

# MINUTES

## STRATEGY AND PERFORMANCE COMMITTEE, SP-17

**Date:** Wednesday 15 February 2023

**Time:** 1500

**Location:** CA105/106. Catalyst, Leek Road

**Notes:**

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

<b>Members</b>		
Ruth Anderson	External Member	A
Hannah Blackburn	Student Governor (President, Students' Union)	P
Colin Hughes (Deputy Chair)	External Member	P
Professor Martin Jones	Vice Chancellor	P
Juliet Oosthuysen	External Member	A
Simon Smith	Staff Governor (academic staff)	P
Victoria Sylvester	External Member	A
Sara Williams (Chair)	External Member	P
<b>In attendance</b>		
Ian Blachford	Chief Operating Officer and Clerk to the Board of Governors	P
Professor Kevin Hetherington	Deputy Vice Chancellor	P
Dr Annabel Kiernan	Pro Vice Chancellor – Academic	P
Sally McGill	Chief Financial Officer	P
Professor Raheel Nawaz	Pro Vice Chancellor – Digital Transformation	A
Sue Boyce	Assistant Clerk to the Board of Governors (minutes)	P

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

<b>1 MEETING MANAGEMENT</b>													
315	<b>Apologies for absence</b> were received from Ruth Anderson, Juliet Oosthuysen and Victoria Sylvester.												
316	There were no new <b>Declarations of interest</b> .												
317	<p><b>Membership of the Committee for 2022/23:</b></p> <table> <tr> <td><b>Constitution</b></td> <td><b>MEMBERSHIP</b></td> </tr> <tr> <td>External Members</td> <td>Colin Hughes (Deputy Chair)</td> </tr> <tr> <td></td> <td>Juliet Oosthuysen</td> </tr> <tr> <td></td> <td>Ruth Anderson</td> </tr> <tr> <td></td> <td>Victoria Sylvester</td> </tr> <tr> <td></td> <td>Sara Williams (Chair)</td> </tr> </table>	<b>Constitution</b>	<b>MEMBERSHIP</b>	External Members	Colin Hughes (Deputy Chair)		Juliet Oosthuysen		Ruth Anderson		Victoria Sylvester		Sara Williams (Chair)
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	<p>Student Governor                      Hannah Blackburn (President, Students' Union)</p> <p>Staff Governor                         Simon Smith (Academic Staff Governor)</p> <p>Vice Chancellor                        Professor Martin Jones</p> <p>In attendance                         Ian Blachford, Chief Operating Officer &amp; Clerk to the Board Sally McGill, Chief Financial Officer Professor Kevin Hetherington, Deputy Vice Chancellor Dr Annabel Kiernan, Pro Vice Chancellor – Academic Professor Raheel Nawaz – Pro Vice Chancellor – Digital Transformation</p>
318	<b>Minutes of the last meeting of the Committee</b> , 13 October 2022 SP/17/01, were signed as a true and accurate record.
319	<p><b>Matters arising:</b></p> <ul style="list-style-type: none"> <li>• <b>Minute 285 - Access and Participation Plan</b> – to note that an update report on the position with this had been presented to Board of Governors on 21 September 2022.</li> </ul>
320	<b>*Overview of annual business 2022-23*</b> SP/17/02.
<b>2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)</b>	
321	<p>The report on <b>Strategic context for HE landscape and direction of travel</b> SP/17/03 was received from the Vice Chancellor. Members noted the following:</p> <ul style="list-style-type: none"> <li>• This paper focuses on how the University is 'actively' involved in 'thought leadership' to develop and influence the HE policy agenda. In addition to the influencing roles that the Vice Chancellor plays through policy blogs and media interventions nationally, regionally, locally, alongside continuing academic research on sub-national economic development and skills, under his leadership as VC, Executive members are being actively encouraged to become thought leaders in the areas of their portfolios.</li> <li>• In this paper, thought leadership is demonstrated through two examples—the work being undertaken by Dr Annabel Kiernan, PVC Academic, and Professor Raheel Nawaz, PVC Digital Transformation—both central to the strategic plan. Annabel's influence on micro-credentials is discussed in the context of the Lifelong Loan Entitlement (LLE) policy, the move towards Local Skills Improvement Plans (LSIPs), and particularly how this is positioning Staffordshire University as a catalyst for regional economic growth. Raheel's research on work-based learning and degree apprenticeships is outlined and attempts to position Staffordshire University as a thought leader in intellectual, research, and policy spheres is detailed. Both examples highlight important and high-level strategic engagement with politicians and policymakers from the current government and opposition parties.</li> </ul> <p>Members commented as follows:</p> <ul style="list-style-type: none"> <li>• Discussion ensued around the perceptions of the apprenticeship route. Annabel Kiernan highlighted that apprenticeships had been growing in popularity and part of this was the fact that they appealed to multiple audiences. Discussions are currently underway with schools to understand which apprenticeship standards should be approved, whilst liaising with employers to understand skills shortages. Sara Williams stated that the Skills Hub were impressed with progress made and that there is now an opportunity to demonstrate how businesses and organisations can work together to satisfy needs. The report links well with other work undertaken around apprenticeship programmes.</li> <li>• Dr Annabel Kiernan commented that it will become apparent in the next 6 months how the University will support employer demand in the market, what their need is, how a skills gap is defined and whether this is a short term or long-term trend.</li> <li>• Sara Williams requested more information in relation to the BTECs and T levels agenda. Martin Jones agreed to update Sara outside of the meeting.</li> </ul> <p>There were no further comments, and the report was noted.</p>
322	<p>The summary report of the <b>KPI Scorecard</b> SP/17/04 was discussed by the Chief Operating Officer. The report highlighted the KPIs and the in-year milestones, together with an assessment of in year performance against this. Where performance was not what expected, additional remedial actions had been identified. It was noted that full reports on the majority of these KPIs followed on the remainder of the agenda.</p> <p>Members and attendees commented as follows:</p>

	<ul style="list-style-type: none"> <li>• Sara Williams commented that it had been helpful to now see the scorecard in operation and that it would help to guide subsequent discussions. Sara commented that she had a few specific comments on the paper which she would provide to the Chief Operating Officer following the meeting for consideration in later reports.</li> <li>• Sara Williams asked about the full-time undergraduate recruitment position – commenting that this now appeared better than earlier reports, and that there was some traction with the 18 yr-old pivot, recognising that there was much work underway currently that would not yet be impacting.</li> <li>• Colin Hughes asked about the reduction of applications in the capped NHS provision. It was explained that this was a sector wide issue, although we did not yet have data that would contextualise our reduction with that of the sector overall and competitors. Nonetheless, the Dean was confident that would fill all of the capped places.</li> </ul> <p>The report was noted.</p>
323	<p><b>The Undergraduate &amp; Postgraduate Student Recruitment Performance Report SP/17/05</b> was presented by the Pro Vice Chancellor – Academic.</p> <ul style="list-style-type: none"> <li>• The report was based on Full Time Undergraduate application data as on the 30th January 2023.</li> <li>• Staffordshire University was currently performing above competitors but below the sector for year-on-year applications when including home and international applicants. With Staffordshire University seeing a -2.2% overall drop for in-cycle applications, compared to a drop of -5.5% for competitors and a -2.0% sector drop.</li> <li>• The sector had just passed the first UCAS deadline (Equal Consideration deadline) at 18:00 on 25th January 2023. Historically we would have received circa 80% of our total applications by this deadline but are expecting some change this year due to the complex nature of the cycle. The sector is still reporting intelligence that the narrative in the media around the cost-of-living crisis is impacting student choice and engagement with higher education.</li> <li>• New polling from the UPP Foundation outlines in a poll of around 2,000 people, conducted through Public First, 71% of respondents said they believed the cost of living and economic crisis will deter people from going to university in the next few years. Most challenging of all; over one-fifth of respondents (22%) agree with the statement 'a university degree is a waste of time', which rises to nearly one-third (32%) among 18-to-24-year-olds, and 58% agree 'a university degree does not prepare students for the real world'. Only 18% of respondents had visited a university in the existing academic year, and over half of those from the lowest social grades (DE) had never visited a university at all.</li> <li>• An important consideration for Staffordshire University, when you analyse the local area and market demographics is the high levels of regional socio-economic disadvantage and low participation in higher education. In Stoke-on-Trent just 53% of disadvantaged 16–18-year-old 2019 school leavers continued their education (DfE, 2021) which would impact the university undergraduate pipeline for 2023 entry.</li> <li>• In addition, Stoke-on-Trent has higher than average rates of low pay and insecure work (Etherington, et al., 2022). The local area also has below average Higher Skills, low business density and below average population. Considering all these factors together correlates with the regional drop in applications, but may provide opportunity for apprenticeships which traditionally happen from March onwards during the recruitment cycle.</li> </ul> <p>However, there are some areas of the Staffordshire University portfolio performing well against sector trends:</p> <div data-bbox="188 1355 1489 1550" style="background-color: black; height: 80px; width: 100%;"></div> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>• Discussion ensued about how the analysis is more granular this year and Anabel Kiernan explained that there is every confidence that predicted numbers will increase because of good intelligence and information received from connections with other Universities.</li> <li>• Anabel Kiernan explained that the decline in health-related courses is due to uncertainty in the jobs market and that this is a sector wide issue. She also explained that the increase in figures for creative arts subjects is due to the University's league table position and REF performance.</li> <li>• Sara Williams asked about the retention rate post pandemic and plans to retain students in the longer term. Annabel Kiernan responded that retention this year was being actively managed, but was tracking higher than the previous year as a consequence of the cost-of-living challenges.</li> <li>• Professor Martin Jones commended Anabel Kiernan's efforts in rebuilding the team and creating the infrastructure around her to progress the student recruitment ambitions.</li> <li>• Hannah Blackburn noted the increase in numbers for computer science course and Anabel Kiernan explained that this was linked to the messaging of targeted marketing campaigns around computing and the student experience.</li> </ul>

The report was noted.

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[Redacted content]

[Redacted content]

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**Student Employability Report SP/17/07** was introduced by the Pro Vice Chancellor – Academic.

- This report captures the main impact-led employability interventions being delivered during this academic year 2022-23 including SUL. These developments support progress towards two KPIs - achieving 75% graduate outcomes and 20% graduate retention in the region by 2027. They also contribute to meeting B3 condition thresholds and delivering the university Access and Participation Plan commitments.

	<ul style="list-style-type: none"> <li>Increased Careers visibility through new collaborations and a wider menu of personalised services, is boosting student engagement with employability. The latest data shows an 82% increase of one-to-one appointments in semester one (2197) compared to same time last year (1203). Engagement is vital to positively influence career planning, increase confidence and the job application skills of our students.</li> <li>Student completion of the careers registration survey has increased by 35% since made mandatory, providing the University with richer insights to plan Career interventions and evaluate their effectiveness. The latest data shows improvement in 3 key indicators: career planning is up by 8.5% (n=4200), interest in work experience is up by 2.5% (n=2464) and career readiness is up by 15% (n=4437). In addition, the University outperforms the sector average for all two NSS 2022 question sets on career readiness and skills, students agreed that its courses helped them to better develop employability skills (87%), improve career planning (78%) and career prospects (84%). We are now asking students what they perceive as barriers to employment, with the main barrier being confidence at interviews, we are creating advanced digital and in-person solutions to address these using the new Careers portal.</li> <li>Career Liaison Managers (CLMs) are playing a key role in curriculum design, actively participating in design sprints, validations and continuous monitoring. Sharing expertise, student and employer perspectives, and innovative tools from the new Careers portal, is helping to further embed employability in the curriculum, to ultimately support career readiness and positive graduate outcomes.</li> <li>The new Careers portal offers a hyper personalised employability experience and cutting-edge tools and intel on the graduate marketplace. It helps students to know and develop employer-desired skills through its resources and a jam-packed jobs board, career appointment and event functionality. It houses the University's Career Essentials and new EDGE Awards, available for students and graduates to ensure they are work-ready and can compete in the graduate labour market, with academic recognition.</li> <li>The Careers team have applied to obtain the Quality Standards Certification from AGCAS (UK Careers professional body). This was an opportunity to reflect on the University's service, priorities and identify gaps in provision to ensure it continues offering an excellent service to students, graduates and employers.</li> <li>These institutional developments and higher engagement with Careers are designed to have an impact on graduate outcomes and graduate retention in the region and meet the 68% and 20% interim targets respectively for 2023. They are responding to previous disappointing results, to deliver better outcomes from this year and to embed employability throughout the student journey so that the University increases the career confidence and readiness of its students. The new mandatory careers registration data and career pulses through the new portal will give us better insight and intelligence to shape discipline-specific interventions to improve outcomes in those areas.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>Colin Hughes asked of the improvements in employability was as a result of our interventions or the bounce back from the pandemic. Annabel Kiernan stated that it had been more difficult for students to gain work experience over the pandemic as accessibility to placement experiences had been impacted and redressing this balance has been a focus. Therefore, the improvements were a combination of post pandemic bounce and also more targeted and impactful actions by the University.</li> <li>Colin Hughes asked if help in the form of clothing and travel expenses for interviews was in place and whether any outstanding obstacles to employment could be ascertained by interviewing less financially secure graduates. Dr Annabel Kiernan stated that the Horizon Fund assisted with such issues, however she would look into the matter raised and investigate further.</li> <li>Sara Williams stated that the beInspired programme had helped create 300 start-up businesses over 5 years, whereas the Chamber of Commerce had helped 360 a year. It was noted that the beInspired programme had a number of conditions attached to who it supported and more limited access points in joining the programme.</li> </ul> <p>The report was noted.</p>
326	<p><b>Graduate Outcomes Survey Annual Report</b> SP/17/08 was introduced by the Pro Vice Chancellor – Academic.</p> <ul style="list-style-type: none"> <li>This report captures the impact-led interventions developed and delivered for 'Class of 2021' graduates and those in progress for 'Class of 2022'. Based on last year's success, it asks the Executive team to continue investing £95,270 to deliver a second year of the Graduate Projects Office (GPO) facilitating funding for 50 graduate internships to support under/unemployed graduates from Class of 2022.</li> <li>These impact-led interventions have the potential to improve our graduate prospects scores by 5% (Guardian) raising the graduate prospects metrics ranking c.31 places from 79th to 48th and by 4% (Times) raising the graduate prospects metric ranking c.33 places from 107th to 74th subject to wider sector movement i.e. that other HEI's position does not move (BI League Table Reports, Oct 2022).</li> <li>The developments captured in this paper support progress towards two KPIs: 75% of graduates in graduate level roles, classified in accordance with the Graduate Outcomes Survey by 2027 and 20% of graduate retention in graduate roles within Staffordshire as proportion of all graduates by 2027.</li> <li>During 2022-2023 we have set ourselves the following interim milestones for 'Class of 2021' graduates (data to be released in June 2023): 68% of graduates in graduate level roles, classified in accordance with the Graduate Outcomes</li> </ul>

	<p>Survey (GOS). Current position is at 73% (Guardian) and 66.6% (Times), The other was 12% of graduate retention in graduate roles within Staffordshire as proportion of all graduates. Current position is at 23% (BI, Jan 2023).</p> <ul style="list-style-type: none"> <li>We believe that the action plan delivered by the new Graduate team last year set us on course to achieve these interim objectives. The action plan was based on targeted outreach, calling and marketing campaigns leading to five actions: 1) diagnosing employment status of league table eligible graduate pool; 2) increasing response rate/survey completion for high-impact courses i.e. Nursing; 3) minimising underreporting in high participation courses i.e. Art, Games; 4) upskilling 50 under/unemployed graduates through internships via the new Graduate Projects Office (GPO) and 5) upskilling 9 under/unemployed graduates through the new PG Certificate PDP bursaries, raising confidence, experience and positively impacting our graduate outcomes scores in League Tables.</li> <li>The latest data show a negative differential of -20% in the graduate outcomes of our partners. The Head of Employability and the Head of Post-16 Partnerships are leading the development of interventions to support partners delivering employability focussed enhancements, without focussing on survey completion campaigns for now, ultimately to improve the career readiness and outcomes of partner students without negatively impacting scores in the short term.</li> <li>To support graduate retention in the region, we are increasing local employer events on campus in collaboration with Unitemps and Schools. These expose students and graduates to employer networks, feeding local recruitment talent pipelines and matching talent against live roles. We are seeing an increase of employer participation in the curriculum and in Career events, including those targeting graduates, as well as sponsorships.</li> <li>These institutional developments are designed to have an impact on graduate outcomes and retention, setting us on track to meet the 68% and 12% interim targets for 2022-2023. They are responding to previous disappointing results, and some gaps in employability partner provision, to deliver better outcomes from this year and to continue embedding employability throughout the student journey so that we increase the career confidence and outcomes of all our students.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>Sara Williams commended the Graduate Outcomes Survey Annual Report and wished her thanks to be passed onto staff who had directly impacted upon this.</li> <li>Colin Hughes asked about the length of the internships, and whether both students and the University are benefitting from these. Dr Anabel Kiernan stated that the internship programme was due to be reviewed and that this would be included in such a review. The review was to ascertain the benefits and costs of upscaling the programme. Martin Jones highlighted that this would also be reflected in the employer/business development strategy, part of one of the strategic priorities.</li> </ul> <p>The report was noted.</p>
327	<p><b>TEF Update</b> was provided verbally by the Pro Vice Chancellor – Academic, confirming that the submission to the Office for Students had been made before the due date and had been previously circulated to governors. The outcome would be known in Summer 2023.</p> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>Sara Williams and members commended Annabel Kiernan and Hannah Blackburn for the student submission, which would hopefully place the University in a strong position for the OfS consideration.</li> </ul> <p>The report was noted.</p>
328	<p><b>Review of International Recruitment Strategy</b> SP/17/09 was presented by the Pro Vice Chancellor – Academic.</p> <ul style="list-style-type: none"> <li>The University has set out ambitious metrics for international recruitment as part of the Strategic Plan (2022 – 2027). In the current external environment, there is clearly a continued opportunity for growth for the University in terms of both international headcount and revenue generation, whilst ensuring quality and standards are maintained in line with UK Visa and Immigration (UKVI) Basic Compliance Assessment (BCA) requirements.</li> <li>To realise its strategic ambition, the University has started to realign and reposition itself favourably in the global marketplace to ensure it is able to capitalise on available international recruitment initiatives given this area of activity has the ability to have positive, significant impact on the future financial success of the institution, and to contribute significantly to the University in terms of culture, diversity and opportunity for all students.</li> <li>Over the past two academic years, the University has seen significant growth in international applications and on campus student population, confirming that the previously approved strategic direction is starting to deliver effectively. The international admissions team have seen growth in applications from 259 in 2020/21 to 2,425 in 2021/22 to 11,361 in 2022/23, representing a 4,286% increase over the two academic years. For 2023/24 1,650 applications have already been received to-date, which is an increase of 115% on the same point last year.</li> <li>The current on-campus international student population is 1,401, with a further 469 (approximately) expected to enrol in January 2023. This is growth of 920%, from 183 students in 2020/21 to a projected 1870 on conclusion of the</li> </ul>

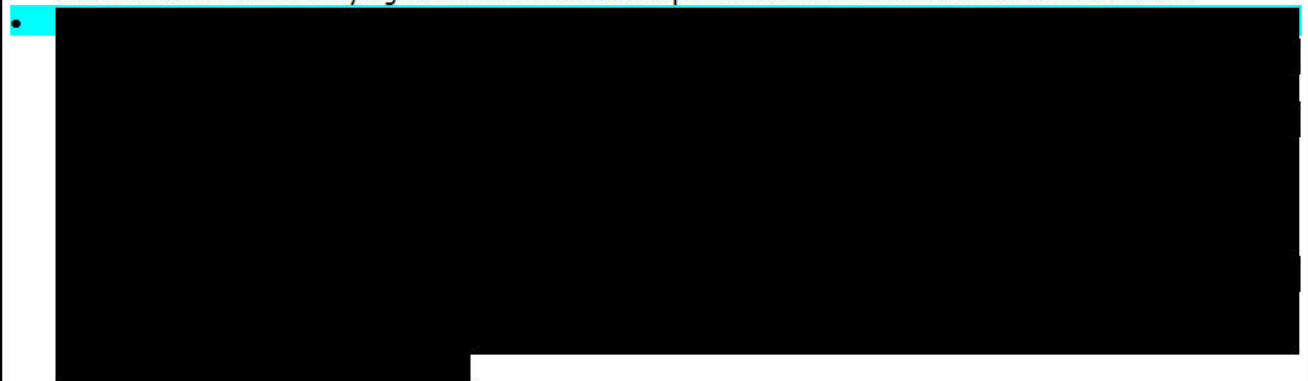
	<p>January 2023 enrolment. Investment has taken place across the University to support this growth, in particular in Student Development Services to ensure a high-quality student experience is maintained.</p> <ul style="list-style-type: none"> <li>• Strategy and Performance Committee is asked to consider and affirm the following recommended Strategic Aims as outlined in this paper to continue to support the international recruitment Strategy to 2027: <ul style="list-style-type: none"> <li>• Grow full-time undergraduate and postgraduate on-campus students to 0.7% of market share. In numerical terms this would require an international student population of 1,800 to be maintained</li> <li>• Create a student demographic that mirrors the Post-92 sector norms.</li> <li>• Build a sustainable long-term presence in an intelligence-led priority market portfolio, supported by appropriate third-parties.</li> <li>• Deliver an international foundation programme (and associated delivery models) to secure the Undergraduate international recruitment pipeline to diversify our international student population.</li> <li>• Diversify streams of revenue in relation to international recruitment opportunities (fee-paying summer schools, credit bearing summer schools, pre-sessional English, as examples)</li> <li>• Develop further entrance routes to the University from external qualification providers and University partners through articulation and progression arrangements.</li> </ul> </li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>• Discussion ensued around the national figures for international students which are considerable and could now have peaked. All agreed that diversification is important to maintain these numbers. Dr Annabel Kiernan is analysing the markets where the most significant growth is taking place.</li> <li>• Professor Martin Jones stressed the importance of building relationships internationally and within Vietnam the market has shifted based on political trends. The situation is similar with the Indonesian market. It was noted that the Vietnamese Ambassador would be visiting the London campus in March with the President of BUJ.</li> <li>• Sara Williams raised the importance of delivering ROI whilst ensuring the student experience remains outstanding for both national and international students. Dr Annabel Kiernan and Hannah Blackburn commented that there has been no negative feedback about this aspect of the student experience, in fact the higher number of international students provide a more diverse experience for home students. Typically, international students are well integrated with their peers and their engagement with events was positive with good retention rates.</li> <li>• Martin Jones highlighted that most international students are masters' students and benefit from a 2-year work visa offers significant potential for local businesses, especially since digital Masters courses by international students are popular.</li> </ul> <p>The International Recruitment Strategy was approved.</p>
329	<p><b>Energy Consumption Performance Report</b> SP/17/10 was introduced by the Chief Financial Officer and Deputy Chief Executive.</p> <ul style="list-style-type: none"> <li>• Staffordshire University is committed to reducing energy consumption of its owned/operated estate, to minimise the associated environmental and financial impacts. At the beginning of October 2021, the University became members of The Energy Consortium (TEC), who represent the interests of the education sector, and entered 36-month flexible procurement contracts for electricity and gas supplied by EDF Energy and Corona Energy respectively, managed by TEC.</li> <li>• This report covers the period 1st August 2022-31st October 2022. Combined cumulative spend for electricity and gas was £0.97 million compared with a budget of £0.66 million, within an annual budget of £3.4 million set in April 2022 in conjunction with TEC. Owing to an error in the figures provided by TEC, and the need to buy extra energy outside of the fixed contract, the forecast cost for the year has now risen to £4.5m. Assurances have been received from TEC that all information provided is now based on correct assumptions (and that safeguards have been put in place to prevent further such errors). This report therefore compares actual consumption and costs with both the original budget and updated forecast.</li> <li>• This report also reports the scope 1 and 2 emissions to date and the forecast for the full year against the milestone KPI target published last year. The University's carbon emissions for scopes 1 and 2 as forecast and reported require recalibration over time as the electricity conversion factor (to turn consumption into emissions) is reducing over time. This is because each year a higher proportion of grid electricity is generated from non-carbon emitting sources. The conversion factor for 2021-22 has now been confirmed which has changed both the figure reported in 2021-22 and the target for 2022-23 (both favourably). Against the adjusted milestone target for 2022-23 (3,550 tCO<sub>2</sub>e), the University is forecasting to achieve the target figure.</li> </ul> <p>The report was noted.</p>
330	<p><b>Staffing Demographic Profile Report</b> SP/17/11 was introduced by the Chief Operating Officer.</p> <ul style="list-style-type: none"> <li>• The University is making good progress towards the increasing presence of ethnic minority staff within the workforce, to bring this in line with the regional data.</li> </ul>

	<ul style="list-style-type: none"> <li>Staffordshire University staff profile data shows that on 1<sup>st</sup> January 2023 we employed 1,500 staff (excluding part-time lecturers). Of the 1,500 staff employed, 86.5% declared they were from a White background, 11.2% declared they were from an ethnic minority background. Our current target is to ensure 17% of staff employed across the organisation are from an ethnic minority background.</li> <li>In terms of direction of travel, in January 2022 (the commencement in role of the current Vice Chancellor and the development of the overall KPI), 8.9% of our staff were from an ethnic minority background. Since that time, we have seen a positive increase of 2.4% more ethnic minority staff employed in the period, bringing us to our current position of 11.2%.</li> <li>Modelling our current recruitment, selection, and staff turnover rates, we are likely to reach our internal target of 17% ethnic minority staff by 2026-2027.</li> <li>In closer examination of our ethnicity profile, it is important to understand whether we are employing more people from ethnic minority backgrounds who live within the region, or employing more people from outside the UK, who would require visas. From January 2022 to January 2023, 58 people we employed from a minority ethnic background, 36 (62.07%) were from the UK/Ireland and 1 (1.72%) were from the EU/EEA (European Union/European Economic Area) and 21 (36.2%) were from other countries.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>Sara Williams asked whether the University should be more ambitious with its targets as we were already ahead of these. Ian Blachford commented that the University's focus is at full momentum, and it aims to outperform these targets year on year. Sara Williams commended the University for the steps it was taking to improve the diversity of the workforce.</li> <li>Colin Hughes asked about the recruitment routes for the 36% minority ethnic staff listed as from other countries. Ian Blachford confirmed that these were international appointments made through the UKVI regulations and were mainly academic staff who had applied to advertisements.</li> </ul> <p>The report was noted.</p>
331	<p><b>League Table Performance Report</b> SP/17/12 was introduced by the Deputy Vice Chancellor.</p> <ul style="list-style-type: none"> <li>The Committee received at its October 2022 meeting a paper on the three major UK league tables published in 2022 and an analysis of our performance at an institutional and subject level. Since the last meeting of the Committee, the University League Tables Group chaired by the Deputy Vice Chancellor has developed an action plan in conjunction with SLT and Schools to improve our league table performance. The action plan is being reviewed by SLT on a quarterly basis. Those key actions in the action plan that have been successfully completed since the Committee's last meeting are indicated in Section 4 of the paper.</li> <li>Since the last meeting of the Committee the results of the THE World University Rankings 2023 have been announced. Unfortunately, we have dropped from the grouping 1001-1200 (out of 1662) to 1201-1500 (out of 1799). This means we have also dropped in comparison to other UK universities and are now 101<sup>st</sup> (out of 103), dropping 7 places from 94<sup>th</sup> (out of 101). The reasons for this are explored in Section 2 of the paper.</li> <li>Considerable work has also been undertaken since the last meeting to maximise our results in the reputational surveys used by the QS World University Rankings and the THE World University Rankings, it is expected that these will have an impact on rankings released in 2023 and 2024 (and are discussed in Section 4).</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>Simon Smith asked about how the University would improve its performance in the QS World Ranking. Kevin Hetherington highlighted a number of actions that were contained in the paper. Martin Jones highlighted that research of course was not only important for the league tables but also the delivery of the academic strategy.</li> <li>Sara Williams said the changes highlighted in the report appear to be structural and would hopefully have a positive long-term impact on league table performance.</li> </ul> <p>The report was noted.</p>
332	<p><b>Apprenticeships Performance Report</b> SP/17/13 was introduced by the Deputy Vice Chancellor.</p> <ul style="list-style-type: none"> <li>Staffordshire University continues to be one of the largest providers of Higher and Degree Apprenticeships in England and is, currently, on course to meet the internal target of 6,500 Apprentices enrolled between September 2017 and July 2026. Recruitment of Apprenticeships in 22/23 has continued to meet overall targets with some courses expanding by more than 10% on numbers recruited in 21/22. The Police Constable Degree Apprenticeship (PCDA) continues to contribute approximately 60% of Apprentices recruited.</li> <li>Income from Apprenticeship provision continues to grow year on year with growth expected to be approximately 8% higher than in 21/22.</li> <li>In August 2022, the ESFA introduced the Apprenticeship Accountability framework (AAF) which monitors key quality metrics for all Apprenticeships. The framework will provide data reports based on each ILR submission; however, this</li> </ul>




function is not yet operational. A specific focus of the framework and the ESFA will raise concerns where withdrawals are 35% + of the overall Apprenticeship count or 250 individual withdrawals. The latter figure has caused significant disquiet across the Sector because of the disproportionate burden placed on large training providers.

- Recruitment continues to grow with numbers predicted to exceed targets for 22/23 by approximately 8%. The recruitment and income however rely to a significant extent on PCDA recruitment and income from the four police forces which form 64.7% of our total apprentice's population. To manage the risk and overreliance on the PCDA, the university is reviewing its Apprenticeship Recruitment Strategy from March 2020, with new strategy to be in place in March 2023. The growth of other standards such as psychological wellbeing practitioner (PWP) and digital solutions (DTS) will support the University in moving away from over-reliance on PCDA. A strong pipeline is in place for future enrolment with existing employers expanding their cohorts and non – PCDA recruitment continues to grow annually with this year's total intake expected to be 471 and increase of 8% on 21/22.
- The University is preparing for QAA review of the quality of End-point Assessment on Integrated Degree Apprenticeships which is scheduled for February 2nd, 2023. A full ESFA financial assurance audit is also imminent. Both of these activities carry significant risk to both the reputation of the institution and its financial health.



Members and attendees commented as follows:

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- A discussion ensued as to whether long term shifts in the workforce could impact the need for apprenticeship courses. Kevin Hetherington said the University needs to consider broadening its apprenticeship strategy to encompass all areas of work-based learning. Sara Williams noted that the focus needs to be on continuing to offer young people the opportunities they deserve.

The report was noted.

333 **Research Performance Report** SP/17/14 was introduced by the Deputy Vice Chancellor.

- Research is inbuilt within the new University strategic plan and underpinning strategies. With a teaching-led, research inspired approach, research will be a fundamental requirement to deliver our next generation performance and next generation engagement priorities. This paper outlines progress and the plans in place to achieve our research KPIs:
  - £5m income from externally funded research per annum. This target is set to be achieved at the end of the 5-year strategy. Our target towards this KPI is £0.8m research income for the Academic Year 2022/23. In 2021/22 we achieved over this figure with £0.97m received. Additional funding worth £1.53m was secured in 2021/22 providing confirmed pipeline for this current year and beyond. In 2022/23 at the end of period 5, our research income is £0.41m, against a full-year target of £0.8m. Therefore, the University is in a good position to meet the 2022/23 target.
  - 55% of our outputs will be co-authored internationally. This target is measured by analysis of the publications recorded on Scopus (an abstract and citation database of peer-reviewed academic research publications) which are affiliated to Staffordshire University. Outputs on Scopus are recorded by the calendar year of publication rather than academic year. Our target for this academic year is 52% outputs co-authored internationally, and preliminary analysis (as of 7th January 2023) of 2022 data indicates that 57% of our outputs are with an international co-author. This figure may drop slightly, but should exceed the 55% Strategic Plan target, and for the fourth consecutive year the percentage of internationally co-authored outputs will have increased (52.4% in 2021, 46.4% in 2020 and 38.1% in 2019).
  - Secure entry into the QS World University Rankings by 2024-2025 and progress to 'top 1000'. We are not currently in the QS World University Rankings and have in place a strategy to ensure we are ranked in the top 1000 by 2026/27. A major component of the QS scoring is a survey of academic and academic-related

	<p>staff, and we have been contacting our collaborators as a means of ensuring that they are included in the list of people surveyed by QS.</p> <p>The report was noted.</p>
334	<p><b>Multi-Academy Trust Annual Report 2021-2022</b> SP/17/15 was introduced by the Vice Chancellor.</p> <ul style="list-style-type: none"> <li>Two external recruitment processes have been undertaken to appoint a substantive replacement to the CEO role. Dr James Capper was appointed to the role of CEO for SUAT and that he commenced in post from the 1st November 2022. As a qualified teacher, experienced school governor and academic, James brings a strong knowledge of MATs and an understanding of this MAT along with its status as a university sponsored MAT. The focus of James' doctorate and continuing research is the creation and development of MATs.</li> <li>Since November, SUAT has continued to develop relationships with the DfE through individual meetings and development programme meets and internally work has focussed on a refreshed strategy, business plan and staffing structure. SUAT is well positioned to capitalise on the shifts in the external landscape where MATs are being encouraged to consider growth when appropriate and to play a key role in 'system leadership' through their leadership capacity. Work has also begun to further connect a refreshed SUAT strategy to the Institute of Education development strategy.</li> <li>The 20 schools within the Trust continue to make progress and have received considerable finance, estate, and school improvement support where necessary alongside a robust program of continued professional development.</li> <li>SUAT is classified as a 'National Trust' as it has more than 16 academies. There are only 40 National Trusts in the country. Staffordshire University Academies Trust (SUAT) continues to be a well-regarded, high performing multi academy trust and growth plans are being refreshed to include both primary and secondary phase schools.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>Colin Hughes asked if the university was capitalising on the benefits of the MAT. Annabel Kiernan explained that the university was working directly with the MAT on a number of areas and would be an integral part of the forthcoming APP.</li> <li>Sara Williams asked that Mary Walker's contribution as chair of SUAT and acting Chief Executive be recognised by the University as she was now stepping down. Sara also asked that consideration be given to the governance of the SUAT to ensure that this remained appropriate in line with governance requirements from the perspective of the University as sponsor. Martin Jones and Ian Blachford would look into this.</li> </ul> <p>The report was noted.</p>
335	<p><b>Module Evaluation report – Semester One</b> SP/17/16 was presented by the Pro Vice Chancellor – Academic.</p> <ul style="list-style-type: none"> <li>This report summarises high level findings of the semester 1 module evaluation process for the 2022-23 academic year. Module evaluations were deployed week commencing 5 December 2022 and remained open for two weeks. For this semester the survey was redesigned to mirror the National Student Survey (NSS) 2023 approach. The survey was distributed to students through direct emails and via Blackboard virtual learning environment (VLE).</li> <li>The overall response rate for the modules at all levels of study was 17.3% (n=3,766). Response rates varied by department and for HSW-BIO were the highest at 27.1% (n=175), with JSS-SCE slightly lower at 26.9% (n=377). HSW-MAH (13.5%, n=210) and DTA-ENG (12%, n=267) received the lowest response rates.</li> <li>[REDACTED]</li> <li>Survey items were designed to measure the following learning and teaching themes: the teaching on the module, academic support, organisation and management, assessment and feedback, learning resources and student voice. The highest rated satisfaction was for academic support at 91.5% (n=6,676) and the lowest levels average levels of satisfaction were for student voice at 85.7% (n=9,539).</li> <li>[REDACTED]</li> <li>We are continuing to build our capacity to enhance the module evaluation process to improve response rates for the institution and we are improving our capacity for both technical and cultural transformation. Key changes to our module evaluation process are detailed in the main report.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>Sara Williams commended the University for implementing changes linked directly to student's feedback, demonstrating its willingness to improve the student experience. Dr Anabel Kiernan noted importance of driving</li> </ul>

engagement to deliver a coherent student experience and stated that the new NSS is expected to provide meaningful insights so that any changes can be implemented in addition to the module evaluation reports.

The report was noted.

336 **Update on Staffordshire University: London Portfolio Review** SP/17/17 was presented by the Chief Operating Officer.

- This paper provides an update on Staffordshire University: London and the work that has been undertaken at the campus since the resignation of the Director of London in January 2022. The work has been led by the Chief Operating Officer, working in conjunction with the London Senior Management Team and the broader University. The following approach has been applied to the redevelopment of the London campus:
  - Phase One: Stabilise (January 2022-December 2022) – This phase has been largely focused upon completing the outstanding actions from the Phase Two estate developments together with a substantial amount of focus on the reintegration of London with the wider university. All core functions of the University now have service level agreements in place on a three-point plan – services provided by London-based staff, services provided by Stoke-based staff visiting London, and services provided to London remotely. Significant work is being undertaken through the Staff Make Staffs cultural development programme to revitalise the culture of SU:L.
  - Phase Two: Rebuild (December 2022 – December 2025) – This phase is focusing upon the redefining and articulation of the vision of SU:L, confirmation of the academic portfolio for 2023 recruitment cycle and September 2024 entry, calculation of capacity of SU:L, student number planning and identification of any modifications to the estate and the workforce reprofiling to deliver the refreshed portfolio.
  - Phase Three: Flourish (September 2023 – Onwards) – This phase will investigate the opportunities to grow the research reputation of SU:L, investigate the opportunity to grow enterprise income, work-based learning and micro credentials from a stronger focus on employer partnerships. There will be a further review of the academic portfolio based upon recruitment performance insights, continued market intelligence and a greater resonance with the local and regional economy of London.

The attached paper outlines the following key messages:

- It reaffirms the vision for SU:L and the underlying principles for this. This document positions SU:L with a distinctive emphasis on a portfolio of courses which have at its heart professional digital skills for the professions of tomorrow. The portfolio of awards will reflect the ever-changing needs of business and society, recognising the global shift for new skills and knowledge and allowing our graduates to transcend traditional career boundaries. In practice, London is a strong brand message for Staffordshire University that needs to be capitalized upon – as a statement of ambition and a halo effect, as it was always intended. Furthermore, the premise for London presenting new market opportunities for our flagship courses in domestic markets remains, together with new market opportunities for our flagship courses in international markets.
- An updated and more sophisticated review of the market intelligence for London, reflecting the business insights from DataHE and broader intelligence. At the time of writing the Phase One and Phase Two Business Cases we did not have access to the DataHE business insights, so this provides us with a review of business insight together with our own portfolio performance data.
- The paper also explains the current academic portfolio performance against Phase One and Phase Two Business Cases (combined) highlighting that the current cohort of undergraduate students is 375 against a target of 683 undergraduate students and 32 postgraduate students against a target of 60 postgraduate students. Within this, there was of course the impact of the pandemic which has impacted upon these figures, however it should be noted that a number of courses failed to attract students and were suspended in recruitment cycles.
- The paper also explains the refreshed academic portfolio for September 2024 entry and the reasons for this. This is built upon the principles of:
  - For the rebuild phase only tried and tested courses in the academic portfolio
  - Courses delivered in London will also be delivered elsewhere, to strengthen the delivery teams, strengthen quality assurance, strengthen marketing messaging, and strengthen the student experience.
  - The portfolio reflects our flagship provision and showcases this in London – true to the original vision.
  - The increase in postgraduate provision will continue to increase our international student recruitment, whilst the undergraduate provision will increase recruitment to our domicile market.
- The paper explains the next steps that are being undertaken with regard to capacity planning, and any modifications, to inform and rebase the student number planning for SU:L going forwards and bring in line with the original business plans.

Members and attendees commented as follows:

- Prof Martin Jones noted that the increase in SU:L metrics outperformed the increase at the Stoke campus and he commended Ian Blachford for this work. The focus now needs to be on embedding SU:L within the political scene to maximise further opportunities. Appointing a Director to capitalise on the vision for SU:L is now crucial.
- Sara Williams agreed that the plan has been very well executed by Ian Blachford and that it is now important to capitalise on more potential opportunities.

	The report was noted.
<b>3 FOR INFORMATION</b>	
337	<p><b>Update on HE sector consultations</b> SP/17/18 was introduced by the Vice Chancellor.</p> <p>The University responds to a number of higher education consultations during the year. The Committee agreed in 2021 that it would find it helpful to see a summary of HE sector consultations issued between meetings together with a summary of our responses if one has been submitted. This is the fifth of such summaries. It should be noted that since September 2020 we have responded to 42 consultations, with 3 responded to date in the current academic year.</p> <p>The report was noted.</p>
<b>4 ADDITIONAL MATTERS</b>	
338	There were no <b>additional matters</b> .
339	<p><b>Items to be referred to Board of Governors</b></p> <p><b>INFORMATION</b></p> <ul style="list-style-type: none"> <li>a. Minute 322 - KPI Scorecard SP/17/04</li> <li>b. Minute 332 - Apprenticeship Performance Report SP/17/13</li> <li>c. Minute 336 - Update on Staffordshire University: London Portfolio Review SP/17/17</li> </ul> <p><b>APPROVAL</b></p> <ul style="list-style-type: none"> <li>d. Minute 324 - Lichfield Future Direction SP/17/06</li> </ul>
340	<b>Next meeting:</b> Weds 17 May 2023, Catalyst, Leek Road