

## **MEETING OF THE BOARD OF TRUSTEES 3 DECEMBER 2025**

### **REDACTED MINUTES FOR PUBLICATION**

A meeting of the Board of Trustees was held at Horizons, 60 Queen's Road, Reading RG1 4BS from 13.00-15.30pm on Wednesday 3 December 2025.

Present:	C Costigan (CC)	
	A Denton (AD)	(Student Trustee)
	J Hubert (JH)	(Staff Trustee)
	N Hughes (NH)	
	Prof M Jones (MJ)	(Vice Chair)
	R Kerslake CBE (RK)	(Chair)
	Dr L Marr (LM)	
	B McManus (BM)	(Student Trustee)
	D O'Rourke (DOR)	
	J Quinn (JQ)	
	G Scott (GS)	
	C Thackeray (CT)	(Staff Trustee)
A Wheaton (AW)	(Vice Chancellor)	
In attendance:	C Augustine (CA)	(Board Apprentice)
	L Carmichael (LC)	(Co-Opted Member)
	D Balme (DB)	(Chief Operating Officer)
	S Bartle (SB)	(Pro Vice Chancellor Commercial)
	J Fawkes (JEF)	(Deputy Vice Chancellor & University Secretary)
	Dr W Finlay (WF)	(Pro Vice Chancellor Education & Students)
	L Gaitskell (LG)	(Board Apprentice)
	L Hughes (LH)	(Clerk to the Board)
	T Proverbs-Garbett (TP-G)	(for item 5.1 only)
	Prof M Todd (MT)	(Pro Vice Chancellor Academic)
	A Williams (AWi)	(Executive Director Innovation & Partnerships)
	Apologies:	Prof. N Braisby (NB)
J Gill (JG)		
P McCrea OBE (PM)		

## 1) GENERAL BOARD GOVERNANCE

### **13816 1.1) DECLARATION OF ANY CONFLICTS OF INTEREST**

13817 There were conflict of interest reported for Chrystal Augustine for agenda item 3.1 and Lucy Carmichael for agenda item, 3.2 for which both would be invited to step out of the meeting. There were no other conflicts of interest reported.

### **13818 1.2) APOLOGIES FOR ABSENCE AND WELCOMES**

13819 There were apologies for absence from Prof. Nick Braisby, Jyotveer Gill and Peter McCrea OBE.

13820 The Chair welcomed Prof. Malcolm Todd to his first meeting of the Board as a member of the Executive Team.

### **13821 1.3) ANNUAL LOYAL GREETINGS TO THEIR MAJESTIES KING CHARLES III AND QUEEN CAMILLA**

13822 The Chair proposed that the University of the Built Environment extend its annual loyal greetings from the Board to Their Majesties King Charles III and Queen Camilla in the 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 University's Board of Trustees. [LH]**

### **13823 1.4) APPROVAL OF THE MINUTES OF THE MEETING HELD 18 SEPTEMBER 2025**

13824 The minutes and the proposed redactions of the Board of Trustees meeting held on 18 September 2025 (as provided at paper 1.4) were **APPROVED** as a true record and signed by the Chair, pending one further small redaction and one typographical error correction. They will be published on the University's Governance webpage.

### **13825 1.5) MATTERS ARISING AND ACTIONS SUMMARY**

13826 The summary showing the outcomes of actions from the meeting held 18 September 2025 (paper 1.5) was taken as read with updates on listed actions duly **NOTED**.

**13827**      **1.6) CHAIR'S ACTIONS**

13828            The Board **NOTED** the Chair's Action approved via email on 9 October 2025 to appoint Ros Kerslake CBE as Chair of the Board of Trustees on an interim basis for a period of one year with recruitment for a permanent Chair to take place during this period. The Office for Students was informed via Reportable Event on 13 October 2025.

13829            The Board **NOTED** the Chair's Action approved via email on 22 October 2025 to appoint Prof Michelle Jones as Vice Chair of the Board of Trustees on an interim basis for a period of one year with recruitment for a permanent Vice Chair to take place during this period after the appointment of a permanent Chair of the Board. It was further **NOTED** that the Nominations & Governance Committee would consider the merits of appointing a Senior Independent Governor when it next meets and in the context of feedback from the Board Review.

13830            The Board **NOTED** the Chair's Action approved via email on 17 October 2025 to approve updated Freedom of Speech Code of Practice V.01 as the new V2.00 to allow it to be republished as soon as possible, noting that the amendments were not substantive and impacted only branding, formatting and associated terminology.

13831            The Board **NOTED** that following scrutiny and pre-approval by the Audit Committee on 13 November 2025, the Chair signed the Prevent monitoring accountability and data return and the Prevent Accountability declaration 2025 on behalf of the institution to allow submission of the return to the Office for Students before the 1 December 2025 deadline.

13832            The Board **NOTED** the Chair's Action approved via email on 30 October 2025 to approve the written resolution circulated on 23 October 2025 via email regarding the formation of a Board Review Committee to oversee an Independent Board Review.

**13833**      **1.7) TRUSTEE APPOINTMENT RENEWALS**

13834            The University Secretary advised the Board that Peter McCrea OBE had, earlier this week, tendered his full notice as an Independent Trustee and will stand down on 31 December 2025. He had originally intended to return to the Board as an Independent Trustee in the New Year following his resignation as Chair with immediate effect on 22 September 2025. The Board accepted Peter's resignation and acknowledged his contribution to the University. A gift will be sent in due course.

**ACTION: Send a gift and message of thanks to Peter McCrea OBE from the Board as he stands down entirely as a Trustee. [LH]**

- 13835 Adam Denton and Jon Hubert stepped out the meeting for the remainder of this item.
- 13836 The University Secretary gave an update on the various Trustee terms of appointment coming to an end in the coming months (as outlined in paper 1.7).
- 13837 The Board was advised that in the short to medium term the aim will be for continuity and stability on the Board and therefore Jon Hubert had been invited to renew his term as a Trustee for one year, which will allow the opportunity for the Staff Trustee role to be opened up to the wider academic team within the next 12 months, whilst ensuring continuity at the present time.. Work will commence on recruitment during 2026 to allow for a period of handover.
- 13838 With regards the Student Trustees, Ben McManus has reached the end of his term and will step off the Board in March 2026. Adam Denton also cannot have his term as a trustee renewed as he has now served the maximum 3 years a Student Trustee under the Royal Charter. However, he has agreed to stay on the Board for a further year by invitation only (with no voting rights) to provide continuity in student voice and handover/support to a new Student trustee.
- 13839 It was **AGREED** that whilst quoracy may become an issue with the various retirements, it would be prudent to delay all recruitment until the Board Review Committee has reported and the Nominations & Governance Committee has been afforded the opportunity to consider and act upon the relevant recommendations with regards to Board roles. The priority for recruitment will be the permanent Chair role, followed as swiftly as possible by the Vice Chair, given their one-year interim terms conclude in quick succession in the autumn.
- 13840 The Board **APPROVED** the re-appointment of Jon Hubert for a period of 12 months from January 2026-January 2027 as Staff Trustee.
- 13841 The Board **NOTED** the Nominations and Governance Committee's agreed solutions to further role changes and terms during the early part of 2026 and through the period of the Board Review – including those for the two Student Trustees. The Board also **NOTED** the delayed appointment of new Board Apprentices and the various External Representative roles which also need to be recruited to during 2026.

13842 The Chair welcomed JH and AD back to the meeting and congratulated them on their re-appointments / revised role respectively.

### **13843      1.8) SUB-COMMITTEE ANNUAL REPORTS 2024-25**

13844 Jane Fawkes advised that each sub-committee had prepared its annual report of the work done during the 2024-25 academic and financial year and considered these at their autumn meetings. They were now presented to the Board for final approval in papers 1.8a-1.8e. The Board specifically thanked Lyndsay Hughes for her work in preparing each report. The Board suggested the reports might be positive to share with staff as well as proving a useful record of good governance.

13845 The Board **NOTED** the work undertaken by the Remuneration Committee in 2024-25 and **APPROVED** the Committee's Annual Report provided at paper 1.8a.

13846 The Board **NOTED** the work undertaken by the Nominations and Governance Committee in 2024-25 and **APPROVED** the Committee's Annual Report provided at paper 1.8b.

13847 The Board **NOTED** the work undertaken by the Audit Committee in 2024-25 and **APPROVED** the Committee's Annual Report provided at paper 1.8c.

13849 The Board **NOTED** the work undertaken by the Finance Committee in 2024-25 and **APPROVED** the Committee's Annual Report provided at paper 1.8d.

138505 The Board **NOTED** the work undertaken by the Academic Assurance Committee in 2024-25 and **APPROVED** the Committee's Annual Report provided at paper 1.8e.

## **2) UNIVERSITY UPDATE**

### **13851      2.1) VICE CHANCELLOR'S UPDATE**

13852 A University progress update was provided by the Vice Chancellor (paper 2.1). The coloured RAG ratings in the report reflect the status of the CX9 objectives at this stage of the 2025-26 year. Some additional commentary on internal and external work taking place at the current time was also provided.

13853 It was reported that all measurable metrics for this point in the year are progressing well. In particular, the budget is up against the income target due to overperformance on new student recruitment and is underspent on costs.

- 13854 The Qualification Achievement Rate remains behind the target set by the Regulator but is still proving a stretch for the institution, despite being the best performing institution offering apprenticeships against this standard. The Department of Education dashboard data was released last week and shows UBE's QAR standing at 47.9% vs a target of 45% internally.
- 13855 Student success rates post resubmission stand at 94.1%, the highest results the institution has ever delivered and illustrating that resubmissions do boost the underlying success rates by some 4%.
- 13856 There are 86 students already registered on new programmes this academic year vs a target of 110. 1,130 new students were recruited in autumn vs a target of 1,048 due to a strong B2B cohort of 827 students, 670 of which are apprentices (a record number of apprenticeship starts). A viable cohort of 19 are now studying on the MSc Urban Planning, with some having been offered free places as part of the incentive to ensure the programme could commence this year. The Spring intake is targeted at 550 and remains on track at the current time. Work has already commenced for the Part 2 MArch (LSA) intake in autumn 2026 and applications for this will open formally in January 2026.
- 13857 The Vice Chancellor advised that a comprehensive plan is in place to address NSS scores and student satisfaction, particularly closing the gap between apprenticeship and non-apprenticeships students, which the Academic Assurance Committee reviewed in detail on 20 November 2025.
- 13858 The Vice Chancellor reminded the Board that any further discussion on employee engagement had been deferred to the March 2026 meeting as the winter survey will run in January 2026. There is a 13-point plan to influence this that the Executive is working through. Results from the survey will be analysed and presented to the Board in March. The recent Academic Conference in Birmingham was an initiative to create a greater sense of community in that department and was positively received by attendees.
- 13859 The Board queried if the delivery of £130K revenue in professional training is genuinely green in the score card at this point in the year, given its underperformance in recent years. The Vice Chancellor confirmed it is receiving more focus now, though it had been deprioritised whilst the LSA merger work was ongoing. The work for the Planning Inspectorate is contributing to performance against the target, as is the LSA Part 4 Design for Life course.
- 13860 The Board was informed that a specialist MBA programme has been launched focused on the built environment rather than specifically construction and real estate. A new Programme Leader will shortly be appointed to lead its development and ensure it is commercially successful. A bespoke version of this course is also part of the longer term

Hong Kong Plan. The new MBA Programme will provide opportunity for the creation of microcredentials and stackable modules from the programme content.

13861 The Vice Chancellor reminded the Board that UBE is now officially within the period in which it might realistically anticipate its next Ofsted visit, which would be carried out under the new Education Inspection Framework. Dr. Wendy Finaly is responsible for leading on preparations for this.

13862 In updates relative to influence and profile work, the Vice Chancellor reported that the Built Environment Futures Assembly had been successfully launched in late September and that the University had won a second Knowledge Transfer Partnership this year with the Green Building Council. In terms of influencing change on the Chartered Surveyor apprenticeship and its associated End Point Assessment, disappointingly, the status quo remains despite the year of partnership effort to bring about change. A wholesale review of apprenticeships is now anticipated in early 2026. Trustees suggested that the Board could better support these efforts, potentially with a collective letter from Chairs of all institutions delivering the standard. The Vice Chancellor agreed to consider crafting such a letter and securing support from all 18 Chairs of institutions.

**ACTION: Draft a letter to the RICS and Trailblazer Group for the Chartered Surveyor Apprenticeship to be signed by the Chairs of all 18 institutions delivering against the standard to advocate for change. [AW]**

13863 The Vice Chancellor also advised that the Construction Skills Mission Board work is progressing well and that the institution had worked collectively to propose a common entry route for all built environment professional education at Level 4. There is positivity around the proposal, but Skills England approval will be required to give it industry-wide endorsement.  
REDACTED

13864 The Board noted the high volume of activity continuing at the institution and commented that one of the primary issues in the Employee Engagement Survey was workload and therefore queried how this was being managed, monitored and improved for staff. The Vice Chancellor commented that resource is being added to the institution in many places through the approved investment budget for the 2025–26 year but as some of this is recruitment of people there is a time lag in realising this benefit in some areas. The Vice Chancellor believes that staff morale is improving and that this will be seen in the January survey responses.

13865 The Board **NOTED** the Vice Chancellor's update on progress for 2025–26.

**13866**      **2.2) FINANCIAL REPORTING**

13867      The Board received the University's OfS Financial Return Data and Commentary, the Annual Report and Financial Statements for 2023-24, the Letter of Representation and a proposal to re-appoint the current auditors in papers 2.2 and 2.2a-2.2e. The Board **NOTED** that the documentation had all been scrutinised by either the Finance Committee or the Joint Audit & Finance Committee on 13 November 2025 and that the documentation came with their recommendation to approve, and the auditors.

13868      The Board was advised that some edits were made since the Finance Committee relative to cash flow in the financial statements and that these were still being finalised.

13869      The Honorary Treasurer reported that in response to feedback provided last year, the institution has done a much-enhanced job of presenting the Annual Report and Financial Statements and in telling the University's story over the 12-month period. The report will be published on the external website, will be filed with the Charity Commission and is part of the Financial Return submission. There are no specific plans to promote or launch the document otherwise.

13870      **REDACTED**

**ACTION:      REDACTED**

13871      The Board **APPROVED** the Financial Return Data and Commentary for submission to the Office for Students

13872      The Board **APPROVED** the Annual Report and Financial Statements 2024-25 as recommended by the Audit & Finance Committee pending some agreed minor final amendments being made. The signature of the Chair will be added to finalise the documents once these are made.

**ACTION:      Add the Chair's signature to the Annual Report and Financial Statements to finalise them and publish as required, subject to the final amendments requested above. [LH]**

13873      The Board **APPROVED** the 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 required. [LH]**

13874 The Board **APPROVED** the re-appointment of Forvis Mazars as University of the Built Environment auditors for a further year in 2026 and Nova as UCEM Asia Ltd auditors for a further year in 2026.

13875 The Board thanked David Balme, Jim Kerr and the wider team for their work to complete the Financial Return, audit, and Annual Report and Financial Statements within 4 months of year end.

### **3) PROPERTY UPDATE**

#### **13876      3.1) REDACTED**

13877 REDACTED

13878 REDACTED

13879 REDACTED

13880 REDACTED

13881 REDACTED

13882 REDACTED

#### **13883      3.2) BEECHWOOD ROAD**

13884 Lucy Carmichael left the meeting for this agenda item due to a conflict of interest with her ongoing Chairship of Beechwood Architecture, REDACTED

13885 REDACTED

13886 REDACTED

13887 REDACTED

13888 REDACTED

13889 REDACTED

13890 Lucy Carmichael returned to the meeting at the conclusion of this agenda item.

### **4) STRATEGIC DISCUSSION**

**13891**                    **4.1) THE POST-16 EDUCATION AND SKILLS WHITE PAPER – RISKS AND OPPORTUNITIES AND OFS LETTER**

13892                    The Vice Chancellor introduced a strategic discussion item focussed on the recently published Government White Paper on post-16 education and skills. The aim of the discussion was to reach a collective point of understanding about the implications of the White Paper and to discuss the risks and opportunities for University of the Built Environment, noting that the detail on implementation of the initiatives within the paper has yet to be published.

13893                    The Board discussed and commented as follows:

- REDACTED
- REDACTED
- REDACTED
- REDACTED
- The Board noted the absence of reference to Professional Bodies in the White Paper and felt this was also an opportunity for UBE as PSRBs will likely need to reconsider their dependency on degrees in the future and alternative routes to Chartership.
- There is no nationally coordinated Skills Improvement Plan funding and any funding is likely to be channelled locally. Developing partnerships with all LSIPs will be challenging for UBE. Devolution to mayoral authorities is also a general policy direction of travel which could be challenging for UBE if funding is directed through this route.
- The skills challenges for the UK will peak in the coming years where the population of 18-year-olds is peaking and the number of professionals in the sector aged over 55-years old is also peaking.
- UBE's graduate outcomes are extremely positive in demonstrating the institution provides value to UK employment.
- The opportunities in the research and innovation space are significant and provide an opportunity to align and diversify income streams.
- The Board suggested UBE could benefit from a review of the way the current curriculum is structured into programmes and the extent to which it can be modularised to support recognition of prior learning and an alternative way of paying for UBE products, given that the LLE is unlikely to be sufficient to cover fees for a full qualification.
- REDACTED

13894                    REDACTED

**ACTION:**            **REDACTED**

13895                    The Board received a copy of a letter from the OfS regarding emerging sector risks and discussed how the University is managing these (paper

4.1a). Overall, the Board welcomed the letter and the evident shift in tone emerging from the regulator. The University Secretary confirmed to the Board that all matters raised in the letter are already on the institution's radar and some will be discussed during an OfS provider visit to UBE later in December 2025 which will give the OfS an opportunity to learn more about the institution and its differing model of provision.

- 13896 The Board made the following further comments:
- UBE is unlikely to raise concerns in the areas the OfS will be focussed on, although it must be mindful that strength of governance is a clear focus.
  - It would be helpful to undertake some scenario planning for differing shocks which might impact the University and how UBE would respond. Some work in this area, particularly in terms of financial impact analysis has already commenced. This work will feature in the institution's overall risk management approach.
  - The Board would also like to see the multifaceted risks of operating in Hong Kong continue to be actively reviewed and managed, though appreciated the Executive does not believe there is any increased or immediate concerns. At the current time the institution is implementing and operationalising the 5-year plan that the Board approved one year ago.
- 13897 The Board **AGREED** it would send a response to the OfS confirming the letter had been discussed by the Board.
- ACTION: Send a reply to the OfS confirming that the Board had read and discussed their letter to Chairs of institutions. [JEF]**
- 13898 The Board also **NOTED** that the OfS would be visiting UBE on 10 December 2025 to learn more about the University.
- 13899 The Chair thanked everyone for their participation in the strategic discussion.

## 5) BOARD MATTERS

- 13900** **5.1) REDACTED**
- 13901 REDACTED
- 13902 REDACTED
- 13903 REDACTED
- 13904 REDACTED

**ACTION:**        **REDACTED**

- 13905        Jane Fawkes advised that the planning and timeframe for recruitment of a new permanent Chair of the Board will be relative to the conclusion of the Review and the recommendations it makes. The next meeting of the Nominations & Governance Committee in February 2026 will be responsible for the recruitment process.
- 13906        **REDACTED**
- 13907        The Chair thanked TP-G for attending the Board for this item and invited him to leave the meeting.

## **6) ANY OTHER BUSINESS**

### **13908        6.1) BOARD SUB-COMMITTEE UPDATES**

- 13909        The Chair reminded Trustees that significant business is undertaken on behalf of the Board by its sub-committees and that it is important for the wider Board to be aware of the business discussed and the decisions taken. Meetings of six Sub-Committee that have taken place since the last Board meeting in September. Chairs were invited to raise any significant matters from the outcomes of those meetings to the Board (noting that some items had already been covered in detail under substantive matters in this Board meeting).
- 13910        GS provided an update on the outcomes and decisions of the Remuneration Committees, held 4 September and 29 October 2025, as presented in the Executive Summary of the meeting at paper 6.1a. Outside of those matters already covered by the Board in this meeting, the Board **NOTED** that some of the key items discussed were: agreement of bonus payments for the Vice Chancellor and Executive Team; and, the finalisation of all associated statutory reporting. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.
- 13911        JQ provided an update on the outcomes and decisions of the Nominations & Governance Committee, held 8 October 2025, as presented in the Executive Summary of the meeting at paper 6.1b. Outside of those matters already covered by the Board in this meeting, the Board **NOTED** that some of the key items discussed were: the heavy Trustee recruitment required during the year to come; the proposed award of 5 Honorary Fellowships and 3 Associate Fellowships; and, the outcomes of the Trustee Reviews held during summer 2025. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.

- 13912 CC provided an update on the outcomes and decisions of the Audit Committee, held 13 November 2025, as presented in the Executive Summary of the meeting at paper 6.1c. Outside of those matters already covered by the Board in this meeting, the Board **NOTED** that some of the key items discussed were: a review of institutional risk; and, the Internal Audit Plan for 2025-26 agreed with the RSM which will commence as soon as possible with an audit into cyber security. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.
- 13913 CC provided an update on the outcomes and decisions of the Joint Audit and Finance Committee, held 13 November 2025, as presented in the Executive Summary of the meeting at paper 6.1d. The key items reviewed were the Audit Findings Report and the Annual Report and Financial Statements for 2024-25. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.
- 13914 GS provided an update on the outcomes and decisions of the Finance Committee, held 13 November 2025, as presented in the Executive Summary of the meeting at paper 6.1e. Outside of those matters already covered by the Board in this meeting, the Board **NOTED** that some of the key items discussed were: approval of a £790K deficit budget inclusive of the overperformance for the year in income (meaning additional investment can be made by the Executive Team if possible before year end); and, the development of a multi-year approach to budgeting to be discussed further at the next meeting. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.
- 13915 LM provided an update on the outcomes and decisions of the Academic Assurance Committee, held 20 November 2025, as presented in the Executive Summary of the meeting at paper 6.1f. Outside of those matters already covered by the Board in this meeting, the Board **NOTED** that some of the key items discussed were: the final Apprenticeship Position Statement Report for the 2024-25 year; the Academic Quality and Standards report for 2024-25; the Access and Participation Plan variation request following the merger with the LSA; the new Academic Career Framework that has been put in place for the institution; and, the status and management of all UBE PSRB accreditations. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.

**13916**      **6.2) MATTERS FOR NOTING, APPROVAL AND REPORT**

- 13917 The Board was invited to make comments on the additional Board paper of matters for report and approval (items 7, 8 and 9). Particular attention was drawn to the policies that require Board approval and will be emailed round as soon as possible for approval via Chair's Action. The approval of the Access and Participation Plan Variation was also noted to have received full

scrutiny by the Academic Assurance Committee, as had the Apprenticeship Position Statement Report for 2024-25. No other comments were made so all matters were deemed approved and noted (as below).

**13918**                    **6.3) FAREWELL AND THANKS TO THE BOARD APPRENTICES**

13919                    The Chair formally thanked Chrystal Augustine and Lucy Gaitskell for their time as Board Apprentices with the University 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 during a period of significant achievement for the University.

**13920**                    **6.4) ANY OTHER BUSINESS**

13921                    The Board thanked LH for all her highly valued work to continue to provide effective governance during the recent absence of the University Secretary.

13922                    There being no other items of business raised, the Chair thanked all Trustees for their participation in the meeting.

**13923**                    **6.5) MEETING CLOSE**

13924                    The Chair closed the meeting at 15.30pm.

**13925**                    **6.6) DRINKS RECEPTION**

13926                    A festive drinks reception was held at the close of the meeting for Board members only.

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The following matters were circulated in a separate pack for approval or report in advance of the meeting.

## **7) REGULATORY UPDATE**

**13927**                    **7.1) OFS CONDITIONS OF REGISTRATION COMPLIANCE**

13928                    An update on the University compliance register with OfS Conditions of Registration was provided at paper 7.1 and 7.1a.

13929                    The Board **NOTED** the updated position regarding the University's compliance with OFS conditions of registration and that University of the Built Environment remains compliant with all conditions. The Board **NOTED** the proposals set out by OfS in its consultation on its future approach to quality regulation.

**13930**            **7.2) ACCESS AND PARTICIPATION PLAN VARIATION FOLLOWING LSA MERGER**

13931            The Board **APPROVED** the submission of the proposed Access and Participation Plan variation request to the OfS as presented in paper 7.2 and as scrutinised and recommended by the Academic Assurance Committee. The Board thanked CT for all her work on the Plan.

**8) MATTERS FOR APPROVAL OR REPORT**

**13932**            **8.1) POLICY REVIEW**

13933            The Board **NOTED** that updates to the Anti-Bribery Policy and the Whistleblowing Policy had been proposed but were not quite ready to circulate to the Board so would come forward for approval via email and Chair's Action as soon as possible.

**ACTION:            Circulate the updated Anti-Bribery Policy and Whistleblowing Policy to the Board for approval via Chair's Action as soon as internal approval is secured. [LH]**

**13934**            **8.2) ACADEMIC REPORTS**

13935            The Board **NOTED** the discussions and decisions of the Academic Board held in September 2025.

13936            The Board **APPROVED** the Apprenticeships Self-Assessment Report 2024-25.

13937            The Board **NOTED** the individuals who will be awarded Honorary Degrees in 2025, with conferment taking place in January 2026.

13938            The Board **APPROVED** the Academic Quality and Standards Report 2024-25 having been assured of the quality of the institution's provision by the Chair of Academic Assurance Committee.

13939            The Board **APPROVED** the Safeguarding and Prevent Report 2024-25.

**13940**            **8.3) HONORARY AND ASSOCIATE FELLOWSHIPS**

13941            The Board **APPROVED** the award of Honorary Fellowships to Amanda Clack, Dr Stephen Jackson, Professor Kenny Miller, Professor Nick Morton and Cr Sr TANG Chi Wang, as per the recommendation of the Nominations & Governance Committee.

13942 The Board **APPROVED** the award of Associate Fellowships to Julie dela Cruz, Annabel Huffer and Patrick Tong, as per the recommendation of the Nominations & Governance Committee.

**13943**            **8.4) BOARD CRIB SHEET UPDATE FOR EXTERNAL INFLUENCING**

13944 The Board **NOTED** the updated crib sheet with the University's external influencing core messages for Board use.

**9) OTHER MATTERS FOR NOTING ONLY**

**13945**            **9.1) TRUSTEE CALENDAR**

13946 The Board **NOTED** the Trustee calendar of dates for 2026, noting the minor updates recently made and that a full scheduling review is due to take place prior to Christmas which may result in some changes.

**13947**            **9.2) REPORT ON HEALTH AND SAFETY**

13948 The Board **NOTED** the latest report on Health and Safety covering all UBE sites for the period September–November 2025.

**13950**            **9.3) UBE COMPLAINTS, APPEALS AND WHISTLEBLOWING REPORT**

13951 The Board **NOTED** the data on complaints made to University of the Built Environment in Quarter 1 2025–26 as detailed in paper 9.3.

13952 The Board **NOTED** the data on appeals cases in Quarter 1 2025–26 as detailed in paper 9.3.

13953 The Board **NOTED** that there had been no whistleblowing cases.

13954 The Board **NOTED** the OIA cases in Quarter 1 2025–26 as detailed in paper 9.3.

**13955**            **9.4) DATA PROTECTION REPORT**

13956 The Board **NOTED** the seven minor data protection breaches in the September–November 2025 period, and that there were no Data Subject Access Requests or third-party disclosures (paper 9.4). The Board **NOTED** that the overall rate of breaches remains low. The Board also **NOTED** that the data protection function at the University is still being managed on an outsourced basis via Evalian and that their focus in the coming period will

be on raising employee awareness around the use of Data Protection Impact Assessment and a review of the retention and deletion schedule.

**13957**      **9.5) STAFF ORGANISATION CHART**

13958      An updated Senior Level University staff organisational chart by department / SLT level was provided at paper 9.5 and **NOTED** by the Board.

**Date of next meeting:**

Thursday 26 March 2026

**Meetings before 26 March 2026:**

4 December 2025 – Quarterly Business Review


29 & 30 January 2026 – Graduation Ceremonies

19 February 2026 – Quarterly Business Review

26 February 2026 – Nominations and Governance Committee

12 March 2026 – Finance Committee

17 March 2026 – Built Environment Award Panel

Signed	
Name	Ros Kerslake CBE
Position	Chair of the Board of Trustees
Date	26 March 2026