University of the Built Environment
EST. 1919

Patron: His Majesty King Charles III

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MEETING OF THE BOARD OF TRUSTEES

8 JULY 2026

REDACTED MINUTES FOR PUBLICATION

A meeting of the Board of Trustees was held at Horizons, 60 Queen's Road, Reading RG1 4BS from 12.15am-16.15pm on Wednesday 8 July 2026.

Present:	J Gill (JG)	
	J Hubert (JH)	(Staff Trustee)
	N Hughes (NH)	
	Prof M Jones (MJ)	(Vice Chair)
	R Kerslake CBE (RK)	(Chair)
	Dr L Marr (LM)	
	D O'Rourke (DOR)	
	G Scott (GS)	
	C Thackeray (CT)	(Staff Trustee)
	Prof A Wheaton (AW)	(Vice Chancellor)
In attendance:	A Denton (AD)	(Student Co-opted Member)
	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)
	Prof W Finlay (WF)	(Pro Vice Chancellor Education & Students)
	L Hughes (LH)	(Clerk to the Board)
	M Speight (MS)	(Executive Director Strategic Enterprise – until end item 2 only)
	Prof M Todd (MT)	(Pro Vice Chancellor Academic)
	A Williams (AWi)	(Pro Vice Chancellor Innovation & Partnerships)
Apologies:	C Costigan (CC)	
	Prof. N Braisby (NB)	

LUNCH AND LEARN

14116 **UNIVERSITY OF THE BUILT ENVIRONMENT DIGITAL CAMPUS PROJECT**

14117 Prior to the formal meeting commencing, a lunch and learn session was held featuring a presentation by Professor Nick Mount (Associate Pro Vice Chancellor Digital Campus) on the institution's Digital Campus project. The slide deck for the presentation was shared on the Trustee Portal. Within the presentation, NM highlighted the journey the institution will take over the next five years to diversify its delivery model and keep pace with the wider sector. NM assured the Board of an

evolution not revolution approach and outlined all the benefits of the project and its return on investment to Trustees.

14118 At the close of the presentation, there was discussion and Q&A from the Trustees. These focused on:

- To what degree bespoke solutions are being put in place through this project as there were concerns that the institution already operates with too much bespoke within the technology infrastructure. NM assured the Board that clear requirements are being outlined that map to the best solutions from providers but that these will necessarily be different solutions for different aspects of the project. Each element of the project has a clear go/no-go decision point.
- Who the institution's competitors are in online delivery models. NM mentioned Arden University (which is purely online but has benefitted from significant private sector investment), and UCL (which through a strong governance structure around their processes is now starting to deliver). NM is connected to these institutions and taking on board valuable lessons where possible.
- How the project and the investment required will contribute to programme and market diversification. NM advised the institution will move from a one-size-fits all model of delivery to one that can provide greater breadth and options and therefore support the diversification aims. It is also hoped it will be scalable internationally.

14119 Overall, the Trustees were supportive of and impressed by the plans and what the project will deliver for the next phase of the institution's development and recognised its significance as a project given the University's wholly online provision. The Board requested to receive regular updates on progress with the project and return on investment.

14120 At the close of the discussion, the Vice Chair and Vice Chancellor thanked NM for all his work in this area and invited him to leave the meeting.

1) GENERAL BOARD GOVERNANCE

14121 **1.1) DECLARATION OF ANY CONFLICTS OF INTEREST**

14122 It was agreed there was no longer any conflict of interest for Lucy Carmichael at agenda item 4.2 but she would step out for part of agenda item1.7. There were no other conflicts of interest reported.

14123 **1.2) RECORDING OF THE MEETING**

14124 Trustees provided their consent to the recording of the meeting within Zoom in order to support minute taking and provided the recording is deleted thereafter.

14125 **1.3) APOLOGIES FOR ABSENCE AND WELCOMES**

14126 There were apologies for absence from Prof. Nick Braisby and Chris Costigan.

14127 The Vice Chair advised Trustees that she was chairing the meeting on behalf of the Chair who had broken her leg and was therefore joining the meeting remotely.

14128 The Vice Chair expressed the Board's congratulations to Adam Denton on his recent graduation from his apprenticeship programme.

14129 1.4) MINUTES OF THE MEETING HELD 26 MARCH 2026

14130 The minutes and the proposed redactions of the Board of Trustees meeting held on 26 March 2026 (as provided at paper 1.4) were **APPROVED** as a true record and signed by the Chair. They will be published on the University's Governance webpage.

14131 1.5) MATTERS ARISING AND ACTIONS SUMMARY

14132 The summary showing the outcomes of actions from the meeting held 26 March 2026 (paper 1.5) was taken as read with updates on listed actions, where not yet completed, duly **NOTED.**

14133 1.6) CHAIR'S ACTIONS

14134 The Board **NOTED** that it had submitted a Reportable Event to the Office for Students on 27 April 2026 notifying them of the Vice Chancellor's intention to step down from his role, and consequently as the University's Accountable Officer, by 27 March 2027. The Reportable Event was acknowledged by the OfS on 28 April 2026.

14135 1.7) GOVERNANCE UPDATE

14136 The University Secretary gave an extensive governance update as per paper 1.7 covering various workstreams, including recruitment activities for Chair, Independent Trustees and Vice Chancellor. She specifically thanked all those Trustees who had been part of the Task and Finish Group over the last four months, who had successfully developed a new Board Code of Conduct to clarify expectations of Trustees and a Board-Executive Communications Protocol.

14137 There was some debate about the wording in the Code of Conduct about Staff and Student Trustee roles and whether they are representatives of their bodies or independent trustees. The University Secretary will be working to bring greater clarity to these roles over the coming year, but re-emphasised that these roles are trustee roles. It was also proposed an amendment be made to include 'perceived' conflicts of interest as well as actual and potential ones in section 8.1.

14138 The Board **NOTED** the ongoing governance activities and workload. It further **NOTED** the progress made by the Task and Finish Group in working through the recommendations from the Board Review report and that the Group's work will finish this month with a closing report for the Board in September.

14139 There were some concerns that the Communications Protocol might reduce communication rather than encourage it and the degree to which some Trustee roles become involved in operational matters is not always clear cut – for example the Honorary Treasurer receives the monthly management accounts (process now in place). Furthermore, this does not align with the comments on Trustees not receiving 'unequal access to information'. Some nuance will be added to the protocol before finalising in order to accommodate the requirements for such roles,

but it was noted the principle is about 'no surprises' and a consistent approach to communications, with some discretion to be applied to this as necessary.

14140 The Board **APPROVED** the new Board Code of Conduct for operationalisation in the new academic year (1 August 2026), pending a small amendment being made ahead of finalisation.

14141 The Board **APPROVED** the new Board-Executive Communications Protocol for operationalisation in the new academic year (1 August 2026), pending a small amendment being made ahead of finalisation.

14142 The Nominations & Governance Committee will be invited to review how effectively the two documents are operating after one year.

ACTION: Review the effectiveness of the Code of Conduct and Board-Executive Communications Protocol after one year of operation. [JEF]

14143 The University Secretary advised the Board that stage one interviews for a new Chair had been held on Monday 6 July with five candidates. Two will move forward to a final stage on 21 July 2026.

14144 The University Secretary advised the Board that the application window for Independent Trusteeships had closed on 7 July 2026 with 30 applications in total. Shortlisting will take place on Friday 9 July, followed by a two-stage interview process.

14145 The University Secretary advised the Board that Anderson Quigley had been selected to support the University on the recruitment of the new Vice Chancellor. The Nominations and Governance Committee had defined several aspects of the role/recruitment process at their meeting in June 2026, and the Remuneration Committee had determined salary and reward aspects last week. A formal Kick-Off meeting with AQ is scheduled for 9 July 2026, following which a research phase will take place before launching the search in August. An Appointment Panel has been selected and approved to coordinate the search and interview phase.

14146 The Board **NOTED** the progress on recruitment for Chair, Independent Trustees and Vice Chancellor and that the pause on other required recruitment activities (Staff Trustee, Student Trustees and Board Apprentices) remains in place until later in 2026 when the current recruitment rounds have been completed.

14147 Lucy Carmichael left the meeting briefly. The Board then **APPROVED** the re-appointment of Lucy as a co-opted member until the end of the calendar year. Lucy then returned to the meeting and was congratulated on her extended term on the Board.

14148 The Board **NOTED** the OfS letter to the Chair regarding its focus on and expectations of governance ahead of a formal consultation on ongoing conditions of registration on effective governance to take place in 2027 and the OfS's continued focus on financial sustainability of institutions.

14149 The Board extended its thanks to the team for managing through the governance workload at the current time and for gearing the institution to respond positively and effectively to new Code of Governance expectations around culture and institutional leadership. The Chair also extended her thanks to Michelle Jones for leading the Task and Finish Group during her first months of a new role based in India.

14150 1.8) LEGAL NAME CHANGE UPDATE AND UNIVERSITY REGULATIONS

14151 Jane Fawkes gave an update as per paper 1.8 on the progress of the Royal Charter amendment through Privy Council towards final approval, which has now, with HM The King's approval, entered the consultation stage with an estimated final decision expected at a meeting of the Privy Council during the autumn, meaning the name change could be legally in place by the end of the calendar year.

14152 The University Secretary presented the updated University Regulations, which sit alongside the revised interim Royal Charter in place since last year and will equally complement the new Charter once approved. The Board queried the discrepancy between the quorum required for removal of a co-opted member being 8 Trustees but that required for removal of a Chair or Trustee is 6. The University Secretary assured the Board she too had queried this with the legal team during the drafting but would need to check the response and provide this via email. Whether the Chair is included in those numbers should also be made clear in any future revisions to the Charter.

14153 The Board **APPROVED** the University Regulations (V6.03) for immediate finalisation and republication on the external website as the new V7.0 and **NOTED** that the University Secretary will provide responses to the query raised on quorum for removal of Trustees / members and on whether the Chair is included in that quorum via email.

ACTION: **Provide explanation to the Board on the inconsistency in the quorum of Trustees required to remove a member and a Chair/Trustee from the Board, and whether the Chair is included in this quorum or not. [JEF]**

14154 1.9) REDACTED

14155 REDACTED

14156 REDACTED

ACTION: **REDACTED**

14157 REDACTED

ACTION: **REDACTED**

2) STRATEGIC DISCUSSIONS

14158 2.1) OFSTED AND THE UNIVERSITY'S QUALIFICATION ACHIEVEMENT RATE

14159 The Board discussed the extensive paperwork provided at paper 2.1 on the University's recent Ofsted Inspection experience which secured a healthy *Expected Standard* outcome, and the associated proposals for mitigating against continuing to have a lower than national expected standard Qualification Achievement Rate (QAR) in the future. The Executive has considered the issues and risk at length over the last four months and proposed a mitigation plan to manage the risk it now considers to be untenable for the institution. Managing this risk now will ensure the institution can maintain the *Expected Standard* outcome at its next inspection, or better.

14160 REDACTED

14161 REDACTED

14162 REDACTED

14163 REDACTED

ACTION: REDACTED

14164 The Executive recognised that whilst their proposals were largely operational in nature, they are so strategically significant for the institution that they would not wish to proceed with an unsupportive Board. It was **AGREED** that a smaller group of Executive Team members would meet with the Chair and Honorary Treasurer on Monday 20 July 2026 to consider the implications of the plan further and the merits of adopting a more gradual approach to enacting it, such as testing suspension of starts on one programme first and not all three proposed. This group will report back to the wider Board after the meeting.

14165 The Board **NOTED** the final University of the Built Environment Ofsted Inspection report from March 2026.

14166 2.2) UCEM ASIA LTD – INTERIM REVIEW OF 5-YEAR STRATEGIC PLAN

14167 The Board discussed paper 2.2 which provided an update on progress against the five-year business plan for UCEM Asia Ltd (approved by the Board in December 2024), which proposes a blended learning approach more suited to the market there.

14168 Significant work has been undertaken to develop the new delivery model but it has not yet secured local regulatory approval from the NCR so launch has been delayed beyond Autumn 2026. Regulatory approval is required for the programme and the delivery premises to enable the programme to launch. NCR approval will need to be secured by December 2026 to allow for Spring 2027 launch. In the meantime, a fully online offer continues. The Executive requested continued Board support for the plan despite this delay. A full review of progress and impact can be scheduled for late 2027, thereby allowing the success of two intakes to be assessed. In the meantime, the team will also develop some models and scenarios for limited success and how the Board may wish to deal with this for discussion and agreement at the agreed review point. Executive leadership responsibility for Hong Kong will move from Stephen Bartle to Malcolm Todd from 1 August 2026 onwards.

14169 REDACTED

14170 The Board queried whether the financials associated the plan for 2026-27 given the delay in launching the new model and the ongoing reduction in student numbers on the existing model. The overall aim is to maintain international students at approx. 17% of the institutional total over the life of the current strategic plan – if the plan for Hong Kong fails the numbers would need to be made up in other markets. The current income/margin loss in the region is notably disappointing, but costs are not increasing and remain largely fixed. Overall, the entity is loss making in 2025-26 by approximately £0.4M.

14171 The Board **NOTED** the strategic context and performance to date against the business plan and **AGREED** to continue with enacting the approved plan with a further review to take place in late 2027. If regulatory approval is not secured by December 2026 (to allow launch of the new model in Spring 2027) this timeframe will need to be reconsidered.

3) UNIVERSITY UPDATE

14172 3.1) VICE CHANCELLOR'S UPDATE

14173 A University progress update was provided by the Vice Chancellor (paper 3.1). The coloured RAG ratings in the report reflect the status of the CX9 objectives at this final stage of the 2025-26 year. Some additional commentary on internal and external work taking place at the current time was also provided.

14174 The Vice Chancellor reported the annual National Student Survey (NSS) results published earlier on 8 July 2026. In this, University of the Built Environment secure an overall positivity score of 84.5% (up from 81% in 2025). Within this, apprentice positivity has increased from 78.5% in 2025 to 83% and non-apprentice positivity from 86.4% in 2025 to 90.4%. Combined with the institution's Student Experience Survey (SES) results this gives a combined positivity score of 88.8% (above the target of 85.5%). Against both other institutions and the benchmark, this is an exceptional result. The Vice Chancellor thanked the Executive Team for leading this whole-University effort/approach.

14175 All other CX9 targets have been met for the year, excepting Employee Engagement, where the survey only ran once in January (4.1 vs target of 4.25). The financial overperformance was discussed in detail at Finance Committee in June 2026 and budgeting performance and tracking will be an institutional focus in 2026-27.

14176 In addition, the Vice Chancellor reported that the institution's first Knowledge Transfer Partnership had been graded at the highest level by InnovateUK. He also reminded the Board that Ofsted did not feature on the scorecard for the year but had been successfully navigated. Built Enviornment Futures Assembly had also been successfully launched this year and is starting to deliver results – a BEFA progress update was promised for the September Board meeting.

14177 The Vice Chancellor advised that substantial work had been undertaken on a level 4 apprenticeship standard with nine professional institutes supportive of it. A Skills England approval event is planned for later in July. This may also be a route to

substantial improvements of the institution's QAR if approved for development then delivery (from autumn 2027).

14178 The Board **NOTED** the Vice Chancellor's final update on progress for the 2025-26 year.

14179 3.2) BUDGET FOR 2026-27

14180 The Chief Operating Officer presented paper 3.2 to the Board which proposed the budget for the 2026-27 year (overall £891K deficit). The proposals had been reviewed by Finance Committee in June 2026 and were recommended by the Honorary Treasurer for approval. The deficit/investment budget largely covers items relative to new programme development, the LSA, Hong Kong and research. The 5-year approach taken shows how the deficit/investment in 2026-27 transforms into surplus in outer years.

14181 The Vice Chair queried whether income growth of 7% was realistic and that the OfS has been cautioning against overoptimism. The Executive confirmed the budget had been prepared cautiously and the growth is partly marginal fee increases and improved retention and then growth from new programmes.

14182 The Board also requested a continued focus on benefits realisation/demonstrability and productivity as a result of the investments being made now. A suite of productivity metrics and baseline is being developed currently that should help to prove this in the future.

14183 The Vice Chancellor advised that the OfS had confirmed its recurrent grant funding to UBE for 2026-27 via email on 8 July 2026 and this was £200K better than in the budget presented for approval.

14184 The Board **APPROVED** the budget proposals for 2026-27 as presented in paper 3.2.

14185 3.3) CX9 KPIs FOR 2026-27

14186 The Board welcomed Hannah Al-Katib to the meeting for items 3.3 and 3.4.

14187 HAK presented the proposed CX9 targets for the 2026-27 academic year (paper 3.2). The Board was broadly supportive but requested that the UCEM Asia Ltd student recruitment number targets should be included on the CX9 to ensure continued focus and visibility on the success of the plan. The Board also requested transparency on what defines 'core' and 'new' in the targets. It was noted that the Y1 productivity targets were not yet clear and defined and the Board expects to see this detail by September 2026. The Board was advised that a core area of focus in 2026-27 will be on gearing the institution for the Teaching Excellence Framework and its extensive requirements to ensure that University of the Built Environment can secure silver minimum. Finally, the Board was also informed that work is underway to define what met, not met and exceeded mean relative to each target so that assessment of performance at year end is fair and transparent. This will also be reported in September 2026.

14188 The Board **APPROVED** the CX9 metrics for the 2026-27 financial and academic year, noting that Kick-Off takes place on 15 July 2026 in order to tie in with the

performance review and objective setting processes underway through July and August 2026. The Board requested the detail on the Y1 productivity targets and the measures for met/not met/exceeded at the September Board meeting.

ACTION: **Provide the Board with the detail on the Y1 productivity targets and the measures for met/not met/exceeded for each CX9 target at the September Board meeting. [JEF/HAK]**

14189 **3.4) ANNUAL RISK REVIEW**

14190 HAK presented the annual risk review to the Board, as per paper 3.4. Owing to the lengthy discussion of the QAR risk at agenda item 2.1, there was insufficient time to discuss the paper in full and it will be rescheduled for September 2026.

14191 HAK highlighted five themes in the institutional risk profile for the year ahead – dependency on the Chartered Surveyor apprentices, regulation and policy changes (and institutional response to these), boosting resilience and capacity (including cyber security and systems), external environment and organisational transition (new leadership). Various enhancements to the institutional risk management approach have been approved by the Audit Committee and will help to navigate the complex landscape in which UBE operates as well as how threats and opportunities are responded to.

14192 In the year ahead, further work will take place around business continuity planning to properly join up the physical/premises plan with the technology plan. This will be assessed by Audit Committee in due course.

14193 The Board **NOTED** the current institutional risk profile and the enhancements made to risk management arrangements over the last year.

14194 The Chair thanked HAK for her work on the report and contributions then invited her to leave the meeting.

14195 **3.5) EMPLOYEE ENGAGEMENT SURVEY RESULTS AND PLAN**

14196 The Chief Operating Officer presented an overview of the Employee Engagement Survey results from January 2026 and the planned focus areas for the next year ahead of the next survey being held, as per paper 3.5. The Board welcomed the revised approach of running the survey annually and the new provider who will be able to provide useful benchmarking information. The Board also commented that the completion rate for the survey is particularly positive.

14197 The Board **NOTED** the results of the employee engagement survey January 2026 and the activities that contributed to the improvements in the results. The Board further **NOTED** the three core areas of focus for future work on employee engagement – building trust, enhancing employee voice/feedback and working on wellbeing.

14198 The Board **NOTED** that a new provider will run the employee engagement survey for UBE in the future on a once-a-year basis only.

4) PROPERTY MATTERS

14199 **4.1) REDACTED**

14200 REDACTED.

14201 REDACTED

14202 **4.2) REDACTED**

14203 REDACTED

14204 REDACTED

5) ANY OTHER BUSINESS

14205 **5.1) BOARD SUB-COMMITTEE UPDATES**

14206 The Vice 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. Six sub-Committee meetings have taken place since the last Board meeting in March. Those matters discussed and decided in these meetings were presented to the Board in papers 5.1a-5.1e.

14207 An update was provided on the outcomes and decisions of the Nominations & Governance Committees, held 29 April and 11 June 2026, as presented in the Executive Summary of the meeting at paper 5.1a. The Board **NOTED** that some of the key items discussed (outside of those already raised in this meeting elsewhere) were: recruitment planning for Chair, Independent Trustees and Vice Chancellor; appointment of new External Representatives on the Academic Assurance Committee; and the new CUC Code of Governance. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.

14208 An update was provided on the outcomes and decisions of the Academic Assurance Committee, held 30 April 2026, as presented in the Executive Summary of the meeting at paper 5.1b. The Board **NOTED** that some of the key items discussed were: institutional performance on apprenticeship KPIs; Teaching Excellence Framework preparations; student success; research; and widening participation. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.

14209 An update was provided on the outcomes and decisions of the Audit Committee, held 20 May 2026, as presented in the Executive Summary of the meeting at paper 5.1c. The Board **NOTED** that some of the key items discussed were: institutional risk management; ongoing integration of the LSA into the University; QAR risks; cyber security; progress with internal audits in 2025-26; the Audit Strategy plans for 2026; and, the Value for Money Statement 2024-25. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.

14210 An update was provided on the outcomes and decisions of the Finance Committee, held 22 June 2026, as presented in the Executive Summary of the meeting at paper 5.1d. The Board **NOTED** that some of the key items discussed (outside of those already raised in this meeting elsewhere) were: fees for 2027-28 onwards; the Professional Training Business Plan; opening of an additional deposit account for surplus cash at bank; UBE investments; and, current year financial performance. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.

14211 An update was provided on the outcomes and decisions of the Exceptional Remuneration Committee, held 30 June 2026 at the request of the Nominations & Governance Committee, as presented in the Executive Summary of the meeting at paper 5.1e. The Board **NOTED** that some of the key items discussed were: future salary range and benefits for the new Vice Chancellor; and, agreeing a form/process for assessing the current Vice Chancellor's performance for 2025-26. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.

14212 **5.2) MATTERS FOR NOTING, APPROVAL AND REPORT**

14213 The Board was invited to make comments on the additional Board paper of matters for report and approval (items 6, 7 and 8). Particular attention was drawn to approvals of the Degree Outcomes Statement 2024-25 which will now proceed to publication and the Audit Strategy Memorandum from Forvis Mazars. No other comments were made so all matters were deemed approved and noted (as below).

14214 **5.3) ANY OTHER BUSINESS**

14215 There being no other items of business raised, the Chair thanked all Trustees for their participation in the meeting.

14216 **5.4) MEETING CLOSE**

14217 The Chair closed the meeting at 16.15pm.

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

6) APPROVALS AND FOR REPORT

14218 **6.1) OfS REGULATORY COMPLIANCE UPDATE**

14219 The Board **NOTED**:

- That the University will be subject to an OFS monitoring check for the quality assurance of its apprenticeship end point assessments for integrated higher and degree apprenticeships.
- The approval of the University's revised Access and Participation Plan.
- That OfS has published proposals for a new approach to consumer and student protection, which if adopted, will be in place from autumn 2026.

- That in June 2026, the OfS published the stage 1 consultation outcomes on their future approach to quality regulation.
- The University review of degree classification algorithms for 2026-27 following increase OfS scrutiny in this area.

7) APPROVALS AND FOR REPORT

14220 **7.1) POLICIES FOR REVIEW AND RE-APPROVAL**

14221 The University Secretary presented two University policies for (re-)approval (paper 7.1).

14222 The Board **APPROVED** the Anti-Bribery Policy V5.01 for finalisation and republication as the new V6.0.

14223 The Board **APPROVED** the new Economic Crime Prevention Policy for finalisation as the new V1.0.

ACTION: **Finalise and publish the Anti-Bribery Policy V6 and the Economic Crome Prevention Policy V1. [LH]**

14224 **7.2) AUDIT STRATEGY 2026**

14225 The Board **APPROVED** the Audit Strategy Memorandum from Forvis Mazars and their proposed approach and fee of £45,067 for 2026, and that the Audit Partner will remain as Helen Knowles.

14226 **7.3) ACADEMIC REPORTS**

14227 The Board **NOTED** the discussions and decisions of the Academic Board meetings held in January, March and June 2026.

14228 The Board **APPROVED** the Degree Outcomes Statement 2024-25 for immediate publication.

ACTION: **Finalise and publish the Degree Outcomes Statement 2024-25. [LH]**

14229 The Board **NOTED** the changes to the Academic Board Terms of Reference and membership.

14230 **7.4) BOARD CRIB SHEET UPDATE FOR EXTERNAL INFLUENCING**

14231 The Board **NOTED** the updated crib sheet with the University's external influencing core messages for Board use.

8) OTHER MATTERS FOR NOTING ONLY

14232 **8.1) TRUSTEE CALENDAR**

14233 The Board **NOTED** the Trustee calendar of dates for 2026 and 2027, noting the updates made since the last meeting, which are all accurately reflected in Outlook appointments.

14234 **8.2) REPORT ON HEALTH AND SAFETY**

14235 The Board **NOTED** the latest report on Health and Safety covering all UBE sites for the period March - June 2026.

14236 **8.3) UBE COMPLAINTS, APPEALS AND WHISTLEBLOWING REPORT**

14237 The Board **NOTED** the 20 complaints made to University of the Built Environment in Quarter 3 2025-26 as detailed in paper 8.3.

14238 The Board **NOTED** the 7 appeal cases in Quarter 3 2025-26 as detailed in paper 8.3.

14239 The Board **NOTED** that there had been no whistleblowing cases in the last quarter.

14240 The Board **NOTED** the one case referred to the OIA in Quarter 3 2025-26 as detailed in paper 8.3.

14241 **8.4) DATA PROTECTION REPORT**

14242 The Board **NOTED** the ten minor data protection breaches in the April - June 2026 YTD period, and that there was one Data Subject Access Requests and no third-party disclosures in this period (paper 8.4). 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.

14243 **8.5) STAFF ORGANISATION CHART**

14244 An updated Senior Level University staff organisational chart by department / SLT level was provided at paper 8.5 and **NOTED** by the Board.

Date of next meeting:
Thursday 17 September 2026

Meetings before 17 September 2026:
13 July 2026 – Final Task and Finish Group
10 September 2026 – Remuneration Committee

Signed Ros Kerslake

Name Ros Kerslake CBE

Position Chair of the Board of Trustees

Date 17 September 2026