

**MEETING OF THE BOARD OF TRUSTEES
25TH MARCH 2021**

REDACTED MINUTES FOR PUBLICATION

A meeting of the Board of Trustees was held remotely via Zoom Videoconference from 13.00-16.00pm on Thursday 25th March 2021.

Present:	Prof N Braisby (NB)	
	Miss E Campbell (EC)	(Student Trustee)
	Ms A Clack (AC)	(Chairman)
	Mr C Costigan (CC)	
	Mrs H Edwards (HE)	(Staff Trustee)
	Mr A Hynard (AH)	
	Dr S Jackson	(Vice Chair)
	Mr A Martin (AM)	
	Prof K Miller (KM)	
	Mr C Turley (CT)	
	Ms M von Tunzelman (MvT)	
Mr A Wheaton (AW)	(Principal)	
In attendance:	Mrs J E Fawkes (JEF)	(University College Secretary)
	Mr S Bartle (SB)	(Commercial and Business Development Executive) – for item 4 only
	Mrs L Downey (LD)	(VP Digital Education & Professional Services) – item 4 only
	Ms P Farrell (PF)	(Lead Student Representative)
	Mrs W Finlay (WF)	(VP Learning, Teaching & Apprenticeships) – item 4 only
	Mrs L Hughes (LH)	(Clerk to the Board)
	Mr M Speight (MS)	(Director of Apprenticeships Compliance) – for items 6.2, 7.1 and 7.2 only
Apologies:	Ms W Appleby (WA)	
	Ms J Brainch (JB)	(Honorary Treasurer)
	Ms A Milambo (AMi)	(Staff Trustee)

1) GENERAL BOARD GOVERNANCE

11099 1.1) DECLARATION OF ANY CONFLICTS OF INTEREST

11100 There were no conflicts of interest reported.

11101 **1.2) APOLOGIES FOR ABSENCE**

11102 There were apologies for absence from Wendy Appleby, Jat Brainch and Amanda Milambo.

11103 **1.3) APPROVAL OF THE MINUTES OF THE MEETING HELD 27TH NOVEMBER 2020**

11104 The minutes and the proposed redactions of the Board of Trustees meeting held on 27th November 2020 (as included at paper 1.4) were **APPROVED** as a true record and signed by the Chair. They will be published on the UCEM Governance webpage.

11105 **1.4) APPROVAL OF THE MINUTES OF THE UPDATE MEETING HELD 19TH JANUARY 2021**

11106 The minutes and the proposed redactions of the Board of Trustees update meeting held on 19th January 2021 (as included at paper 1.5) were **APPROVED** as a true record and signed by the Chair. They will be published on the UCEM Governance webpage.

11107 **1.5) APPROVAL OF THE MINUTES OF THE MEETING HELD 25TH FEBRUARY 2021**

11108 The minutes and the proposed redactions of the Board of Trustees meeting held on 25th February 2021 (as included at paper 1.6) were **APPROVED** as a true record and signed by the Chair. They will be published on the UCEM Governance webpage.

11109 **1.6) TO CONSIDER MATTERS ARISING FROM THE MINUTES NOT INCLUDED ELSEWHERE ON THE AGENDA AND REVIEW THE ACTIONS SUMMARY**

11110 The summary showing the outcomes of actions from the meeting held 27th November 2020 (paper 1.7) was taken as read with updates on listed actions duly **NOTED** (all actions were closed or in progress).

11111 **1.7) TO APPROVE THE RE-APPOINTMENT OF TRUSTEES MISA VON TUNZELMAN AND KENNY MILLER**

11112 The Board of Trustees **APPROVED** the re-appointment of Misa von Tunzelman for a second three-year term of office effective from June 2021 through to June 2024.

11113 The Board of Trustees **APPROVED** the re-appointment of Kenny Miller for up to 3 further years from March 2021 to March 2024, the maximum allowable for Trustees as a result of Kenny being Chair of a Sub-Committee.

11114 **1.8) BOARD APPRENTICE SCHEME**

11115 The Board was advised that in order to increase skills and capacity across the Board and to support career development, the Nominations and Governance Committee recommend that UCEM develops a Board Apprentice Scheme. Whilst the Committee did consider joining an externally run scheme, it agreed that setting up a UCEM Board Apprenticeship scheme would be of most value, targeting UCEM's own recent alumni and Associate Fellows as potential candidates.

11116 The Board acknowledged the benefits of the scheme as outlined in paper 1.8 and the parameters within which the scheme would operate. UCEM anticipates advertising the scheme over summer 2021 with potential appointments made by the September meeting of the Board.

11117 The Board **APPROVED** the UCEM Board Apprenticeship Scheme for implementation during 2021.

ACTION: Establish the UCEM Board Apprentice Scheme and recruit initial candidates to the scheme. [JEF]

11118 1.9) LEAD TRUSTEE FOR EQUALITY, DIVERSITY AND INCLUSION

11119 The Board was advised that the Nominations and Governance Committee has been increasing UCEM's focus on Equality, Diversity and Inclusion (EDI) over the past year through a number of activities. As part of this initiative, the Committee recommended that the Board appoints a Lead Trustee for EDI. Whilst it was acknowledged by the Committee that EDI is the responsibility of all Trustees, it was felt a Lead role would add value because the nominee could actively engage more broadly with the UCEM staff and student body under this specific remit, providing assurance to the Board that EDI is embedded within the cultural DNA of the institution.

11120 The Board noted that Misa Von Tunzelman has offered to take on this role. Misa is already a member of the UCEM Widening Participation Group and has supported the UCEM Team by participating in LGBTQ+ Month.

11121 The Board **APPROVED** the creation of the Lead Trustee role for EDI and the appointment of Misa von Tunzelman as UCEM's first Lead Trustee for Equality, Diversity and Inclusion.

11122 The Board **NOTED** the intention for UCEM to join the Advance HE 30% Club (a commitment to ensure at least 30% of the board are women) – in which UCEM can immediately become an exemplar Board as its own ratio is currently 50:50.

11123 The Chair reminded Trustees that they were expected to have completed the Equality, Diversity and Inclusion survey ahead of the training event to be held on 22nd April 2021 (as per the email of 15th March 2021) by 31st March 2021.

2) STUDENT AND STAFF FEEDBACK

11124 2.1) UCEM STUDENT EXPERIENCE

11125 The Lead Student Representative and the Student Trustee, provided the Student Experience update (see paper 2.1) focussed on Transform and Covid-19.

11126 PF/EC reported that UCEM students are generally unaware of significance of Transform to UCEM unless a related matter specifically or directly impacts them personally. PF did, however, comment that the removal of exams as part of Transform had not been universally welcomed as examinations will always suit some

students better than others. In response to this feedback, PF was assured UCEM is also investigation adoption of Computer Marked Assessments.

- 11127 PF/EC reported that there had been concerns about meeting deadlines for Spring assessments and announcements of changes related to the impact of Covid-19 for students but through dialogue and conversation all issues raised to her were successfully resolved with UCEM staff. PF stressed the importance of early communications with students where changes are made. The Board noted the significant increase in mitigating circumstances cases for UCEM this semester which has had an associated workload impact on UCEM staff.
- 11128 PF/EC also reported that increasing numbers of students are utilising UCEM resources on mental health support. The primary concerns are around finances, changes in personal circumstances that interrupt studies and reduced support from employers due to ongoing working from home.
- 11129 Finally, PF/EC reported that enhancement of student-tutor communications is a current emerging project for the Student Representatives community to focus on.
- 11130 The Board **NOTED** the Student Trustees update report and feedback and thanked EC and PF for their contributions.

11131 **2.2) UCEM STAFF EXPERIENCE**

- 11132 Helen Edwards, Staff Trustee, provided the Staff Experience update, focusing on the ongoing impact of Covid-19 on staff and how they maintain and further enhance the student experience at UCEM (paper 2.2).
- 11133 HE reported that the latest lockdown, through the winter period, had been very challenging for staff, reflecting society as a whole. There has been a reduction in the latest staff wellbeing survey results as a consequence, with more staff in the neutral category than previously.
- 11134 HE also reported, however, that the UCEM response and support for staff has been universally praised, with some feedback being genuinely uplifting and heartening. In particular, the strength of senior leadership messaging and support had been positively received, alongside the numerous initiatives put in place to support staff. Of particular note was the flexibility offered on working hours through the short winter days.
- 11135 HE also asked staff about the support UCEM had put in place for students and this was also universally praised by staff, even by those on the frontline delivering this enhanced support alongside project Transform and business as usual. The Academic Resourcing project is seeking to address some of the longer-term concerns for academic staff workload.
- 11136 The Board was delighted to receive the sentiments in the Staff Trustee Report and extended its thanks to all staff for their ongoing commitment to UCEM and its students through the last year. The Board also acknowledged the load carried by the Executive leadership team through this period and look forward to enhancements to the organisational structure later this year to better spread the load across a wider Executive team.

- 11137 The Board was informed that new proposals for future ways of working flexibly at UCEM had been launched as a staff consultation earlier this week, which seeks to guarantee a positive work-life balance for all UCEM staff for the future.
- 11138 The Board **NOTED** the Staff Trustee update report and thanked HE for her contribution.

3) MONITORING AND OVERSIGHT OF M7 TARGETS FOR 2019-20 AND 2020-21

11139 3.1) PRINCIPAL'S OVERVIEW OF PERFORMANCE AGAINST TARGETS 2020-21

- 11140 The UCEM progress update was provided by Ashley Wheaton (paper 3.1). The coloured RAG ratings in the report reflect the status of the objective at this third meeting of the 2020-21 financial year, providing the latest perspective on performance against the top level M7 goals for the year.
- 11141 AW reported that the update on the year so far shows predominantly green in the RAG ratings. AW reminded Trustees that UCEM had downgraded its financial ambitions for 2020-21 in Spring 2020 due to the emerging pandemic situation at the time. Performance to date has been better than anticipated (though this is vs the downgraded plan) and due in part to strong new student recruitment and retention alongside cost savings. UCEM now looks likely to report a statutory surplus for the first time in over 10 years. This week UCEM exceeded its revised target of 1,265 new students for the year and is now forecasting 1,344 – which would represent the best Spring recruitment season UCEM has ever had.
- 11142 The OfS continues to delay assessment of UCEM's permanent Degree Awarding Powers (DAPs) application due to other institutions being considered higher priority (as their own DAPS will expire before those of UCEM). JEF will contact OfS again after Easter but the situation does not seem likely to change.
- 11143 AW reported that UCEM has performed well in terms of participation in the National Student Survey, which will close in April, but must await the results in the summer.
- 11144 The Board **NOTED** the overview of performance against the M7 goals for the 2020-21 year and in particular the positive position against the backdrop of a very challenging year in general. The Executive will ensure these results are celebrated across the staff body.

11145 3.2) UCEM BRAND EVOLUTION AND WEBSITE RE-DESIGN

- 11146 The Chair welcomed Donna Rourke-Houguez, Head of Marketing, Communications and Brand to the meeting. DR-H gave a presentation via shared screen to the Board on the evolution of UCEM's brand and an associated website redesign. The presentation and brand guidelines are available on the [Trustee Portal](#).

- 11147 The Board was impressed with the enhanced messaging, branding and useability of the brand update to the institution, noting that the update is recognisably UCEM but is more confident, modern and relevant in terms of how UCEM presents itself.
- 11148 The Board **NOTED** that the standard UCEM logo is unchanged apart from the core brand colours now to be used and with the *Built for Life* optional add on. This branding will be used across the institution including in new email footers, imagery and icons. The website is being updated to be fresh, accessible and deliver a better user experience with easy navigation. DR-H confirmed that the majority of the branding update is being launched 31st March with the new website going live shortly after this.
- 11149 The Board praised the rebrand and the work of DR-H and her team to deliver it.
- 11150 The Chair thanked DR-H for her presentation and contribution to the meeting. She then invited DR-H to leave the meeting.

4) STRATEGIC DISCUSSION

11151 4.1) STRATEGY REVIEW DISCUSSION

- 11152 The Chair welcomed Lynne Downey, Stephen Bartle and Wendy Finlay to the meeting as part of a planned discussion on the UCEM Strategy and its evolution two years into delivery. Paper 4.1 provided the background to the discussions, which, given the positive progress on delivering many aspects of the strategy, would focus on the depth and breadth of UCEM's offer. At the outset, it was **AGREED** that the strategy to become *The Centre of Excellence for Built Environment Education* remains relevant and fit for purpose despite the environment and dynamics that have changed as a result of the pandemic. UCEM is well placed to support the UK building back better, faster and greener. The appointment of a new Chairman of the Board provides the appropriate moment to review how the ambition will be fulfilled.
- 11153 The Board was reminded of its decision to close UCEM's further education Level 3 apprenticeship offer last year, primarily as a result of the Ofsted risk. As this is now irrelevant with the introduction of Ofsted as inspecting body for all apprenticeships, it is an opportune moment to consider if UCEM wishes to remain in Further Education provision (depth of offer). In addition, UCEM chose, in 2020, to indefinitely postpone the introduction of a full time blended offer as a direct consequence of the pandemic on modes of learning, yet UCEM has not yet considered or agreed any new products to add to its portfolio at higher education level (breadth). The institution also needs to consider the extent to which it should continue to grow its apprenticeship vs non-apprenticeship offers.
- 11154 The Board was split into three breakout groups, each one facilitated by WF, LD and SB, to consider three questions on UCEM's direction of travel with regards to further education and three questions on UCEM's direction of travel with regards to higher education. The aim in these sessions was to agree how deep and wide the strategy should now evolve.
- 11155 **REDACTED**

- 11156 REDACTED
- 11157 REDACTED
- 11158 REDACTED
- 11159 REDACTED
- 11160 REDACTED
- 11161 REDACTED
- 11162 The Executive will now do further research and evaluation of the Higher Education opportunities open to UCEM and assess the market demand before returning to the Board with concrete proposals for approval later in 2021. The Executive will also provide updated data for the tables in Appendix A Paper 4.1 as soon as this becomes available later in 2021.
- ACTION: Present specific proposals for further growth of UCEM provision at higher education level for approval at the next Board meeting. [JEF]**
- ACTION: Update the data tables in Appendix A Paper 4.1 and share these with the Board. [JEF]**
- 11163 The Chair thanked LD, SB and WF for contributing to the discussion and invited them to leave the meeting.

5) PROPERTY UPDATE

- 11164 5.1) SHINFIELD GRANGE UPDATE**
- 11165 Andrew Hynard provided a brief update on the latest developments with regards to Shinfield Grange (paper 5.1, supported by late papers uploaded to the Trustee Portal).
- 11166 REDACTED
- 11167 REDACTED
- 11168 REDACTED
- 11169 The Board **NOTED** the latest developments in the Shinfield Grange project and thanked AH/AW for all their time and effort on the project in recent months.

6) MATTERS FOR APPROVAL

- 11170 6.1) UCEM COMPLIANCE WITH CONDITION OF REGISTRATION C1 – CMA AND STUDENT COMMUNICATIONS**

- 11171 The Board noted that the Office for Students had written to all Higher Education Providers in January 2021 to request that Boards of Governors review the institution's compliance with Condition of Registration C1 and consumer law during the Spring of 2021 (paper 6.1a). This followed guidance issued by OfS in June 2020 about the need, as a consequence of the pandemic, for clarity for new and returning students about how teaching and assessment would be delivered in 2020-21, and the circumstances in which changes might be necessary.
- 11172 Providers were asked to actively consider their obligations under consumer law for refunds or other forms of redress where the review concludes that new or returning students were not provided with sufficiently clear information about how teaching and assessment would be delivered in 2020-21, or that teaching and assessment were not delivered as promised. UCEM's review was undertaken in three parts to address the points requested within the letter (paper 6.1).
- 11173 As a direct result of UCEM's provision being delivered predominantly online, even pre-pandemic, UCEM made very minimal changes to teaching and delivery from that originally promised to students enrolling with the institution. The only significant change was apprenticeship workshops also moving to online delivery and communications to students on this were clear and timely.
- 11174 The Board welcomed the comprehensive review undertaken by UCEM and **NOTED** UCEM's on-going compliance with condition C1. The Board also **NOTED** that there is no expectation that UCEM provides a response to OfS on the review completed and the Board's oversight of it. The minutes will form a record of the discussion and will be published on the UCEM website.
- 11175** **6.2) OFSTED READINESS**
- 11176 Mike Speight (MS), Director of Apprenticeships Compliance, joined the meeting for items 6.2, 7.1 and 7.2.
- 11177 MS provided an update on UCEM's preparations and readiness for a full Ofsted inspection at any time after 1st April 2021 (paper 6.2). Since writing paper 6.2, MS reported that the latest intelligence from Ofsted implies a full graded inspection would not be in scope for UCEM until September 2021, though this is not yet confirmed in published guidance.
- 11178 The Board **NOTED** that UCEM is baseline ready for an inspection from 1st April but that any delay beyond this is welcome as it will allow the changes within the delivery team (implemented since MS joined UCEM) to embed fully and provide further evidence ahead of inspection. As a result, MS confirmed to the Board he is now confident about UCEM's Ofsted readiness and that a 'good' result can be delivered.
- 11179 The Board **NOTED** that Ofsted's focus will not be on academic standards at higher education level but on the apprenticeship experience and therefore on the work of UCEM's Apprenticeship Outcomes Delivery Team. This team is specifically the link between delivery, apprentice and employer. MS assured the Board he has the resources and support required to navigate the inspection, UCEM only now requires as much time as possible to allow the changes to embed.
- 11180 The Board **NOTED** UCEM's preparations to be Ofsted ready by April 2021.

7) MATTERS FOR REPORTING

11181 7.1) KEY PERFORMANCE INDICATORS FOR LEVEL 3 SURVEYING TECHNICIAN DIPLOMA PROGRAMME

11182 MS presented the updated KPIs for the L3 Surveying Technician Diploma programme (paper 7.1) to ensure Board confidence and oversight that UCEM is working to reduce risk and meet its compliance obligations in this area. The KPIs cover all key aspects of the Level 3 apprenticeship programme and are set at a level to meet Education and Skills Funding agency requirements relating to completion of end-point assessment.

11183 The Board **NOTED** the update report and in particular the changes to the KPI data presented since the last update in November 2020 which include a small rise in employer satisfaction rates, a decrease in retention rates on the second year (due to attrition that took place over a year ago, and has been low since), and that diploma rates are improving year on year. In general, the programme is performing well according to these KPIs, albeit it in 'run-out' mode.

11184 The Board **NOTED** that in future the monitoring of these KPIs will be given additional scrutiny and consideration through delegation to the Academic Review Committee.

11185 6.2) APPRENTICESHIPS SELF-ASSESSMENT REPORT AND POSITION STATEMENT

11186 MS presented UCEM's self-assessment Position Statement which, for the first time, covers both Level 3 and Levels 6/7 in preparation for an anticipated Ofsted visit in the near future (paper 7.2). The document provides an update on the position of all UCEM's apprenticeship delivery at this point in the academic year and the progress being made since the Level 3 Self-Assessment Report (SAR) and Annual Programme Review (APR) for 2019/20.

11187 **REDACTED**

11188 **REDACTED**

11189 The Board thanked MS for his contribution to the meeting and for his work since joining UCEM in November 2020 to de-risk UCEM ahead of an Ofsted inspection, which is clearly having a significant contribution. The Chair then invited MS to leave the meeting.

8) ANY OTHER BUSINESS

11190 8) ANY OTHER BUSINESS

11191 **REDACTED**

11192 **REDACTED**

- 11193 There being no other items of business raised, the Chairman thanked all Trustees for their participation in the meeting.

9) MEETING CLOSE

11194 9) MEETING CLOSE

- 11195 The Chair closed the meeting at 16.03pm.
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The following matters were circulated in a separate pack for approval / noting or comment via email in advance of the meeting.

10) EXTERNAL AND REGULATORY UPDATE

11196 10.1) OFFICE FOR STUDENTS CONDITIONS OF REGISTRATION COMPLIANCE REGISTER

- 11197 An update on the UCEM compliance register with OfS Conditions of Registration was provided at paper 10.1 and 10.1a.
- 11198 The Board **NOTED** the updated position regarding UCEM compliance with OFS conditions of registration (paper 10.1a) and that all conditions are being satisfactorily monitored or appropriately mitigated through all the relevant governance structures.

11199 10.2) OFFICE FOR STUDENTS REPORTABLE EVENTS UPDATE

- 11200 As per the UCEM Reportable Event Policy, the Board is required to approve the submission of any reportable events. The Board **NOTED** that in the last quarter there had been three reportable events submitted to the Office for Students, all submitted with Board approval.
- 11201 The Board **NOTED** that UCEM is yet to receive a response on the Access and Participation plan changes proposed.
- 11202 The Board **NOTED** that the UCEM entry on the Register of OfS Approved providers has been updated and no longer shows that UCEM provides validated provision on behalf of another provider.
- 11203 The Board **NOTED** that Amanda Clack is now formally recorded as the Chair of UCEM's governing body with the Office for Students.

11) MATTERS FOR APPROVAL

11204 11.1) DATA PROTECTION AND PRIVACY POLICIES

- 11205 The Board was requested to review the Data Protection and Privacy Policies in advance of the meeting (papers 11.1, 11.1a and 11.1b). No comments on the

11216 **12.2) TO NOTE CHAIRS ACTIONS SINCE THE LAST MEETING**

11217 The Board **NOTED** that following a Trustee consultation via email in December 2020, the Safeguarding and Prevent Annual Report 2019-20 was signed off by the Chair on 16th December 2020.

11218 The Board **NOTED** that following a Trustee consultation via email in December 2020, the Academic Quality and Standards Report 2019-20 was signed off by the Chair on 17th December 2020.

11219 **12.3) PERMANENT DEGREE AWARDING POWERS APPLICATION UPDATE**

11220 The Board **NOTED** that UCEM's application for permanent Degree Awarding Powers remains on hold until OfS recommences the review process..

11221 **12.4) TO NOTE DATES FOR TRUSTEE DIARIES**

11222 The Board **NOTED** papers 12.4a which summarised the Board and Committee dates for 2021. The calendar presented reflects all Outlook appointments issued to date.

11223 The Board **NOTED** papers 12.4b which summarised the draft Board and Committee dates for 2022. The calendar presented will now be issued through Outlook to all Trustees.

ACTION: **Issue 2022 calendar dates to Trustees. [LH]**

11224 **12.5) REPORT ON HEALTH AND SAFETY**

11225 Board **NOTED** the report on Health and Safety as presented at paper 12.5.

11226 **12.6) UCEM COMPLAINTS, APPEALS AND WHISTLEBLOWING REPORTS**

11227 The Board **NOTED** the data on complaints made to UCEM in Quarter 2 2020-21 as detailed in paper 12.6 and that none had been raised to OIA level.

11228 The Board **NOTED** the data on appeals cases in Quarter 2 2020-21 as detailed in paper 12.6.

11229 The Board **NOTED** that there had been no whistleblowing cases.

11230 **12.7) DATA PROTECTION REPORT**

11231 The Board **NOTED** the six information security breaches in Q2 2020-21 and one third party disclosure but that there were no subject access requests in that period.

11232 **12.8) UPDATE FROM ACADEMIC BOARD**

11233 The minutes of the November and February Academic Board meetings were presented in papers 12.8a and 12.8b and **NOTED** by the Board.

11234 **12.9) UPDATED STAFF ORGANISATION CHART**

11235 An updated Senior Level UCEM staff organisational chart by department / SLT level was provided at paper 12.9 and **NOTED** by the Board.

The next full Board Meeting will be held on **Thursday 8th July 2021** from **10.00am-14.00pm**

Meetings before 8th July 2021:

Board EDI Training event – 22nd April 2021 from 09.30am-12.30pm

Academic Review Committee – 29th April 2021 from 14.00-16.00pm

Interim Board Update – 14th May 2021 from 09.00-09.45am

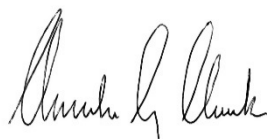
Nominations & Governance Committee – 20th May 2021 from 10am-12noon

Audit Committee – 20th May 2021 from 14.00-16.00pm

Quarterly Business Review – 25th May 2021 from 10am–12 noon

Finance Committees – 17th June 2021 from 14.00-16.00pm

Signed



Name

Amanda Clack

Position

Chair of the Board of Trustees

Date

9th July 2021