

MEETING OF THE BOARD OF TRUSTEES
23RD SEPTEMBER 2021

REDACTED MINUTES FOR PUBLICATION

A meeting of the Board of Trustees was held both in person at Horizons, UCEM, 60 Queen's Road, Reading, RG1 4BS and remotely via Zoom Videoconference from 13.00-16.00pm on Thursday 23rd September 2021.

Present:	Mr Muhammad Ahmed (MA)	(Student Trustee and Lead Student Rep)	
	Mr Grant Alexander (GA)	(Student Trustee)	
	Ms W Appleby (WA)		
	Ms A Clack (AC)	(Chair)	
	Mr C Costigan (CC)		
	Mrs H Edwards (HE)	(Staff Trustee)	
	Mr A Hynard (AH)		
	Dr S Jackson	(Vice Chair)	
	Mr A Martin (AM)		
	Ms A Milambo (AMi)	(Staff Trustee)	
	Prof K Miller (KM)		
	Mr C Turley (CT)		
	Ms M von Tunzelman (MvT)		
	Mr A Wheaton (AW)	(Principal)	
In attendance:	Ms Meryl Bonser (MB)	(Head of Enterprise Business Development) – for item 4 only	
	Ms Mary Curnock-Cook (MCC)	(Guest Speaker)	
	Mrs J E Fawkes (JEF)	(University College Secretary)	
	Mr S Bartle (SB)	(Commercial and Business Development Executive) – for items 3 & 4 only	
	Mrs L Downey (LD)	(VP Digital Education & Professional Services) – for items 3 & 4 only	
	Mrs W Finlay (WF)	(VP Learning, Teaching & Apprenticeships) – for items 3 & 4 only	
	Mrs L Hughes (LH)	(Clerk to the Board)	
	Mr T Mills (TM)	(Finance Director) – for items 3 & 4 only	
	Ms Donna Rourke-Houguez (DR-H)	(Head of Marketing Communications & Brand) – for item 4 only	
	Mr M Speight (MS)	(Director of Apprenticeships Compliance) – for item 7.2 only	
	Mr A Williams (AWi)	(Director Research, Innovation & Partnerships) – for items 3 & 4 only	
	Mr A Youell (AY)	(Executive Director Regulation) – for items 3 & 4 only	
	Apologies:	Ms J Brainch (JB)	(Honorary Treasurer)
		Prof N Braisby (NB)	

1) GENERAL BOARD GOVERNANCE

11413 1.1) DECLARATION OF ANY CONFLICTS OF INTEREST

11414 There were no conflicts of interest reported.

11415 1.2) APOLOGIES FOR ABSENCE

11416 There were apologies for absence from Jat Brainch and Nick Braisby.

11417 1.3) APPROVAL OF THE MINUTES OF THE MEETING HELD 9TH JULY 2021

11418 The minutes and the proposed redactions of the Board of Trustees meeting held on 9th July 2021 (as included at paper 1.3) were **APPROVED** as a true record and signed by the Chair. They will be published on the UCEM Governance webpage.

11419 1.4) MATTERS ARISING FROM THE MINUTES NOT INCLUDED ELSEWHERE ON THE AGENDA AND REVIEW THE ACTIONS SUMMARY

11420 The summary showing the outcomes of actions from the meeting held 9th July 2021 (paper 1.4) was taken as read with updates on listed actions duly **NOTED** (all actions were closed or in progress). The Board expressed its particular thanks to Tim Mills and Jim Kerr for completing the Investments Transfer to Sarasin and Partners within the available timeframe.

11421 1.5) RE-APPOINTMENT OF TRUSTEES AMANDA CLACK AND STEPHEN JACKSON

11422 Amanda Clack and Stephen Jackson left the meeting for this item.

11423 The Board of Trustees **APPROVED** the re-appointment of Amanda Clack for a second three-year term of office as Independent Trustee and Chair of the Board effective from December 2021 through to September 2024.

11424 The Board of Trustees **APPROVED** the re-appointment of Stephen Jackson for up to a third three-year term of office (by deed of being a Chair of a Principle Sub-Committee) as Independent Trustee and Vice Chair of the Board effective from March 2022 through to March 2025.

11425 Amanda Clack and Stephen Jackson re-joined the meeting and were congratulated on their re-appointments.

11426 1.6) BOARD APPRENTICE SCHEME UPDATE

11427 The Board was reminded that UCEM had agreed to implement its own Board Apprentice Scheme targeted at recent alumni and Associate Fellows of the institution. Recruitment resulted in 11 applications, 7 of which came to a first stage interview with Jane Fawkes and Lyndsay Hughes. Of these, 4 excellent, candidates have been scheduled for second interview with Amanda Clack and Ashley Wheaton

on 8th October 2021. It is likely UCEM will make two appointments for one-year terms each.

11428 Trustees were invited to volunteer to be mentors to the new appointees from late October onwards for a year. Andrew Hynard put his name forward. JEF will contact other Trustees directly to ask for their support with the scheme.

11429 **1.7) BUILDING PEOPLE FUNDING UPDATE**

11430 The Board was reminded of the key changes made to Building People's (BP) ownership and governance structures in summer 2021, giving it independence from UCEM. By changing the membership of the BP Board, UCEM no longer has full ownership of BP and BP will be relieved of the cumbersome overhead of UCEM's financial processes and can make more effective use of its funding as an independent organisation. BP will still retain the full support of its Founding Partners through their commitment to provide base funding to BP over the next three years, alongside CSTT and WCCS, to support its core activities.

11431 The Board **NOTED** that UCEM has committed to work with BP to deliver on its own institutional Widening Participation goals, as well as the UCEM Access and Participation Plan targets set by the OfS. As noted at the Board in July 2021, the Board **APPROVED** that, as a Founding Partner, UCEM has agreed to the financial commitment inherent in the sustainable funding model to 2024. This amounts to a maximum of £50K per annum for the next three years 21/22, 22/23 and 23/24.

11432 The Board further **NOTED** that UCEM has agreed with its auditors that this commitment (of £150k in total over three years) can all be accounted for in the 2020-21 accounts, and therefore effectively funded from the financial surplus generated in 2020-21.

2) STUDENT AND STAFF FEEDBACK

11430 **2.1) UCEM STUDENT EXPERIENCE**

11431 The Student Trustees provided the Student Experience update (see paper 2.1) focussed on student expectations at the start of the new semester, views of online learning and thoughts on additional enhancements that would assist them to be successful. It was agreed that in the future UCEM will include in the meeting packs a response paper to the matters raised in the student report to illustrate how UCEM is receiving feedback and responding to it.

11432 MA/GA reported that students are very cognisant of the support available to them from UCEM as they undertake their studies. Students were also content with their online learning experience, except where comments made were on the inconsistencies or varied experiences between individual tutors. Some enhancements were suggested, including the potential for 1-1 tutorials and more consistent and developmental feedback provided on assignments. These comments are consistent with those provided at previous meetings and UCEM continues to strive for greater consistency between tutors and markers.

- 11433 The varied experiences of UCEM apprentices was also raised as an issue with regards to the degree of support their employers give them with the expected 20% of their time being available for study. There are different ways in which employers approach the support they provide in the 20% dedicated study time and UCEM is looking to better set expectations with all employers on their role in the apprenticeship in the future to help all apprentices to succeed.
- 11434 It was noted that UCEM is about to launch a 'My Finance' area on the VLE which will increase visibility of funding and fees throughout the course of a student's journey with UCEM.
- 11435 The Board **NOTED** the Student Trustees update report and feedback and thanked MA and GA for their contributions and in particular their approach to working with the Student Representatives network in order to provide such a comprehensive report to the Board. MA/GA were asked to feedback to this network that the Board had listened to and welcomed their comments.
- 11436** **2.2) UCEM STAFF EXPERIENCE**
- 11437 Helen Edwards and Amanda Milambo, Staff Trustees, provided the Staff Experience update, focused on the return to Horizons in autumn 2021 and the experiences of new UCEM staff in joining UCEM this year (paper 2.2).
- 11438 HE/AM conducted a Survey Monkey poll in order to secure feedback on the return to Horizons for this meeting and this significantly increased the volume of staff comment and input. The results of the survey were very positive and staff feel safe and happy about returning to Horizons to work, particularly as a means to improving mental health. The ongoing flexibility on offer by UCEM to its staff was also particularly welcomed. There were, however, more mixed responses regarding productivity and transitioning back to working in the office environment. The Board commented on their own experiences of this during the transition and agreed that whilst staff may process more work whilst at home, they are more creative and innovative in the collegiate office environment. In addition, some issues occur due to working in isolation that do not happen in the office environment. Staff need to learn to plan for the week ahead and completing certain types of tasks in specific environments on specific days as part of adapting to hybrid working.
- 11439 The Staff Trustees also secured feedback from a number of new starters to UCEM on their experience of joining the institution during the pandemic and this too was largely positive. Staff were drawn to an institution dedicated to online learning. They also praised the weekly all staff communications, the induction experiences they had received and the culture at UCEM.
- 11440 The Board **NOTED** the Staff Trustee update report and thanked HE/AM for their contributions.

3) MONITORING AND OVERSIGHT OF M7 TARGETS FOR 2021-22

- 11441 The Board was joined by Lynne Downey, Wendy Finlay, Stephen Bartle, Aled Williams, Andy Youell and Tim Mills for items 3 and 4.

11442 **3.1) PRINCIPAL'S OVERVIEW OF PERFORMANCE AGAINST TARGETS 2021-22**

11443 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 first meeting of the 2021-22 financial year, providing the latest perspective on performance against the top level M7 goals for the year. AW reported that the update shows predominantly green in the RAG ratings, primarily because the year has only just begun.

11444 In terms of financial UCEM is £29K up year to date against the budget phasing due to income being slightly up on the phasing and costs being under. Autumn student recruitment has reached 840 new students this morning which has surpassed the target, of which a larger proportion than planned (+100) are apprentice students who bring in additional income than non-apprentices. There will need to be discussion on international recruitment and in particular in Hong Kong in the near future.

11445 AW also reported that UCEM has secured a clean report from the OfS for its Access and Participation Plan monitoring return. Work on Project 1000 continues apace on student outcomes and on detailed work on profitability and module by module analysis which will come forward in due course.

11446 The Board **NOTED** the overview of performance against the M7 goals for the 2021-22 year to date.

11447 **3.2) UCEM NSS RESULT 2021 AND ACTION PLAN**

11448 Lynne Downey presented an analysis of the NSS results 2021 which reflect the tumultuous year during the pandemic, and which show a drop in overall satisfaction levels at UCEM to 74.7% from 83.4% in 2020 (paper 3.2).

11449 LD reported that whilst the institution found it disappointing to decrease by 8.8% there were interesting elements to the results. It is clear UCEM needs to increase the number of people scoring 4 and 5 in survey responses away from the large numbers scoring a neutral 3 which does not enhance the UCEM result at all, though there are strict guidelines on not influencing students in how they complete the survey. UCEM remains above the sector average though the gap has reduced. There are significant differences in responses between apprentice and non-apprentice students which need analysis (non-apprentices scoring much higher). UCEM had very positive results on the additional Covid-19 questions in the survey this year, being almost 50 percentage points above the sector benchmark on one question.

11450 LD reported that UCEM will continue to focus on marking, assessment, feedback and final semester experience in the action plan developed and will also focus on setting expectations up front about the learning model UCEM offers to the actual experience is in line with this. It was recommended and **AGREED** that the Academic Review Committee would have oversight of monitoring implementation of the NSS Action Plan on behalf of the Board. As part of this it was suggested the Committee could review the results data by Equality, Diversity and Inclusion characteristics.

11451 The Board welcomed the action plan but also recognised that the survey had taken place in the peak of the third lockdown at the start of 2020 when morale nationwide

was low. Given this context the result was actually considered good though it welcomed UCEM looking at the results constructively and with a view to making further enhancements. The Board also reflected that the support UCEM offered to its students during the pandemic was exemplary.

11452 The Board was particularly struck by the scores of the apprentice students, who arguably have access to increased support to be successful in their studies. UCEM will need to investigate the pressures on them of studying whilst they work to determine how this result can be improved. MA suggested it was less personal drive to complete studies when being sponsored vs a personal choice to engage and financial pressure to successfully complete.

11453 The Board **NOTED** the NSS results and analysis to date and planned activities underway to enhance and support the UCEM student experience.

11454 3.3) FUTURE WAYS OF WORKING

11455 Jane Fawkes provided a brief overview of the work to date on establishing new ways of working at UCEM (paper 3.3). JEF reminded the Board that it has planned to make contractual changes earlier this year but revoked this given the ongoing hesitancy to return to work during the pandemic. The institution is therefore now in a trial period up to the end of the year where staff are encouraged to return more often to office working. Numbers of staff in Horizons on Mondays and Fridays remain very low and whilst they are better mid-week, the numbers overall remain much smaller than pre-pandemic. UCEM will be required to decide between ongoing flexibility and mandating a return to the office at the end of the year.

11456 The Board **NOTED** the new 'future ways of working' trial underway at UCEM through autumn 2021. The Board also **NOTED** that a decision will be required by the Executive in December 2021 on whether a more formal requirement should be introduced regarding the number of days staff are expected to work in Horizons and that this decision could affect the long-term use of Horizons. It was **AGREED** it was premature to make this decision yet but when the time comes it will be in the remit of the Executive to make the decision based on both staff preferences and what management believe is best for the institution in the long term and to communicate this sensitively thereafter to staff.

4) STRATEGIC DISCUSSION

11457 The Board and Executive were joined by Mary Curnock-Cook, Merely Bonser and Donna Rourke-Houguez for item 4.

11458 4.1) PRESENTATION BY MARY CURNOCK-COOK

11459 The Chair welcomed Mary Curnock-Cook to the Board to speak on the current higher education landscape and the opportunities and challenges for UCEM in the years ahead. Mary's experience includes having been CEO at UCAS and she is currently a Non-Executive Director of the Student Loans Company and was a President of the Association of University Administrators.

- 11460 Mary's presentation covered various matters of note in the sector currently including: the imminent Spending Review decisions and the Government's response to the Augur Review on student finance and funding; the new team and Minister at the Department for Education; an outlook of growth for higher education for the next ten years (with population increase) but in the context of higher education becoming unaffordable; the concept of low quality courses and a likely need for minimum requirements for entry into Higher Education; stepped qualifications towards full degrees; changes to salary thresholds for when graduates will be required to pay back loans for fees; digitisation of university services and online learning; the focus on careers and employability by students (which might provide a new lens to how UCEM markets itself – starting with careers first then the courses UCEM offers which would support those aspirations); the importance of the curriculum and the inclusion of transferrable/generic skills; the importance of careers services within institutions; the importance of personal interaction and student community even if learning online (see Student Stream Zoom student room as an example); the Student Futures Commission which is driving forward a shift to new models of learning in higher education; and, the need to develop a more engaging public narrative around the benefits of online learning and assessment given the poor media perception of this through the pandemic.
- 11461 Following Mary's presentation, the Chair opened the floor to discussion around some of the themes of the presentation. The Board concurred on the importance of transferrable and generic skills for new entrants to the job market provided through degree programmes rather than just the core content of the built environment curriculum and the growing need for coaching of students regarding their career objectives and ability to study successfully. It was noted that UCEM has already adopted a coaching model through its academic facilitators, apprenticeships outcomes officers and disability/wellbeing teams. The Board also discussed the role of PSRBs in dictating the course content and competencies required in UCEM programmes. UCEM has always had obvious routes from degree to professional qualification but how UCEM works with the professional bodies requires a significant review as this no longer meets employer requirements. UCEM would need to take a bold and brave decision to offer unaccredited programmes that were more in line with employer needs.
- 11462 The Board also concurred that UCEM can evolve its marketing into a 'career first' approach (explaining what careers are available in the built environment, using its alumni to advertise this and building on changes to the workplace and qualification pathways), can play a key role in developing the public perception of online learning into something much more positive, and, can do more to develop a sense of place and online community of peers.
- 11463 The Chair thanked Mary for a compelling and insightful presentation and for challenging UCEM to be brave and evolve for the future in a new way that positions UCEM differently but with a convincing offer of value to both students and employers.
- 11464** **4.2) CX STRATEGY - INFLUENCE**
- 11465 The Chair/Principal reminded the Board that it had been undertaking a series of strategic discussions over the last year to refresh the CX Strategy in light of an evolved external environment. The full strategy update is due to be presented to the

Board in November 2021. To support this process, Ashley Wheaton introduced paper 4.2 which looks at the influence part of the strategy. This is defined as ‘*the positive effect UCEM wishes to achieve on the Built Environment industry and in Higher Education*’ and specifically the influence UCEM can exert within the Built Environment industry to raise its profile, presence, relationships, and perception. The Board noted that the strategy currently does not articulate how exerting this influence will be beneficial to UCEM, or the activity that UCEM would want to be involved in to develop its sphere of influence. It also noted that UCEM has yet to deliver on its ambition or fulfil its potential in this half of the strategy. The outputs of the discussion are intended to be put within the revision to the CX Strategy work, and in the Influencing Strategy itself.

- 11466 The Board discussions focused on answering three key questions:
 1/ What is the Boards current view of UCEM’s profile, presence, relationships and perception in the Built Environment Industry?
 2/ How would the Board want UCEM, over the next three years, to raise profile, presence and relationships? What would success look like?
 3/ What do the Board see as the benefit/strategic purpose to UCEM through having greater influence within the Built Environment Industry?
- 11467 The Board commented on the importance of industry collaboration with UCEM as a partner in a more symbiotic relationship and not just as a provider, such that UCEM can develop the courses that teach the skills and attributes genuinely required by the industries it serves for the future. It was acknowledged the built environment sector is going through significant change currently and UCEM is well placed to capitalise on this and be a central part of the forefront of this transformation. UCEM can and should also do more to build its alumni community and the power they have to build UCEM’s profile across the sector and in neighbouring professions.
- 11468 The forthcoming opportunity of securing permanent Degree Awarding Powers and University Title should be a significant part of raising UCEM profile and transforming UCEM brand presence within the industry and profession alongside consideration of the accreditations UCEM has and how relevant these remain in the future. The Board also considered the pathways to study with UCEM and increasing of the pipeline of students which would benefit from development and a supply chain review at some of the levels, such as school leavers, where there is significant opportunity to increase presence for UCEM and raise brand profile in a different way. It was acknowledged this was more of a ‘reach’ objective than influence though.
- 11469 Overall, the influence agenda is about shifting UCEM’s relationship with employers from transactional to value-added to ensure the education UCEM provides is absolutely what they want and need for the future – a depth of dialogue that will allow UCEM to build programmes of more value than it offers today.
- 11470 It was agreed that the Executive would put in place a Working Group to further evolve this strategy and trustees who would support and contribute to this group would be of Amanda Clack, Misa von Tunzelman and Kenny Miller, potentially with two external representatives (names to be suggested by AC/AH/MvT).

ACTION: Establish working group on further developing the influencing strategy. [JEF]

11471 At the close of the discussion, the Chair thanked MB and DR-H for their contributions to the discussions and invited them all to leave the meeting.

5) EXTERNAL MATTERS

11472 5.1) RICS UPDATE

11473 REDACTED

11474 REDACTED

11475 REDACTED

11476 At the close of the discussion, the Chair thanked the Executive for their contributions to the discussions and invited them to leave the meeting.

6) PROPERTY UPDATE

11477 6.1) SHINFIELD GRANGE UPDATE

11478 Andrew Hynard provided a brief update on the latest developments with regards to Shinfield Grange (paper 6.1).

11479 REDACTED

11480 REDACTED

7) EXTERNAL AND REGULATORY MATTERS

11481 7.1) OFS EXPECTATION ON HARASSMENT AND SEXUAL MISCONDUCT

11482 Helen Edwards reminded the Board that on 19 April 2021 the Office for Students (OfS) published a statement of expectations for preventing and addressing harassment and sexual misconduct affecting students in higher education and that OfS invited providers to review and update their systems, policies and procedures in line with the statement of expectations ahead of the 2021-22 academic year (paper 7.1).

11483 HE reported that an internal working group had performed the expected review in summer 2021 and prepared an action plan as a result (see paper 7.1a). Following the review, a number of enhancements were enacted to increase compliance with the expectations and data on performance will go to Quarterly Business Reviews in the future.

11484 The Board **NOTED** the work undertaken to review UCEM's practices against OfS' statement of expectations on harassment and sexual misconduct and that a Trustee lunch and learn session will be organised in 2022 alongside Trustee training.

11485 7.2) OFSTED INSPECTION OF APPRENTICESHIPS

- 11486 Mike Speight (MS), Director of Apprenticeships Compliance, joined the meeting for item 7.2.
- 11487 MS provided an update on UCEM's preparations and readiness for a full Ofsted inspection (at any time) of its entire apprenticeship provision (paper 7.2). MS continues to predict that an inspection is imminent (and must be before April 2022 at the latest) and confirmed that UCEM is ready for this.. The focus continues on ensuring staff confidence at inspection. MS also reported that a new apprenticeships data dashboard platform will be launched next week which continues to demonstrate the rapid progress being made in apprenticeships management.
- 11488 MS also presented the UCEM position statement 3 which self-assesses UCEM as good. The updated version of this document will be completed by end September and is being finalised currently, noting updates on relevant actions that have been carried through in the last quarter.
- 11489 The Board **NOTED** that UCEM is ready for an inspection at any point. It further **NOTED** that the full Self-Assessment Report 2021/22 will be drafted and issued no later than 6th October 2021; that individual briefings of Apprenticeship Outcomes Officers and Managers will continue, that further development of the 48-hour plan is taking place and that rolling briefings and updates for all staff will also continue. Briefings have also been provided to key members of the Board of Trustees.
- 11490 The Chair thanked MS for his contributions and invited him to leave the meeting.

8) MATTERS FOR REPORTING

- 11491** **8.1) PERMANENT DEGREE AWARDING POWERS APPLICATION UPDATE**
- 11492 The Board **NOTED** that UCEM's application for permanent Degree Awarding Powers is now fully progressing with the Office for Students and the Quality Assurance Agency. In August 2021, UCEM's application was referred to the QAA for a desk-based assessment and following this a meeting was held between the QAA and key senior UCEM staff on the 15th September to confirm timelines and the format of the assessment.
- 11493 As a result of this meeting, the board was advised that Helen Edwards is now the named facilitator with the QAA through the application process. UCEM will be submitting its final version Self-Assessment Document on 15th October 2021 so final preparations for this are now underway. UCEM expects to be gathering additional evidence through November with a final report from the QAA anticipated on 4th February. It will proceed to the OfS thereafter so the final outcome will likely not be known before March 2022 at the earliest. The board was advised that the QAA team will consist of three assessors and one QAA Officer and that UCEM will be advised of who this team will be in the next ten days. QAA has advised they will seek specialists in online and built environment for these roles.
- 11494 The Board **NOTED** the next steps in the assessment of UCEM's application and the timelines for the outcomes being announced in 2022. The Board expressed its particular thanks to Helen Edwards for her role in driving the process and preparing

the Self-Assessment Document and wished the UCEM team well for the coming months of the assessment.

9) ANY OTHER BUSINESS

11495 9.1) ANY OTHER BUSINESS

- 11496 AC thanked Trustees for their engagement with the Trustee Appraisals proceed over the summer and confirmed that where relevant, the secretariat would introduce executive summaries on the more complex papers for Board review.
- 11497 AC confirmed to the Board that the next meeting would take place in London 25th November 2021 and would again feature an external speaker. AC would like to follow the meeting with a Trustee dinner and more details will follow on this.
- 11498 There being no other items of business raised, the Chairman thanked all Trustees for their participation in the meeting.
- 11499 The Chair closed the meeting at 16.00pm.
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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

11500 10.1) OFFICE FOR STUDENTS CONDITIONS OF REGISTRATION COMPLIANCE REGISTER

- 11501 An update on the UCEM compliance register with OfS Conditions of Registration was provided at paper 10.1 and 10.1a.
- 11502 The Board **NOTED** the updated position regarding UCEM compliance with OFS conditions of registration (paper 10.1a), the summary of specific matters of note regarding ongoing compliance in paper 10.1 and that all conditions are being satisfactorily monitored or appropriately mitigated through all the relevant governance structures.

11503 10.2) OFFICE FOR STUDENTS REPORTABLE EVENTS UPDATE

- 11504 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 no reportable events submitted to the Office for Students, but that UCEM is required to submit a further minor variation request to its APP to ensure it accurately reflects the way in which financial support is provided to students. The Board will be asked to approve this variation submission via email in the next two weeks.

11505 10.3) COMPLIANCE WITH CONDITIONS OF REGISTRATION E1-E3

11506 The Board **NOTED** paper 10.3 which provided an update on UCEM's work to meet conditions of registration E1-E3 with the OfS and was assured of UCEM's ongoing compliance with the conditions.

11) MATTERS FOR APPROVAL

11507 11.1) NOMINATIONS AND GOVERNANCE COMMITTEE ANNUAL REPORT 2020-21

11508 The Board was requested to review the Nominations and Governance Committee Annual Report 2020-21 in advance of the meeting (papers 11.1 and 11.1a) following the Committee's own review in early September. The Board **APPROVED** the UCEM Nominations and Governance Committee Annual Report 2020-21.

11509 11.2) BOARD DECISIONS ANNUAL REPORT 2020-21

11510 The Board was requested to review the Board Decisions Annual Report 2020-21 in advance of the meeting (papers 11.1 and 11.1a) following the Nominations & Governance Committee's review in early September. The Board **APPROVED** the UCEM Board Decisions Annual Report 2020-21.

11511 The Board thanked JEF / LH for their work in preparing these reports.

12) OTHER MATTERS FOR NOTING ONLY

11512 12.1) UPDATES FROM SUB-COMMITTEES

11513 The Board **NOTED** the outcomes and decisions of the Remuneration Committee, held on 9th July 2021, as presented in the Executive Summary of the meeting at paper 12.1a. The Board **NOTED** that the key items discussed were: agreement on a one-off Trustee discretionary bonus for all staff to be paid in August 2021; agreement on pay adjustments and bonus rewards for the Principal, Deputy Principal and members of the Executive team; agreement to appoint an external independent member to the committee on an advisory basis; agreement to establish a formal UCEM pay policy; and, agreement on the top level objectives for the Principal for 2021-22. The Board also **NOTED** that the full minutes of the meeting are available for reference on the Trustee Portal.

11514 The Board **NOTED** the outcomes and decisions of the Nominations & Governance Committee, held on 9th September 2021, as presented in the Executive Summary of the meeting at paper 12.1b. The Board **NOTED** that the key items discussed were: the outcomes of the Trustee Appraisal process; approval of the proposed approach to board governance and meetings post-pandemic; recommendation to re-appoint the Chair and Vice-Chair for additional 3-year terms of office; the recruitment processes underway for new Independent Trustees and Board Apprentices; and, the plans for a Student Data EDI Annual Report to be brought to the Committee in January 2022. The Board also **NOTED** that the full minutes of the meeting are available for reference on the Trustee Portal.

11515 **12.2) TO NOTE DATES FOR TRUSTEE DIARIES**

11516 The Board **NOTED** paper 12.2 which summarised the Board and Committee dates for 2021 and 2022. The calendars presented reflect all Outlook appointments issued to date.

11517 **12.3) REPORT ON HEALTH AND SAFETY**

11518 The Board **NOTED** the report on Health and Safety as presented at paper 12.3.

11519 **12.4) UCEM COMPLAINTS, APPEALS AND WHISTLEBLOWING REPORTS**

11520 The Board **NOTED** the data on complaints made to UCEM in Quarter 4 2020-21 as detailed in paper 12.4 and that none had been raised to OIA level.

11521 The Board **NOTED** the data on appeals cases in Quarter 4 2020-21 as detailed in paper 12.4.

11522 The Board **NOTED** that there had been no whistleblowing cases.

11523 **12.5) DATA PROTECTION REPORT**

11524 The Board **NOTED** the five minor information security breaches in the May-July 2021 period and that there were no third-party disclosures or subject access requests in that period (paper 12.5). The Board **NOTED** that 99% of full time, permanent UCEM staff had completed the refreshed GDPR training since it was launched in May 2021.

11525 **12.6) UPDATE FROM ACADEMIC BOARD**

11526 An Executive Summary providing key outcomes of the June and September meetings of the Academic Board was presented in paper 12.6 and **NOTED** by the Board.

11527 **12.7) UPDATED STAFF ORGANISATION CHART**

11528 An updated Senior Level UCEM staff organisational chart by department / SLT level was provided at paper 12.7 and **NOTED** by the Board.

The next full Board Meeting will be held on **Thursday 25th November 2021** from **13.00-16.00pm** in person in London.

Meetings before 25th November 2021:
Property Awards – 14th October 2021
Academic Review Committee – 21st October 2021
Remuneration Committee – 22nd October 2021
Audit Committee – 4th November 2021
Joint Audit and Finance Committee – 4th November 2021
Finance Committee - 4th November 2021

Signed: 

Name: Amanda Clack
Position: Chair of the Board of Trustees
Date: 25th November 2021