

MINUTES

STRATEGY AND PERFORMANCE COMMITTEE, SP-16

Date: Thursday 13 October 2022

Time: 1500

Location: CA105/106 The Catalyst

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 (highlighted here in blue), will be redacted before publication of the agenda and minutes on the University's public website.

Members		
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	P
Sara Williams (Chair)	External Member	P
In attendance		
Ian Blachford	Chief Operating Officer and Clerk to the Board of Governors	P
Professor Kevin Hetherington	Deputy Vice Chancellor	P
Annabel Kiernan	Pro Vice Chancellor – Education	P
Sally McGill	Chief Financial Officer	P
Lauren Rooke	Assistant Clerk to the Board of Governors (minutes)	A

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

1 MEETING MANAGEMENT									
293	Apologies for absence were received from Juliet Oosthuysen.								
294	There were no new Declarations of interest .								
295	The following Membership of the Committee for 2022/23 was noted: <table border="0"> <tr> <td>Constitution</td> <td>MEMBERSHIP</td> </tr> <tr> <td>External Members</td> <td>Colin Hughes (Deputy Chair) Juliet Oosthuysen Victoria Sylvester Sara Williams (Chair)</td> </tr> <tr> <td>Student Governor</td> <td>Hannah Blackburn (President, Students' Union)</td> </tr> <tr> <td>Staff Governor</td> <td>Simon Smith (Academic Staff Governor)</td> </tr> </table>	Constitution	MEMBERSHIP	External Members	Colin Hughes (Deputy Chair) Juliet Oosthuysen Victoria Sylvester Sara Williams (Chair)	Student Governor	Hannah Blackburn (President, Students' Union)	Staff Governor	Simon Smith (Academic Staff Governor)
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	<p>Vice Chancellor Professor Martin Jones</p> <p>In attendance Ian Blachford, Chief Operating Officer & Clerk to the Board Sally McGill, Chief Financial Officer Professor Kevin Hetherington, Deputy Vice Chancellor Dr Annabel Kiernan, Pro Vice Chancellor – Education Professor Raheel Nawaz, Pro Vice Chancellor – Digital Transformation</p>
296	Minutes of the last meeting of the Committee , 17 May 2022 SP/16/01, were signed as a true and accurate record.
297	<p>Matters arising:</p> <ul style="list-style-type: none"> • Minute 285 - Access and Participation Plan – it was noted that an update report on the position with this was presented to Board of Governors on 21 September 2022.
298	The *Overview of annual business 2022-23* SP/16/02 was noted for information.
2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)	
299	<p>The Terms of Reference for the Committee 2022-23 (APPROVAL) SP/16/03</p> <p>The terms of reference were presented to the Committee for annual approval. The changes had been minor to the terms of reference, however the KPIs had now been updated to reflect the new Strategic Plan and would later be updated to reflect the new risk appetites.</p> <p>The Committee approved the Terms of Reference for the Committee.</p>
300	<p>Strategic context for HE landscapes and direction of travel (DISCUSSION) SP/16/04</p> <ul style="list-style-type: none"> • This paper outlines the key consultations which have taken place in 2022 and the regulatory outcomes which have resulted from those consultations. • The B3 conditions of registration, became a regulatory requirement on 3rd October. The University's performance against these new thresholds was also made available on 3rd October and was outlined in the paper. The University has areas of challenge in its postgraduate portfolio, across all three measures. Modelling and analysis had been undertaken earlier in the year. Whilst this was a challenge, it was expected to be beyond the threshold at the next census point. • The performance of the OfS/DfE short course pilot was currently being evaluated and its implications for the continued development of the Lifelong Learning Entitlement in its current proposed form, and the opportunity, therefore, to influence the development of DfE thinking on types of short course and funding approaches for LLE • The new equality of opportunity risk register approach to Access and Participation Plans, announced by the Director of Fair Access on 27th September 2022 was now out to consultation, however, the University was broadly supportive of the new direction of travel. • The TEF guidance was released on 6th October 2022. • The paper provided a short discussion on the likely climate for the sector as we go in to 2023 and 2024, noting the continued emphasis on skills, local growth plans and the role of the regulator. It highlighted that Staffordshire University is well placed to leverage opportunities from the current political emphasis on skills'-based education and meeting the needs of the local and regional economy <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • Marin Jones commented that the future of micro credentials was not a replacement to the traditional three-year undergraduate degree, but a different route to study for a different audience. • Simon Smith asked about the postgraduate taught performance against the measures of the B3 conditions. AK replied that this matter would be resolved by the next census date, as this was the final wash through of funding and delivery models which had been addressed some years ago. • Vikki Sylvester stated that the continued narrative was about the moving together of the roles of FE and HE, post recent government changes, albeit that the policy direction remained unclear. <p>The update report was noted.</p>
301	<p>KPI Scorecard (DISCUSSION) SP/16/05</p> <ul style="list-style-type: none"> • Considerable time has been spent in recent months on the 'Catalyst for Change' strategic plan, the school five-year business plans and the detailed strategic priorities (formerly known as enabling strands). • Consequently, further considerable thought has been given to developing a KPI Scorecard, at the request of Governors, to act as a straightforward indicator of current progress on all KPIs.

	<ul style="list-style-type: none"> This will act as a summary for the Strategy and Performance Committee, with more detailed papers behind this for the Committee, but will help act as a guide to where the time of the committee should be spent in their scrutiny and deliberations, as this summary will provide a summary narrative of progress and a RAG rating. This paper would then automatically be referred to the Board of Governors, thus reducing the duplication of papers from the Strategy and Performance Committee to the Board of Governors meetings. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> Colin Hughes welcomed the approach to the KPI presentation and stated it would be helpful for the committee and the Boards consideration. Sara Williams stated that it was important that the KPI as lag indicators had a focus on the lead indicators. IB explained that the lead indicators, had been identified for each of the KPIs as a proxy for future performance. These had been shared with the Governors previously. <p>The Committee approved the deployment of the scorecard.</p>
302	<p>Undergraduate & Postgraduate Student Recruitment Performance (DISCUSSION) SP/16/06</p> <ul style="list-style-type: none"> The University has just completed its main clearing and recruitment activity for 2022/23. This year, the sector has experience unusually slow clearing with significant numbers of unplaced applicants at this point after results day. Data HE has reported that almost 42% of full cycle applicants are still unplaced and there is concern in the sector about progression routes for these applicants, with some choosing to withdraw despite being an in-cycle applicant. Results and tariff are now much closer to pre-pandemic levels. Decision making from applicants has been slow and overall, there has been less churn in the market with usual behaviours such as self-release or "trading up" happening at a much less frantic pace than previous years. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> Simon Smith stated that the first of the open day for the new academic year had felt better, busier and more professional. Discussion ensued about the importance of delivering the two strategic priorities of increasing the undergraduate and postgraduate market share.
303	<p>Lichfield Future Direction (APPROVAL) SP/16/07</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> Executive would review these options and evaluate financial sustainability, strategic alignment and identity of the Lichfield Campus and how this aligned to the delivery of the new strategic plan. The options appraisal and the business case with the recommendation will be submitted to Strategy & Performance Committee in February 2023. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> Sara Williams stated that it was important to consider what benefits could be gained from Lichfield campus, noting its fit with the strategic plan, our geographical reach and the political messaging.

	<ul style="list-style-type: none"> Sara Williams asked for clarity how this review would fit with other town deals that were under development. Martin Jones stated that the University had a clear position on all the current town deals in place at this time and any future ones would be considered on a case-by-case basis. <p>The Committee noted the report.</p>
304	<p>Student Employability Report (DISCUSSION) SP/16/08</p> <ul style="list-style-type: none"> The report captures the main impact-led employability interventions developed during last year and sets priorities for the next 12 months. These developments support progress towards two KPIs: 75% of graduates in graduate level roles, classified in accordance with the Graduate Outcomes Survey and 20% of graduate retention in graduate roles within Staffordshire as proportion of all graduates The report detailed the operational changes that had been implemented to increase the impact of employability initiatives together with an early evaluation of impact. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> Annabel Kiernan noted that the report on the graduate outcomes survey would be received in December 2022, however, previous actions arising from the graduate outcome survey had been responded to in order to infirm improvements. Vikki Sylvester stated that the work on the employability agenda was important, and it would be important to see how this had created an impact. This was endorsed by HB. Sara Williams stated that there was an important aspect of internationalisation within the employability agenda which could be embraced further with our increasing international recruitment student numbers. <p>The report was noted.</p>
305	<p>Internationalisation Strategy (APPROVAL) SP/16/09</p> <ul style="list-style-type: none"> The University Strategic Plan (2022 – 2027) identifies internationalisation as one of the core aspects of Next Generation Engagement, and this internationalisation strategy seeks to set out the strategic aims and direction of travel across the University to realise this ambition. In February 2022, Strategy and Performance Committee approved the International Recruitment Strategy as the pioneer strand on our journey to internationalise. This strategy has proved to be successful in its infancy with almost 300% growth on anticipated enrolments from September 2021 entry to September 2022. The successful launch of a January 2022 entry point for PGT courses will see further additions for January 2023. We have now developed an internationalisation framework and deliver further successful outcomes in line with our institutional KPIs as part of the broader internationalisation agenda at Staffordshire University Strategy and Performance Committee is asked to approve the attached Internationalisation Strategy and associated action plan. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> Simon Smith asked how the services would support the schools in the delivery of the international strategy. AK explained that the international student recruitment team worked closely with the ADRs to ensure collective delivery of this agenda. Colin Hughes commended the development of the Internationalisation Strategy and asked how we would differentiate our flagship courses for international recruitment, which would bring both revenue and greater brand awareness. Kevin Hetherington stated that there were particular strengths to the international recruitment that aligned to our flagship course provision and the balance of international recruitment and domestic recruitment was important to the overall student experience. Colin Hughes stated that he was also pleased that the internationalisation strategy reflected the importance to the enrichment of the wider student experience and wondered if this was reflected fully in the mission stated in the document. Kevin Hetherington explained the approach the University was undertaking, in line with the strategic plan, was reflected more broadly within the Internationalisation Strategy. Colin Hughes also asked about the implementation of the University's approach to the onboarding and resettlement of international students this Autumn. Kevin Hetherington updated that the University had put in place, through SLT, detailed plans to ensure that all actions were being taken to ensure new arrivals were being supported. If this continued to grow in future years, both the local market would likely respond to positive market pressures, as well as the University, in ensuring this route was appropriately resourced. Vikki Sylvester commented that whilst online provision was also a route to internationalisation, this was an offer that needed significant resource input in terms of the marketing and the creation of the content. This point was agreed.

	<ul style="list-style-type: none"> Sara Williams welcomed the reference to the ESG within the document and noted the forthcoming discussion on the SU:L portfolio would also feed into the operationalisation of the Internationalisation Agenda. <p>The Internationalisation Strategy was approved by the Strategy and Performance Committee.</p>
306	<p>Energy Consumption Performance Report (DISCUSSION) SP/16/10</p> <ul style="list-style-type: none"> The strategic KPI 'delivery of carbon net zero for scopes 1 and 2 by 2030', i.e., reducing carbon emissions to net zero, is dependent upon reducing consumption of gas and electricity as well as sourcing energy from renewable sources. This report looks at a lead indicator for the achievement of the annual target set for the KPI: monthly consumption of energy. This is the first report of this type which sets out the format for future reports, as well as providing the historical context. 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 electricity and gas with EDF Energy and Corona Energy respectively, which are managed by TEC. Wholesale energy costs have increased significantly, and annual energy costs for August 2021- July 2022 more than doubled compared with the preceding financial year (from £1.7 million to £3.8 million) and are forecast to be £4 million for the financial year 2022/23. This is based on monthly consumption volumes that have been hedged for the forthcoming year, and these should be seen as upper-limit targets for monthly energy consumption. This necessitates an approximate 3 % reduction in energy consumption in 22/23 compared with 21/22- this will be realised through planned improvements in energy-efficiency of mechanical and electrical systems and schedules, and transfer of the University nursery into the new net-zero carbon building, which is expected to result in an approximate 5 % decrease in annual energy consumption in 22/23 compared with 21/22. Energy consumption and associated costs will be monitored closely within the Estates team and in communication with financial services, with reports to the S&P committee at quarterly intervals. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> Vikki Sylvester asked about Scope Three. Sally McGill stated that developmental work was underway on Scope Three as the sector was currently considering about how this would be reported. The University would be part of this approach. Simon Smith asked about cost-of-living impact on students. Annabel Kiernan was currently chairing a group that was working across the University together with the Student Union to put in place a comprehensive set of actions to ensure that efforts were made to stabilise student retention. <p>The report was noted.</p>
307	<p>Staffing Demographic Profile Report (DISCUSSION) SP/16/11</p> <ul style="list-style-type: none"> 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. Staffordshire University staff profile data shows that on 1st September 2022 we employed 1,435 staff (excluding part-time lecturers). Of the 1,435 staff employed, 87.3% declared they were from a White background, 10.2% 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. 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 1.3% more ethnic minority staff employed in the period, bringing us to our current position of 10.2%. 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. 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. In January 2022, of the 127 people we employed from a minority ethnic background, 85 (66.93%) were from the UK/Ireland and 9 (7.09%) were from the EU/EEA (European Union/European Economic Area). In September 2022, of the 147 people we employed from a minority ethnic background, 99 (67.35%) were from the UK/Ireland and 9 (6.12%) were from the EU/EAA. This shows an increase of 14 (0.4%) more ethnic minorities that were employed from UK/Ireland nationality and region. <p>Members and attendees commented as follows:</p>

	<ul style="list-style-type: none"> Sara Williams welcomed the report and the positive impact on the increasing minority ethnic profile. Sara Williams stated that it would be helpful to see other protected characteristic data of the workforce. Ian Blachford highlighted that this would be available in the forthcoming Human Resources and Organisational Development Annual Report. Vikki Sylvester asked about information on gender distribution across the University. Ian Blachford explained that this was collected and analysed on an annual basis as part of the legal requirements for gender pay gap reporting, and other protected characteristics. <p>The report was noted.</p>
308	<p>League Table Performance Report (DISCUSSION) SP/16/12</p> <ul style="list-style-type: none"> The Committee received at its May 2022 meeting an update on the three major UK league tables published in 2021 with a commentary on the likely results for the league tables published in 2022. The paper also provided a summary on the University's latest performance in the three key international rankings. This report focuses on the publication of the three major UK league tables this year and the actions being taken to improve our performance. In 2022 the University has dropped in two of the three UK league tables & risen in one. The University currently sits: <ul style="list-style-type: none"> 102nd out of 130 institutions in the Complete University Guide, down 5 places from 97th (released June 2022). 68th out of 121 institutions in the Guardian University Guide, a rise of 4 places from 72nd (released Sept 2022). 106th out of 132 institutions in the Times/Sunday Times Good University Guide, down 30 places from 76th (released Sept 2022). The newly reconstituted University League Tables Group, chaired by the Deputy Vice Chancellor, is developing action plans in conjunction with SLT and Schools, to improve league table performance. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> Sara Williams stated that the report was helpful with the increased focus upon the areas that we would need to prioritise in terms of further actions. Future reports would focus on these areas and how positive action was progressing. Colin Hughes commended the approach and that the University needed to remain focused on those areas that could be changed to create a positive student experience and then a better position within the league table. <p>The report was noted.</p>
309	<p>Apprenticeships Performance Report (DISCUSSION) SP/16/13</p> <ul style="list-style-type: none"> Staffordshire University continues to be one of the largest providers of higher and degree apprenticeships in England and is on course to meet the internal target of 6,500 apprentices enrolled between September 2017 and July 2026. Some significant reforms to apprenticeship structure, delivery and funding have been introduced from August 1st, 2022, and the University has a strategy for implementing these at the earliest opportunity. The Education and Skills Funding Agency (ESFA) has introduced an apprenticeship accountability framework which has minimum standards for achievement and retention. The apprenticeship provision at the University has performed strongly in 21/22 and has again exceeded overall targets. Recruitment, at 843, was lower than in 20/21 due to revision in targets for the Police Constable Degree Apprenticeship (PCDA). Despite this, the income from apprenticeships has increased significantly. This is due to the increased enrolment on degree apprenticeships with a higher funding cap. Lower police recruitment has also reduced the overall proportion of PCDA within the provision to 54%. Overall retention – all standards, at all stages and levels at 93.6% has improved significantly in 21/22, a 5% improvement on 20/21 and expected achievement for those completing in 21/22 has improved significantly. Staffordshire University is rated as 'Excellent' by employers and 'Good' by apprentices. The annual audit by external auditors of the University's apprenticeship sub-contracting provision resulted in confirmation and certification of financial assurance to the ESFA. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> Martin Jones highlighted that the Celebrating Staff Success Event had recognised with the Vice Chancellor's Outstanding Contribution Award for the widest team, who had been part of the OfSted reinspection process. Vikki Sylvester noted that the Government was currently reviewing the virtual delivery of aspects of apprenticeships, which could affect funding models in the future. This space would need to be watched for government policy direction. Colin Hughes stated that it was important to broaden the apprenticeship portfolio, however, this needed to be tempered with the efficient delivery of the curriculum and retaining the quality of provision. <p>The report was noted.</p>
310	<p>Research Performance Report (DISCUSSION) SP/16/14</p>

	<ul style="list-style-type: none"> The paper outlines progress and 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. The completion of 2021/22 saw us achieve over this figure with £0.97m received. Additional funding worth £1.53m was secured in 2021/22 providing confirmed pipeline. Therefore, the University is in a strong position to meet the 2022/23 research income target. 55% of our outputs will be co-authored internationally. We are on track to exceed the target set for this financial year. This target is measured by analysis of the publications recorded on Scopus1 (an abstract and citation database of peer-reviewed academic research publications) which are affiliated to Staffordshire University. Scopus works on an annual basis, so data is available by calendar year not academic year. Our target for this academic year is 52%, current analysis shows that to date (27th September 2022) our position is 57.7% of our collaborations involving an international co-author. We achieved 51.6% international collaboration in 2021 as the last full year (increasing from 46.2% in 2020), so expect this increased trajectory exceeds our 52% target at the end of 2022. Secure entry into the QS World University Rankings by 2024-2025 and progress to 'top 1000'. We are currently not in the QS World University Rankings and are developing a strategy to ensure we are ranked in the top 1000 by 2026/27. Supplementary targets are also established within our Research, Innovation and Enterprise (RIE) Strategy as indicators of success. <p>There were no further comments, and the report was noted.</p>
311	<p>Annual Report on Learning & Teaching (DISCUSSION) SP/16/15</p> <ul style="list-style-type: none"> This report articulates the strategic significance of our new Academic Quality and Development directorate (AQD), explaining the structural changes within the Education portfolio which support learning and teaching enhancement, and provides an update on the principal workstreams of the six departments: Academic Development, Academic Projects, Academic Quality Service, Digital Pedagogies, Education Research and Evaluation, Student and Graduate Employability. AQD has been built to support delivery of our institutional vision, measured by our KPIs, with each activity, intervention or development aligned to our strategic plan. The report explains the structures, functions and governance mechanisms which ensure that AQD works collectively and in co-operation with all schools, institutes and services across the university to support delivery of our strategic priorities and external facing metrics and regulatory requirements (TEF, APP, OfS Conditions of Registration). SMT's holistic approach ensures that strategic priorities are achieved in partnership, working across the whole institution. AQD also includes the Step-Up team, whose role is extending to support our transition to HE work in the city, region and beyond, which seeks to establish Staffordshire University as a convenor institution at the heart of our education (eco)system. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> Sara Williams stated that this was very interesting report and would dovetail with the Annual Academic Quality and Standards Report, which would be at the November Board of Governors meeting for approval. <p>The report was noted.</p>
3 FOR INFORMATION	
312	<p>Update on HE sector consultations SP/16/16</p> <ul style="list-style-type: none"> The University responds to a number of higher education consultations during the year. The Committee agreed earlier last year 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 was the fourth of such summaries. It should be noted that since September 2020 we have responded to 39 consultations, with 18 responded to date in the current academic year. <p>The report was noted.</p>
4 ADDITIONAL MATTERS	
313	There were no additional matters.
314	<p>Items to be referred to Board of Governors (for approval):</p> <ul style="list-style-type: none"> a) Minute 299 - Terms of Reference of the Committee b) Minute 305 - Internationalisation Strategy
315	Next meeting: Wednesday 15 February 2023 (CA105/6, Catalyst, Leek Rd)