

# STAFFORDSHIRE UNIVERSITY BOARD OF GOVERNORS

## COMMITTEE TERMS OF REFERENCE 2023 - 2024

STRATEGY AND PERFORMANCE COMMITTEE
Composition
<ul style="list-style-type: none"> <li>▪ 4 independent Governors</li> <li>▪ 1 staff Governor</li> <li>▪ 1 student Governor</li> <li>▪ Vice Chancellor (Professor Martin Jones)</li> </ul>
In Attendance
<ul style="list-style-type: none"> <li>▪ Deputy Vice Chancellor (Kevin Hetherington)</li> <li>▪ Chief Operating Officer and Clerk to the Board (Ian Blachford)</li> <li>▪ Chief Financial Officer and Deputy Chief Executive (Sally McGill)</li> <li>▪ Pro Vice Chancellor – Academic (Professor Annabel Kiernan)</li> <li>▪ Pro Vice Chancellor – Digital Transformation (Professor Raheel Nawaz)</li> </ul>
Quoracy
<ul style="list-style-type: none"> <li>▪ For a meeting to be quorate, two independent Governors must be present.</li> <li>▪ If a meeting is quorate but fewer than half the members present are independent Governors, a majority of those independent Governors present shall be able to require a decision to be deferred to the next meeting. No decision shall be deferred more than once under this process.</li> <li>▪ "Independent Governor" refers to a Governor who is not a staff or student Governor.</li> </ul>
Special Conditions
None
No. of Scheduled Meetings Per Year
Three
Key Performance Indicators
KPIs
Grow full-time undergraduate on campus students to 0.7% of market share
Grow full-time postgraduate on campus students to 0.7% market share with increases reflected in domestic and international student numbers
75% of graduates in graduate level roles, classified in accordance with Graduate Outcomes Survey
Delivery of Net Carbon Zero by 2030*
Student Demographic Profile that mirrors the post-92 Sector norms
Staff Demographic Profile that mirrors the regional profile
£5m income from externally funded research per annum by 2026-2027
55% of our research outputs will be internationally co-authored as measured by Scopus
Secured entry into the QS World University Rankings by 2024-2025 and progressed to 'top 1000' by 2026-2027
5% of Staffordshire young people progressing into HE at Staffordshire University
20% graduate retention in graduate roles within Staffordshire as proportion of all graduates
20% of all impactable spend will be spent in the Staffordshire postcode area
Teaching Excellence Framework - Gold Rating

Top 50% of the major UK League Tables

Reduction in all awarding gaps to less than 10%

### Monitoring of University-level Risk

The University is committed to implementing a risk management framework, to enable an appropriate and proportionate level of risk management across the University and to ensure that key risk related issues are addressed in a timely fashion.

The objectives are to:

- Continuously develop risk management to raise its profile across the University
- Further integrate risk management into the culture and decision making of the University
- Manage risk, including the University's risk appetite

The following risks are overseen by this Committee:

Risk	Risk Appetite Level
Digital capacity	Hungry
Employability	Open – Hungry
Employer engagement	Open - Hungry
International partnerships	Cautious - Moderate
Learning & Teaching enhancement	Open - Hungry
Academic portfolio development	Open - Hungry
Quality assurance	Moderate
Civic engagement	Open - Hungry
Research funding	Open - Hungry
Student enterprise	Open
Student recruitment	Open - Hungry
Student support	Open - Hungry
UK partnerships	Open - Hungry

	Approach to achieving aims and objectives	Potential Reward/Benefit from Risk taking
Avoid	Safe; exposure to only the very lowest levels of risk	Very Low
Cautious	Guarded; as little risk as reasonably possible	Low
Moderate	Balanced; exposure to middle-ground risks	Medium
Open	Creative; elevated levels of risk exposure	High
Hungry	Pioneering; substantial levels or risk exposure	Extremely High

### Strategy

- a) To ensure that the Committee can provide assurance to the Board of Governors that the University has in place a robust Strategic Plan to drive the strategic direction of the University and that this is being effectively delivered.

- b) To ensure that the Committee can provide assurance to the Board of Governors that the University has in place supporting strategies to underpin the delivery of the Strategic Plan and that this is being effectively delivered.
- c) To ensure that the committee is briefed on developments within the Higher Education sector, Education sector more generally and national regional developments, in order to provide assurance to the Board of Governors that the University is best placed strategically to respond.
- d) To ensure that the Board of Governors has the knowledge and information to determine the educational character and mission of the University.
- e) To report to the Board of Governors any matters which might affect the Board's responsibility for the determination of the educational character and mission of the University, and/or its delivery of the Strategic Plan and supporting strategies.
- f) To be informed of the developments within the Staffordshire University Multi Academy Trust and its activities, and to ensure that the Board of Governors continues to have oversight of the benefits, performance and risks of the MAT to the University.

### **Performance**

- g) To ensure that confidence can reasonable be placed in the soundness of both the University's management of academic standards of its awards on campus and through partners.
- h) To ensure that the University has in place appropriate arrangements for the review of the product portfolio, that this meets the demands of students and employees, forward-looking and are consistent with the educational character and mission of the University.
- i) To ensure that the University has in place appropriate arrangements for the monitoring of performance and measuring impact.
- j) To review the Key Performance Indicators (KPIs) throughout the academic year for ongoing appropriateness.
- k) To receive on a timely basis, regular reports on the performance of the University against the identified KPIs to ensure that performance is on track to deliver against the annual milestones, and that where performance is below expectations that appropriate plans are in place.
- l) When considering the performance of the University against its key performance indicators, appropriate consideration will also be given to relevant external benchmarking and competitor information tables.
- m) To regularly receive reports on the University's ranking within the established league tables and supporting analysis, information regarding actions being taken to improve these positions, and forecasting future performance where possible.

### **Other**

- n) To consider, on behalf of the Board of the Governors, any other matters as referred to the Committee from time to time by the Board.
- o) To be aware that the Board of Governors and its sub-committees continue to have oversight and governance of all appropriate matters for Staffordshire University and for Staffordshire University Services Limited.

**Appendix: Risk Appetites (Autumn 2021)**

Financial <small>HLR 3</small>	Operational <small>HLR 1, HLR2, HLR 13, HLR14, HLR15</small>	Student Experience <small>HLR 5, HLR6, HLR10, HLR12, HLR15</small>	Strategy and Reputation <small>HLR 1, HLR4, HLR7</small>	Infrastructure <small>HLR 9, HLR11,</small>
<b>Financial Sustainability/ Investment Strategy</b>  Cautious	<b>Health and Safety</b>  Avoid – Cautious	<b>Quality Assurance</b>  Moderate	<b>Academic Portfolio Development</b>  Open – Hungry	<b>Business Transformation</b>  Hungry
<b>Procurement</b>  Cautious	<b>Business Continuity</b>  Avoid – Cautious	<b>Employability</b>  Open – Hungry	<b>Learning and Teaching Enhancement</b>  Open – Hungry	<b>Digital Capacity</b>  Hungry
<b>Pensions</b>  Cautious	<b>People and Organisational Development</b>  Open	<b>Student Support</b>  Open – Hungry	<b>Research Funding</b>  Open – Hungry	<b>Estates</b>  Moderate – Open
<b>Financial compliance/ control</b>  Cautious	<b>Legal Compliance</b>  Cautious	<b>Student Recruitment</b>  Open - Hungry	<b>Civic Engagement</b>  Open – Hungry	<b>Cyber Security</b>  Cautious
<b>Insurance</b>  Cautious	<b>Equality Diversity and Inclusion</b>  Open - Hungry	<b>Student Satisfaction</b>  Moderate – Open	<b>UK Partnerships</b>  Open – Hungry	<b>Commercial Services</b>  Open – Hungry
<b>Fraud</b>  Avoid	<b>Regulation and Compliance</b>  Avoid		<b>International Partnerships</b>  Cautious – Moderate	<b>Environmental Sustainability</b>  Open
<b>Employer Enterprise</b>  Open – Hungry				