



THE
CONNECTED
UNIVERSITY

2020-21

ANNUAL REPORT

ANNUAL REVIEW AND
FINANCIAL STATEMENTS

UNIVERSITY
OF THE YEAR

Edufuturist Awards 2021

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The 2020/21 academic year brought challenges and opportunities for Staffordshire University and, as the country emerges from a devastating global pandemic, we can reflect on how we rose to the task of guiding and supporting our students and staff through an unsettling time.

CHAIR'S FOREWORD



Colin Hughes

Chair of the Board of Governors

We continued to build on the learnings and success of the previous academic year to ensure we moved forward with positive momentum to secure our University's position in the sector, and to help our students progress with ambition towards their career goals.

On behalf of my fellow Governors, I would like to thank colleagues across all Schools and Services for their professionalism, dedication and hard work during the past 12 months.

It has not been an easy road to navigate but the commitment to put our students at the heart of everything we do has made an immeasurable difference to the lives of those who trust us with their education.

Evidence of the difference we have made can be found across all areas of our Connected University community.

One highlight was the success of the COVID-19 Response Fund. Through the creation and management of this fund, our University, in partnership with the Students' Union, worked to help thousands of students who found themselves in financial difficulty – with almost £1 million being distributed in hardship funds during the 2020/21 academic year. This directly helped more than 3,400 students and was part of a commitment to help those who needed it most.

In addition to grant support, colleagues in Digital Services worked tirelessly to increase the number of laptops available for loan, and even extended the scheme to include households with children who were home schooled during lockdown and needed additional devices.

The wide range of support we offer to our student body aligns with Staffordshire University's commitment to improve the regional economy and enhance quality of life in local communities and is a real demonstration of our **'brilliant and friendly'** ethos.

Essential software was made available to support students' remote learning, as well as digital solutions that enabled them to use high powered specialist software from a standard laptop.

Students were also given the opportunity to enhance their digital skills and employability through certified online training in Microsoft Office, Adobe, and AutoDesk software.

This collective effort to look after the needs of our students is what makes everyone at our University 'Proud to be Staffs.'

The wide range of support we offer to our student body aligns with Staffordshire University's commitment to improve the regional economy and enhance quality of life in local communities and is a real demonstration of our 'brilliant and friendly' ethos.

It is through our values that we achieve our goals whilst working on our core strategies: connected communities, innovative and applied learning, and talented people.

These solid foundations are to be credited in the evolution of our University in recent years, which has been driven from the front by Vice-Chancellor and Chief Executive, Professor Liz Barnes CBE DL.

In March 2021, Professor Barnes announced her plans to retire at

the end of the year. I would like to record my thanks, along with the gratitude of my fellow Governors, to Liz for her enormous contribution to our University.

Professor Barnes assumed the post of Vice Chancellor for the University in April 2016, and over the subsequent five years she has been instrumental in transforming it.

Under her leadership we have been awarded TEF Gold for the improved quality of our academic student experience, and we are now financially sustainable and in a strong position to face the future.

Our 'Connected University' identity, established under Professor Barnes's tenure, ensured that our University regained its prominence and market position in the field of digital innovation.

I will personally miss Liz: she's not only been a dynamic force for good, but also a delight to work with on a personal level.

Following a special meeting in July, the Board of Governors confirmed the appointment of Professor Martin Jones as the new Vice-Chancellor of Staffordshire University from 1 January, 2022.

Since 2017, when Professor Jones joined Staffordshire University as Deputy Vice-Chancellor, he has led on a broad portfolio of areas including academic and strategic

planning, civic engagement, Staffordshire University's Multi-Academy Trust, social and economic regeneration, research, enterprise and innovation and infrastructure in terms of estates, digital and technical services.

Professor Jones has also been responsible for leading the development of The Catalyst – our emerging 8,800 sqm, four-storey building, which will become a new hub for the University and meet employer demand, in flexible, high-quality, digitally enabled space.

The Appointment Panel were particularly impressed with the quality of applicants we received for the role of Vice-Chancellor. The calibre of people wishing to be the next leader of our University is testament to the huge advances we have made in our student experience and our reputation across the sector.

Professor Jones was successful following a rigorous recruitment process, in which governors, staff, students and an internal panel member played a pivotal role, and I'd like to extend my thanks to all those individuals who were involved.

The Board of Governors, University Executive Board and Senior Leadership Team look forward to continuing working with Professor Jones as Vice-Chancellor and Chief Executive, on the next exciting chapter of our University's development.

VICE-CHANCELLOR'S REPORT



Professor Liz Barnes CBE DL

Vice-Chancellor and Chief Executive

The focus of our collective efforts was the safety of our students and our commitment to ensure that they could continue their education without too much disruption. Providing them with a high-quality teaching experience, alongside a significant amount of wraparound support for health and wellbeing, was at the heart of everything we did.

We opened an on-campus COVID-19 testing facility, with thanks to colleagues at Stoke-on-Trent City Council and Public Health England, to help safeguard our students, staff and the wider community. Partnership working with Bucknall and Bentilee Primary Care Network also saw us operate pop-up vaccination clinics, allowing more than 1,300 students, staff and the public to protect themselves and help us create a safe and vibrant on-campus experience for all.

All this was delivered alongside our focus on driving up teaching quality, and testament to these efforts are the accolades that we have earned. These include being listed in the Top 15 for Teaching Quality in The Times and Sunday Times Good University Guide 2021. We were also Top 15 for Student Satisfaction in the Complete University Guide 2021 and Top 20 for Job Prospects in the StudentCrowd Universities Awards 2021 which are based entirely on student feedback.

We have continued to forge ahead with our 2030 strategy which maps out our transformation to become the UK's foremost digital HE institution. The strategy focuses on next generation courses, environments and student experience and will lead to further growth and diversification.

This has already been evidenced in our use of cutting-edge simulation and immersive technologies which are in use across our campuses but will come to the fore with the opening of Stafford's Centre for Health Innovation.

Navigating our way through the 2020/21 academic year demonstrated, like never before, the strength of spirit and determination of our entire Connected University community.

We once again found ourselves in the difficult position of national lockdowns and the associated challenges of operating during a global pandemic.

The physical centre, partially funded by Stoke-on-Trent and Staffordshire Local Enterprise Partnership through the Government's Get Building Fund, will act as a hub for modern simulation-based education and feature equipment such as patient mannequins that can be used by students and healthcare professionals to practice a wide range of clinical skills and evaluations, with technology that mimics speaking, breathing and drug administration.

The development at Stafford has progressed at the same time as other campus transformation projects such as The Catalyst building on our Stoke-on-Trent campus, and our ambitious expansion plans for Staffordshire University London.

The Catalyst will provide our University with a hub for world-class services and settings to support students through their education and towards employment. It will provide a convening space and hub for employers and businesses both supporting employability, but also providing opportunities for up-skilling and re-skilling the workforce. The building will reach out to, and welcome, both current and future students, staff and employers and further embed our University in the growth of the regional economy.

This sits alongside our investment to provide access to leading-edge facilities, expertise and the adoption of higher skills for businesses that are making a difference by growing through innovation.

Our successful University Enterprise Zone has secured £11 million of funding for businesses over the past three years and has helped to fill more than 400 regional vacancies in the last two years. It offers eligible businesses access to our facilities, including cutting-edge technologies,

research expertise and student talent to drive innovative solutions, create new jobs, and stimulate the regional economy.

We have further expanded our support to more start-ups, offering short courses for upskilling and reskilling to Staffordshire SMEs. Our support to businesses throughout the pandemic included #StaffsInnovation webinars covering a range of subjects from Emotional Design, Intelligent Robots and the Green road to Net Zero.

Another highlight was our success in Higher Technical Qualifications, with the first being published in June 2021. Our University was one of just 13 approved providers and our success in all seven educational standards presents opportunities for Staffordshire University London - as we were the only approved provider in the capital - and for franchise opportunities with local and regional colleges across Staffordshire. Work is now underway to submit in further areas to capitalise on our success and maximise the benefits for the region.

Indeed, the past academic year was one of continued transformation, with a commitment to accelerating our plans for the future of the University.

In all our new infrastructure projects we have put a focus on sustainability - building not only a better environment for our Connected University community but one which is mindful of impact on the wider world.

We have a responsibility as a civic anchor institution to act as guardian of our environment and our building projects - such as The Catalyst and Woodlands Day Nursery and Forest School - are helping to work towards our pledge to achieve carbon neutrality by 2030. Our University also aims for major environmental sustainability through research, enterprise and student engagement.

Despite the myriad of challenges, the year was one of accelerated success and we have been delighted to share in the progress of our students, graduates and staff. Further in this report you will find some examples of those stories that have made us all proud - from formula racing to forensics, the creativity and dedication of our students has seen them rewarded on the national and international stage.

I'd like to take this opportunity to thank everyone across our University for making all this success possible and for all the work done day-in, day-out to ensure we move forward with ambition and determination for the collective good of our students, institution and the wider community.

I would also like to give my thanks to our Board of Governors, Chaired by Colin Hughes, for their expertise, support and guidance throughout the last academic year.

In March of 2021 I announced my intention to retire as Vice-Chancellor and Chief Executive at the end of the year, after spending almost 35 years in Higher Education. My constant throughout my time here was to cement the role of our University in the sector and region and I have been privileged to witness the remarkable strides we have made to ensure our reputation grows as a globally connected, digital pioneer within the fields of research, education and enterprise.

Finally, I would like to say how delighted I am that Professor Martin Jones will become the new Vice-Chancellor as I depart at the end of the year. I have worked with a fantastic team during my time at here and I know that Martin will continue to lead our University onwards and upwards.

It has been the highlight of my career to serve as Vice-Chancellor of Staffordshire University and I will remain "proud to be Staffs."

With a long history of innovation and ambition, the 2020-21 academic year was yet another period of progress and transformation for our University.

LOOKING FORWARD - OUR NEXT STEPS



**Professor
Martin Jones**

**Vice-Chancellor and Chief
Executive Designate**

Despite the ongoing challenges posed by the Coronavirus pandemic, construction of the University's flagship building The Catalyst continued at pace.

This digitally-led space will play an important part in our University's future as it will set the standard for future campus transformation projects.

The four-storey building will act as a study base for 6,500 new apprenticeships by 2030 and will help to shape our digital future by providing cutting-edge technology environments for teaching and learning.

Striving to become the UK's foremost digital university is one of our driving ambitions and by 2030 we will lead the sector in hyper-personalised learning that will prepare students for the jobs of tomorrow.

The Catalyst also has an important role to play in our civic obligations. Universities like Staffordshire have the capability, opportunity and responsibility to support the places where they are based, by working in partnerships to solve some of the most pressing social and economic challenges.

Our University can be – and is – a catalyst for the local area. Creating jobs and opportunities for local people, suppliers and businesses is at the heart of The Catalyst project with a quarter of project spend and labour coming from within ten miles of our Leek Road campus.

Alongside keeping spend local and supporting local community outreach projects, The Catalyst has also played a role in combatting the UK's growing construction skills shortage by providing month long work placements to enable local students and graduates from non-construction backgrounds to immerse themselves in all aspects of the industry from the commercial side of construction through to on-site engineering.

Construction of The Catalyst building is due to be completed in late 2021, ready to welcome students, staff, and visitors in the opening months of 2022.

At our Stafford campus, work on our new state-of-the-art £5.8 million Centre for Health Innovation - powered through the Government's Getting Building Fund incorporating sector-leading clinical simulation and immersion suites – began in October 2020.

Using advanced VR and AR technology, the Centre will help to develop new patient safety techniques through cutting-edge digital simulation and immersion suites.

This ground-breaking approach will enhance the digital capability of the emerging healthcare workforce, helping to position the UK at the forefront of patient safety and positioning Staffordshire at the heart of driving the digital health agenda forwards.

Elsewhere construction began on a £4.4 million project to bring to life a Woodlands Day Nursery and Forest School on the Stoke-on-Trent campus. Targeting zero-carbon upon completion, the building will be a sustainable place of early years learning with a connection to the immediate landscape and nature reserve.

Future-thinking is also front and centre of our expansion at Staffordshire University London

which will provide our students with unrivalled industry experience. The £3.5 million capital investment project allows the Here East campus to effectively double in size.

With a commitment to providing access to the very latest technology, the expansion paves the way for exciting new courses in Artificial Intelligence, Data Science & Informatics, Professional Technologies, Virtual Production and Cybercrime and Digital Forensics.

This academic year also saw the completion of our submission to Research Excellence Framework (REF2021) which was a fantastic collaborative effort. We will hear the outcome of the exercise in May 2022 but we are already building on the foundations which our work on REF created.

As well as being a larger submission than in previous cycles – we saw a 26 per cent increase in staff submitted – it has also helped to focus our lens on the evolution of our research strategy which, going forward, will further build on our enterprise and innovation aspirations to be one of the leading UK modern universities for research excellence.

Looking ahead, and on a personal note, I am delighted to have been appointed to lead our University from January 1, 2022 as the next Vice-Chancellor and Chief Executive.

To be amongst the best modern universities in the UK will need our University to build on a strong legacy from the last six years under the leadership of Professor Liz Barnes CBE DL and her Executive team.

Against a challenging domestic backdrop, Staffordshire University will need to be strategically decisive and be known as one of the most innovative, vibrant and exciting places to work or study in the UK; it will be a place that values, supports and crucially stimulates creativity across the academic, student, and professional services community.

With solid foundations laid, and driving forward with purpose and ambition, I very much look forward to leading our University into the next chapter.



KEY HIGHLIGHTS

SHORTLISTED FOR UNIVERSITY OF THE YEAR

Times Higher Education Awards 2020

UNIVERSITY OF THE YEAR

Edufuturist Awards 2021

TOP 15 FOR TEACHING QUALITY

The Times and The Sunday Times Good University Guide 2021



QS stars 2021*

*A rating system that provides a detailed look at an institution with an overall Star result which ranges from 0 to 5+ Stars.

TOP 15 FOR SOCIAL INCLUSION

The Times and The Sunday Times Good University Guide 2021

TOP 15 FOR STUDENT SATISFACTION

Complete University Guide 2022

TOP 20 FOR JOB PROSPECTS

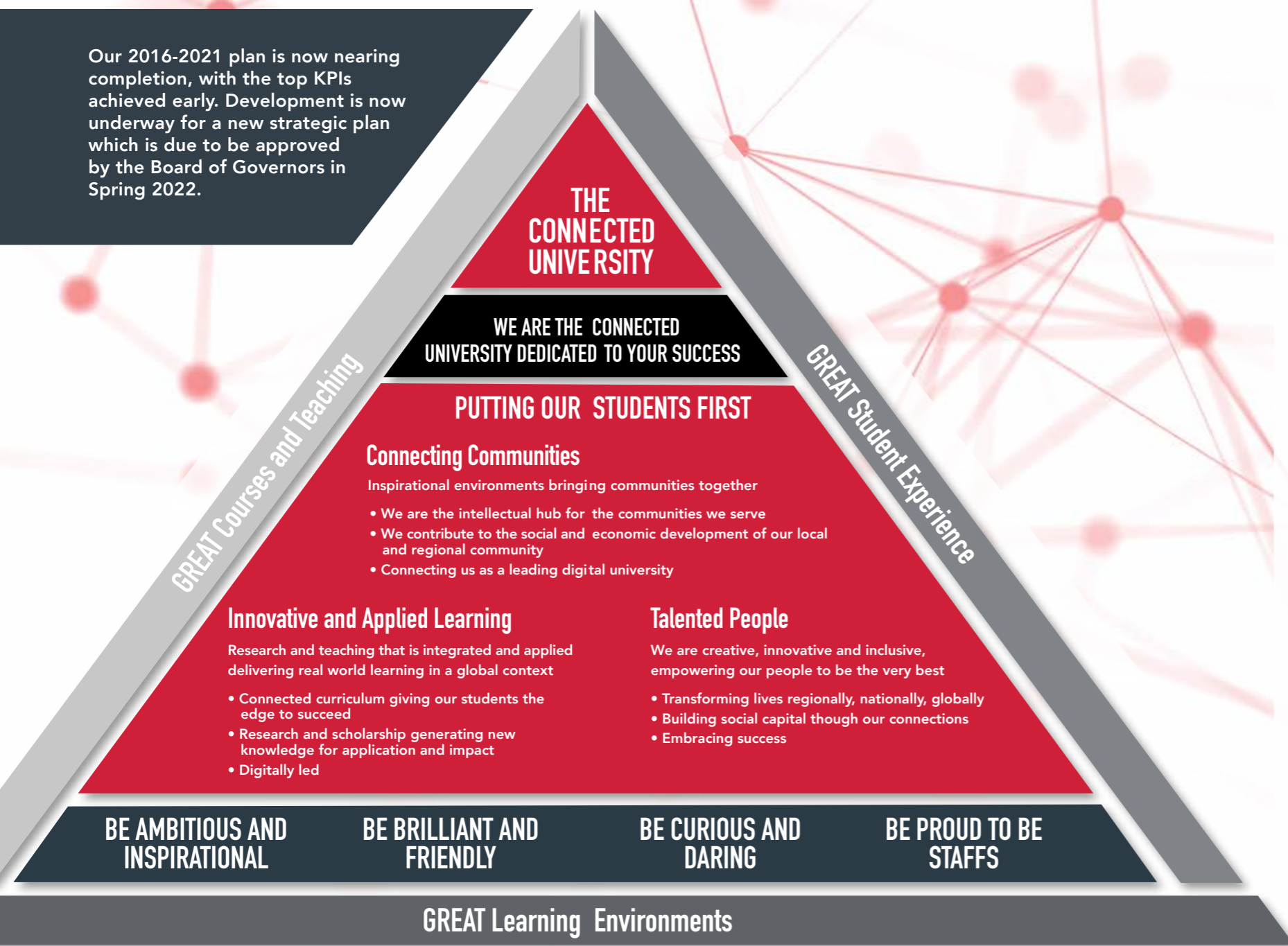
StudentCrowd Universities Awards 2021

WINNER: CLOSING THE DIGITAL DIVIDE

Levelling Up Awards 2021

THE CONNECTED UNIVERSITY STRATEGIC PLAN 2016-2021

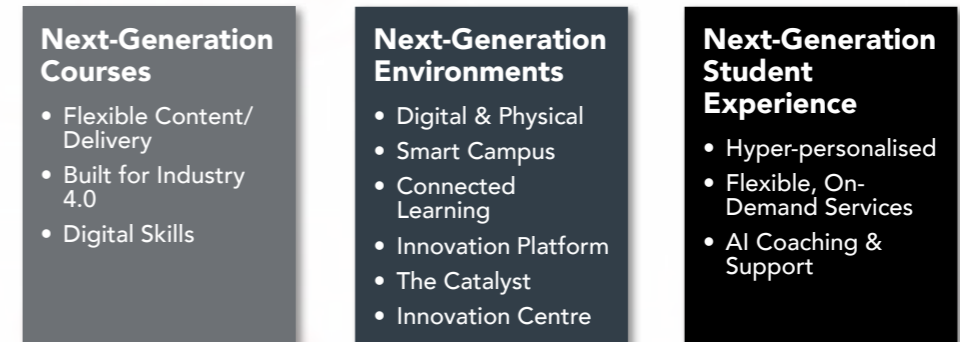
Our 2016-2021 plan is now nearing completion, with the top KPIs achieved early. Development is now underway for a new strategic plan which is due to be approved by the Board of Governors in Spring 2022.



'TOWARDS 2030' STRATEGIC PLAN

Our rapid advancement means we have already mapped out our 2030 strategic plan, confident that our pace of transformation will continue and drive us to be the UK's foremost digital HE institution.

The 'Towards 2030' strategic plan now exists as a beacon to guide our decision making and direction for the next five years.



ENABLED BY



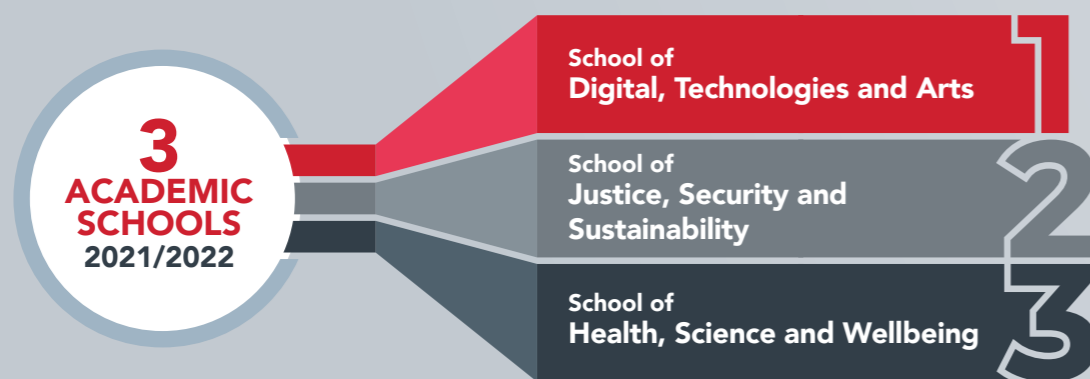
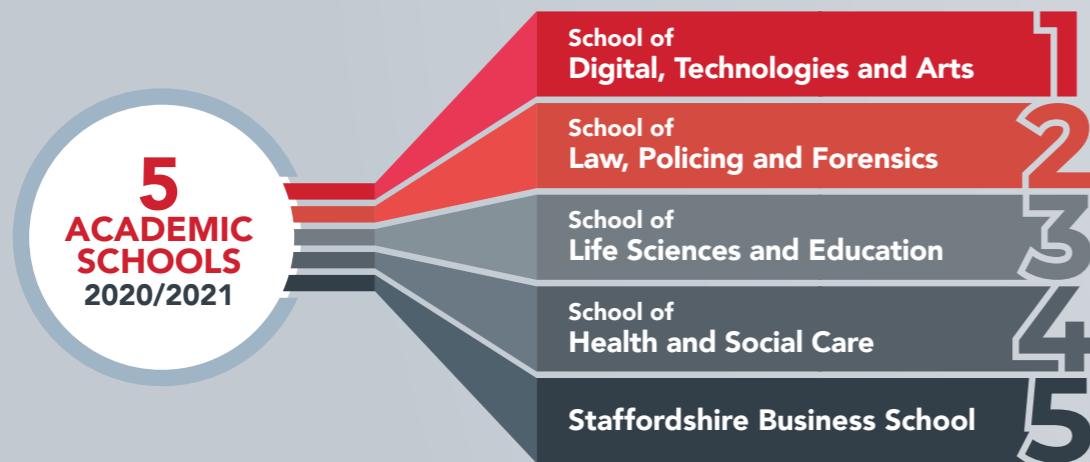
Growth and Diversification

- Live/Work Provision
- Graduate start-ups
- Industry Partnerships
- Diverse Consumption Models
- Leading-edge courses
- Estate Commercialisation

EVOLVING OUR STRATEGY

Our Academic Strategy has evolved further, allowing us to merge our five pre-existing Academic Schools into three larger schools that focus on the cornerstones of our academic strategic delivery – metrics, student experience and interdisciplinary research.

The 'new-for-2021' academic school configuration builds on the success of the 2020 organisational merge of Computing, Design and Technology and Creative Arts and Engineering to form Digital, Technologies and Arts. The leading academic schools for 2021 also include Health, Science and Wellbeing, and Justice, Security and Sustainability – while our education provision now stands alone as the Institute for Education. The merger and combination of schools will help facilitate the connection augmentation between our education and research that is critical for the success of the 2020-2030 Academic Strategy.



ACADEMIC INSTITUTES AND CENTRES 2021/22



SPOTLIGHT



DIGITAL TECHNOLOGIES AND ARTS

The School of Digital, Technologies and Arts remains unchanged in terms of its academic disciplines. The School's mission is to develop the artists, designers, engineers, actors, writers, cyber specialists, broadcasters, music producers, film and media producers, computer scientists, games developers, esports managers, poets, historians, diplomats, civic leaders, teachers, entrepreneurs of the future. It offers leading courses at undergraduate and postgraduate level to prepare the next generation of digitally native and artistically focused professionals for the workplace.

HEALTH, SCIENCE AND WELLBEING

Our new School of Health, Science and Wellbeing now includes the areas of Psychology, Sport and Exercise, and Biological Sciences. It largely combines former Academic Schools of Life Sciences and Education and Health and Social Care. This merger provides a unique opportunity for new collaboration across research and teaching, allowing already established colleagues to break boundaries in areas such as health and care inequalities, with the support of our new teaching and business space in the newly renovated Centre for Health Innovation in Stafford.

JUSTICE, SECURITY AND SUSTAINABILITY

Built on the foundations of the former School of Law, Policing and Forensics is the new Academic School of Justice, Security and Sustainability. Our new academic school also brings in colleagues from our former Schools of Life Sciences and Education, Health and Social Care, and Staffordshire Business School. This evolution presents a unique opportunity for our University to explore the United Nations 17 Sustainable Development Goals using our academic expertise and research.

INSTITUTE FOR EDUCATION

Our education teaching provision, which was previously held within the School of Life Sciences and Education, has now moved into the newly formed Institute for Education. This will bring together staff currently within education, together with the Staffordshire Centre of Learning and Pedagogic Practice (SCoLLP), and our Staffordshire University Woodlands Day Nursery and the new Forest School, which will both be located in our first net carbon zero building.

CENTRE FOR BUSINESS INNOVATION AND ENTERPRISE

The Centre will build on our success in working with industry, supporting new businesses and expanding our commercial offer. Based in the new Catalyst building, the Centre will provide leadership for innovative thinking and interact with the community and region enabling entrepreneurial cultures to develop and be sustainable. Our success, and their success, will be dependent on the creation of innovation networks and strategic alliances and our interdependence with industry will be central to our offer.

STAFFORDSHIRE UNIVERSITY LONDON

Staffordshire University London provides innovative and flexible courses in a state-of-the-art centre designed to mix hands on learning with industry networking spaces. With the emerging technology industries of gaming, computer science and cyber security evolving at a fast pace, our location at Here East puts us right on the doorstep of some of the leading employers in the world.

CONNECTED COMMUNITIES

Staffordshire University recognises that Higher Education Institutions have a responsibility to contribute to their local communities, both by listening to the views and concerns of the public and working collaboratively to solve problems together.

Together, we are working to:

- Play an active, engaged and ever-increasing role in our local communities through a partnership approach. Our Connected Communities Strategy is at the forefront of this agenda.
- Lead participatory research projects into major local issues. For example, Get Talking Hardship – an initiative commissioned by the Hardship Commission of Stoke-on-Trent – generated new insights into hardship and poverty across the city, as well as policy recommendations. Forty-three local community researchers were recruited to help deliver the research, experiencing significant benefits such as being engaged in work. Subsequently, we introduced a new Civic Fellow title to recognise the contributions of staff and local community members in this field.
- Deliver volunteering opportunities and placements, with more than 470 community partnerships and 1,200 students active in volunteering per annum.



In collaboration with our students, staff and local communities, we are working to deliver world-class facilities by engaging with strategic partners across our campuses in Stoke-on-Trent and Staffordshire, the West Midlands and our Staffordshire University London Digital Institute.

Many parts of our Stoke-on-Trent campus are already used by the community, with over 37,000 visits to public lectures, performance arts, exhibitions and community engagement events in 2018-19. Other venues open to the community also include a cinema, gym and other sports facilities.

By continuing to widen community and public access to our broad range of facilities, as well as conducting related activities that promote placemaking and identity, we aim to develop a Staffordshire University masterplan that anchors our institution in place and facilitates the further development of long-term relationships with our surrounding communities.

Working in collaboration with the Department for Education, our University developed a mentoring programme enabling students and graduates to act as mentors to pupils in secondary schools across Staffordshire. With a specific lens on re-engaging disadvantaged young people following the recent disruption to their learning, arising from COVID-19, we helped to guide Y10 and Y11 students to successfully navigate the transition back into full-time school, making the right choices for their future.

Through close contact with the five secondary schools identified, we trained 50 students and graduates to act as mentors, who will be offering a broad range of support, including developing positive habits of work and learning, wellbeing and careers coaching and pastoral support.

INCLUSION

In 2018 we reframed our equality and diversity work to be more focused on inclusion. We collaborated with students and staff on a Strategic Framework for Inclusion that reflects our values as an inclusive organisation and sets out our ambitions for both students and staff inclusion. We focus on inclusion to ensure equality of opportunity for all our people and to demonstrate our commitment to Equality, Diversity and Human Rights.

We are committed to developing an inclusive university environment which actively promotes social and educational inclusion and equality of opportunity for everyone who works, studies or visits here. Specifically, we are taking action to ensure the University:

- Promotes and enables an inclusive student experience, through access and participation in student life;
- Promotes and enables an inclusive staff experience;
- Promotes research practices that are inclusive to all staff generally and specifically supporting the Research Excellence Framework 2021 and beyond;
- Provides a learning and teaching experience that is inclusive for all students and inclusivity is reflected in the academic strategy and its delivery; and
- Ensures inclusion is central to the Connected Communities Strategy, our regional presence and impact.

The year 2020 brought to the fore a heightened awareness of the inequalities that persist within wider society, and particularly race inequality. Most starkly, the COVID-19 pandemic disproportionately affected citizens of the UK, in terms of their opportunities and their life chances.

The political and social landscape also changed, with greater emphasis placed upon tackling deep rooted and previously acknowledged and tolerated inequalities together with a thirst for organisations and individuals to reflect upon their attitudes, their behaviours and how they shape their priorities, energies and actions.

Therefore, our focus has rightly been on race inclusion and rising to the challenge that is now articulated, whilst also addressing inequality across other equality strands.



SOCIAL MOBILITY – EQUALITY OF OPPORTUNITY IN ACTION

Staffordshire University has put social mobility at the heart of its purpose, and we are committed to taking steps to boost opportunity and access to education.

In November 2020 we unveiled a new action plan to increase access to higher education and career opportunities, in partnership with former Secretary of State for Education, Rt Hon Justine Greening. The Opportunity Action Plan, part of the Social Mobility Pledge initiative, set out a series of ambitions that our University will work towards with the aim of ensuring that more people are able to access higher education, and progress in careers, unhindered by their background or lack of connections.

Approximately 40% of Staffordshire University's students come from areas that are amongst the most deprived in the country, with some having experienced challenges such as homelessness and substance misuse. Many students are among the first in their families to go to university. Our role as a university is therefore to provide students with the opportunities

that their counterparts in other areas may take for granted. Work is being undertaken to integrate social mobility within the very fabric of our institution by skilling, enabling and empowering students to pursue their own paths to learning and development so that they have the tools they need to operate autonomously as independent thinkers.

We are working with the Social Mobility Pledge, alongside a number of leading businesses and educational establishments, to speed up the levelling-up in post-pandemic Britain. This has led to the launch of the Purpose Coalition, which aims to promote and deliver the vital environmental, social and governance (ESG)-based change Britain needs.

The Coalition is calling on businesses and universities to commit to levelling up Britain by partnering with local schools, offering apprenticeships and using open and fair recruitment practices. It also calls for purpose-driven leadership and decision-making, and a recognition that employees, consumers and investors now demand positive impact from the organisations with which they engage.

CLOSING THE DIGITAL DIVIDE

Digital poverty is a very real and current problem, one which was brought into sharp relief during the COVID-19 pandemic.

In September 2020, a survey from the Office for Students found that during the first national lockdown 52% of university students said their learning was impacted by slow or unreliable internet connection and 18% were impacted by lack of access to a computer, laptop or tablet.

Staffordshire University students are disproportionately affected by digital poverty. About 47% of our student community come from disadvantaged backgrounds and more than 50% are mature learners. Many students don't have access to study spaces at home, they might be single parents or carers and so the pressures they face are very high. They might also lack access to IT equipment. However, our University was determined that students would not suffer because of this and offered access to hundreds of laptops to ensure that disadvantaged students and their families did not get left behind during national lockdowns. The Digital Services team made the

offer of loan laptops available to all students and as well as children of students who had to study from home when schools shut their doors.

We recognise that digital poverty is not just a hardware issue. Therefore, we have supplied more than 2,300 Adobe licences to students since July 2020, giving them home access to software that has traditionally been accessed on campus. Students were also given the opportunity to enhance their digital skills and employability through certified online training in Microsoft Office, Adobe, and AutoDesk software.



THE STAFFS PEER MENTORING SCHEME

The Staffs Peer Mentoring Scheme began in September 2020 and in this short time has engaged with more than 1,700 students. Mentoring helps students to connect to services, peers, and industry experts and the scheme is made up of two strands: Peer Mentoring and Professional and Alumni Mentoring.

These strands are designed to support students throughout their university experience, gaining knowledge from peers and industry experts. First year students get to choose a peer mentor to help them settle in, and second year students can choose to become a peer mentor for those joining the University. From the second year and upwards students can choose a professional mentor and once students have completed their University journey, they can become a professional mentor a year after leaving.

Peer mentoring is an opportunity for students to get invaluable knowledge and experience from a returning student who has recently been in their shoes. Students can meet at a time that suits them, for around an hour a week, over an eight-week period at the start of the autumn term, and then again in January. To offer the best support mentees can request a mentor with a similar background and experiences to them such as mature students, someone with the same ethnic background, mental health experience, disability experience, international students, care leavers, estranged students and LGBTQ+ students. So far, 83% of mentees on the programme said they had an improved university experience and 89% are now more willing to take on new challenges.

So far, 92% of peer mentors on the programme say they have built interpersonal skills and 92% of peer mentors feel they developed employability skills.

COVID-19 HARDSHIP FUND

The University and the Students' Union worked together to help thousands of students who found themselves in financial difficulty – with almost £1 million being distributed in hardship funds during the 2020/21 academic year.

This directly helped more than 3,400 students. The funding pot was made up of cash from the Government's funding package to address student hardship, distributed via the Office for Students, in addition to other funding from the Students' Union and the University, including £40,000 from our own Horizon Fund.

Student hardship has been put firmly in the spotlight on a national level, and the University's COVID-19 Response Fund issued grants that covered everything from the need to buy food or pay household bills to students who didn't have a desk or a chair at home. This whole range of support aligned with our commitment to improve the regional economy and enhance quality of life in local communities.

REDUNDANCY TASKFORCE

In collaboration with Staffordshire County Council, Staffordshire University offered places on a course that ran during summer 2020, comprising a series of four-hour sessions that took place over the course of 10 weeks.

The complimentary edition of the initiative was aimed specifically at individuals facing redundancy because of the coronavirus crisis. Staffordshire County Council's Redundancy Taskforce collaborated with us to promote the 'Step Up to HE' programme through a range of external stakeholder engagement and social media activities. The organisations also worked together to produce a pre-recorded webinar, providing additional details of the course and how members of the local community stood to benefit.

Staffordshire County Council shared the webinar with more than 300 companies in its database, all of which employed individuals affected by COVID-19. This resource was also distributed to the Staffordshire Chambers of Commerce and a range of Government agencies, helping to bring together the Taskforce's business elements.



EVOLUTION OF LEARNING AND TEACHING

Here at Staffordshire University, we are firm believers in the transformative power of higher education, which is why the student experience lies at the heart of everything we do. All our University's activities – from our digitally enabled curriculum to our commitments as a Civic University, and everything in between – are therefore informed, first and foremost, by our academic approach to teaching and learning.

The development of our new academic strategy continued apace during the 2020/21 academic year, with a core focus on shaping methodologies that will benefit students both during their studies and after they graduate.

Phenomenon-based learning sits at the core of this strategy. By enabling students and staff to work both within their own disciplines and interdepartmentally to address important, real-world issues, we aim to expand upon the traditional subject-focused approach to teaching and learning, encouraging holistic and pragmatic thinking around contemporary topics and concepts.

Our new academic strategy is designed to empower our students to learn through problem-solving. For instance, an interdisciplinary group may be presented with an object and tasked with improving its design.



Learners might be invited to address questions such as the advantages and disadvantages of using a different material in the object's production. Would this increase the cost? Would it make it more difficult to manufacture? Is the manufacturing process sustainable? In turn, students' conclusions will be challenged both by their peers and academics, and they will go on to create 'learning artefacts' that evidence what they have achieved, or which extend their learning to other related purposes.

.....
By adopting a phenomenon-based approach to teaching and learning, we aim to shift the focus of students' efforts from subject-specific content to the central challenge, thus increasing their capacity to deal with volatility, uncertainty, complexity and ambiguity.

It also prepares our students for the lifelong learning which will be a key component of their lives after graduation. In addition to a more exciting student experience, this approach will enable our University to further personalise delivery whilst giving students the skills and confidence necessary to develop their own 'learning game'.

With the changing economic, political and education landscape accelerating in recent years, our Connected and Academic strategies have been subject to a rapid digital transformation. Adequately prepared through a strong digital culture and our identity as the Digital University, our institution has thrived through cloud connectivity, well-established digital development platforms such as SkillSite, Blackboard VLC, and University-wide integration with Microsoft One Drive and other third-party applications.



PUSHING BOUNDARIES AS DIGITAL PIONEERS

At Staffordshire University, we showcase our commitment to transforming learning into a digital arena through a multitude of arenas, such as innovative home-grown AI help desk – Beacon, which has grown significantly since its launch in 2019. In the past 12 months, the bespoke application has seen integration with our main digital communication stream Microsoft Teams, and has been recognised and shortlisted for Breakthrough of the Year in the Digital Education category at Falling Walls Remote 2020.

Beacon provides personalised and responsive information on student timetables, enables contact with personal tutors and provides answers to 400 frequently asked questions covering campus facilities and support services as well as other day-to-day services.

Andrew Proctor, Pro Vice-Chancellor (Digital) at Staffordshire University, explained: "This is just the beginning of Beacon's capability and impact. We firmly believe it is the start of one of the most creative and innovative developments across higher education that will augment the capabilities of staff and students to transform the university experience."

"Beacon was developed to support the experience of all our students, and we can already see the positive impacting that it is making."

MOBILISING VIRTUAL WORLDS

In early 2020, we put a stamp on the digital world with our virtual presence through the likes of Virtual Open Days, Virtual Graduations, and Virtual Celebrating Staff Success. Presenting ourselves in this way has impacted the way we approach and work towards future teaching, learning and staff development.

Striving forward towards a new future, we are beginning to implant our virtual presence in other ways, including a suite of successful events delivered to students, prospective students, and members of the public in 2021. These include hybrid Open Days that offer an accessible virtual experience alongside physical events, live streaming and collaboration events in for the continuation of our Profs in the Pav series, bespoke Policing Virtual events, and inaugural lectures from esteemed colleagues like 'The long march to critical pedagogy: and why the journey matters?' from Professor Stella Jones-Devitt.

A DIGITAL FUTURE



Digital has been part of our institution's DNA for more than half a century. We were the first UK university to launch a computing degree in the 1960s and we have never looked back.

More recently, we became the first UK university to move to the cloud, we were the first to introduce an AI-powered digital assistant for our students in the form of Beacon, and we were first to market with both undergraduate and postgraduate Esports courses.

Inaugurated at the beginning of the 2019/20 academic year, the Staffordshire University London Digital Institute has further strengthened our digitally enabled Estates masterplan.

In line with Staffordshire University's commitment to act as a guardian of its own environment and surrounding areas, sustainability remains a core consideration throughout all our digital activities, from scoping and planning through to implementation and operations.

Thanks to our use of the cloud, we do not host large, energy-intensive data centres, helping us to minimise our impact on our local environment. In line with our vision to become the foremost Digital University, the identification, development and implementation of innovations and technologies that enhance pedagogic delivery and the student experience have long since represented a priority for our institution.

Whilst the global coronavirus pandemic posed many challenges for the sector, Staffordshire University was well placed to expedite the deployment of digital tools to facilitate blended teaching and learning.

We continued to invest and implement the latest virtual platforms – powered by cloud technology – to ensure those studying more technologically demanding subjects such as Esports and Games Design could continue to engage remotely.

In addition to enabling Staffordshire University to maintain an excellent student experience despite all the obstacles posed by a global pandemic, we are confident the progress we have made in the digital arena during the past year has left us well placed to deliver a more flexible, resilient and engaging provision in the longer term – crisis or no crisis.

Moving forwards, we will continue to build upon our existing digital credentials. Our Connected Curriculum academic strategy places digital skills front and centre, and our commitment in this area goes beyond traditional education.



BEACON
Our AI Student Coach

1ST UK UNIVERSITY
to introduce an AI powered digital assistant for students

LARGEST
UK UNIVERSITY
in games courses by student numbers

WINNER
BEST 'NOT FOR PROFIT' PROJECT
Digital Technology Leaders Award 2019

WINNER
BEST EDUCATIONAL INSTITUTION FOR GAMES
Grads In Games Awards 2020

WINNER
OF INNOVATION IN TEACHING AND LEARNING
Education Estates Awards 2020

WINNER
BEST EDUCATIONAL INSTITUTION
TIGA Industry Awards 2020

WINNER
AMAZON WEB SERVICES EDUCATE CHALLENGE
AWS Challenge Cup 2020

13TH GLOBALLY
ROOKIES INTERNATIONAL RANKINGS OF BEST GAMES DESIGN AND DEVELOPMENT
University of College 2020

SOCIAL CHALLENGE INNOVATION PARTNERSHIPS (SCIPS)

In partnership with Staffordshire County Council a series of local council and government prioritised social challenges will be released each year.

Digitally focused entrepreneurs and Staffordshire based digital SMEs will be given the opportunity to pitch to develop prototype solutions to challenges such as:

Raising the aspirations of Staffordshire children and young people.

Reducing isolation for the elderly.

Improving the digital capabilities of Staffordshire citizens.

Enabling and growing social action and community support

Children's emotional and mental wellbeing.



DRIVING DIGITAL THROUGH OUR LATEST CAMPUS TRANSFORMATION PROJECTS

Every transformation project tells a story. At Staffordshire University we're committed to providing all students, colleagues, and visitors with the best possible experiences – whether it's learning on campus, working on campus, or visiting our campus – which is why we're continually investing in our campus transformation projects.

Discover how digital is driving some of our current campus transformation projects such as the Centre for Health Innovation and our Staffordshire University London expansion project.



CENTRE FOR HEALTH INNOVATION

The Centre for Health Innovation is a £5.8m investment at the Centre of Excellence for Healthcare Education, Stafford, which has been brought to fruition through the Stoke-on-Trent and Staffordshire LEP Getting Building Fund.

Scan the QR Code to find out more about the Centre for Health Innovation:



Designed in collaboration with industry experts, commercial and sector partners, service-users, carers, clinicians and students, the Centre for Health Innovation will help support the ongoing transformation of healthcare by equipping the workforce with the digital skills and capability to meet the challenges of the future.

Using advanced virtual reality and augmented reality technology, the Centre for Health Innovation will facilitate opportunities to explore and develop new patient safety techniques through cutting-edge digital simulation and immersion suites. It will also use the latest clinical techniques and methods to train the next generation of skilled nurses, midwives, and allied health professionals.

On the immersive technology side, the centre will have rooms that act as 'blank, grey canvases' fitted with ceiling-mounted technology that turns them into different settings and real-life scenarios, such as a patient's home, operating theatres or public places.

Simulation activities provide opportunities to explore, challenge, gain feedback and look at different ways of achieving solutions within safe environments. The audio-visual technology used will also enable such sessions to be broadcast live enabling students to learn from their own homes, other areas on campus, or from another location or country entirely via mobile phone or desktop.

Alongside providing innovative teaching and learning using a range of digital technologies, the facility will also provide a platform for our University to work closer with local businesses, start-ups, and SMEs. Business will have the opportunity to bring to market innovative digital solutions which will contribute to the healthcare environment and ultimately to the safety of patients and service users. Providing a 'test bed' for new innovations in healthcare, businesses will be able to bring a product, system, or process into what feels like a real-world environment and test it safely.



The Centre for Health Innovation is currently under construction and is expected to be completed in late 2021.



EXPANDING OUR STAFFORDSHIRE UNIVERSITY LONDON CAMPUS

A new digital innovation centre will equip our graduates with specific skills to feed the world's fastest growing industries.

In early 2021 the University announced plans for the £3.5 million expansion of our award-winning London campus at Here East adjacent to the Queen Elizabeth Olympic Park in East London. Since we opened our London campus in September 2019, we have been working hard to build upon our initial successes and have been working to achieve an ambitious set of plans for our next stage developments. A core component of our plan is to increase the opportunities for our current and future students by providing access to next level resources and learning spaces.

Our number one priority is to create an exciting and vibrant campus where students and staff come together to 'Create the Uncreated' which is why this development is focusing on providing an atmosphere of collaboration and interactivity for all who study, work and visit.

Mapped against accelerating industry growth, the high-tech expansion will also pave the way for exciting new courses in Artificial Intelligence, Data Science and Informatics and Financial Technologies in 2022. The campus is also planning further additions to its course portfolio in the areas of entertainment technologies, virtual production and cybercrime and digital investigation as well as next generation games courses.

The expansion will see three new spaces created, doubling the size of the University's specialist digital facilities. The development will create a campus which aims to blend the digital and natural world to provide students with an unrivalled learning experience.

Longer term, Staffordshire University London aims to grow its research and enterprise activities in partnership with industry stakeholders and create exciting new opportunities for students to work on real life projects that have commercial outputs.

"Since joining Here East, Staffordshire University London has been a highly valued member of our community, contributing significantly to our campus and becoming actively involved in the programmes we run. We are really excited about the new courses that will be offered to students on campus and are looking forward to our continued work on bridging the gap between education and industry."

Gavin Poole,
CEO of Here East

INTRODUCING OUR NEW SPACES



THE PRODUCTION WAREHOUSE:

Our current space, built around our 'Create the Uncreated' theme, is being enhanced with a new set of digital and technical resources that will allow enhanced learning opportunities for students.

The largest investment includes a new Virtual Production suite incorporating AR and VR tracking equipment as well as Motion Capture and a virtual broadcast platform.

Alongside this development will be a fully integrated post-production suite so that students studying Concept Art for Games and Film, Computer Games Design and Esports will be able to harness industry-leading technology to enrich their learning.

THE DATA JUNCTION:

Designed to accelerate our commitment to digitally focused academic areas. Housing our Computer Science and Cyber Security programs, alongside our new suite of courses in Artificial Intelligence, Data Science & Informatics, and Financial Technologies, this mega-laboratory is truly 'plugged in'.

In addition to advanced wireless casting and presenting facilities, new teaching and learning technology will allow



for synchronous delivery of different classes and activities and encourage working across subject areas so that students benefit from peer-to-peer working as reflected in industry.

There will also be a dedicated cyber and networking laboratory as well as additional meeting spaces and a self-serve coffee bar.

THE DIGITAL LOFT:

This new unit is the same in size and scope as our existing campus and is being created with a hybrid digital and natural world aesthetic. 'Reload' is the showpiece retro-gaming café.

New teaching and collaboration zones for all subject areas, a dedicated presentation space, a downtime and reflection quiet area known as 'Recharge' and a dedicated faith room round off the facilities. This area of campus will also house the academic staff and student support teams as well as several bookable meeting spaces for all.

Fully integrated virtual conferencing is embedded throughout and there will be private pods for all to use for their work or online meetings.

THE CATALYST: OUR FLAGSHIP FACILITY

The 2020/2021 academic year has seen The Catalyst, our £40m flagship development, rising from behind the hoardings of our Leek Road Site in Stoke-on-Trent. A blueprint for our upcoming 2030 Campus Masterplan, this development will be launching to our University community in early 2022, enriching the Staffordshire University experience through a variety of unique spaces driven by the use of innovative digital technologies.

The Catalyst's key mission is to deliver an exceptional visitor experience. The technological innovations used throughout The Catalyst building will act as our framework for digital capability – and these will eventually be rolled out across our whole campus. **But there is much more to The Catalyst than the technology behind it.**

The Catalyst will be home to a host of unique, flexible spaces designed to take teaching and learning to the next level – delivering exceptional facilities for students, staff and visitors.

Reflecting the institution's Connected University ethos with a welcoming digital reception, the Ground Floor offers a series of vibrant and social spaces. It counts

informal areas, special function, and event spaces and, three new catering provisions, with different characteristics among its features.

The mezzanine level primarily serves employer-apprentice engagement and features divisible Collaboratory spaces along with meeting rooms and open-plan meeting spaces.

The second floor features a collision of flexible areas designed to foster collaboration and creativity. Teaching areas vary from the more recognisable divisible seminar rooms to modern open-plan flexible spaces on either side of the atrium. Known as the Learning Market, Learning Lounge and Learning Lab these flexible spaces feature a variety of spaces ranging from webinar pods to informal break-out areas. It also features a new multi-faith room.

The third floor is where The Staffordshire Centre of Learning and Pedagogic Practice is located which incorporates the Creativity Zone, the Stimulating Learning Zone, and the Data and Visualisation Zone. This level also plays host to modern open plan office spaces, with clusters of hot desks interspersed with break-out, meeting and quiet working spaces for staff.



SOCIAL VALUE

The main contractor for the construction of The Catalyst, VINCI, has proudly supported the University with the delivery of social value commitments.

These commitments have had a positive impact on our students, staff, and the wider local area, cementing our role as a civic university.

Over the course of the construction of The Catalyst, has helped invest in the wider Stoke-on-Trent area by providing:

.....
20 apprenticeship opportunities through VINCI and our supply chain
.....

.....
4 two-week periods of work experience
.....

.....
Practical lectures, careers talks and educational support to the University
.....

.....
Monthly site tours (COVID-19 permitting)
.....

.....
25% of workforce within 10 miles of site
.....

.....
50% of workforce within 30 miles of site
.....

.....
25% of project spend within 10 miles of site
.....

.....
50% of project spend within 30 miles of site
.....

.....
Engagement with VCSEs
.....

.....
4 mental health awareness training sessions open to University staff and students and VINCI's workforce
.....

.....
10 hours per employee time to support community projects
.....

MAKING AN IMPACT ON THE COMMUNITY

The facility's outreach has already touched the wider region during its two-year construction.

Creating jobs and opportunities for local people, suppliers and businesses is at the heart of the project. For example, a quarter of project spend, and labour has been sourced from suppliers within ten miles of the University's Leek Road site. Locally sourced works include The Catalyst's iconic precast Staffordshire Blue bricks which were made in Newcastle-under-Lyme by North Staffordshire concrete supplier, Thorp Precast and external glazing and louvres and the internal lobby screen have been completed by the Stoke-on-Trent based Quality Glass.

The Catalyst has also played a role in combatting the UK's growing construction skills shortage which requires 160,000 new recruits within the sector to keep up with demand by 2023. Month-long work placements have enabled local students and graduates from non-construction backgrounds to immerse themselves in all aspects of the industry from the commercial side of construction through to on-site engineering.



RESEARCH DRIVING INNOVATION

Research excellence is a central part of Staffordshire University's strategic plan, and we aspire to be one of the leading UK modern universities for research excellence.

Our connections and collaborations bring value to the local community and impact on lives across the world. Staff, students and postgraduate researchers are key to current success and future ambitions. Their important work and studies are supported through a thriving research community and professional development, providing funding opportunities and project delivery support.



Our research strategy continues to evolve, and, in June 2021, we launched four new research centres as part of Research and Enterprise Excellence Week. The week showcased pioneering research and enterprise across a variety of fields and invited students, staff and the public to learn about the University's latest projects. This included new initiatives to tackle climate change, innovations in AI and smart technologies, developing learning and teaching to improve social mobility, plus engaging communities through creativity.

The centres that publicly launched as part of the week were:

Centre for Renewable and Sustainable Engineering -

addressing real-world engineering challenges, using emerging technologies to improve people's lives and the environment they live in, improving life satisfaction, productivity, and sustainability. With experts from across engineering and design, the centre specialises in Renewable and Low Carbon Energy, Sustainable Manufacturing and Sustainable Transport.

S-CoLPP: Staffordshire Centre of Learning and Pedagogic Practice -

committed to developing evidence-informed pedagogic practice which connects learning and teaching to enhanced social mobility. Research themes include: examining pedagogical possibilities and evaluating the emancipatory nature of learning; developing evidence-informed evaluation methodologies for capturing the socio-cultural impact of effective learning approaches; translating evidence-informed learning into thought-leading participatory practice and collaborative enquiry.

Smart Systems, AI and Cybersecurity Research Centre (SSAICS) -

promotes research excellence in important emerging technologies and supports business partners and other stakeholders in implementing cutting edge solutions to solve real world problems. Smart Systems, AI and Cybersecurity are interconnected areas and provide a holistic approach to build next generation technologies.

C3 Centre for Creative Industries and Creative Communities -

structure for all staff working with the University's creative partners through the medium of arts and culture. The Centre provides a structural framework for activities that reflect the search for new conceptual and critical insights into practices used by individual artists, collectives and creative thinkers who are passionate about engaging, interacting and co-creating with their surrounding communities. It focusses on the areas of Ceramics, Creative Industry and Creative Communities that make the region so impactful through its creative engagements.

RESEARCH EXCELLENCE FRAMEWORK

The Research Excellence Framework (REF) is the system for assessing the quality of research in higher education institutions in the United Kingdom.

The University's submission for REF2021 was completed in May 2021. The headlines, compared to our previous REF submission, in 2014, showed the University had:

- a **26% increase** in staff numbers submitted.
- an **80% increase** in PhD completions.

When considering research outputs, which are a key part of REF, we saw:

- a **74% increase** in the proportion of our outputs which are internationally co-authored
- a **29% increase** in outputs published in the top 25% of journals.

In total, 109 members of staff and 15 impact case studies were included in our REF2021 submission, across seven academic disciplines, or units of assessments (UOAs). These were:

- UOA3 Allied Health Professions, Dentistry, Nursing and Pharmacy
- UOA12 Engineering
- UOA15 Archaeology
- UOA17 Business and Management Studies
- UOA20 Social Work and Social Policy
- UOA32 Art and Design: History, Practice and Theory
- UOA34 Communication, Cultural and Media Studies, Library and Information Management.

We will hear the outcome of the exercise in May 2022 and staff are already building on the foundations which our work on REF has created.



WELCOME TO THE INNOVATION ENTERPRISE ZONE

In November 2020, Staffordshire University launched its Innovation Enterprise Zone (IEZ) which aims to kickstart business growth and productivity in the region.

The IEZ is one of just 20 University Enterprise Zones launched with a £20 million investment by Research England. Our bid was backed by employers in the region in addition to Staffordshire Chambers of Commerce and Stoke-on-Trent and Staffordshire Local Enterprise Partnership.

The £6m investment in innovation facilities has funded new incubation space and a hatchery for start-up companies in the Mellor Building on our Stoke-on-Trent campus. It has also paid for innovation labs, which are equipped with advanced materials and advanced manufacturing technology, for use by companies wanting to design, prototype and test new products. The latest addition has been a new £720,000 Creative Lab, a digitally enabled creative workspace designed to stimulate collaboration and spark new ideas for products and start-up businesses.

Long before the pandemic hit, our University reaffirmed its commitment to the city, county and region, pledging to play a leading role in improving the regional economy and enhancing quality of life in local communities.

Our message to employers and entrepreneurs is a simple one – we are here to help you through this.

We have many ways of helping SMEs thrive beyond the pandemic and we actively encourage businesses in need of support to reach out to see how we can assist them.

The IEZ is also an umbrella for a growing number of funded schemes which includes Staffordshire Digital Innovation Partnerships (SDIPs), Staffordshire Advanced Manufacturing Prototyping and Innovation Demonstrator (SAMPID), Staffordshire Connected and Intelligent Mobility Innovation Accelerator (SCIMIA).

In addition, a new Enterprise Academy offers a range of flexible CPD courses available to employers and employees and tailored to fit their needs. Courses range from artificial intelligence and data science to leadership and management, and manufacturing and materials science.

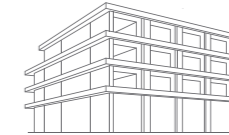
“We see this as part of our civic responsibility. We have an important part to play in creating high-value jobs that our graduates can succeed in, to drive innovation and growth in specialist areas and provide SMEs with a vital stepping-stone to succeed. The IEZ is our ecosystem in that it is bringing together the businesses, the technology, research and academic expertise in an environment that allows ideas to flourish and innovation to grow.”

Professor Martin Jones,
Vice-Chancellor and Chief Executive Designate



INVESTMENT IN NUMBERS

£6M INVESTED IN INNOVATION FACILITIES AVAILABLE TO BUSINESSES



£40M INVESTED IN SKILLS DEVELOPMENT FACILITIES

DEDICATED INCUBATOR UNITS **5** DEDICATED SME AND START-UP SUPPORT PROGRAMMES

3 DEDICATED PROTOTYPING AND INNOVATION LABS FOR EMPLOYERS

THE HATCHERY **£11M** FUNDED SUPPORT AVAILABLE TO SMES

SOME OF OUR PARTNERS:





STAFFORDSHIRE ADVANCED MANUFACTURING PROTOTYPING AND INNOVATION DEMONSTRATOR (SAMPID)

A Staffordshire University student is working with a local company to drive forward their business.

Shruti Chakraborty, studying MSc Robotics and Smart Technologies, joined forces with Promtek Ltd for a three-month internship through Staffordshire University's prototyping and product development programme, SAMPID. Funded by Staffordshire University and the European Regional Development Fund 2014-2020, the SAMPID programme helps businesses develop new to market products or components using cutting-edge equipment.

Promtek Ltd, based locally in Stoke-on-Trent, signed up to explore whether robotic automation could help improve ingredient handling processes for clients in the

manufacturing industry. Promtek Ltd work for companies that manufacture products like biscuits, animal feed, fire extinguisher powders, and oil blending. Currently, operators in manufacturing industries often weigh out small amounts of ingredients by hand which is prone to human error and can include toxic or corrosive materials which could be harmful to their health. To improve accuracy and assist operators, Shruti has been using Staffordshire University state-of-art facilities to investigate whether a robotic arm can be programmed to weigh out ingredients instead.

SAMPID offers bespoke, fully funded support for SMEs across the region to innovate their business by providing access to student talent, a dedicated academic expert and cutting-edge equipment.

"Intelligent mobility is an exciting market where our research, expertise and student base can add significant value to Staffordshire SMEs when developing new innovative products or services through knowledge exchange. We will use our expertise in artificial intelligence, internet of things, big data, cloud computing, manufacturing, engineering, electronics and creative design to boost innovation in this area."

Marek Hornak,
Associate Dean for Employer Partnerships and Enterprise



STAFFORDSHIRE DIGITAL INNOVATION PARTNERSHIPS (SDIPS)

Software developers Fennec Labs are taking immersive technology to another level with help from our University.

The Stafford-based business, founded by Staffordshire University graduate Ben Woodward, specialises in creating virtual and augmented reality experiences for various industries including games, marketing and even medical training. Now, the business is transforming the way it works with clients across the globe thanks to the Staffordshire Digital Innovation Partnership (SDIPs) programme.

The scheme, run in partnership by Staffordshire University and Staffordshire County Council, provides six-months of fully funded support for local businesses to research and develop new digital products, processes and services. Through access to a full-time project intern Anthony Tweedie, specialist academic support and resources, Fennec Labs has developed an innovative new tool to help them design virtual experiences for clients remotely.

Together they have developed mapping tool 'Cartographer' which enables clients to scan a location and send back the data to Fennec Labs in real time from anywhere in the world. This allows the team to build a custom virtual environment to match the physical one – without having to travel there.

Anthony, began studying at Staffordshire University after he was made redundant and graduated with a first-class honours degree in BSc (Hons) Computer Games Design and Programming in 2019. Since completing his internship at Fennec Labs, he has been employed full-time as a Product Developer.

STAFFORDSHIRE CONNECTED AND INTELLIGENT MOBILITY INNOVATION ACCELERATOR (SCIMIA)

Staffordshire Connected and Intelligent Mobility Innovation Accelerator (SCIMIA) is a project available to help Staffordshire businesses to develop smarter, greener ways of transportation.

IDU Group are among the first companies to be accepted onto the project which has secured £986,000 from Stoke-on-Trent and Staffordshire Local Enterprise Partnership and is part funded by the European Regional Development Fund 2014-2020.

The company is on a mission to unlock the potential of drone delivery. Founder Kevin Duckers, who previously served with the Staffordshire Regiment and has extensive experience of logistics working for military organisations, said it was envisaged that by 2040, a third of all deliveries will be by drone. The project will look at the bridging mechanism by which goods are connected with the consumer in a safe and secure way. Each SME partnership receives up to 12 months of tailored support which includes a student or graduate to support the development of a new product or service plus access to a dedicated academic, the University's specialist facilities and technical support.

Silverdale based Green4logistics will also be partnering with our University on the scheme. The specialist removals company, founded by Staffordshire University Internet Commerce and Business graduate Darren Thomas, plans to offer a new bulky items removal and recycling service to households and businesses. Conscious of its carbon footprint, the company will also be recycling the items wherever possible which will involve establishing a new network of recycling centres and charities.



FOOTBALL PARTNERSHIPS LEADING THE WAY

Staffordshire University has partnered with local football clubs for several years and these relationships continue to go from strength-to-strength.

As well as projecting our University brand out to local, national and international audiences through the vast platforms of the clubs, the partnerships help our University build long-term, trust-based relationships with civil society by creating transformational programmes and projects to foster those connections.

Joining forces to deliver programmes to various age ranges and social demographics we can make a positive impact on the lives of the people in our city and region - helping address societal issues such as inequality and poverty and encouraging local people to realise their true potential.

With mirrored values, and commitments to the local area, the partnerships also provided a wide range of opportunities for students, supporters and the wider community through employability and social projects.

Corporate Partnerships help:

- Build credibility, profile and grow brand awareness, leveraging each other's brand through association.
- Enable exposure to wider and more targeted audiences helping us to tap into new markets, so boosting student recruitment.
- Raise aspirations and support access to hard-to-reach groups by targeting deprived areas within local catchment areas.
- Support collaborative projects which will enhance and develop community and business engagement and educational programmes with schools and colleges.
- Provide opportunities for Staffordshire University students and graduates to undertake placements, shadowing and work experience as part of their course.

STOKE CITY

In the 2020/21 academic year, the University celebrated the 10th anniversary since we first became a stand sponsor at Stoke City's bet365 Stadium by entering into a new three-year platinum partnership as the Club's Education and Lifelong Learning Partner.

The new agreement will see our name continue to adorn the Boothend stand, whilst also becoming the official sponsor of the Club's Community Trust, providing the opportunity for us to align closely with various Community Trust projects.

The Club's Community Trust works to inspire young people in the community – from sport participation to supporting mental health and wellbeing – and so becoming the official sponsor was a natural fit for our civic-focussed University.

The extended partnership will see the Club continue to deliver a series of practice-based masterclasses and workshops for students in areas including football coaching and business practice.

"The University place great emphasis on supporting the local community and our continued partnership will enable both organisations to engage yet further with people across the city of Stoke-on-Trent and Staffordshire."

Tony Scholes,
Stoke City Chief Executive

COACHING THE COMMUNITY

In April 2021, the University launched a unique course for students who have set their sights on a career in football coaching.

The FdSc Coaching in the Community (Football) is a two-year course with work experience opportunities delivered in partnership with Stoke City's Community Trust.

Designed for students with ambitions to develop their knowledge, skills and experience of community coaching, the course aims to prepare them for work as a coach at a football club or in the wider industry, both in the UK and internationally.

PORT VALE

The University's relationship with Port Vale FC continues to thrive and reap benefits. The ongoing support of the Valliant's led to the launch of a new Fan Zone at Vale Park where supporters can meet and socialise before a game.

Located next to the club store, the Staffordshire University Fan Zone will continually offer a range of entertainment and refreshments for home and away supporters of all ages. We also offer a series of interactive and engaging activities throughout the season which showcase different subject areas at our University.

Partnership projects have included workshops for schools to raise literary standards and aspirations, and a mentoring programme to support the successful transition of disengaged school children back into education following the COVID-19 pandemic. In support of our employability framework, Port Vale offers a career pathway to graduates of our University, as well as offering work experience and seasonal job opportunities.

"I work with Vice-Chancellor Professor Liz Barnes on the Opportunity Area Board, where we work on social mobility and I hope we can convince Vale fans, the young of this area, that Higher Education is possible and is for them."

Carol Shanahan OBE, Port Vale Chair and Honorary Doctor of Staffordshire University

BURTON ALBION FC

The University's partnership with Burton Albion FC will benefit students at our University.

Masterclasses delivered by Burton Albion FC and Burton Albion Community Trust (BACT) will draw on expertise across the club and BACT in areas such as coaching, sports development, health, and events. A series of practice-based workshops will be delivered to students to enhance their experience of their subject in practice and give them a broader understanding of the diverse range of career opportunities in football. A minimum of four workshops will take place across the academic year.



SUSTAINABILITY – THE FUTURE IS GREEN

Environmental sustainability matters. It is one aspect of the broader agenda of sustainable development, as defined within the United Nations Sustainable Development Goals (SDGs).

We have a responsibility as a civic anchor institution and guardian of our own and the wider physical environment. For everyone, whether as members of the University community, or of wider society, understanding the consequences of our actions is key, as are our responses to those issues.

Our commitment is about doing what is right for our organisation to make a substantial difference. We have introduced several events, activities, and campaigns over the last year to help connect our stakeholders and members of the public with the important projects and issues that our staff and students are tackling every day, as part of their roles at the University, and in their spare time as champions in the field.

WORKING TOGETHER FOR A BETTER FUTURE

Our institution recognises the increasingly urgent need to focus on ensuring the future we build is a sustainable one. We have a duty to help all students and staff become more sustainable members of society and to understand the consequences of the choices they make in their everyday lives.

Our academics already carry out research which supports the UN Sustainable Development Goals, and we have active research groups looking at impacts of microplastics and green walls on our environments. Alongside embedding sustainability into our academic programmes, we also work hard to ensure we develop the University's own campuses in a sustainable manner and to improve the efficiency of our operations.

Projects have been undertaken to create more green space to inspire future projects with our students and the wider community. Increased planting, wildflower meadows and hedgerows have begun to encourage more wildlife onto campus, and the University is well on its way to achieve Hedgehog Friendly status.

Our restoration project on the River Trent has seen a re-naturalisation of a 450-metre stretch has been transformed to meander through campus and provide a natural habitat for river-dwelling wildlife. Staffordshire Wildlife Trust led on the construction of a new channel within the stretch, which included two river islands, shallow pools and areas of marginal wetland.

These are all great examples of how we as an institution are making an impact, showing our commitment to building a more sustainable University and reducing our environmental impact, in line with our strategic goals:

- Achieve carbon neutrality by 2030 (Scopes 1 and 2).
- Achieve major change in environmental sustainability through research, innovation and enterprise and student and civic engagement.

TRANSFORMING INTO A SUSTAINABLE CAMPUS

Striving for a sustainable institution continues into 21/22 with the transformation of the University campus, seeing two new buildings become operational in 2021 - The Catalyst Building, which will incorporate several energy efficient technologies to reduce the environmental impacts of the building whilst in use, including solar Photovoltaic Cells, LED lighting, and smart building technology.

And the new Woodlands Day Nursery and Forest School, which has been designed to be highly efficient in terms of heating, cooling and ventilation, and will significantly increase energy efficiency and reduce greenhouse gas emissions. The in-use energy demand is expected to be reduced by an extremely efficient fabric and it is intended that remaining demands are offset using renewables (photovoltaics).

Together, with the use of low embodied carbon materials, particularly the timber superstructure, the building actively educates and promotes the measures required to ensure resilience to the impact of climate change. It is on target to be zero-carbon over its lifetime, and will see our nursery provision more than doubled.

Our Estate and Commercial Services Team have also been working with Hemingway Designs, in the development of our StreatFood concept, which will focus on the sustainability of food, food production, and a work towards a commitment to reduce single use plastic on campus.

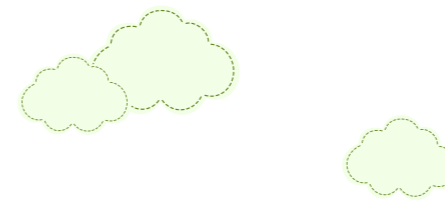


SPOTLIGHT



Dr Eleanor Atkins, Lecturer in Biological and Biomedical Sciences, was shortlisted in the prestigious Sustainability Champion category at the Green Gown Awards UK and Ireland 2021, for her work in organising events such as the Great Green Gathering, and her advisory role on biodiversity sustainability activities within the University and beyond, working with local authorities and wildlife trusts. Projects Elle has worked on with her students

include producing biodiversity net gain recommendations for several construction projects, including the new Catalyst building and Woodlands Day Nursery and Forest School, and producing project proposals which are making a tangible difference to our campus environment and will make sure we are on course to achieve our goal of achieving net zero by 2030.



A new documentary series, made by Staffordshire University students while completing a Master's degree in Film Documentary, took a deep dive into the global plastic pollution crisis. Plastic Pandemic, a six-part online series explored the increasing threat to the planet, people, and animals.

Launching our Staffordshire Centre for Renewable and Sustainable Engineering in September 2021, which aims to globally facilitate a platform for collaborative research in emerging technologies in this field. This research addresses aspects of renewable and sustainable engineering that are key to enhancing peoples' lives, economic growth and improving our global environment.

The Great Green Sustainability Project 2021, which saw Staffordshire Business School (SBS) and Asia Pacific University (APU), Kuala Lumpur, Malaysia, working together on a collaborative project to address the challenge of creating a happy, healthy and sustainable campus. Four working groups tackled the challenges of the past 12 months, focussing on how they can make our campus more sustainable in terms of the health and well-being of students and staff.

Events such as the Great Green Gathering, Staffs Does Spring Watch, and the Hedgehog Friendly Litter Pick Challenge taking place within the community. Supported by staff and students, these events help raise awareness of our commitment to the local and wider environment, and engagement with these important issues by our communities.

The University's Sustain Staffs campaign, which made £50,000 available for projects which will help to make its campuses more environmentally friendly, such as the Wild Staffs project – creating increased biodiversity by replacing flat turf with wildflowers, introducing wildlife gardens and more varied planting on campus to support wildlife from bugs through to small mammals and birds. In addition, the 15 Minute Campus project - supported by students, Stoke-on-Trent City Council, and a community group – encourages more cycling and walking while increasing engagement with local services and facilities. By creating a digital guide to what is available on foot/ bike within 15 minutes of the University's campus it has encouraged people to look 'locally' first.

The introduction of Electric Vehicle (EV) Charging to our Stoke-on-Trent and Stafford sites, with more than 30 points ensuring that our campuses are well-equipped to meet the increasing (and future) demand for EV Charging provisions among our staff and students.

We have entered into a new contract with a national waste management company – Biffa, to help us meet our targets for waste management, including remaining a zero landfill organisation (for scheduled waste produced on academic and residential sites), reducing our annual waste produced to 50kg per staff and student, and to ensure we work towards an onsite recycling rate of 50% by increasing recycling points on site.



STAFFORDSHIRE UNIVERSITIES ACADEMIES TRUST

The academies programme represents one of the most significant reforms to the English education system in recent decades. Academies were introduced in 2002, designed initially to raise education standards in areas of relatively low performance. Over two-thirds of all academies are operating within a multi-academy trust (MAT). The vast majority of these MATs have only a handful of schools, with only a small minority operating with 15 or more academies within its trust.

Staffordshire University is the sponsor of a large multi-academy trust of 20 schools, which has around 700 staff with a combined annual turnover of £22 million. It's been a swift growth for what is now one of the largest academy trusts in the country, after it started out in 2011 with just one school.

MATs are important to our University. They represent the wellbeing of our future generations: the 'Connected University' in practice, pipelining and promoting higher education within schools and communicating the benefits of joining Staffordshire University as a student. Staffordshire University Academies Trust (SUAT) continues to grow and develop its structures and processes. All of SUAT's schools are located in Staffordshire – with 19 being primary/first schools and one high school.

SUAT is in the top **5%** of MATs nationally in terms of size, as measured by the number of schools.

With **3,771** pupils educated in SUAT and more than **750 staff** employed across the schools, the

MAT itself employs **8 staff** directly and a team of school improvement consultants too.

Staffordshire University Academies Trust has four core objectives:

- S**upport our academies, staff and pupils in their journey to sustained outstanding performance through partnership, support and collaboration.
- U**nderstand our communities in order to maximise our potential to raise aspirations and outcomes for our staff and pupils.
- A**spire to a sustainable future for our academies so that outstanding achievement and progress can be secured for generations of pupils.
- T**rain and support all staff so that they can be inspirational leaders and outstanding practitioners, within a planned framework of support for their wellbeing.

Each school has its own headteacher or executive headteacher plus a governing body, but can call on the resources and expertise of the trust and its executive officers.

The trust provides substantial ongoing staff training and is able to buy training and resources in bulk or at a discount, freeing up individual school budgets. It also aims to save time for headteachers by helping to tackle complex issues such as dealing with complaints.

Legally the trust and Staffordshire University are completely different entities, but they are strongly linked, including the University's Vice-Chancellor and Deputy Vice-Chancellor both serving as trustees.

The strong link between our University and SUAT enables schools to tap into resources that they haven't got. That could be knowledge or links between schools and some of the schools at the University. It also introduces youngsters at a young age to higher education, making them familiar paths that would continue their education journey which, in turn, promotes opportunity and helps break down barriers relating to social mobility.

There is also an incredibly strong link with the sports and exercise courses, with Staffordshire University students coaching teams in some of SUAT's schools.

Our University is very committed to the multi-academy trust. With some of the schools working to raise the aspirations of pupils, being linked to our university is aspirational. A large number of pupils will come from families who don't have a lot of experience of a university setting this collaborative working will open new doors of opportunity to young people.

SCHOOLS IN SUAT

St Edward's C.E. Academy, Cheddleton

Perton Primary Academy, Perton

Moorgate Primary School, Tamworth

John Wheeldon Primary Academy, Stafford

Staffordshire University Academy, Cannock

Littleton Green Community School, Cannock

Tynsel Parkes C.E. Primary Academy, Uttoxeter

Boney Hay Primary Academy, Burntwood

St Peter's C.E. Academy, Alton

All Saints C.E. Academy, Denstone

St Augustine's C.E. Academy, Ashbourne

Charnwood Primary Academy, Lichfield

St Luke's C.E. Academy, Endon

Horton St Michael's First School & Nursery, Rudyard

Dove C.E. Academy, Rocester

Church Eaton Primary School, Stafford

All Saints C.E. Primary School, Stafford

St Paul's C.E. (VC) First School, Coven

St Leonard's CofE First School, Stafford

Little Aston Primary Academy, Sutton Coldfield

Tragically, Keith Hollins, CEO of Staffordshire University Academies Trust, passed away on September 23, 2021, after a short period of illness.

Keith, who was also an Honorary Doctor of Staffordshire University, was a trailblazer for school collaboration, and instrumental to the growing success of SUAT. He will be very much missed by all who knew him.



"Becoming part of the SUAT family has been the most positive thing that has happened to All Saints in a long time. Not only has it improved provision for children in our school, but the support provided to our staff has been immeasurable. I started my first headship in September. This is something I would not have felt confident doing if it wasn't for the backing of SUAT. "Knowing that you have a whole extra level of support to turn to has made the journey into headship a smooth, supportive and enjoyable one. I couldn't be prouder to be part of the SUAT team."

Zoe Scott,
Headteacher of All Saints Church of England (A) Primary School in Bednall, Staffordshire



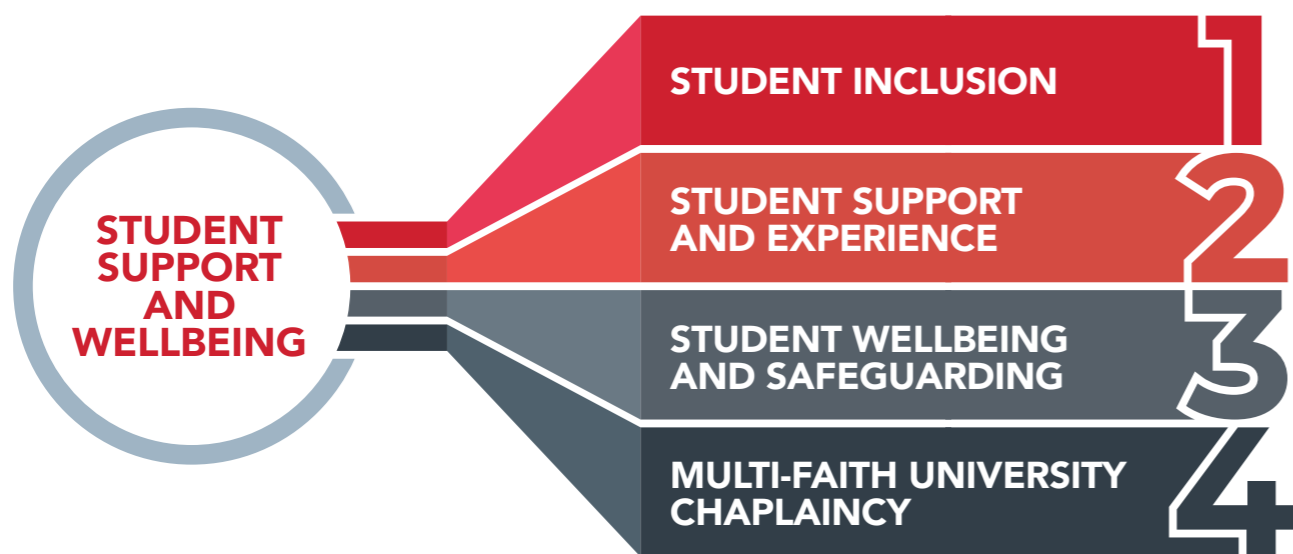
SPOTLIGHT ON THE STUDENT EXPERIENCE



In the 2020/2021 academic year our Library and Student Services team went through an operational transformation to benefit of our studying and prospective student base, and the delivery of our Connected Strategy. The newly formed Student Support and Wellbeing team now comprises of four teams dedicated to the support and wellbeing within all aspects of student life.

Since April 2021 the team, led by Dr. Paula Dalziel, have collaborated to maximise the overall student experience and support services through the entire higher education lifecycle, as well as both pre and post cycle. Not only has this seen a positive effect on recruitment and reputation, it contributes to our ethical responsibility to ensure that all members of the Staffordshire University community receive fair, skilled and diverse support through their journey with the institution.

The challenges of recent years have required the support services of the University to become available via digital means, and the 'survive-and-thrive' mindsets and improved technical culture has facilitated a successful migration of service into the digital ecosystem. Through Microsoft Teams and the Blackbullion online resource platform, the team have delivered multiple workshops, group work, 1-2-1 sessions, and activities and campaigns throughout the year.



Dr. Paula Dalziel
Student Support and Wellbeing

"One of our headlines successes in 2020 has been the introduction of the 'one at a time' session for all student mental health and wellbeing concerns. It has been developed and implemented for the focus of the 20/21 academic year, and this method is based on independent research highlighting that 78% of all people accessing counselling find that one session is sufficient for moving them forward. This approach allows students to address their most pressing concern, while being seen in a timely fashion, and as necessary. The data from this academic year has proven that students have been seen more quickly."



Tim Hamlett
Student Wellbeing and Safeguarding

"The Student Wellbeing and Safeguarding Team have indeed been through a significant reorganisation over the past twelve months, moving from a more traditional model of separate counselling and mental health advisor services to an integrated multidisciplinary team. We now have a team of wellbeing practitioners, counsellors, a mental health social worker and a mental health nurse working together to support students with a variety of needs to achieve optimum mental health and wellbeing and to ensure that every student is able to make the most of their time with us at Staffordshire University."



Mick Williams
Multi-Faith University Chaplaincy

"Chaplaincy is a service that relies heavily on visibility, availability and personal contact and yet conversely at times has to offer both private and confidential pastoral care. The challenges of the past year have elevated the importance of our service, and we have continued to deliver on our events calendar through online delivery, such as Remembrance and Christmas Carol services. The reaction to our events has been astonishing, and the ease of accessibility through technology has resulted in thousands of engagements from students and staff through channels such as YouTube and Facebook. Our newly adopted 1:1 Teams support, and communications drive has helped us to widen our support offering to include Staffordshire University London."



Portia Bentley
Student Inclusion Team

"The Student Inclusion Team are committed to supporting specific groups of students, this includes Students who have disabilities or additional needs, Care experienced and Estranged Students, Mature Students LGBTQ+ Students, Student Parents and Students from underrepresented groups. In the past year, our team has represented the University as part of Stoke-on-Trent Pride, and delivered an overnight transition event for ASD students as an introduction to support available across all teams and a chance to meet fellow new students. 2020 has also seen our team streamline the diagnostic assessment process so that students are able to access diagnostic assessment more quickly, therefore improving the times for accessing support."

CELEBRATING STUDENT SUCCESS

From formula racing to forensics, the continued achievements of students from across our University community make us extremely **#ProudToBeStaffs**. Their creativity and ambition have been recognised both nationally and internationally with many of our talented students receiving awards for their work.



STAFFS TEAM RACE TO VICTORY AT SILVERSTONE



Staffordshire University students brought home the silverware from an international competition at Silverstone this summer after an odds-defying comeback. Formula Student sees over 100 university teams design, build and run single seater cars each year with events designed to test their vehicle and their engineering.

The team were determined to enter a car into this year's competition with one benchmark – to finish every event. Despite lockdown limiting access to workshops on campus and a COVID outbreak within the group, they worked round-the-clock to get their vehicle ready.

After making a strong start, disaster struck when another vehicle collided with Staffordshire University's car, but rival universities rallied round to help repair the vehicle within a couple of hours.

Staffordshire University went on to win in the first-year vehicle category and we came second in the overall competition. Our team also picked up the Spirit of Formula Student Award in recognition of the impressive comeback after the collision.

BEng (Hons) Motorsport Engineering, student Carl Allitt said: "We thought we had a good chance of being up there, but we never thought we'd win. It's pretty amazing! The experience down at Silverstone has probably been the best week of my life - the atmosphere with all the teams, the highs and lows and celebrations."

Motorsport Technical Specialist Martin Dunn, who mentored the team throughout the competition, added: "We've got some remarkable students and the drive, the effort they put in, the determination not to fail and to achieve in their chosen career speaks volumes for them. We are extremely proud!"

STAFFORDSHIRE STUDENT NAMED DEGREE APPRENTICE OF THE YEAR



Sally Parker had cause for a double celebration after being named 'Higher & Degree Apprentice of the Year' at the UK Nuclear Skills Awards 2021 and completing her Tech Industry Gold Digital Degree

Apprenticeship with first class honours in the same week.

The 21-year-old from Uttoxeter joined Stone-based firm Capula in 2017 and completed a degree in Digital & Technology Solutions at Staffordshire University alongside her role as a Junior IT Engineer.

Sally said: "Fours year of hard work have now paid off and I'm really proud to be recognised with this award. It is a bit overwhelming because I wasn't expecting to win!"

"It has sometimes been a challenge to work and study at the same time but both Capula and the University have been really supportive and have helped to keep track of my progress."

Sally regularly visits schools as a STEM ambassador and hopes that her success will help to inspire more pupils to follow in her footsteps and consider careers in science, technology, engineering and mathematics.

She added: "STEM subjects are often male-dominated which can be intimidating for girls but I'm proof that it shouldn't stop them. You don't always have to get top grades to do well, it is about finding what's right for you and where you take yourself."

HANNAH JOINS GLOBAL FIGHT AGAINST PLASTIC POLLUTION



A Staffordshire University student will help recovery efforts in Sri Lanka after millions of plastic pellets washed up on its shoreline.

Hannah Parkin struggled with her GCSEs at school

and never expected to go to university but after finding a passion for forensics she is taking her research skills across the world.

Having completed a BSc (Hons) Forensic Investigation she is now staying on to top-up to an MSci. During her studies, Hannah was taught by world-leading microplastics expert Professor Claire Gwinnett and is using her new-found knowledge to join the fight against plastic pollution herself. As part of her master's studies, Hannah will fly out to Hikkaduwa in Sri Lanka in January to complete a six-month placement researching the impact of plastic waste. It follows a cargo ship catching fire and sinking off the coast of Colombo in May, releasing tonnes of small plastic pellets, known as nurdles, into the ocean.

Hannah said: "When I get there, the clean-up by the authorities will be complete so I want to analyse the beach sediment and sea sediment to see if all of the microplastic pellets have actually been collected."

"I'm so excited. Because of COVID-19 and not being able to do much, to actually leave the UK to go and contribute to research overseas will be amazing."

CELEBRATING GRADUATE SUCCESS

Our Class of 2021 have shown great resilience, passion and tenacity despite the challenges of studying during a global pandemic and we are proud to see that many of our recent graduates are already making a positive impact in the local community and beyond.

STAFFS GRADUATES RECEIVE ROYAL APPROVAL!



Two Staffordshire University graduates were recognised for their extraordinary achievements in Her Majesty The Queen's Birthday Honours 2021. The annual list featured exceptional from people across the United Kingdom including Aida Haughton and Corinne Boden who both received MBEs for their services to the community.

Aida, who works as a housing support administrator with YMCA North Staffordshire, was awarded an MBE for services to Remembering Srebrenica. As a survivor of ethnic cleansing in Bosnia and Herzegovina, the 47-year-old has been determined to ensure people never forget the genocide committed in 1995.

The BA (Hons) Modern and International History helped to create a memorial garden at the YMCA in memory of the victims, along with several commemorative events in the Potteries.

BA (Hons) Social Welfare Law, Policy and Advice Practice graduate Corinne Boden was recognised for leading Stoke-on-Trent Foodbank, turning it into one of the top 20 foodbanks across the whole of the Trussell Trust's 1,250-strong network. During the coronavirus crisis, record numbers of families turned to the organisation for support. Corinne also helped to coordinate a city-wide response with the local authority and voluntary sector during the pandemic, delivering essential food.

Corinne said: "I am truly honoured to accept this MBE, and do so on behalf of the volunteers, donors, trustees and staff, whose committed support have made it possible to continue our vital services to local people during this demanding time. I'm just a normal person from a humble beginning – if this can happen to me it can happen to anyone."

ETHICAL HACKER LANDS DREAM JOB

Alex Matei was inspired to study BSc (Hons) Cyber Security to prevent 'bad guys' breaking into computer systems and now he is doing just that by working as an ethical hacker with Cyberis Ltd.



The first-class graduate chose Staffordshire University for its facilities, course modules and lecturing staff. After accessing a range of support from the Careers Studio, Alex landed his dream job just days after finishing his degree.

He said: "Why would you not want to study this? It's like the bad brother of Computer Science! The lecturers were friendly, knowledgeable and approachable. 100% I do believe the degree helped me get a job. That was the whole point of studying this - to learn something that's useful."

"I still can't come to terms with it! I'm still a bit amazed and surprised at how I managed to land the job. Essentially that's what I wanted to do for a living to begin with and I thought it would be more difficult, but I put in the work and got the education and it paid off."

ARTIST TIPPED AS 'ONE TO WATCH'

Award-winning artist Jioni Warner is also challenging racial stereotypes after coming to Staffordshire University. A last-minute decision to switch courses from Sports Therapy to Fine Art helped the 22-year-old find her voice as a political artist and she has been tipped as 'one to watch' by industry experts.

Jioni created a series of large-scale portraits for her final year project to raise awareness of the exploitation of black women in society. Incorporating images from



archives and social media, the mixed media artworks highlight colonisation, the Windrush and misrepresentation in the media.

The portraits were selected for the Sunny Bank Mills gallery's Ones to Watch exhibition where Jioni won the judges prize, including a cash award and a residency at the gallery. Jioni said: "This course has enabled me to find out who I am as an artist. When I started getting into political art, I got a lot of support from my tutors. They really helped me figure out what I wanted to do and push me."

"Doing something that's your passion means you'll never really grow tired of it - I've been painting my whole life and I want to paint forever!"

EX-FOOTBALLER KICKS BACK AT RACISM

Former footballer Courtney Pitt is championing racial equality in the game after completing a degree in BSc (Hons) Physical Education and Youth Sport Coaching with first-class honours. Pitt started as a youth player at Chelsea before playing professionally for clubs including Coventry City, Portsmouth and Luton Town, and is now working as a coach to inspire the next generation of players.

Courtney produced an impactful dissertation on the experiences of young black footballers released from professional clubs, which shed light on racial discrimination in football and importantly allowed players to share their stories.

Before even completing his degree, Courtney was offered a coaching job at Burton Albion Football Club through their Professional Player to Coach Scheme.

He said: "I went through the system myself many years ago. I've seen throughout my experiences how certain stereotypes can be attached to young black players. Passing on my experience and what I've learned on the course to the people that I coach is really beneficial for myself and hopefully for them."



CELEBRATING STAFF SUCCESS



In the past year we have continued to celebrate the success of the brilliant and friendly academic, professional and service staff at our institution. 2020 marked the first ever virtual celebration, which employed a combination of live streamed video content, pre-recorded messages and special appearances from the likes of Staffordshire University Chancellor Lord Stafford.

As part of our dedication to positive culture and appreciation to the Staffordshire University community, we look forward to our 2021 celebrations being held back in-person at the King's Hall in the centre of Stoke-on-Trent.

“Receiving the award via a digital platform if anything it made it a slightly more unique and intense experience.”

Richard Mortimer,
Technical Services (Talented People – Connected Leader Award)



WINNER OF THE PEOPLE'S CHOICE AWARD 2020

Matt Coombe-Boxall, Online Learning Technologist - Academic Development Unit

This award is voted on by University staff. At the time of winning, Matt was new to the University and won praise from his colleagues for “being so helpful from the moment he started and, in these lockdown times, being exceptional.”

Matt was commended for going above and beyond during the pandemic. Despite the fact he was juggling the personal responsibilities as a recent father, he settled in and performed exceptionally well as one of the newer members of the team, completing jobs to an exceptional standard and driving new and innovative solutions to challenging problems every day.

INCLUSION AWARD

Nic Gratton, Research, Innovation and Impact Services

Nic has led the University in its work on developing the Connected Communities Framework as central to developing and shaping our inclusive relationship with the wider community. Grounded in years of evidence-based research and exemplary partnership working with local communities Nic has developed participatory research principles to co-create the Staffordshire University approach - Get Talking.

As a result of this marked improvement the University has a better understanding of race inequality and the actions needed to address it, informing not only improved BAME staff recruitment but also improvement in BAME student recruitment, retention, progression and attainment.



AWARD	WINNERS
Living our Values – Ambitious and Inspirational Award	Tracy Walker, Student and Academic Services
Talented People – Digital Pioneer Award	Tim Harris, School of Life Sciences and Education
Research with Impact Award	Associate Professor Gavin McStay, School of Life Sciences and Education
Connected Communities Award	Ian Davies, School of Life Sciences and Education
Living our Values – Brilliant and Friendly Award	Kathryn Harvey, School of Law, Policing and Forensics
Innovative and Applied Learning Award	Global Challenge Team: Dr Eleanor Atkins, Dr Richard Halfpenny, Paul Orsmond, Dr Sarah Williams
Talented people – Corporate Fundraising Award	Arron Dunn, Estates and Commercial Services
Living Our Values – Proud to be Staffs Award	Clare Mayer, Corporate Services
Talented People - Wellbeing Award	Sallyann Mellor, School of Law, Policing and Forensics
Talented People – Best Newcomer Award	Diane Atherton-Blenkiron, School of Law, Policing and Forensics
Connected University Network Award	Staffordshire University Residence Life Team: Deb Healy, Natalie Robinson, Rhys Stevens
Vice-Chancellor’s Outstanding Contribution Award	Support and Wellbeing Team

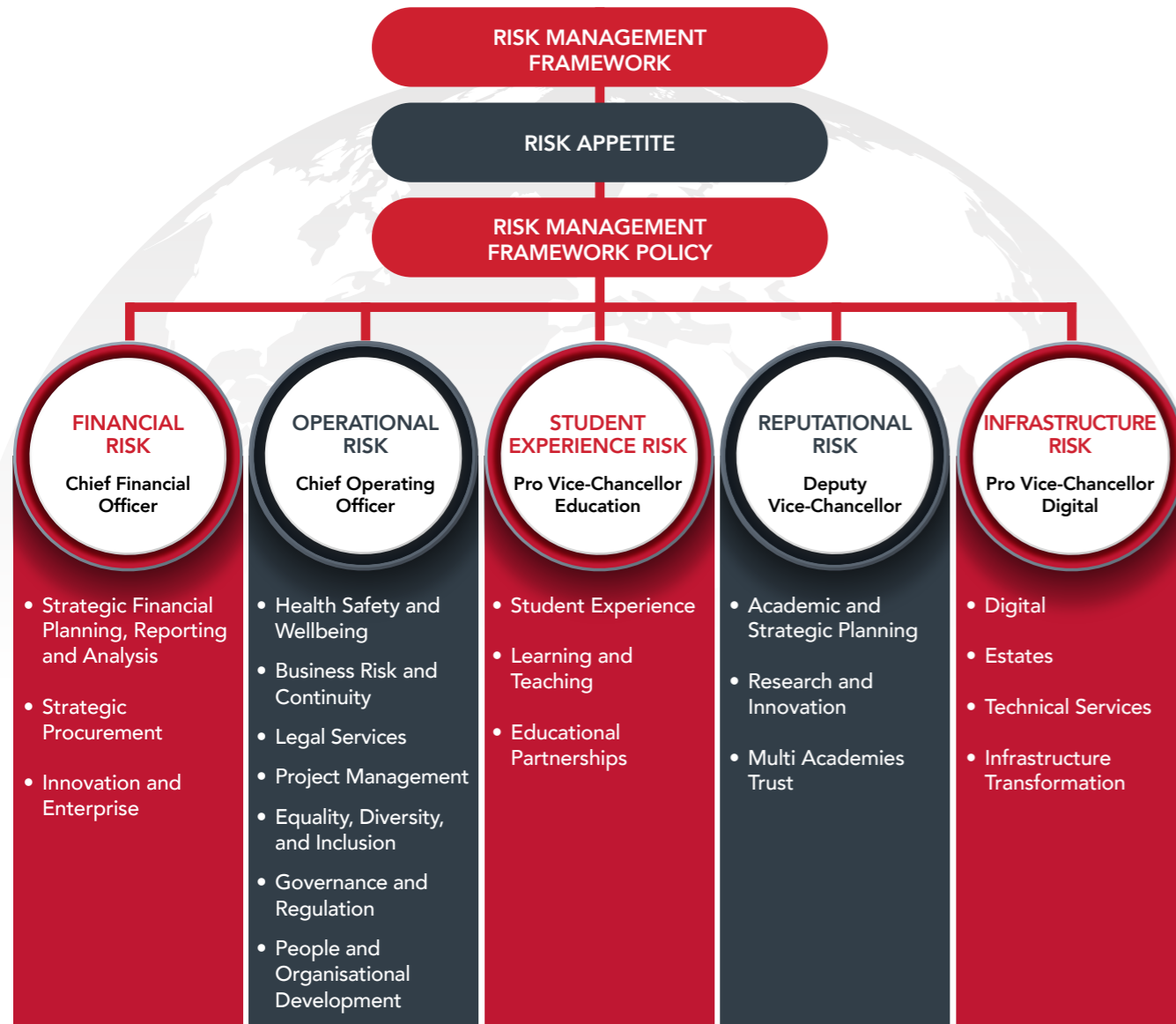
RISK MANAGEMENT FRAMEWORK

The University has in place a robust risk management framework, which has been growing in maturity over a number of years.

The overall risk appetite of the University is moderate with a tolerance level of open, however there are a number of risk appetites below this related to specific areas of the University operation which range in the level of risk appetite or aversion.

What does 'open' as a risk appetite mean?

Our approach to achieving our aims and objectives is creative; and we are prepared for elevated levels of risk exposure. Our expectation around potential rewards and benefits from risk-taking is high. Our organisational culture is one of empowering all managers, supervisors and selected staff. We expect to retain control over core activities, but are able to allow considerable latitude around other activities.



The University has identified the following potential high-level risks which it is actively managing.

Within the University, the Board of Governors is provided with assurance that the key risk areas of the University are being appropriately managed, in line with our risk appetites. This information is shared through a number of University level risk registers.

- Changes in government policy that impacts upon the University financial position, are not foreseen or responded to effectively.
- The evolving demands of the Office for Students, and other regulators, often introduced at pace, are not foreseen or responded to effectively
- Financial sustainability, through income growth and cost reduction, creating annual surpluses to invest in our future, becomes un-achievable and the Strategic Financial Plan is not delivered
- Measures to enhance the University's reputation, and those to protect the reputation in challenging times, are ineffective.
- The opportunity to improve student recruitment is lost and/or our performance decreases, threatening the achievement of our KPI's
- The opportunity to improve the retention of students is lost and/or our performance decreases threatening the achievement of the KPIs
- Research intensity improvements are not realised, and our research performance as measured by our KPIs and REF performance are not achieved
- The estate and infrastructure of the University compliance with legislation and appropriate to the staff and student experience
- The University does not effectively manage recruitment, compliance and quality of apprenticeships to enable it to exploit the business development potential of apprenticeships
- Vulnerabilities in IT infrastructure may result in a potentially successful attack on our critical IT assets compromising our business continuity and reputation of the University
- Student satisfaction is not appropriately managed and evaluated throughout the academic year
- Workplace disputes are not resolved, leading to industrial action
- The University is unable to react and manage the impact of a large-scale outbreak of an infectious disease/pandemic.

In addition to these University level risk registers, each School and Service has a risk register containing information specific to its strategic and operational delivery of the Strategic Plan, School/Service Five Year Business Plans and the achievement of our key performance indicators.

FINANCIAL REVIEW

SCOPE OF THE FINANCIAL STATEMENTS

The Financial Statements comprise the consolidated results for the University and its wholly owned subsidiary undertakings, Staffordshire University Services Limited and Staffordshire University Unitemps Limited, and are prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and

the Statement of Recommended Practice: Accounting for Further and Higher Education 2019 (FE HE SORP 2019). For the basis of preparation wording, please refer to page 73. The taxable profits of Staffordshire University Services Limited and Staffordshire University Unitemps Limited are gifted back to the University under a covenant arrangement.



RESULTS FOR THE YEAR

The inclusion of non-cash pension adjustments and fixed asset impairment exceptional items within the surplus for the year, which have been required since the introduction of FRS102 in 2015, present a challenge in terms of understanding the University's underlying operating performance year on year. The non-cash pension adjustments arise from the annual restatement of the long-term pension liability, and the fixed asset impairment exceptional items arise from the University's annual impairment review of fixed assets and represent

accelerated depreciation or the writing off of assets whose estimated economic lives have been revised.

The University's Statement of Comprehensive Income for the year to 31 July 2021, as presented in the accounting statements, should be considered with reference to the following summary statement that isolates the non-cash adjustments described above within our overall performance:

	2020/21				2019/20		
	Operating Activities £'000	Pensions Adjustment £'000	Fixed asset Impairment Exceptional Items £'000	Total £'000	Operating Activities £'000	Pensions Adjustment £'000	Total £'000
Total Income	135,462	0	0	135,462	122,773	0	122,773
Total Expenditure	124,766	1,906	1,048	127,720	116,138	1,094	117,232
Surplus/(deficit) for the year	10,696	(1,906)	(1,048)	7,742	6,635	(1,094)	5,541
Loss on disposal of fixed assets	0	(0)	(830)	(830)	0	0	0
Actuarial gain/(loss) in respect of pension schemes	0	11,388	0	11,388	0	(28,297)	(28,297)
Total comprehensive income and expenditure for the year	10,696	9,482	(1,878)	18,300	6,635	(29,391)	(22,756)
Total comprehensive income as a percentage of total income	7.9%				5.5%		

With regard to the pension scheme which gives rise to the non-cash adjustments shown above, the scheme actuaries have prepared an annual revaluation of the scheme's liabilities based on the last triennial review, 31 March 2019, as required by FRS102. Based on this revaluation, as at 1 July 2021, the scheme liabilities have decreased and have therefore increased the total comprehensive income by £9.6m. In 2019/20 the equivalent adjustment was a decrease in total comprehensive income of £29.4m.

Excluding the adjustments for non-cash items, the operating performance for the year shows a surplus of £10.7m, representing 7.9% of total income (with the comparable figures for 2019/20 being £6.6m and 5.5%).

FINANCIAL REVIEW

INCOME

The impact of the COVID-19 pandemic continued to impact the University's commercial income, with a decrease in income across the entire financial year. Despite this decrease, the University's total income has grown by £12.7m to £135.5m (2019/20 £122.8m), an increase of 10.3%. The University has seen growth in its traditional markets as well as with its UK partners and within its apprenticeship provision. Income from tuition fees and education contracts has increased to £113.9m from £100.7m in 2019/20, or by 13.1%, representing 84.1% of total income. Taking into consideration the change in the funding method for nursing students who, from 1 August 2017, have been able to access funding through the Student Loan Company as a replacement for the NHS bursary scheme, where the University was funded direct on a contract basis, full time UK/EU tuition fee income saw an increase of £5.9m. There was a decrease in income from overseas students of £0.7m, a decrease of 17.8% compared to 2019/20, as a direct effect of the COVID-19 pandemic. The University's apprenticeship programmes grew substantially in 2020/21, with an increase of £5.9m in income to £9.7m (2019/20 £3.8m), reflecting the continued expansion of apprenticeship activity as a strategic priority and particularly the continuing development of the Police Apprenticeship Contracts. Partnership income was £15.2m for 2020/21 showing an increase on the previous year of £1.1m, seeing a £2.1m increase in UK partnership income, offset by a decrease of £1.0m in overseas partnership income, as an effect of the review of the University's overseas partnership strategy which took place three years' ago.

Other education contract income has increased, year-on-year, by £1.5m, compared to 2019/20, to £6.1m, made up of a £2.3m increase in income from work based learning and short courses, offset by £0.7m which relates directly to NHS income now being included in tuition fee student income. There has been an increase in funding body grants of £1.5m to £12.7m in 2020/21 (2019/20 £11.2m) where research grants, HEIF and capital grants reduced by £0.3m, but were offset by an increase in the teaching grant of £1.8m. These changes came about mostly as a result of changes in the funding regime.

The University remains committed to developing the research portfolio and research income from grants and contracts, and there has been an increase in research grant and contract funding of £0.2m in 2020/21.

The University received income of £8.1m from other sources, compared to £10.5m in 2019/20, which represents 6.0% of total income (2018/19 8.5%). The reduction in other income is mainly due to the COVID-19 pandemic, with reductions in income from student accommodation, catering, summer graduation, car parking and the sports centre. Investment income has reduced by £0.3m due to the reduction of the Bank of England base rate, whilst there was a reduction in consultancy income (£0.3m) and a reduction in other Government Grants (£0.4m).

EXPENDITURE

Excluding non-cash pension adjustments, salary costs have increased by £4.7m reflecting incremental drift and recruitment of additional staff to support anticipated extra recruitment in areas such as Health and Social Care and the Police apprenticeships. There was no national pay award in 2020/21. There were more redundancies (voluntary and compulsory) in the year (45, compared to 11 in 2019/20).

Academic and Technician staff numbers (expressed as full Time Equivalents or FTEs) increased from 542 in 2019/20 to 612 in 2020/21. Administration, Professional & Clerical staff numbers increased to 673 in 2020/21 from 645 in 2019/20. Overall FTEs increased from 1,258 to 1,355 (7.7%) over the same period.

Non-staff costs have increased by 9.5% (£4.8m) to £55.4m. This cost increase includes £2.1m relating to increased income from UK partnerships. Further increases reflect additional professional services, as well as increased cost of rent in London and additional Digital Services expenditure.

CASH FLOW

The University generated cash inflows from operating activities of £25.5m (2019/20 £19.0m), which was 19.0% of income in 2020/21 (compared to 15.5% in 2019/20). This increased cash generation is important so that the University can continue to invest in the student experience by providing both digital and physical facilities and infrastructure as well as servicing existing debts.

LIQUIDITY AND LONG-TERM FINANCING

The University had net liquidity of £38.6m at 31 July 2021 (2019/20 £39.4m). Cash and cash equivalents and cash deposits (short-term investments) were £75.4m (2019/20 £77.9m).

The University has two terms loans totalling £50m, of which £36.8m remained repayable at 31 July 2021. These facilities were arranged with Lloyds TSB, and their purpose was to provide funding for the University's capital programme. The University originally took £16m as a term loan in 2007, repayable over 27 years and interest payable on this loan is fixed at 5.38% for its duration. The remaining £34m was drawn down in September 2013 over a 25-year term, at a fixed interest rate of 3.19%. The University was within its banking covenants for the purposes of these borrowings at the year end.

The University have been modelling a number of going concern scenarios and now have a Budget for the financial year ending 31 July 2022 and a Five Year Strategic Financial Plan, both approved by the Board of Governors. Sensitivity analysis shows that the University's likelihood of failing the Ofs liquidity test is extremely remote within the going concern assessment period (12 months from the date of approval of the financial statements). Likewise, the University's likelihood of failing the bank covenants is also extremely remote within the going concern assessment period.

TREASURY AND FINANCING

Cash deposits are invested in accordance with the University's Treasury Management Policy. The University continues to adopt a risk-based approach to its treasury management, with a clear commitment to ensuring its cash balances remain as secure as possible.

Funds are invested with a variety of different money market and banking institutions in order to spread the risk to the University. Interest receivable from these investments was £0.1m, which is lower than the £0.5m earned in 2019/20 owing to the reduction of the Bank of England base rate.

Interest payable at £3.0m consists of a FRS102 adjustment of £1.6m relating to the interest accrued within the external pension scheme and loan interest payments of £1.4m on the University's borrowings. (In 2019/20 interest payable of £3.2m included pension-related interest of £1.7m and loan interest payments of £1.5m).

DEPRECIATION

Depreciation of fixed assets increased slightly by £0.1m to £10.7m in 2020/21 which equates to 8.4% of total expenditure (2019/20 9.0%). There was a one off accelerated depreciation charge, £1.0m, for two buildings in 2020/21 following a review of their useful lives. Excluding the accelerated depreciation, the depreciation charge reduced by £0.5m from 2019/20 due to a number of assets ending their useful economic life.

CAPITAL INVESTMENT

The University continues to invest in its digital and physical infrastructure, developing teaching facilities and investing in the student experience, as well as improving University systems. The construction of The Catalyst has continued with

completion at the end of the calendar year of 2021. The University has recognised £41.3m of assets under construction, which primarily relate to the Catalyst building.

PENSION LIABILITY

Under UK Financial Reporting Standards, the financial results of the University must include a disclosure of liabilities relating to the pension funds to which past and present employees belong. The assets and liabilities of the Staffordshire Pension Scheme (LGPS) can be attributed to individual employers and therefore are shown in full detail in the Notes to the Financial Statements (Note 25).

A full actuarial review of the Staffordshire Pension Scheme was undertaken in 2019 as part of the triennial cycle. An updated calculation of the assets and liabilities within the scheme (as required by FRS102) was performed by the scheme's actuaries at 31 July 2021, based on the March 2019 triennial review. The net result has been to decrease the University's calculated share of the overall scheme liability from £111.1m at 31 July 2020 to £101.7m at 31 July 2021.

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.

The Staffordshire University Pension Scheme (SUPS) is a defined contribution scheme which is open to all Staffordshire Services Limited (SUS Ltd) members of staff.

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) (revised September 2020).

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 regulatory framework for the Office for Students (OfS), 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. Strategy and Performance

These committees are formally constituted with annually reviewed terms of reference. In addition, the University convenes two strategic events per annum with the Board of Governors and the University's Executive Board, one of which normally includes the University's Academic Board.

The role and responsibilities of each committee is outlined here:

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 organisational development and human resource matters.

Nominations and Governance Committee

The Nominations and Governance Committee considers nominations and expressions of interest 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 overseeing the response to any public interest disclosures received by the University, and the implementation of recommendations arising from the investigation.

Remuneration Committee

The Remuneration Committee is chaired by the Deputy Chair of the Board. The Vice Chancellor is in attendance at Remuneration Committee in relation to Executive remuneration only, but is not present for items relating to her own remuneration. The Chief Operating Officer/Clerk to the Board is in attendance at the Remuneration Committee but is also absent for discussions relating to their own pay. No member of staff is present for the discussion of their own remuneration.

The Committee meets twice each year. The Remuneration Committee sets the performance objectives for the Vice-Chancellor and approves the performance objectives for all other members of Executive. At the end of each academic year the Remuneration Committee evaluates the performance of the Vice-Chancellor against her objectives and will have oversight of the Vice-Chancellor's evaluation of Executive performance against objectives. At the end of the year, the Committee reviews the base salaries of senior postholders, taking account of market intelligence and affordability. Following the publication of the CUC Senior Staff Remuneration Code in June 2018, the committee reviewed its operating protocols and at its first meeting of the 2018-19 academic year, approved new Terms of Reference and the Remuneration of Senior Postholders Policy. The Remuneration Committee approves the Annual Statement of Senior Postholder Remuneration, which is received by the Board and is available on the University website. The Committee now reviews both these documents at the first meeting of each academic year.

Strategy and Performance Committee

The Strategy and Performance Committee reviews the direction and implementation of the University's Strategic Plan, and supporting strategies. The Committee monitors performance through the review of key performance indicators.

CORPORATE GOVERNANCE

GOVERNANCE REVIEW

During Summer/Autumn 2019, the University carried out a Governance Effectiveness Review in the form of a self-assessment against the CUC Higher Education Code of Governance. The resulting output was reviewed by the University's internal auditors, RSM, and their report, which was rated as "substantial assurance". was presented to Audit and Risk Committee and Nominations and Governance Committee and subsequently to the Board of Governors.

A more focused and in-depth Board Effectiveness Review, in conjunction with an external partner, started in Spring/Summer 2020, with the findings from this review were presented to Nominations and Governance Committee and Board of Governors in Autumn 2020. These recommendations are now in the process of being implemented.

The University maintains a Register of interests of members of the Board of Governors, which is available to view on the University's public website. 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 robust 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 Office for Students regulatory framework.

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 2019 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 agenda 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 the University's 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, the University employs a Business Risk Manager to embed risk management within the University.

The University has an internal audit service who 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

The Board of Governors is responsible for preparing the Annual Report and the financial statements in accordance with the requirements of the Office for Students' Terms and Conditions of Funding for Higher Education Institutions and Research England's Terms and Conditions of Research England Grant and applicable law and regulations.

They are required to prepare the group and parent University financial statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. The terms and conditions of funding further require the financial statements to be prepared in accordance with the 2019 Statement of Recommended Practice – Accounting for Further and Higher Education, in accordance with the requirements of the Accounts Direction issued by the Office for Students.

The Board of Governors are required to prepare financial statements which give a true and fair view of the state of affairs of the group and parent University and of their income and expenditure, gains and losses and changes in reserves for that period.

In preparing each of the group and parent University financial statements, the directors 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 have been 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.

The Board of Governors is responsible for keeping adequate accounting records that are sufficient to show and explain the parent University's transactions and disclose with reasonable accuracy at any time the financial position of the parent University. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

The Board of Governors are also responsible for ensuring that:

- 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 the Office for Students and Research England have been applied in accordance with the terms and conditions attached to them.
- ensuring that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources; and
- securing the economical, efficient and effective management of the university's resources and expenditure.

The Board of Governors is responsible for the maintenance and integrity of the corporate and financial information included on the University's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Chair of the Board of Governors

GOVERNORS, EXECUTIVES AND ADVISORS

BOARD OF GOVERNORS

Colin Hughes (Chair)

Professor Liz Barnes CBE DL

Connor Bayliss (to 31.07.21)

Glenn Earlam

Tony Evans

Tuesday Forrest (to 31.07.21)

Hannah Gibbard

Kevin Gould

Joanne Hannaford (from 14.10.20 to 23.06.21)

John Henderson CB (to 31.07.21)

Dr Cathryn Hickey (to 31.07.21)

Baljinder Kuller

Dr Simon Smith

Jonathan Vardon

Sara Williams

CO-OPTED COMMITTEE MEMBERS

Jonathan Chapman (Audit and Risk Committee)

Mike Herbert (Sustainability and Resources Committee)

CHANCELLOR

The Lord Stafford DL FRAGS

Executive Team

Professor Liz Barnes CBE DL Vice-Chancellor and Chief Executive

Professor Martin Jones Vice-Chancellor and Chief Executive Designate

Professor Ieuan Ellis Pro Vice-Chancellor (Place and Engagement) (to 28.02.21)

Andrew Proctor Pro Vice-Chancellor (Digital)

Dr Annabel Kiernan Pro Vice-Chancellor (Education) (from 17.05.21)

Sally McGill Chief Financial Officer and Deputy Chief Executive

Ian Blachford Chief Operating Officer

Professional Advisors

External Auditors KPMG LLP
One Snowhill
Snowhill Queensway
Birmingham B4 6GH

Internal Auditors RSM Risk Assurance
Services LLP
Festival Park
Stoke-on-Trent ST1 5BB

Bank Lloyds Bank Plc
5 Market Square
Stafford ST16 2JL

Solicitors Shakespeare Martineau
No 1 Colmore Square
Birmingham B4 6AA

INDEPENDENT AUDITOR'S REPORT

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 2021 which comprise the Consolidated and University Statement of Comprehensive Income and Expenditure, Consolidated and University Statement of Changes in Reserves, Consolidated and University Balance Sheet, Consolidated Cash Flow Statement and related notes, including the accounting policies.

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 2021, 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; and
- 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.

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

The Board of Governors has prepared the financial statements on the going concern basis as they do not intend to liquidate the Group or the University or to cease their operations, and as they have concluded that the Group and the University's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the Board of Governors' conclusions, we considered the inherent risks to the group's business model and analysed how those risks might affect the Group and University's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the Board of Governors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.
- we have not identified and concur with the Board of Governors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast

significant doubt on the Group or the University's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the Group or the University will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of governors, the audit and risk committee, and inspection of policy documentation as to the University's high-level policies and procedures to prevent and detect fraud, and the University's channel for "whistleblowing", as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board and audit and risk committee meeting minutes.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

INDEPENDENT AUDITOR'S REPORT

As required by auditing standards, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular the risk that University management may be in a position to make inappropriate accounting entries, and the risk of bias in accounting estimates such as pension assumptions.

We did not identify any additional fraud risks.

In determining the audit procedures, we took into account the results of our evaluation and testing of the operating effectiveness of the University-wide fraud risk management controls.

We performed procedures including:

- Identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation. These included journals posted by individuals who typically do not make journal entries, material post close journals, unbalanced journal entries, journal entries made to unrelated accounts and unusual journal entries to cash and borrowings.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the management (as required by auditing standards) and discussed

with management the policies and procedures regarding compliance with laws and regulations.

As the University is regulated, our assessment of risks involved gaining an understanding of the control environment including the entity's procedures for complying with regulatory requirements.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the University is subject to laws and regulations that directly affect the financial statements including financial reporting legislation, taxation legislation, charities legislation, pensions legislation and specific disclosures required by higher education and related legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the University is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation, or the need to include significant provisions. We identified the following areas as those most likely to have such an effect, compliance with the regulatory

framework of the Office for Students, recognising the regulated nature of the Group's activities. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Other information

The Board of Governors is responsible for the other information, which comprises the Financial Review, Responsibility of the Board of Governors and Corporate Governance Statement. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, 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; and
- in our opinion the information given in Financial Review section is consistent with the financial statements.

Board of Governors responsibilities

As explained more fully in their statement set out on page 63, 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

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

We are required to report on the following matters by the Accounts Direction dated 25 October 2019 issued by the Office for Students ('the Accounts Direction').

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 the Office for Students, UK Research and Innovation (including Research England), the Education and Skills Funding Agency and the Department for Education have been applied in accordance with the relevant terms and conditions; and
- the financial statements meet the requirements of the Accounts Direction dated 25 October 2019 issued by the Office for Students.

Matters on which we are required to report by exception

We are required by the Accounts Direction to report to you where the University has an access and participation plan that has been approved by the Office for Students' director of fair access and participation and the results of our audit work indicate that the Group's and the University's expenditure on access and participation activities for the financial year disclosed in Note 9a has been materially misstated.

We are also required by the Accounts Direction to report to you where the results of our audit work indicate that the Group's and the University's grant and fee income, as disclosed in note 3 to the financial statements has been materially misstated.

We have nothing to report in these respects.

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

This report is made solely to the Board of Governors and in accordance with paragraph 13(2) of the University's Articles of Government and section 124B of the Education Reform Act 1988. 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
Snowhill Queensway
Birmingham
B4 6GH

Consolidated and University Statement of Comprehensive Income and Expenditure Year Ended 31 July 2021

Notes	Year ended 31 July 2021		Year ended 31 July 2020			
	Consolidated £'000	University £'000	Consolidated £'000	University £'000		
Income						
	Tuition fees and education contracts	1	113,900	113,900	100,656	100,656
	Funding body grants	2	12,686	12,686	11,171	11,171
	Research grants and contracts	3	733	733	496	496
	Other income	4	7,588	7,359	9,298	9,137
	Investment income	5	148	148	492	490
	Donations and endowments	6	407	407	660	660
	Total income		135,462	135,233	122,773	122,610
Expenditure						
	Staff costs	7, 9a	72,359	72,215	66,661	66,577
	Other operating expenses	9, 9a	41,639	41,554	36,736	36,662
	Depreciation	11	10,713	10,713	10,598	10,598
	Interest and other finance costs	8	3,009	3,009	3,237	3,237
	Total expenditure	9a	127,720	127,491	117,232	117,074
	Surplus before other gains losses and share of operating surplus of joint ventures and associates.		7,742	7,742	5,541	5,536
	Loss on disposal of fixed/heritage assets		(830)	(830)	0	0
	Surplus before tax		6,912	6,912	5,541	5,536
	Taxation	10	0	0	0	0
	Surplus after tax		6,912	6,912	5,541	5,536
	Actuarial gain (loss) in respect of pension schemes		11,388	11,388	(28,297)	(28,297)
	Total comprehensive income and expenditure for the year		18,300	18,300	(22,756)	(22,761)
	Represented by:					
	Endowment comprehensive income for the year		0	0	0	0
	Restricted comprehensive income for the year		0	0	60	60
	Unrestricted comprehensive income for the year		18,300	18,300	(22,816)	(22,821)
			18,300	18,300	(22,756)	(22,761)

All items of income and expenditure relate to continuing activities.

Consolidated and University Statement of Changes in Reserves

Year Ended 31 July 2021

Consolidated	Income and expenditure account			Total £'000
	Endowment £'000	Restricted £'000	Unrestricted £'000	
Balance at 1 August 2019	26	4,588	55,515	60,129
Surplus from the income and expenditure statement	0	60	5,481	5,541
Other comprehensive income	0	0	(28,297)	(28,297)
Total comprehensive income for the year	0	60	(22,816)	(22,756)
Balance at 1 August 2020	26	4,648	32,699	37,373
Utilised restricted reserves	0	(60)	60	0
Surplus from the income and expenditure statement	0	0	6,912	6,912
Other comprehensive income	0	0	11,388	11,388
Total comprehensive income for the year	0	(60)	18,360	18,300
Balance at 31 July 2021	26	4,588	51,059	55,673

University	Income and expenditure account			Total £'000
	Endowment £'000	Restricted £'000	Unrestricted £'000	
Balance at 1 August 2019	26	4,588	55,519	60,133
Surplus from the income and expenditure statement	0	60	5,476	5,536
Other comprehensive income	0	0	(28,297)	(28,297)
Total comprehensive income for the year	0	60	(22,821)	(22,761)
Balance at 1 August 2020	26	4,648	32,698	37,372
Utilised restricted reserves	0	(60)	60	0
Surplus from the income and expenditure statement	0	0	6,912	6,912
Other comprehensive income	0	0	11,388	11,388
Total comprehensive income for the year	0	(60)	18,360	18,300
Balance at 31 July 2021	26	4,588	51,058	55,672

Consolidated and University Balance Sheet

As at 31 July 2021

Notes	As at 31 July 2021		As at 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Non-current assets				
Fixed assets	11	166,583	166,583	144,842
Heritage assets	11/12	1,300	1,300	1,300
Investments	13	74	74	74
		167,957	167,957	146,216
Current assets				
Trade and other receivables due within one year	14	16,177	31,905	13,354
Cash and cash equivalents	15	32,329	31,720	23,710
Investments	21	43,078	43,078	54,234
		91,584	106,703	91,298
Less: Creditors: amounts falling due within one year	16	(36,252)	(51,372)	(27,886)
Net current assets		55,332	55,331	63,412
Total assets less current liabilities		223,289	223,288	209,628
Creditors: amounts falling due after more than one year	17	(61,774)	(61,774)	(57,444)
Provisions				
Pension provisions	25	(101,662)	(101,662)	(111,144)
Other provisions	18	(4,180)	(4,180)	(3,667)
Total net assets		55,673	55,672	37,373
Restricted Reserves				
Income and expenditure reserve - endowment reserve	19	26	26	26
Income and expenditure reserve - restricted reserve	20	4,588	4,588	4,648
Unrestricted Reserves				
Income and expenditure reserve - unrestricted including pension reserve		51,059	51,058	32,699
Total Reserves		55,673	55,672	37,373

The financial statements were approved by the Board of Governors on 23 November 2021 and were signed on its behalf on that date by:

Colin Hughes, Chair of the Board of Governors

Professor Liz Barnes, Vice-Chancellor

Consolidated Cash Flow Statement

As at 31 July 2021

	Notes	Year ended 31 July 2021 £'000	Year ended 31 July 2020 £'000
Cash flow from operating activities			
Surplus /(deficit) for the year before transfer from Reserves		6,912	5,541
Adjustment for non-cash items			
Depreciation	11	10,713	10,598
(Increase)/decrease in debtors	14	(2,823)	(1,296)
Increase/(decrease) in creditors	16/17	6,179	44
(Decrease)/increase in pension provision	7/8	1,906	1,094
(Decrease)/Increase in other provisions	18	513	1,947
Adjustment for investing or financing activities			
Investment income	5	(148)	(492)
Interest payable	8	1,452	1,521
Loss/(Profit) on the sale of fixed assets	11	830	0
Net cash inflow from operating activities		25,534	18,957
Cash flows from investing activities			
Capital grants receipts		8,207	2,185
Investment income	5	148	492
Payments made to acquire fixed assets	11	(33,284)	(10,749)
New deposits		11,156	5,304
		(13,773)	(2,768)
Cash flows from financing activities			
Interest paid		(1,452)	(1,521)
Repayments of amounts borrowed		(1,690)	(1,566)
		(3,142)	(3,087)
Increase in cash and cash equivalents in the year		8,619	13,102
Cash and cash equivalents at beginning of the year		23,710	10,608
Cash and cash equivalents at end of the year	15	32,329	23,710

Statement of Accounting Policies

Year Ended 31 July 2021

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

BASIS OF PREPARATION

The University financial statements have been prepared in accordance with United Kingdom Accounting Standards, including Financial Reporting Standard 102 (FRS 102) and the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education (2019 edition). They have also been prepared in accordance with the 'carried forward' powers and duties of previous legislation (Further and Higher Education Act 1992 and the Higher Education Act 2004) and the new powers of the Higher Education and Research Act 2017 during the transition period to 31 July 2019, the Accounts Direction issued by the Office for Students (OfS), the Terms and conditions of funding for higher education institutions issued by the Office for Students and the Terms and conditions of Research England Grant.

The University is a public benefit entity and therefore has applied the relevant public benefit requirement of the applicable UK laws and accounting standards.

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 Group and parent University activities, together with the factors likely to affect its future development, performance and position, are set out in the Chair of the Board of Governors Foreword. The Financial Review also describes the financial position of the Group and parent University, its cash flows, liquidity position and borrowing facilities.

The financial statements have been prepared on a going concern basis which the Board of Governors consider to be appropriate for the following reasons.

The Board of Governors have prepared cash flow forecasts for a period of 12 months from the date of approval of these financial statements. After reviewing these forecasts, the Board of Governors is of the opinion that, taking account of severe but plausible downsides, the Group and parent University will have sufficient funds to meet their liabilities as they fall due over the period of 12 months from the date of approval of the financial statements (the going concern assessment period).

The Group and parent University has modelled a number of going concern scenarios and has prepared a 2021/22 Budget and Five Year Strategic Financial Plan which have both been approved by the Board of Governors.

The key assumptions in the budget around student recruitment are based on the current enrolment position in September 2021. The Group and parent University is budgeting to achieve an operating surplus and a net cash inflow from operating activities in 2021/22 and subsequent years.

The budget for 2021/22 and the plans for the subsequent years have been assessed against the Group and parent University's financial tests which are the University's own strategic goals, bank covenant tests and the OfS liquidity test.

Sensitivity analysis has shown that the University's likelihood of failing the OfS liquidity test is extremely remote. Likewise, the University's likelihood of failing the bank covenants is also extremely remote. If required, the University could reduce its capital programme in order to protect its cash position and take other operating steps as required.

There have been no post balance sheet changes to liquidity, specifically there have been no new lending facilities taken out, no extensions of existing facilities or renegotiation or waiving of bank covenants. Consequently, the Board of Governors is confident that the University will have sufficient funds to continue to meet their liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a 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 2021. 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.

Statement of Accounting Policies (continued)**Year Ended 31 July 2021****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 73 for investment income recognition policy.

AGENCY INCOME

Funds the University receives and disburses as a 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 the 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 becomes 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 as 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.

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

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.

Statement of Accounting Policies**Year Ended 31 July 2021****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. 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. LGPS 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 25.

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 23.

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 AND EQUIPMENT

Fixed assets are stated at 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.

Statement of Accounting Policies (continued)**Year Ended 31 July 2021****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.

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 -	10% per annum
Plant and Machinery -	10% per annum
Plant and Machinery (small) -	20% 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.

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 know 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.

Statement of Accounting Policies**Year Ended 31 July 2021****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 gives 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:

(i) 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.

(ii) 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 25, will impact the carrying amount of the pension liability. Furthermore, a roll forward approach which projects results from the latest full actuarial valuation performed on 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 July 2021.

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

Year Ended 31 July 2021

1 Tuition fees and education contracts

Full time Students - UK/EU
Full time Students - Overseas
Part-time Fees
Partnerships
Other Education Contracts
Apprenticeships

Year Ended 31 July 2021		Year Ended 31 July 2020	
Consolidated	University	Consolidated	University
£'000	£'000	£'000	£'000
76,148	76,148	70,283	70,283
3,295	3,295	4,010	4,010
3,441	3,441	3,791	3,791
15,211	15,211	14,135	14,135
6,114	6,114	4,588	4,588
9,691	9,691	3,849	3,849
113,900	113,900	100,656	100,656

2 Funding body grants

Office for Students - Teaching
Research England - Research
Higher Education Innovation Fund
Office for Students Capital grants - other release

Year Ended 31 July 2021		Year Ended 31 July 2020	
Consolidated	University	Consolidated	University
£'000	£'000	£'000	£'000
9,204	9,204	7,368	7,368
995	995	1,009	1,009
1,072	1,072	1,191	1,191
1,415	1,415	1,603	1,603
12,686	12,686	11,171	11,171

3 Research grants and contracts

Research Councils
UK Based Charities
UK Industry & Commerce
UK Central Government/Health Authorities
European Community Programmes
Other Research Grants & Contracts

Year Ended 31 July 2021		Year Ended 31 July 2020	
Consolidated	University	Consolidated	University
£'000	£'000	£'000	£'000
123	123	59	59
109	109	94	94
65	65	63	63
325	325	125	125
89	89	101	101
22	22	54	54
733	733	496	496

The source of grant and fee income, included in notes 1 to 3 is as follows:

Grant and Fee income

Grant income from the OfS
Grant income from other bodies
Fee income from taught awards (exclusive of VAT)
Fee income for research awards (exclusive of VAT)
Fee income from non-qualifying courses (exclusive of VAT)

Year Ended 31 July 2021		Year Ended 31 July 2020	
Consolidated	University	Consolidated	University
£'000	£'000	£'000	£'000
10,624	10,624	8,971	8,971
2,795	2,795	2,696	2,696
1,213	1,213	99,317	99,317
548	548	657	657
112,139	112,139	682	682
127,319	127,319	112,323	112,323

4 Other income

Residences, catering and conferences
Consultancy/Self Financing Fees
Other Rents/lettings
Governments Grants
Other income
Release from deferred capital grants (non-funding council)

Year Ended 31 July 2021		Year Ended 31 July 2020	
Consolidated	University	Consolidated	University
£'000	£'000	£'000	£'000
3,782	3,782	4,595	4,595
1,201	1,201	1,520	1,520
528	528	575	575
144	138	577	527
1,828	1,605	1,918	1,807
105	105	113	113
7,588	7,359	9,298	9,137

5 Investment income

Other investment income

Year Ended 31 July 2021		Year Ended 31 July 2020	
Consolidated	University	Consolidated	University
£'000	£'000	£'000	£'000
148	148	492	490
148	148	492	490

6 Donations and endowments

Restricted donations
Unrestricted donations

Year Ended 31 July 2021		Year Ended 31 July 2020	
Consolidated	University	Consolidated	University
£'000	£'000	£'000	£'000
44	44	60	60
363	363	600	600
407	407	660	660

Notes to the Accounts

Year Ended 31 July 2021

7 Staff costs

Salaries
Social security costs
Other pension costs
Pension adjustment
Redundancy/ Managed Severance Scheme
Total

Year Ended 31 July 2021		Year Ended 31 July 2020	
Consolidated	University	Consolidated	University
£'000	£'000	£'000	£'000
53,071	55,519	48,625	50,987
5,470	4,116	5,293	4,056
12,469	11,231	11,403	10,235
349	349	(622)	(622)
1,000	1,000	1,962	1,921
72,359	72,215	66,661	66,577

Redundancy/managed severance scheme payments were made to 45 people (2019/20 - 11 people)

Emoluments of the Vice-Chancellor Professor E Barnes

Salary
Performance-related pay
Taxable benefits - Health Care Insurance
Non-taxable benefits

Year Ended 31 July 2021		Year Ended 31 July 2020	
£'000	£'000	£'000	£'000
237	237	230	230
0	0	20	20
4	4	3	3
0	0	0	0
241	241	253	253
56	56	38	38
297	297	291	291

Pension contributions to Teachers Pensions' Fund

The pay multiple of the Vice Chancellor and the median earnings of the institution's whole workforce, illustrating how that multiple has changed over time is shown below. To assist with consistency and comparison, the definition for the multiple is based on the methodology used by the Office for Students:

Median basic pay ratio (OfS Methodology)	Staffordshire University	Sector Overall	Post 92 Part of the Sector
2018-19	6.7	7.0	6.6
2019-20	6.6	7.0	6.6
2020-21	6.6	n/a	n/a

Median total remuneration ratio (OfS Methodology)	Staffordshire University	Sector Overall	Post 92 Part of the Sector
2018-19	6.8	7.3	7.0
2019-20	6.7	7.2	7.0
2020-21	6.7	n/a	n/a

The Remuneration Committee also considers the performance of the institution when reviewing remuneration of the Vice Chancellor and Chief Executive. Most notably, in the Strategic Plan from 2016-2021 there were three high-level key performance indicators. These were Teaching Excellence and Student Outcome Framework (TEF) Gold, top 50% position in the main UK league tables and financial sustainability. Following resubmission in the TEF process, the University, based on its much-improved metrics, was awarded Gold standard in the Teaching Excellence and Student Outcome Framework (TEF) in 2019. The University has earned the following highest league table positions, under the leadership of the current Vice Chancellor:

- Complete University Guide (75th).
- Guardian League Table (44th).
- Sunday Times Good University Guide (57th).

In addition, the following achievements are recorded:

- Third consecutive year in the THE World Rankings in 2021.
- Shortlisted for the University of the Year Award at the Sunday Times Awards 2019 and shortlisted for THE University of the Year Award in 2020.
- Winner of Midlands University of the Year Award in 2020.

During the 2020-21 academic year, the University has secured the following achievements:

- University of the Year 2021 –Edufuturists Awards.
- Student Crowd University Awards 2021 –14th Best University for Teaching Quality and 17th Best for Job Prospects.

Personally, the Vice Chancellor was awarded a Levelling Up Spotlight Award as part of the University Levelling Up Awards 2021, recognising the commitment to and leadership on the levelling up agenda in Higher Education.

As part of the Queen's Birthday Honours, the Vice Chancellor received a CBE for her contribution to Higher Education in 2019. In addition, in recognition of her leadership, the Vice Chancellor was nominated for and completed the Cabinet Office National Leadership Centre Programme, for those who are recognised as amongst the most talented, high-potential leaders in their sector, nominated by the Department for Education. In 2020, the Vice Chancellor was also awarded the Deputy Lieutenant of the County.

Specifically, during the 2020-21 academic year, the focus has been upon:

- Leading the University through the Pandemic and the multiplicity of Government restrictions in operation during that time, whilst ensuring a quality student and staff experience.
- Learning from the pandemic and ensuring that the student and staff experience for the new academic year, 2021-2022, is the best experience possible.
- Leadership of major estates projects, as part of the developing campus masterplan, such as the Catalyst, Health Innovation Centre and Nursery and Forest School and the expansion of the Staffordshire University: London campus.
- Re-pivoting the University to further develop its innovation and enterprise activities, as part of our Civic University agenda and to underpin our ongoing financial sustainability, through income diversification.
- Strengthening local, regional and national connections to advance the ambitions of Staffordshire University.

Notes to the Accounts

Year Ended 31 July 2021

7 Staff costs (continued)

Remuneration of other higher paid staff earning over £100,000, excluding employer's pension contributions are shown before any salary sacrifice:

	Year Ended 31 July 2021	Year Ended 31 July 2020
	No.	No.
£100,000 to £104,999	0	0
£105,000 to £109,999	0	1
£110,000 to £114,999	0	1
£115,000 to £119,999	0	0
£120,000 to £124,999	1	0
£125,000 to £129,999	0	1
£130,000 to £134,999	0	0
£135,000 to £139,999	1	3
£140,000 to £144,999	1	0
£145,000 to £149,999	1	1
£150,000 to £159,999	1	0
	5	7

Average staff numbers by major category :

	Year Ended 31 July 2021	Year Ended 31 July 2020
	No.	No.
Academic	555	491
Academic Technicians	57	51
Administrative, Professional & Clerical Staff	673	645
Management (Academic)	42	38
Management (Non Academic)	28	33
	1,355	1,258

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 had 26 members (22 FTE's), (2019/20 - SLT had 18 members; 17 FTE's). This includes compensation paid to key management personnel.

	Year Ended 31 July 2021	Year Ended 31 July 2020
	£'000	£'000
Key management personnel	3,183	2,449

Board of Governors

The University's Board of Governors are the trustees for charitable law purposes. Due to the nature of the University's operations and the compositions of the Board, 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 may have an interest. All transactions involving organisations in which a Board member may have an interest, including those identified in Note 27, are conducted at arms length and in accordance with the University's Financial Regulations and usual procurement procedures.

No Board member has received any remuneration/waived payments from the group during the year (2019 - none)

The total expenses paid to or on behalf of four Board members was £1k (2020 - £2.1k to three Board members). This represents travel and subsistence expenses incurred in attending Board meetings, Committee meetings and Charity events in their official capacity.

Notes to the Accounts

Year Ended 31 July 2021

Notes	Year Ended 31 July 2021		Year Ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
8 Interest and other finance costs				
Loan interest	1,452	1,452	1,521	1,521
Net charge on pension scheme	1,557	1,557	1,716	1,716
	3,009	3,009	3,237	3,237

Notes	Year Ended 31 July 2021		Year Ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
9 Other Operating Expenses				
Academic and Related Expenditure	15,619	15,619	13,132	13,132
Administration and Central Services	16,642	16,557	15,406	15,332
Premises	5,445	5,445	5,143	5,143
Research Grants and Contracts	546	546	115	115
Residences, Catering and Conferences	1,538	1,538	1,414	1,414
Other Expenditure	1,849	1,849	1,526	1,526
	41,639	41,554	36,736	36,662

Other Operating Expenses include fees paid to the External Auditors for audit services of £87,000 (2019/20 - £70,000), and fees for non-audit services were £45,000 (2019/20 - £13,000).

Notes	Year Ended 31 July 2021		Year Ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
9a Access and Participation				
Access Investment	1,205	1,205	1,356	1,356
Financial Support	683	683	606	606
Disability Support	1,019	1,019	945	945
Research and Evaluation	445	445	313	313
	3,352	3,352	3,220	3,220

£1,754k of these costs are already included in the overall staff cost figures included in Note 7 of the financial statements.

The approved Access and Participation plan for the university can be found within the following link:

<https://www.staffs.ac.uk/about/corporate-information/access-agreements>

10 Taxation

The taxation charge for the University and Group in the year was zero (2019/20 : zero).

Notes to the Accounts

Year Ended 31 July 2021

11 Fixed Assets Consolidated & University

	Freehold Land and Buildings	Assets in the Course of Construction	Investment Properties	Computer Equipment	Other Equipment & Fittings	Motor Vehicles	Heritage Assets	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation								
At 1 August 2020	173,706	10,133	2,265	17,761	18,905	24	1,300	224,094
Additions	174	32,994	0	70	46	0	0	33,284
Reclassification	877	(1,813)	0	552	384	0	0	0
Disposals	(1,036)	0	0	0	(613)	0	0	(1,649)
At 31 July 2021	173,721	41,314	2,265	18,383	18,722	24	1,300	255,729
Depreciation								
At 1 August 2020	55,434	0	0	11,043	11,457	18	0	77,952
Charge for the year	5,938	0	0	2,048	2,108	6	0	10,100
Accelerated	613	0	0	0	0	0	0	613
Reclassification	0	0	0	0	0	0	0	0
Disposals	(385)	0	0	0	(434)	0	0	(819)
At 31 July 2021	61,600	0	0	13,091	13,131	24	0	87,846
Net book value								
At 31 July 2021	112,121	41,314	2,265	5,292	5,591	0	1,300	167,883
At 31 July 2020	118,272	10,133	2,265	6,718	7,448	6	1,300	146,142

Freehold Buildings at the University's Stoke Campus, Blackheath Lane, Stafford and Lichfield were revalued on a depreciated replacement cost basis by GVA Bilfinger, an Independent Chartered Surveyor, as at 1 August 2014. Freehold land was revalued on an open market, existing use basis at the same date. 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 2021, Freehold land and buildings included £17.3 million (2019/20: £17.3 million) in respect of Freehold land which is not depreciated.

Notes to the Accounts

Year Ended 31 July 2021

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 2021 £'000	Year Ended 31 July 2020 £'000
Valuation	1,300	1,300
Additions	0	0
Disposals	0	0
	1,300	1,300

13 Non-Current Investments

Consolidated

	Subsidiary companies	Subsidiary investment in spinouts	Other fixed assets investments	Total
	£'000	£'000	£'000	£'000
At 1 August 2020	0	0	74	74
Additions	0	0	0	0
Disposals	0	0	0	0
Impairment	0	0	0	0
At 31 July 2021	0	0	74	74

University

	£'000	£'000	£'000	£'000
At 1 August 2020	0	0	74	74
Additions	0	0	0	0
Disposals	0	0	0	0
Impairment	0	0	0	0
At 31 July 2021	0	0	74	74

Other non-current investments consist of:

CVCP Properties Limited
Mercia Asset Management PLC

Consolidated and University
£'000
33
41
74

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 Asset Management PPLC previously known as Mercia Technologies PLC.

The group holds shares in two wholly owned subsidiaries and a spin out company.

The group shareholding is as follows:

	University Holding	Value	
Subsidiary Companies			
Staffordshire University Unitemps Limited	100%	£1	
Staffordshire University Services Limited	100%	£1	
Spinout Companies			
AVA Technologies Limited	37%	-	Dissolved 20th September 2020
Grand Independent Limited	30%	-	

Staffordshire University Unitemps Limited, a company incorporated in and operating in Great Britain and registered in England and Wales, was established to act as an employment agency primarily employing students and providing services both internally and externally to the University.

Staffordshire University Services Limited is a company incorporated in and operating in Great Britain and registered in England and Wales, whose primary activity is the provision of staff to the University.

The group has chosen not to attribute any value to the shares in Grand Independent Limited within the financial statements.

Notes to the Accounts

Year Ended 31 July 2021

	Year Ended 31 July 2021		Year Ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
14 Trade and other receivables				
Amounts falling due within one year:				
Other trade receivables	7,991	7,776	7,128	6,795
Other receivables	417	414	521	517
Prepayments and accrued income	7,769	7,769	5,705	5,577
Amounts due from subsidiary companies	0	15,946	0	14,094
	16,177	31,905	13,354	26,983

	Year Ended 31 July 2021		Year Ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
15 Cash and Cash Equivalents				
Cash and Cash equivalents	32,329	31,720	23,710	22,665
	32,329	31,720	23,710	22,665

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 placeme

	Year Ended 31 July 2021		Year Ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
16 Creditors : amounts falling due within one year				
Unsecured loans	1,754	1,754	1,690	1,690
Trade payables	4,415	4,412	2,594	2,594
Social security and other taxation payable	2,559	2,230	2,655	2,346
Accruals and deferred income	27,139	27,018	20,491	20,371
Other Creditors	385	383	456	453
Amounts owed to subsidiary companies	0	15,575	0	13,017
	36,252	51,372	27,886	40,471

Notes to the Accounts

Year Ended 31 July 2021

	Year ended 31 July 2021		Year ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
17 Creditors : amounts falling due after more than one year				
Deferred income	26,689	26,689	20,605	20,605
Unsecured loans	35,085	35,085	36,839	36,839
	61,774	61,774	57,444	57,444

Analysis unsecured loans:

	2021	2020	2021	2020
Due within one year or on demand (Note 16)	1,754	1,754	1,690	1,690
Due between one and two years	1,824	1,824	1,754	1,754
Due between two and five years	5,929	5,929	5,698	5,698
Due in five years or more	27,332	27,332	29,387	29,387
Due after more than one year	35,085	35,085	36,839	36,839
Total unsecured loans	36,839	36,839	38,529	38,529

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.

18 Provisions for liabilities

Consolidated	Pension enhancements on termination	Onerous Lease/ Dilapidations	Restructuring	Total
	£'000	£'000	£'000	£'000
At 1 August 2020	580	729	2,358	3,667
Utilised in year	(433)	0	(58)	(491)
Additions in 2020/21	94	0	910	1,004
At 31 July 2021	241	729	3,210	4,180

University	Pension enhancements on termination	Onerous Lease/ Dilapidations	Restructuring	Total
	£'000	£'000	£'000	£'000
At 1 August 2020	580	729	2,358	3,667
Utilised in year	(433)	0	(58)	(491)
Additions in 2020/21	94	0	910	1,004
At 31 July 2021	241	729	3,210	4,180

Notes to the Accounts

Year Ended 31 July 2021

19 Endowment Reserves - Consolidate & University

Restricted net assets relating to endowments are as follows:

	Restricted Permanent endowments £'000	Year Ended 2021 Total £'000	Year Ended 2020 Total £'000
Balances at 1 August 2020			
Capital	22	22	22
Accumulated income	4	4	4
	26	26	26
New endowments	0	0	0
Investment income	0	0	0
Expenditure	0	0	0
(Decrease) / increase in market value of investments	0	0	0
Total endowment comprehensive income for the year	0	0	0
At 31 July 2021	26	26	26
Represented by:			
Capital	22	22	22
Accumulated income	4	4	4
	26	26	26
Analysis by type of purpose:			
Prize funds	26	26	26
	26	26	26

Notes to the Accounts

Year Ended 31 July 2021

20 Restricted Reserves - Consolidated & University

Reserves with restrictions are as follows:

	Year Ended 2021 Total £'000	Year Ended 2020 Total £'000
Balances at 1 August 2020	4,648	4,588
New grants	0	0
New donations	44	60
Investment income	0	0
Utilised donations and reserves	(104)	0
Gain on disposal	0	0
(Decrease) / increase in market value of investments	0	0
Total restricted comprehensive income for the year	(60)	60
At 31 July 2021	4,588	4,648
Analysis of other restricted funds /donations by type of purpose:	2021 Total £'000	2020 Total £'000
Lectureships	0	0
Scholarships and bursaries	0	0
Research support	0	0
Prize funds	0	0
General	4,588	4,648
At 31 July 2021	4,588	4,648

21 Investments

	At 31st July 2021 £'000	Cash Flows £'000	At 1st August 2020 £'000
Consolidated			
Short-term investments	43,078	(11,156)	54,234
Bank overdraft	0	0	0
	43,078	(11,156)	54,234

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

Year Ended 31 July 2021

22 Capital and other commitments

Provision has not been made for the following capital commitments at 31 July 2021:

	Year Ended 31 July 2021		Year Ended 31 July 2020	
	Consolidated £'000	University £'000	Consolidated £'000	University £'000
Commitments contracted for	725	1,638	668	668
Approved not contracted for	22,199	22,095	1,369	1,369
	22,924	23,733	2,037	2,037

23 Lease obligations

Total rentals payable under operating leases:
Consolidated & University

	Year Ended 31 July 2021			31 July 2020
	Land and Buildings £'000	Other leases £'000	Total £'000	£'000
Payable during the year	2,095	95	2,190	1,771
Future minimum lease payments due:				
Not later than 1 year	3,263	39	3,302	1,965
Later than 1 year and not later than 5 years	7,175	10	7,185	2,705
Later than 5 years	8,722	0	8,722	1,990
Total lease payments due	21,255	144	21,399	8,431

24 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 pro-rated share, spread using a bank facility over seven years. The University is a guarantor, on a joint and several basis, with a bank facility. No liability has yet arisen under this guarantee.

25 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 2020/21 were £8,058k (2019/20 £6,433k) and for the Staffordshire County Council Superannuation Scheme £3,095k (2019/20 £2,635k).

Funded liabilities comprise of approximately £291m 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.

Staffordshire University Services Ltd

The pension scheme for Staffordshire University Services Ltd with Aviva is a defined contribution plan, a post employment benefit plan under which Staffordshire University Services Ltd pays fixed contributions into a separate entity and has no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement in the year during which services are rendered by employees.

Notes to the Accounts

Year Ended 31 July 2021

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations 2014. These regulations apply to teachers in schools, colleges and other educational establishments. Membership is automatic for teachers and lecturers at eligible institutions. Teachers and lecturers are able to opt out of the TPS.

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. Retirement and other pension benefits are paid by public funds provided by Parliament.

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The University is unable to identify its share of the underlying assets and liabilities of the plan.

Valuation of The Teachers' Pension Scheme

The latest actuarial review of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department of Education (DfE) in April 2019. The valuation reported total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218 billion, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £198 billion giving a notional past service deficit of £22 billion.

Employer contribution rates are set at 23.68% of pensionable pay.

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/2019/04/teachers-pensions-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 implemented from 1 April 2015.

The key provisions of the reformed scheme included: 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 are fully protected.

In addition, the Final Agreement included a Government commitment that those within 10 years of Normal Pension Age on 1 April 2012, would 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 would 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 commenced on 1 April 2015.

Local Government Pension Scheme

The LPGS 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 is 23.3% plus an additional annual employer contributions, 2020/21 - £1,200K (2019/20 - £1,646K). The average rate for employees is 8.1%.

The latest formal valuation of the Fund for the purpose of setting employers' actual contributions was as at 31 March 2019, with the next formal valuation due as at 31 March 2022.

A valuation of the Fund's liabilities as at 31 July 2021 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 2019 for the purpose of the funding valuation at that date (or for employers which have joined the Fund after 31 March 2019, 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;

Notes to the Accounts

Year Ended 31 July 2021

25 PENSION COSTS (Continued)

Local Government Pension Scheme (Continued)

Any new early retirements from 1 August 2019 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 2019.

Salary increases are 1% pa nominal.

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 service and 75% of the maximum tax-free cash for post-April 2008 service.

	At 31 July 2021	At 31 July 2020
Rate of increase in salaries	2.85%	2.60%
Rate of increase for pensions	3.25%	2.20%
Discount rate for liabilities	1.60%	1.40%

Sensitivity Analysis

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

Change in assumptions

	At 31 July 2021		At 31 July 2020	
	Approximate % increase to Defined Benefit Obligation	Approximate monetary amount (£000)	Approximate % increase to Defined Benefit Obligation	Approximate monetary amount (£000)
0.1% decrease in Real Discount Rate	2%	7,304	11%	33,604
0.1% increase in the Salary Increase Rate	0%	423	1%	1,908
1 year increase in member life expectancy	4%	13,453	0%	0
0.1% Increase in the Pension Increase (CPI)	2%	6,776	10%	31,108

Consumer Price Inflation (CPI) - Pension Increase Rate

The CPI assumption is derived based on a deduction from the Retail Price Inflation (RPI) assumption, known as the RPI-CPI wedge or gap which is the actuary's estimate of the long term differences between RPI and CPI.

In response to the ongoing reform of RPI Hymans Robertson have changed their approach to setting the CPI assumption: an increase in the Inflation Risk Premium and a reduction in the long-term difference between RPI and CPI. The combined impact of this change is a circa £21.6m increase to the defined benefit obligation at 31 July 2021.

Notes to the Accounts

Year Ended 31 July 2021

25 PENSION COSTS (Continued)

Mortality Assumptions

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2020 Model, an allowance for smoothing of recent mortality experience and long term rates of 1.25% pa. for males and females.

	Males	Females
Current Pensioners	21.4 years	24.0 years
Future Pensioners*	22.5 years	25.7 years

* Figures assume member aged 45 as at the last formal valuation date.

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 2020	CMI 2018 model assuming an allowance for smoothing of recent mortality experience and long term-rate of improvement of 1.25% p.a.	CMI 2018 model assuming an allowance for smoothing of recent mortality experience and long term-rate of improvement of 1.25% p.a.

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

	Proportion of each asset type at 31 July 2021	Value at 31 July 2021 £'000	Proportion of each asset type at 31 July 2020	Value at 31 July 2020 £'000
Equities	71%	166,620	65%	124,475
Bonds	19%	44,588	22%	42,130
Property	7%	16,427	9%	17,235
Cash	3%	7,040	4%	7,660
Total Market Value of Assets		<u>234,675</u>		<u>191,500</u>

	Year ended 31 July 2021 £'000	Year ended 31 July 2020 £'000
Group's estimated asset share	234,675	191,500
Present value of scheme liabilities	(336,337)	(302,644)
Deficit in the scheme	<u>(101,662)</u>	<u>(111,144)</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

Year Ended 31 July 2021

25 PENSION COSTS (Continued)

ANALYSIS OF THE AMOUNT CHARGED TO THE INCOME AND EXPENDITURE ACCOUNT

	Year Ended 31 July 2021 £'000	Year Ended 31 July 2020 £'000
Employer service cost (net of employee contributions)	4,937	4,442
Past service cost	13	(176)
Curtailment and Settlements	0	0
Total operating cost	4,950	4,266

Analysis of pension finance income/costs

	Year Ended 31 July 2021 £'000	Year Ended 31 July 2020 £'000
Expected return on pension scheme assets	2,676	4,192
Interest on pension scheme liabilities	(4,233)	(5,908)
Pension finance costs	(1,557)	(1,716)

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

Actuarial gain / (loss) recognised in SOCI	11,388	(28,297)
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Reconciliation of defined benefit obligation

	Year Ended 31 July 2021 £'000	Year Ended 31 July 2020 £'000
Opening Defined Benefit Obligation	302,644	281,033
Current service cost	4,937	4,442
Interest Cost	4,233	5,908
Contributions by Members	787	770
Actuarial gains / (losses)	29,577	16,451
Past Service Costs (including Curtailments)	13	(176)
Unfunded Benefits Paid	(731)	(746)
Benefits Paid	(5,123)	(5,038)
Closing Defined Benefit Obligation	336,337	302,644

Reconciliation of fair value of employer assets

	Year Ended 31 July 2021 £'000	Year Ended 31 July 2020 £'000
Opening Fair Value of Employer Assets	191,500	199,280
Expected Return on Assets	2,676	4,192
Contribution by Members	787	770
Contributions by the Employer	3,870	4,142
Contributions in respected of Unfunded Benefits	731	746
Actuarial Gains/(Losses)	40,965	(11,846)
Estimated Unfunded Benefits paid	(731)	(746)
Estimated Benefits Paid	(5,123)	(5,038)
Closing Fair Value of Employer Assets	234,675	191,500

Movement in deficit during the year

	Year Ended 31 July 2021 £'000	Year Ended 31 July 2020 £'000
Deficit in scheme as 1 August	(111,144)	(81,753)
Movement in year:		
Current service charge	(4,937)	(4,442)
Contributions	3,870	4,142
Contributions in respected of Unfunded Benefits	731	746
Past service costs	(13)	176
Net interest on assets	(1,557)	(1,716)
Actuarial (loss) / gain	11,388	(28,297)
Deficit in scheme as 31 July	(101,662)	(111,144)

Notes to the Accounts

Year Ended 31 July 2021

26 Department for Education (DfE)

	Year Ended 31 July 2021 £'000	Year Ended 31 July 2020 £'000
Student Bursaries		
Opening fund balance	25	63
Net DfE grants received in year	942	992
Disbursed to students	(1,046)	(971)
Reclaim/ adjustment	59	(59)
Balance at 31 July	(20)	25

27 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 £832k to the Student's Union (2019/20: £832k), and purchases from the Student's Union amounted to £58k (2019/20: £29k), and Sales £nil (2019/20: £23k).

Staffordshire University Academy Trust and Staffordshire University. Purchases by the University amounted to £8k (2019/20: £4k) and sales £1k (2019/20: £3k).

Notes to the Accounts

Year Ended 31 July 2021

28 US Department of Education Financial Responsibility Supplemental Schedule

In satisfaction of its obligations to facilitate students' access to US federal financial aid, the University is required, by the US Department of Education, to present the following Supplemental Schedule in a prescribed format. The amounts presented within the schedules have been:

- prepared under the historical cost convention, subject to the revaluation of certain fixed assets;
- prepared using United Kingdom generally accepted accounting practice, in accordance with Financial Reporting Standard 102 (FRS 102) and the Statement of Recommended Practice: Accounting for Further and Higher Education (2019 edition);
- presented in pounds sterling.

The schedules set out how each amount disclosed has been extracted from the financial statements. As set out above, the accounting policies used in determining the amounts disclosed are not intended to and do not comply with the requirements of accounting principles generally accepted in the United States of America.

Primary Reserve Ratio

Page	Line item/related disclosures		Year ended 31 July 2021		Year ended 31 July 2020	
			£'000	£'000	£'000	£'000
		Expendable Net Assets				
71	Income and expenditure reserve - unrestricted including pension reserve	Net assets without donor restrictions	0	51,059	0	32,699
71	Income and expenditure reserve - endowment reserve + Income and expenditure reserve - restricted reserve	Net assets with donor restrictions	0	4,614	0	4,674
		Secured and Unsecured related party receivable	0	0	0	0
		Unsecured related party receivable	0	0	0	0
82	Net book value at 31 July 2021	Property, plant and equipment, net (includes Construction in progress)	167,883	0	146,142	0
82	Net book value at 31 July 2021	Property, plant and equipment - pre-implementation	0	121,758	0	135,393
		Property, plant and equipment - post-implementation with outstanding debt for original	0	0	0	0
82	Net book value at 31 July 2021	Property, plant and equipment - post-implementation without outstanding debt for original	0	4,811	0	947
82	Net book value at 31 July 2021	Construction in progress	0	41,314	0	9,802
		Lease right-of-use asset, net	0	0	0	0
		Lease right-of-use asset pre-implementation	0	0	0	0
		Lease right-of-use asset post-implementation	0	0	0	0
		Intangible assets - Goodwill	0	0	0	0
		Intangible assets	0	0	0	0
71	Pension provisions	Post-employment and pension liabilities	0	101,662	0	111,144
85	Total unsecured loans	Long-term debt - for long term purposes	36,839	0	38,529	0
85	Total unsecured loans	Long-term debt - for long term purposes pre-implementation	0	36,839	0	38,529
		Long-term debt - for long term purposes post-implementation	0	0	0	0
		Line of Credit for Construction in process	0	0	0	0
		Lease right-of-use asset liability	0	0	0	0
		Pre-implementation right-of-use leases	0	0	0	0
		Post-implementation right-of-use leases	0	0	0	0
		Annuities with donor restrictions	0	0	0	0
		Term endowments with donor restrictions	0	0	0	0
		Life income funds with donor restrictions	0	0	0	0
71	Income and expenditure reserve - endowment reserve	Net assets with donor restrictions: restricted in perpetuity	0	26	0	26

Notes to the Accounts

Year Ended 31 July 2021

28 US Department of Education Financial Responsibility Supplemental Schedule

Primary Reserve Ratio (Continued)

Page	Line item/related disclosures		Year ended 31 July 2021		Year ended 31 July 2020	
			£'000	£'000	£'000	£'000
		Total Expenses and Losses				
69	Total expenditure	Total expenses without donor restrictions - taken directly from Statement of Activities	0	127,720		117,232
69	Investment income + Actuarial gain (loss) in respect of pension schemes	Non-Operating and Net Investment (loss)	0	(11,536)		27,805
69	Investment income	Net investment losses	0	(148)		(492)
		Pension-related changes other than net periodic costs	0	0		0
		Modified Net Assets				
71	Income and expenditure reserve - unrestricted including pension reserve	Net assets without donor restrictions	0	51,059	0	32,699
71	Income and expenditure reserve - endowment reserve + Income and expenditure reserve - restricted reserve	Net assets with donor restrictions	0	4,614	0	4,674
		Intangible assets	0	0	0	0
		Secured and Unsecured related party receivable	0	0	0	0
		Unsecured related party receivable	0	0	0	0

Equity Ratio

Page	Line item/related disclosures		Year ended 31 July 2021		Year ended 31 July 2020	
			£'000	£'000	£'000	£'000
		Modified Assets				
71	Non-current assets + Current assets	Total Assets	0	259,541	0	237,514
		Lease right-of-use asset pre-implementation	0	0	0	0
		Pre-implementation right-of-use leases	0	0	0	0
		Intangible assets	0	0	0	0
		Secured and Unsecured related party receivable	0	0	0	0
		Unsecured related party receivable	0	0	0	0

Net Income Ratio

Page	Line item/related disclosures		Year ended 31 July 2021		Year ended 31 July 2020	
			£'000	£'000	£'000	£'000
		Net Income Ratio				
69	Total comprehensive income and expenditure for the year	Change in Net Assets Without Donor Restrictions	0	18,300	0	(22,816)
69	Total Income + Loss on Disposal of fixed/heritage assets (excluding Investment income)	Total Revenue and Gains	0	134,484	0	122,281

SHORTLISTED FOR
**UNIVERSITY
OF THE YEAR***



THE
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*Times Higher Education Awards 2020