

**MEETING OF THE BOARD OF TRUSTEES
31ST MARCH 2022**

REDACTED MINUTES FOR PUBLICATION

A meeting of the Board of Trustees was held both in person at Horizons, 60 Queen’s Road, Reading RG1 4BS and remotely via Zoom Videoconference from 11.30am-15.30pm on Thursday 31st March 2022.

Present:	Mr Muhammad Ahmed (MA)	(Student Trustee and Lead Student Rep)
	Mr Grant Alexander (GA)	(Student Trustee)
	Prof N Braisby (NB)	
	Ms A Clack (AC)	(Chair)
	Mr C Costigan (CC)	
	Mrs H Edwards (HE)	(Staff Trustee)
	Mr A Hynard (AH)	
	Dr S Jackson	(Vice Chair)
	Prof K Miller (KM)	
	Mr D O’Rourke (DOR)	Trustee Designate
	Mr A Wheaton (AW)	(Principal)
In attendance:	Ms H Al-Katib (HAK)	(Director of Strategy & Planning) – 1.4 only
	Mr S Bartle (SB)	(Executive Director Business Development & Apprenticeships) – for item 1 only
	Mrs L Downey (LD)	(VP Digital Education & Professional Services) – for item 1 only
	Mr G Edwards (GE)	(Director of Regulatory Compliance) - for item 4.1 only
	Mrs J E Fawkes (JEF)	(University College Secretary)
	Mrs W Finlay (WF)	(VP Learning & Teaching) – for item 1 only
	Mrs L Hughes (LH)	(Clerk to the Board)
	Ms L B McMillan (LBM)	Board Apprentice
	Mr T Mills (TM)	(Executive Director Finance) – for item 1 only
	Ms R Powley (RP)	Board Apprentice
	Ms L Wilks (LW)	(Director of HR) – for item 7.1 only
	Mr A Williams (AWi)	(Executive Director Innovation & Partnerships) – for item 1 only
	Mr A Youell (AY)	(Executive Director Regulation) – for item 1 only
Apologies:	Ms W Appleby (WA)	
	Ms J Brainch (JB)	(Honorary Treasurer)
	Mr A Martin (AM)	
	Mr C Turley (CT)	
	Ms M von Tunzelman (MvT)	

1) STRATEGIC DISCUSSIONS

11697 1.1) DECLARATION OF ANY CONFLICTS OF INTEREST

11698 The Board **NOTED** that AC had become a Non-Executive Director on the Board of the Countryside Partnerships in March 2022. This has been recorded on the UCEM Register of Interests.

11699 There were no other conflicts of interest reported.

11700 1.2) APOLOGIES FOR ABSENCE

11701 There were apologies for absence from Wendy Appleby, Jat Brainch, Alastair Martin, Chris Turley and Misa von Tunzelman.

11702 1.3) WELCOME AND SCENE-SETTING

11703 The Chair welcomed Trustees to the meeting and specifically to the strategic discussions where the key matters for discussion were the sustainability work programme, university title planning, and new Office for Students measures for quality of programmes.

11703 1.4) SUSTAINABILITY WORK PROGRAMME

11704 The Executive joined the Board for all discussions in item 1 of this meeting. In addition, Hannah Al-Katib joined specifically for item 1.4.

11705 AW explained the approach taken since the last Board meeting and provided an overview of the UCEM Sustainability Work Programme plan through a presentation linked to paper 1.4. AW thanked the Executive Team and HAK for their efforts to develop the compelling programme of work now proposed and known internally as GLOBE. The programme is structured around five work streams – what we teach, how we teach, how we operate, who we influence and leadership & governance, and is fully aligned to the United Nations Sustainable Development Goals (SDGs). It also has a split between stage one work over the next eighteen months and longer-term goals for delivery by 2030. The aim is to show that UCEM is an exemplar institution.

11706 **Leadership and Governance** – The 2030 aspirations are to: deliver a strategic focus; a culture of sustainability; resourcing and capacity to deliver sustainable outcomes; and staff inclusivity, diversity and wellbeing. Stage 1 key outputs are to revise UCEM’s core purpose, to develop UCEM’s strategic plan 2025-30 early, to publish UCEM’s sustainability strategy, to develop a staff CPD module, to educate the Executive and SLT in sustainability, to deliver a staff and students communications plan, to resource the plan for stage 2 of GLOBE and to focus on EDI.

11707 The Board was keen to better understand the relationship between this plan and the current overall strategic plan. The Sustainability Programme is a huge piece of work. The aim is to integrate the two for the next iteration of the strategic plan 2025-30 and sustainability will be incorporated directly into the core purpose before then.

The two plans do sit well together, and sustainability is integral to becoming a centre of excellence for built environment education.

- 11708 The Board also queried whether there was sufficient focus on research in the programme as presented. The programme can only be successful if underpinned by a robust research strategy which would inform the teaching delivered and the overall credibility of the institution in this field. UCEM is not yet a research-intensive institution but is seeking to build credibility in this area and the programme positions UCEM to facilitate research and build on this agenda. The Board was keen for sustainability to become a focus of UCEM research and discussed the potential for postgraduate students to undertake research work in this field.
- 11709 The Board discussed the difficult balance to find between the obvious urgency and need for this work/the commercial imperative to be the first to deliver such a programme alongside the challenges associated with the lifecycle of creation/validation/launch of a new programme and the existing institutional priorities. There is further work to do to map the programme into an operational and production environment with the resources available and timelines will adapt, if necessary, in order to balance the demands of capacity and resource to deliver with the commercial imperative to develop the programmes quickly.
- 11710 **What we teach** – The 2030 aspirations are: to become recognised as a global leader in education and research for a sustainable built environment; to develop skilled graduates; to develop innovative learning products; to integrate knowledge; and to become the education partner of choice for industry, government and professional bodies for the teaching of sustainability. Stage 1 key outputs are to design and develop a new academic programme for launch in autumn 2023, to develop and launch more CPD modules, to undertake a high-level review of the body of knowledge, to analyse the academic expertise gap, to increase the academic staff profile, to develop graduate skills, knowledge and behaviours, to embed SDGs in in all modules and programmes and to undertake external stakeholder mapping.
- 11711 The Board raised concerns about capacity and the right skills and knowledge within the institution given the ambition in the plan and the tight timelines to launch new programmes in 2023. In addition, the Board raised concerns that sustainability being mapped into existing programmes will become standard in the next few years for all institutions and all programmes, therefore UCEM must be able to differentiate itself sufficiently and build financial resilience into its business model such that it will see sufficient return on its investment into the programme.
- 11712 The Board acknowledged the clear demand in the sector for a skilled workforce in sustainability and the need for UCEM to develop programmes first and capture the demand and market share. Employing a sustainability superstar may help UCEM move at pace to capture the opportunity. There is also opportunity to develop content with industry and major employers, potentially as sponsors, and to leverage UCEM's links with its Patron. The Board also acknowledged that there is no current professional body accreditation for programmes in sustainability for the built environment and that this represents both a risk and an opportunity for UCEM. There is an Environmental Practitioners apprenticeship standard which UCEM may be able to link with. UCEM has further work to do on the commercial viability of new programme development given its financial sustainability aims. UCEM will also need to ensure that what it develops is relevant globally and not just domestically.

- 11713 **REDACTED**
- 11714 The Board agreed that UCEM should reconsider and review whether it would wish to reinstate any face-to-face teaching now that the pandemic is over.
- 11715 **How we operate** – The 2030 aspirations are: to ensure our estate is net zero for scope 1 and 2 emissions; to ensure our estate operations achieve international standards and gain recognition and credibility for this; to undertake responsible and ethical procurement; to put efficiency at the heart of all operations and business processes; and to minimise UCEM’s data footprint. Stage 1 key outputs are to undertake an external audit to verify UCEM’s scope 1 & 2 baseline and a scope 3 gap analysis, to develop a roadmap to zero carbon, to gain ISO 14001 accreditation for Horizons, to undertake a supplier sustainability assessment, to audit UCEM’s operational processes, to develop a roadmap to reduction of resource consumption and to develop an IT & Learning Technology Strategy.
- 11716 The Board was content with the proposals in the *How we operate* section.
- 11717 **REDACTED**
- 11718 The Board was content with the proposals in the *Who we influence* section.
- 11719 The Board **CONFIRMED** that the stated ambitions for the programme and outputs intended for Stage One are the right approach for UCEM, though more could be included on research and further detail is required on what specific programmes UCEM will develop. Some work is required on what the critical success factors and measures are on the road to achieving the ambition of being a global leader in education for sustainability in the built environment. Alignment of the programme with UCEM’s existing strategy is also essential.
- 11720 The Board considered the budget request of an additional £400,000 for stage 1, bringing the total investment from reserves into the project up to £650,000. There will be income off set against this investment over time, but UCEM is not in a position to model and estimate this as yet. The Board endorsed the work of the Executive to date and **APPROVED** the additional investment of £400,000 for Stage One of the programme’s delivery. This should be further articulated through the budgeting cycle and approved/monitored by Finance Committee. The Committee must be reassured that the investment will provide the desired return, and this will be driven by the relative prioritisation of objectives within the programme. The Board **NOTED** the likely need for further investment in the programme, with the potential for a total investment over time of £1-2million subject to future income projections. The aim must be to realise return on initial investment such that income generated can fund future elements of the programme.
- 11721 The Board considered the relative prioritisation of UCEM’s sustainability ambitions versus other existing strategic aims and options for new programme development later in the meeting (see minute 11776).
- 11722 The Chair thanked HAK for her contributions and invited her to leave the meeting.

11723 **1.5) DEGREE AWARDING POWERS UPDATE AND UNIVERSITY TITLE**

11724 **REDACTED**

11725 The Board **NOTED** the position with UCEM's application for permanent degree awarding powers.

11726 **REDACTED**

11727 **REDACTED**

11728 **REDACTED**

11729 **REDACTED**

ACTION: REDACTED

11730 **1.6) NEW OFS MEASURES FOR QUALITY OF PROGRAMMES**

11731 Andy Youell provided an overview of recent OfS consultations on quality conditions, the metrics that underpin them and the impact they may have on UCEM (see paper 1.6).

11732 AY outlined the likely change in approach and how UCEM currently performs against the proposed indicators, given that the use of statistical indicators in this way is challenging for UCEM as its provision does not fit neatly into OfS categories. The indicators cover continuation, completion and progression and are split into full time and part time students, with the majority of UCEM students being in the part time category. Where UCEM has RAG-rated itself for these indicative indicators it has risk areas on full time students First Degree with regards to the continuation and completion indicators, though these are very small numbers of students overall; UCEM's part time provision is meeting the benchmarks.

11733 The Board **NOTED** the emerging OfS approach to regulation conditions around student outcomes and the increasing level of control and regulation placed upon the sector.

11734 The Board **NOTED** the generally healthy position that these early indicators show for the performance of UCEM, though some areas in the data are likely to require more detailed dialogue with OfS, especially given UCEM's alternative model of provision.

11735 The Board **APPROVED** the actions already taken to encourage new students to be realistic about their study load prior to being confirmed as 'full-time students' and the broader work on student success as part of Project 1000.

11736 The Board **NOTED** the extent to which data and analytical capabilities are becoming increasingly critical success factors for all providers under the OfS regime and that the ability to drive value from official data in marketing activities will become even more significant for UCEM in the future. The Board recognised the potential risks in how this data may be used, for example in compiling league tables. It also recognised that the approach, focused solely on this student data, is becoming the single measure for determining the quality of an institution and that it is aimed at traditional full-time, campus-based universities, which poses a challenge to

specialist institutions such as UCEM, where there may not be any contextual information published around the data to identify a different mode of learning..

- 11737 At the close of this item, the Board took a break in the agenda for luncheon and to thank Andrew Hynard for his six-years of service on the Board of Trustees which ends 31st March 2022. The Chair made a short speech and AH was presented with gifts.
- 11738 The Chair thanked members of the Executive for joining the strategic discussions and invited them to leave the meeting.

2) GENERAL BOARD GOVERNANCE

11739 **2.1) APPROVAL OF THE MINUTES OF THE MEETING HELD 25TH NOVEMBER 2021**

- 11740 The minutes and the proposed redactions of the Board of Trustees meeting held on 25th November 2021 (as included at paper 2.1) were **APPROVED** as a true record and signed by the Chair. They will be published on the UCEM Governance webpage.

11741 **2.2) APPROVAL OF THE MINUTES OF THE MEETING HELD 27TH JANUARY 2022**

- 11742 The minutes and the proposed redactions of the Board of Trustees meeting held on 27th January 2022 (as included at paper 2.2) were **APPROVED** as a true record and signed by the Chair. They will be published on the UCEM Governance webpage.

11743 **2.3) MATTERS ARISING FROM THE MINUTES NOT INCLUDED ELSEWHERE ON THE AGENDA AND REVIEW THE ACTIONS SUMMARY**

- 11744 The summary showing the outcomes of actions from the meeting held 25th November 2021 (paper 2.3) was taken as read with updates on listed actions duly **NOTED** (all actions from November are closed and two relating to the influencing strategy work and EDI work were still ongoing from earlier in 2021).
- 11745 The Board **NOTED** that Trustees were requested to approve the submission of a Reportable Event to the OfS via email on 23rd March 2022. The matter concerned the significant numbers of UCEM apprenticeship students who had been previously recorded in UCEM data sets for 2016/17 and 2017/18 as part time (in error). The Trustee body was asked for their approval to submit the Reportable Event to this effect on 23rd March 2022 via email. Approvals in response were provided and the reportable event was submitted on 24th March 2022.

11746 **2.4) TRUSTEE RECRUITMENT UPDATE**

- 11747 The Board was provided with an update on the various strands of recruitment underway for roles on the Board of Trustees, including at least one new Independent Trustee, an Honorary Treasurer (to replace Jat Brainch when her term ends in March 2023), a new Staff Trustee, a new Student Trustee (to replace Muhammad Ahmed whose term will conclude in summer 2022) and an External Representative to the Remuneration Committee.

11748 Trustees were asked to promote each opportunity as they go live through their networks and contacts.

11749 The Board also asked that sustainability be a key skill set required in recruiting for new independent trustees given the newly agreed institutional focus on this subject.

ACTION: Add sustainability as a key knowledge area UCEM is seeking in the independent trustee recruitment advert. [JEF]

3) STUDENT AND STAFF FEEDBACK

11750 3.1) UCEM STUDENT EXPERIENCE

11751 The Student Trustees provided the Student Experience update (see paper 3.1) focussed on online learning and thoughts on additional enhancements that would assist them to be more successful in their studies. Whilst broadly positive there were some specific technical issues raised as feedback to the Student Trustees which are reflective of the student experience.

11752 Firstly, students are finding the payment of module fees for the PG Project Module (which is studied over two semesters but paid for in the first semester) challenging. JEF confirmed that payments can be staggered through conversation with the Finance Team.

11753 Students also raised concerns about consistency of marking and feedback, in line with other forums of feedback UCEM has received. UCEM continues to strive for consistency and fairness in the context of the operational model it operates.

11754 Students (unclear whether this was apprentice or non-apprentice students) also requested increased support for the APC in their feedback, for example, through workshops. UCEM cautioned on the difference between apprenticeship and non-apprenticeship support when it comes to taking the APC, where increased support is funded through the apprenticeship only. It cannot be provided free of charge by UCEM, and employers need to take more responsibility for their candidate's successful outcomes in the APC. UCEM is paid upon engagement with the APC in the apprenticeship, not for successful completion of it and any additional support UCEM can provide must make commercial sense to the institution. UCEM can, however, provide further clarity on this distinction to its students and employers.

11755 The Board **NOTED** the Student Trustees update report and feedback and thanked MA and GA for their contributions.

11756 3.2) UCEM STAFF EXPERIENCE

11757 Helen Edwards, Staff Trustee, provided the Staff Experience update, focused on UCEM's sustainability strategy and how staff can contribute to internal initiatives to help meet the ambitious goals (paper 3.2).

11758 Many areas of feedback compliment the sustainability programme presented at item 1.4, which staff were unaware of at the time of providing feedback. Key themes to highlight included that UCEM should better understand its own carbon footprint

as a means to marketing its own sustainability credentials, that staff are keen to increase their own knowledge and training of sustainability through education and volunteering opportunities, that the profile of the Sustainability Working Group could be increased internally and to students, that UCEM could run an event series focused on sustainability, that UCEM could develop more CPD and micro-credentials in this field, that UCEM should be agile in developing new content to meet the urgency associated with climate change, and that UCEM should communicate with its staff about its sustainable investments and offer pension advice for environmentally friendly investments.

- 11759 Overall, the Board found the paper reassuring in the context of the sustainability programme approved earlier in the meeting and the willing role that staff can play in realising the ambition contained within it.
- 11760 The Board also asked the Staff Trustee how staff feel now about returning to Horizons to work. Staff were updated on Future Ways of Working with increased clarity earlier this week and the atmosphere is generally positive about the long-term flexibility on offer from UCEM. UCEM is seeking to re-establish a community and culture of collaboration, with staff working more frequently in the office, and institutional performance at the heart of this goal.
- 11761 The Board **NOTED** the Staff Trustee update report and thanked HE for her contribution.

4) EXTERNAL AND REGULATORY MATTERS

11762 4.1) INCREASING REGULATORY BURDEN

- 11763 Gethin Edwards joined the meeting for item 4.1 on the increasing regulatory burden UCEM is facing following the recent consultations by the OFS, including planned implementation of TEF and the B3 Standards, alongside Data Futures. This is likely to result in increasing resource and capacity to meet the increased number of data returns. The aim of the paper was to raise Board awareness of this growing burden.
- 11764 GE highlighted that in the year ahead UCEM will also need to submit a further variation request for its Access and Participation Plan and submit a new plan in Spring 2023, as well as submitting the Financial Return two months earlier than has been the case for the last two years. All these initiatives are on top of ensuring ongoing compliance and meeting existing expectations.
- 11765 UCEM is making changes to its data analysis and reporting teams and is increasing activities in educating colleagues in the importance of the data they process in terms of how OfS interprets it and how UCEM remains compliant with conditions of registration. In addition, management structures for meeting the goals of the APP are also now in place. UCEM can meet the expectations, but the burden is increasing and is disproportionately impactful on smaller institutions. In addition, sourcing staff talent to help meet this expectation is challenging in the current recruitment market.
- 11766 The Board **NOTED** the substantial increase in regulatory burden planned for 2022 and the problems generated by this workload. It is one component of continued pressure on the cost base, which, for UCEM, all has to be met through student fees alone, which cannot be unilaterally raised. (UCEM students could be more vocal in

raising concerns about the use of their fees for such activities to the OfS). UCEM may be forced to determine bear minimum compliance and prioritise those activities only.

11767 The Chair thanked GE for his contribution and invited him to leave the meeting.

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

11768 5.1) PRINCIPAL'S OVERVIEW OF PERFORMANCE AGAINST TARGETS 2021-22

11769 Wendy Finlay, Lynne Downey and Stephen Bartle joined the meeting to support the Principal with elements of the performance update.

11770 The UCEM progress update was provided by Ashley Wheaton (paper 5.1). The coloured RAG ratings in the report reflect the status of the objective at this third meeting of the 2021-22 financial year, providing the latest perspective on performance against the top level M7 goals for the year.

11771 AW reported that UCEM is in a good financial position year to date with courses income ahead of revised budget and likely to end at £16.7M vs £16.2M target. The Board **NOTED** that UCEM achieved a 'clean' ESFA audit and a 0% error rate resulting in no negative impact on income. UCEM is also under spent on budgeted costs, though this is largely through vacancy savings.

11772 UCEM launched a revised staff engagement survey in December 2021 and the headline result was a score of 4.1. Detailed evaluation of the results is being undertaken by HR currently.

11773 UCEM has secured 608 new students in the Spring intake vs a target of 580. The full year total is 73 ahead of the 1,400 target. Re-registration is concluding this week and currently undergraduate has met the 83% target and postgraduate is at 80%.

11774 The primary metric which is currently off target is student outcomes where an 87% module success rate has not been achieved. The autumn 2021 semester shows an overall rate of 75.2%, down 3% on Autumn 2020 (pre-resubmission and mitigating circumstances) though the changes implemented as part of Transform are impacting the ability to compare data like-for-like at an equivalent time point across the years. AW expressed the disappointment of the Executive regarding this performance and assured the Board that investigations are underway, and interventions (as part of Project 1,000) will be implemented to maximise student engagement with the upcoming resubmission period, this will include reviewing once again the pressures of a double assessment period for students which UCEM would wish to engineer out of its model. The Board acknowledged the current performance and welcomed the focus of the Executive on addressing this in the coming months, particularly given its importance to financial sustainability. The Academic Review Committee will review the full set of results in increased detail in July.

11775 AW advised that since the last meeting of the Board some progress has been made on the influencing strategy. UCEM proposes to host a regular series of events, branded as the INSPIRE (Influencing: Skills, Productivity, Industry, Research and Education) series, hosted by UCEM and bringing together key stakeholders and influencers in a variety of themed discussions relating to both industry and higher

education. The outcomes of each session will be formally published with specific and targeted calls to action addressed at professional/industry bodies, government and ministers. A full update on this programme of work will be presented to the Board in July.

ACTION: Present the planned Influencing Strategy to the Board in July 2022. [AW/SB/AWi]

11776

REDACTED

11777

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

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The Chair thanked WF, LD and SB for their contributions and invited them to leave the meeting.

6) PROPERTY UPDATE

11779**6.1) SHINFIELD GRANGE UPDATE**

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

11781

REDACTED

11782

REDACTED

11783

REDACTED

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The Board **NOTED** the latest developments in the Shinfield Grange project and endorsed the steps being taken by the Property Working Group to date. All paperwork of the Property Working Group is available on the Trustee Portal.

11785

The Board also **NOTED** that Alastair Martin would become Chair of the PWG with Andrew Hynard's retirement from the Board, that Dominic O'Rourke has joined the group and that Andrew Hynard will remain engaged with the project as an External Adviser.

7) MATTERS FOR APPROVAL

11786**7.1) GENDER PAY GAP REPORT**

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Lisa Wilks joined the meeting for item 7.1 to present the latest UCEM Gender Pay Gap report for approval for publication.

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LW reported that the UCEM gender pay gap continues to close year on year. The proposed report reflects the minimum of publication requirements to be legally compliant.

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The Board discussed the potential to include more narrative in the report in future years, and that UCEM should consider setting itself targets and aspirations

associated with closing the gap further. This links well with the internal work underway on Equality, Diversity and Inclusion.

11790 The Board **APPROVED** UCEM's Gender Pay Gap Report (5th April 2021) for signature by the Chair of the Board and publication.

11791 The Chair thanked LW for her contribution and invited her to leave the meeting.

8) ANY OTHER BUSINESS

11792 8.1) PROPERTY AWARD WINNER 2022

11793 **REDACTED**

ACTION: REDACTED

11794 8.2) THANK YOU TO ANDREW HYNARD

11795 The Principal also said a final few words of thanks to Andrew Hynard who is retiring from the Board of Trustees, effective 31st March 2022. The whole Board thanked AH for his contributions during his time as a Trustee, wished him well for the future and looked forward to continuing to work with him on the Property Working Group and as a long-term supporter and ambassador for UCEM.

11796 8.3) THANK YOU TO WENDY APPLEBY

11797 The Board was advised that Wendy Appleby has resigned as a UCEM Trustee effective from 31st March 2022. The Board thanked WA for her contributions during her time as a Trustee and wished her success in her new role at University of Southampton.

11798 8.4) MATTERS FOR NOTING, APPROVAL AND REPORT

11799 The Board was invited to make comments on the additional Board paper of matters for noting and approval. No substantive comments were made so all matters were deemed approved and noted (as below).

11800 8.5) ANY OTHER BUSINESS

11801 There being no other items of business raised, the Chair thanked all Trustees for their participation in the meeting.

11802 8.4) MEETING CLOSE

11803 The Chair closed the meeting at 15.26pm.

The following matters were circulated in a separate pack for approval / noting or comment via email in advance of the meeting.

9) EXTERNAL AND REGULATORY UPDATE

11804 9.1) OFFICE FOR STUDENTS CONDITIONS OF REGISTRATION COMPLIANCE REGISTER

11805 An update on the UCEM compliance register with OfS Conditions of Registration was provided at paper 9.1 and 9.1a.

11806 The Board **NOTED** the updated position regarding UCEM compliance with OFS conditions of registration (paper 9.1a), the summary of specific matters of note regarding ongoing compliance in paper 9.1, including that three conditions are rated as amber in the log (Condition A2 access and participation for students from all backgrounds, F3 provision of information to the OfS; and F4 provision of information to the designated data body) but are being monitored and mitigated appropriately through the relevant governance structures.

10) **MATTERS FOR APPROVAL OR REPORT**

11807 10.1) OFSTED FINAL REPORT

11808 The Board **NOTED** UCEM was inspected by Ofsted at all levels of Apprenticeship provision in November 2021 and that the formal outcome was a grading of ‘good’. The Board **NOTED** the inspectors final report, published in January 2022, as provided in paper 10.1.

11809 10.2) ESFA FUNDING COMPLIANCE AUDIT

11810 The Board **NOTED** UCEM was inspected for compliance with ESFA funding rules in December 2021 and that the formal outcome was a 0% error rate and clawback of just £471 of funding. The Board **NOTED** the audit outcomes report, as provided in paper 10.1, and how UCEM continues to respond to this.

11811 10.3) UCEM DATA PROTECTION POLICY

11812 The Board **APPROVED** the Data Protection Policy v10.01 (paper 10.3/10.3a) for publication as the new V11.0 and **NOTED** that the minor amendments proposed were reviewed in detail by the Audit Committee on 3rd March 2022 and recommended to the Board to approve.

11813 10.4) UCEM REGULATIONS

11814 The Board **NOTED** and **ENDORSED** the recommendations from the Executive that no changes are currently required to UCEM’s Royal Charter but **NOTE** that when changes are applied for in relation to University Title UCEM should consider adopting standard university terminology such as Vice Chancellor to help reflect its new status.

11815 The Board **NOTED** that the Nominations & Governance Committee has approved minor changes to the UCEM Regulations to reflect the Terms of Reference for the

Academic Board and the differentiation between the University College Secretary and the Clerk to the Board of Trustees roles.

11816 **10.5) APPRENTICESHIP KPIS**

11817 The Board **NOTED** the overview of performance for apprenticeships against the KPI scorecard and targets and **NOTED** the areas of both highlight and focus as strengths and concerns.

11818 **10.6) ACADEMIC REPORTS**

11819 The Board was presented with one academic report for review in advance of the meeting (papers 10.7).

11820 The Board **NOTED** and **APPROVED** the Self-Assessment Report Position Statements 1 & 2 as presented and pre-approved by the Academic Board on 8th March 2022.

11) **OTHER MATTERS FOR NOTING ONLY**

11821 **11.1) UPDATES FROM SUB-COMMITTEES**

11822 The Board **NOTED** the outcomes and decisions of the Nominations & Governance Committee, held on 27th January 2022, as presented in the Executive Summary of the meeting at paper 11.1a. The Board **NOTED** that the key items discussed were: approval of minor amendments to the UCEM Regulations; the approval of various sub-committee Terms of Reference with minor amends; the agreement to commence recruitment for further independent trustees; the agreement not to set specific EDI targets for the diversity of the Board; the extension of the Principal's notice period to 12-months; the requirement to recruit for a new student trustee for summer 2022 and the requirement to recruit new staff trustees in 2022; the change of chairmanship to Alastair Martin of the Property Working Group and the appointment of Dominic O'Rourke to this group; and UCEM ongoing compliance with condition of registration E2 and the Charity Code of Governance. The Board also **NOTED** that the full minutes of the meeting are available for reference on the Trustee Portal.

11823 The Board **NOTED** the outcomes and decisions of the Finance Committee, held on 10th February 2022, as presented in the Executive Summary of the meeting at paper 11.1b. The Board **NOTED** that the key items discussed were: the agreement to use up each type of UCEM restricted funds where possible; the re-appointment of Mazars for a further year as UCEM auditors; the December 2021 year to date financial position, balance sheet and cash flow projection; the potential for repayment of £150K to the Student Loans Company; the work of the Property Working Group as regards the disposal of Shinfield Grange; and the 31st December 2021 investment fund valuation report and presentation from Sarasin and Partners. The Board also **NOTED** that the full minutes of the meeting are available for reference on the Trustee Portal.

11824 The Board **NOTED** the outcomes and decisions of the Audit Committee, held on 3rd March 2022, as presented in the Executive Summary of the meeting at paper 11.1c. The Board **NOTED** that the key items discussed were institutional risk management

and development of a Risk Improvement Plan; approval of UCEM's Data Protection Policy V 11.0 and institutional data capabilities; the re-appointment of Mazars for a further year as UCEM auditors; decision to undertake an audit on UCEM's model of contact hours; UCEM compliance activities; UCEM's approach to managing student debt; the outcome of the ESFA funding compliance audit; the Ofsted 'Good' final report; and the Cyber Essentials Plus reaccreditation. The Board also **NOTED** that the full minutes of the meeting are available for reference on the Trustee Portal.

11825 **11.2) TRUSTEE CALENDAR**

11826 The Board **NOTED** paper 11.3 which summarised the Board and Committee dates for 2022 and 2023, outlining where there have been changes to the calendar since the last meeting and providing the draft calendar of dates for 2023 which will shortly be transferred into Outlook calendar appointment.

11827 **11.3) REPORT ON HEALTH AND SAFETY**

11828 The Board **NOTED** the report on Health and Safety as presented at paper 11.3.

11829 **11.4) UCEM COMPLAINTS, APPEALS AND WHISTLEBLOWING REPORTS**

11830 The Board **NOTED** the data on complaints made to UCEM in Quarter 2 2021-22 as detailed in paper 11.4 and that none had been raised to OIA level.

11831 The Board **NOTED** the data on appeals cases in Quarter 2 2021-22 as detailed in paper 11.4.

11832 The Board **NOTED** that there had been no whistleblowing cases.

11833 **11.5) DATA PROTECTION REPORT**

11834 The Board **NOTED** the six minor information security breaches in the November 2021 - February 2022 period, the one Data Subject Access Request submitted in January 2022 and that there were no third-party disclosures (paper 11.5).

11835 **11.6) UPDATE FROM ACADEMIC BOARD**

11836 The Board **NOTED** that Executive Summary of the Academic Board meetings held on 16th November 2021 and 8th March 2022.

11837 **11.7) UPDATED STAFF ORGANISATION CHART**

11838 An updated Senior Level UCEM staff organisational chart by department / SLT level was provided at paper 11.7 and **NOTED** by the Board.

Date of next meeting:

Thursday 7th July 2022

Meetings before 7th July 2022:

12th May 2022 – Board Update Meeting

24th May 2022 – Quarterly Business Review
26th May 2022 – Nominations & Governance Committee
16th June 2022 – Finance Committee
16th June 2022 – Audit Committee
24th – 25th June 2022 - Graduation

Signed: 

Name: Amanda Clack

Position: Chair of the Board of Trustees

Date: 7th July 2022