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MINUTES

STRATEGY AND PERFORMANCE COMMITTEE, SP-18

Date: Wednesday 17 May 2023

Time: 1500

Location: CA105/106. Catalyst, Leek Road

Notes:

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

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

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

1 MEETING MANAGEMENT	
341	Apologies for absence were received from Sara Williams and Vikki Sylvester.
342	There were no new Declarations of interest .
343	Minutes of the last meeting of the Committee , 15 February 2023 SP/18/01 were signed as a true and accurate record.
344	Matters arising: Minute 334 – SUAT – to note that the governance arrangement of the MAT had been reviewed and appeared elsewhere on the agenda.
345	*Overview of annual business 2022-23* SP/18/02
2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)	

346	<p>The Strategic context for HE Landscape – Focus on the Access and Participation Plan SP/18/03 was introduced for discussion by the Pro Vice Chancellor Academic, Annabel Kiernan:</p> <ul style="list-style-type: none"> • The report provides an update on the University’s position in relation to Access and Participation Plan (APP) targets and regulatory influence within the sector. As part of the University’s inclusion in the ‘first wave’ of institutions engaging with the new regulatory APP guidance, the report also summarises regulatory changes to approaches to access and participation. • New data related to access and participation was published by the Office for Students (OfS) on 28 March 2023. The updated data relates to the 2021/22 academic year for access and attainment (good degree outcomes). The University has improved its position in relation to all key targets for both access and attainment, including those highlighted by the OfS, in the August 2022 monitoring review. • The university has been selected to take part in ‘first wave’ of the new approach to access and participation. The new approach changes how the sector responds to its access and participation commitments. The focus will shift from the reduction of participation, attainment, and progression gaps to mitigating the risks of equality of opportunity. A national risk register called the equality of opportunity risk register (EORR – Appendix A) has been created to support the development of localised plans. The new plans will be submitted by 31 July 2023 and will last four (4) years inclusive of 2024/25 to 2027/28 academic years. • As part of this ‘first wave’, the University continues to demonstrate its sector position as a thought leader with the expertise to influence and advise on regulatory changes. The University is well-positioned to develop its response to the Lifelong Loan Entitlement as a drive for levelling up locally, and the role micro credentials can play in improving access to HE. Through these changes in regulation the University has taken the opportunity to drive its plans and unique perspectives in these sector development areas both locally and in national consultative contexts. Earlier this academic year the University contacted John Blake, Director of Fair Access and Participation (OfS), to discuss the relationship between collective educational gain, APP and lifelong learning. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • Colin Hughes commended the report and discussion ensued around the benefits of being included in the first wave, which included a mix of well-regarded institutions, pre 92, post 92 and some colleges. The APP process was unlikely to change under any new government and it was important the at the university was embracing this. Annabel Kiernan commented that discussions with John Blake from OfS had been particularly productive. • Juliet Oosthuysen asked about the University’s approach to reducing the attainment gap between black and white students which had significantly improved. Anabel Kiernan responded that black students are overrepresented in some areas, however the improvements are a result of work and good practice applied to workplace culture, as well the treatment of underrepresented groups during work placements. <p>There were no further comments, and the report was noted.</p>
347	<p>The KPI Scorecard SP/18/04 was introduced for discussion by Chief Operating Officer, Ian Blachford. There were no comments and the report was noted, as it introduced the remaining papers on the agenda.</p>
348	<p>The Undergraduate & Postgraduate Student Recruitment Performance SP/18/05 was introduced for discussion by Pro Vice Chancellor – Academic, Annabel Kiernan. This report provides an update on the University’s current recruitment position:</p> <ul style="list-style-type: none"> • Staffordshire University is currently performing above competitors and the sector for year-on-year applications when including home and international applicants. <div data-bbox="220 1503 1453 1816" style="background-color: black; width: 100%; height: 140px; margin: 10px 0;"></div> <ul style="list-style-type: none"> • The final stages of discussion are underway on tariff for confirmation and clearing. This will be confirmed to all committees following the 8 June UCAS reply by deadline. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • With regard to analysing the marketing return on investment, Juliet Oosthuysen commented on the importance of understanding the cost of acquisition per applicant. It was noted that the customer pool was not steady throughout the recruitment cycle and had a reducing number of applicants within this. This would therefore mean that any cost of acquisition was less efficient at the end of the cycle than the beginning. Sally McGill and

	<p>Annabel Kiernan advised this type of analysis was not currently undertaken, however, following a completion of Dan Vos's first complete cycle this would then be developed.</p> <ul style="list-style-type: none"> • With regard to tariff, Kevin Hetherington mentioned that careful attention will need to be paid to late applications as there will be variations in grading this summer. Anabel Kiernan agreed and that there will be a better sense of the situation after the 8 June reply by deadline. The University was keen note to drop the tariff during the clearing stage of the cycle. • Annabel Kiernan stated that 11 out of 20 performance measures identified by UCAS the university performed strongly within. However, this did not detract from the areas that needed development and how the university presented itself and the area in which it is located. <p>There were no further comments, and the report was noted.</p>
349	<p>The Student Employability Report SP/18/06 was introduced for discussion by Pro Vice Chancellor – Academic, Annabel Kiernan.</p> <ul style="list-style-type: none"> • This report captures the main impact-led employability interventions delivered during the second semester across all campuses. It updates with positive progress towards the main employability KPIs - 75% graduate outcomes and 20% graduate retention in graduate jobs in the region by 2027 and evidences the impact that the £95,000 GPO investment has had in our graduate outcomes for 'class of 2021' increasing outcomes by 2%. • 'Class of 2021' graduate outcomes have increased by 2% from last year, as per initial analysis of the latest HESA data (April 23), setting us on track to meet our interim targets for 2023 – 68% graduate outcomes and 12% graduate retention in graduate jobs in the region. Sector figures will be published in Sept 23. • The 'Graduate Accelerator' bid has been submitted to the Shared Prosperity Fund for the value of £417,962 (outcome pending). It aims for the Careers team to source and deliver 50x graduate internships for under/unemployed graduates, to local businesses and SMEs during 2023-24. The objective is to continue upskilling and retaining our graduates in the region, creating positive student outcomes, as well as supporting local businesses and ultimately the local economy. • Student and graduate engagement with employability is at its highest. The latest data shows a 58% increase in 1:1 appointments YTD (3673) compared to last year (2315), a 182% increase in career sessions attendance YTD (5783) compared to last year (2045) and a 7% increase in placement/internships YTD (873) compared to last year (818) with new overseas locations like Japan and Spain. The new Careers platform shows 18,132 activities completed to date from 1900 registered users, including EDGE and the Career Essentials Award. Career engagement positively influences career planning and increases the confidence and outcomes of our students. • High student satisfaction is evidenced by the recent WUSCA Award 2023 as students have shortlisted Staffordshire University in the 'Best Career Prospects' category. • Career Liaison Managers continue to play a key role in Learning & Teaching, through participation at the latest Continuous Monitoring meetings and working even closer with academics. This is helping to further embed employability in the curriculum, to ultimately support career readiness and positive graduate outcomes across all programmes, also supporting B3 thresholds and our APP. • These institutional developments are designed to continue to have an impact on KPIs and the student experience. They are responding to previous disappointing results, to deliver better outcomes from this year as we meet interim targets and to embed employability throughout the student journey so that we increase the career confidence and readiness of our students. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • The graduate outcomes data had been shared with the university. Indications suggest the University has improved by 4.5% in the guardian and 6.6% in the times league table metric. It is unclear on how other universities have performed. • Colin Hughes stated that this was good news and validated the developments underway, however the University would need to continue to develop in this area given its importance to students and the metrics on which the university was judged. <p>There were no further comments and the report was noted.</p>
350	<p>The Energy Consumption Performance Report SP/18/07 was introduced for discussion by Chief Financial Officer and Deputy Chief Executive, Sally McGill:</p> <ul style="list-style-type: none"> • Staffordshire University is committed to reducing energy consumption of its owned/operated estate, to minimise the associated environmental and financial impacts. At the beginning of October 2021, the University became members of The Energy Consortium (TEC), who represent the interests of the education sector, and entered 36-month flexible procurement contracts for electricity and gas supplied by EDF Energy and Corona Energy respectively, managed by TEC. • This report covers the period 1st August 2022-31st January 2023 (P6). Combined cumulative spend for electricity and gas for P6 was £2.46 million, compared with an original forecast of £1.75 million, within an annual budget of £3.4 million set in April 2022, and updated forecast of £2.19 million within an updated annual budget of £4.5

	<p>million (amended in November 2022). (This amendment was necessary due to errors in figures provided by TEC. Assurances have been received from TEC that all information provided is now based on correct assumptions (and that safeguards have been put in place to prevent further such errors).</p> <ul style="list-style-type: none"> • Cumulative electricity consumption in P6 was 5515 MWh compared with a forecast of 5644 MWh, and cumulative gas consumption was 4262 MWh compared with a forecast of 4476 MWh. Combined cumulative Scope 1 and 2 emissions from gas and electricity consumption for P6 was 1705 tCO₂e compared with a forecast of 1765 tCO₂e. At this point, the University is therefore forecasting achievement of the target figure of 3550 tCO₂e for total Scope 1 and 2 emissions in the financial year 2022-23. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • Colin Hughes asked about the District Heat Network. Sally McGill confirmed that discussions were underway with this scheme and an update would be provided at a future meeting. <p>There were no further comments and the report was noted.</p>
351	<p>The Staffing Demographic Profile Report SP/18/08 was introduced for discussion by Chief Operating Officer, Ian Blachford.</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 9th March 2023 it employed 1,524 staff (excluding part-time lecturers). Of the 1,524 staff employed, 86.2% declared they were from a White background, 11.5% declared they were from an ethnic minority background. The 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, there has been a positive increase of 2.6% more ethnic minority staff employed in the period, bringing the University to current position of 11.5%. • Modelling current recruitment, selection, and staff turnover rates, the University is likely to reach the internal target of 17% ethnic minority staff by 2026-2027. • In closer examination of the ethnicity profile, it is important to understand whether the University is employing more people from ethnic minority backgrounds who live within the region, or employing more people from outside the UK, who would require visas. From January 2022 to March 2023, 70 people we employed from a minority ethnic background, 42 (60%) were from the UK/Ireland and 1 (1.4%) were from the EU/EEA (European Union/European Economic Area) and 27 (38.5%) were from other countries. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • Juliet Oosthuysen commended the report and stated that it was pleasing to see improvements sooner than anticipated. Ian Blachford explained that this was a testament to the work being undertaken at school and service level. <p>There were no further comments, and the report was noted.</p>
352	<p>The League Table Performance Report SP/18/09 was introduced for discussion by Deputy Vice Chancellor, Kevin Hetherington.</p> <ul style="list-style-type: none"> • There have been no new UK league tables produced since the Committee's last report in February. However, the University has received from HESA the institutional data they have provided to the CUG league table compilers which will be used to produce the Complete University Guide 2024 scheduled to be published in May 2023. The data provided has given us an opportunity to predict our performance in the metrics relating to entry standards and Staff Student ratio only. • The Daily Mail is planning to launch a new university guide and league table in time for the beginning of the 2024 admission cycle in the Autumn. The University has received an invite to take part in the Guide. The OfS in March issued a consultation on the approach to publication of results of the National Student Survey (NSS). NSS metrics form an important part of the UK league tables methodology. The impact of the new survey on the University's UK League tables performance is yet to be seen. Publication of the new NSS is expected early July 2023. • The report provides an update on the key actions in the University League Table Group and SLT League Table Improvement Action Plan that have been successfully completed since the Committee's last meeting in February. <p>Members and attendees commented as follows:</p>

	<ul style="list-style-type: none"> • Discussion ensued around the Daily Mail’s motivations in launching the new guide since they are generally critical of significant aspects of the HE sector. Sally McGill and Kevin Hetherington clarified that the University will be included in this Daily Mail’s first league table but that it had chosen not to supplement with additional unverified qualitative data. All agreed of the importance in seeing the first version of the guide before making a decision to supplement with additional advertising material in future. • Kevin Hetherington advised that marketing have observed a trend towards student reviews being used in the university selection process for medium and low tariff University’s instead of the traditional league tables which are considered more relevant for those selecting Russell Group Universities. Marketing are trying to gain a better understanding of this. Annabel Kiernan commented that cheaper rent was considered a major benefit for students and this is reflected in the internal happiness rating for student accommodation at Staffordshire University of 81%, which puts the University in a good position. This needs to be capitalised on as part of the student recruitment campaigns. <p>There were no further comments and the report was noted.</p>
353	<p>The Apprenticeships Performance Report SP/18/10 was introduced for discussion by Deputy Vice Chancellor, Kevin Hetherington.</p> <ul style="list-style-type: none"> • Staffordshire University has seen further growth in apprenticeship numbers in 22/23 and, in the first semester of this academic year, is second only to Anglia Ruskin University for public HEI apprenticeship starts. The University has recruited 4168 apprentices since September 2017 towards the target of 6,500 for June 2026. The April ILR submission recorded a total of 3315 currently enrolled with 1057 recruited in 22/23. • Future growth from March 31st, however, is likely to be slower as West Midlands police force (WMP) has suspended apprenticeship starts for the foreseeable future. Their decision is as a result of uncertainty over the requirement of a degree level qualification for new police officers and the deficit in levy funding available. The University will, however, exceed its target for PCDA and non-PCDA recruitment for this academic year. The PCDA target for combined forces intake was agreed at 478 for the year and at April 20th 2023, this figure stands at 580 exceeding the annual target by 122. The forecast from the forces in January 2023 had indicated a total of 630 apprentices, exceeding target but the WMP decision to pause starts on the apprenticeship will impact reaching this. • Income from Apprenticeship provision continues to grow year on year with growth expected to be approximately higher than in 21/22 but the impact on 22/23 of WMP ceasing new starts from March 23 will be established shortly. Forecast information will be available by 5th May 2023. • In August 2022, the ESFA introduced the Apprenticeship Accountability framework (AAF) which monitors key quality metrics for all apprenticeships. Final data for 21/22 was published on 30th March 2023 with the predicted 74% achievement confirmed for SU. This places the University in the top 5 for HEIs with similar apprenticeship profile and significantly above some major competitors. Forecast achievement data for 22/23 indicates that the University is on track to improve on last year’s achievement with an expected 83%. • QAA acting as the external designated quality body for OfS carried out a monitoring review of end point assessment of integrated degree apprenticeships focusing on 2 standards, the digital and technology solutions professional (DTSP) and police constable (PCDA). The full report, available on Board of Governors’ Sharepoint, confirms judgements of Good in categories and Outstanding for the professional expertise of PCDA independent assessors. • In order to subcontract apprenticeship provision, an apprenticeship provider is required to undergo an annual audit with the report submitted to the ESFA, who approve subcontracting for a further academic year. In 20/21 and 21/22, the University was granted this approval. For subcontracting from August 2024, the ESFA has introduced a new process which, if successful, will result in approval for a 3-year period. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • Martin Jones commented that the University continued to bid for larger scale apprenticeship contracts which would help stabilise the university apprenticeship provision from the uncertainty of the police contract, as well as delivering apprenticeships for some SMEs. • Martin Jones commented that the status of police apprenticeship contracts was currently being discussed at the government level, due to the inconsistency of government policy. A number of sector bodies were also now lobbying on this matter, belatedly. <p>There were no further comments and the report was noted.</p>
354	<p>The In-year Student Retention Report SP/18/11 was introduced for discussion by Pro Vice Chancellor – Academic, Annabel Kiernan.</p> <ul style="list-style-type: none"> • Retention is the measure of in-year withdrawals for all Staffordshire delivered students irrespective of fee status, excluding apprenticeships, after students have fully enrolled. The measure includes all withdrawals not just those

	<p>that occur two weeks after enrolling. It acts as a good lead indicator for our progression, continuation, and completion rates.</p> <ul style="list-style-type: none"> • The withdrawal rate for full-time undergraduate courses in 2022/23 is currently 6.5% (579/8859) compared with 5.6% (511/9095) at the same time last year. • Analysis of withdrawal rates by new entrant and continuing students reveals significant differences between the two groups with new entrants having a higher rate of withdrawals 7.7% (236/3072) compared with continuing students 5.9% (343/5787). • The withdrawal rate for postgraduate courses in 2022/23 is currently 6.1%, compared with 7.6% at the same time last year, a reduction of 1.5 pp. • The report provides a high-level overview of selected strategic activity related to retention. Student retention remains a key strategic challenge for the University and a number of improvements by Schools and Services are underway. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • Annabel Kiernan said that withdrawals can be attributed to the cost-of-living crisis and health and wellbeing issues. The non-engagement reasons given require further understanding. The future for making a positive impact on retention rates, would be learner analytics, to understand when a student may consider withdrawal, not after the decision has been made. <p>No further comments were made and the report was noted.</p>
355	<p>The Research Performance Report SP/18/12 was introduced for discussion by Deputy Vice Chancellor, Kevin Hetherington.</p> <ul style="list-style-type: none"> • This paper outlines progress and the plans in place to achieve the University's research KPIs, listed below. • £5m income from externally funded research per annum. This target is set to be achieved at the end of the 5-year strategy. The University's target towards this KPI is £0.8m research income for the Academic Year 2022/23. In 2021/22 we achieved over this figure with £0.97m received. Additional funding worth £1.53m was secured in 2021/22 providing confirmed pipeline for this current year and beyond. In 2022/23 at the end of period 7, the research income is £0.70m, against a full-year target of £0.80m. Therefore, the University is in a good position to meet the 2022/23 target. • 55% of our outputs will be co-authored internationally. This target is measured by analysis of the publications recorded on Scopus¹ (an abstract and citation database of peer-reviewed academic research publications) which are affiliated to Staffordshire University. Outputs on Scopus are recorded by the calendar year of publication rather than academic year. Our target for this academic year is 52% outputs co-authored internationally, and preliminary analysis (as of 16th March 2023) of 2022 data indicates that 58% of our outputs are co-authored with an international co-author. This figure may drop slightly, but should exceed the 55% Strategic Plan target, and for the fourth consecutive year the percentage of internationally co-authored outputs will have increased (52.4% in 2021, 46.4% in 2020 and 38.1% in 2019). • Secure entry into the QS World University Rankings by 2024-2025 and progress to 'top 1000'. The University is not currently in the QS World University Rankings and have in place a strategy to ensure we are ranked in the top 1000 by 2026/27. A major component of the QS scoring is a survey of academic and academic-related staff, and the University is contacted over 1300 of our collaborators as a means of ensuring that they are included in the list of people surveyed by QS. <p>No comments were made and the report was noted.</p>
356	<p>The Module Evaluation Report – Semester Two SP/18/13 was introduced for discussion by Pro Vice Chancellor – Academic, Annabel Kiernan.</p> <ul style="list-style-type: none"> • This report summarises high level findings of the semester 2 module evaluation process for the 2022-23 academic year. Module evaluations were deployed on Monday 27th March 22 and remained open for two weeks. This semester we deployed a survey for undergraduate modules which mirror the NSS and a survey for postgraduate modules which mirror the PTES. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • Annabel Kiernan advised the Committee that the survey response rate was insufficient at only 18 -19%, because it was distributed during a period of strike action, which would not have assisted momentum. It was also important to note that timing affects the survey responses especially for courses that have a non-standard

	<p>module length. This would be looked at in future to ensure the survey landed at an appropriate time for each course.</p> <ul style="list-style-type: none"> • She explained that the survey is useful in helping the University understand what is happening at course level, and provides an early indicator of issues later flagged in the NSS. It is encouraging that the issues being flagged are ones that the University is already working on and actively addressing. <p>No further comments were made and the report was noted.</p>
357	<p>The Ofs B3 Conditions Compliance SP/18/14 was introduced for discussion by Pro Vice Chancellor – Academic, Annabel Kiernan.</p> <ul style="list-style-type: none"> • At an institutional level, the OfS dashboard indicates broad based strengths across continuation, completion and progression for most modes of study, with some particularly strong performances, relative to both the regulatory numerical thresholds and wider sector indicators, for all three indicators for UG Apprenticeships and full-time Other UG, and for the continuation and completion indicators for part-time Other UG, First Degree and Other PG cohorts. • If the 2023 proposed prioritisation criteria are confirmed and do not change, there is significant risk the University will be assessed for its performance in FT First degree completion First degree with integrated foundation year (n=1000). The OfS has indicated that further prioritised split indicators related to student characteristics and subject areas will be confirmed 'Spring 2023.' • At an institutional level, the OfS dashboard also indicates a small number of areas that are close to the regulatory numerical threshold and three areas below numerical threshold which are the completion and progression indicators for the UG with PG full-time cohort, and the completion indicator for the part-time PGR cohort. There is strong statistical evidence of underperformance in the following institutional indicators: • FT UG with PG completion and PGR progression also has high levels of underperformance but is approximately 2 pp away from probable statistical certainty of underperformance. The university is working to undertake a review of integrated masters as part of sustained UG with PG underperformance. • There are small pockets of underperformance across the range of split indicators. There is evidence of probable to compelling underperformance across some subject areas and student characteristics. This underperformance is variable across student outcome indicators rather than concentrated in particular areas. The split indicators with underperformance are listed in the 'threshold evidence by split indicator' section. <p>Members commented as follows:</p> <ul style="list-style-type: none"> • Annabel Kiernan advised the Committee that although the University is generally pleased with the results of the report, two areas, the undergraduate integrated masters courses and the undergraduate with foundation degree courses are being monitored to ascertain whether they are suitable for those students enrolled on them. <p>There were no further comments, and the report was noted.</p>
358	<p>The Staffordshire University Academy Trust (SUAT) Governance SP/18/15 paper was introduced for discussion by Vice Chancellor, Martin Jones.</p> <ul style="list-style-type: none"> • Staffordshire University is the sponsor organisation of Staffordshire University Academies Trust (SUAT), which was established in 2014. An annual report of SUAT activities is received at the Strategy and Performance Committee. The area of governance of SUAT was raised at the February meeting of this committee. • Governance is enacted at two levels for SUAT: a board of Trustees and members of the 'company'. SUAT currently has 3 Members: Mary Walker (current SUAT Trustee Board Chair), Professor Elizabeth Barnes (appointed as Staffordshire University Vice Chancellor, has indicated need to step down), and Sara Williams (also indicated a desire to step down). Ideally 5 members need to be in place. This is a DfE preference, legally a minimum of 3 are required, the DfE preference is an odd number, in case voting is needed. • Mary Walker has expressed a desire to continue as SUAT Chair and also be a member. Professor Martin Jones, a current Trustee, will transfer to be a member and be replaced as Trustee by Dr Annabel Kiernan. Adrian Hurst, Stoke City Football Club's Head of Community has expressed an interest and a CV is being sought. The CECET representative is currently being confirmed. A replacement is needed from the Staffordshire University Board of Governors, in place of Sara Williams. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • It was agreed that all independent governors would be asked if they wish to consider this role, subject to any conflicts of interest. Ian Blachford to draft an email about the role to the governors and coordinate responses. <p>No further comments were made and the report was noted.</p>

3 FOR INFORMATION

359	<p>The Update on HE sector consultations SP/18/16 was introduced by Vice Chancellor, Martin Jones.</p> <p>The University responds to a number of higher education consultations during the year. The Committee agreed in 2021 that it would find it helpful to see a summary of HE sector consultations issued between meetings together with a summary of our responses if one has been submitted. It should be noted that since September 2020 the University has responded to 51 consultations, with 9 responded to date in the current academic year.</p> <p>There were no further comments and the report was noted.</p>
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4 ADDITIONAL MATTERS

360	Any additional matters None
361	Items to be referred to Audit and Risk Committee None
362	Items to be referred to Board of Governors None
363	Next meeting: Thursday 12 October 2023, Catalyst, Leek Road