

**MEETING OF THE BOARD OF TRUSTEES  
30 NOVEMBER 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 30 November 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)	(from item 3.2 only)
	Prof K Miller (KM)	
	D O’Rourke (DOR)	
	G Scott (GS)	(Honorary Treasurer)
	C Turley (CT)	
	A Wheaton (AW)	(Principal)
In attendance:	H Al-Katib (HAK)	(Director of Strategy and Planning) for
	item 4.1 only	
	C Augustine (CA)	Board Apprentice Designate
	S Bartle (SB)	(Executive Director Business Development & Apprenticeships)
	M Bonser (MB)	(Director of Business Development) for
		item 2 and the Lunch and Learn only
	L Comley (LC)	(Senior Business Development Executive)
		for Lunch and Learn only
	K Davies (KDa)	(Head of Marketing Communications & Brand) for item 1.8 only
	K Deakin (KDe)	(Director of Apprenticeships) for item 2
		only
	L Downey (LD)	(VP Student and Registry Services)
	J E Fawkes (JEF)	(Deputy Principal & University College Secretary)
	Dr W Finlay (WF)	(VP Education)
	L Gaitskell (LG)	Board Apprentice Designate
	L Hughes (LH)	(Clerk to the Board)
	J Kerr (JK)	(Director of Finance Operations) for item
		4.4 only
	L B McMillan (LBM)	Board Apprentice
	R Powley (RP)	Board Apprentice

R Kerslake (RK)	Independent Trustee Designate (from item 3.1 only)
A Williams (AWi)	(Executive Director Innovation & Partnerships)
A Youell (AY)	(Executive Director Digital and Regulation)

Apologies: G Ralphs (GR)  
M von Tunzelman (MvT)

## LUNCH AND LEARN

### **12648 UCEM'S BUSINESS DEVELOPMENT TEAM AND EMPLOYER ENGAGEMENT**

12649 Prior to the formal meeting commencing, a lunch and learn session was held featuring a presentation by Meryl Bonser and Louise Comley of the Business Development Team introducing how the team works with employers. The slide deck was shared on the Trustee Portal. Within the presentation, MB/LC highlighted the importance of UCEM's top customers to the institution (top 4 alone provide £3.4M of whole life revenue to UCEM) and the volume of students delivered to the institution through the work of the team. As a result, a lot of the focus of the team is on client management as a partnership and as a trusted intermediary, not as a transactional relationship. The presentation also outlined the stages of employer engagement the team provide throughout the student lifecycle with UCEM. The presentation concluded with two key points – UCEM is the only provider to offer this level of service to the big employers (UCEM has not lost a top client in ten years), and that early insight indicates autumn 2024 starts will be fewer due to the market conditions..

12650 At the close of the presentation, there was discussion and questions from the Trustees. The Trustees expressed their gratitude for the work of the team and offered their support wherever they can. The Board queried whether UCEM has reach market saturation, but MB stressed that the team's coverage is not yet fully comprehensive, particularly where it concerns the smaller firms who are harder to reach and carry a higher cost of sale. New products and integrated End Point Assessments will help UCEM to gain market share but there is an inevitable downturn ahead with UCEM's current customer base given market conditions. Alongside this the team will need to evolve so it can reach into wholly new customer markets for some of the new products planned. MB also commented that while UCEM did not secure a large cohort for its first MSc Innovation in Sustainable Built Environments, the new Level 7 sustainability apprenticeship is attracting a lot of interest already.

12651 At the close of the discussion, AW thanked MB and her team for all their work in this area, which has developed beyond recognition in the last few years and will continue to evolve further to meet UCEM's growth ambitions. MB and LC then left the meeting.

## 1) GENERAL BOARD GOVERNANCE

### **12652 1.1) DECLARATION OF ANY CONFLICTS OF INTEREST**

12653 There were no conflicts of interest reported.

**12654** **1.2) APOLOGIES FOR ABSENCE**

12655 There were apologies for absence from Misa von Tunzelman and Gareth Ralphs. Planned late arrivals by Alastair Martin and Ros Kerslake were noted.

**12656** **1.3) ANNUAL LOYAL GREETINGS TO THEIR MAJESTIES KING CHARLES AND QUEEN CAMILLA**

12657 The Chair proposed that the University College of Estate Management extend its annual loyal greetings from the Board to Their Majesties King Charles and Queen Camilla in hope that they continue to enjoy good health and happiness. This motion will be sent by letter from the Board within the next week.

**ACTION: Write letter to Their Majesties King Charles and Queen Camilla extending annual Loyal Greetings from the UCEM Board of Trustees. [LH]**

12658 The Board **NOTED** that there has still been no formal communication regarding ongoing patronage by His Majesty King Charles.

**12659** **1.4) APPROVAL OF THE MINUTES OF THE MEETING HELD 27 SEPTEMBER 2023**

12660 The minutes and the proposed redactions of the Board of Trustees meeting held on 27 September 2023 (as provided at paper 1.4) were **APPROVED** as a true record and signed by the Chair. They will be published on the UCEM Governance webpage.

**12661** **1.5) APPROVAL OF THE MINUTES OF THE MEETING HELD 17 NOVEMBER 2023**

12662 The minutes and the proposed redactions of the Board of Trustees meeting held on 17 November 2023 (as provided at paper 1.5) were **APPROVED** as a true record and signed by the Vice Chair. They will be published on the UCEM Governance webpage.

**12663** **1.6) MATTERS ARISING AND ACTIONS SUMMARY**

12664 The summary showing the outcomes of actions from the meeting held 27 September 2023 (paper 1.6) was taken as read with updates on listed actions duly **NOTED**. Those actions still ongoing are scheduling of a Board discussion on future viability of the UCEM Asia Ltd (though it was noted the Audit Committee had recently reviewed risk in this area) and the Globe budget and income projections (which could not be presented at this meeting due to the absence of the Executive Director Finance during October and November).

**12665** **1.7) BOARD RECRUITMENT UPDATE AND APPOINTMENTS**

12666 Chrystal Augustine and Lucy Gaitskell were invited to leave the meeting room for this item.

- 12667 As per paper 1.7, the Board **NOTED** the recruitment process held during autumn 2023 for an Independent Trustee and **APPROVED** the appointment of Ros Kerlake CBE for an initial three-year term of office from 1 December 2023 as UCEM Independent Trustee.
- 12668 The Board **NOTED** the recruitment process held during summer and autumn 2023 for new Board Apprentices and **APPROVED** the appointments of Lucy Gaitskell and Chrystal Augustine for two-year terms of office from 1 December 2023 as Board Apprentices. The Board further **NOTED** that Dominic O'Rourke and Michelle Jones had agreed to be mentors to the new Board Apprentices.
- 12669 The Board **NOTED** the need to continue recruitment activities in the New Year for further Independent Trustees, a Staff Trustee and an External Representative on the Audit Committee.
- 12670 The Chair welcomed CA and LG back into the meeting, congratulated them upon their appointments and gave them an opportunity to briefly introduce themselves to the Board.
- 12671** **1.8) REDACTED**
- 12672 Kim Davies joined the meeting for item 1.8 to present with Jane Fawkes **REDACTED** (see paper 1.8).
- 12673 **REDACTED**
- 12674 **REDACTED**
- 12675 **REDACTED**
- 12676 The Board suggested it would also be useful to have an update and discussion on Artificial Intelligence at a 2024 meeting given its predominance everywhere and potential for significant impact.
- ACTION: Schedule a Board discussion on the opportunities and risks for the institution regarding Artificial Intelligence. [JEF]**
- 12677 **REDACTED**
- 12678 The Chair thanked KDa for her contributions and invited her to leave the meeting.

## **2) STRATEGIC DISCUSSIONS**

- 12679 The Board welcomed Meryl Bonser and Kate Deakin to the meeting for item 2 – the strategic discussions.
- 12680** **2.1) REDACTED**
- 12681 **REDACTED**
- 12682 **REDACTED**

12683 REDACTED

12684 REDACTED

12685 The Board welcomed and **NOTED** the planned new academic programmes and apprenticeships in the coming years which are a significant component of broadening UCEM's offer towards becoming the Centre of Excellence for Built Environment Education and offered their full support.

**12686 2.2) EVOLUTION OF THE BUSINESS DEVELOPMENT TEAM**

12687 Meryl Bonser updated the Board on how the Business Development Team will need to evolve to meet UCEM's future needs and growth ambitions (see paper 2.2). The approach will be to gradually increase the size of the BD team as new products are launched though suitable recruitment is a challenge currently as a very specific type of person is required for the roles; and recruitment must be balanced against the capacity of the existing team to remain focussed on their own roles through the onboarding. The Board offered to support and share the adverts through their own networks. It was also recognised that B2C growth will also be essential for the new products and not just B2B.

12688 The Board **NOTED** the evolution required in the Business Development Team in the coming years and were supportive of investment in this area to develop UCEM's reach.

**12689 2.3) END POINT ASSESSMENT AND UPDATE ON ON-GOING DISCUSSIONS WITH RICS**

12690 Kate Deakin presented an overview of UCEM's ongoing discussions with RICS around End Point Assessment completion rates (see paper 2.3). This is a performance metric as measured by the ESFA as part of their new Accountability Framework. UCEM's challenge with the QAR is not related to withdrawal from the programme, academic failure or non-completion of the degree, it relates to timeliness of apprentices reaching and sitting the End Point Assessment within the required time frame. Ensuring students progress to sit this EPA is largely outside of UCEM control and is impacted by employer decisions to put their apprentices forward for the EPA and by the RICS capacity. RICS is the only EPA for the Chartered Surveyor programme, there are only two assessment windows annually. Currently there is insufficient capacity at each window to meet demand (lack of assessors).

12691 REDACTED

12692 REDACTED

12693 The Board **NOTED** the progress to date in discussions with RICS on End Point Assessment and Qualification Achievement Rates. The Board offered its full support in ensuring that wherever Trustees have conversations with relevant external stakeholders they will continue to emphasise how important it is to implement the solutions outlined by KDe and to reduce barriers to EPA.

- 12694 The Chair thanked MB and KDe for their contributions and invited them to leave the meeting.
- 12695 The Chair welcomed Ros Kerslake to the meeting and to the Board of Trustees following her appointment at item 1.7.

### **3) STUDENT AND STAFF FEEDBACK**

#### **12696            3.1) UCEM STUDENT TRUSTEE REPORT**

- 12697 Adam Denton, the Student Trustee, provided the Student Trustee report (see paper 3.1) focussed on students' ability to access support using UCEM's systems. The feedback focussed on the need to separate the community and academic areas of the VLE portal and the suitability of systems to meet students needs and to self-serve. The feedback was collected from student representatives. The aim overall is to build a sense of community and optimise how UCEM students' study.
- 12698 LD, as the Executive sponsor of this improvement project, commented that the enhancements are intended to have a positive impact on NSS scores and to make student support accessible and timely, with ease of use a core component. The aim is to complete the project for the autumn 2025 semester, and it will involve a new case management system.
- 12699 The Board **NOTED** the Student Trustee update report and feedback and thanked AD for his contribution to the meeting.

#### **12700            3.2) UCEM STAFF EXPERIENCE**

- 12701 Alastair Martin joined the meeting at the start of item 3.2.
- 12702 Jon Hubert and Harps Kaur, Staff Trustees, provided the Staff Trustee update, focused on the culture of sustainability and increasing staff engagement in this important area of UCEM ambition (paper 3.2). An annual survey was introduced in September 2023 to secure baseline data in staff engagement with sustainability initiatives and their own behaviour with regards to sustainability. Some interesting data points were highlighted, such as 86% of staff believe travelling sustainably is important yet only 42% currently do so. This shows that initiatives need to be affordable and achievable to secure engagement. Staff also expressed some concerns about ability to engage fully with the sustainability initiatives given existing workloads. UCEM has devised a calendar of events for the year to increase staff engagement, which started with paper-free November. The programme also includes Earth Hour in March 2024 and net zero training in June 2024.
- 12703 The Staff Trustees also reported that UCEM has appointed Sustainability Champions within every team at UCEM. Sustainability also continues to be fully embedded into UCEM teaching and learning, with all modules having been mapped against the United Nations Sustainable Development Goals. The aim is to develop a culture of sustainability that is simply what UCEM does and who UCEM is.

12704 The Board **NOTED** the Staff Trustee report and welcomed the impressive programme to build a culture of sustainability institutionally. The Chair thanked JH / HK for their contributions to the meeting.

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

##### **12705 4.1) PRINCIPAL'S OVERVIEW OF PERFORMANCE AGAINST TARGETS 2023-24**

12706 A 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 second meeting of the 2023-24 financial year, providing the latest perspective on performance against the top level CX9 goals for the year. The performance was considered positive overall for the year to date.

12707 **REDACTED**

12708 **REDACTED**

12709 AW reported that UCEM had exceeded its reach targets for the autumn semester. The majority of new students are studying on apprenticeship programmes. UCEM has also achieved its student outcomes targets for the Spring semester with its best ever result. UCEM students are achieving at all levels now with 87% overall. UCEM's revalidation programme will seek to find further improvements. The long-term impact of these improvements should be progressively seen within the institution's financial results.

12710 UCEM's finances at month three for the year are in good shape with over performance on income and under spend on costs. This means UCEM can absorb the EPA adjustments required by the Auditors without impacting overall performance for the year to date.

12711 AW reported that the IT recovery programmes is on track and a more comprehensive update can be provided at the next meeting. The Executive will provide a further update on professional training/CPD/short courses in early 2024 as the strategy for this is being developed and will be discussed by the team in December 2023.

**ACTION: Schedule Board discussions on IT recovery programme and professional training/CPD strategy. [JEF]**

12712 The NSS survey will re-open for respondents in January 2024 and UCEM continues to strive for improvements in student satisfaction scores. The Executive Team approved the UCEM Widening Participation Strategy in November 2023, and the Access and Participation Plan 2024-2028 was signed off by the OfS in October. The next iteration of the Employee Engagement Survey was opened to staff on Monday 27 November and closes on 8 December 2023 with headlines results due before Christmas.

12713 Finally, AW highlighted to the Board that the EPA target within the CX9 is flawed and that the Executive will be replacing this with a more meaningful Regulatory target related to Qualification Achievement Rates.

12714 The Board asked to see more information on the business case work prepared for the various new products UCEM is planning to launch. It was agreed that sharing of forecast student numbers and income for new programmes would be shared when additional financial analysis had been completed.

**ACTION: Share forecast student numbers and income for UCEM's new products with the Board when financial analysis is complete. [AW/SB]**

12715 The Board **NOTED** the overview of performance against the CX9 goals for the 2023-24 year to date which showed a positive start to the year and that UCEM is on track currently. The Board thanked all the staff involved in delivering against these targets.

#### **12716 4.2) DEVELOPMENT OF THE NEW STRATEGIC PLAN 2025-2030**

12717 Hannah Al-Katib joined the meeting to present paper 4.2 which provided an overview of next steps towards agreement of the final Strategic Plan for 2025-30 following the discussions and agreements at the last meeting of the Board in September 2023.

12718 Paper 4.2 outlined the key decisions made by the Board in September and gave an indication of the Strategic Plan content based on those. There will be no significant adjustment to the CX Strategy overall. There will be five areas of focus – operational optimisation, introduction of short courses, additional academic courses, applied research, and partnership / collaborations. A strategy map has been developed to show how these areas of focus map to the CX Strategic themes. The aim is to show fully developed detail for each of these areas in draft to the Board in April 2024 for final approval in July 2024.

12719 The Board suggested international students could remain a target for UCEM given that the UK market and price point is static and declining, even if UCEM is not actively entering other geographies for provision in the period. AW confirmed that whilst there is no appetite to spin up new programmes for international students to attend face to face, UCEM is adopting a new pricing policy for new international students where they are charged the full registration fee for the first semester up front.  
**REDACTED**

12720 The Board also queried where technology featured in the plan given the discussions during the last meeting. AW confirmed that it is embedded throughout as a cross-cutting theme and certainly within the productivity agenda as an enabler to be better, faster, more cost-effective, higher quality etc.

12721 The Board also discussed where and how UCEM will consider the impacts of changes in the political context within the plan. HAK confirmed this was reviewed in the PESTLE work that was undertaken. The focus will be to ensure the plan is sufficiently agile to allow UCEM to respond flexibly to whatever changes come about in the broader external landscape. UCEM is also working on the annual planning cycle currently and PESTLE / SWOT analysis work will feature in this to assess risks and opportunities. Apprenticeships are looked on favourably by all political parties which places UCEM in a less risky position whatever the outcome of a General Election. The Board would like to see a sensitivity analysis of the political movements and policies and where they would be both positive and negative to UCEM.



**ACTION: Provide a sensitivity analysis of the political landscape relative to UCEM for consideration at the next Board meeting when the draft strategy is discussed. [HAK]**

12723 UCEM hopes to forge many interesting partnerships in the future, potentially even as mergers or acquisitions. REDACTED.

12724 The Board **NOTED** the decisions confirmed following the September Strategy discussions and the timeline proposed for completion of the final Strategic Plan 2025-2030 through early 2024.

12725 The Chair thanked HAK for her contribution and invited her to leave the meeting.

#### **12726 4.3) EQUALITY DIVERSITY AND INCLUSION UPDATE**

12727 Lynne Downey presented paper 4.3 to the Board which provided a full overview of all activity in 2023 relative to EDI, including the outcomes of an internal EDI workshop held in March 2023 with the Lead Trustee for EDI, Misa von Tunzelman. Overall, LD reported that EDI is now embedding institution-wide and is integrated into curriculum design and revalidation processes. For this reason, the paper also proposed the removal of the EDI strategy approved in 2020 and the introduction of an EDI Commitment Statement, with an associated action plan, to support this institution-wide, holistic approach.

12728 The Board welcomed the approach but queried whether the ambition within the statement was sufficient – it felt comfortable and that UCEM would ‘try’ rather than be emphatic and activist about this agenda. The Board offered to sign the final statement once it has been enhanced to show the high-level institutional commitment to leading the way in this field within the sector as a whole and within the institution itself. The scope of the activities in the document should also include the external environment, the industry itself and the partners UCEM can work with to influence this.

12729 The Board also queried whether the statement should refer more to equality of opportunity and whether any reference to equity rather than equality would be appropriate. LD confirmed that UCEM has discussed this, and that the equity vs equality terminology often depends on the sector. UCEM’s APP is very much focussed on equality of opportunity though.

12730 The Board welcomed and **NOTED** the progress made to date across various objectives, activities and action plans on EDI but did not approve the proposed Commitment Statement in its current draft form, requesting that it should be made more ambitious and brought back to the Board for approval in early 2024.

**ACTION: Revise the current EDI Commitment Statement draft to be more emphatic and ambitious and return to the Board for approval. [LD]**

#### **12731 4.4) APPROVAL OF THE UCEM ANNUAL REPORT AND FINANCIAL STATEMENTS 2022-23, THE LETTER OF REPRESENTATION AND THE RE-APPOINTMENT OF THE AUDITORS**

- 12732 The Chair welcomed Jim Kerr to the meeting for item 4.4.
- 12733 The Board received the UCEM Annual Report and Financial Statements for 2022-23 and the Letter of Representation in papers 4.4, 4.4a and 4.4b. The Board **NOTED** that the documentation had all been scrutinised by the Joint Audit & Finance Committee on 9 November 2023 and that the documentation came with their recommendation to approve.
- 12734 The Board **APPROVED** the UCEM Annual Report and Financial Statements 2022-23 as pre-approved by the Audit & Finance Committee on 9 November 2023. The signature of the Chair will now be added to finalise the documents.
- ACTION: Add the Chair’s signature to the Annual Report and Financial Statements to finalise them and publish as appropriate. [LH]**
- 12735 The Board **APPROVED** the UCEM Letter of Representation to the Auditors. The signature of the Chair will now be added to finalise the document.
- ACTION: Add the Chair’s signature to the letter to finalise it and issue as appropriate. [LH]**
- 12736 The Board **APPROVED** the re-appointment of Mazars as UCEM auditors for a further year in 2024 and Nova as UCEM Asia Ltd auditors for a further year in 2024.
- 12737 The Board thanked Jim Kerr and the wider team for their work to complete the audit, Annual Report and Financial Statements within 4 months of year end.
- 12738 The Chair thanked JK for his contribution and invited him to leave the meeting.

## 5) PROPERTY UPDATE

- 12739** **5.1) REDACTED**
- 12740 REDACTED
- 12741 REDACTED
- 12742 REDACTED
- 12743 REDACTED
- 12744 REDACTED
- 12745 REDACTED
- 12746 REDACTED
- 12747 REDACTED
- 12748 REDACTED

## 6) ANY OTHER BUSINESS

### 12749      6.1) EXECUTIVE SUMMARIES AND ANNUAL REPORTS FROM SUB-COMMITTEES

- 12750      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. Chairs of each Sub-Committee that have sat since the meeting of the Board in July 2023 were invited to provide an overview of the outcomes of those meetings to the Board.
- 12751      KM provided an update on the outcomes and decisions of the Academic Review Committee, held 18 July 2023, as presented in the Executive Summary of the meeting at paper 6.1a. The Board **NOTED** that the key items discussed (outside of any already considered during this meeting) were: student outcomes; new programme proposals; revalidation; and the development of research activities and RDAP ambitions. In a brief update, the Board **NOTED** that UCEM now has two potential validating partners to work with to secure RDAP (required to sponsor the first 30 UCEM PhD students). The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal and that the Committee's Annual Report 2022-23 will come forward after the next Academic Review Committee meeting in 2024.
- 12752      CT provided an update on the outcomes and decisions of the Nominations & Governance Committee, held 6 September 2023, as presented in the Executive Summary of the meeting at paper 6.1b. The Board **NOTED** that the key items discussed (outside of any already considered during this meeting) were: Board skills requirements and recruitment; EDI; and UCEM's branding strategy. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.
- 12753      The Board **NOTED** the work undertaken by the Nominations and Governance Committee in 2022-23 and **APPROVED** the Committee's Annual Report provided at paper 6.1c.
- 12754      GS provided an update on the outcomes and decisions of the Remuneration Committees, held 12 September and 18 October 2023, as presented in the Executive Summary of the meetings at paper 6.1d. The Board **NOTED** that the key items discussed (outside of any already considered during this meeting) were: CUC guidance relative to UCEM's Remuneration Committee Terms of Reference; pay review for all staff; additional costs into annual budget for pay benchmarking; bonuses for the Executive Team and Principal; and the OfS pay multiple and Head of Provider statements for 2023. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.
- 12755      The Board **NOTED** the work undertaken by the Remuneration Committee in 2022-23 and **APPROVED** the Committee's Annual Report provided at paper 6.1e.
- 12756      CC provided an update on the outcomes and decisions of the Audit Committee, held 9 November 2023, as presented in the Executive Summary of the meeting at paper 6.1f. The Board **NOTED** that the key items discussed (outside of any already

considered during this meeting) were: risk register review; deep dives into risk areas of Hong Kong operations and staff costs; the outcomes of the Data Protection Audit; and Audit Committee membership turnover at the current time. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.

12757 The Board **NOTED** the work undertaken by the Audit Committee in 2022-23 and **APPROVED** the Committee's Annual Report provided at paper 6.1g.

12758 CC provided an update on the outcomes and decisions of the Joint Audit and Finance Committee, held 9 November 2023, as presented in the Executive Summary of the meeting at paper 6.1h. The Board **NOTED** that the key items discussed were: consideration of the Audit Findings Report; the Annual Report and Financial Statements for 2022-23; the re-appointment of the auditors; and the UCEM sources of funding update. The ability of the UCEM team to complete the accounts within four months of year end was noted as particularly impressive and thanks were extended to the full team. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.

12759 GS provided an update on the outcomes and decisions of the Finance Committee, held 9 November 2023, as presented in the Executive Summary of the meeting at paper 6.1i. The Board **NOTED** that the key items discussed (outside of any already considered during this meeting) were: pre-approval of up to £250K for further spend on the Shinfield Grange project as necessary; approval of an additional £75K into the budget for the year for pay benchmarking awards; pre-approval of the OfS Annual Return (which has now been submitted); EPA revenue adjustment; financial strategy and resilience; and Shinfield Grange. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.

12760 The Board **NOTED** the work undertaken by the Finance Committee in 2022-23 and **APPROVED** the Committee's Annual Report provided at paper 6.1j.

## **12761** **6.2) THANKS TO DEPARTING BOARD MEMBERS**

12762 The Chair formally thanked Alastair Martin for his six years as Independent Trustee at UCEM. A gift was presented at a reception following the meeting. AM expressed his sadness at concluding his term but his pride in UCEM and that it had been a privilege to have contributed to what he is certain will continue to be a bright future for UCEM.

12763 The Chair formally thanked Harps Kaur, who is standing down as Staff Trustee and leaving UCEM, for her time on the Board and wished her well in her new role. A gift was presented at a reception following the meeting.

12764 The Chair formally thanked Rebekah Powley and Laura Bell McMillan for their time as Board Apprentices with UCEM and wished them well for the future. Gifts were presented at a reception following the meeting. The Board Apprentices thanked the Board for having so warmly welcomed them and put the scheme in place.

## **12765** **6.3) MATTERS FOR NOTING, APPROVAL AND REPORT**

- 12766 The Board was invited to make comments on the additional Board paper of matters for noting and approval (items 7, 8 and 9).
- 12767 GS reminded the Board that when the budget for 2023/24 was approved it was excluding specific Globe costs and only a placeholder of £844K subject to further approval by the Board was included. This will now not be presented until Finance Committee in February 2024 at the earliest. It was therefore agreed that the Board would formally **NOTE** and **APPROVE** that the £844K remains in the budget for the year, though it is expected that not all of this will be spent, and that the breakdown of this spend and its relationship with income-generating activities will be scrutinised by the Finance Committee in February 2024.
- 12768 The Board **NOTED** that UCEM was launching a Globe CPD course on Lifecycle Carbon Assessments on 11 December 2023 and recommended that all Trustees be asked to complete the course.
- ACTION: Share the new Lifecycle Carbon Assessments short course with the Board to complete when it launches in December 2023. [SB/LH]**
- 12769 No other substantive comments were made so all matters were deemed approved and noted (as below).

#### **12770 6.4) ANY OTHER BUSINESS**

- 12771 There being no other items of business raised, AC thanked all Trustees for their participation in the meeting.

#### **12772 6.5) MEETING CLOSE**

- 12773 The Chair closed the meeting at 16.08pm and invited all Trustees present to stay on for the reception planned in the Wells Suite until 17.00pm.

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

## **7) EXTERNAL AND REGULATORY UPDATE**

### **12774 7.1) OFFICE FOR STUDENTS CONDITIONS OF REGISTRATION COMPLIANCE REGISTER**

- 12775 An update on the UCEM compliance register with OfS Conditions of Registration was provided at paper 7.1 and 7.1a.
- 12776 The Board **NOTED** the updated position regarding UCEM compliance with OFS conditions of registration.

### **12777 7.2) SAFEGUARDING AND PREVENT DUTY COMPLIANCE**

- 12778 An overview of UCEM’s compliance with Safeguarding responsibilities and the Prevent Duty was provided at paper 7.2, following detailed scrutiny by the Audit Committee on 9 November 2023.
- 12779 The Board **APPROVED** the Prevent Duty Annual Return and Accountability Declaration for 2022-23 for submission to the Office for Students by 1 December 2023. The Chair gave permission for her signature to be placed on the Declaration.

## **8) MATTERS FOR APPROVAL OR REPORT**

### **12780 8.1) Globe Programme update**

- 12781 The Board **NOTED** the Globe programme progress update as of November 2023.

### **12782 8.2) ACADEMIC REPORTS**

- 12783 The Board **APPROVED** the Ofsted Self-Assessment Report 2022-23 (paper 8.2a) following Academic Board scrutiny on 20 November 2023.
- 12784 The Board **APPROVED** the Academic Quality and Standards Annual Report 2022-23 (paper 8.2b) following Academic Board scrutiny on 20 November 2023.
- 12785 The Board **APPROVED** the Academic Board Annual Report 2022-23 (paper 8.2c) following Academic Board scrutiny on 20 November 2023.
- 12786 The Board **APPROVED** the Concordat to Support Research Integrity (paper 8.2d) following Academic Board scrutiny on 20 November 2023 and thanked Michelle Jones for her substantive input on behalf of the Board.
- 12787 The Board **NOTED** the Executive Summary of the Academic Board meeting held 20 November 2023 (paper 8.2e).

### **12788 8.3) UCEM BOARD OF TRUSTEES TERMS OF REFERENCE**

- 12789 The Board **APPROVED** the UCEM Board of Trustees Terms of Reference V18.01 for finalisation and publication as the new V19.0 (paper 8.3).

## **9) OTHER MATTERS FOR NOTING ONLY**

### **12790 9.1) TRUSTEE CALENDAR**

- 12791 The Board **NOTED** paper 9.1 which summarised the Board and Committee dates for 2024 following some recent changes (all reflected in Outlook).

### **12792 9.2) REPORT ON HEALTH AND SAFETY**

- 12793 The Board **NOTED** the quarterly report on Health and Safety.

### **12794 9.3) UCEM COMPLAINTS, APPEALS AND WHISTLEBLOWING REPORT**

12795 The Board **NOTED** the data on complaints made to UCEM in Quarter 1 2023-24 as detailed in paper 9.3.

12796 The Board **NOTED** the data on appeals cases in Quarter 1 2023-24 as detailed in paper 9.3.

12797 The Board **NOTED** that there had been no whistleblowing cases.

**12798** **9.4) DATA PROTECTION REPORT**

12799 The Board **NOTED** the three minor data protection breaches in the September-October 2023 period, and that there were two Data Subject Access Requests and no third-party disclosures (paper 9.4). The Board **NOTED** that the overall rate of breaches remains low there and that a recent internal audit concluded there was a reasonable level of risk assurance on GDPR compliance and that the benchmark assessment was within the norm for the HE sector. The audit made a number of detailed recommendations, and these are being carried forward.

**12800** **9.5) UPDATED STAFF ORGANISATION CHART**

12801 An updated Senior Level UCEM staff organisational chart by department / SLT level was provided at paper 9.5 and **NOTED** by the Board.

**Date of next meeting:**

Thursday 18 April 2024

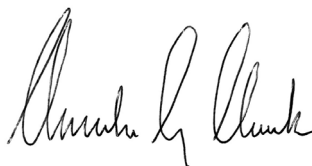
**Meetings before 18 April 2024:**

15 February 2024 – Quarterly Business Review

22 February 2024 – Nominations and Governance Committee

21 March 2024 – Finance Committee

Signed:



Name:

Amanda Clack

Position:

Chair of the Board of Trustees

Date:

18 April 2024