# MEETING OF THE BOARD OF TRUSTEES
# 6 JULY 2023
## REDACTED MINUTES FOR PUBLICATION

A meeting of the Board of Trustees was held at Horizons, UCEM, 60 Queen's Road, Reading, RG1 4BS from 12.30-16.15pm on Thursday 6 July 2023.

| | | |
|---|---|---|
| Present: | Prof N Braisby (NB) | |
| | A Clack (AC) | (Chair) |
| | C Costigan (CC) | |
| | A Denton (AD) | (Student Trustee) |
| | J Hubert (JH) | (Staff Trustee) |
| | H Kaur (HK) | (Staff Trustee) |
| | Dr S Jackson (SJ) | (Vice Chair) |
| | Prof M Jones | |
| | A Martin (AM) | |
| | Prof K Miller (KM) | |
| | D O'Rourke (DOR) | |
| | J Orrell (JO) | (Student Trustee) |
| | G Ralphs (GR) | |
| | G Scott (GS) | (Honorary Treasurer) |
| | C Turley (CT) | |
| | A Wheaton (AW) | (Principal) |
| | | |
| In attendance: | H Al-Katib (HAK) items 2.3 and 3.3 only | (Director of Strategy and Planning) for |
| | S Bartle (SB) | (Executive Director Business Development & Apprenticeships) – for items up to end 3.6 |
| | L Downey (LD) | (VP Student and Registry Services) – for items up to end 3.6 |
| | J E Fawkes (JEF) | (Deputy Principal & University College Secretary) |
| | Dr W Finlay (WF) | (VP Education) – for items up to end 3.6 |
| | R Higgins (RH) | (Disability and Welfare Manager) for lunch and learn only |
| | L Hughes (LH) | (Clerk to the Board) |
| | T Mills (TM) | (Executive Director Finance) – for items up to end 4.1 |
| | R Powley (RP) | Board Apprentice |
| | M Salmon (MS) | (News Editor, Wonkhe) – for items up to end 2.1 |
| | A Williams (AWi) | (Executive Director Innovation & Partnerships) – for items up to end 3.6 |
| | A Youell (AY) | (Executive Director Digital and Regulation) – for items up to end 3.6 |

Apologies:        L B McMillan (LBM)        Board Apprentice
                           M von Tunzelman (MvT)

## LUNCH AND LEARN

### 12390        UCEM'S DISABILITY AND WELFARE SERVICE

12391        Prior to the formal meeting commencing, a lunch and learn session was held featuring a presentation by Richard Higgins (Disability and Welfare Manager) introducing the Board to the sector's priorities and how the UCEM Disability & Welfare Team are addressing them.  Furthermore, RH explained the planning and priorities for the team, shared new initiatives that the team are developing and/or are involved in and priorities for team development in terms of training and CPD to be able to extend UCEM's services. The slides were shared on the Trustee Portal.

12392        At the close of the presentation, there was discussion and questions from the Trustees. The Board was particularly concerned by the huge increase in numbers of students declaring disabilities in recent years, which now amounts to 12% of the UCEM student population, though this remains lower than many other HEIs who report around 20% on average. RH estimated there could be a further 5% of undeclared disabilities in the UCEM student population, though also acknowledged that the increase in numbers declaring is partly associated with initiatives to support students to be able to declare and secure support more easily than in the past. The Board queried whether UCEM is doing enough to support these students and it was noted that UCEM can always do more though does provides an exemplary service considering the size of the team. Greater collaboration with the education team at the outset of module builds would be one positive step to take, alongside greater access to assistive technologies – in a digital learning environment this would help keep students who are struggling better engaged. RH confirmed to the Board that in an ideal world students would self-identify with disability before they commence students, but referrals do take place once on programme, most often from Apprenticeship Outcomes Officers, rather than tutors. RH also informed the Board that training and support for the UCEM education team in disability and welfare services is being developed.

12393        At the close of the discussion, AW thanked RH and his team for all their work in this area, which has developed beyond recognition in the last few years.

## 1) GENERAL BOARD GOVERNANCE

### 12394        1.1) DECLARATION OF ANY CONFLICTS OF INTEREST

12395        There were no conflicts of interest reported.

### 12396        1.2) APOLOGIES FOR ABSENCE

12397        There were apologies for absence from Misa von Tunzelman and Laura Bell McMillan.

**12398**     **1.3) APPROVAL OF THE MINUTES OF THE MEETING HELD 30 MARCH 2023**

12399     The minutes and the proposed redactions of the Board of Trustees meeting held on 30 March 2023 (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.

**12400**     **1.4) MATTERS ARISING AND ACTIONS SUMMARY**

12401     The summary showing the outcomes of actions from the meeting held 30 March 2023 (paper 1.4) was taken as read with updates on listed actions duly **NOTED** (all actions were closed, noting that one EDI action, number 12312, requires further work). In addition, AC requested that all Trustees consider who in their networks might be encouraged to apply for a UCEM Trusteeship later this year and to provide their details to JEF. Several trustees come to the end of their terms of appointment over the next 12 months.

>     **ACTION:**     **Send names of potential Trustees from existing Trustee networks to JEF to encourage them to apply when recruitment opens for forthcoming Board vacancies in Autumn 2023. [ALL]**

**12402**     **1.5) TRUSTEE APPRAISALS PROCESS 2023**

12403     The Board was provided with an overview (paper 1.5) of the Trustee Appraisals Process planned for 2023.

12404     The Board **NOTED** the timescales for the process across summer 2023 and that the Executive will also be asked to contribute to the process by providing feedback. The Board further **NOTED** that the Chair and Vice Chair would share the workload associated with appraisals and that all appointments with them had now been successfully scheduled.

# 2) STRATEGIC DISCUSSIONS

**12405**     **2.1) WONKHE PRESENTATION – CURRENT CHALLENGES FOR HIGHER EDUCATION INSTITUTIONS**

12406     Michael Salmon, News Editor at Wonkhe joined the meeting to present to the Board on the current challenges for higher education institutions, the policy context and the potential impacts of a change of government on the higher education sector. His presentation slides were shared as paper 2.1 and focussed on regulation and its increasing burden on institutions, the prospect of a Labour Party government and the Lifelong Loan Entitlement.

12407     REDACTED

12408     The primary change anticipated within higher education in terms of a change of government to the Labour party in the medium-term future is with regard to the Apprenticeship Levy. Proposed changes to the Levy would allow employers to spend up to 50% of it on non-apprenticeship training, providing increased flexibility. It seems likely a Labour government would be friendlier on the regulatory front; it might also make minor changes to undergraduate fees; and it could become more

regional but nothing more substantial has as yet been reported. More information is anticipated at the Labour Party Conference in September.

12409    A major piece of legislation going through parliament currently concerns the Lifelong Loan Entitlement which would be introduced from 2025 if passed. It would provide four years of higher education fee loan eligibility to use flexibly across a lifetime in further and higher education. There are numerous issues to be resolved before it can be adopted though, including the costs to providers, maintenance, demand, regulation and credit transfer.

12410    The Board thanked MS for his presentation then held a Q&A with him. REDACTED The Board also discussed quality assurance and the shift towards risk-based regulation that uses outcomes to assess quality. MS reported that those quality inspections that have been completed to date have not been published due to legal objections. It was commented that celebration of success across the sector should be more commonplace and better encouraged by the OfS.

12411    The Board **NOTED** the current challenges in higher education and the wider political context facing the sector and thanked MS for his insightful contributions to the meeting.

12412    AC thanked MS and invited him to leave the meeting.

**12413**    **REDACTED**

12414    REDACTED

12415    REDACTED

12416    REDACTED

12417    REDACTED

12418    REDACTED

12419    REDACTED

12420    REDACTED

12421    REDACTED

**12422**    **2.3) STRATEGIC PLAN UPDATE**

12423    Hannah Al-Katib joined the meeting for item 2.3 to present an overview of UCEM's plans to develop the next phase of the Strategic Plan for 2025-30 for full Board consideration in September 2023. She presented an overview of the work that has taken place to date and outlined the timeline and processes towards development of the new plan (see paper 2.3).

12424    The Board was informed that the Executive had held a workshop to explore and re-test some of the areas of the long-term vision that should form the focus of the plan for the next five years. This included four workstreams to help define this next phase

of the strategic plan's delivery – Growth, Student Experience, People & Culture, and, Estate and Sustainable Operations. Principles to be tested during the development of the plan include:
REDACTED

12425    Some initial observations from the Board included:
- The need to focus on student outcomes more explicitly given the OfS regulatory focus in this area.
- The need to focus more on partnerships, influence and how external engagement can facilitate some of UCEM's aims.
- Offering more short courses in sustainability should be a priority.
- Ofsted outstanding should be a core part of the plan.
- Consider, as part of the people strategy, how a move to median pay can be achieved.
- If the decision is to not focus on international expansion, should the UCEM Asia Ltd entity remain in operation?

12426    AW concluded the discussion by reiterating that the plan is the next five-year stage of delivery of the agreed UCEM strategy and vision to become the Centre of Excellence for Built Environment Education. This overall strategy and vision will **not** change and the decision for this five-year period to not focus explicitly on some areas does not rule them out in totality. It simply means that in this phase of work, the existing team cannot achieve all elements of the overall vision; this would include not focusing on international **expansion**, though it does not mean that retention of existing international students and operations is not important, nor would it necessitate the closure of existing operations. AW also stressed that a core element of the next five years must be to evolve UCEM's people and culture into that of a medium-sized organisation (that looks very different to the institution UCEM was ten years ago) in order to maintain and grow its success further. This is a core enabling action which will allow the full ambition of later years to be realised.

12427    The Board **NOTED** the progress to date on the strategic plan 2025-30 and welcomed the key principles proposed by the Executive for further exploration ahead of the next Board meeting. The Board further **NOTED** that the next meeting in September 2023 would be an in-person meeting in London dedicated to developing the Board's thinking on the Strategic Plan for 2025-30.

12428    The Chair thanked HAK for her contribution and invited her to leave the meeting.

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

## **12429    3.1) PRINCIPAL'S OVERVIEW OF PERFORMANCE AGAINST TARGETS 2022-23**

12430    A 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 fourth meeting of the 2022-23 financial year, providing the latest perspective on performance against the top level CX9 goals for the year. The performance was considered positive for the year, with most targets having now been met.

12431    AW thanked the Executive for leading the strong performance reflected in the achievement of nearly all targets in the plan. AW reported that UCEM is bucking the

trend on new student recruitment, the driver for which is the development and maintenance of strong employer relationships by UCEM's Business Development Team. In addition, UCEM can now consider itself best in class on apprenticeships.

12432      AW reported that one of the most pleasing achievements of the year is the overall 87% student success rate, which was considered unattainable some years ago. The challenge is to now retain these new rates of achievement and replicate them on all modules (some modules remain below 87%). AW also reported that UCEM had delivered a financially solid year with a small surplus. In the future the focus will be on consolidating this into an increased margin and working to budget with confidence at the outset.

12433      The new MSc programme will commence in September 2023 and next year UCEM will work to develop more short courses on key sustainability topics. NSS results are expected to be published on 10 August 2023. The WP targets are focussed on the Access and Participation Plan metrics but UCEM's focus is broader than this as it seeks to influence the diversity of the built environment sector as a whole.

12434      The key recent update in the performance is that the June Employee Engagement Survey results returned an overall score of 4.2. Highlights in the scores include that 99% of staff understand their job role and 96% feel they can be themselves in their team because they feel safe and respected. There have been improvements in all categories since the last survey. It was acknowledged that high engagement brings high productivity.

12435      Stage one of GLOBE is now largely delivered and the INSPIRE events have been a key element of this in recent months. An event on apprenticeships was held in May, the outcomes report from which will be published in July, and an oversubscribed second event on sustainability will be held on 13 July 2023, with a high calibre of attendees.

12436      Finally, AW commented that the development of the UCEM Honorary Community in the last few years has been exceptional and now consists of a blend of young and upcoming talent alongside captains of industry and the old guard UCEM supporters. This diverse, talented and interesting community were in attendance at the annual luncheon on 9 June 2023. AW thanked JEF for this enhancement.

12437      The Board **NOTED** the overview of performance against the CX9 goals for the 2022-23 year to date which showed UCEM to be on track and thanked all the staff involved in delivering against these targets.

12438      AW commented on paper 3.1a which provided insights into UCEM's apprenticeship provision, which now amounts to 61% of total fee income, up 31% from five years ago. The paper outlined some risks and opportunities for UCEM in this provision given the institutional dependence on this source of funding. UCEM will seek to be agile to respond to these and will build on its strengths in apprenticeship provision by growing the portfolio.

**12439      3.2) EXTERNAL ENGAGEMENT ACTIVITIES**

12440      Ashley Wheaton provided an overview of external engagement activities and opportunities (paper 3.1), which was a core element of the objectives he was set by the Board for the 2022-23 year. REDACTED

12441   Opportunities include:
        REDACTED

12442   REDACTED

12443   The Board **NOTED** the substantial progress that has been made in external engagement and the opportunities which have been created as a result.

**12444    3.3) UCEM SUSTAINABILITY PROGRAMME – GLOBE UPDATE**

12445   Hannah Al-Katib re-joined the meeting to present paper 3.3 to the Board which provided an overview of progress to date in Stage 1 of the GLOBE programme and the plans for Stage 2 of GLOBE in 2023-24.

12446   HAK reported that the focus in 2022-23 had been development of the new MSc programme, the core CPD offering and to embed the principles of GLOBE across the institution and that this had broadly been delivered.

12447   The Board queried whether any planned income is associated with the first £500K of project spend and it was acknowledged that to date the work undertaken has not been income generating. HAK hopes to present more on income projections for the project to the Board in November 2023.

        **ACTION:        Present GLOBE income projections to the Board in November 2023. [HAK]**

12448   The Board **NOTED** the key achievements in delivery of Stage 1 of the GLOBE programme in the last year.

12449   The Board **NOTED** the planned activities for Stage 2 of the GLOBE programme.

12450   The Chair thanked HAK for her contribution and invited her to leave the meeting.

**12451    3.4/ BUDGET FOR 2023-24**

12452   Tim Mills presented a budget for 2023-24 set against the current income forecast and known costs (papers 3.4, 3.4a and 3.4b). This budget was reviewed and scrutinised in detail by the Finance Committee on 15 June 2023 and is presented to the Board for approval with the Committee's endorsement.

12453   TM reported that the budget presented includes a surplus before BCP costs for the first time, REDACTED, and an overall surplus of £35K after projects. The budget also allows for essential technology investments (still estimates currently). The budget was built with confidence and will challenge UCEM in a positive way over the year. The introduction of Anaplan made the budgeting process smoother for all staff. REDACTED. Finally, TM also advised the Board that the adjustments for End Point Assessment calculations have been factored into the budget.

12454   GS, the Honorary Treasurer, recommended the budget for Board approval as robust and confident. 10% income growth is considered sufficiently stretching in the current market conditions and given UCEM's limited ability to impact income on its

existing portfolio of products. To grow further new revenue sources will be essential in the future. Finally, GS also commented that the EPA calculation adjustment carries a cash drag on the institution which will take some years to overcome and may bring about a negative cash flow position which might limit UCEM's ability to make strategic investments for the future. This highlights the importance of delivering against the financial resilience project objectives.

12455       REDACTED

12456       The Board also commented on whether the digital investments proposed will be sufficient to bring about the necessary institutional change and increase productivity. The Board also commented on future growth and the importance of retaining reserves at an appropriate level to the institution's size. Given that income from current products will plateau, and this could be sooner than expected, investment to create new revenue streams is essential and will be a core part of the strategy discussions to be held in September.

12457       The Board **APPROVED** the proposed budget for 2023-24 as presented, REDACTED. The Board **AGREED** that this approval is still subject to finalisation of the GLOBE stage 2 budget which has yet to be presented for consideration.

**12458**       **3.5/ PLANNING AND INSTITUTIONAL KPIs 2023-24**

12459       Jane Fawkes presented the draft institutional KPIs for 2023-24 – the CX9 – alongside a timeline of activities for 2023-25 (paper 3.5). The documents were put together by the Senior Leadership Team with challenge and refinement from the Executive. One major focus within the year ahead is the revalidation of all undergraduate programmes, alongside the continued development of depth in the UCEM offer. The theme for the year will remain *simplify*.

12460       The Board **APPROVED** the CX9 institutional KPIs for 2023-24 as presented.

**12461**       **3.6/ CYBER SECURITY**

12462       Andy Youell presented a paper on the institutional risks around cyber security and the ways in which UCEM is mitigating against these risks (paper 3.5). The Board requested UCEM provided a review of the risks at a previous meeting and was advised that the Audit Committee had considered this in greater detail on behalf of the Board at their meeting in June 2023.

12463       AY highlighted the threat landscape and the mitigations being made. Higher Education Institutions are one of the most significant targets for cyber criminals. UCEM is following all industry standard best practice. UCEM is rolling out multi-factor authentication across the entire user estate. UCEM is also recruiting for a Director of Technology currently. Overall, the risks are being taken seriously by the institution and the Audit Committee was reassured by the work underway at UCEM. It was recommended that UCEM reviews itself against the list of known exploited vulnerabilities catalogue published by CISA (the US-based Cybersecurity and Infrastructure Security Agency). UCEM also plans to undertake its annual test of disaster processes in the coming weeks.

12464      The Board **NOTED** the issues raised around cyber security threats and the actions that are being taken to address and mitigate against them at UCEM.

12465      The Chair invited members of the Executive to leave the meeting at the close of this item, excepting TM who stayed for item 4.

## 4) REDACTED

**12466**      **REDACTED**

12467      REDACTED

12468      REDACTED

12469      REDACTED

12470      REDACTED

12471      REDACTED

12472      REDACTED

12473      REDACTED

12474      REDACTED

12475      REDACTED

      **ACTION:**

12478      REDACTED

12479      The Chair invited TM to depart the meeting at the conclusion of this item.

## 5) ANY OTHER BUSINESS

**12480**      **5.1) EXECUTIVE SUMMARIES FROM SUB-COMMITTEES**

12481      AC reminded Trustees that significant business is undertaken on behalf of the Board by its sub-committees and that it is important for the Board to understand the business discussed and the decisions taken, in order to not revisit all matters in the Board itself. Chairs of each Sub-Committee that have sat since the last meeting of the Board in March 2023 were invited to provide an overview of the outcomes of those meetings to the Board.

12482      SJ provided an update on the outcomes and decisions of the Audit Committee, held 8 June 2023, as presented in the Executive Summary of the meeting at paper 5.1a. The Board **NOTED** that the key items discussed (outside of those already considered during this meeting) were: the Committee is risk focussed, reviewing the Risk Register at every meeting but also focussing discussions and audit work around key institutional risks, and Hannah Al-Katib was praised for her work in supporting this

more dynamic approach; there is only one red item on the Risk Register currently (USS pension uncertainty); and, the outcomes of a review into UCEM's ethical risks. The Board also **NOTED** that the full minutes of the meeting are available for reference on the Trustee Portal.

12483     The Board **NOTED** that the Committee Chairmanship will pass from Stephen Jackson to Chris Costigan before the next meeting and thanked SJ for his role in establishing the Committee from its inception in 2017 and chairing it since then.

12484     GS provided an update on the outcomes and decisions of the Finance Committee, held 15 June 2023, as presented in the Executive Summary of the meeting at paper 5.1b. The Board **NOTED** that the key items discussed (outside of those already considered during this meeting) were: the April YTD management accounts and cashflow (£173K surplus forecast); approval of annual fee changes; the introduction of apprenticeship additional fees above the fee cap; financial resilience; approval of a new Treasury Management Policy; and, approval to close UCEM Courses Ltd. The Board also **NOTED** that the full minutes of the meeting are available for reference on the Trustee Portal.

12485     CT provided an update on the ongoing work of the Nominations and Governance Committee. A planned meeting for May 2023 was cancelled and a progress update issued to the Committee, as presented in the Executive Summary of the meeting at paper 5.1c. The Board **NOTED** that the key item included in the update (outside of those already considered during this meeting) was the invitation to Trustees to consider key contacts in their networks who might be encouraged to apply for Trusteeships with UCEM. JEF agreed to circulate the Skills Matrix / Skills Gap Analysis to support this. It was also suggested JEF considers a UCEM policy on potential returning Trustees.

          **ACTION:**          **Circulate UCEM Skills Matrix/Gap Analysis to Trustees to support a review of their networks for potential candidates to apply for UCEM trusteeships given the high volume of Board turnover in 2024. [JEF]**

**12486**     **5.2) MATTERS FOR NOTING, APPROVAL AND REPORT**

12487     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).

12488     The Board **NOTED** the significant work undertaken to prepare the Access and Participation Plan and that the Academic Review Committee would review the plan in detail on behalf of the Board on 18 July 2023.

**12489**     **5.3) ANY OTHER BUSINESS**

12490     AC thanked the wider UCEM team, and HK in particular, for their work to put on Graduation on 30 June and 1 July. AC commented that the ceremonies went extremely well, and it was fantastic to see so many happy families and graduates. AC encouraged all trustees to attend the ceremonies during their tenure.

| 12491 | AC reminded trustees to please complete the Register of Interests forms for 2023 which were emailed out on 23 June 2023 with a deadline to return them of 7 July 2023. |

12492    AC expressed the Board's thanks and sincere farewell to Joe Orrell who completed his term as Student Trustee at the close of this meeting. The Board wished JO well in all his future endeavours and in return JO thanked the Board for the privilege of working with them over the last year.

12493    AC presented a small gift from the Board of Trustees to Rebekah Powley who will be getting married on 30 July 2023.

12494    AC informed the Board that Laura Bell McMillan had safely delivered a baby girl, Maisie, on Sunday 2 July and advised that the Board would be sending a congratulatory gift to her this week.

12495    There being no other items of business raised, AC thanked all Trustees for their participation in the meeting.

**12496**    **5.4) MEETING CLOSE**

12497    AC closed the meeting at 16.25pm and invited all Trustees present to stay on for afternoon tea to meet with UCEM staff working in Horizons this day.

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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.

# 6) EXTERNAL AND REGULATORY UPDATE

**12498**    **6.1) ACCESS AND PARTICIPATION PLAN**

12499    The draft UCEM Access and Participation Plan 2024-2028 was provided at paper 6.1 and 6.1a/ 6.1b. The Board **NOTED** that the plan had been reviewed and approved by the Widening Participation Project Board, the Academic Board and the Executive before proceeding to Board of Trustees.

12500    The Board **APPROVED** the new Access and Participation Plan 2024-25-2027-28 for submission to the Office for Students on 14 July 2023.

**12501**    **6.2) OFFICE FOR STUDENTS CONDITIONS OF REGISTRATION COMPLIANCE REGISTER**

12502    An update on the UCEM compliance register with OfS Conditions of Registration was provided at paper 6.2, 6.2a and 6.2b.

12503    The Board **NOTED** the updated position regarding UCEM compliance with OFS conditions of registration (paper 6.2a) and the summary of specific matters of note regarding ongoing compliance in papers 6.2 and 6.2b.

## 7) MATTERS FOR APPROVAL OR REPORT

**12504**     **7.1) STAFF TRUSTEES REPORT**

12505     The Board **NOTED** the Staff Trustees update report and specifically the ongoing work from the Employee Engagement surveys. The Board also **NOTED** that the full results of the summer 2023 Employee Engagement Survey are due in mid-July.

**12506**     **7.2) STUDENT TRUSTEES REPORT**

12507     The Board **NOTED** the student feedback provided in paper 7.2.

**12508**     **7.3) AUDIT STRATEGY MEMORANDUM**

12509     The Board **APPROVED** the fee and approach to the 2023 Audit as endorsed by the Audit Committee following full consideration at its meeting on 8 June 2023.

**12510**     **7.4) ACADEMIC REPORTS**

12511     The Board **APPROVED** the Ofsted Self-Assessment Position Statement 2 Report 2022-23 (paper 7.4a) following Academic Board scrutiny on 5 June 2023.

12512     The Board **NOTED** the Executive Summary of the Academic Board meeting held 5 June 2023 (paper 7.4b).

12513     The Board **APPROVED** the Degree Outcomes Statement for 2021-22 (paper 7.4c).

12514     The Board **NOTED** the decision of the Honorary Degrees Panel and the Academic Board to make six awards in 2023.

**12515**     **7.5) UCEM ANTI-BRIBERY POLICY**

12516     The Board **APPROVED** the UCEM Anti-Bribery Policy minor amendments as provided at paper 7.5.

**12517**     **7.6) UCEM BOARD CONFLICTS OF INTEREST POLICY**

12518     The Board **RE-APPROVED** the UCEM Board Conflicts of Interest Policy with no amendments as provided at paper 7.6.

**12519**     **7.7) UCEM EXTERNAL SPEAKER POLICY**

12520     The Board **APPROVED** the UCEM External Speaker Policy minor amendments as provided at paper 7.7 and noting that the policy is primarily in place for regulatory compliance with OfS in England and therefore does not apply to Hong Kong.

## 8) OTHER MATTERS FOR NOTING ONLY

**12521**     **8.1) TRUSTEE CALENDAR**

12522        The Board **NOTED** paper 8.1 which summarised the Board and Committee dates for 2023 and 2024.

**12523**        **8.2) REPORT ON HEALTH AND SAFETY**

12524        The Board **NOTED** the quarterly report on Health and Safety.

**12525**        **8.3) UCEM COMPLAINTS, APPEALS AND WHISTLEBLOWING REPORT**

12526        The Board **NOTED** the data on complaints made to UCEM in Quarter 3 2022-23 as detailed in paper 8.3 and that none had been raised to OIA level.

12527        The Board **NOTED** the data on appeals cases in Quarter 3 2022-23 as detailed in paper 8.3. REDACTED

12528        The Board **NOTED** that there had been no whistleblowing cases.

**12529**        **8.4) DATA PROTECTION REPORT**

12530        The Board **NOTED** the four minor data protection breaches in the March – May 2023 period, and that there were no Data Subject Access Requests or third-party disclosures (paper 8.4). The Board **NOTED** that the overall rate of breaches remains low there and that there is a high level of awareness around the need for containment and reporting.

**12531**        **8.5) UPDATED STAFF ORGANISATION CHART**

12532        An updated Senior Level UCEM staff organisational chart by department / SLT level was provided at paper 8.5 and **NOTED** by the Board.

**Date of next meeting:**
Wednesday 27 September 2023, London

**Meetings before 27 September 2023:**
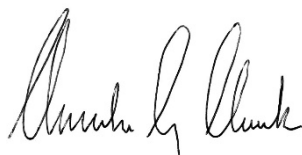18 July 2023 – Academic Review Committee
July and August 2023 – Trustee Appraisals
24 August 2023 – Quarterly Business Review
6 September 2023 – Nominations & Governance Committee
7 September 2023 – Remuneration Committee

Signed:

Name:        Amanda Clack

Position:        Chair of the Board of Trustees

Date:        27 September 2023