

**MEETING OF THE BOARD OF TRUSTEES
30 MARCH 2023**

REDACTED MINUTES FOR PUBLICATION

A meeting of the Board of Trustees was held at Horizons, UCEM, 60 Queen’s Road, Reading, RG1 4BS and remotely via Zoom videoconferencing from 12.30-16.15pm on Thursday 30 March 2023.

Present:	J Brainch (JB)	(Honorary Treasurer)
	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)
	Prof M Jones	
	A Martin (AM)	
	Prof K Miller (KM)	
	D O’Rourke (DOR)	
	G Ralphs (GR)	
	G Scott (GS)	(Trustee Designate)
	M von Tunzelman (MvT)	
	C Turley (CT)	
	A Wheaton (AW)	(Principal)
In attendance:	S Bartle (SB)	(Executive Director Business Development & Apprenticeships) – for items up to end 4.2
	L Downey (LD)	(VP Student and Registry Services) – for items up to end 4.2
	J E Fawkes (JEF)	(Deputy Principal & University College Secretary)
	Dr W Finlay (WF)	(VP Education) – for items up to end 4.2
	R Grindey (RG)	(Director of Digital Learning & Engagement) – for item 2.1 only
	J Handley (JH)	(Director of Registry and Student Services) – for item 2.1 only
	C Higgs (CH)	(Dean School of the Built environment) – for item 2.1 only
	Dr A Hill (AH)	(Dean of School Academic) – for item 2.1 only
	L Hughes (LH)	(Clerk to the Board)
	Dr G Larsen (GL)	(Associate Dean Sustainability) – for lunch and learn only
	H Lobo (HL)	(Programme Leader) – for item 2.1 only
	P Lodhia (PL)	(Programme Leader) – for item 2.1 only
	L B McMillan (LBM)	Board Apprentice

	T Mills (TM)	(Executive Director Finance) – for items up to end 4.2
	R Powley (RP)	Board Apprentice
	Dr J Ritson (JR)	(Programme Leader) – for lunch and learn only
	M Speight (MS)	(Director of Academic Performance) – for item 2.1 only
	L Wilks (LW)	(Director of HR) – for item 2.3 only
	A Williams (AWi)	(Executive Director Innovation & Partnerships) – for items up to end 4.2
	A Youell (AY)	(Executive Director Regulation) – for items up to end 4.2
Apologies:	Dr S Jackson (SJ)	(Vice Chair)
	J Orrell (JO)	(Student Trustee)

LUNCH AND LEARN

12265 UCEM'S NEW MSc INNOVATIONS IN SUSTAINABLE BUILT ENVIRONMENTS

12266 Prior to the formal meeting commencing, a lunch and learn session was held featuring a presentation by Dr Graeme Larsen introducing the Board to the newly validated MSc Innovation in Sustainable Built Environments. The programme is now being actively marketed for its first intake in September 2023. Following the presentation Dr Larsen responded to questions and queries from the Board, particularly with regards to the target audience for the programme.

12267 At the close of the discussion, the Principal summarised by thanking the team for developing the programme in the last year and praised the strong commendations they received at validation. AW also reminded the Board that this is the first time in recent history that UCEM is launching a new programme that does not carry any industry accreditation. UCEM's leadership in this area where others are not is both a risk and an opportunity. The Board also thanked the team and assured them of their full support and backing.

1) GENERAL BOARD GOVERNANCE

12268 1.1) DECLARATION OF ANY CONFLICTS OF INTEREST

12269 There were no conflicts of interest reported.

12270 1.2) APOLOGIES FOR ABSENCE AND WELCOMES

12271 There were apologies for absence from Stephen Jackson and Joe Orrell.

12272 The Chair welcomed Graeme Scott, Adam Denton and Job Hubert to their first Board meeting.

12273 1.3) APPROVAL OF THE MINUTES OF THE MEETING HELD 1 DECEMBER 2022

12274 The minutes and the proposed redactions of the Board of Trustees meeting held on 1 December 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.

12275 **1.4) MATTERS ARISING AND ACTIONS SUMMARY**

12276 The summary showing the outcomes of actions from the meeting held 1 December 2022 (paper 1.4) was taken as read with updates on listed actions duly **NOTED** (all actions were closed, noting that one EDI action continues to require further work, though a full EDI update features at agenda item 2.2).

12277 **1.5) INDEPENDENT TRUSTEE (HONORARY TREASURER) RECRUITMENT AND APPOINTMENT**

12278 Graeme Scott left the meeting for this item.

12279 The Board was provided with an update (paper 1.5) on the recruitment process and outcome for a new Honorary Treasurer on the Board of Trustees to replace Jat Brainch whose term of office ends this month.

12280 The Board **APPROVED** the appointment of Graeme Scott as Independent Trustee for an initial three-year term of office from 30 March 2023.

ACTION: Complete induction processes for Graeme Scott. [LH]

12281 The Chair welcomed Graeme Scott back into the meeting, congratulated him on his appointment as Trustee and invited him to briefly introduce himself to the Board.

12282 **1.6) VICE CHAIR SUCCESSION PLANNING AND CHANGES TO CHAIRMANSHIP OF THE SUB-COMMITTEES**

12283 Nick Braisby left the meeting for this item.

12284 Jane Fawkes informed the Board that as Stephen Jackson will complete his maximum 9 years as a UCEM Trustee in March 2025, succession planning for his Vice Chair role was recently considered by the Nominations and Governance Committee. Professor Nick Braisby has been identified as a suitable candidate to succeed Stephen in the role and is willing to take it on.

12285 The Board **APPROVED** the appointment of Professor Nick Braisby as Vice Chair Designate, transitioning to the role from 2024-25 ahead of Stephen Jackson's retirement from the Board in March 2025.

12286 The Chair welcomed Nick Braisby back into the meeting and congratulated him on his appointment as Vice Chair Designate.

12287 The Board was also informed that the Committee has considered Chairmanship of the Sub-Committees as part of its deliberations around Board succession planning. The Board **NOTED** and endorsed the following other decisions of the Committee:

- 12289 Amanda Clack becomes Chair Designate of the Nominations and Governance Committee (formal transition date to be agreed) as succession planning for Chris Turley reaching the end of his term of office in 2024.
- 12290 Stephen Jackson becomes Chair of Academic Review Committee (for the period March 2024-March 2025) from March 2024 when Kenny Miller's term of appointment ends.
- 12291 Chris Costigan becomes Chair of Audit Committee from September 2023, thereby allowing his term of appointment to be extended by a further three years in December 2023.
- 12292 The new Honorary Treasurer, Graeme Scott, will become Chair of Finance Committee and the Chair of Remuneration Committee with immediate effect from appointment on 30 March 2023.

12293 **1.7) BOARD OF TRUSTEES TERMS OF REFERENCE**

- 12294 The Board of Trustees Terms of Reference were presented in tracked changes mode in paper 1.7 and have been updated to reflect one minor clarification and the revised membership of the Board with effect from 30 March 2023.
- 12295 The Board **APPROVED** the UCEM Board of Trustees Terms of Reference V16.01 for finalisation and publication as the new V17.0.

ACTION: Finalise and publish the Board of Trustees Terms of Reference V17.0. [LH]

12296 **REDACTED**

12297 **REDACTED**

12298 **REDACTED**

12299 **REDACTED**

2) STRATEGIC DISCUSSIONS

12300 **2.1) EDUCATION TEAM PRESENTATION – STUDENT OUTCOMES**

- 12301 Ruth Grindey, Jess Handley, Alan Hill, Hazel Lobo, Priti Lodhia, Mike Speight and Cathy Higgs joined the meeting to update the committee on work at UCEM in the last year relative to enhancing student outcomes at UCEM and focussed on Right Student, Right Journey, Right Delivery, Right Experience and how this is intended to drive the Right Student Outcomes. Wendy Finlay introduced the presentation and the context for the work and an overview paper was provided covering the last full set of module success rate data from Autumn 2021 and Spring 2022.
- 12302 The team reminded the Board that Student Outcomes is a core part of UCEM's institutional strategy and a major focus of the academic team. Ensuring students remain on programme and on track, progressing through modules is essential to

UCEM's business model and financial performance. UCEM has KPIs set in this area which it has not met and which have remained flat in recent years. It has therefore been working to improve this position through a focused project over the last twelve months.

- 12303 The team highlighted that the focus had been on right student, right journey, right delivery and right experience with the aim to bring about higher engagement by students through lower pressure modules and enhanced student support measures (e.g. changes to policies and processes). The work has not only brought about demonstrable improvements in success rates at all levels, as per the data illustrated to the Board, but has brought about a change in culture and behaviour of both staff and students. Further work is being carried out to identify the financial benefits of the project and to further interrogate the data to determine where the next positive interventions can be provided to help students succeed in their studies (e.g. data by demographics). The team was particularly proud to highlight the improvements at levels 4 and 7 where new students join UCEM and are starting their journeys positively, which has positive implications for engagement and progression in future years. The team is now focussed on continuous improvement and the revalidation of all programmes with further enhancements in 2024. Academic Review Committee will continue to have oversight of this work on behalf of the Board.
- 12304 The Board thanked the team for the presentation and their work over the last year, commenting that the improvements year on year were impressive. The Board queried the positive trends and if specific types of students have driven the improvements. The team responded that apprentices now amount to 70% of UCEM's level 4 students and they are broadly more successful than non-apprenticeship students, so this is a key factor. The Board also queried the 87% overall KPI for student success and whether this should be a longer term KPI. UCEM has secured a 6% uplift in the last year that almost goes unnoticed against the overall target which remains unmet.
- 12305 The Board also focused on the substantial reduction in mitigating circumstances cases, which has reduced staff workload significantly. The Board recommended that UCEM continues to investigate why they are now still being used in order to make further longer-term reductions.
- 12306 The Board **NOTED** the positive impact and improving results to date and congratulated the team on the project, the impact of the changes to date and the positive energy and focus this has brought to the UCEM academic team, to UCEM's students and to UCEM's overall regulatory and financial position.
- 12307 The Chair thanked RG, JH, AH, HL, PL, MS and CS for their contributions and invited them to leave the meeting.

12308 **2.2) EQUALITY, DIVERSITY AND INCLUSION**

- 12309 Jane Fawkes and Misa von Tunzelman (Lead Trustee for EDI) updated the Board on recent work on EDI and the discussions held by the Nominations and Governance Committee in February on EDI (paper 2.2). The Board also reviewed the results of the Board EDI Survey from December 2022 and the latest data on the composition of the Board by EDI characteristics.

- 12310 The Board discussed the ongoing desire for further training and awareness of EDI so that it embeds across the whole institutional culture, as sustainability is starting to do, but that workload and capacity have limited time available to dedicate to this. Misa shared the work on taking forward a holistic approach to EDI across the Board, staff and students.
- 12311 The Board also **NOTED** the updated data on composition of the Board by EDI characteristics and that UCEM is falling close to its commitment as a member of the 30% Club with regards to gender split as of 30.03.2023 (68%-32%). The Board expressed some concerns about this, particularly with the departure of Jat Branch from the Board, and acknowledged that whilst it has sought diversity in recent recruitment rounds, the diversity of candidates required have not applied. However, UCEM's Board is diverse in other ways beyond the widening gender split and it has added a broad range of voices to the Board in recent years which has brought value. In many ways, UCEM's diversity reflects the wider diversity of the industry and professional bodies which is still challenged in this area. UCEM's commitment to diversity in how it operates is exemplary though and UCEM will continue to work to bring about change for the sector.
- 12312 The Board suggested some benchmark data of similar Boards would be useful to help demonstrate UCEM's position and help UCEM to articulate where it would wish to be in terms of its wider diversity and to articulate actions it will take to reach this position. Data on diversity in staff and students to compare how well all three categories at UCEM align would also be useful. The Chair also reminded Trustees that there is further recruitment to the Board required across the next 18 months and that diversity can only really be addressed at the recruitment stage. She asked that all Trustees provide network contacts to JEF that could be invited to apply for roles with a view to increasing diversity.
- ACTION: Collate some benchmark data on the diversity of UCEM's Board in relation to other institutions and in relation to its students and staff. [JEF]**
- ACTION: Provide known network contacts to JEF that can be invited to apply for forthcoming Trustee roles at UCEM. [All]**
- 12313 The Board **NOTED** the findings in the EDI Survey of December 2022 and the plans to hold further EDI training for the Board as a result.
- 12314 2.3) GENDER AND ETHNICITY PAY GAP ANNUAL REPORT**
- 12315 Lisa Wilks joined the meeting for item 2.3 to present the latest UCEM Gender Pay Gap report for approval for publication. LW explained that this year the report has been expanded to also feature Ethnicity Pay Gap data at UCEM.
- 12316 LW reported that the UCEM gender pay gap has widened this year, but it is lower than the national average reported by the ONS. The proposed report reflects the minimum of publication requirements to be legally compliant but now includes additional narrative as per the request at last year's Board meeting.
- 12317 The Board pointed out that nuances around titles on job roles can impact recruitment of staff by gender and some subtle changes may help reduce the gap in

future years. It was noted there were more senior academic appointments made in the reporting year which may have impacted the results. UCEM is at the lower volume of reporting data so small changes can make big differences to the statistics.

- 12318 UCEM will be working on the next report sooner in 2023 given the widening gap. The Board suggested UCEM could track ethnicity and gender through the three stages of recruitment (application, interview and appointment). The Board also suggested that, although not publishable, UCEM could compare the required/publishable data with data that includes salary sacrifice to see if this makes a noticeable difference in the pay gaps.
- 12319 The Board **APPROVED** UCEM's Gender and Ethnicity Pay Gap Report (5 April 2022) for signature by the Chair of the Board and publication on the UCEM website.
- 12320 The Chair thanked LW for her contribution and invited her to leave the meeting.

3) STUDENT AND STAFF FEEDBACK

12321 3.1) UCEM STUDENT EXPERIENCE

- 12322 Adam Denton, the Student Trustee, provided the Student Experience update (see paper 3.1) focussed on apprenticeships feedback.
- 12323 AD reported that apprentices are broadly very happy that the content being delivered in their courses is relevant to the module and their work roles. He confirmed that the online delivery model is very digestible to students and ultimately produces professionally ready graduates. There is, however, some concern about employer support for apprentices given the structure of their studies and capacity for work alongside this. UCEM is working to enhance employer support and understanding of their roles, for example, through the production of a handbook which has recently been completed.
- 12324 The Board **NOTED** the Student Trustee update report and feedback and thanked AD for his contribution to the meeting.

12325 3.2) UCEM STAFF EXPERIENCE

- 12326 Jon Hubert and Harps Kaur, Staff Trustees, provided the Staff Experience update, focused on the results and key themes emerging from the latest Employee Engagement Survey undertaken in November/December 2022 (paper 3.2).
- 12327 JH reported that the response rate to the survey was 82% and that the 4.1 weighted average target score was achieved across all 18 questions in the survey. There are action areas for further work that are already underway, including workload/resource, team recognition, development, trust in senior leaders, staff voice and teams. There is a significant amount of qualitative feedback to also be further reviewed.
- 12328 The Board commented on communications often being the root cause of most staff feedback / concerns and that leaders frequently have to review and update their activities in this area. Overall, however, the results remain very strong for UCEM,

especially when compared with other organisations, and the aim for UCEM is to become exemplar whilst retaining the strong engagement it already commands.

12329 The Board **NOTED** the Staff Trustee update and thanked JH / HK for their contributions to the meeting.

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

12330 4.1) PRINCIPAL'S OVERVIEW OF PERFORMANCE AGAINST TARGETS 2022-23

12331 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 third meeting of the 2022-23 financial year, providing the latest perspective on performance against the top level CX 9 goals for the year. The performance was considered to remain broadly on track for the year.

12332 AW reported that the Spring recruitment period had concluded with 577 enrolments (within 1% of target) and when aggregated with the autumn numbers there had been a good overperformance for the year. AW also reported that a ground up reforecast had taken place in January and that UCEM is now forecasting a substantial surplus for year end – currently £816K better than budgeted operating margin.

12333 AW also reported that UCEM has successfully validated another programme for launch in September 2023 – the Construction Site Supervisor Level 4 Apprenticeship and that reporting on student satisfaction will be hampered by changes to the National Student Survey this year. AW updated the Board on the successful reaccreditation of all its programmes by the RICS in January, along with glowing feedback from the assessors, for which the Board thanked all staff involved, recognising its fundamental importance to the institution.

12334 AW reminded the Board that JEF had taken on responsibility for all operational areas of the institution back in autumn 2022 and that this had allowed AW to be more externally focussed this year, as per the Board's direction. As a result, a significant number of opportunities are currently being pursued by UCEM. **REDACTED** UCEM will be running its first two events under the INSPIRE banner this summer, firstly on apprenticeships and secondly on sustainability. Finally, AW has been seeking to influence politically with meetings with the Shadow Minister for Skills and the Secretary of State for Education. AW concluded by commenting that UCEM's challenge is to prioritise and resource the opportunities now open to it.

12335 The Board asked the Principal about the ongoing use of Horizons as the institution's headquarters and whether staff are working in the building more frequently. AW updated that the future use of the building, potentially also for some blended learning, is still being evaluated. It is clear staff value the flexibility to work remotely but that the cost of running Horizons and the productivity levels need further consideration.

12336 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 team involved in delivering against these targets.

12337 4.2) UCEM SUSTAINABILITY PROGRAMME – GLOBE UPDATE

- 12338 Jane Fawkes and Stephen Bartle presented paper 4.2 to the Board on behalf of Hannah Al-Katib which provided a brief operational update on key areas of progress with the GLOBE programme since the last Board of Trustees meeting in December 2022.
- 12339 JEF reported that good progress continues to be made on the Stage 1 aims of the programme. In particular, highlights in the last quarter include the launch of UCEM’s Sustainability Strategy and the validation of the new MSc programme. Marketing for the programme has commenced in earnest and activities include google advertising, banners with RICS/CIOB, social media, programme leader webinars, activities to engage the trade press, email campaigns, production of programme videos and brochures and the launch of a new scholarship scheme to support self-funded students. The Business Development team promoted the new programme heavily at MIPIM and all leads are being followed-up. To date there have been 45 expressions of interest and 6 applications received.
- 12340 In other activities, UCEM has now held two Building Perspectives webinar events, with a further one planned in late April. Further activities will be undertaken to align with the Reading Climate Festival in June. The Energy and Carbon online CPD course has been modified and will be available on a chargeable basis from May. The internal audit on how UCEM operates is taking place shortly. Finally, UCEM is also seek opportunities for awards and external recognition for the work to date.
- 12341 The Board **NOTED** the GLOBE programme progress update and welcomed the full-scale launch of the new MSc programme and UCEM’s Sustainability Strategy in particular.
- 12342 The Chair invited members of the Executive to leave the meeting at the close of this item, excepting TM who stayed for item 5.

5) PROPERTY UPDATE

- 12343** **REDACTED**
- 12344 REDACTED.
- 12345 REDACTED.
- 12346 REDACTED
- 12347 REDACTED
- 12348 REDACTED
- 12349 REDACTED
- 12350 REDACTED
- 12351 REDACTED

6) ANY OTHER BUSINESS

12352 6.1) EXECUTIVE SUMMARIES FROM SUB-COMMITTEES

- 12353 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, formal updates have not been taken within the meetings with reporting by exception. This could mean decisions and actions on the Board's behalf by the Committees may not have been fully appreciated. As a result, the Board will from now periodically hear from the sub-committee chairs within the main Board meeting.
- 12354 Kenny Miller provided an update on the outcomes and decisions of the Academic Review Committee, held on 19 January 2023, as presented in the Executive Summary of the meeting at paper 6.1a. The Board **NOTED** that the key items discussed were: student outcomes project, RICS re-accreditation (which had just been held), and the road to Research Degree Awarding Powers (pros and cons and the overall time it will take to realise this ambition and the need for a full resourcing plan). The Committee also welcomed some new members, Paula Shaw and Jon Hubert. The Board also **NOTED** that the full minutes of the meeting are available for reference on the Trustee Portal.
- 12355 Chris Turley provided an update on the outcomes and decisions of the Nominations and Governance Committee, held on 2 February 2023, as presented in the Executive Summary of the meeting at paper 6.1b. The Board **NOTED** that the key items discussed (outside of those already considered during this meeting) were: the plans for recruitment to the Board Apprenticeship Scheme to take place this summer, the plans for the Property Award 2023 and the panel meeting to determine the winner, the volume of trustee turnover across the next two years and the associated skills required on the Board, and an agreement to undertake more research into the potential for UCEM to remunerate key roles on the Board. The Board also **NOTED** that the full minutes of the meeting are available for reference on the Trustee Portal.
- 12356 Jat Brainch provided an update on the outcomes and decisions of the Remuneration Committee, held on 22 February 2023, as presented in the Executive Summary of the meeting at paper 6.1c. The Board **NOTED** that the key items discussed were: the creation of a collective Executive Team bonus scheme team for performance relative to delivery of the CX9 and the cost of living awards made to 105 staff in January. The Board also **NOTED** that the full minutes of the meeting are available for reference on the Trustee Portal.
- 12357 Jat Brainch provided an update on the outcomes and decisions of the Finance Committee, held on 22 February 2023, as presented in the Executive Summary of the meeting at paper 6.1d. The Board **NOTED** that the key items discussed were: approval of a further £100K budget for the Shinfield Grange project, a full review of UCEM's investments with Sarasin's, a review of YTD performance noting the forecast surplus for year end, the need for more accurate forecasting at the outset to allow for strategic investment across the business and an update on the financial resilience project work. The Board also **NOTED** that the full minutes of the meeting are available for reference on the Trustee Portal.

12358 Chris Costigan (on behalf of Stephen Jackson) provided an update on the outcomes and decisions of the Audit Committee, held on 9 March 2023, as presented in the Executive Summary of the meeting at paper 6.1e. The Board **NOTED** that the key items discussed were: an agreement to carry out an audit into ethical risks and undertook some deep dives into some core areas of UCEM's risk register (recruitment/retention of staff, IT infrastructure and systems investment needed, and UCEM's increasing reliance on apprenticeship income and its potential political volatility). The Board also **NOTED** that the full minutes of the meeting are available for reference on the Trustee Portal.

12359 **REDACTED**

12360 **REDACTED**.

12361 **6.3) MATTERS FOR NOTING, APPROVAL AND REPORT**

12362 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).

12363 **6.4) THANK YOU AND GOODBYE TO JAT BRAINCH**

12364 The Chair expressed the Board's thanks and fond farewell to Jat Brainch who completed her double term as Independent Trustee and Honorary Treasurer at the close of the meeting. A gift was presented from the Board. The Board wished Jat well in her future endeavours.

12365 In reply, JB thanked UCEM for the privilege of being on the Board and for being part of its evolution over the last six years, praising the talent, challenge and skill around the table that brings constructive challenge and support.

12366 **6.5) ANY OTHER BUSINESS**

12367 There being no other items of business raised, the Chair thanked all Trustees for their participation in the meeting.

12368 **6.6) MEETING CLOSE**

12369 The Chair closed the meeting at 16.06pm and invited all Trustees present to stay on for drinks to toast Jat Brainch in her retirement from the Board and to meet with UCEM staff working in Horizons this day.

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

12370 **7.1) OFFICE FOR STUDENTS CONDITIONS OF REGISTRATION COMPLIANCE REGISTER**

- 12371 An update on the UCEM compliance register with OfS Conditions of Registration was provided at paper 7.1 and 7.1a.
- 12372 The Board **NOTED** the updated position regarding UCEM compliance with OFS conditions of registration (paper 7.1a) and the summary of specific matters of note regarding ongoing compliance in paper 7.1.

8) MATTERS FOR APPROVAL OR REPORT

12373 8.1) ACADEMIC REPORTS

- 12374 The Board **APPROVED** the Ofsted Self-Assessment Position Statement 1 Report 2022-23 (paper 8.1a) following Academic Board scrutiny on 6 March 2023.
- 12375 The Board **NOTED** the Executive Summary of the Academic Board meeting held 6 April 2023 (paper 8.1b).

12376 8.2) ACADEMIC REVIEW COMMITTEE ANNUAL REPORT 2021-22

- 12377 The Board **NOTED** the work undertaken by the Academic Review Committee in 2021-22 and **APPROVED** the Annual Report provided at paper 8.2.

9) OTHER MATTERS FOR NOTING ONLY

12378 9.1) TRUSTEE CALENDAR

- 12379 The Board **NOTED** paper 9.1 which summarised the Board and Committee dates for 2023, outlining where there have been changes to the calendar since the last meeting. The Board also **NOTED** the draft 2024 calendar of dates.

ACTION: Issue the Board 2024 calendar of dates to Trustees through Outlook. [LH]

12380 9.2) REPORT ON HEALTH AND SAFETY

- 12381 The Board **NOTED** the quarterly report on Health and Safety had been deferred and would now be presented to the Board in July 2023.

12382 9.3) UCEM COMPLAINTS, APPEALS AND WHISTLEBLOWING REPORTS

- 12383 The Board **NOTED** the data on complaints made to UCEM in Quarter 2 2022-23 as detailed in paper 9.3 and that none had been raised to OIA level.
- 12384 The Board **NOTED** the data on appeals cases in Quarter 2 2022-23 as detailed in paper 9.3.
- 12385 The Board **NOTED** that there had been no whistleblowing cases.

12386 **9.4) DATA PROTECTION REPORT**

12387 The Board **NOTED** the seven minor data protection breaches in the November 2022 – February 2023 period, and that there were two 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 there is a high level of awareness around the need for containment and reporting.

12388 **9.5) UPDATED STAFF ORGANISATION CHART**

12389 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 6th July 2023

Meetings before 6th July 2023:
18th May 2023 – Nominations & Governance Committee
12th May 2023 – Honorary Awards Community Luncheon
25th May 2023 – Quarterly Business Review
8th June 2023 – Audit Committee
15th June 2023 – Finance Committee
Graduation – 23rd and 24th June 2023

Signed: 

Name: Amanda Clack

Position: Chair of the Board of Trustees

Date: 6 July 2023