

MINUTES

STRATEGY AND PERFORMANCE COMMITTEE

Date:	Tues 23 October 2018	Time:	1530 (refreshments from 1500)
Location:	Boardroom, University House, Leek Road Campus		

Notes:

1. *Items marked with an asterisk (starred items) were 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.*

Members		
Professor Liz Barnes	Vice Chancellor	P
Richard Cotterell	External Member	A
Tash Crump	Student Representative (President, Students' Union)	A
David Gage (Chair)	External Member	P
Glenn Earlam	External Member	A
Doug Rouxel	Academic Staff Representative	P
In attendance		
Ian Blachford	Chief Operating Officer and Clerk to the Board of Governors	IA
Professor Ieuan Ellis	Pro Vice Chancellor – Partnerships	IA
Rob Fekete	Chief Financial Officer	IA
Professor Martin Jones	Deputy Vice Chancellor	IA
Sue Reece	Pro Vice Chancellor – Student Experience	A
Lauren Rooke	Assistant Clerk to the Board of Governors (minutes)	IA



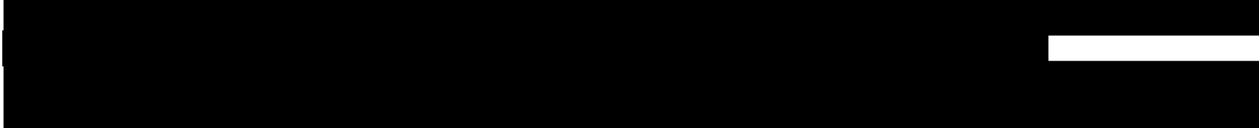
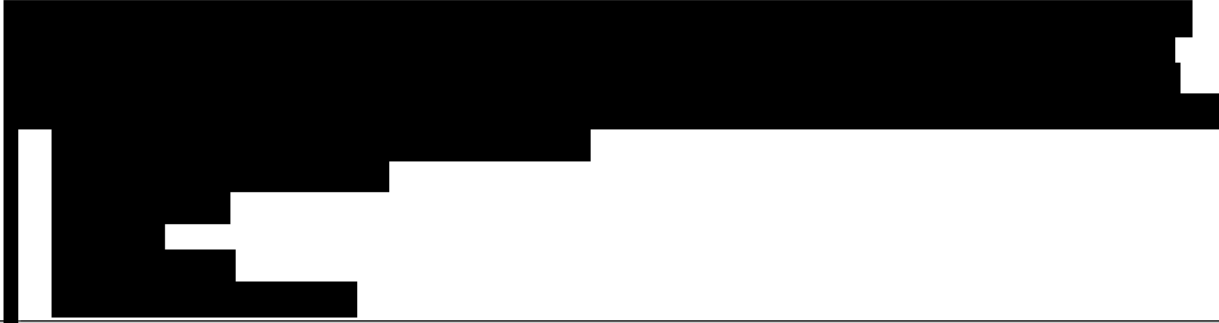
P = Present; T = via telephone; A = Apologies; IA = In Attendance

1 MEETING MANAGEMENT									
50	Apologies for Absence were received from Richard Cotterell, Tash Crump, Glenn Earlam and Sue Reece.								
51	There were no new Declarations of Interest .								
52	The following Membership of the Committee for 2018/19 was noted: <table border="0"> <tr> <td>Constitution</td> <td>MEMBERSHIP</td> </tr> <tr> <td>External Members</td> <td>Richard Cotterell (Chair) Glenn Earlam (Deputy Chair) David Gage <i>Vacancy (HE background)</i></td> </tr> <tr> <td>Student Representative</td> <td>Tash Crump (President, Students' Union)</td> </tr> <tr> <td>Staff Representative</td> <td>Doug Rouxel (Academic Staff Rep)</td> </tr> </table>	Constitution	MEMBERSHIP	External Members	Richard Cotterell (Chair) Glenn Earlam (Deputy Chair) David Gage <i>Vacancy (HE background)</i>	Student Representative	Tash Crump (President, Students' Union)	Staff Representative	Doug Rouxel (Academic Staff Rep)
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	<p>Vice Chancellor Professor Liz Barnes</p> <p>In attendance Ian Blachford, Chief Operating Officer & Clerk to the Board Professor Ieuan Ellis, PVC – Partnerships & Region Rob Fekete, Chief Financial Officer & Deputy Chief Executive Professor Martin Jones, Deputy Vice Chancellor Sue Reece, Pro Vice Chancellor - Student Experience</p>
53	The Minutes of the last meeting of the Committee , 12 June 2018 SP/04/01, were signed as a true and accurate record.
54	<p>Matters arising:</p> <ul style="list-style-type: none"> • Minute 21 – It was noted that the paper on International Strategy/Students would be rescheduled for the next meeting, when the Pro Vice Chancellor – Student Experience would be present. • Minute 25 – It was noted that the Staffordshire University Academy had received a very positive letter from Ofsted following its second inspection visit, confirming that major improvements were continuing. <p>Members commented as follows:</p> <ul style="list-style-type: none"> • David Gage enquired about student attainment and progression within the Staffordshire University Academy and Martin Jones confirmed that seven SUA students had progressed to the University. Further work needed to be undertaken with SUA to boost progression. • Minute 38 – Liz Barnes proposed that the Action Plan for OfS registration be a standing item for the committee.
2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)	
55	<p>██████████</p> <p>The Committee received a paper from the Vice Chancellor on the University's Strategy for 2030 (DISCUSSION) SP/04/02, as a precursor to a strategic discussion. The following main points were noted:</p> <ul style="list-style-type: none"> • Whilst the University continued to make progress on strategy to 2021, changes in the external environment driven through Government policy and technology indicated that seismic change was likely in the Higher Education sector over the next decade or two. • The pace of change driven through technology appeared to be increasing. Technology was enabling all universities to change the way they delivered and supported the student experience, and student and staff expectations were changing as they saw the opportunities that technology provided. • Whilst current strategy had been focused on setting out a clear mission and vision, ensuring strong foundations to build on in the future, and in enhancing our reputation firmly embedded as an anchor University, we had also been looking to the future seeking to become a 'digitally-leading University'. Therefore, we had decided to begin work now on the next strategy and begin to put in place the building blocks to deliver a radically different proposition for the future. With clear workstreams and a road map with an identified timeframe, it will be possible to monitor the pace of change and pick up on any unexpected changes that may influence the University's future direction or require adjustment, and to ensure that we manage our responses in a timely fashion through agility and flexibility. <p>Members commented as follows:</p> <ul style="list-style-type: none"> • David Gage noted the importance of building enough flexibility into these plans to accommodate potential major changes in the external landscape. Rob Fekete echoed this, highlighting that the advantage of a 2030 strategy was that it circumvented the more operations-focused problems of a short-term approach. • Liz Barnes proposed that a progress report on this topic become a standing committee agenda item. • Members discussed competitor movement towards more digitally-focused long-term strategies, referencing developments at such high-profile institutions as MIT, as well as within the Australian HE sector. • David Gage asked for clarity on distance-learning as a mode of delivery. Liz Barnes clarified that Simone Clarke, Director of Strategic Planning, was currently undertaking a piece of work on this, and that there needed to be a clearer understanding of the current offer. (A paper on this would come back to the committee in the new year). • It was agreed that the second bullet under Propositions 2030 be amended to "Module/mode-free".
56	<p>██████████</p> <p>The Committee received an update on Evaluating Delivery of the University's Strategic Plan (DISCUSSION) SP/04/03, from the Director of Strategic Planning, who noted the following principal points:</p> <ul style="list-style-type: none"> • The paper set out proposals to introduce regular and systematic reporting of progress on the delivery of the current Connected University Strategic Plan, comprising:

	<ul style="list-style-type: none"> ○ Progress reports on the delivery of the Strategic Plan to be received by the Strategy and Performance Committee. One of the three strategic themes would be received at each of the meetings of the Strategy and Performance Committee. This would mean that in each 12-month period the Committee would have oversight of the whole Plan. The report would reference related KPIs, but its focus would be on evaluating the impact of strategic actions taken in the delivery of the relevant section of the plan. ○ A KPI report to be received at each meeting of the Strategy and Performance Committee and annually by the Board of Governors at its meeting in November. At the first meeting of the year, the Strategy and Performance Committee would be asked to approve any changes to the definition of KPIs and/or the inclusion or removal of KPIs. Each KPI would be updated when relevant information is available. ● A detailed review of the University's KPIs had been conducted. The following proposed changes and additions to the following KPIs were presented for formal approval: <ul style="list-style-type: none"> ○ Every course will achieve 85% of timely completion. ○ <i>(New)</i> At least 50% of Staffordshire University research outputs will be in the top 25% of journals (as measured by SNIP1) by 2021. ○ <i>(NEW)</i> 85% Overall experience in PRES (F/T & P&T students). ○ <u>83%</u> Satisfaction for assessment & feedback in NSS (F/T & P/T students). ● In addition to the KPIs, the Executive used a suite of metrics to monitor performance, including Performance Measures (PMs) linked to KPIs. These were provided in the paper for information only. <p>Members commented as follows:</p> <ul style="list-style-type: none"> ● David Gage raised a query on the KPI relating to progression and Simone Clarke clarified the difference between withdrawal and non-timely completion, confirming that 62% of full-time students completed their three-year degree within three years (with withdrawals and dormant students being the main issue). It was agreed that the definition of "timely" in this context be added to the relevant KPI. ● Doug Rouxel noted his experience as an academic with non-timely completion within the University, highlighting that within Further Education, funding would usually be quickly withdrawn from courses where students were not completing on time. Doug Rouxel also referenced the importance of drilling down below department level to find the specific courses causing these issues, rather than attributing poor statistics to a whole department. ● Liz Barnes confirmed that the academic regulations were currently being reviewed in order to avoid non-timely completion. These regulations would be in place by the start of 2019. ● Liz Barnes highlighted an error with the supporting wording for the KPI "85% satisfaction for academic support in NSS (F/T and P/T students)", and it was confirmed that this would be addressed before onward progression to the Board. <p>It was agreed that the paper would progress to the Board for approval.</p>
57	<p>██████████</p> <p>The Committee received the OfS Registration Decision Letter and annexes (DISCUSSION) SP/04/04, introduced by the Vice Chancellor, who noted the following main points:</p> <ul style="list-style-type: none"> ● The Office for Students had approved Staffordshire University's application for entry into its register of HEIs (including the Student Protection Plan and the Access and Participation Plan 2019-20). ● The letter set out the enhanced monitoring arrangements required for some areas, including an emphasis on continuation and timely completion rates. ● The dataset used by OfS, and a copy of the Access and Participation Plan, were available on Board of Governors' SharePoint and would be discussed further at the forthcoming Board of Governors meeting. ● An action plan was currently being produced and updates on this would be received by the Strategy and Performance Committee as a standing item. <p>Members commented as follows:</p> <ul style="list-style-type: none"> ● David Gage highlighted the number of part-time students referenced in the dataset provided. ● Members discussed the possible definition of "other", agreeing that this needed to be clarified with OfS before the Board meeting. <p>It was agreed that the paper would progress to the Board.</p>
58	<p>The Committee received the Committee Terms of Reference (APPROVAL) SP/04/05 for 2018/19, introduced by the Clerk to the Board of Governors, who noted that the risk appetites had been updated to reflect their recent review by Senior Leadership Team.</p> <p>Members commented as follows:</p> <ul style="list-style-type: none"> ● David Gage noted that it would be helpful for the committee to see the risk appetite definitions, and it was agreed that these would be added to all Terms of Reference going forward.

	<ul style="list-style-type: none"> Liz Barnes proposed that Simone Clarke, Director of Strategic Planning, attend future meetings of the committee, and it was agreed that she would be "in attendance". <p>The Committee Terms of Reference for 2018/19 were approved, subject to the minor amends above, and would progress to the Board for formal approval.</p>
59	<p>The committee received the Strategic Discussion Paper – Connected Communities SP/04/06, introduced by the Pro Vice Chancellor – Partnerships and Region, who noted the following principal points:</p> <ul style="list-style-type: none"> 'Connecting Communities' was one of three pillars of Staffordshire University's Strategic Plan. A draft Connected Communities Framework document was presented to the Board of Governors at the meeting on 25 April 2018, informed through workshop discussions at the Governors' Strategic Event held at Crewe Hall in February 2018. These discussions had focused on the regional and civic role of a connected university and particularly on the social value and impact of our contribution. Since April 2018, the framework had been further developed through engagement with staff, students and external stakeholders and had also been informed by our consultation response to the Civic Universities Commission. The Framework document outlined how the University planned to strengthen its connected activity, including public engagement, for the benefit of students, staff and members of the public. The continued development of the Framework was overseen by a Steering Group which included Jeremy Nicholls, who (subject to ratification by academic board on 24th October) would become a Visiting Professor of Social Value and Impact at Staffordshire University. The framework document was designed to be concise, action-focused and linked strongly to quantitative and qualitative evaluation of engagement activity and social impact aligned to the agreed University KPIs. It was envisaged that the framework document would further evolve, informed by review and impact evaluation. <p>Members commented as follows:</p> <ul style="list-style-type: none"> Ieuan Ellis clarified that the framework would not necessarily be interpreted in exactly the same way by every school and service, as a certain measure of flexibility had been built in. The framework would effectively provide a baseline, with metrics against which the University could measure the impressive work that was already being done, so that this work could inform the University's highest-level decision-making. (Liz Barnes reminded the committee that "giving back" had been a low-scoring metric in the Employee Engagement Survey.) Doug Rouxel commended the framework and emphasised the importance of communicating to staff how it could be implemented "on the ground" so that the social and community engagement of all staff could be counted in the context of the framework. (Liz Barnes noted that it was likely that a future staff conference would be themed around the framework.) Liz Barnes highlighted the performance measures around graduates remaining in employment in the region, and gaining socially-responsible jobs, noting that this data had not been a point of focus for the University before. Rob Fekete emphasised the importance of ensuring that the framework was drafted for both staff and students, in order to find the right mechanism for measuring the social value generated by both groups.
60	<p><i>CONFIDENTIAL MINUTE</i></p> <p>The committee received the Strategic Discussion Paper – Apprenticeships Recruitment SP/04/07, introduced by the Pro Vice Chancellor – Partnerships and Region, who noted the following principal points:</p> <ul style="list-style-type: none"> As part of the commitment to innovation in learning and teaching in apprenticeships and the HEFCE/OfS catalyst award, the University had committed to recruiting 1,500 apprentices in the next three years and 6,500 by 2028. This paper provided an update on apprenticeships recruitment from 2015-16 to 2017-18 and progress so far in 2018-19. It also provided an update on the approaches to recruitment to ensure the target was met. Whilst there were still some significant challenges associated with apprenticeship recruitment, with the renewed urgency shown by employers, the development of apprenticeship standards to meet demand and a clear sales and marketing approach linked to exploration and development of public and private sector markets, the University was confident that the overall target of 1,500 in 3 years and 6,500 in 10 years would be achieved. <p>Members commented as follows:</p> <ul style="list-style-type: none"> <div style="background-color: black; width: 100%; height: 100%; min-height: 100px;"></div>
61	<p><i>CONFIDENTIAL MINUTE</i></p>

	<p>The Committee received a paper on Student Enrolment Position 2018-19 (DISCUSSION) SP/04/08, introduced by the Director of Strategic Planning, who provided a verbal update on the current position.</p> <ul style="list-style-type: none">  <p></p> <ul style="list-style-type: none"> 
62	<p>The Committee received a League Table Update (DISCUSSION) SP/04/09, introduced by the Deputy Vice Chancellor, who noted the following main points:</p> <ul style="list-style-type: none"> The results for the three national league tables had now been published for this year: <ul style="list-style-type: none"> Complete University Guide – in which we had risen 32 places to 73rd Guardian University Guide – in which we had risen 23 places to 44th. This was the first time the University had achieved a ranking in the top 50 of UK universities. The Sunday Times Good University Guide was published on 23rd September 2018 – in which we had risen 6 places to 57th. The Guide also included a table of socially-inclusive universities, in which we were ranked 22nd. The Which? Guide used all three league tables. The Complete University Guide was influential in the UK market, whilst The Times’ Good University Guide was important in international student markets. On the 26 September 2018, it was announced that the University had entered the Times Higher Education Supplement World Rankings (THES) World Rankings for the first time, ranked in the group of 801-1000. (Universities are individually ranked up to 200 and thereafter in ranking bands.) This was one of the two international league tables that assessed universities across the globe; the other being the QS World University Rankings. In June 2018 a paper had been prepared that detailed our performance in the Complete University Guide and in the Guardian’s Guide. This update detailed our performance in relation to the two recently published league tables: The Times Good University Guide and the THES World Rankings. The paper had also reported on the work being undertaken to continuously improve performance. This work was overseen by the League Tables Group, which reported to Executive and was chaired by the Deputy Vice Chancellor. <p>Members commented as follows:</p> <ul style="list-style-type: none"> Martin Jones highlighted the synergy between this paper and the complementary KPIs paper/discussions.
63	<p><i>CONFIDENTIAL MINUTE</i></p> <p>The Committee received the Research and Innovation Report (DISCUSSION) SP/04/10, introduced by the Deputy Vice Chancellor, who noted the following principal points:</p> <ul style="list-style-type: none"> 

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3 FOR INFORMATION	
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4 ADDITIONAL MATTERS	
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64	There were no additional matters .
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65	<p>Items to be referred to Board of Governors:</p> <p>For discussion/approval</p> <ul style="list-style-type: none"> a) Minute 58 – Committee Terms of Reference b) Minute 56 – Evaluating the Delivery of the University’s Strategic Plan and KPIs <p>For information</p> <ul style="list-style-type: none"> c) Minute 57 - OfS Registration Decision Letter
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66	Next meeting: Tuesday 26 February 2019 (Boardroom, University House)
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