

MEETING OF THE BOARD OF TRUSTEES 29TH SEPTEMBER 2022

REDACTED MINUTES FOR PUBLICATION

A meeting of the Board of Trustees was held at UCEM, 60 Queen's Road, Reading, RG1 4BS and remotely via Zoom videoconferencing from 13.00-16.00pm on Thursday 29th September 2022.

Present:	Ms J Brainch (JB)	(Honorary Treasurer)
	Prof N Braisby (NB)	
	Ms A Clack (AC)	(Chair)
	Mr C Costigan (CC)	
	Mrs H Edwards (HE)	(Staff Trustee)
	Dr S Jackson (SJ)	(Vice Chair)
	Mrs H Kaur (HK)	(Staff Trustee)
	Prof Michelle Jones	(Trustee Designate)
	Mr A Martin (AM)	
	Mr D O'Rourke (DOR)	
	Mr J Orrell (JO)	(Student Trustee)
	Mr G Ralphs (GR)	
	Mr A Wheaton (AW)	(Principal)
In attendance:	Ms H Al-Katib (HAK)	(Director of Strategy and Planning) – for
	items 4.2 & 4.3 only	
	Mr S Bartle (SB)	(Executive Director Business Development & Apprenticeships) – for all items except 6.1 onwards
	Mrs L Downey (LD)	(VP Digital Education & Professional Services) – for all items except 6.1 onwards
	Ms S Elliott (SE)	(Director of Student Services) – for item 2.2 only
	Mrs J E Fawkes (JEF)	(University College Secretary)
	Mrs W Finlay (WF)	(VP Learning & Teaching) – for items for all items except 6.1 onwards
	Mr R Higgins (RH)	(Student Welfare Manager) – for item 2.2 only
	Mr N Hillman (NH)	(HEPI) – for item 2.1 only
	Mrs L Hughes (LH)	(Clerk to the Board)
	Ms L B McMillan (LBM)	Board Apprentice
	Mr T Mills (TM)	(Executive Director Finance) – for all items except 6.1 onwards
	Ms R Powley (RP)	Board Apprentice
	Mr A Williams (AWi)	(Executive Director Innovation & Partnerships) – for all items except 6.1 onwards
	Mr A Youell (AY)	(Executive Director Regulation) – for all items except 6.1 onwards

Apologies: Prof K Miller (KM)
Mr C Turley (CT)
Ms M von Tunzelman (MvT)

Prior to the meeting commencing the Board held a minute's silence in memory of its former Patron HM Queen Elizabeth II who passed away on 8th September 2022.

1) GENERAL BOARD GOVERNANCE

11986 1.1) DECLARATION OF ANY CONFLICTS OF INTEREST

11987 The Board agreed that there was no genuine conflict of interest for Gareth Ralphs on the Shinfield Grange discussions and agreed he would remain in attendance through the item. There were no other conflicts of interest reported.

11988 1.2) APOLOGIES FOR ABSENCE

11989 There were apologies for absence from Kenny Miller, Chris Turley and Misa von Tunzelman.

11990 1.3) APPROVAL OF THE MINUTES OF THE MEETING HELD 7TH JULY 2022

11991 The minutes and the proposed redactions of the Board of Trustees meeting held on 7th July 2022 (as provided at paper 1.3) were **APPROVED** as a true record and signed by the Chair. They will be published on the UCEM Governance webpage.

11992 1.4) CHAIR'S ACTION – UCEM ASIA LTD FUNDING

11993 The Board **APPROVED** the proposed sum of £406,280 be paid by UCEM to UCEM Asia Ltd and **NOTED** that a letter to this effect was signed by the Chair of the Board of Trustees on 13th September 2022 in order for the audit work to commence. The Board further **NOTED** that this sum could change on completion of the audit work and in this eventuality a revised and final letter will be prepared to supersede the one dated 13th September 2022.

11994 1.5) MATTERS ARISING AND ACTIONS SUMMARY

11995 The summary showing the outcomes of actions from the meeting held 31st March 2022 (paper 1.5) was taken as read with updates on listed actions duly **NOTED** (all actions were closed or due for discussion within the meeting, except that EDI actions continue to require further work).

11996 1.6) TRUSTEE RECRUITMENT UPDATE AND APPOINTMENTS

11997 Michelle Jones left the meeting for this item.

11998 The Board was provided with an update (paper 1.6) on the various strands of recruitment underway for roles on the Board of Trustees, including new Independent Trustees, an Honorary Treasurer (to replace Jat Brainch when her term

ends in March 2023), a new Staff Trustee (to replace Helen Edwards from December 2022), and a new Student Trustee (to replace Grant Alexander).

- 11999 The Board **APPROVED** the appointment of Michelle Jones as Independent Trustee for an initial three-year term of office from 29th September 2022.

ACTION: Complete induction processes for Michelle Jones. [LH]

- 12000 The Board **NOTED** that the latest round of recruitment for an Independent Trustee – Honorary Treasurer is underway, and advertising will close on 7th October 2022.

- 12001 The Board **NOTED** that the latest round of recruitment for a Staff Trustee is underway and will close on 7th October 2022.

- 12002 The Board **NOTED** that the latest round of recruitment for a Staff Trustee is underway and will close on 16th October 2022.

- 12003 The Chair welcomed Michelle Jones back into the meeting, congratulated her on her appointment as Trustees and invited her to briefly introduce herself to the Board.

12004 1.7) INDEFINITE DEGREE AWARDING POWERS AND UNIVERSITY TITLE

- 12005 The Board **NOTED** that Indefinite Degree Awarding Powers had been formally conferred on UCEM on 1st September 2022 and congratulated the UCEM team on securing this excellent outcome for the institution after many years of hard work.

- 12006 The Board **NOTED** the Executive recommendation that the most opportune time to launch a new name following an application for University Title would be the start of the 2025 academic year, which would coincide with the launch of the new CX Strategy and the revalidation of UCEM programmes and takes into account the OfS feedback that the process will take approximately one year to complete. This gives sufficient time to research and settle on the most appropriate name to adopt. The Board **NOTED** that a formal proposal on timescales and process that takes account of all these factors will be provided to the Board for approval in due course

2) STRATEGIC DISCUSSIONS

12007 2.1) PRESENTATION BY NICK HILLMAN, HEPI – CURRENT CHALLENGES FOR HIGHER EDUCATION INSTITUTIONS, ISSUES FOR BOARD CONSIDERATION FOR THE FUTURE AND CURRENT POLICY CONTEXT

- 12008 Nick Hillman of the Higher Education Policy Institute (HEPI) joined the meeting for item 2.1. The item was also observed by Kim Davies of the UCEM Marketing Team. The presentation slides were made available on the Trustee Portal. The presentation was also recorded.

- 12009 In his presentation, NH outlined his own background to the Board, then considered the current policy landscape for higher education, including the lack of a dedicated minister for higher education in the current administration, no voice representing the sector at Cabinet and no engagement with the sector, and the potential challenges ahead, which included the potential for cohort depletion, lifelong loan

entitlement, the focus on quality and the ongoing debate over in-person versus online education.

12010 Following the presentation, the Board discussed some of the issues raised. One area discussed was the potential for changes to apprenticeships funding, either with the current administration or with a Labour government in the more long-to-medium-term future. Also discussed was the potential for significant reductions in funding towards higher education (and how the sector will be able to resist this given its low profile in the current administration) and the potential/increasing demand from career changers later in life for whom higher education is not yet delivering and the policy context has not yet caught up.

12011 The Board recognised that whilst changes to the Levy funding of apprenticeships could be seen only as a risk given UCEM's increasing reliance on it, it might also be an opportunity. UCEM might, for example, campaign for liberalisation of the levy to allow it to be used for alternative but acceptable activities. NM offered to publish a paper in partnership with UCEM to influence this agenda in the coming quarter.

ACTION: Work with Nick Hillman to publish a joint paper on apprenticeship funding now and in the future. [AW/SB]

12012 The Board debated whether governing bodies are fit for purpose and to meet the expectations placed upon them. NH responded that it has taken some time for the sector to grasp the responsibilities placed upon the governing bodies, but the situation has improved. For example, recruitment of Governors is now carried out openly and fairly through robust recruitment processes.

12013 The Board also discussed the continued perception of online learning as a lesser provision. NH commented that online learning will become more and more natural to younger generations but that policy makers remain behind on this matter. NM also commented that UCEM should continue to work to get policy makers to better understand UCEM and its model of education, rather than to change its provision to suit what may be the transitory initiatives of a current administration.

12014 Redacted

12015 The Chair thanked Nick for his presentation and invited him to leave the meeting. Kim Davies also left the meeting.

12016 2.2) EDI – SUPPORTING STUDENTS – DISABILITY AND WELFARE UPDATE – HE SECTOR CHALLENGES

12017 Sophie Elliott, Director of Student Services, and Richard Higgins, Student Welfare Manager joined the meeting for item 2.2.

12018 SE and RH provided an overview of the current context for disability and welfare provision across higher education and at UCEM, specifically in follow-up to the Bristol/Natasha Abrahart ruling of earlier in 2022 (paper 2.2). They highlighted an increase in demand for welfare services across higher education in response to the case, the growing number of UCEM students requiring support (now around 15% of students) and the increasingly complex work of the UCEM team. They also outlined

the risks to UCEM in this area, which were focused on resource, staff skills / training and wider communications, understanding and visibility across all of UCEM.

- 12019 RH highlighted that UCEM's response to the risks is appropriate and measured. With a fully resourced team almost in place, the actions planned can be completed and updated processes can be fully defined and embedded into everyday practice. Some of the actions outlined include updating the Mental Health Strategy, increased staff training (autism and suicide prevention initially), improving VLE content and enhancing UCEM's alternative assessment provision.
- 12020 The Board of Trustees welcomed the update provided and were reassured on the approach UCEM is taking in meeting its responsibilities both in terms of support to students and overall risk management. The Board was also reassured that the Executive receives a quarterly Disability and Welfare Update at its meetings to retain oversight and wider communications are taking place to ensure all staff understand their responsibilities and accountabilities.
- 12021 The Board discussed the challenge for UCEM in providing the same level of service on disability and welfare for its students in need as other institutions given that most UCEM students are part-time remote, and the size of the Disability and Wellbeing Team, alongside increasing demand. The Board recognised that the update was more generally focussed on disability and welfare but that there are other associated matters which UCEM may also need to undertake further work on, such as Student Mental Health Charter and gender/sexual orientation. The Board also encouraged the experiences of the disability and welfare team to inform and change how UCEM teaches in the future and what proactive adjustments might be made.
- 12022 The Board **NOTED** the update provided and the ways in which UCEM is mitigating the associated risks to the institution.
- 12023 The Chair thanked Sophie and Richard and invited them to leave the meeting.

3) STUDENT AND STAFF FEEDBACK

12024 3.1) UCEM STUDENT EXPERIENCE

- 12025 Joe Orrell, the Student Trustee, provided the Student Experience update (see paper 3.1) focussed on UCEM's student communications.
- 12026 There are various modes of communication between UCEM, academics and students, some formal and some informal (without UCEM input, such a student WhatsApp groups). Some students regret the loss of face-to-face professional workshops on the apprenticeship programmes, which hampers a greater sense of community from developing. It was acknowledged that whilst the informality of the WhatsApp groups is their primary appeal, they can spread misinformation, and that VLE forums are not used enough as the alternative as they are not instant. There is sometimes reluctance to comment on formal forums, though some modules do have anonymous forums to address this concern. JO also reported that students would like some simplification of information on the VLE to make it easier to use. There is also potential for enhancement of the VLE, such as the careers pages, where UCEM might create a job hub and advertise job vacancies to its students.

- 12027 The Board **NOTED** the Student Trustee update report and feedback and thanked JO for his contribution to the meeting.

12028 3.2) UCEM STAFF EXPERIENCE

- 12029 Helen Edwards and Harps Kaur, Staff Trustees, provided the Staff Experience update, focused on feedback on the start of the new semester at UCEM (there was no paper 3.2 but slides were shared on screen and circulated on the Trustee Portal).
- 12030 HK reported that UCEM had an 87% response rate to its Employee Engagement Survey in June, with over 580 comments submitted and a 4.0 overall engagement score out of 5. The key issues raised in the survey were workload, team recognition / thanks and trust in senior leaders. There were gains in questions related to employee energy/focus, UCEM listening and action on feedback, and feeling safe. With regards to workload key comments related to retention of staff, systems and process development, a challenging recruitment market and the drive for institutional success as key components. UCEM had 13 leavers between July-September and is carrying 14 vacancies, though some key posts have been successfully recruited to and will have an impact in the near future. There were 10 new starters at UCEM since July with a further 6 about to join. HK highlighted the volumes of work being delivered and processed by UCEM teams but also outlined some of the positive staff initiatives that have been warmly welcomed over recent months.
- 12031 The Board queried how a 3% salary increase had been received given the increasing cost of living, which had been broadly positive given the widespread knowledge of the budget challenges UCEM has faced. In addition to the 3% increase for all staff, the pay award budget in 2022 has also included benchmarking uplifts and performance-based bonuses. There is also budget set aside for a Cost-of-Living Awards for those on the lowest salaries.
- 12032 The Board **NOTED** the Staff Trustee update report and thanked Helen and Harps for their contributions to the meeting.

4) MONITORING AND OVERSIGHT OF CX 9 TARGETS FOR 2022-23

12033 4.1) PRINCIPAL'S OVERVIEW OF PERFORMANCE AGAINST TARGETS 2022-23

- 12034 The UCEM progress update was provided by Ashley Wheaton (paper 4.1). The coloured RAG ratings in the report reflect the status of the objective at this first meeting of the 2022-23 financial year, providing the latest perspective on performance against the top level CX 9 goals for the year.
- 12035 AW thanked JEF for leading the institution during his leave of absence from May-September 2022. He reported that the institutional performance is largely green at this early stage of the academic year.
- 12036 The new student intake for autumn 2022 was reported as 980 vs a target of 850 and in comparison, to 860 in autumn 2021. This provides a position of strength going into the Spring recruitment period amid an unsettled external environment. The split of

new students is even between undergraduate and postgraduate and is approximately 50% apprenticeship students.

- 12037 Academic Review Committee will consider student success rates at their next meeting and the ongoing OfS agenda to measure quality and student outcomes. Student satisfaction rates are those reported in the NSS in July, but UCEM is now focussed on measuring satisfaction between apprenticeship and non-apprenticeship students which vary significantly.
- 12038 The Academic Board approved the academic case for the new MSc in Innovation in Sustainable Built Environment yesterday and work now commences on marketing the programme subject to validation which will commence with CoP27 in November 2022. This is UCEM's first unaccredited programme, but it will seek to align with apprenticeship standards in order to be a source of student funding. The Principal reported that his focus will be on raising profile for the programme externally in the coming year. The intended market is very different to UCEM's typical student body.
- 12039 UCEM has submitted its RICS reaccreditation documentation but there is no indication as to when it will be reviewed or confirmed.
- 12040 AW also reported that the Executive held a focussed discussion on financial resilience earlier in September. The meeting began work to understand UCEM's income and costs better, including where margin genuinely exists with each UCEM product. These have been broadly classified as cost of delivery, cost of non-discretionary regulatory compliance, overheads and pure discretionary. The Executive also generated ideas for how to grow UCEM and diversify UCEM income and for reducing costs which yielded 25 potential initiatives. These are being classified into short or long term, strategic or operational and financial impact. The short-term operational ideas will be set in motion as soon as possible, other more strategic ideas may require Board input and direction-setting, such as the pricing model / policy. This will all be discussed in detail at the November Finance Committee meeting.
- 12041 Finally, AW reported that discussions are ongoing about maintaining the benefits of the Deputy Principal running the institution operationally during part of this year in an enhanced Chief Operating Officer role. This will allow the Principal to focus on financial resilience, the UCEM Estates Strategy (Shinfield Grange and Horizons) and external promotion of UCEM as the world's most sustainable university with both industry/employers and higher education.
- 12042 The Board **NOTED** the overview of performance against the CX 9 goals for the 2022-23 year to date and the Principal's priorities for the year ahead.

12043 **4.2) RISK REVIEW AND UPDATE**

- 12044 Hannah Al-Katib, Director of Strategy and Planning joined the meeting for items 4.2 and 4.3.
- 12045 HAK presented a brief overview of the institutional approach to risk management and the role of the Audit Committee in oversight of this important area of work in terms of governance and the responsibilities of the Trustees (see paper 4.2). HAK

also outlined a new approach to risk management that is being adopted currently within UCEM.

- 12046 HAK reported that she is working with the Senior Leadership Team to refresh and revise the UCEM Risk Register, and this will be presented to Audit Committee in November 2022. HAK advised the Board that the key risks from a strategic perspective currently relate to recession in the UK and globally, political changes and potential for change to the apprenticeship levy funding. In terms of operational risk, the key risk of significance is IT systems and security failure, a risk which is being mitigated over the next quarter.
- 12047 The Chair of Audit Committee, Stephen Jackson, also provided the Board some reassurance that risk is well managed institutionally through the Audit Committee but that the changes to the register will mean it becomes a more dynamic and responsive risk management process. It was suggested UCEM might also look at its risk register through an 'opportunity' lens in the future too.
- 12048 The Board queried the institutional risk around staff retention and recruitment. This remains a closely monitored risk and work to mitigate has been undertaken this year to make UCEM a place of choice for work and to ensure staff feel valued.
- 12049 The Board **NOTED** the Risk Management update provided and that the Audit Committee continues to effectively monitor these matters in detail on behalf of the full Board and is seeking to make the risk management process more dynamic in the future.

12050 4.3) UCEM SUSTAINABILITY PROGRAMME – GLOBE UPDATE (INCLUDING EDI UPDATE)

- 12051 Hannah Al-Katib presented paper 4.3 to the Board which provided a full operational update on progress with the GLOBE programme since the last Board of Trustees meeting in July 2022. The update covered each strand of work within the programme and demonstrated the significant progress now being made.
- 12052 **Leadership and Governance** – Work has included the relaunch of UCEM's core purpose to include sustainability and the launch of training for all staff. Work has also commenced on the external sustainability strategy as part of increasing UCEM's profile and presence and articulation of UCEM's ambition to the wider world.
- 12053 **What we teach/the way we teach** – Work has focused on development of the new degree programme – an MSc in Innovation in Sustainable Built Environment – which will look and feel very different to UCEM's existing programme offering. The programme will not fit defined competency standards of accrediting bodies and is designed with flexibility and agility in mind. The academic case for the programme was approved at Academic Board yesterday and work now commences to prepare for validation in February 2023. Building interest in the programme and active marketing will commence in November to align with CoP27 (the United Nations Climate Convention). Further progress on CPD is anticipated in the next quarter but relies on a strategic decision around the purpose and goal of any such provision.
- 12054 **How we operate** – UCEM is commencing its scope 1,2 and 3 baseline audit with a partner assessor, which will then allow it to set out how it will reach net zero. The

Board queried whether UCEM students would be included in scope 3. Whilst this has yet to be determined, UCEM has agreed scope 3 will be 'as far as practical' but it will aim for net zero on scope and 2.

- 12055 **Who we influence** – This work is integral to the whole GLOBE programme and UCEM is finalising the business case for the Institute of Built Environment Sustainability.
- 12056 The Board noted that UCEM held a Sustainability Symposium last week, where its academic staff came together to develop a sense of community and to consider how UCEM will approach research in sustainability for the benefit of the industry. The energy and enthusiasm of UCEM's academic community towards this goal was evident.
- 12057 The Board **NOTED** the GLOBE programme update and welcomed the very clear progress made against the agreed plan.
- 12058 The chair thanked Hannah for her contributions and invited her to leave the meeting.

5) PROPERTY UPDATE

12059 5.1) SHINFIELD GRANGE UPDATE

- 12060 Alastair Martin provided a brief update on the latest developments with regards to Shinfield Grange (paper 5.1).
- 12061 **REDACTED**
- 12062 The Board **NOTED** the latest developments in the Shinfield Grange project and the next steps to be taken by the Property Working Group. The Board extended its thanks to the Property Working Group for their ongoing work.
- 12063 The Executive Team were invited to leave the meeting at the close of this item.

6) ANY OTHER BUSINESS

12064 6.1) UPDATES FROM SUB-COMMITTEES

- 12065 The Chair reminded Trustees that significant business is undertaken on behalf of the Board by its sub-committees. In recent years the work of the Committees has been reported to the Board but formal updates within the meetings have not been provided, which may mean decisions and actions on the Board behalf by the Committee has not been fully recognised or understood. As a result, the Board will from now on seek to place on the main Board agenda updates from the Chair of each committee that has sat since the last Board meeting.
- 12066 Stephen Jackson (on behalf of Kenny Miller) provided an update on the outcomes and decisions of the Academic Review Committee, held on 19th July 2022, as presented in the Executive Summary of the meeting at paper 6.1a. The Board **NOTED** that the key items discussed were: evaluation of Transform, scrutiny of UCEM progress on student progression and outcomes, EDI and widening participation, compliance and management of risk. On all these matters the Committee is satisfied

that UCEM's academic business is effectively managed with enhancing the student learning experience lying at the heart of all it does. The Committee also benefits greatly from external members perspectives and insights. The Board also **NOTED** that the full minutes of the meeting are available for reference on the Trustee Portal.

12067 Jane Fawkes (on behalf of Chris Turley) provided an update on the outcomes and decisions of the Nominations and Governance Committee, held on 8th September 2022, as presented in the Executive Summary of the meeting at paper 6.1b. The Board **NOTED** that the key items discussed were: trustee recruitment (on a significant scale currently), plans for a review of sub-committee membership and a Trustee skills survey, and the recommendation to make 5 Honorary and 4 Associate Fellowship awards this autumn (Board is approving at agenda item 8.6). The Board also **NOTED** that the full minutes of the meeting are available for reference on the Trustee Portal.

12068 Jane Fawkes left the meeting at the end of this update.

12069 Amanda Clack (on behalf of Jat Brainch who had to leave the meeting at 3.15pm) provided an update on the outcomes and decisions of the Remuneration Committee, held on 30th August 2022, as presented in the Executive Summary of the meeting at paper 6.1c. The Board **NOTED** that the key items discussed were: staff reward and benchmarking, Executive pay awards and the pay award for the Principal. AC confirmed that the Committee sought an appropriate balance of rewards in every case, particularly given UCEM charitable status, and benefitted from the advice of a new External Representative. The Board also **NOTED** that the full minutes of the meeting are available for reference on the Trustee Portal.

12070 **6.2) MATTERS FOR NOTING, APPROVAL AND REPORT**

12071 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).

12072 **6.3) THANK YOU AND GOODBYE TO GRANT ALEXANDER**

12073 The Chair asked that the Board's thanks to Grant Alexander, former Student Trustee, for his service as UCEM Student Trustee to be formally recorded that this meeting. A letter from the Board had been issued in July on receipt of his resignation. The Board wished Grant well in his future career and for the completion of his studies following a period of ill health.

12074 **6.4) ANY OTHER BUSINESS**

12075 AW recommended that the Board spends more time on the further development and refinement of its strategy next year to prepare for the second five years of the plan.

12076 There being no other items of business raised, the Chair thanked all Trustees for their participation in the meeting.

12077 **6.5) MEETING CLOSE**

- 12078 The Chair closed the meeting at 16.10pm and invited all Trustees present at Horizons to join a drinks reception in the Wells Break-Out Area in celebration of UCEM's award of Indefinite Degree Awarding Powers, a major institutional milestone.
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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.

7) EXTERNAL AND REGULATORY UPDATE

12079 7.1) OFFICE FOR STUDENTS CONDITIONS OF REGISTRATION COMPLIANCE REGISTER

- 12080 An update on the UCEM compliance register with OfS Conditions of Registration was provided at paper 7.1 and 7.1a.

- 12081 The Board **NOTED** the updated position regarding UCEM compliance with OFS conditions of registration (paper 7.1a), the summary of specific matters of note regarding ongoing compliance in paper 7.1, including that three conditions continue to be rated as amber in the log (Condition A1 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.

12082 7.2) UPDATE ON UCEM'S ACCESS AND PARTICIPATION PLAN VARIATION REQUEST

- 12083 The Board **NOTED** the changes made to UCEM's Access and Participation Plan in response to the OfS request to seek to vary its plan to address new priorities – as fully detailed in paper 7.2.

8) MATTERS FOR APPROVAL OR REPORT

12084 8.1) NATIONAL STUDENT SURVEY RESULTS

- 12085 The Board **NOTED** the National Student Survey 2022 summary results and data (paper 8.1) which the Academic Review Committee scrutinised in detail on behalf of the Board in July 2022.

12086 8.2) APPRENTICESHIP SELF-ASSESSMENT REPORT POSITION STATEMENT 3

- 12087 The Board **APPROVED** the final position statement for the 2021-22 funding year (paper 8.2) following Academic Board scrutiny on 13th September 2022.

12088 8.3) UCEM BOARD OF TRUSTEES TERMS OF REFERENCE

- 12089 The Board **APPROVED** the UCEM Board of Trustees Terms of Reference V14.01 (paper 8.3/8.3a) for finalisation and publication as the new V15.0.

ACTION: Finalise and publish the Board of Trustees Terms of Reference V15.0. [LH]

12090 **8.4) REMUNERATION COMMITTEE ANNUAL REPORT 2021-22**

12091 The Board **NOTED** the work undertaken by the Remuneration Committee in 2021-22 and **APPROVED** the Annual Report provided at paper 8.4.

12092 **8.5) NOMINATIONS AND GOVERNANCE COMMITTEE ANNUAL REPORT 2021-22**

12093 The Board **NOTED** the work undertaken by the Nominations and Governance Committee in 2021-22 and **APPROVED** the Annual Report provided at paper 8.5.

12094 **8.6) HONORARY AND ASSOCIATE FELLOWSHIP NOMINATIONS**

12095 The Board **APPROVED** the recommendations of the Nominations and Governance Committee to award Honorary Fellowships to five nominees (Karen Ching, Andrew Hynard, Bruce Boughton, Denys Kwan and Gary Yeung) and Associate Fellowships to four nominees (Lucy Gaitskell, Nella Pang, Phoebe Farrell and Ella Campbell).

ACTION: Inform all nominees of their award and induct them to the Honorary Awards Community. [LH/JEF]

9) OTHER MATTERS FOR NOTING ONLY

12096 **9.1) TRUSTEE CALENDAR**

12097 The Board **NOTED** paper 9.1 which summarised the Board and Committee dates for 2022 and 2023, outlining where there have been changes to the calendar since the last meeting.

12098 **9.2) REPORT ON HEALTH AND SAFETY**

12099 The Board **NOTED** the report on Health and Safety as presented at paper 9.2.

12100 **9.3) UCEM COMPLAINTS, APPEALS AND WHISTLEBLOWING REPORTS**

12101 The Board **NOTED** the data on complaints made to UCEM in Quarter 4 2021-22 as detailed in paper 9.3 and that none had been raised to OIA level.

12102 The Board **NOTED** the data on appeals cases in Quarter 4 2021-22 as detailed in paper 9.3.

12103 The Board **NOTED** that there had been no whistleblowing cases.

12104 **9.4) DATA PROTECTION REPORT**

12105 The Board **NOTED** the two minor information security breaches in the June - August 2022 period, and that there were no Data Subject Access Requests or third-party disclosures (paper 9.4). The Board **NOTED** that the overall rate of breaches remains

low there and that the annual Data Protection training round for all staff has been running during this quarter with some staff still yet to complete.

12106 **9.5) UPDATE FROM ACADEMIC BOARD**

12107 The Board **NOTED** that Executive Summary of the Academic Board meeting held on 13th September 2022.

12108 **9.6) UPDATED STAFF ORGANISATION CHART**

12109 An updated Senior Level UCEM staff organisational chart by department / SLT level was provided at paper 9.6 and **NOTED** by the Board.

Date of next meeting:

Thursday 1st December 2022

Meetings before 1st December 2022:

13th October 2022 – Property Award Luncheon

21st October 2022 – Remuneration Committee

9th November 2022 – Audit Committee

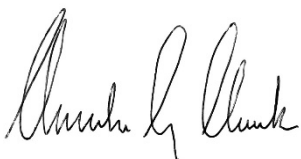
9th November 2022 – Joint Audit and Finance Committee

9th November 2022 – Finance Committee

21st November 2022 – Short Board Approval meeting

24th November 2022 – Quarterly Business Review

Signed:



Name:

Amanda Clack

Position:

Chair of the Board of Trustees

Date:

1st December 2022