decrease).



## Liquidity and Long-Term Financing

The University had net liquidity of £8.6m at 31 July 2017 (2015/6 – net debt of £0.2m). Cash at bank and in hand was £51.9m (2015/16 £44.5m).

On 17 September 2007, the University refinanced its existing loans of £14.8m, with a new term loan of £16m, repayable over 27 years. The interest payable on this loan was fixed at 5.2% for its duration. The loan is part of a larger Convertible Revolving Credit Facility (CRCF) of £50m. This facility was provided by Lloyds TSB, its purpose to provide funding for the University's future capital programme. The remaining £34m was drawn down on 2 September 2013 as a 25-year term loan, at a fixed interest rate of 3.2%. The University remains comfortably within its banking covenants for the purposes of these borrowings.

## Treasury and Financing

Cash deposits are invested in accordance with the University's Treasury Management Policy. This was reviewed in the year and additional counterparties added to spread the risk associated with the additional cash balances. The prime requirement of the Policy is to ensure that the capital sum is not at risk, whilst achieving a rate of return commensurate with deposit rates achievable on the London Money Market. Interest receivable decreased to £0.3m (£0.4m in 2015/16) due to lower interest rates and cash balances, with our average return over the year 2016/17 being 0.7% (2015/16 – 0.8%). Funds are invested with a variety of different money market institutions in order to spread the risk to the University.

Interest payable at £4.1m includes an FRS102 adjustment of £2.4m (being the net difference between the interest income on the University share of the scheme assets, and the interest cost of the defined benefit obligations) and loan interest payments of £1.7m (2015/16 – interest payable £4.9m includes FRS 102 interest of £3.2m and loan interest payments of £1.7m).



---

---

## Capital Investment

The University continued with its Campus Transformation Strategy in 2016/17, selling the Beaconside site and consolidating the core delivery at the Stoke Campus. Developments are still ongoing, and the University had assets under construction of £6.4m at the end of the year, which primarily related to the refurbishment of student accommodation (£3.4m) and the second phase of the scheme to update and improve the AV resources within the teaching areas across the University (£0.5m).



During the summer of 2017, we invested significantly in increasing our capacity to teach our successful Games Design and related programmes, created new facilities to support the launch of an undergraduate programme in Fashion for 2017/18, and improved facilities to support growing Drama and Paramedic activity. Over the next financial period, the University will be reviewing its Estates Masterplan with a view to prioritising investment in high quality student learning and social spaces and leading edge technology.



---

## Pension Liability

The financial results of the University must include a disclosure of the liabilities relating to the pension funds in which past and present employees are enrolled. The assets and liabilities of the Staffordshire Pension Scheme can be attributed to individual employers, and therefore are shown in full detail in the Notes to the Financial Statements (Note 26).

A full actuarial review of the Staffordshire Pension Scheme was undertaken in 2016 as part of the triennial cycle, which has resulted in significant movements in the University's assets and liabilities within the scheme due to the updating of member numbers and assumptions which in 2015/16's accounts had been rolled forward from the previous review in 2013. The net result of these and other changes has been to reduce the University's calculated share of the overall scheme liability from £102.4m at 31 July 2016 to £73.3m at 31 July 2017. There were significant changes in the assumptions used by the scheme actuaries in their valuation of the overall scheme which were that the projected salary increase has been reduced from 3.9% per annum to 2.9% per annum, and that the discount rate has increased from 2.4% to 2.7%. These figures significantly reduce the liabilities of the University within the scheme, as these liabilities are calculated over 20-25 years.

The Teachers' Pension Scheme (TPS) is deemed a multi-employer scheme, and the University's share of its assets and liabilities cannot be separately identified. As such the University has taken advantage of the exemption in FRS102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. There are, however, some pension liabilities related to Teachers' Pensions which are not funded through the scheme. These liabilities are valued on the University's balance sheet at £9.9m (2015/16 £9.5m), and relate to cases where additional years have been awarded due to legislation in force at the time.

# School of **Business, Leadership and Economics**

## **It has been a busy year in the School of Business, Leadership and Economics.**

In summer 2016, we moved into our new teaching facility, following the £640,000 refurbishment of the Ashley Conference Centre to become a truly 21st century home for the Business School.

The new facilities incorporate the latest technology to enhance learning, informal student learning spaces and a rebranded business lounge. The changes have already proved extremely popular with students and staff alike, and have contributed to improved student experiences and outcomes.

## **Meeting the Needs of our Students**

Key metrics in the School increased on the previous year, with overall 'good' degree rates rising 4 per cent to 68 per cent. National Student Survey scores also improved, with 91 per cent student satisfaction for Business Management and 97 per cent for Accounting and Finance, the latter being the seventh highest in the UK out of 112 universities. In addition, our Destination for Leavers in Higher Education (DLHE) metrics also improved.

## **Business Needs**

We continue to upgrade our awards portfolio. Our postgraduate Tourism and Event Management awards were successfully reviewed in the autumn, and we have introduced new foundation year degrees across all our awards. In partnership with the City of Stoke-on-Trent Sixth Form College, we have also approved two integrated master's degrees and restructured existing provision to make it easier to market.

Our two new higher and degree apprenticeships, the ILM Operation Manager and Chartered Manager degree, start in autumn 2017 and will help meet the recruitment and training needs of regional and national businesses.

## **Innovation in Action**

Further cementing our reputation for innovation and enterprise, we have designed and had approval to validate a BA (Hons) in eSports, in conjunction with the School of Computing and Digital Technologies. This is the first degree of its kind in the world, and has attracted enormous interest in the UK and overseas.

## **Digital**

We have a digital focus in the Business School, with a drive to embed digital skills within the curriculum, given the recent release of three reports noting the lack of digital skills in University graduates.

## **Employability**

We believe that our employability strategy, which includes embedding Microsoft qualifications in our students' skills modules and developing a guaranteed placement scheme for all undergraduates, will continue to ensure that our graduates have the practical skills and experience required to make the most of employment opportunities. These objectives are further supported by the success of our Global Entrepreneurship Week.

Research is another priority for the School, with 78 per cent of our team now having or completing a PhD or equivalent level qualification.

Our research outputs have been many over the past 12 months. One of the most interesting is research done by Dr Jana Fiserova, with furniture retailer DFS, into customer buying behaviour. Such is the interest in this work that she has presented it in London to FTSE100 CEOs, in the Czech Republic, and with the British Council in Kosovo.

Next year already looks set to be an equally exciting time for the School, as many of the initiatives we have started this year begin to bear fruit.





Staffordshire  
Business School

Handwritten notice on the brick wall.

Handwritten notice on the brick wall.

# School of Computing and Digital Technologies

**The School of Computing and Digital Technologies (CDT) was launched in January 2017, bringing together a range of subjects with a digital dimension, including computing, games, animation, film, media, music and journalism.**

The strength of our facilities and our teaching teams has also led to buoyant interest in the School's portfolio, in particular Games Design. Staffordshire University was voted best place for games design in the UK by Alphr.com, a respected online lifestyle magazine. Continuing investment in this field will allow us to expand opportunities further over the coming months and years.



**Student Richard Binnington won two awards in the RTS Midlands Awards for his film Searching for Signatures.**



## Success Stories

Student success is at the heart of our work. Computing students won third place on Cisco System's 'Switch Up Challenge'. Others received prizes at Cloud computing company OVH's showcase in London. Games developed by students as part of a Capstone Group work project were featured in the show reel of Epic Games, increasing exposure of our games students and team, and media and film production students won the RTS Midlands awards for documentary production.

Several second and third-year journalism students secured work for mainstream media outlets covering the general election, including Sky News

and the ITV, and the two-year fast-track journalism degree produced its first graduates in September 2017. All found full-time journalism employment before they graduated.

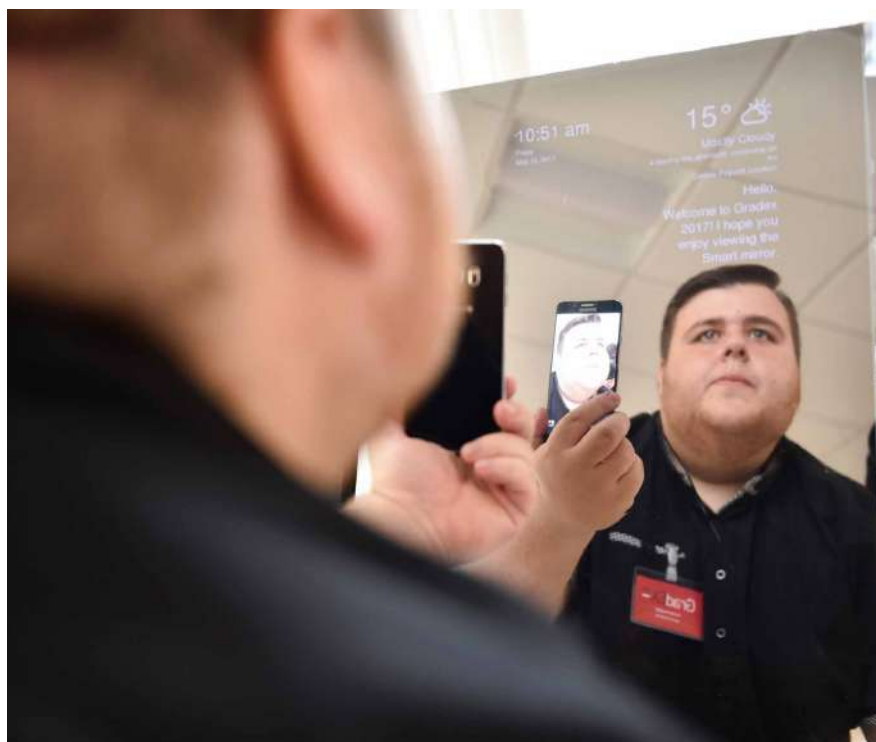
It is not only student successes that we celebrate. Staff achievements are celebrated, too, with numerous staff having work published in international conferences and journals, and research projects receiving sustained media attention. The journalism staff group published a collaborative book in September 2016, serving as both a recruitment tool and a demonstration of the work going on at Staffordshire University. The book, Journalism: The Basics, is now being considered by mainstream publishers.

---

## Engaging Events

Events are a key focus of the teaching and wider engagement activities within CDT. These range from the annual degree show and GradEx exhibition, where computing student Jacob Knapper's Smart Mirror idea received considerable mainstream media attention, to the week-long NoiseFloor festival, hosted by the Music Department, where students performed and collaborated with professional musicians.

Other events included a BCS Women in Computing session, Time to Connect, where sixth formers tried out a range of activities from across the School's courses, and the Computer Science in Schools conference in July, where teachers from around the region came together to enhance their teaching practice.



**Computing student Jacob Knapper showcased his design for a smart mirror to help people get up in the morning during GradEx 2017**

The University also hosted the computer games competition, Search for A Star, with students from around the country competing to design the best games. With several high-profile figures in the games industry in attendance, including the developers of the popular 'Dizzy' series of games, Philip and Andrew Oliver, it was a great opportunity for students to start building links and enhancing their industry knowledge.

External visits included film production students attending the BBC and ITV facilities at Media City, Salford, and computing students visiting the Cyber Security expo in Bristol. Several students presented work at film festivals, and students themselves organised the Future Journalist Awards to engage school children in the local community, an event endorsed by high-profile industry personalities such as BBC journalist, Clive Myrie.



**Future Journalist award winners with Lord Mayor Anthony Munday**

Professor Minhua Eunice Ma, a world leading researcher in serious games, joined as Dean of School in May 2017. Dr Thomas Lancaster, a noted speaker in academic integrity, joined in November 2016. Chris Horrie, a prominent investigative

journalist, joined the School as the Head of Department of Film, Media and Journalism in June 2017, and Dr Sandi Kirkham, an expert in enterprise computing, joined the School as Associate Dean, Students, in July 2017.

# School of Creative Arts and Engineering

**The new School of Creative Arts and Engineering was formed in January 2017 from three existing academic departments - Art and Design, Humanities and Performance, and Engineering.**

The combination of these three apparently disparate disciplines gives the School a unique connected approach to the 'lived environment': where engineering, the arts, design, and the humanities all contribute to place-making, manufacturing, creative practice, thriving communities, innovation and entrepreneurship.

Existing strengths such as industry relevance, ceramics, design, smart and focused engineering, innovation, community links, arts and performance, lived environment, and humanities, add further support to this approach.



**Fashion students have exclusive access to the Betty Smithers Collection**

## Regional Policy Context

Regional plans and sector priorities provide both steer and opportunity – including the Stoke-on-Trent and Staffordshire LEP's Advanced Engineering emphasis; the Midlands Engine's promotion of engineering, energy and low-carbon technologies, and the creative and digital sectors. Advanced manufacturing and power generation feature in the local City Deal and Ceramic Valley Enterprise Zone's sectors for emphasis.

The 2021 City of Culture bid has been informed and enhanced by our Creative Communities Unit and includes reference to key initiatives such as the proposed National Ceramics Centre. The National Centre is likely to benefit from key connections made with China's National Centre – Jingdezhen Ceramics University and from the proposed unique Confucius Institute for Ceramics.



## Focus on Research

Research strengths in the School include:

- Applied design and engineering; ceramics – artistic, design and technical; transportation design and planning; manufacturing and materials – advanced manufacturing.
- Humanities, international relations/ history/geography/philosophy, community development and policy, archaeology.
- Green and smart engineering, renewables (plastic electronics, biomass), IoT, power generation and distribution.
- Fine Art practice and curation.
- The Lived Environment, including architecture, construction, urbanism, planning will be areas for development, capable of spanning several existing specialisms.



**Professor David Hawkins, Dean of the School of Creative Arts and Engineering at the launch of the city's District Heat Network**

## Future Programme Developments

3D Design will be re-developed into two named streams: BA Designer-Maker and BA Ceramics. Materials science, green and smart energy and transport, polymer electronics, advanced manufacturing, and IoT will be enhanced. We also plan growth in fashion-related awards, drama, dance and theatre.

We will continue work towards a range of degree apprenticeships via the central team and sector councils.

Our advanced manufacturing capability will be improved by marshalling existing equipment into an integrated facility, linked to an accessible 'Fab Lab' and we will develop new and collaborative provision which makes use of existing content and partnerships – e.g. architecture, interior architecture, construction management, project management through links with Alabama and NDA.

Further, we will continue to improve international links and collaborations, with a particular focus on China, through XUPT and Jingdezhen. Also work with ECAM, France at PGT level.

---

---

## Staff and Student Success

Although we are a new School, there have been many academic, research and creative successes in the last year. Academic colleagues continue to be successful in obtaining external research funding and made bids for over £2 million in the last three months of the financial year alone.

Our third-year Transport Design students took both first and second places at the Superyacht UK Young Designer Competition at the London Boat Show, and Transport Design graduate John Bridge started working at the Ferrari Advanced Design Studio in Maranello, Italy.

Another award winner was Product Design student Jack Bradley, who won the Pentland Brands New Designers Award for his innovative backpack. Jack will be spending two months with the company, which owns many brands, including Speedo and Berghaus.

Several students also achieved national success at the prestigious New Designers show in London: Nicky Chan won the Peroni Award for her glass design. Faye Jones won the Johnson Tile Award. Becca Keena and Aimee Taylor won Colour in Design 'Loves' awards, and Catlin Darby won a John Lewis 'Loves' award.

In a similar vein, surface pattern student Natalie Blackshaw won first prize in Bradford Textile Society's national competition for print for fashion.

The University of Alabama at Birmingham (USA) formally recognised "...the superior efforts of your faculty and their continuing contributions to the Sustainable Smart Cities Dual Master's Degree Program offered via the University of Alabama at Birmingham (USA) and Staffordshire University (UK)."

In Spring 2017, two courses were offered by the Staffordshire Faculty: CESC 604 Managing Natural Resources and Sustainable Smart Cities – tutors, Janet Wright and Dave Morman. CESC 606 Low



**Christopher Karam won first place and a design internship with the world famous Pendenis Shipyard at Superyacht UK young designer competition**

Carbon and Renewable Energy Systems – tutors, Hamidreza Gohari Darabkhani and Professor Torfeh Sadat Shafai. "Both of these offerings, were personally monitored and found to be of exceptional calibre. Student evaluations were similarly complementary. These evaluations are even more impressive when one considers the non-traditional/ online nature of our curricula."

The external examiner for the MSc Advanced Engineering run by Professor Torfeh Sadat-Shafai said in his annual report: "This remains one of the leading MScs under the Engineering Council's 'Engineering Gateways' scheme."

Principal investigator Dr Hamidreza Gohari Darabkhani and co-investigator Professor Tarik Al-Shemmeri have been awarded £210,000 through the Technology Strategy Board's CR&D scheme for a project entitled: Micro Turbine Renewable Energy Combustor (MiTREC). This is an important Innovate UK funded project for harvesting energy from renewable biofuel sources.

The Centre for Archaeology have noted: "Over the last three-and-a-half years, the centre has achieved an international reputation for our work in archaeological field practice, specifically via our flagship projects relating the investigation of the Holocaust and other genocides, our work examining the life of William Shakespeare, and a number of community archaeology projects throughout the UK and local

area. We are currently undertaking three large European projects (funding by Horizon 2020 and the International Holocaust Remembrance Alliance) as well as a number of other smaller research and consultancy programmes." A high-profile recent investigation has been conducted by the centre at Treblinka in Poland.

Professor Ian Brown, Professor of Fine Art, delivered his inaugural professorial lecture on 5 June 2017 at a well-attended public lecture. He discussed a range of his contemporary artistic research, produced as part of the artist's group Common Culture. Common Culture explores how contemporary social identity is constructed through the rituals of consumption within popular culture.

Dr Sarah Key's solo show at the Djanogly Gallery (sponsored by Lakeside Arts Centre, University of Nottingham) ran for over three months.

Associate Professor Anna Francis completed a project at Campbell Works, London, undertaken with the support of an Arts Council Fund.

The Spode Rose Garden project went to RHS Tatton, in July. Lead artist on this ongoing regeneration project is Associate Professor Anna Francis.

We have much to look forward to in 2017/2018 as we put in place our strategic plans for the new School.

# School of Health and Social Care

**The newly formed School of Health and Social Care includes three departments (Nursing, Midwifery and Allied Health, and Social Work and Welfare), with programmes delivered on each of the four University sites.**

Our focus is on addressing health within a community context and through effective multidisciplinary working to ensure that our staff work collaboratively with each other, across the University, and with our external partners, enabling the School to grow and develop in response to changing health needs.

An example of this new direction is our support of the work of the Centre of Health and Development (CHAD), which aims to improve health and wellbeing and reduce health inequalities across the local population.

Our ambition over the next five years is to earn national recognition and respect for the School, our graduates, and the work we undertake. We aim to equip our graduates with the skills and insights they need to address issues of inequality in health and wellbeing, and in their ability to effectively work in inter-professional contexts across all communities.



**Comedienne and mental health campaigner Ruby Wax opened the Centre of Excellence in Healthcare Education at Stafford**

## Centres of Excellence in Healthcare Education

The Shrewsbury Centre of Excellence was opened on 10 May 2016 by Dame Claire Bertschinger; the Stafford centre a few months later, on 9 September 2016, by Ruby Wax, an honorary graduate of the University. Since then, we have been delighted to see our students benefiting from the high-quality accommodation and state-of-the-art technology and equipment that supports their learning.

September 2017 saw our first intake of healthcare students funded through student loans, in common with other undergraduates. While this had a significant impact on applications across the sector, and specifically the mature student market, we are pleased to report that our recruitment remains buoyant.

New opportunities for growth in 2017/2018 are also looking promising, particularly in degree apprenticeships and in our paramedic provision. Our continued investment in our healthcare Centres of Excellence will therefore remain a priority for the School, as we compete for students and prepare them for careers in the ever-evolving healthcare sector. For example, our

operating department practice students now can undertake simulated practice in a fully-functional operating theatre suite. Similarly, our paramedics can prepare for the clinical environment in our fully-equipped training ambulance.

## Supporting Students

Providing excellent student support remains a priority across all our sites. All students have access to a mentoring and wellbeing service and we operate an academic 'open-door' policy. This helps to ensure students make a positive transition into higher education and leave as successful graduates.

We also provide the DBS check, uniforms, occupational health, computer software and online training tools as part of their student fee, in recognition of the investment they are making in their education.

Helping to ensure our students get the vital practice-based experience they need for registration into their new profession is another key focus, and we continue to develop a wide range of high quality student placements with all our practice partners, across community, hospital and specialist unit settings.

Natalie Brown, a third-year adult nursing student, was awarded Staffordshire Graduate for 2017, and went on to represent the University at the Florence Nightingale Foundation Day at St Thomas's hospital in London.

In addition, five midwifery students have been supported to apply for the National Council of Deans of Health Student Leadership programme. Our plan is to involve these students in developing the leadership aspects of our new curriculum, giving them the opportunity to apply their learning in a leadership context.

The latest release of the Student Viewfinder Survey shows we are on the right track in terms of the education, skills and support we provide to students. It reported that over 90 per cent of our students were satisfied with their programme and the teaching they receive.

The School hosted a Prison Health Conference in conjunction with NHS England, which attracted around 140 delegates from across prison health sectors in Staffordshire.

In addition, the School welcomed 50 students and eight tutors from Newcastle-under-Lyme College to our Centre of Excellence in Healthcare Education at Stafford, in June. Organised through our Associate Dean for Recruitment, the event marked the start of a renewed focus on working in partnership with schools and colleges.

## Focusing on the Future

The School of Health and Social Care is well set to continue working towards its future ambitions. Over the next academic year, we plan to ensure all our programmes reflect our new focus on community health and inter-professional working. As part of the programme re-approval process, our operating department practice and paramedic practice programmes will be upgraded to degree level, with plans to undertake our first accelerated degree in the School in operating department practice.

We are developing two new professionally-regulated, higher apprenticeship programmes, one in adult nursing and the other in social work. These programmes will be implemented over the coming year and will be included as part of our re-approval plans with the Nursing and Midwifery Council and the Health and Care Professions Council.

Our research during the next 12 months will be focussed towards CHAD, ensuring we build capacity and capability in our School to deliver our research at national and international levels. The recent appointment of the School Research Lead Associate, Professor Dr Liz Boath, has already driven progress in this area, with Liz holding the first School writing retreat in September 2017.

## Research Strengths

The Centre for Health and Development (CHAD) experienced its first full year of operation in 2016/2017 and is now starting to deliver benefits. Start-up funding for the centre came from Staffordshire County Council and Stoke-on-Trent City Council. Within its first year of operation, CHAD has obtained £70,000 of external funding.

Its first research project, on an assets-based approach to city centre street activity and rough sleeping, was recently completed. To date, staff have given six presentations on the research and a report is to be published soon.

Another strand of its activity is to bring key speakers into the University. So far, speakers have included Sir Michael Marmot, Professor of Epidemiology and Public Health; Professor Aliko Ahmed, Director of Public Health East Midlands; and Sir Duncan Selbie, CEO of Public Health England.

In June 2017, CHAD attracted over 170 people to the centre for 'The Big Conversation', as part of its strategy to develop an ongoing relationship with local communities. The conversation focussed on 'What does community mean to you?' and 'How can research help?'. The resulting data collected from the event will provide the basis of the research project 'storytelling and community regeneration'.



**Sir Michael Marmot, President of the World Medical Association, opened the Centre for Health and Development at Staffordshire University**

# School of Law, Policing and Forensics

**The School of Law, Policing and Forensics is another new School, created at the beginning of 2017. It comprises the Department of Law and the Department of Criminal Justice and Forensic Science, which offers courses in forensic science, forensic investigation, policing and criminology/ sociology. The School's suite of courses is complemented by research focusing on criminal justice and the prevention and investigation of crime.**

## Celebrating Success

One of our highest profile achievements over the past academic year has been our rise of 36 places in The Guardian's 2018 University League Tables. We are now in the top 50 for law at 45, having risen from 81 in 2017.

Alongside this departmental success, we are proud that several students and members of staff have achieved considerable success in their own work and studies.

Dr Laura Walton-Williams was invited to speak at the Westminster Briefing's conference, 'Confronting Sexual Violence: Reducing Offending and Supporting Victims', in London in May 2017. She presented on 'Effective Strategies to Combat Sexual Violence' alongside Marcia Bravo, operations manager for Victim Support. A report of the proceedings of this meeting will be submitted to Parliament to inform future policies in tackling Sexual Violence.

Dr Em Temple-Malt and Sarah Page completed a research project, 'Breaking the Cycle of Domestic Violence Re-offending', on behalf of The Safer City Partnership (within Public Health) in Stoke-on-Trent. The key recommendations from the study were incorporated into the city's draft Safer City Partnership Strategy 2017-2020 – reflecting the impact of their research.

It is not only our staff's achievements that have been recognised. Our students, too, have been making their mark at a local and national level.

Harriet Rowley (Level 5 LLB) was accepted onto Inner Temple's Pegasus Access and Support Scheme – one of only 25 students in the UK to win a place.

Also fighting off substantial competition were five PCI students (at level 5 and 6) who obtained six-week summer placements with the Justice Services Department of Staffordshire Police.



**Laura Walton Williams 'confronting sexual violence' at the Westminster Briefing's conference**



---

This is the first year this opportunity has been available. The students will be working on projects such as how body-worn video is used in domestic violence cases, evaluating police-led prosecutions, and effective working practices in custody suites.

Another 10 undergraduate students spent six weeks on placements with Staffordshire Police in its Forensic Services Department, as part of the Staffordshire Forensic Partnership. The students worked on short research projects across traditional and digital aspects of forensic investigation, to help with accreditation and operational requirements.

For the first time, we also secured four places for staff and students to attend the Staffordshire Police Support Associations' Professional Development Day in June, where speakers included internationally recognised figures from the field.

Our annual Moot, organised by The Law Society of Staffordshire University, saw four teams go head-to-head in a contract-based problem. Due to the outstanding performance of both finalists, each will go on to represent Staffordshire University in the upcoming inter-university mooting competition, against several top universities around the Midlands.

A team from the Law School also travelled to Manchester as guests of Kings Chambers for a debate on Brexit. The debate was led by Richard Clayton QC, from Kings Chambers, and Dr Michael Gordon from Liverpool University.



**PhD Forensics graduate Kayleigh Sheppard contributed to an academic paper published in *Forensic Science International***

## Research and Publications

Several members of staff have had research papers published in 2016/2017. Associate Professor Andy Platt (with Simon Coles; Mateusz Pitak) saw his article, "Synthesis, structural characterisation and solution behaviour of high symmetry lanthanide triflate complexes with the sterically demanding phosphine oxides Cy3PO and tBu3PO" published in the European Journal of Inorganic Chemistry. While Kayleigh Sheppard, Professor John Cassella and Dr Sara Fieldhouse saw their paper, "A comparative study of photogrammetric methods using panoramic photography in a forensic context", published in *Forensic Science International*.

Our plan is to create two research groups with national and international connections. We have several funding bids underway which, if successful, will enable us to undertake large scale,

ground-breaking research in forensics. Several other (not funding dependent) projects are focusing on evidential issues in assault and crime scene recording and presentation.

The Sociology and Criminology teams have been successful in obtaining starter grants for a smaller scale of studies, which should help us establish a research culture capable of larger projects and bids. The Law School is also in the early stages of building a research culture, based on new recruits and existing expertise among current staff.

## Looking Ahead

The School of Law, Policing and Forensics can look back on last year's achievements with some satisfaction – but absolutely no complacency. We have ambitious growth plans for the next five years, with enthusiastic staff who are committed to the School and its vision. We look forward to driving forward our plans over the next 12 months.

# School of Life Sciences and Education

**In the School of Life Sciences and Education (LSE), we have been working with external partners, including local employers, schools, colleges, NHS trusts and professional bodies, to deliver flexible and applied courses in psychology, sport and exercise, biological and biomedical sciences, and education.**

Our students' experience exciting, interactive and digitally supported learning environments. We focus on applying research and learning to real work settings, and working with employers and industry partners that are specific to the subject to develop our students' employability skills and networks. Our staff are conducting international research and our staff and students are making a real difference in our regional communities.



**Professor David Clark-Carter received a lifetime achievement award from the British Psychological Society**

## Success Stories

We have worked hard to improve our students' experience and this is reflected in some of our externally measured results. For example, overall student satisfaction has been high across departments, with averages of 91 per cent undergraduate and 94 per cent post-graduate in the 2016 National Student Survey.

Some of our courses particularly excelled. For example, BSc (Hons) Biological Sciences achieved 100 per cent satisfaction in advice and support, and the BSc (Hons) in Psychology and Counselling achieved an overall satisfaction of 100 per cent.

We have also improved our employability scores across the four departments: The Employment Performance Indicator has increased in LSE from 94 per cent in 2015/2016 to 98 per cent in 2016/2017. Although there is still work to do, we also achieved some encouraging league table positions in

The Guardian's 2018 University League Tables:

- **Sport Science: 18th out of 73 – in the top 25 per cent**
- **Biosciences: 33rd out of 102 – in the top 50 per cent**
- **Education (new in this year): 20th out of 78 – in the top 25 per cent (and 'good' rating from Ofsted)**
- **Psychology: 59th out of 114 – just outside the top 50**

These results represent a vitally important shift toward a better future for us and our students.

At an individual level, Professor David Clark-Carter received a Lifetime Achievement Award from the British Psychological Society for his contributions to teaching and research methods nationally and internationally. Sports graduate Josh Gordon, meanwhile, was signed by former Premier League champions Leicester City Football Club.

---

---

## Research Recognition

The School has worked hard over the last year to support and grow our research active staff and research active students. These efforts are now bearing fruit, with significant improvements in the number and quality of 3\* and 4\* publications, PhD completions, external income, and importantly, research projects which have impact on our region and our reputation.

Psychology and sport have strong and evolving research centres, with international reputations in Biomechanics, Sport Psychology, Health Psychology and Public Health. For example, we have an international profile for our biomechanics research and we have recently been selected to undertake new research with partners in India, aimed at improving health outcomes for people suffering with a range of foot conditions. This will ultimately improve outcomes for people living with painful foot conditions, not only in India and the UK, but worldwide.



**Sports graduate Josh has been signed by Premier League Leicester City Football Club**

Our ambition is that every student of Life Sciences and Education at Staffordshire University will benefit from courses developed with employers and for employers, that are accredited or endorsed by relevant professional bodies. We aim to specialise in co-producing digitally informed and confident Life Sciences and Education graduates, who will be the most sought after in the region.

Through all our connections over the next five years, the School of Life Sciences and Education will change lives and shape futures across all our disciplines. By 2021, we aim to be applying our research and innovative pedagogy to improve the health, well-being and educational attainment of people and communities across the UK and further afield.

# Campus transformation

**The first phase of our campus transformation programme was completed in September 2016, delivering new learning spaces and facilities at our city campus in Stoke-on-Trent, and substantially improving the former healthcare facilities at Shrewsbury and Blackheath Lane.**

## It involved:

- **Relocating our Beaconside provision to Stoke-on-Trent**
- **Creating new computing labs to expand our cutting-edge offering**
- **Creating new games design labs to further drive our reputation as the leading university for computer gaming technology**
- **Creating new state-of-the-art TV and music technology studios**
- **Creating new flexible teaching rooms in modern, comfortable and inspiring surroundings**
- **Creating new café and social spaces**

Overall, we have invested more than £46 million in the first phase of campus transformation, delivered on time and to budget ahead of the September 2016-17 academic year.

All the works were undertaken in consultation with our students, marking our commitment to a process of dialogue and improvements that will provide exceptional learning and teaching facilities and great social activities.



## Commitment to Stafford



Our former Beaconside campus in Stafford was sold during November 2016, although we remain strongly committed to retaining a presence in the town, as shown by our new Centres of Excellence in healthcare education at our Blackheath Lane and Royal Shrewsbury Hospital sites. We continue to work with the buyer of Beaconside to help it realise its ambition of becoming an embedded college.

In Stoke-on-Trent, the Mellor building now houses our specialist computing labs and engineering labs. These deliver a vibrant, dynamic environment, with inspiring facilities for learning and teaching. This includes a large, open plan social learning 'Collision Space' on the top floor, extensively equipped with the latest learning technology and flexible furniture, and with fantastic views across the city.



On the other side of College Road are the new Cadman Studios, incorporating studio spaces for Fine Art, Cartoon and Comic Arts, Games Design, Television and Music Technology, all enclosing an enhanced outdoor social space: the Cadman Courtyard.

## Beacon Shines Bright

We have also invested in a brand-new teaching facility for all students to enjoy, the Beacon. The name was chosen following staff suggestions and a student vote, and celebrates our heritage and on-going relationship with Stafford. The Beacon Building, located in Stoke-on-Trent enhances our new city campus on College Road. Among the modern and multi-functional spaces inside there are 12 timetabled teaching areas and general teaching rooms, flexible multi-sized spaces for lectures, IT labs, seminar spaces, and a new public café, which retains the legacy name of Pavilion.



The next stage of our developments will remain student-focused, as we develop our campus masterplan and business plans for the next five years. We intend to create further informal learning spaces across campus, while refurbishing existing teaching and learning spaces to create an exciting and inspiring environment in which to work, learn and enjoy.

# Higher Apprenticeships

**Higher and degree apprenticeships are viewed by employers as a route to solving their skills challenges. As one of the largest university providers of higher and degree apprenticeships, Staffordshire University is supporting regional and national employers to:**

- **Improve productivity and business performance**
- **Motivate and train their existing teams**
- **Attract and retain talent**

The apprenticeships are funded by an 'employer apprenticeship levy', introduced in April 2017. All employers with a payroll of more than £3 million pay a 0.5 per cent levy. They receive this back via a 'digital apprenticeship account', which can only be spent on apprenticeships.

The 'earn while you learn' model provides training costs for apprenticeships at level 4 to level 7 and an embedded higher education qualification, to help employers recruit new staff or develop their existing workforce.

Apprentices are employed for at least 30 hours per week in a specific occupational role, allowing them to put their knowledge into practice in the workplace.

Apprenticeships are a significant growth opportunity for the University, as we look to build on our sector-leading position as a provider of high quality, flexible employer-led training.

## Working with Employers

Our expert academic staff have worked closely with business development managers to design courses aligned to the apprenticeships standards developed by employers. Current programmes offered by the University include:

- **IT, software, web and telecoms professional with Vodafone**
- **Management with F Ball and Perkins Engines**
- **Health (Assistant Practitioner) with eight regional NHS trusts, following mental health and acute care of peri-operative care pathways**

Degree apprenticeships are becoming increasingly popular among young people. More than 150 people started their apprenticeship at level 4 and above with the University in 2015/16, while in 2016/17, we had 200 higher and degree-level apprentices.

In addition to apprenticeships, the University is involved in a wide range of employer-led trailblazer groups. Our academic experts are providing support to employers in sectors including digital industries, management, health, healthcare science, automotive engineering and policing. Their input is supporting employers to design and develop assessments to ensure apprentices reach the required standards of knowledge, skills and behaviours.

# Employability

**Our commitment to enhancing employability is a vital element of the student experience at Staffordshire University.**

We make it a priority that students are well prepared for their future, with skills for employment and entrepreneurship built into the curriculum and guaranteed work experience to ensure every student has the chance to engage in a work-related opportunity.

**Work experience is broad ranging. We encourage students to think creatively about different types of work experience, such as sandwich placements, work-based placements, short placements or internships, serial placements, voluntary work or work shadowing.**

In addition to the work experience guarantee, our employment agency, Unitemps, helps students to apply for temporary and permanent roles within the University and the region, providing paid work to support them during their studies.



## Future Success

All students have free access to careers and education advice, from the time of their enrolment through to five years after graduation. During this time, experts in our academic schools and our careers network provide information, advice and guidance, face-to-face and online, to help students develop the knowledge, skills and behaviours to be successful and achieve their potential.

This support is complemented by eCoach, a digital platform that offers a wide range of development and careers support, including a CV builder, mock interviews, employer-insights and preparation for assessment centres.

## Graduate Destinations

As The Connected University, our commitment to developing talented people includes a pledge that all our courses will be in the top 50 per cent for graduate level employment after six months.

In March 2017, we finished collecting the data on the destinations of our 2015/2016 graduates. A renewed emphasis on making strong

connections and supporting students into work and self-employment during their study has resulted in a significant increase in both graduate and non-graduate outcomes.

Of our 2015/2016 graduates, 80 per cent are in graduate-level work or post-graduate study and 97 per cent are in employment. This achievement places the University first among universities in England (excluding specialist colleges).

## CareersFest 2016

Running alongside Global Entrepreneurship Week in November 2016, our CareersFest event brought together a diverse set of employability activities across five days, with opportunities for all students to engage with entrepreneurs, experts and employers at employment fairs, practical workshops, guest lectures, a hackathon and skills session.

Following student feedback, CareersFest has been rebranded to FutureFest for 2017. The new name better reflects the need for students to start thinking about the skills they need for the future from the first moment they join the University.

# Student experience

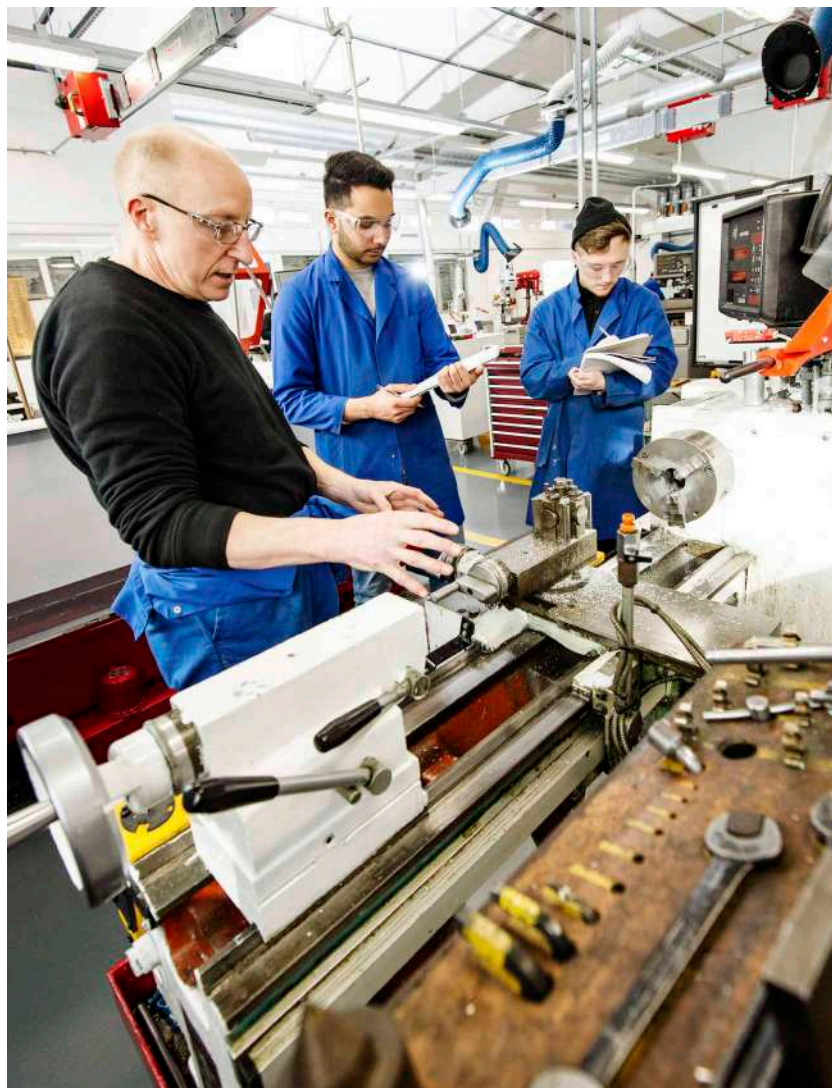
**With our vision to be The Connected University dedicated to our students' success, Staffordshire University's focus on the student experience has never been more important.**

It is central to our ambition to provide opportunities for students from a wide variety of backgrounds, cultures and interests, and to ensure the University supports learners both on campus and through our partnerships with organisations in the UK and overseas. It also underpins our commitment to delivering the best student experience through our digital and virtual channels.

Our cross-university Student Journey Project, which covers every touchpoint a student has with the University, is helping to ensure the student experience remains at the centre of our vision. It is split between seven streams:

- **24/7 Campus**
- **The Academic Journey**
- **Early Intervention**
- **Employability**
- **Induction**
- **Measuring Impact**
- **Culture and Values**

These streams should help ensure we achieve our ambition to transform the student experience at Staffs.





---

The University has invested significantly in estate and facilities to support student learning. The £40 million campus transformation project is creating new and updated facilities at our Stoke-on-Trent campus, including computing and games labs and new TV and music production studios. In addition, the University invested £5.5 million in two new Centres of Excellence in healthcare, at Stafford and in Shrewsbury, which provide new dedicated facilities centred around healthcare studies.

Digital learning is at the heart of our strategy, underpinned by five strands of activity:

- **Tools and technologies**
- **Learning spaces**
- **Staff digital capabilities**
- **Student digital capabilities**
- **Learner analytics**

To ensure that learning spaces are designed and used effectively, all new teaching rooms are designed in line with the latest research and practice-based evidence, including technology, furniture and layout, to create learning spaces that encourage student-centred learning.

Staff have benefitted from numerous development opportunities, particularly in digital capability. This reflects our commitment to providing students with opportunities to engage with learning in the most effective way, as well as helping them develop the digital skills needed to be successful learners.

Employability remains a key strand of our activity. All full-time undergraduate students are guaranteed work experience as part of their course.

This can include a professional placement, sandwich placement, paid internship, short or serial placement, voluntary work or job shadowing. The volunteering programme, in partnership with the Students' Union, involves 1,270 students in volunteering activities with over 130 community, charity or public sector organisations. Students can include this activity in their HEAR, following a skills reflection review.

With such a diverse and broad student population, we recognise the need to ensure we are tailoring our students' university experiences to their ever-changing needs and demands. We have invested in our customer segmentation to highlight the wants of different groups of students. Both our own staff and the Students' Union use this information to ensure we support every student.



# Sport at Staffordshire University

---

**Sport and exercise are incredibly powerful tools. Whether you are one of hundreds participating in the Sport England funded Active Universities Programme, or one of the 14 students supported on our Team Staffs Elite Scholarship Programme, sport changes our students' lives. Over the last year, we have seen the sports centre membership continue to grow beyond 1000 student members. We have continued to develop the centre in consultation with students, seeing a new larger Strength & Conditioning area and offering a range of memberships to suit student and staff study and work patterns. This can also be seen in the change in opening hours from customer feedback. Our partnership with Matrix Fitness Ltd continues to grow, with our centre being the test bed for several new innovative pieces of fitness equipment. Giving our students access to cutting edge developments in the fitness industry. Matrix Fitness continue to be a supportive strategic partner of the University, one of the fastest growing manufacturers of gym equipment in the world and based in Stoke-on-Trent.**

We know from academic studies that people who play sport or are physically active do better academically, deal with stressful and anxious situations better (such as exams and job interviews) and have improved social capital, which is key to improving their employability; therefore, our focus on sport and physical activity is key in terms of our students' attainment, lifestyles and long-term goals.

It is pleasing to see that the improvement in sports facilities and participation is also mirrored by an increasingly strong academic sports and exercise subject area. Overall satisfaction was 92% in the National Student Survey with one of our courses scoring the maximum 100% satisfaction for the third consecutive year; Sport and Exercise being ranked in the top 20 in the UK for Sports for the second year running and the continued production of high quality research outputs. It therefore seems apt that Stoke-on-Trent was designated as the European City of Sport (ECoS). This is a year-long celebration of sport and physical activity in the City and funding of over £3.75 million from Stoke-on-Trent City Council and Sport England has ensured a two-year legacy programme until 2018.

The ECoS status is about celebrating, organising and promoting a diverse range of sports-related activities across the City to encourage increased participation. The University has been a key member and one of many partners of the Local Organising Committee, crafting a range of activities. One of the key outputs from the ECoS is that it has built and developed partnerships that will have further benefits.

This year we have had some notable successes through our Scholarship program, including Team Staffs Elite Scholar, Andy Brooke's winning a Gold Medal in the BUCS National Archery and Shaun Mayer winning a Silver Medal in the BUCS National Track Cycling. This year has also seen the implementation of a Sports Development Team within the sports structure. This has seen the University supporting our competitive sports offering through the BUCS national leagues through the employment of coaches for our teams and also the provision of driven transport to all away fixtures.

Our recreational sport and physical activity program Active Uni has continued to grow with just over 800 students taking up the offer to engage in sport and wellbeing activities. These opportunities have been further supported by the University with the securing of the coordinators post on a full-time basis beyond the closing of the Sports England funding and forms part of the Sports Development Team at the sports centre. This has allowed for greater support and coordination with our University sport teams and joined-up working with the academic sport and exercise team. All of which will result in a better student experience, greater placement and employability opportunities, and hopefully better performances from competitive University teams in the British Universities and Colleges Sports league (BUCS).





# Research

**Research excellence is at the heart of our strategic planning and central to the University's vision of being The Connected University.**

Our research underpins the curriculum, contributes to a positive student experience, makes a difference in society, and grows the reputation of Staffordshire University and the region globally.

We re-organised our research infrastructure in January 2017, so it is served by a single, cross-university Institute for Research and Knowledge Exchange. The Institute will help to create a vibrant and high-quality research environment, with a focus on research excellence.

The Institute will support activity and monitor progress towards the University's aim to return 150 researchers in the Government's Research Excellence Framework 2021 (REF2021). Our goal is to see an improvement in both the quality and quantity of research activity, with more than 50 per cent of our research rated as 'internationally excellent or world-leading'.

The University is targeting a 10 per cent increase in postgraduate students every year through to 2020, and an annual increase of 10 per cent in external research income. In five years, we aim to be securing more than £5 million research income annually.

Throughout the considerable changes in recent years, we have maintained a notable growth in our performance, servicing 174 research projects worth £1.7 million. We held a very successful inaugural staff research conference in [October 2016], attended by 120 staff, with 72 staff presentations. We also organised the University's fifth postgraduate research conference in [May 2017], attended by over 70 postgraduate research students from the University, as well as attendees and presenters from Keele University and Buckinghamshire New University.

## Our Goals

More than  
**50%**  
of our research  
rated as  
'internationally  
excellent or  
world-  
leading'

**10%**

**10% increase in  
postgraduate students  
every year through to 2020**

**2020**

**10%**

**Annual increase of 10% in  
external research income**

**In  
5Yrs  
we aim to  
be securing  
more than  
£5m  
research income  
annually**

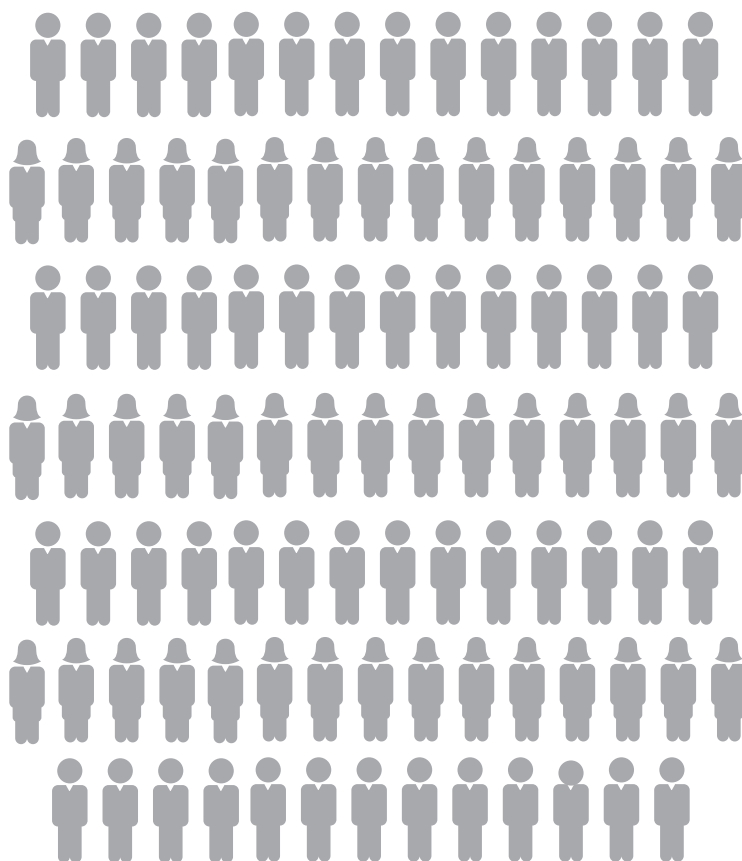
**We have maintained  
a notable growth in  
our performance,  
servicing **174**  
research projects  
worth **£1.7m****

**Some of the notable projects we have led during 2016/2017 include:**

- The Centre for Health and Development, developed in partnership with Stoke-on-Trent City Council and Staffordshire County Council, has delivered several projects on reducing health inequalities. This includes a National Institute for Health Research project aimed at understanding the influence of NHS health check cardiovascular disease risk assessment tools.
- An Entrepreneurial Universities for Industry Alliances project to develop cooperation between universities and enterprise, with partners including five universities in Kosovo.
- A SMARTOUR project to develop and implement an online sustainability training course for the tourism sector.
- A one-year project with industry to produce novel orthotics for efficient diabetic foot ulcer healing.
- A project to support a group of pre-registration nurses and midwives from across Europe involved in the teaching of spirituality and spiritual care. It aims to develop a 'gold standard' matrix and toolkit to help participants integrate these concepts within their own practices and programmes. The project is funded by Enhancing Nurses Competence in Providing Spiritual Care through Innovative Education and Compassionate Care (EPICC).
- 'Ceramics and its dimensions' - a Creative Europe funded project to raise the profile of ceramics, in collaboration with 25 partners in 11 countries across Europe, including British Ceramic Biennial and Potteries Museum and Art Gallery. A congress is being held in Staffordshire in October 2017.
- A large community project around the founder of the modern circus, Philip Astley.

**Looking ahead, we will be continuing to review our research infrastructure and supporting the 100 staff we have identified to receive protected research time to drive up the research activity in the University.**

**We will also be investing in several funded PhD scholarships to grow our post-graduate research community and help support internationally excellent research.**



**Supporting the 100 staff we have identified to receive protected research time**

# Sustainability

**Our vision is to make a positive environmental impact through outstanding sustainability performance.**

We aim to achieve this by putting students at the heart of sustainability, with the campus as a living lab that enriches the curriculum experience. In addition, by collaborating with the Students' Union, student societies and other business stakeholders, we can create opportunities for practical sustainability actions and improvements.

Work has continued on sustainability initiatives such as upgrades, waste recycling and student engagement, including the 'Student Switch Off' campaign to encourage students to save energy. These have helped ensure legal compliance, as well as working towards long-term goals such as our carbon management plan.

## Student Switch Off

Student Switch Off continues to help us save money and reduce carbon by engaging with students in a fun social media campaign to encourage energy saving behaviour, such as putting lids on pans and turning off lights. In 2016/2017, these efforts led to a 3 per cent reduction in electricity consumed, saving 10 tonnes of CO<sub>2</sub>. The NUS also trained five students as 'Switch Off Ambassadors', to actively engage with the students during the campaign.

## Waste Performance

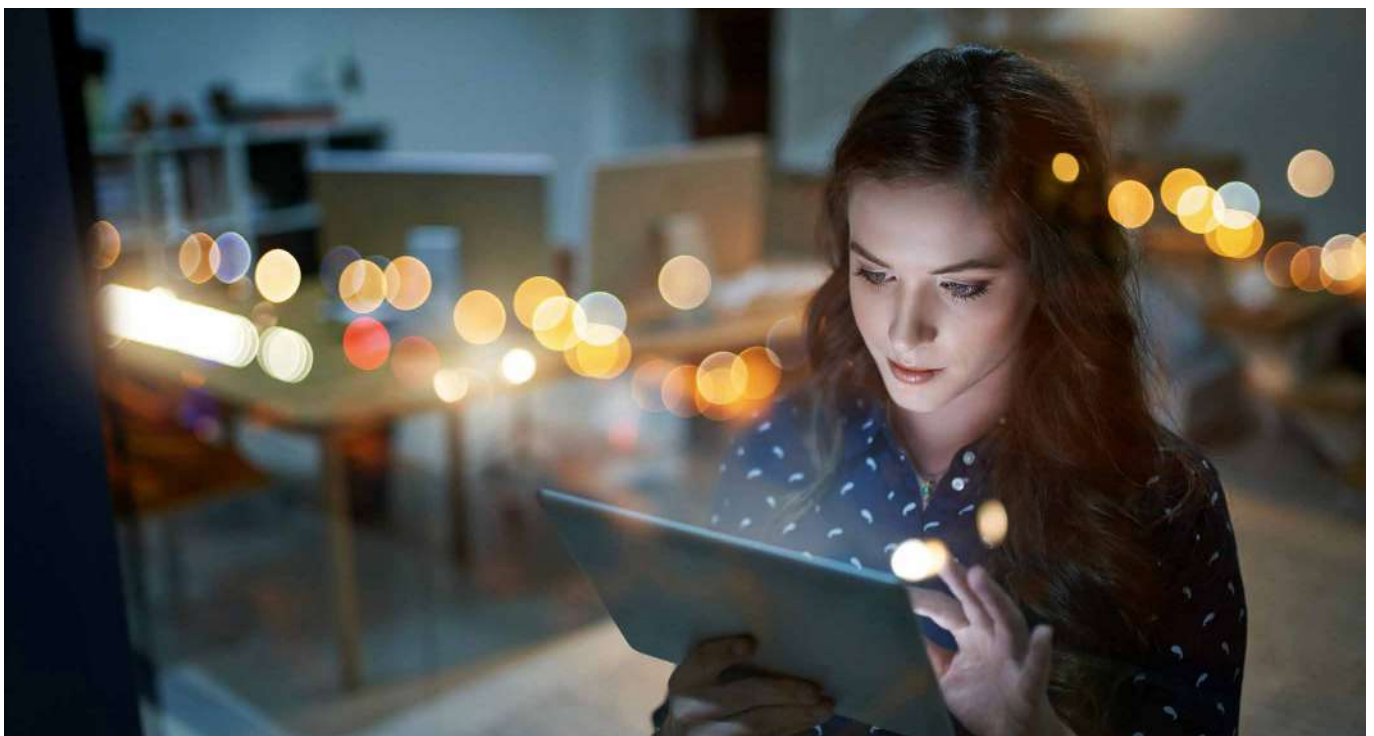
During the sale of Beaconside campus, our Estates Department worked closely with its waste contractor, Veolia Environmental Services, to operate a zero-waste-to-landfill policy. The handover of the site generated 45 tonnes of waste, with 33 per cent of this being directly recycled. Energy recovery incineration was used for the

remaining waste, generating energy for the National Grid.

## Procurement and Social Value

Our Procurement team has continued to work on the DEFRA Flexible Framework, a recognised template for sustainable development in procurement and the supply chain. In achieving level one accreditation, the team has focused on mapping supply change impacts, sustainability training, policy implementation and engaging with key suppliers. The target is to reach level two during the next financial year.

The Procurement team also engaged with PM Training, a local social enterprise provider, to organise an event to promote social values through supplier engagement, with over 50 University suppliers participating.



# Collaborative Academic Partnerships

**Higher Education is about enhancing life choices and transforming lives. Staffordshire University is proud of its long history and continuing commitment to creating innovative, high quality learning opportunities which enable access to a higher education for a wide range of learners. In addition to students studying for Staffordshire University awards on our campuses in Stoke-On-Trent, Stafford and Shrewsbury, we work collaboratively with a wide range of UK and international educational partners creating opportunities for learners to progress from Schools and Colleges to gain a higher education through studying for a Staffordshire University degree. Our academic partnerships also widen the opportunities for mature learners to combine employment and higher level studies.**

**The partnerships strategy of Staffordshire University set the ambitious target of expanding the number of students studying for University awards through collaborative partners to 25,000. This strategy has almost been achieved, with circa 20,000 students studying for awards delivered with collaborative academic partners, around 5,000 studying for awards with UK partner organisations and circa 15,000 students studying through partners overseas.**

## Benefits of partnership – connecting communities

Our partnership activity helps to connect communities and continues to the social and economic development and growth of the regions in which we operate. It delivers real-world learning in a global context, building social and economic capital.

Partnership activity allows Staffordshire University to be highly versatile in the way we provide access to Higher Education. Our awards provide flexible study opportunities for local, mature, part-time and international students whose family, financial or work commitments, or geographical location, prevent them from studying on campus. Wherever possible, we also facilitate progression to on campus awards at both undergraduate and postgraduate level.

Our key regional partnerships in the UK include: Stafford College, Newcastle-under-Lyme College, Stoke-on-Trent College, City of Stoke-on-Trent Sixth Form College, South Staffordshire College, Burton and South Derbyshire College and Shrewsbury College. Our key international partners include: APU, Malaysia; APIIT, Sri Lanka; Gulf College, Oman; and British University, Vietnam.

Our July 2017 graduation ceremonies in Trentham Gardens provided an important reminder of the significance of our partnerships, with a large number of graduating students attending from our UK partners and some from overseas. We have also celebrated the graduation of our students through the conferment of their degrees in a number of graduation ceremonies held overseas. These events always serve to highlight the hugely significant impact on the lives of students studying for Staffordshire University awards through our collaborative partners.

## A new refocused approach to Collaborative partnerships

Our success in achieving nearly 20,000 students studying through partners also poses challenges in ensuring high quality learning opportunities and achieving financial sustainability working with and through such an extensive network and number of UK and international collaborative partners. Through development of our new Connected University Strategic Plan and the associated 5-year business plans for our academic schools and services, we are refocusing our current partnerships activity. Our refreshed partnerships approach is based on principles of working with collaborative academic partners to promote greater enhancement opportunities for student learning (including through student exchanges and placements), promoting student recruitment and progression to on-campus study and enhancing collaborative research. This refocused strategy has also informed decisions to discontinue a number of existing partnerships.

### During the 2017/18 academic year we will:

- **Further refocus our portfolio, to ensure all core, niche and network collaborative partnerships align strategically with the key themes and priorities of our new University Strategic Plan.**
- **Strengthen and deepen our relationships with a re-focused number of UK and international partners to maximise the collaborative benefits for promoting student learning, student recruitment and progression, and collaborative research.**
- **Review, develop and implement further improvements to our partnership management systems and partner support services.**

# Future risks and uncertainties

---

## Future risks and

### Student Recruitment

---

Student recruitment is a key risk for every university. Here at Staffordshire, we are continuing to re-shape and adapt to a challenging operating environment, and to exploit new opportunities, such as higher and degree apprenticeships. We are also responding to this risk by raising the profile of the University through an intensive marketing campaign, building stronger links with local schools and colleges, investing in our campus, developing a digital agenda, and consolidating our portfolio, ensuring we are able to deliver what students want and need.

### International Recruitment

---

International recruitment remains challenging: the disruption of Brexit, the complexities of immigration and the growth of higher education in other regions of the world has reduced the opportunities for us to grow our market share. In response, we have re-assessed our approach in 2016/2017 and re-focussed our marketing activity on key territories, reviewed our agency arrangements, and improved our offer and retention strategy and processes.

### Internal Change

---

As Staffordshire University responds to an increasingly demanding market, we have been making structural, process and system changes. These changes enable us to become more student-focused and efficient, but inevitably there is a risk of disruption to our business. We are managing this risk through good programme governance, ensuring service delivery is protected as changes are delivered, regular communication to staff and students, and close working with the Students' Union. These activities make it easier to engage students in the changes and, in some cases, help to shape them.

### Talent Management

---

The success of Staffordshire University is driven by our talented people. There is a risk that as the University adapts to the changing needs of students, the skills our people need to deliver our objectives also change. We therefore invest in leadership development and have a performance management system that supports the development of our people. In 2016/2017, our new Human Resource and Organisational Development strategy was approved to build upon these foundations.



---

---

# uncertainties

•  
•  
•  
•  
•

## Product Portfolio

.....

The different career paths that graduates choose is changing rapidly. As a result, the subjects they want to study at University are also changing and will continue to evolve. We are responding to this risk by launching new programmes where we identify an opportunity in the market, and closing courses where demand has declined.

In 2016/2017, our four faculties were reorganised into six schools to enable better cross-working and an increased student focus. As part of this restructure, our programme portfolio is being reviewed with a view to consolidating our offering and strengthening our focus on the areas that matter most to students.

•  
•  
•  
•  
•

## Digital

.....

Today's students are the first 'digital generation'. Universities must reflect this in the teaching, technology and facilities available to students. This means having the right infrastructure in place to build an effective digital offer.

We are responding to this risk by transferring our data centre capacity to the Cloud, reorganising our Digital Services team to ensure it has the right skills and can work closely with the University, and implementing an exciting digital strategy that harnesses leading-edge technology to provide the very best student experience.

•  
•  
•  
•  
•

## Quality

.....

There are strict requirements for Universities to deliver a quality education to their students. These requirements are changing with the introduction of a new Teaching Excellence Framework (TEF). If a University does not meet the required level of quality and breaches regulations, it could have a serious impact on its reputation.

Staffordshire University has a tight governance framework which, together with our academic development unit, ensures we comply with the legislation and deliver the very best education to our students. In June 2017, we were awarded a 'silver' rating in the TEF.

•  
•  
•  
•  
•

## Student Experience

.....

In the competitive market that Universities are in, the student experience is critical. A poor student experience results in poor survey results and a low league table position – leading to reduced student recruitment. We put our students at the heart of everything we do. Many of our courses achieve high student survey results, and those with lower results are removed from our programme portfolio.

In addition, we are investing in our campus, implementing a new sports masterplan that encourages participation and supports elite athletes, and streamlining our administration services to provide a 'one-stop-shop' approach to student services.

# Corporate governance

## Charitable Status

The University is a 'Higher Education Corporation', as defined under the Education Reform Act 1988.

The powers of Higher Education Corporations are defined in Section 124 of the Act. They include the power to provide higher and further education and to carry out research and publish the results of that research as the University thinks fit.

The University was incorporated in November 1988. On 1 April 1989, all properties, rights and liabilities which had been used or held by Staffordshire County Council for the purposes of the University were transferred to the Higher Education Corporation.

The University also enjoys exempt charitable status under the Act. On 16 June 1992, the Privy Council confirmed its formal approval of a change of name from Staffordshire Polytechnic to Staffordshire University under the terms of the Further and Higher Education Act 1992.

## Governance Structure

Staffordshire University is committed to best practice in all aspects of corporate governance, as outlined by the Higher Education Code of Governance published by the Committee of University Chairs (CUC) (December 2014).

## Statement of Primary Responsibilities of the Board of Governors

Section 3(i) of the University's Instrument of Government states that the Board of Governors shall be responsible for:

- The determination of the educational character and mission of the University and for oversight of its activities
- The effective and efficient use of resources, the solvency of the institution and the Corporation and for safeguarding their assets
- Approving annual estimates of income and expenditure
- The appointment, grading, assignment, appraisal, suspension, dismissal and determination of the pay and conditions of service of holders of senior posts
- Setting a framework for the pay and conditions of service of all other staff.

In particular, the Board will:

- Approve the mission and strategic vision of the institution, long term business plans, KPIs and annual budgets, and ensure that these meet the interests of stakeholders
- Appoint the head of the institution as Chief Executive and put in place suitable arrangements for monitoring their performance
- Ensure the establishment and monitoring systems of control and accountability, including financial and operational controls and risk assessment, clear procedures for handling internal grievances and for managing conflicts of interest
- Monitor institutional performance against plans and approved KPIs, which, where possible and appropriate, will be benchmarked against other institutions.

This statement is also available on the University's website.

## Summary of the Corporate Governance Structure

The University's Board of Governors comprises independent, staff and student members, appointed under the University's Instrument of Government.

The roles of the Chair and the Deputy Chair of the Board of Governors are separated from the role of the University's Chief Executive – the Vice-Chancellor. All matters specially reserved for the Board of Governors to decide on are set out in the Articles of Government.

Under the Memorandum of Assurance and Accountability with the Higher Education Funding Council for England (HEFCE), the Board of Governors is responsible for the ongoing strategic direction of the University, the approval of major developments and the receipt of regular reports from executive officers on the day-to-day operations of its business and its subsidiary companies.

The Board of Governors meets four times a year and has five committees:

1. Sustainability and Resources
2. Nominations and Governance
3. Audit and Risk
4. Remuneration
5. Education

These committees are formally constituted with annually reviewed terms of reference. The Sustainability and Resources Committee was established before the 2016/2017 academic year, bringing together the activities of the previous Employment and Finance Committee and the Estates and Infrastructure Committee. The Strategy and Performance Committee will be launched in the autumn 2017, replacing the previous Education Committee.

The role and responsibilities of each committee is outlined below:

## Sustainability and Resources Committee

This committee recommends the University's annual revenue and capital budgets to the Board of Governors and monitors performance in relation to those budgets once they are approved. It also reviews the University's annual financial statements and its accounting policies. The committee is responsible for advising the Board of Governors on its estates strategy and monitoring estates and infrastructure-related projects, information technology/digital developments and all human resource matters.

## Nominations and Governance Committee

The Nominations and Governance Committee considers nominations for vacancies on the Board of Governors, reappoints members under the Instrument of Government, and advises the Board on general governance. It also leads the governance effectiveness review and oversees the implementation of any subsequent recommendations.

## Audit and Risk Committee

The Audit and Risk Committee meets with the external auditors and internal auditors of the University to review their work. The committee approves the annual internal audit plan and considers detailed internal audit reports arising from the plan, as well as overseeing the implementation of any subsequent recommendations. It is responsible for overseeing the implementation of recommendations arising from the external auditors' management report, following their audit of the financial statements. The committee is also

---

responsible for reviewing the University's risk management infrastructure and is responsible for responding to any public interest disclosures received by the University.

### Remuneration Committee

The Remuneration Committee is chaired by the Deputy Chair of the Board and the Chair of Sustainability and Resources Committee. The Vice Chancellor is a member of the Remuneration Committee, but is not present for items relating to her own remuneration. The Chief Operating Officer/Clerk to the Board is in attendance. No member of staff is present for the discussion of their own remuneration. The Committee meets twice each year. At the beginning of each year it sets performance targets for the year ahead for senior post holders in accordance with the Performance Reward Scheme. Performance against the previous year's performance targets are reviewed at this meeting and decisions are made on whether any performance-related payments should be made. At the end of the year, the Committee reviews the base salaries of senior managers, taking account of market intelligence and affordability. The Board are updated of all decisions of the Remuneration Committee.

### Education Committee

The Education Committee reviews policies and procedures relating to the educational character of the University, reviews the soundness of the University's processes relating to academic standards and quality, and remains informed on academic developments. In the 2016/2017 academic year, its work fed into the consideration of the 'Academic Provider Review'. The Education Committee will be replaced by the Strategy and Performance Committee from the 2017/2018 academic year.

### Governance Review

During 2016/2017, the Board of Governors undertook a governance effectiveness review, in conjunction with the University's internal auditors, PwC.

This mapped current governance practice at the University against the Higher Education Code of Governance. Subsequently, several minor modifications were proposed and approved by the Board. In addition, it was determined to review the 'size and shape' of

the composition of the Board of Governors, which was approved and will be implemented for the 2017/2018 academic year.

The University maintains a Register of Interests of members of the Board of

Governors, which may be consulted by arrangement with the Clerk to the Board of Governors. The Chief Operating Officer has been designated Clerk to the Board and in that capacity, provides independent advice on matters of governance to all Board members.

## Statement of Internal Control

The Board of Governors is responsible for maintaining a sound system of internal control that supports the achievement of our objectives. The internal control system also needs to safeguard the public and other funds and assets for which the University is responsible, in accordance with the responsibilities assigned in the University's Instrument and Articles of Government and the Memorandum of Assurance and Accountability with the HEFCE.

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve our objectives. Its effectiveness can therefore only be reasonably - not absolutely - assured.

Our internal control system is based on an ongoing process to identify risks, evaluate the nature and extent of those risks, and manage them efficiently and effectively. This process was in place for the year ended 31 July 2017 and up to the date of approval of the Financial Statements.

**As part of its responsibilities for reviewing the effectiveness of our internal controls, the Board has established the following processes:**

- It meets four times a year to consider the plans and strategic direction of the University
- It receives regular reports from the Audit and Risk Committee concerning internal control, and it requires regular reports from managers on the steps they are taking to manage risks in their areas of responsibility, including progress reports on key projects
- Risk management is a regular item on the agendas of both the full Board and the Audit and Risk Committee
- The Audit and Risk Committee provides oversight of the risk management process within the University as a key aspect of its terms of reference
- The Audit and Risk Committee receives regular reports from our appointed internal auditors. The reports include their independent opinion on the adequacy and effectiveness of the University's system of internal control, together with recommendations for improvement.

In addition, a Business Risk Manager was appointed during 2016/2017 to embed risk management within the University.

The University has an internal audit service that operates to standards defined in the HEFCE Memorandum of Assurance and Accountability. The internal auditors submit regular reports that include their independent assessment on the adequacy and effectiveness of our system of internal control, together with any recommendations for improvement.

### Chair of the Board of Governors

# Responsibility of the Board of Governors

**In accordance with the Education Reform Act 1988, the Board of Governors of Staffordshire University is responsible for the administration and management of University affairs. An important part of this duty is presenting audited financial statements for each financial year.**

**The Board of Governors is required to keep proper accounting records which disclose with reasonable accuracy at any time, the financial position of the University. These statements are all prepared in accordance with the Education Reform Act 1988, the Statement of Recommended Practice (SORP), Accounting for Further and Higher Education Institutions, and other relevant accounting standards.**

The Higher Education Funding Council for England's (HEFCE) Memorandum of Assurance and Accountability obliges us to ensure these statements give a true and fair view of the state of affairs of the University and of the surplus or deficit and cash flows for that year.

In preparing the statements, we are required to:

- **Select suitable accounting policies and then apply them consistently.**
- **Make judgements and estimates that are reasonable and prudent.**
- **State whether applicable UK accounting standards are followed, subject to any material departures disclosed and explained in the financial statements.**
- **Assess the group and parent University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and**
- **use the going concern basis of accounting unless they either intend to liquidate the group or the parent University or to cease operations, or have no realistic alternative but to do so.**

All our financial statements are prepared on a 'going concern basis'. This means they always assume we know there are adequate resources to keep operating for the foreseeable future. This will always be the case, unless there is a valid reason to think otherwise.

The Board of Governors takes its responsibility for the University's financial affairs very seriously. It has therefore taken all reasonable steps to:

- Ensure that funds from HEFCE and other funding bodies are used only for the purposes for which they have been given. All funds will be used in accordance with the Memorandum of Assurance and Accountability and any other conditions that the HEFCE might prescribe.
- Ensure there are appropriate financial and managerial controls in place to safeguard public and other funds.
- Safeguard the assets of the University, and to prevent and detect fraud.
- Secure the economical, efficient and effective management of resources and expenditure.

## How we maintain internal financial control

There are several key elements to the University's system of internal financial control. Each is designed to discharge the steps and responsibilities outlined above. These include:

- A comprehensive medium and short-term planning process, supplemented by detailed annual income, expenditure, capital and cash flow budgets.

- Regular reviews of academic performance and monthly reviews of financial results, with variance reporting and updates of forecast outturns.
- Clearly defined and formalised requirements for approval and control of expenditure. Investment decisions involving capital and revenue expenditure are subject to formal detailed appraisal review, according to approval levels set by the Board.
- Comprehensive financial regulations, detailing financial controls and procedures. These are approved by the Sustainability and Resources Committee and the Board of Governors.
- Clear definitions of the responsibilities and authority of the Executive, Deans of Schools and Directors of Services.
- A professional internal audit team whose annual programme is approved by the Audit and Risk Committee.

Any system of internal financial control can only provide reasonable, but not absolute, assurance against material misstatement or loss. That's why throughout the year, the Audit and Risk Committee has reviewed the effectiveness of the University's system of internal financial control to make sure all risk is at an absolute minimum.

## Chair of the Board of Governors



---

# Governors, Executives and Advisors

---

## Board of Governors

David Gage (Chair) MBE, DL  
Professor Liz Barnes  
Cordella Bart-Stewart  
Darren Clarke  
Richard Cotterell  
Gary Crowe (to 15.03.17)  
Jamie-Lee Cunningham (to 31.07.17)  
Glenn Earlam  
Martin Fiddler (to 31.7.17)  
Mike Herbert  
John Henderson CB  
Richard Hey (to 31.7.17)  
Dr Cathryn Hickey  
Barry Machin (to 31.7.17)  
David Sidaway (to 13.12.16)  
Elaine Simpson (to 31.7.17)  
Sarah Tudor  
Jonathan Vardon  
Sara Williams

---

## Chancellor

The Lord Stafford

---

## Executive team

Professor Liz Barnes	Vice-Chancellor
Professor Martin Jones	Deputy Vice Chancellor (from 01.05.17)
Sue Reece	Pro Vice Chancellor (Student Experience) (from 01.01.17)
Professor Ieuan Ellis	Pro Vice Chancellor (Partnerships & Region) (from 01.01.17)
Ian Blachford	Chief Operating Officer
Rob Fekete	Chief Financial Officer (from 20.03.17)
Rosy Crehan	Deputy Vice-Chancellor (Academic) (to 31.08.16)
Professor Allan Howells	Deputy Vice-Chancellor (Research, Enterprise & External) (to 31.08.16)
Margaret Monckton	Director of Finance & Infrastructure and Deputy Chief Executive (to 23.11.16)

---

## Professional advisors

Auditors	KPMG LLP, One Snowhill, Snowhill Queensway, Birmingham, B4 6GH
Internal Auditors	PWC LLP, Cornwall Court, 19 Cornwall Street, Birmingham, B3 2DT
Bank	Lloyds Bank Plc, 5 Market Square, Stafford, ST16 2JL
Solicitors	Shakespeare Martineau, No 1 Colmore Square, Birmingham, B4 6AA

---

# Independent Auditor's Report to the Board of Governors of Staffordshire University

## Report on the audit of the Financial Statements

### Opinion

We have audited the financial statements of Staffordshire University ("the University") for the year ended 31 July 2017 which comprise the Consolidated and University statement of comprehensive income and expenditure, the Consolidated and University statement of changes in reserves, the Consolidated and University balance sheet, the Consolidated cash flow statement, and the related notes, including the Statement of Accounting Policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and the University's affairs as at 31 July 2017, and of the Group's and the University's income and expenditure, gains and losses and changes in reserves, and of the Group's cash flows, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and with the 2015 Statement of Recommended Practice – Accounting for Further and Higher Education; and
- meet the requirements of HEFCE's Accounts Direction to higher education institutions for 2016-17 financial statements.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the group in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

### Going concern

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast

significant doubt over the use of that basis for a period of at least twelve months from the date of approval of the financial statements. We have nothing to report in these respects.

### Other information

The Board of Governors is responsible for the other information, which comprises the Financial Review, Corporate Governance Statement and Responsibility of the Board of Governors. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work, we have not identified material misstatements in the other information.

### Board of Governors responsibilities

As explained more fully in their statement set out on page 44, the Board of Governors is responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the group and parent University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless it either intends to liquidate the group or the parent University or to cease operations, or has no realistic alternative but to do so.

### Auditor's responsibilities

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always

detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities)

## Report on other legal and regulatory requirements

We are required to report on the following matters under the HEFCE Audit Code of Practice (effective 1 August 2016) issued under the Further and Higher Education Act 1992.

In our opinion, in all material respects:

- funds from whatever source administered by the Group or the University for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- funds provided by HEFCE have been applied in accordance with the Memorandum of Assurance and Accountability and any other terms and conditions attached to them.

### The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the Board of Governors, in accordance with section 124B of the Education Reform Act. Our audit work has been undertaken so that we might state to the Board of Governors those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the University and the Board of Governors for our audit work, for this report, or for the opinions we have formed.

Mark Dawson  
For and on behalf of KPMG LLP, Statutory Auditor  
Chartered Accountants  
One Snowhill  
Snow Hill Queensway Birmingham  
B4 6GH

# Consolidated and University statement of comprehensive income and expenditure

Year ended 31 July 2017

	Notes	Year ended 31 July 2017		Year ended 31 July 2016	
		Consolidated £'000	University £'000	Consolidated £'000	University £'000
<b>Income</b>					
Tuition fees and education contracts	1	83,942	83,942	84,946	84,946
Funding body grants	2	14,233	14,233	13,154	13,154
Funding body grants - Release of Beaconside grants	2	9,902	9,902	0	0
Research grants and contracts	3	1,479	1,479	1,165	1,165
Other income	4	14,061	13,788	14,171	18,111
Investment income	5	295	295	427	427
Donations and endowments	6	145	145	64	64
<b>Total income</b>		<b>124,057</b>	<b>123,784</b>	<b>113,927</b>	<b>117,867</b>
<b>Expenditure</b>					
Staff costs	7	64,769	64,585	62,394	62,055
Other operating expenses	9	35,764	35,657	35,674	35,569
Depreciation	11	10,626	10,605	9,404	9,253
Interest and other finance costs	8	4,154	4,154	4,917	4,917
<b>Total expenditure</b>		<b>115,313</b>	<b>115,001</b>	<b>112,389</b>	<b>111,794</b>
<b>Surplus before other gains losses and share of operating surplus/deficit of joint ventures and associates.</b>		<b>8,744</b>	<b>8,783</b>	<b>1,538</b>	<b>6,073</b>
(Loss)/gain on disposal of fixed/heritage assets		(9,589)	(9,593)	788	788
<b>(Deficit)/Surplus before tax</b>		<b>(845)</b>	<b>(810)</b>	<b>2,326</b>	<b>6,861</b>
Taxation	10	0	0	0	0
<b>(Deficit)/Surplus before tax</b>		<b>(845)</b>	<b>(810)</b>	<b>2,326</b>	<b>6,861</b>
Actuarial gain / (loss) in respect of pension schemes		32,631	32,631	(11,237)	(11,237)
<b>Total comprehensive income and expenditure for the year</b>		<b>31,786</b>	<b>31,821</b>	<b>(8,911)</b>	<b>(4,376)</b>
Represented by:					
Endowment comprehensive income for the year				0	0
Restricted comprehensive income for the year		0	0	788	788
Unrestricted comprehensive income for the year		41,099	41,134	(8,479)	(3,944)
Revaluation reserve comprehensive income for the year		(9,313)	(9,313)	(1,220)	(1,220)
		<b>31,786</b>	<b>31,821</b>	<b>(8,911)</b>	<b>(4,376)</b>

All items of income and expenditure relate to continuing activities.



# Consolidated and University statement of changes in reserves

Year ended 31 July 2017

Consolidated	Income and expenditure account			Revaluation reserve	Total
	Endowment	Restricted	Unrestricted		
	£'000	£'000	£'000	£'000	£'000
<b>Balance at 1 August 2015</b>	<b>26</b>	<b>3,800</b>	<b>(24,554)</b>	<b>64,099</b>	<b>43,371</b>
Surplus/(deficit) from the income and expenditure statement	0	788	1,538	0	<b>2,326</b>
Other comprehensive income	0	0	(11,237)	0	<b>(11,237)</b>
Transfers between revaluation and income and expenditure reserve	0	0	1,220	(1,220)	<b>0</b>
Release of restricted funds spent in year	0	0	0	0	<b>0</b>
<b>Total comprehensive income for the year</b>	<b>0</b>	<b>788</b>	<b>(8,479)</b>	<b>(1,220)</b>	<b>(8,911)</b>
<b>Balance at 1 August 2016</b>	<b>26</b>	<b>4,588</b>	<b>(33,033)</b>	<b>62,879</b>	<b>34,460</b>
Surplus/(deficit) from the income and expenditure statement	0	0	(845)	0	(845)
Other comprehensive income	0	0	32,631	0	32,631
Transfers between revaluation and income and expenditure reserve	0	0	9,313	(9,313)	0
Release of restricted funds spent in year	0	0	0	0	0
<b>Total comprehensive income for the year</b>	<b>0</b>	<b>0</b>	<b>41,099</b>	<b>(9,313)</b>	<b>31,786</b>
<b>Balance at 31 July 2017</b>	<b>26</b>	<b>4,588</b>	<b>8,066</b>	<b>53,566</b>	<b>66,246</b>

University	Income and expenditure account			Revaluation reserve	Total
	Endowment	Restricted	Unrestricted		
	£'000	£'000	£'000	£'000	£'000
<b>Balance at 1 August 2015</b>	<b>26</b>	<b>3,800</b>	<b>(27,442)</b>	<b>64,099</b>	<b>40,483</b>
Surplus/(deficit) from the income and expenditure statement	0	788	6,073	0	<b>6,861</b>
Other comprehensive income	0	0	(11,237)	0	<b>(11,237)</b>
Transfers between revaluation and income and expenditure reserve	0	0	1,220	(1,220)	<b>0</b>
Release of restricted funds spent in year	0	0	0	0	<b>0</b>
<b>Total comprehensive income for the year</b>	<b>0</b>	<b>788</b>	<b>(3,944)</b>	<b>(1,220)</b>	<b>(4,376)</b>
<b>Balance at 1 August 2016</b>	<b>26</b>	<b>4,588</b>	<b>(31,386)</b>	<b>62,879</b>	<b>36,107</b>
Surplus/(deficit) from the income and expenditure statement	0	0	(810)	0	(810)
Other comprehensive income	0	0	32,631	0	32,631
Transfers between revaluation and income and expenditure reserve	0	0	9,313	(9,313)	0
Release of restricted funds spent in year	0	0	0	0	0
<b>Total comprehensive income for the year</b>	<b>0</b>	<b>0</b>	<b>41,134</b>	<b>(9,313)</b>	<b>31,821</b>
<b>Balance at 31 July 2017</b>	<b>26</b>	<b>4,588</b>	<b>9,748</b>	<b>53,566</b>	<b>67,928</b>

# Consolidated and University balance sheet

Year ended 31 July 2017

	Notes	As at 31 July 2017		As at 31 July 2016	
		Consolidated £'000	University £'000	Consolidated £'000	University £'000
<b>Non-current assets</b>					
Fixed assets	11	163,228	163,228	182,263	182,240
Heritage assets	11/12	1,300	1,300	1,300	1,300
Investments	13	74	74	74	74
		<u>164,602</u>	<u>164,602</u>	<u>183,637</u>	<u>183,614</u>
<b>Current assets</b>					
Trade and other receivables due after more than one year	14	74	74	60	60
Trade and other receivables due within one year	15	10,919	27,051	11,428	24,225
Cash and cash equivalents	16	8,654	8,641	2,501	2,485
Investments	22	43,284	43,284	42,046	42,051
		<u>62,931</u>	<u>79,050</u>	<u>56,035</u>	<u>68,821</u>
Less: Creditors: amounts falling due within one year	17	<u>(23,725)</u>	<u>(38,162)</u>	<u>(37,670)</u>	<u>(48,786)</u>
<b>Net current assets</b>		<u>39,206</u>	<u>40,888</u>	<u>18,365</u>	<u>20,035</u>
<b>Total assets less current liabilities</b>		<u>203,808</u>	<u>205,490</u>	<u>202,002</u>	<u>203,649</u>
Creditors: amounts falling due after more than one year	18	<u>(61,874)</u>	<u>(61,874)</u>	<u>(62,550)</u>	<u>(62,550)</u>
<b>Provisions</b>					
Pension provisions	26	<u>(73,301)</u>	<u>(73,301)</u>	<u>(102,399)</u>	<u>(102,399)</u>
Other provisions	19	<u>(2,387)</u>	<u>(2,387)</u>	<u>(2,593)</u>	<u>(2,593)</u>
<b>Total net assets</b>		<u>66,246</u>	<u>67,928</u>	<u>34,460</u>	<u>36,107</u>
<b>Restricted Reserves</b>					
Income and expenditure reserve - endowment reserve	20	26	26	26	26
Income and expenditure reserve - restricted reserve	21	4,588	4,588	4,588	4,588
<b>Unrestricted Reserves</b>					
Income and expenditure reserve - unrestricted including pension reserve		8,066	9,748	(33,033)	(31,386)
Revaluation reserve		53,566	53,566	62,879	62,879
<b>Total Reserves</b>		<u>66,246</u>	<u>67,928</u>	<u>34,460</u>	<u>36,107</u>

The financial statements were approved by the Board of Governors on 22 November 2017 and were signed on its behalf on that date by:

David Gage, MBE, DL, Chair of the Board of Governors

Professor Liz Barnes, Vice-Chancellor

# Consolidated cash flow statement

Year ended 31 July 2017

	Notes	Year ended 31 July 2017 £'000	Year ended 31 July 2016 £'000
<b>Cash flow from operating activities</b>			
Surplus for the year before transfer from Reserves		(845)	2,326
<b>Adjustment for non-cash items</b>			
Depreciation	11	10,626	9,404
Decrease/(increase) in stock		0	131
Decrease/(increase) in debtors	14/15	495	(1,515)
Increase/(decrease) in creditors	17/18	(14,621)	150
Increase/(decrease) in pension provision	7/8	3,533	3,455
Increase/(decrease) in other provisions	19	(206)	(358)
<b>Adjustment for investing or financing activities</b>			
Investment income	5	(295)	(427)
Interest payable	8	1,685	1,759
Endowment income		0	0
Loss / (Profit) on the sale of fixed assets		9,589	(788)
Proceeds from sales of fixed assets		0	0
Capital grant income		0	(1,294)
Capital grants receipts		0	0
<b>Net cash inflow from operating activities</b>		<b>9,961</b>	<b>12,843</b>
<b>Cash flows from investing activities</b>			
Proceeds from sales of fixed assets		12,529	3,304
Proceeds from sales of intangible assets		0	0
Capital grants receipts		1,007	3,793
Disposal of non-current asset investments		0	0
Withdrawal of deposits		0	0
Investment income	5	295	427
Payments made to acquire fixed assets	11	(15,686)	(35,454)
Payments made to acquire intangible assets		0	0
New non-current asset investments		0	0
New deposits		1,238	15,039
		(617)	(12,891)
<b>Cash flows from financing activities</b>			
Interest paid		(1,685)	(1,759)
Interest element of finance lease and service concession payments		-	0
Endowment cash received		-	0
New secured loans		-	0
New unsecured loans		-	0
Repayments of amounts borrowed		(1,506)	(1,532)
Capital element of finance lease and service concession payments		-	0
		(3,191)	(3,291)
<b>(Decrease)/increase in cash and cash equivalents in the year</b>		<b>6,153</b>	<b>(3,339)</b>
Cash and cash equivalents at beginning of the year		2,501	5,840
Cash and cash equivalents at end of the year	16	8,654	2,501

# Statement of accounting policies

Year ended 31 July 2017

The following accounting policies have been applied consistently in detailing items which are considered material in relation to financial statements.

## Basis of Preparation

These financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education 2015 (the FEHE SORP) and in accordance with Financial Reporting Standard (FRS102).

## Basis of Accounting

The financial statements are prepared in accordance with the historical cost convention (modified by the revaluation of fixed assets).

The University is a public benefit entity and therefore has applied the relevant public benefit requirement of FRS102.

## Going Concern

The University considers that it has sufficient financial resources and is confident that its future income streams will maintain these resources.

The Governors believe that the University is well-placed to effectively manage its business risks, despite the current uncertain economic situation.

The Governors have a reasonable expectation that the University has adequate resources to continue in operational existence for the foreseeable future. The financial statements continue to be prepared on the going concern basis.

## Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements except as noted below.

## Basis Of Consolidation

The consolidated financial statements include the University and all its subsidiaries for the financial year to 31 July 2017. The results of subsidiaries acquired or disposed of during the period are included in the Consolidated Statement of Comprehensive Income and Expenditure from the date of acquisition or up to the date of disposal.

Intra-group transactions are eliminated on consolidation

The consolidated financial statements do not include those of Staffordshire University Union of Students, as the University does not exert control or dominant influence over policy decisions.

## Income Recognition

Income recognition is determined by the nature of the transaction, income source and whether or not the transaction has commercial substance.

## Transactions with commercial substance

Where a transaction has commercial substance, it is accounted for as a revenue transaction or service and referenced to the terms of the contact or service.

## Tuition fees and educational contracts

Fee income is stated gross of any expenditure which is not a discount and credited to the Consolidated Statement of Comprehensive Income and Expenditure over the period in which students are studying. Where the amount of the tuition fee is reduced, by a discount for prompt payment, income receivable is shown net of the discount. Bursaries and scholarships are accounted for gross of expenditure and not deducted from income.

## Sale of goods and services

Income from the sale of goods or services is credited to the Consolidated Statement of Comprehensive Income & Expenditure when the goods or services are supplied to the external customer or the terms of the contract have been satisfied.

## Investment income

Refer to Page 54 for investment income recognition policy.

## Agency Income

Funds the University receives and disburses as paying agent on behalf of a funding body, are excluded from the income and expenditure of the University where the University is exposed to minimal risk.

## Transactions without commercial substance

Where the University receives income on a basis that is without commercial substance it accounts for this on a Non-Exchange Transaction basis. A Non-Exchange Transaction is defined as when; An entity receives value from another entity without directly giving approximately equal value in exchange.

## Accrual Model requires:

Grants are either classified as a grant relating to revenue or a grant relating to assets.

Grants relating to revenue are recognised in income on a systematic basis over the periods in which the University recognises the related costs for which the grant is intended to compensate. A grant that become receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the University with no future related costs, shall be recognised in income in the period in which it becomes receivable.

Grants relating to assets are recognised in income on a systematic basis over the expected useful life of the asset.

## Government Grants

Both revenue and capital government grants are accounted for under the Accrual Model.

## HEFCE funding grants

For funding grants relating to a single academic year income is recognised in full in the period to which the grant relates. Grants relating to more than a single year are recognised pro-rata across the term of the grant.

## Non-Government Grants, Donations and Endowments

Grant and donation income received from a non-governmental source, is accounted for under the Accrual Model. Income is recognised as Donation and Endowment income, with the exception of funding for the purposes of research which is recognised as 'Research Grants and Contracts'.

---

Non-government grants and donation income is split into four classes:

(i) Non-government grants and donated income with performance conditions

(ii) Donations with restrictions

A donation is considered to have a restriction when the gift agreement contains;

‘A requirement that limits or directs the purposes for which a resource may be used that does not meet the definition of a performance related condition’.

Income with restrictions, but no performance conditions, is recognised within the Statement of Comprehensive Income and Expenditure when the grant is receivable (legal/contractual commitment) and recorded within restricted reserves. As the funding is expended against the restriction it is transferred to unrestricted reserves by way of a reserves transfer.

(iii) Donations without restrictions

Income with neither restrictions nor performance conditions is recognised within the Consolidated Statement of Comprehensive Income and Expenditure when the grant is receivable (legal/contractual commitment) and recorded within unrestricted reserves

(iv) Endowments

Refer to Endowment policy for income recognition on endowments.

### Capital Grants

Government Grants for the purchasing or construction of specific assets are recognised across the useful life of the asset.

### Research Income

Income recognition for research funding is dependent upon the source of the funding and the nature of the transaction. Income is classified as ‘Research Grants and Contracts’ regardless of source when it meets the Frascati definition of research.

The following specific research income recognition criteria has been applied:

- Where funding is from a government body, expenditure on the grant purpose is presumed to be the performance condition unless specifically disallowed under the funding agreement.
- Funding from charities and industry is accounted for as non-government grant income unless it is demonstrable that a revenue transaction has taken place with near equal value being exchanged.

### Endowments

Endowments are a class of donation where the donor requires the original gift to be invested, with the return to be spent against the donor’s charitable aims. The donor can specify that the capital can be spent (expendable endowment) or maintained in perpetuity (permanent endowments). Endowments are Non-Exchange transactions without performance-related conditions. Endowments with donor imposed restrictions are recognised within the Consolidated Statement of Comprehensive Income and Expenditure when the University is entitled to the income. Income is retained within the restricted reserve until such time that it is utilised in line with such restrictions at which point the income is released to general reserves through a reserve transfer.

### Reserves

Reserves are classified as restricted or unrestricted. Restricted endowment reserves include balances which, through endowment to the University are held as a permanently restricted fund which the University must hold in perpetuity.

Other restricted reserves include balances where the donor has designated a specific purpose and therefore the University is restricted in the use of these funds.

### Post Retirement Benefits

Retirement benefits to employees of the University are provided by the Teachers’ Pension Scheme (TPS) and the Local Government Pension Scheme (LGPS).

These are defined benefit schemes which are externally funded and contracted out of the State Earnings Related Pension Scheme (SERPS). Contributions to the TPS are charged as incurred.

Contributions to the TPS scheme are charged to the income and expenditure account so as to spread the cost of pensions over employees’ working lives with the University in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of quinquennial valuations using a prospective benefit method. The assets of the LGPS are measured using closing market values. LGP liabilities are measured using projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency to the liability.

The increase in the present value of the liabilities of the scheme which are expected to arise from employee service in the period is charged to the operating surplus. The expected return of the scheme’s assets and the increase during the period in the present value of the scheme’s liabilities, arising from the passage of time, are included in pension finance costs. Actuarial gains and losses are recognised in the statement of changes in reserves.

Further details of the pension schemes are given in note 26.

### Employment Benefits

Short term employment benefits such as salaries and compensated absences are recognised as an expense in the year in which the employees render service to the University. A liability is recognised at each balance sheet date to the extent that employee holiday allowances have been accrued but not taken, the expense being recognised as staff costs in the Consolidated Statement of Comprehensive Income and Expenditure.

### Operating Leases

Costs in respect of operating leases are charged on a straight-line basis over the lease term. Future commitments under operating leases are disclosed in note 24.

# Statement of accounting policies

Year ended 31 July 2017

## Foreign Currency

Transactions in foreign currencies are recorded at the rate of exchange on the transaction date. Monetary assets and liabilities denominated in foreign currencies are reported at the rates of exchange prevailing at the balance sheet date. Non-monetary assets and liabilities measured at historical cost in a foreign currency are translated using the exchange rate at the date of the transaction.

Foreign exchange differences arising on translation are recognised in the Consolidated Statement of Comprehensive income and Expenditure.

## Fixed Assets - Property, Plant & Equipment

Fixed assets are stated at (cost/deemed cost) less accumulated depreciation and accumulated impairment losses as disclosed in note 11. Where parts of a fixed asset have different economic lives, they are accounted for as separate items with the appropriate depreciation rate.

## Land and Buildings

Buildings under construction are accounted for at cost. They are not depreciated until they are brought into use.

A review of impairment of fixed assets is carried out if events or changes in circumstances indicate that the carrying amount of the fixed asset may not be recoverable.

Land and buildings inherited from Staffordshire County Council are stated in the balance sheet at valuation on the basis of depreciated replacement cost as the open market value for existing use is not readily obtainable. The associated credit is included in the revaluation reserve. The difference between depreciation charged on the historic cost of assets and the actual charge for the year calculated on the revalued amount is released to the income and expenditure account reserve on an annual basis.

Certain items of fixed assets that had been re-valued to fair value on the date of transition to FRS102, are measured on the basis of deemed cost being the

re-valued amount at the date of that revaluation.

## Equipment

Equipment (including computers and software) costing less than £10,000 per item is charged to the Consolidated Statement of Income and Expenditure in the year of acquisition. All other equipment is capitalised at cost and depreciated according to the rates in the table below.

## Depreciation

Depreciation is not provided on freehold land. Freehold buildings have been depreciated over the estimated remaining useful life of each building with a base date of 1 August 2014. Depreciation on newly acquired buildings is provided for at the rate of 2% per annum on a straight-line basis.

On all other tangible fixed assets depreciation is provided to write off the cost or valuation over their useful lives on a straight line basis at the following annual rates:-

Building Refurbishments  
6.67% per annum

Plant and Machinery  
20% per annum

Plant and Machinery (small)  
10% per annum

Fixtures and Fittings  
20% per annum

Computer Equipment (general)  
33.3% per annum

Computer Equipment (servers)  
20% per annum

Office Furniture and Equipment  
20% per annum

Vehicles  
33.3% per annum

Expenditure which extends the useful life of an asset has been depreciated over the assessed extended life of the asset.

Assets held under finance leases are depreciated over the life of the lease if this is a shorter period.

Equipment including computers and software costing less than £10,000 per individual item is written off in the year of acquisition.

## Borrowing Costs

Borrowing costs are recognised as an expense in the Consolidated Statement of Comprehensive Income and Expenditure in the period in which they are incurred.

## Heritage Assets

Works of art and other valuable artefacts valued at over £25,000 are capitalised and recognised at their cost or value where reasonably obtainable. Assets initially received as donations are initially recognised at fair value.

Heritage assets are not depreciated as their long economic life residual value mean that any depreciation would not be material.

## Investment Properties

Investment property is land and building held for rental income or capital appreciation rather than for use in delivering services.

Investment properties are measured initially at cost and subsequently at fair value with movements recognised in the Consolidated Statement of

Comprehensive Income and Expenditure. Properties are not depreciated but are revalued or reviewed annually according to market conditions as at the 31 July each year.

## Investments

Non current investments are held on the Balance Sheet at amortised cost less impairment

Investments in listed shares and venture capital vehicles (where shares are publicly traded or their fair value can be reliably measurable) are measured at market value.

## Stock

Stock is held at the lower of cost and net realisable value, and is measured using an average cost formula

---

---

### Cash and Cash Equivalents

Cash includes cash in hand, cash at bank, deposits repayable on demand and overdrafts. Deposits are repayable on demand if they are in practice available within 24 hours without penalty.

Cash equivalents are short term, high liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value. These include term deposits and other instruments with less than three months maturity held as part of the University's treasury management activities.

### Provisions, contingent liabilities and contingent assets

Provisions are recognised in the financial statements when:

- (a) the University has a present obligation (legal or constructive) as a result of a past event;
- (b) it is probable that an outflow of economic benefits will be required to settle the obligation; and
- (c) a reliable estimate can be made of the amount of obligation.

The amount recognised, as a provision is determined by discounting the expected future cash flows at a pre-tax rate that reflects risks specific to the liability.

A contingent liability arises from a past event that gives the University a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the University. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

A contingent asset arises where an event has taken place that gives the University a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the University.

Contingent assets and liabilities are not recognised in the Balance Sheet but are disclosed in the notes.

### Taxation Status

The University is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and as such is a charity within the meaning of Para 1 of Schedule 6 to the Finance Act 2010. Accordingly, the University is potentially exempt from taxation in respect of income or capital gains received within categories covered by Sections 478 to 488 of the Corporation Tax Act 2010 (formerly enacted in Section 505 of the Income and Corporation Taxes Act 1988) or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. The University receives no similar exemption in respect of Value Added Tax. Irrecoverable VAT on inputs is included in the costs of such inputs and added to the cost of tangible fixed assets as appropriate, where the inputs themselves are tangible fixed assets by nature. The University's subsidiary company is subject to corporation tax.

### Deferred Taxation

Deferred taxation is recognised on all timing differences at the balance sheet date where transactions or events that give the company an obligation to pay more tax in the future, or right to pay less tax in the future, have occurred. Deferred tax assets are recognised when it is more likely than not that they will be recovered. Deferred tax is measured using rates of tax that have enacted or substantively enacted by the balance sheet date.

### Accounting Estimates and Judgements

The Preparation of financial statements requires the use of accounting estimates and assumptions. It also requires management to exercise its judgement in the process of applying accounting policies. Estimates, assumptions and judgements are continually evaluated based on available information and experience. Estimates based on assumptions and judgements could differ significantly from actual results.

The areas most affected by the use of estimates and judgements are described below:

#### (a) Tangible fixed assets

Tangible Fixed assets, other than investment properties, are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

#### (b) Local Government Pension Scheme

The Present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 27, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 July 2017.

#### Financial Instruments

All loans, investments and short term deposits held by the Group are classified as basic financial instruments in accordance with FRS102. These instruments are initially recorded at the transaction price less any transaction costs (historical cost). FRS 102 requires that basic financial instruments are subsequently measured at amortised cost, however the University has calculated that the difference between the historical cost and amortised cost basis is not material and so these financial instruments are stated on the balance sheet at historical cost. Loans and investments that are payable or receivable within one year are not discounted.

# Notes to the accounts

For the year ended 31 July 2017

	Year Ended 31 July 2017		Year Ended 31 July 2016	
	Consolidated	University	Consolidated	University
	£'000	£'000	£'000	£'000
<b>1 Tuition fees and education contracts</b>				
Full time Students - UK/EU	60,107	60,107	61,468	61,468
Full time Students - Overseas	2,946	2,946	4,258	4,258
Part-time Fees	8,066	8,066	7,561	7,561
Education Contracts	7,205	7,205	7,443	7,443
Short Course Fees	5,618	5,618	4,216	4,216
	<b>83,942</b>	<b>83,942</b>	<b>84,946</b>	<b>84,946</b>
<b>2 Funding body grants</b>				
Higher Education Funding Council - Teaching	10,744	10,744	9,931	9,931
Higher Education Funding Council - Research	711	711	724	724
Higher Education Innovation Fund	1,153	1,153	1,254	1,254
National College for Teaching and Leadership	14	14	37	37
Capital grants - Beaconside release (See Note 11)	9,902	9,902	0	0
Capital grants - other release	1,611	1,611	1,208	1,208
	<b>24,135</b>	<b>24,135</b>	<b>13,154</b>	<b>13,154</b>
<b>3 Research grants and contracts</b>				
Research Councils	18	18	0	0
UK Based Charities	88	88	77	77
UK Industry & Commerce	121	121	77	77
UK Central Government/Health Authorities	758	758	547	547
European Community Programmes	301	301	120	120
Other Research Grants & Contracts	193	193	344	344
	<b>1,479</b>	<b>1,479</b>	<b>1,165</b>	<b>1,165</b>
<b>4 Other income</b>				
Residences, catering and conferences	6,175	6,175	6,093	6,093
Consultancy/Self Financing Fees	5,490	5,489	5,355	5,355
Other Rents/lettings	712	712	810	666
Other Income	1,605	1,333	1,827	5,911
Release from deferred capital grants (non-funding council)	79	79	86	86
	<b>14,061</b>	<b>13,788</b>	<b>14,171</b>	<b>18,111</b>
<b>5 Investment income</b>				
Other investment income	295	295	427	427
	<b>295</b>	<b>295</b>	<b>427</b>	<b>427</b>
<b>6 Donations and endowments</b>				
Unrestricted donations	145	145	64	64
	<b>145</b>	<b>145</b>	<b>64</b>	<b>64</b>



# Notes to the accounts

For the year ended 31 July 2017

	Year Ended 31 July 2017		Year Ended 31 July 2016	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
<b>7 Staff costs</b>				
Salaries	47,612	47,536	47,847	47,645
Social security costs	4,736	4,639	4,085	3,974
Other pension costs	9,094	9,083	9,108	9,082
Pension adjustment	1,064	1,064	297	297
Redundancy/ Managed Severance Scheme	2,263	2,263	1,057	1,057
<b>Total</b>	<b>64,769</b>	<b>64,585</b>	<b>62,394</b>	<b>62,055</b>

	Year Ended 31 July 2017		From 1 April 2016 to 31 July 2016	
	£'000	£'000	£'000	£'000
Emoluments of the Vice-Chancellor Professor E Barnes				
Salary	198	198	63	63
Benefits	3	3	0	0
	<b>201</b>	<b>201</b>	<b>63</b>	<b>63</b>
Pension contributions to TPA	32	32	10	10
	<b>233</b>	<b>233</b>	<b>73</b>	<b>73</b>

	Year Ended 31 July 2017		From 1 August to 31 March 2016	
	£'000	£'000	£'000	£
Emoluments of the Vice-Chancellor (Professor M Gunn 1 August 2015 to 31 March 2016)				
Salary	0	0	133	133
Benefits	0	0	9	9
	<b>0</b>	<b>0</b>	<b>142</b>	<b>142</b>
Pension contributions to TPA	0	0	0	0
	<b>0</b>	<b>0</b>	<b>142</b>	<b>142</b>

	Year Ended 31 July 2017	Year Ended 31 July 2016
Remuneration of other higher paid staff earning over £100,000, excluding employer's pension contributions are shown before any salary sacrifice:		
£110,000 to £119,999	No. 0	No. 2
£120,000 to £129,999	1	2
	<b>1</b>	<b>4</b>

Average staff numbers by major category :	No.	No.
Academic	503	536
Academic Technicians	66	69
Administrative, Professional & Clerical Staff	632	628
Management (Academic)	32	30
Management (Non Academic)	31	42
Manual	6	69
	<b>1,270</b>	<b>1,374</b>

## Key management personnel

Key management personnel are the Senior Leadership Team (SLT) who have authority and responsibility for planning, directing and controlling the activities of the University. SLT members 42(2015/16 - SLT members 72). This includes compensation paid to key management personnel.

	Year Ended 31 July 2017	Year Ended 31 July 2016
	£'000	£'000
<b>Key management personnel</b>	<b>3,397</b>	<b>5,938</b>

# Notes to the accounts

For the year ended 31 July 2017

Notes	Year Ended 31 July 2017		Year Ended 31 July 2016	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
<b>8 Interest and other finance costs</b>				
Loan interest	1,685	1,685	1,759	1,759
Net charge on pension scheme	2,469	2,469	3,158	3,158
	<b>4,154</b>	<b>4,154</b>	<b>4,917</b>	<b>4,917</b>

	Year Ended 31 July 2017		Year Ended 31 July 2016	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
<b>9 Other Operating Expenses</b>				
Academic and Related Expenditure	8,619	8,619	8,477	8,477
Administration and Central Services	16,092	15,996	16,229	16,169
Premises	6,129	6,130	6,070	6,070
Research Grants and Contracts	281	281	254	254
Residences, Catering and Conferences	3,553	3,553	3,548	3,508
Other Expenditure	1,090	1,078	1,096	1,091
	<b>35,764</b>	<b>35,657</b>	<b>35,674</b>	<b>35,569</b>

Other Operating Expenses include fees paid to the External Auditors for audit services of £55,000 (2015/16 - £58,000), and fees for non-audit services of £10,000 (2015/16 - £48,000).

## 10 Taxation

The taxation charge for the University and Group in the year was zero (2015/16 : zero).

# Notes to the accounts

For the year ended 31 July 2017

## 11 Fixed Assets Consolidated

	Freehold Land and Buildings £'000	Course of Construction £'000	Investment Properties £'000	Computer Equipment £'000	Other Equipment & Fittings £'000	Motor Vehicles £'000	Heritage Assets £'000	Total £'000
<b>Cost or valuation</b>								
At 1 August 2016	207,168	28,990	2,265	23,930	20,666	141	1,300	284,460
Additions	571	9,973	0	1,718	1,383	0	0	13,645
Reclassification	26,152	(32,557)	0	5,481	924	0	0	0
Disposal - Beaconside	(39,482)	0	0	(1,633)	(1,487)	0	0	(42,602)
Disposals	(1)	0	0	(110)	(5)	0	0	(116)
<b>At 31 July 2017</b>	<b>194,408</b>	<b>6,406</b>	<b>2,265</b>	<b>29,386</b>	<b>21,481</b>	<b>141</b>	<b>1,300</b>	<b>255,387</b>
<b>Depreciation</b>								
At 1 August 2016	69,449	0	0	17,202	14,112	134	0	100,897
Charge for the year	6,070	0	0	2,807	1,742	7	0	10,626
Disposal - Beaconside	(17,668)	0	0	(1,633)	(1,247)	0	0	(20,548)
Disposals	(1)	0	0	(110)	(5)	0	0	(116)
<b>At 31 July 2017</b>	<b>57,850</b>	<b>0</b>	<b>0</b>	<b>18,266</b>	<b>14,602</b>	<b>141</b>	<b>0</b>	<b>90,859</b>
<b>Net book value</b>								
<b>At 31 July 2017</b>	<b>136,558</b>	<b>6,406</b>	<b>2,265</b>	<b>11,120</b>	<b>6,879</b>	<b>0</b>	<b>1,300</b>	<b>164,528</b>
At 31 July 2016	137,719	28,990	2,265	6,728	6,554	7	1,300	183,563
<b>University</b>								
<b>Cost and valuation</b>								
At 1 August 2016	205,357	28,990	2,265	23,930	20,559	141	1,300	282,542
Additions	571	9,973	0	1,718	1,382	0	0	13,644
Reclassification	26,152	(32,557)	0	5,481	924	0	0	0
Disposal - Beaconside	(37,672)	0	0	(1,633)	(1,379)	0	0	(40,684)
Disposals	(1)	0	0	(110)	(5)	0	0	(116)
<b>At 31 July 2017</b>	<b>194,407</b>	<b>6,406</b>	<b>2,265</b>	<b>29,386</b>	<b>21,481</b>	<b>141</b>	<b>1,300</b>	<b>255,386</b>
<b>Depreciation</b>								
At 1 August 2016	67,661	0	0	17,202	14,005	134	0	99,002
Charge for the year	6,051	0	0	2,807	1,740	7	0	10,605
Disposal - Beaconside	(15,861)	0	0	(1,633)	(1,139)	0	0	(18,633)
Disposals	(1)	0	0	(110)	(5)	0	0	(116)
<b>At 31 July 2017</b>	<b>57,850</b>	<b>0</b>	<b>0</b>	<b>18,266</b>	<b>14,601</b>	<b>141</b>	<b>0</b>	<b>90,858</b>
<b>Net book value</b>								
<b>At 31 July 2017</b>	<b>136,557</b>	<b>6,406</b>	<b>2,265</b>	<b>11,120</b>	<b>6,880</b>	<b>0</b>	<b>1,300</b>	<b>164,528</b>
At 31 July 2016	137,696	28,990	2,265	6,728	6,554	7	1,300	183,540

The University finalised the sale of the Beaconside site in November 2016. The net impact of this was a surplus on disposal of £354k, accounting for the sale proceeds and the release of the associated Deferred Capital Grants.

Freehold Buildings at the University's Stoke Campus, Blackheath Lane and Lichfield were re-valued on a depreciated replacement cost basis by GVA BiLFINGER, an Independent Chartered Surveyor as at 1 August 2014. All Freehold land was re-valued on an open market, existing use basis at the same date. As a first time adopter of FRS102 the University has used those fair values as its deemed cost at 1 August 2014 in accordance with FRS102 Paragraph 35.10(c).

At 31 July 2017, Freehold land and buildings included £19.5 million (2015/16: £19.5 million) in respect of Freehold Land and is not depreciated. As a result of the Education Reform act 1988, the freehold and leasehold interest in properties occupied by the Corporation, previously held by Staffordshire County Council, were formally transferred, under the direction of the Education assets Board, to the Corporation itself with effect from 1 April 1989.

In December 1996 the University entered into an agreement with Tamworth and Lichfield College (now South Staffordshire College, see note 15, page 61) to provide a new campus facility at Lichfield. The cost of this project was £3.2 million. The project was partly funded by a grant from the European Regional Development Fund and by a loan taken out by the University. Responsibility for the loan is shared jointly by the University and the College and the value of the College's commitment is shown as a long term debtor in the University's Balance Sheet (see note 15).

During 2002/03 the University and the South Staffordshire College entered into an agreement for the development of a second phase at the Lichfield campus. This phase was partly funded by a loan facility taken out by the College. Responsibility for the loan is shared jointly by the University and the College and the value of the University's commitment is shown as a long-term creditor in the University's Balance Sheet (see note 18)

# Notes to the accounts

For the year ended 31 July 2017

## 12 Heritage assets

The Thornhill Bequest, a collection of medieval Chinese pottery owned by the University. The value is based on a valuation made for insurance purposes as at November 2013. The valuation was undertaken by professional advisors expert in this field.

	Year Ended 31 July 2017	Year Ended 31 July 2016
	£'000	£'000
Valuation	1,300	3,800
Additions	0	0
Disposals	0	(2,500)
	<u>1,300</u>	<u>1,300</u>

## 13 Non-Current Investments

Consolidated	Subsidiary companies	Subsidiary investment in spinouts	Other fixed assets investments	Total
	£'000	£'000	£'000	£'000
<b>At 1 August 2016</b>	0	0	74	<b>74</b>
Additions	0	0	0	0
Disposals	0	0	0	0
Impairment	0	0	0	0
<b>At 31 July 2017</b>	<u>0</u>	<u>0</u>	<u>74</u>	<u>74</u>
<b>University</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>At 1 August 2016</b>	0	0	74	<b>74</b>
Additions	0	0	0	0
Disposals	0	0	0	0
Impairment	0	0	0	0
<b>At 31 July 2017</b>	<u>0</u>	<u>0</u>	<u>74</u>	<u>74</u>

Other non-current investments consist of :	Consolidated and University £'000
CVCP Properties Limited	33
Mercia Technologies PLC	41
	0
	<u>74</u>

Non-Current investments represent £33k investment (0.78% of the issued share capital) in CVCP Properties Limited, which is a Company registered in Great Britain and incorporated in England and Wales and £41k investment (0.0003% of the issued share capital) in Mercia Technologies PLC.

The group holds shares in a number of spin out companies and companies which have been set up through Research Business and Employability Services.

The group shareholding is as follows:

	University Holding	Value
<b>Subsidiary Companies</b>		
Staffordshire University Unitemps Ltd	100%	£2
Staffordshire University Enterprises Ltd	100%	£1
<b>Spinout Companies</b>		
AVA Technologies Ltd	37%	-
Echo Breaker Research and Analysis Ltd	15%	-
Eris Technology Ltd	30%	-
Grand Independent Ltd	30%	-
High House Collections Ltd	100%	-

Staffordshire University Unitemps Ltd was established to act as an employment agency primarily employing students and providing services both internal and external to the University.

Staffordshire University Enterprises Ltd, a company incorporated in and operating in Great Britain and registered in England and Wales. The main areas of activity of Staffordshire University Enterprises Limited, are the undertaking of consultancy work and the operation of recreational activities.

The group has chosen not to attribute any value to the investments in spinout companies within the financial statements and will review as they become further established.

# Notes to the accounts

For the year ended 31 July 2017

## 14 Trade and other receivables

	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Amounts falling due after more than one year:				
Amounts owed under joint arrangement with South Staffordshire College Phase 1	74	74	60	60
	<u>74</u>	<u>74</u>	<u>60</u>	<u>60</u>

## 15 Trade and other receivables

	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Amounts falling due within one year:				
Other trade receivables	5,642	5,502	7,371	7,155
Other receivables	396	393	271	264
Prepayments and accrued income	4,881	4,881	3,786	3,786
Amounts due from subsidiary companies	0	16,275	0	13,020
	<u>10,919</u>	<u>27,051</u>	<u>11,428</u>	<u>24,225</u>

## 16 Cash and Cash Equivalents

	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Cash and Cash equivalents	8,654	8,641	2,501	2,485
	<u>8,654</u>	<u>8,641</u>	<u>2,501</u>	<u>2,485</u>

Deposits are held with banks and building societies operating in the London market and licensed by the Financial Services Authority with less than three months maturity at the balance sheet date. The interest rates for these deposits are fixed for the duration of the deposit at time of placement.

## 17 Creditors : amounts falling due within one year

	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Unsecured loans	1,539	1,539	1,508	1,508
Trade payables	2,495	2,464	3,416	3,411
Social security and other taxation payable	2,702	2,674	2,940	2,906
Accruals and deferred income	15,976	15,840	28,900	28,741
Other Creditors	1,013	1,013	906	905
Amounts owed to subsidiary companies	0	14,632	0	11,315
	<u>23,725</u>	<u>38,162</u>	<u>37,670</u>	<u>48,786</u>

# Notes to the accounts

For the year ended 31 July 2017

## 18 Creditors : amounts falling due after more than one year

	Year ended 31 July 2017		Year ended 31 July 2016	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Deferred income	20,150	20,150	19,277	19,277
Secured loans	41,724	41,724	43,273	43,273
	<b>61,874</b>	<b>61,874</b>	<b>62,550</b>	<b>62,550</b>

Analysis of secured and unsecured loans:

	0	0	0	0
<b>Due within one year or on demand (Note 17)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Due between one and two years	1,566	1,566	1,548	1,548
Due between two and five years	5,074	5,074	4,886	4,886
Due in five years or more	35,084	35,084	36,839	36,839
<b>Due after more than one year</b>	<b>41,724</b>	<b>41,724</b>	<b>43,273</b>	<b>43,273</b>
<b>Total secured and unsecured loans</b>	<b>41,724</b>	<b>41,724</b>	<b>43,273</b>	<b>43,273</b>

Deferred income represents deferred capital government grants which are now required under FRS102 to be reported as a long term creditor.

The University has two term loans, the first was drawn down in 2007 for £16m at 5.38% fixed for 27 years and the second of £34m was drawn down in 2013 at 3.19% fixed for 25 years.

A loan facility of £54k was drawn down on the 20 March 2014 from Salix Finance Ltd as part of their Energy Efficiency Programme. The loan is interest free, repayable over four years.

A new loan facility of £121k was drawn down on 17 September 2014 from HEFCE as part of their Revolving Green fund. The loan is interest free payable over four years.

South Staffordshire College was formed as a merger of the Colleges of Rodbaston, Cannock and Tamworth & Lichfield on 1 August 2008. During 2002/2003 a development of a second phase at the Lichfield campus which was partly funded by a loan facility taken out by the College. The responsibility of the loan is shared jointly by the University and the College and is shown as a long-term creditor.

## 19 Provisions for liabilities

Consolidated	Pension enhancements on termination	Onerous Lease/ Dilapidations	Restructuring	Total
	£'000	£'000	£'000	£'000
At 1 August 2016	1,194	1,084	315	2,593
Utilised in year	(218)	(25)	(315)	(558)
Additions in 2016/17	195	87	70	352
Unused amounts reversed in 2016/17	0	0	0	0
<b>At 31 July 2017</b>	<b>1,171</b>	<b>1,146</b>	<b>70</b>	<b>2,387</b>

University	Pension enhancements on termination	Onerous Lease/ Dilapidations	Restructuring	Total
	£'000	£'000	£'000	£'000
At 1 August 2016	1,194	1,084	315	2,593
Utilised in year	(218)	(25)	(315)	(558)
Additions in 2016/17	195	87	70	352
Unused amounts reversed in 2016/17	0	0	0	0
<b>At 31 July 2017</b>	<b>1,171</b>	<b>1,146</b>	<b>70</b>	<b>2,387</b>

# Notes to the accounts

For the year ended 31 July 2017

## 20 Endowment Reserves - Consolidated & University

Restricted net assets relating to endowments are as follows:

	Restricted Permanent endowments £'000	Year Ended 2017 Total £'000	Year Ended 2016 Total £'000
<b>Balances at 1 August 2016</b>			
Capital	22	22	22
Accumulated income	4	4	4
	<u>26</u>	<u>26</u>	<u>26</u>
New endowments	0	0	0
Investment income	0	0	0
Expenditure	0	0	0
(Decrease) / increase in market value of investments	0	0	0
<b>Total endowment comprehensive income for the year</b>	<u>0</u>	<u>0</u>	<u>0</u>
<b>At 31 July 2017</b>	<u><u>26</u></u>	<u><u>26</u></u>	<u><u>26</u></u>
<b>Represented by:</b>			
Capital	22	22	22
Accumulated income	4	4	4
	<u>26</u>	<u>26</u>	<u>26</u>
<b>Analysis by type of purpose:</b>			
Prize funds	26	26	26
	<u>26</u>	<u>26</u>	<u>26</u>

# Notes to the accounts

For the year ended 31 July 2017

## 21 Restricted Reserves - Consolidated & University

Reserves with restrictions are as follows:

	Year Ended 2017 Total £'000	Year Ended 2016 Total £'000
<b>Balances at 1 August 2016</b>	4,588	3,800
New grants	0	0
New donations	0	0
Investment income	0	0
Capital grants utilised	0	0
Gain on disposal	0	788
(Decrease) / increase in market value of investments	0	0
<b>Total restricted comprehensive income for the year</b>	0	788
<b>At 31 July 2017</b>	4,588	4,588
	<b>2017</b>	<b>2016</b>
	Total	Total
	£'000	£'000
<b>Analysis of other restricted funds /donations by type of purpose:</b>		
Lectureships	0	0
Scholarships and bursaries	0	0
Research support	0	0
Prize funds	0	0
General	4,588	4,588
<b>At 31 July 2017</b>	4,588	4,588

## 22 Cash & Short-Term Investments

	At 31st July 2017 £'000	Cash Flows £'000	At 1st August 2016 £'000
Consolidated			
Cash and short-term investments	43,284	1,238	42,046
Bank overdraft	0	0	0
	<b>43,284</b>	<b>1,238</b>	<b>42,046</b>

Cash and short-term investments are held with banks and building societies operating in the London market and licensed by the Financial Services Authority with more than three months maturity at the balance sheet date.



# Notes to the accounts

For the year ended 31 July 2017

## 23 Capital and other commitments

Provision has not been made for the following capital commitments at 31 July 2017:

	Year Ended 31 July 2017		Year Ended 31 July 2016	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Commitments contracted for	<b>3,674</b>	<b>3,674</b>	14,797	14,797
Approved not contracted for	<b>2,037</b>	<b>2,037</b>	2,850	2,850
	<b>5,711</b>	<b>5,711</b>	<b>17,647</b>	<b>17,647</b>

## 24 Lease obligations

Total rentals payable under operating leases:  
Consolidated & University

	Year Ended 31 July 2017			31 July 2016
	Land and Buildings £'000	Other leases £'000	Total £'000	£'000
<b>Payable during the year</b>	<b>1,156</b>	<b>53</b>	1,209	247
<b>Future minimum lease payments due:</b>				
Not later than 1 year	<b>1,166</b>	<b>93</b>	1,259	1,050
Later than 1 year and not later than 5 years	<b>942</b>	<b>140</b>	1,082	1,433
Later than 5 years	<b>166</b>	<b>0</b>	166	264
<b>Total lease payments due</b>	<b>2,274</b>	<b>233</b>	<b>2,507</b>	<b>2,747</b>

## 25 Contingent Liabilities

The University is a member of U.M Association Limited (UMAL), a company limited by guarantee, formed to provide a mutual association for insuring risk. Under the terms of its membership, each member acts as insurer and insured. If the association as a whole suffers a shortfall in any underwriting year, the members are liable for their prorated share, spread using a bank facility over 7 years. The University is a guarantor, on a joint and several basis with a bank facility. No liability has yet arisen under this guarantee.

# Notes to the accounts

For the year ended 31 July 2017

## 26 Pension Costs

Retirement benefits for employees of the University are provided by defined benefit schemes, which are funded by contributions from the University and employees. Payments are made to the Teachers' Pension Scheme for academic staff and to the Staffordshire County Council Superannuation Scheme (LGPS) for non-academic staff. These are both independently administered schemes. Total employees and employers contributions to the Teachers' Superannuation Scheme for 2016/17 were £5,712k (2015/16 £5,762k) and for the Staffordshire County Council Superannuation Scheme £5,885k (2015/16 £5,467k). Funded liabilities comprise of approximately £239m in respect of employee members, deferred pensioners and pensioners. For unfunded liabilities it is assumed that all unfunded pensions are payable for the remainder of the member's life. It is further assumed that 90% of pensioners are married (or cohabiting) at death and that their spouse (cohabitee) will receive a pension of 50% of the member's pension as at the date of the member's death.

## Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations 2010, and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools and other educational establishments, including academies, in England and Wales that are maintained by local authorities. In addition, teachers in many independent and voluntary-aided schools and teachers and lecturers in some establishments of Further and Higher Education may be eligible for membership. Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

## The Teachers' Pension Budgeting and Valuation Account

Although members may be employed by various bodies, their retirement and other pension benefits are set out in regulations made under the Superannuation Act 1972 and are paid by public funds provided by Parliament. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act. The Teachers' Pensions Regulations 2010 require an annual account, the Teachers' Pension Budgeting and Valuation Account, to be kept of receipts and expenditure (including the cost of pension increases). From 1 April 2001, the Account has been credited with a real rate of return, which is equivalent to assuming that the balance in the Account is invested in notional investments that produce that real rate of return

## Valuation of The Teachers' Pension Scheme

The latest actuarial review of the TPS was carried out as at 31 March 2016 and in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education (the Department) on 9 June 2014. The key results of the valuation are:

Employer contribution rates were set at 16.4% of pensionable pay:

Total scheme liabilities for service to the effective date of £191.5 billion, and notional assets of £176.6 billion, giving a notional past service deficit of £14.9 billion

an employer cost cap of 10.9% of pensionable pay.

The new employer contribution rate for the TPS will be implemented in September 2015. A full copy of the valuation report and supporting documentation can be found on the Teachers' Pension Scheme website at the following location:

<https://www.teacherspensions.co.uk/news/employers/2014/06/publication-of-the-valuation-report.aspx>

## Scheme Changes

Following the Hutton report in March 2011 and the subsequent consultations with trade unions and other representative bodies on reform of the TPS, the Department published a Proposed Final Agreement, setting out the design for a reformed TPS to be implemented from 1 April 2015.

The key provisions of the reformed scheme include: a pension based on career average earnings; an accrual rate of 1/57th; and a Normal Pension Age equal to State Pension Age, but with options to enable members to retire earlier or later than their Normal Pension Age. Importantly, pension benefits built up before 1 April 2015 will be fully protected. In addition, the Proposed Final Agreement includes a Government commitment that those within 10 years of Normal Pension Age on 1 April 2012, will see no change to the age at which they can retire, and no decrease in the amount of pension they receive when they retire. There will also be further transitional protection, tapered over a three and a half year period, for people who would fall up to three and a half years outside of the 10 year protection.

Regulations giving effect to a reformed Teachers' Pension Scheme came into force on 1 April 2014 and the reformed scheme will commence on 1 April 2015.

## Local Government Pension Scheme

The LGPS is a defined benefit statutory scheme, administered in accordance with the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007, the Local Government Pension Scheme (Administration) Regulations 2008 and the Local Government Pension Scheme (Transitional Provisions) Regulations 2008. It is contracted out of the State Second Pension.

The agreed contribution rates for future years are 16.6% plus an increasing annual sum for the employer and between 5.5% and 12.5% for employees.

# Notes to the accounts

For the year ended 31 July 2017

The latest formal valuation of the Fund for the purpose of setting employers' actual contributions was as at 31 March 2016, with the next formal valuation due as at 31 March 2019.

A valuation of the Fund's liabilities as at 31 July 2016 has been undertaken by the Fund's actuary for the purpose of FRS 102 "Retirement Benefits". The following valuation data has been used for the purposes of this disclosure.

The individual membership data submitted as at the 31 March 2016 for the purpose of the funding valuation at that date (or for employers which have joined the Fund after 31 March 2016, membership data as at the date of joining);

The individual pensioner data in respect of LGPS unfunded pensions and teachers' pensions where appropriate;

The latest numbers of employees, deferred pensioners and pensioners;

Actual payroll data information up to the latest available date;

Employer and employee contributions up to the latest available date (in order to estimate contribution income and pensionable payroll for the accounting period this year);

The actual split of the fund assets as at the latest available date;

The actual Fund returns provided up to the latest available date;

Any new early retirements from 1 August 2016 to the latest available date on unreduced pensions which are not anticipated in the normal employer service cost (e.g. non ill-health retirements before the member's benefits can be taken unreduced), as set out in Section 1 of the Results Schedule.

The following information is based upon a full actuarial valuation of the Fund at 31 March 2016. Salary increases are 1% pa nominal until 31 March 2015, reverting to the long term rate shown thereafter.

Changes to the Local Government Pension Scheme (LGPS under regulation 3 of the LGPS (Amendment)

Regulations 2006 (statutory Instrument 2006/966) permits employees retiring on or after 6 April 2006 to take an extra increase in their lump sum payment on retirement in exchange for a reduction in their future annual pension.

## Commutation

An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits for the pre-April 2008 and 75% of the maximum tax-free cash for post-April 2008 service.

	At 31 July 2017	At 31 July 2016
Rate of increase in salaries	2.90%	3.90%
Rate of increase for pensions	2.50%	1.90%
Discount rate for liabilities	2.70%	2.40%

# Notes to the accounts

For the year ended 31 July 2017

## 26 PENSION COSTS (CONTINUED)

### Mortality Assumptions

Life expectancy is based on the fund's VitaCurves with improvements from 2007 in line with the medium cohort and a 1.25% pa underpin. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	Females
Current Pensioners	22.1 years	24.4 years
Future Pensioners	24.1 years	26.4 years

### Historic Mortality

Life expectancy for the prior year end is based on the fund's VitaCurves. The allowance for the future life expectancies are shown below:

Year Ended	Prospective Pensioners	Pensioners
31 July 2016	CMI 2010 model assuming the current rate of improvement has reached a peak and will converge to a long-term rate of 1.25%	CMI 2010 model assuming the current rate of improvement has reached a peak and will converge to a long-term rate of 1.25%

The assets in the scheme and the expected rates of return were:

	Proportion of each asset type at 31 July 2017	Value at 31 July 2017 £'000	Proportion of each asset type at 31 July 2016	Value at 31 July 2016 £'000
Equities	76%	126,589	77%	113,373
Bonds	12%	19,988	10%	14,724
Property	8%	13,325	8%	11,779
Cash	4%	6,662	5%	7,362
Total Market Value of Assets		<u>166,564</u>		<u>147,238</u>

	Year ended 31 July 2017 £'000	Year ended 31 July 2016 £'000
Group's estimated asset share	166,564	147,238
Present value of scheme liabilities	(239,865)	(249,637)
Deficit in the scheme	<u>(73,301)</u>	<u>(102,399)</u>

Under the arrangements of FRS102, a provision has been made by the Group for the Institution's share of the deficit of the scheme.

# Notes to the accounts

For the year ended 31 July 2017

## ANALYSIS OF THE AMOUNT CHARGED TO THE INCOME AND EXPENDITURE ACCOUNT

	Year Ended 31 July 2017 £'000	Year Ended 31 July 2016 £'000
Employer service cost (net of employee contributions)	6,366	5,377
Past service cost	185	163
Curtailment and Settlements	0	0
<b>Total operating cost</b>	<b>6,551</b>	<b>5,540</b>

## Analysis of pension finance income/costs

	Year Ended 31 July 2017 £'000	Year Ended 31 July 2016 £'000
Expected return on pension scheme assets	3,552	4,667
Interest on pension scheme liabilities	(6,021)	(7,825)
Pension finance costs	(2,469)	(3,158)

## Amounts recognised in the Statement of Comprehensive Income & Expenditure (SOC)

Actuarial gain (loss) recognised in SOCI	32,631	(11,237)
--	--------	----------

## Reconciliation of defined benefit obligation

	Year Ended 31 July 2017 £'000	Year Ended 31 July 2016 £'000
<b>Opening Defined Benefit Obligation</b>	<b>249,637</b>	<b>216,357</b>
Current service cost	6,366	5,377
Interest Cost	6,021	7,825
Contributions by Members	1,310	1,295
Actuarial losses	(18,593)	23,408
Past Service Costs (including Curtailments)	185	163
Unfunded Benefits Paid	(666)	(657)
Benefits Paid	(4,395)	(4,131)
<b>Closing Defined Benefit Obligation</b>	<b>239,865</b>	<b>249,637</b>

## Reconciliation of fair value of employer assets

	Year Ended 31 July 2017 £'000	Year Ended 31 July 2016 £'000
<b>Opening Fair Value of Employer Assets</b>	<b>147,238</b>	<b>128,907</b>
Expected Return on Assets	3,552	4,667
Contribution by Members	1,310	1,295
Contributions by the Employer	4,821	4,329
Contributions in respected of Unfunded Benefits	666	657
Actuarial Gains/(Losses)	14,038	12,171
Estimated Unfunded Benefits paid	(666)	(657)
Estimated Benefits Paid	(4,395)	(4,131)
<b>Closing Fair Value of Employer Assets</b>	<b>166,564</b>	<b>147,238</b>

## Movement in deficit during the year

	Year Ended 31 July 2017 £'000	Year Ended 31 July 2016 £'000
Deficit in scheme as 31 July 2016 Movement in year:	(102,399)	(87,450)
Current service charge	(6,366)	(5,377)
Contributions	4,821	4,329
Contributions in respected of Unfunded Benefits	666	657
Past service costs	(185)	(163)
Net interest on assets	(2,469)	(3,158)
Actuarial gain (loss)	32,631	(11,237)
<b>Deficit in scheme as 31 July 2017</b>	<b>(73,301)</b>	<b>(102,399)</b>

# Notes to the accounts

For the year ended 31 July 2017

## 27 National College for Teaching and Leadership (NCTL)

	Year Ended 31 July 2017	Year Ended 31 July 2016
	£'000	£'000
<b>Student Bursaries</b>		
Opening fund balance	21	60
Net NCTL grants received in year	652	411
Disbursed to students	(591)	(450)
<b>Balance Unspent at 31 July owing to the NCTL</b>	<b>82</b>	<b>21</b>

## 28 Related Party Transactions

Due to the nature of the University's operations and the composition of the Board of Governors (being drawn from local public and private sector organisations) it is inevitable that transactions will take place with organisations in which a member of the Board of Governors may have an interest. All such transactions are conducted at arm's length and in accordance with the University's Financial Regulations and Standing Orders Relating to Contracts and normal procurement procedures.

Included with the accounts for the period are transactions between:

Staffordshire University and Staffordshire University Students Union. The University provided a grant of £880k to the Student's Union (£950k : 15/16), and purchases from the Student's Union amounted to £14k.

Staffordshire University Academy Trust and Staffordshire University. Purchases by the University amounted to £11k (2015/16: £5k) and sales £83k (2015/16: £109k).

Staffordshire University Academy Trust and Staffordshire University Unitemps Ltd. Purchases by Unitemps £nil (2015/16: £nil) and sales £6k (2015/16: £7k).

## 29 Events after the End of the Reporting Period

There are no items arising after the Balance Sheet date.

---

---

Staffordshire University  
College Road  
University Quarter  
Stoke-on-Trent  
ST4 2DE



THE  
CONNECTED  
UNIVERSITY