

## MINUTES

### BOARD OF GOVERNORS, BG-138

**Date:** Wednesday 1 October 2025

**Time:** 1500 approx

**Location:** CA105/6, Catalyst, Leek Rd

**1330 – 15:00 A Tour of Student Village took place, with governors attending a Topping Out Ceremony at the site.**

Governors were pleased with the execution of the project and the significant progress made on site. Governors commended Sally McGill for her dedication to the project and asked that the team were thanked for their efforts and for providing comprehensive and informative insights throughout the tour.

Governors were accompanied by Andrew McManus, Coopted member of Sustainability & Resources Committee. Apologies were received from Ian Jenkinson, Coopted member of Sustainability & Resources Committee. Governors were also accompanied by other key external stakeholders involved in the legal aspects of the SV project.

| <b>Members</b>         |   |    |
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| Jonathan Chapman       | External Member   | P  |
| Dean Clegg             | External Member   | A  |
| Mohit Dhingra          | External Member <i>from 14:45</i>                           | P  |
| Chris Headleand        | Staff Governor (academic staff)                             | P  |
| Professor Martin Jones | Vice Chancellor   | P  |
| Baljinder Kuller       | External Member   | P  |
| Kim Newell Chebator    | External Member   | P  |
| Precious Ogbein        | Student Governor (President of Student Union)               | A  |
| Martin Pugh            | External Member   | P  |
| Josie Morris           | External Member <i>from 15:00</i>                           | P  |
| Jo Nixon               | Staff Governor (professional services)                      | P  |
| Juliet Oosthuysen      | External Member   | P  |
| Alison Tonge           | External Member   | P  |
| Leah Thompson          | Student Governor  | P  |
| <b>In attendance</b>   |   |    |
| Ian Blachford          | Chief Operating Officer and Clerk to the Board of Governors | A  |
| Sally McGill           | Chief Financial Officer                                     | IA |
| Professor Raheel Nawaz | Pro Vice Chancellor – Education & Research                  | IA |

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

### 1 MEETING MANAGEMENT

3021 **Apologies for Absence** were received from Dean Clegg, Ian Blachford and Precious Ogbein. Alison Tonge was welcomed to her first meeting of the Board of Governors.

3022 There were no new **declarations of interest**.

3023 **Membership of the Board of Governors for 2025-26:**

| <b>Constitution</b> | <b>Membership</b>               |
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| External            | Jonathan Chapman (Deputy Chair) |
| Members             | Dean Clegg<br>Mohit Dhingra     |

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|                             | <p>Baljinder Kuller<br/>         Josie Morris<br/>         Kim Newell Chebator<br/>         Juliet Oosthuysen<br/>         Martin Pugh (Chair)<br/>         Alison Tonge</p> <p>Student Governors: Precious Ogbein (President, Students' Union)<br/>         Leah Thompson (Vice President, Students' Union)</p> <p>Staff Governors: Professor Chris Headleand (Academic staff governor)<br/>         Jo Nixon (Professional support governor)</p> <p>Vice Chancellor: Professor Martin Jones</p> <p>In attendance: Ian Blachford, Chief Operating Officer &amp; Clerk to the Board<br/>         Sally McGill, Chief Financial Officer &amp; Deputy Chief Executive<br/>         Professor Raheel Nawaz, Pro Vice Chancellor – Education &amp; Research</p> <p><b>Co-opted Committee Members for 2025-2026:</b><br/>         Ian Jenkinson Sustainability and Resources Committee<br/>         Andrew McManus Sustainability and Resources Committee</p> <p>Gemma Brierley stepped down as independent governor on 11 August 2025 following her appointment to a new directorship. An update will be provided with regard to her replacement elsewhere on the agenda.</p>  |
| 3024                        | <p><b>Minutes:</b><br/>         The minutes of the last meeting of the <b>Board of Governors</b> , [25 June 2025, BG/137] – BG/138//01 were approved as a true and accurate record.</p>  |
| 3025                        | <p><b>Matters arising:</b></p> <p><b>Minute 3006 – Nominations and Governance Committee</b></p> <ul style="list-style-type: none"> <li>The search for the governor vacancy with a focus upon Higher Education had been undertaken since the last Board meeting and the interviews were held on 27<sup>th</sup> August 2025, 8<sup>th</sup> September and 9<sup>th</sup> September. A paper appears elsewhere on the agenda with recommendations for appointment.</li> </ul> <p><b>Minute 3009 – Audit and Risk Committee</b></p> <ul style="list-style-type: none"> <li>The approved internal audit plan for 2025-2026 academic year has now been operationalised with the first tranche of internal audits now underway.</li> </ul> <p><b>Minute 3010 – Sustainability and Resources Committee Update:</b></p> <ul style="list-style-type: none"> <li>UCEA have announced that the pay award for all staff for the cost of living payable from 1<sup>st</sup> August can now be paid. We have delayed the payment of this pending wider discussions on the budget for 2025-2026, of which the unions have been informed. This is discussed elsewhere on the agenda.</li> </ul> <p><b>Minute 3015 – Memorandum of Understanding with the Student Union</b> – this has now been agreed by all parties for the 2025-2026 academic year.</p>  |
| <b>2 STRATEGIC OVERVIEW</b> |  |
| 3026                        | <p>The <b>Vice Chancellor's Report</b> BG/138/02 was introduced for discussion by Professor Martin Jones.</p> <p>The report provides a brief summary of the major developments in the external landscape since the last Board meeting and the potential challenges and opportunities they pose for the University. An update on some of the broader activities that are taking place is also included and an update on new senior staff appointments during this period.</p> <p>Martin Jones also summarised the government's recent announcement to redefine the relationship between Higher Education (HE) and Further Education (FE), aiming for a more integrated system. The full Post-16 Education and Skills White Paper is expected later this autumn which will provide further guidance/implementation plans on: the government's target of having two-thirds of young people to be engaged in HE learning by age 25, replacing the previous 50% university target; the creation of 14 new Technical Excellence Colleges; and the announcement of new maintenance grants with the reintroduction of means-tested maintenance grants for low-income students.</p> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>The Board commended the improvement in the NSS results in July, climbing 22 places in sector rank to 94 from 116 out of approximately 130 higher education providers</li> <li>Sally McGill was thanked for her work to support the University Student Village Project which celebrated its Village Hub Topping Out ceremony on 14th August as the Village hub has reached its highest point in construction.</li> <li>Discussion ensued on a range of staff excellence awards and achievements, notably an award of National Teaching Fellow to David James, Course Director for Games Design for his exceptional contribution to games education. This marks the University's first 'home-grown' NTF and Prof Chris Headleand highlighted that the University now has 2 members with NTF status – an accolade that is highly prestigious and competitive, with only a small fraction of 52,000 eligible applicants receiving the award.</li> </ul> |

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|  | <ul style="list-style-type: none"> <li>• The University's Games department is currently the only one in the country with two NTFs, positioning it as a national leader in teaching excellence.</li> <li>• It was agreed that communications efforts should be expanded beyond the LinkedIn post and an action was taken to expand communications.</li> <li>• It was strongly recommended that this recognition be featured at Open Days and embedded into the marketing portfolio as a long-term strategic proof point. The achievement presents a major opportunity to elevate the University's reputation and should be documented and leveraged across all channels.</li> <li>• Martin Pugh highlighted the evolving situation regarding the proposed 6% international student levy, designed to fund domestic skills development and support institutions with lower international recruitment. The sector-wide financial impact is expected to be substantial—potentially exceeding £620 million—raising concerns that some costs may be passed on to international students, especially where demand is already softening. Universities are finding it increasingly difficult to absorb these pressures.</li> </ul> <p>There were no further comments and the report was noted.</p>   |
| 3027   | <p>The <b>OfS Consultation on Franchised Provision Update BG/138/03</b> was presented for discussion by Professor Raheel Nawaz who noted that the response to the OfS was submitted on 1 October 2025. The OfS plans to publish its response in late 2025 and proposes that any new conditions take effect in early 2026.</p> <ul style="list-style-type: none"> <li>• The OfS has launched a consultation on new requirements for the oversight of sub-contractual arrangements in English higher education. This outlines a proposed new general ongoing condition of registration for lead providers operating through sub-contractual (Franchise) arrangements to strengthen oversight and increase transparency, ensuring that any risks to the interests of students and taxpayers posed by sub-contractual partnerships are identified and addressed.</li> <li>• The university has prepared a response to the consultation proposals, which is broadly supportive of the OfS new general ongoing condition of registration, but has responded to indicate that there are specific areas of the minimum content requirements for the single document that would benefit from further clarification.</li> <li>• The OfS Consultation on Subcontracting sits within an increasingly stringent regulatory landscape for Franchise Partnerships, following increased sector scrutiny on these partnerships over the last two academic years.</li> <li>• The university is forward planning and working on the basis that the consultation will come into force.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>• Raheel Nawaz highlighted that the consultation response was broadly positive, and the university is preparing for the consultation to go ahead. A Task and Planning Group has been established and will conduct an analysis to identify gaps. This proactive approach places the university in a good position to respond to anticipated changes.</li> <li>• Jonathan Chapman commended the partnership management team, noting the past internal audits received by the Audit and Risk Committee had been satisfactory. He highlighted this as a potential strategic advantage and an opportunity for growth.</li> <li>• Mohit Dhingra highlighted that the Audit and Risk Committee will receive another internal audit report about CECOS at the March meeting.</li> <li>• Martin Jones highlighted the public scrutiny of UK partnerships, the apparently difficult relationship between OfS and DfE, and the work being done by UUK to steer policy in a balanced manner.</li> </ul> <p>There were no further comments and the report was noted.</p> |
| <b>3 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)</b> |   |
| 3028   | <p>The <b>Draft Financial Out-turn 2024-25 (based on Draft Financial Statements for y/e 31 July 2025 BG/138/04 and Management Accounts for P12) BG/138/04a</b> was presented for discussion by Sally McGill who outlined the following:</p> <ul style="list-style-type: none"> <li>• Excluding the adjustments for non-cash items, the operating performance for the year shows a surplus of £6.2m, representing 4.1% of total income.</li> <li>• Cash and cash equivalents of £29.6m were held at year end, the University also held short term deposits of £21.9m. Cash and cash equivalents and short-term deposits taken together were £51.5m (2023/24 £47.7m). This equates to liquidity of 143 days, which exceeds the Office for Students requirement of holding at least 30 days' liquidity.</li> <li>• The Cashflow Statement shows a net cash inflow from operating activities of £13.5m, 9.0% of income, compared to 2023/24 when it was £10.5m, or 6.2% of income.</li> <li>• Provisions to the value of £4.6m were held at year end compared to £6.7m in 2023/24.</li> <li>• The University met all Bank Covenant requirements during the 2024/25 year.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>• Mohit Dhingra asked for clarification on the latest projected figures for 2024/2025. Sally McGill responded that the latest figures were close to those projected and the final figures would be confirmed following completion of the external audit.</li> <li>• Martin Pugh commented that, given the headwinds buffeting the sector and the fact that a large number of universities are now in deficit, being able to deliver a 4.1% surplus was a considerable achievement.</li> </ul>   |

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|      | There were no further comments and the report was noted.   |
| 3029 | <p>The <b>Bad Debt Provision – Financial Statements 2024 - 2025</b> BG/138/05 were presented for approval by Sally McGill who highlighted:</p> <ul style="list-style-type: none"> <li>The bad debt provision is £3,236k for 2024/25 compared to £3,529k in 2024/25; a decrease of £293k.</li> <li>During the financial year, debts to the value of £842k have been written off following approval by the Chief Financial Officer, Vice Chancellor or Board of Governors (following the requirements of the Financial Regulations). The movement in the provision and the debt write-offs have resulted in a debit to the Income and Expenditure Statement of £549k.</li> <li>There continues to be a difficulty in collecting debt from ex-students, many of whom do not complete their studies and therefore the University does not have any effective leverage, e.g. the ability to withhold their degree certificate.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>Discussion ensued on the most challenging cohorts in terms of student debt recovery. This complexity reflects both the broader socio-economic conditions of the current climate and the personal challenges faced by these individuals.</li> <li>Whilst it was noted that there had been an improvement in bad debt figures over the last three to four years, it was agreed that further information would be provided on the value of write-offs by year. This would provide a clearer analysis of the trajectory for comparison purposes.</li> </ul> <p>There were no further comments and the statements were noted.</p>  |
| 3030 | <p>The <b>Student Number and Income Final Update 2024/25 &amp; Latest Student Number and Income Forecast 2025-26</b> BG/138/06 were introduced for discussion by Sally McGill who outlined the following key points:</p> <ul style="list-style-type: none"> <li><b>Full time Undergraduate Tuition Fee income</b><br/>The full-year outturn for 2024/25 shows income of £62.3m compared to a budgeted figure of £62.8, giving an adverse variance of £0.5m. Compared to the P9 Forecast, the overall income for Full-Time Undergraduate Students has increased by £0.2m, mainly as a result of lower in-year withdrawals and intermissions than previously expected.</li> <li>The Budget for 2025/26 shows income of £57.4m, a reduction of £4.9m compared to the 2024-25 full year outturn and a reduction of £0.3m compared to the Draft Budget (June 2025), reflecting the latest estimates for the September intake, partly offset by a larger than previously expected continuing student population.</li> <li><b>Full time Postgraduate Taught Tuition Fee income</b><br/>The full-year outturn for 2024/25 shows income of £6.7m against a budget of £10.9m, with an adverse variance of £4.2m. £1.0m of this reduction is due to the re-categorisation of Clinical Psychology from PGT to PGR and hasn't affected the overall University income position. Compared to the P9 Forecast, the overall income for Full-Time Postgraduate Students has reduced by £0.2m, mainly as a result of higher discounts, in-year withdrawals and intermissions than previously expected.</li> <li>The Budget for 2025/26 shows income of £5.5m, a reduction of £1.2m compared to the 2024-25 full year outturn and a reduction of £1.0m compared to the Draft Budget (June 2025), reflecting the latest estimates for the September intake.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>It was noted that the end-of-cycle report would be available for review at a forthcoming meeting.</li> <li>For context, Martin Jones highlighted that there had been an improvement in A level results in 2025, contributing to intense competition across the HE sector. Many universities had remained in clearing for an extended period. Additionally, there was greater disparity in outcomes between affluent and less affluent regions.</li> <li>On this theme, Martin Pugh noted that there had been an 11% decline in full time students across the sector and a decrease in 18% in post graduate students. This creates a sobering academic landscape, with an unsustainable trajectory, and many universities were expected to be in deficit this academic year.</li> <li>Due to competition for students, Raheel Nawaz commented that certain universities had taken decisions to boost their numbers that were not financially sound. The softening of tariffs has a ripple effect on both the macro and micro environments.</li> <li>Alison Tonge enquired about the number of students who had apparently not continued on nursing/midwifery courses. Sally McGill noted that there was an anomaly linked to the end date of these courses, and this had subsequently been resolved.</li> <li>Kim Newell Chebator noted the importance of bolstering the international student numbers and asked how the challenge will be addressed. Martin Jones responded that continuing to strengthen international connections was key.</li> <li>Raheel Nawaz advised the Board of his forthcoming trip to Sri Lanka. Amongst others, the country had been identified as a key source for students. Establishing new relationships with international networks was a priority for the university. It was noted that the process of building these partnerships and seeing tangible results takes time.</li> </ul> |

- The discussion focused on dedicating time and energy on things the university could control, such as identifying countries and industries that benefit from outsourcing. Developing the international strategy would be a topic for discussion at the upcoming Strategic event in November.

There were no further comments and the report was noted.

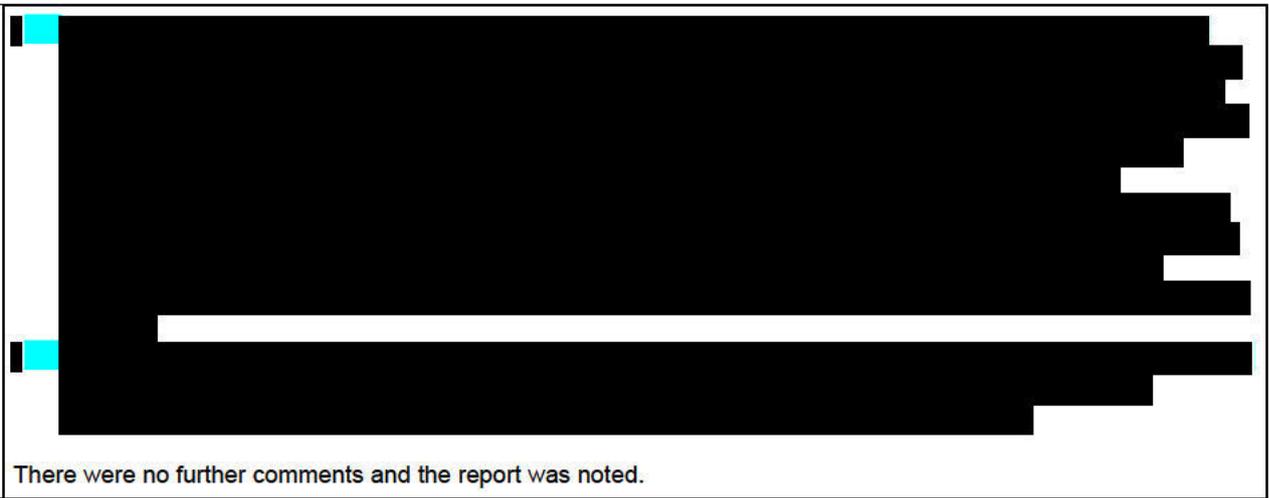
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The **Development of Draft Budget for 2025/26** BG/138/07 and BG/138/07\_Appx A (Sharepoint) were introduced for discussion by Sally McGill.

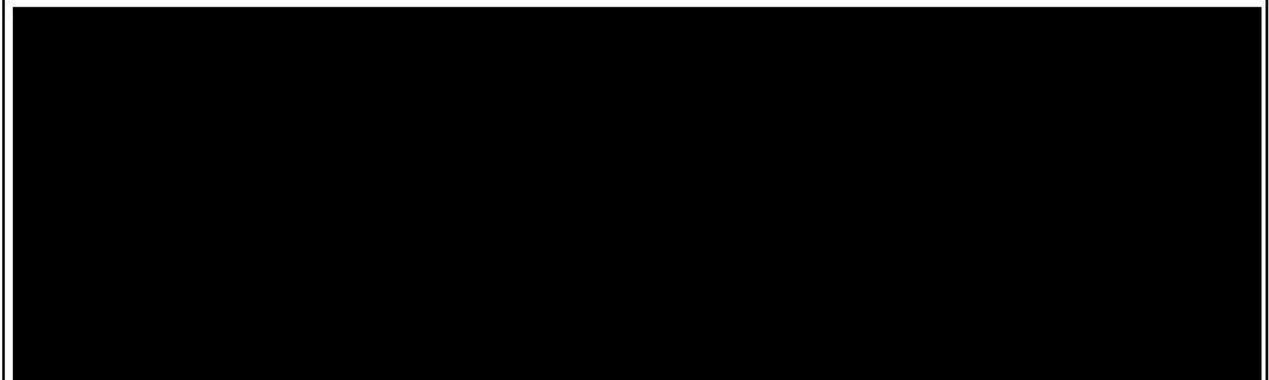
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This gives a total of £14.0m of savings to be achieved, either through business plans or staff turnover. This paper summarises how savings would be achieved, and sits alongside the plans for reductions in staff costs discussed in a separate paper within this agenda.

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There were no further comments and the report was noted.

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| 3032 | <p>The <b>Employment Matters Arising from the Draft Budget 2025/2026 BG/138/08</b> was presented for discussion by Martin Jones, who highlighted the following:</p>  <p>Members and attendees commented as follows:</p>  <p>There were no further comments and the report was noted.</p> |
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| 3033 | <p><b>Freedom of Speech Policy BG/138/09</b></p> <ul style="list-style-type: none"> <li>• The University has previously had a policy on Freedom of Speech based on s.43 Education (No.2) Act 1986.</li> <li>• The new Higher Education (Freedom of Speech) Act 2023 and the recently published OfS Guidance now require this policy to be updated.</li> <li>• Students, academics and external speakers at universities in England will have their freedom of speech protected by this new legislation. Under the strengthened rules introduced by this government, universities must actively promote academic freedom, ensuring campuses are places where robust discussion can take place without fear of censorship of students, staff or external speakers expressing lawful opinions.</li> <li>• The law requires that the Board of Governors take reasonably practical steps to ensure compliance with the legislation and supporting guidance and that the Governors must promote the importance of freedom of speech and academic freedom more broadly.</li> <li>• The revised Freedom of Speech Policy for the University has now been drafted and is progressing through the final legal checks and then will be presented to Academic Board for approval and then the Board of Governors for final approval. The Student Union have also been involved at each stage to ensure our arrangements will dovetail with their arrangements.</li> </ul> |
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|      | <ul style="list-style-type: none"> <li>It is anticipated that this will be approved at the November 2025 Board of Governors meeting.</li> </ul> <p>Martin Jones noted that the policy only came into effect on 1 August 2025 and that a paper outlining its implications for the university will be presented at the November meeting, offering a clearer basis for discussion at that time.</p>  |
| 3034 | <p>The <b>Student Village Update</b> BG/138/10 was introduced for discussion by Sally McGill who outlined the following:</p> <ul style="list-style-type: none"> <li>The paper provides an update on progress and assurance around the Student Village to 31 July 2025. Work is progressing well on site.</li> <li>Drees and Sommer, the independent assessors, were, as a result of their visit on 30 July 2025, of the opinion that “The New Build construction works are on programme to the revised construction programme”. This covers the Hub and Bridge as well as the student accommodation.</li> <li>At the time of their visit, the Clarice Cliff Court phase 2 refurbishment works had been underway since early June (and were due to be completed by 12 September 2025) and, in their opinion “With the decorations ongoing and the bathroom areas well advanced, and joinery well advanced on the second floor, Clarice Cliffe Court Phase 2 is about on programme”.</li> <li>Subsequent to their report, the Clarice Cliff Court Phase 2 work was completed and signed off by the University by the completion date.</li> <li>There are no major exceptions to date against the controls in the University Risk Register.</li> <li>The project company, Staffordshire Campus Living LLP, as at 31 July 2025, had “£2.5m cash on hand and remains solvent and able to make payments as they fall due” (quoted from the SCL LLP management accounts to 31 July 2025).</li> <li>KPMG have recently completed an Internal Audit review of the governance arrangements for the Student Village and the report will be going to the next Audit and Risk Committee meeting.</li> </ul> <p>The Board considered the project to be progressing well and all updates were noted.</p> |
| 3035 | <p>The <b>Draft Strategic Event Agenda</b> BG/138/11 was introduced for discussion by Martin Pugh. This had been developed through Executive, led by the Vice Chancellor and shared with the Chair of the Board of Governors.</p> <p>Governors requested an overview of the following be provided:</p> <ul style="list-style-type: none"> <li>Insights into competitor performance in the current landscape, including market share and distribution trends for contextual understanding.</li> <li>Analysis of institutions demonstrating innovative approaches to the recruitment challenges within the HE sector, with examples of best practice and implementation. This would include identifying those radically transforming their delivery models.</li> <li>Growth trends among the post-92 institutions specifically.</li> <li>Evaluation of the recent merger between the University of Kent and the University of Greenwich, focusing on its effectiveness and any available lessons learnt.</li> <li>Review of best practice from other sectors experiencing decline, with a view to adapting relevant practices within the HE sector.</li> <li>Proposal for a strategic scenario planning exercise to explore internal and external futures, with emphasis on the cultural and behavioural shifts required for institutions to survive and thrive.</li> </ul> <p>There were no further comments and the proposed agenda was noted.</p>  |
| 3036 | <p>The <b>Collaborative Academic Provision Register 2025-26</b> BG/138/12 was introduced for approval by Raheel Nawaz.</p> <ul style="list-style-type: none"> <li>The University is committed to working with a range of collaborative partner organisations to raise aspirations and improve pathways into Higher Education. Academic partnerships enable the University to extend its provision locally, nationally and internationally while offering diverse Learning and Teaching opportunities for distinct learner demographics that leverage the expertise and resources of our academic, FE and employer partners.</li> <li>The Board of Governors is asked to approve the attached Register of Collaborative Provision 2025-26 (Appendix A) which is a formal record of Staffordshire University’s academic and apprenticeship partnerships as of September 2025 for the 2025-26 Academic Year.</li> <li>Two additional documents are incorporated to provides further detail of the approach taken to manage the university’s Collaborative Academic Partnerships and to give the Board of Governors enhanced oversight and assurance. The Operational Management Approach for Collaborative Academic Partnerships 2025 (Appendix B) is included to provide an overview of the operational and relationship management activities in place within partnerships. The Collaborative Partnership Risk Analysis Summary (Appendix C) is provided to give oversight of the continued suitability, overall performance and risk levels of existing partnerships.</li> </ul> <p>Members and attendees commented as follows:</p>   |



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|      | <p>There were no further comments and the report was noted.</p>   |
| 3038 | <p>The <b>Board of Governors Pre Session Planning BG/138/14</b> was introduced for approval by Martin Jones, who outlined that the following had been agreed at the previous Board of Governors meeting:</p> <ul style="list-style-type: none"> <li>• That the four Board meetings commence at 2:00pm rather than 2:30pm. The first hour (occupying within this the 30-minute slot that was 'know your business') is used as an in-person collective governor visit to a specific function or area of the university, led by the member of UEB, so that they can engage governors with their area of expertise. These four sessions could be augmented with a fifth session at the annual strategic event held each year, across the lunch time period, as an 'energiser'.</li> <li>• The Board trials for 12 months (academic year 2025-2026) an approach to see if this is valued and engaged with by the governors.</li> <li>• In the first instance, governors were asked to outline which areas they would like to engage with, so that a programme could be built which is provided in the report.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>• Leah Thompson noted that rotating Board meetings across different campus locations provides an ideal opportunity for governors to engage directly with students. It was suggested that course representatives from Creative Industries could be invited to attend the November session.</li> <li>• Members agreed that this approach enables purposeful engagement and would help governors gain a clearer understanding of operational realities, student experience and delivery on the ground. At the departmental level, it would offer insight into objectives and current challenges.</li> <li>• Kim Newell Chebator proposed developing a template to support a consistent and structured approach to these discussions. This would help identify what's working, what's not working and what's next. The exact format is to be developed in discussions with Raheel Nawaz and the Student Union.</li> <li>• All agreed that greater visibility of the University Executive Board would be beneficial and that these sessions would support that objective.</li> </ul> <p>There were no further comments and the report was noted.</p> |
| 3039 | <p>The <b>Appointments to the Board of Governors BG/138/15</b> was presented for approval by Martin Jones who highlighted that the search for the governor vacancy with a focus upon Higher Education had been undertaken since the last Board meeting.</p> <ul style="list-style-type: none"> <li>• The panel consisted of the Vice Chancellor, Chair of the Board, Chair of Strategy and Performance Committee, (and the Chair of Audit and Risk Committee, and the Chair of the Sustainability and Resources Committee for some of the interviews).</li> <li>• Following deliberations, the Panel sought approval of the Nominations and Governance Committee, which was given, and now seeks approval from the Board of Governors to appoint the following individuals to the Board: <ul style="list-style-type: none"> <li>○ Will Spinks - full independent governor</li> <li>○ Tayyeb Shah – full independent governor</li> </ul> </li> <li>• If approved at this Board of Governors meeting, this would then ideally allow them to be onboarded and join the Autumn cycle of committees.</li> <li>• It is proposed that the new governors are placed on the following committees where we have vacancies for this academic year: <ul style="list-style-type: none"> <li>• Will Spinks – Audit and Risk Committee</li> <li>• Tayyeb Shah – Sustainability and Resources Committee</li> </ul> </li> </ul> <p>Members approved the appointment to the Board with immediate effect.</p>  |
| 3040 | <p>The <b>Update on LGPS Pension Exit and Surplus BG/138/16</b> was introduced for discussion by Martin Jones who outlined the following:</p> <div style="background-color: black; width: 100%; height: 100%; min-height: 200px;"></div>  |

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|                          | <div style="background-color: black; width: 100%; height: 100%;"></div> <p>Members and attendees commented as follows:</p> <p>All agreed to pursue the surplus, recognising that it could be substantial.</p>  |
| <b>4 FOR INFORMATION</b> |  |
| 3041                     | <p>The <b>Students' Union Report*</b> BG/138/17 was introduced for discussion by Leah Thompson. The report provides the University Board of Governors with an overview of Students' Union activity, student experiences, concerns, and achievements during the period since the last Board of Governors meeting. The headlines include the following:</p> <ul style="list-style-type: none"> <li>• The Union has made the formal legal transition to Staffordshire Students Union.</li> <li>• New Officer handover - Induction and orientation of the new officer</li> <li>• NSS results and Analysis 2025</li> <li>• Academic development – the work of the Engagement Task and Finish Group – to guide students whose academic engagement dips and improve student retention and progression.</li> <li>• The rewriting of the student academic regulations - collaborating on a revised code of practice on freedom of Speech and Lawful Assembly that meets the requirements of the updated Higher Education Bill.</li> <li>• Reasonable Adjustments Policy</li> <li>• E6 Sexual Harassment Policy implementation</li> <li>• Clearing Activity and Open Day - August saw the post A-level results Clearing Activity and Open Day, with the Union delivering the funding and finance talks for students and parents, providing Officer Q&amp;As on student life and clubs and societies and Squeezebox providing refreshment provision on College Road.</li> <li>• Clubs &amp; Societies – the 2025/6 academic year will start with over 100 student activity groups constituted and available to students across the Stoke, Stafford and London Campuses.</li> <li>• Student Staff Recruitment - This year's summer recruitment has successfully added 48 new students to the 39 returning Union Team Members (87 total compared to 98 in 2024).</li> <li>• Welcome Week –providing pre-arrival communications tailored at key touchpoints to aid recruitment. The programme of over 100 events, campaigns and activities across our three campuses was carefully designed to scaffold the student journey and to create a sense of belonging and aid student retention.</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>• Raheel Nawaz commended the collaborative efforts between the Students' Union and the Engagement Task and Finish Group, noting that the joint working is well-aligned operationally to help enhance the student experience and outcomes, despite limited resources.</li> <li>• Governors welcomed this feedback and acknowledged the resourceful partnership between the Students' Union and the Task and Finish Group in pursuing a unified purpose.</li> <li>• Martin Pugh also noted the increasing media and public focus on sexual misconduct and its prevalence across the sector. It was encouraging to hear about the depth of engagement on this issue, and he asked for updates on the topic as progress is made.</li> </ul> <p>There were no further comments and the report was noted.</p> |
| 3042                     | <p><b>Calendar of Events 2025/2026</b> BG/138/18. The Board was asked to note the events for the academic year 2025 – 2026, outlined below and to note that Governors will be contacted prior to the events to understand if they would wish to attend.</p> <ul style="list-style-type: none"> <li>• 11<sup>th</sup>, 12<sup>th</sup>, 13<sup>th</sup>, 14<sup>th</sup> November 2025 – Autumn Awards Ceremonies</li> <li>• 29 May 2026 - GradEX Degree Show Opening Night (and then running unto 5<sup>th</sup> June 2026)</li> <li>• 13 – 25 July 2026 - Summer Awards Ceremonies (exact dates to be confirmed in February 2026)</li> </ul> <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> <li>• Martin Pugh encouraged governors to attend events where possible, sharing that he had personally found attending GradEx to be a very rewarding experience.</li> <li>• Leah Thompson commented that the events provided an excellent opportunity to engage with students and colleagues informally and encouraged all to attend.</li> </ul>   |

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|                             | <ul style="list-style-type: none"> <li>• Raheel Nawaz commented that staff feedback had been positive when board members were present, expressing gratitude on behalf of colleagues and students. Chris Headleand added that their attendance was very well received and had made a meaningful impression on the cohort.</li> </ul> <p>There were no further comments and the events schedule was noted.</p> |
| 3043                        | <b>The Academic Board minutes 299 (confirmed): 17 June 2025 BG/138/1</b> were noted.   |
| <b>5 ADDITIONAL MATTERS</b> |  |
| 3044                        | There were no <b>additional matters</b> .  |
| 3045                        | <b>Next meeting:</b> 2pm – 3pm Pre meeting Session, followed by full board meeting at 3pm and dinner on Tuesday 25 November 2025 (CA105/6, Catalyst, Leek Rd).<br>The strategic event will take place the following day on Wednesday 26 November 2025 (CA 103/4, Catalyst Leek Road).  |