

MINUTES

STRATEGY AND PERFORMANCE COMMITTEE, SP-09

Date: Tuesday 9 June 2020

Time: 1500

Location: Microsoft Teams online meeting

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 (<i>up to item 152; re-joined from 162</i>)	P
Connor Bayliss	Student Governor (President, Students' Union)	P
Glenn Earlam (Deputy Chair)	External Member	P
Tony Evans	External Member	A
Colin Hughes (in the Chair)	External Member	P
Doug Rouxel	Academic Staff Representative	P
In attendance		
Ian Blachford	Chief Operating Officer and Clerk to the Board of Governors	IA
Dr Simone Clarke	Director of Academic and Strategic Planning	IA
Professor Ieuan Ellis	Pro Vice Chancellor – Place and Engagement	IA
Professor Martin Jones	Deputy Vice Chancellor	IA
Sally McGill	Chief Financial Officer	IA
Andrew Proctor	Pro Vice Chancellor - Digital	IA
Lauren Rooke	Assistant Clerk to the Board of Governors (minutes)	IA

P = Present (via Teams); A = Apologies; IA = In Attendance (via Teams)

1 MEETING MANAGEMENT	
146	Apologies for absence were received from Tony Evans.
147	There were no new Declarations of interest .
148	The Minutes of the last meeting of the Committee , 25 February 2020 SP/09/01. were signed as a true and accurate record.
149	Matters arising: <ul style="list-style-type: none"> • Minute 130 - It was noted that the data on graduate outcomes (a report on which had originally been scheduled for this meeting) was now not due to be published until 23 June 2020. No further update had therefore been available for this meeting, but a report would be presented at the appropriate time. • Minute 145 – it was noted that Baljinder Kuller had been appointed to the Board of Governors with effect from 1 April 2020.
150	The committee received and noted the *Overview of annual committee business for 2019-20* SP/09/02.

2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)

151 The committee received a presentation from the Deputy Vice Chancellor as a precursor to a **Strategic Discussion – Covid-19 and Strategy to 2030** SP/09/03. The presentation included slides on the following areas:

- Teaching and Learning
- People and campus experience
- Workforce profile
- Mergers and acquisitions
- Civic university

Members and attendees commented as follows:



The committee agreed to refer the presentation to the Board of Governors for noting.

152 The committee received and discussed a report on **Evaluating delivery of the University's Strategic Plan – Talented People** SP/09/04 from the Pro Vice Chancellor - Place & Engagement and the Chief Operating Officer, who noted the following main points:

- The report was to be read alongside the Key Performance Indicator Report (which had been reworked and shortened in response to the feedback from the Committee), and the information provided was deliberately high-level.
- The main messages from this report were:
 - 37% of academic staff had a PhD against the target of 50% by 2021
 - 64% of academic staff had an HEA fellowship against a target of 100% by 2021
 - Progression between levels by undergraduate were all below the 2021 KPI
 - Timely completion for types of qualification were all below the 2021 KPI with Apprenticeships providing significant room for improvement
 - Good degrees were at 73%, above the 70% 2021 KPI.

Members and attendees commented as follows:

- Glenn Earlam asked about timely completion. Simone Clarke clarified that these numbers had plateaued, particularly in relation to postgraduate. However, significant work was underway around academic strategy: individual workshops were currently taking place with schools, with much focus being placed on the Connected Curriculum Continuum and how to "scaffold" learning and enable self-management in order to support progression.
- Doug Rouxel asked about the measures underpinning improvement in the staff performance theme of the Talented People strand. Ian Blachford noted that there was an unavoidable time lag with the achievement of doctoral level

	<p>qualifications; strengthening the recruitment process would also help improve this metric. HEA fellowship could be more swiftly achieved (via the portfolio route) and relevant staff should be working towards this.</p> <p>The committee agreed to refer the report to the Board of Governors for noting.</p>
153	<p>The committee received and discussed a KPI Report SP/09/05, introduced by the Director of Academic and Strategic Planning. The following main points were noted:</p> <ul style="list-style-type: none"> • The report documented current performance in relation to the Key Performance Indicators to be achieved during the lifecycle of the current Strategic Plan, which would end in 2021. • In response to feedback at the last committee, the format had changed slightly to focus on the top 5 KPIs: league table performance, TEF and financial sustainability, as well as the more recent additions of timely completion and REF. <p>Members and attendees commented as follows:</p> <p>NONE</p> <p>The committee approved the new report format and agreed to refer the report to the Board of Governors for noting.</p>
154	<p>The committee received and discussed an Update on recruitment, retention and potential intakes for academic year 2020-21 SP/09/06 from the Chief Financial Officer, who noted the following main points:</p> <ul style="list-style-type: none"> • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • [REDACTED] • [REDACTED]
155	<p>The committee received and discussed a report on Apprenticeships performance and monitoring SP/09/07, presented by the Pro Vice Chancellor – Place & Engagement. The following main points were noted:</p> <ul style="list-style-type: none"> • The paper advised governors on the latest performance of university apprenticeships at levels 4 to 7, including retention and achievement across a range of metrics. • Section 1 provided a summary of the total numbers of apprentices. 51% of our apprentices had been enrolled in the 2019/2020 academic year, mostly due to recruitment onto the Police Constable Degree Apprentices (PCDA). This expansion was ensuring the university was moving towards the Catalyst target of 6,500 enrolments by 2026. • Section 2 provided assurance that our communication and reporting to OfS over the Catalyst funding and associated apprenticeship targets was very positive. (OfS were fully supportive of our approach to managing the impact of Covid19 and also of the revised targets for apprenticeship completion in 2020/21.) • Sections 3 and 4 provided governors with brief summaries of the external and internal monitoring arrangements for apprenticeships, and of the impacts of covid19. • Section 5 provided the published 18/19 Quality Achievement Report, (QAR) showing that Staffordshire University achieved an overall completion rate of 73% - significantly above the ESFA threshold (63%) and our KPI for

	<p>apprenticeship completion (65%). This section of the paper also presented the current predicted QAR completion rates for 2019/20.</p> <ul style="list-style-type: none"> • Predicted overall achievement for 19/20 was currently 80.3%, well above the ESFA threshold (63%) and our KPI (65%). (There were however apprenticeships courses where the completion rates were at risk of falling below the threshold of 63%, and also uncertainty on how Covid19 would impact on completion rates.) • Sections 5 and 6 of the paper informed governors of recently approved changes to strengthen the strategic oversight of apprenticeship recruitment and performance through an apprenticeship strategy group and provided a summary of current key actions. <p>Members and attendees commented as follows:</p> <p>NONE</p> <p>The committee agreed to refer this report to the Board of Governors for noting.</p>
156	<p>The Director of Academic and Strategic Planning gave a presentation and verbal update on the current position with League table performance, noting that the detailed data on the Complete University Guide (CUG) had only been released that morning. The following key points were noted:</p> <ul style="list-style-type: none"> • Staffordshire University had dropped by 17 places in the CUG, which was using last year's NSS results. • Publication of the Guardian University Guide had been postponed to around September, when it was aiming to publish using this year's NSS results (which would come out in July) and Graduate Outcomes data, which had previously seen a low response rate. (The CUG was still using DLHE results from 2016-17.) • Research profile was amongst the other metrics used by the CUG. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • Doug Rouxel asked about the potential impact on league table performance of moving to blended delivery longer-term. Simone Clarke highlighted that small movement in heavily-weighted metrics such as NSS and student: staff ratios (SSRs) – two areas previously flagged a potentially high-risk - could have a dramatic effect on positioning. It was noted that Graduate Outcomes data was expected on 23 June. <p>It was agreed that this would be referred to the Board of governors for noting.</p>
157	<p>The committee received and discussed a Research and Innovation Update SP/09/08, presented by the Deputy Vice Chancellor. The following main points were noted:</p> <ul style="list-style-type: none"> • The report outlined actions which had been taken in respect of the implementation of the University's Research, Innovation and Impact Strategy, with a particular focus on improving the research environment, preparing for REF2021, research funding and bidding activity, understanding and implementing best practice in research and enterprise support, and growing the University's research income (which was a crucial area). • It also gave an overview of current progress against the research-related KPIs. <p>Members and attendees commented as follows:</p> <p>NONE</p>
158	<p>The committee received and discussed a Multi-Academy Trust Update SP/09/09, presented by the Deputy Vice Chancellor. The following main points were noted:</p> <ul style="list-style-type: none"> • The Chief Executive Officer of Staffordshire University Academies Trust (SUAT) had been providing regular updates to the University regarding the Trust's approach to dealing with the Covid-19 pandemic. SUAT had provided guidance, advice and support to all schools within the Trust but all Academy Principals had been empowered to make decisions at the local level due to their knowledge of the logistics relevant to their school. • SUAT academies had remained open for the children of key workers and had admitted additional year groups (Reception, Year 1 and Year 6) from 1 June. SUAT was supporting them all with relevant logistical support and advice in relation to Health and Safety. • To address inevitable concerns from staff, parents and pupils regarding the return of the additional years in June, SUAT was providing support in relation to emotional health and wellbeing. • To provide an example of the arrangements each School is putting in place, a letter sent to parents/carers by one of the schools was attached as Appendix A and a short video produced by another MAT school also linked to. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • The committee commended the approach taken by the trust during the current pandemic.

3 FOR INFORMATION	
159	<p>The committee received for information the OfS Registration Action Plan Update SP/09/10, introduced by the Director of Academic and Strategic Planning, which gave an overview of the background to, and current progress on, the OfS Action Plan. The committee noted that the majority of actions (addressing full-time completion and attainment gaps were completed (progress on outstanding actions was shown in appendix A), and the focus this year had been agreed as part-time PGT completion.</p> <p>The committee noted that monitoring of the progress of the plan across the institution and agreed to retire the report to the committee.</p>
160	<p>The committee received for information the Access and Participation Plan (APP) 2020-25 – Action Plan SP/09/11, introduced by the Pro Vice Chancellor – Place & Engagement, who noted that it had been agreed that a BAME strand would run through all aspects of the APP working groups to ensure that we could support BAME students who were more likely to have multiple intersections of underrepresentation. Other cross-institution measures were also being put in place.</p> <p>The committee agreed to refer the Access and Participation Plan (APP) 2020-25 to the Board of Governors for information.</p>
4 ADDITIONAL MATTERS	
161	<p>How have we made a positive impact on our students today?</p> <p>It was agreed that discussions around the challenges and opportunities presented by blended learning; the specific potential impact of Covid-19 on the 2030 strategy; and the measures being taken by the APP group with regard to closing the BAME attainment gap were crucial to the continuing improvement of the student experience.</p>
162	<p>Additional matters:</p> <ol style="list-style-type: none"> i. Colin Hughes noted that Dr Simone Clarke, Director of Academic and Strategic Planning, would leave the University before the new academic year and thanked Simone for her dedication and contribution. ii. Liz Barnes, who had re-joined the meeting, noted that she had attended a UUK Vice-Chancellor’s roundtable discussion with Gavin Williamson earlier that day and that she was consequently optimistic that the government would be putting a keen focus on how it could support universities come September. UUK would continue to work with the government around the upcoming financial and social challenges and on determining the role that universities would play in the UK’s economic and social recovery.
163	<p>Items to be referred to the Board of Governors</p> <p>For approval</p> <p>NONE</p> <p>For information</p> <ol style="list-style-type: none"> i. Minute 151 – Strategic Discussion on Covid-19 and Strategy to 2030 ii. Minute 152 – Evaluating the Delivery of the University’s Strategic Plan – Talented People iii. Minute 153 – KPI Report iv. Minute 155 – Apprenticeship performance and monitoring v. Minute 156 – League table performance vi. Minute 160 - Access and Participation Plan 2020 – 25 Update
164	<p>Next meeting: 22 October 2020 (Boardroom, University House)</p>