

**MEETING OF THE BOARD OF TRUSTEES  
18 APRIL 2024**

**REDACTED MINUTES FOR PUBLICATION**

A meeting of the Board of Trustees was held at Horizons, UCEM, 60 Queen’s Road, Reading, RG1 4BS and via Zoom videoconferencing from 13.00-16.15pm on Thursday 18 April 2024.

Present:	Prof N Braisby (NB)	
	A Clack (AC)	(Chair)
	C Costigan (CC)	
	A Denton (AD)	(Student Trustee)
	J Hubert (JH)	(Staff Trustee)
	Dr S Jackson (SJ)	(Vice Chair)
	Prof M Jones (MJ)	
	B McManus (BM)	(Student Trustee)
	Prof K Miller (KM)	
	G Ralphs (GR)	
	D O’Rourke (DOR)	
	G Scott (GS)	(Honorary Treasurer)
	C Turley (CT)	
	M von Tunzelman (MvT)	
	A Wheaton (AW)	(Vice Chancellor)
In attendance:	C Augustine (CA)	Board Apprentice
	L Downey (LD)	(Pro Vice Chancellor Student and Registry Services) for item 3.5, 3.6 and 5 onwards only
	J E Fawkes (JEF)	(Deputy Vice Chancellor & University Secretary)
	Dr W Finlay (WF)	(Pro Vice Chancellor Education) for item 5 onwards only
	L Gaitskell (LG)	Board Apprentice
	L Hill (LHi)	(Chief Operating Officer) for item 5 onwards only
	L Hughes (LHu)	(Clerk to the Board)
	C Thackeray (CT)	Staff Trustee Designate - observing
	L Wilks (LW)	(Director of HR) for items 3.5 & 3.6 only
	A Williams (AWi)	(Executive Director Innovation & Partnerships) for item 5 onwards only
	A Youell (AY)	(Executive Director Digital and Regulation) for item 5 onwards only
Apologies:	R Kerslake (RK)	

## 1) GENERAL BOARD GOVERNANCE

### 12802            1.1) DECLARATION OF ANY CONFLICTS OF INTEREST

12803            There were no conflicts of interest reported other than that AC, NB and AD would step out of the meeting room for the second part of agenda item 1.6.

### 12804            1.2) APOLOGIES FOR ABSENCE AND WELCOMES

12805            There were apologies for absence from Ros Kerslake and Hannah Al-Katib who was scheduled to present to the Board at item 5.

12806            The Chair welcomed Ben McManus, new Student Trustee to his first meeting and Charlotte Thackeray (as an observer) who is in the process of being appointed as Staff Trustee which will be effective by the next meeting of the Board.

### 12807            1.3) APPROVAL OF THE MINUTES OF THE MEETING HELD 30 NOVEMBER 2023

12808            The minutes and the proposed redactions of the Board of Trustees meeting held on 30 November 2023 (as provided at paper 1.3) were **APPROVED** as a true record and signed by the Chair. They will be published on the UCEM Governance webpage.

### 12809            1.4) CHAIR'S ACTION SINCE THE LAST MEETING

12810            The Board **NOTED** the Chair's Action approved via email in January 2024 to approve the appointment of Ben McManus as Student Trustee for an initial one-year term of office on the Board of Trustees from 1 March 2024 to 1 March 2025.

### 12811            1.5) MATTERS ARISING AND ACTIONS SUMMARY

12812            The summary showing the outcomes of actions from the meeting held 30 November 2023 (paper 1.5) was taken as read with updates on listed actions duly **NOTED**. Those actions still ongoing are scheduling of a Board discussion on Artificial Intelligence, provision of forecast student numbers and income for new products to the Board which will be prepared initially for Finance Committee in June and ongoing work on the development of the Strategic Plan 2025-30, which will be discussed at agenda item 5.1.

### 12813            1.6) BOARD RECRUITMENT UPDATE AND APPOINTMENTS

12814            Jane Fawkes provided a full update on all strands of Board recruitment currently underway as per paper 1.6. Four trustees reach the end of their terms between now and March 2025. This poses challenges of continuity and recruitment. As a result, UCEM appointed an agency, NuRole, to support the recruitment and source high calibre candidates for the roles. The two-stage interview process for the roles concluded on Tuesday 16 April and as a result UCEM anticipates appointing five candidates, phased throughout the year. If all appointments proceed as planned, UCEM will retain its diversity statistics and its membership of the 30% Club. A Chair's Action email will be issued to Nominations and Governance Committee as soon as possible to commence the formal appointments process.

- 12815 The Board **NOTED** the Independent Trustee recruitment update and welcomed the longer-term approach to Board succession planning and the strength of the UCEM brand in recruiting such high calibre candidates.
- 12816 The Board **NOTED** the Staff Trustee recruitment update and recommendation to appoint Charlotte Thackeray to the role from 1 June 2024 for an initial three-year term of office – the appointment has been issued as a Chair’s Action to the Nominations and Governance Committee and will be formalised by the Board in due course.
- 12817 The Board **APPROVED** the appointment of Professor Alison Cotgrave as External Representative on the Academic Review Committee for an initial three-year term of office.
- 12818 The Board **NOTED** that recruitment is still ongoing for the External Representative to the Audit Committee but that discussions are underway with a strong candidate from the applicant pool for independent trustees who will meet the Chair of Audit Committee prior to the next meeting of the Committee in May 2024 ahead of any recommendation to appoint.
- 12819 Amanda Clack, Prof. Nick Braisby and Adam Denton were invited to leave the meeting room for this item and chairmanship was passed to the Vice Chair, Dr Stephen Jackson.
- 12820 The Board **APPROVED** the re-appointment of Amanda Clack as Chair of the Board of Trustees from December 2024, for a period of up to three years, but **NOTED** that if she cannot serve the full term a minimum 12-month notice period will be provided to allow time to run a successful recruitment process for her successor.
- 12821 The Board **APPROVED** the re-appointment of Professor Nick Braisby for a second three-year term of office from November 2023-November 2026, and his appointment to Audit Committee.
- 12822 The Board **APPROVED** the re-appointment of Adam Denton for a second one-year term of office as Student Trustee from January 2024-January 2025.
- 12823 The Vice Chair welcomed AC, NB and AD back into the meeting and congratulated them on their re-appointments to the Board. The chairmanship of the meeting passed back to the Chair.
- 12824** **1.7) REDACTED**
- 12825 **REDACTED**
- 12826** **1.8) EXECUTIVE SUMMARIES FROM BOARD SUB-COMMITTEES**
- 12827 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. Chairs of each Sub-Committee that have sat since the meeting of the Board in November 2023 were invited to provide an overview of the outcomes of those meetings to the Board.

12828 CT provided an update on the outcomes and decisions of the Nominations & Governance Committee, held 22 February 2024, as presented in the Executive Summary of the meeting at paper 1.8a. The Board **NOTED** that the key items discussed were: recruitment and appointments to Board and sub-committee vacancies, university title, change in remit and membership of the Property Working Group and EDI. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.

12829 GS provided an update on the outcomes and decisions of the Finance Committee, held 21 March 2024, as presented in the Executive Summary of the meeting at paper 1.8b. The Board **NOTED** that the key items discussed (outside of any to be considered during this meeting) were: a review of the investments portfolio with Sarasin & Partners, a review of the UUK report on Higher Education finances, YTD performance, the Anaplan project (which is being re-evaluated), Shinfield Grange, potential policies to increase EPA yield, business optimisation and the USS contribution rate reduction. The Board also **NOTED** that the full minutes of the meeting will be available for reference on the Trustee Portal.

**12830** **1.9) REDACTED**

12831 REDACTED

12832 REDACTED

12833 REDACTED

12834 REDACTED

12835 REDACTED

## **2) STUDENT AND STAFF FEEDBACK**

**12836** **2.1) UCEM STUDENT TRUSTEE REPORT**

12837 Adam Denton and Ben McManus, the Student Trustees, provided the Student Trustee report (see paper 2.1) focussed on the student experience throughout the autumn semester (September 2023-March 2024). The feedback focussed on three factors fundamental to overall student satisfaction – academic delivery, professional development and community capacities.

12838 The Student Trustees reported that improvements to the Virtual Learning Environment are enhancing the useability of the site for self-guided study and flexibility. Support of the academic team to bridge transition between levels of study was particularly welcomed. The Student Trustees also reported that students have valued the focus on developing professional capabilities in the workplace through their studies. Students commented on the positive provision of support through to EPA, particularly where it is an integrated EPA. Students have also welcomed the Apprenticeship Hub, the provision of wide-spread non-academic support and the integration of themes such as sustainability through all module content. The Student

Trustees commented that UCEM scores positively for community in the NSS considering its online delivery model.

12839 The Board **NOTED** the Student Trustee update report and feedback and the Chair thanked AD / BM for their contribution to the meeting.

**12840**                    **2.2) UCEM STAFF EXPERIENCE**

12841 Jon Hubert, the Staff Trustee, provided the Staff Trustee update, focused on the benefits and opportunities for staff with regards to validation and revalidation of undergraduate programmes at UCEM. The feedback focussed on the many varied aims to be met through the process and that the work towards revalidation had commenced some 18 months ago. The process this time has been considered the most positive to date with widespread benefits both internally and externally. UCEM has built in flexibility throughout the next five years. UCEM was commended for teamwork and ethos, Professional Bodies mapping, and the whole institution approach to EDI.

12842 KM commented on the ambition and confidence of UCEM now, as compared to earlier validations/periodic reviews, which were overly process driven in comparison and that the institutional passion for learning and the student experience is clearly evident. The validations held thus far in 2023-24 represent the first major push into complimentary new programmes that grow UCEM's portfolio as part of its strategy and vision for the future.

12843 The Board **NOTED** the Staff Trustee report and the Chair thanked JH for his contribution to the meeting.

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

**12844**                    **3.1) VICE CHANCELLOR'S OVERVIEW OF PERFORMANCE AGAINST TARGETS 2023-24**

12845 A UCEM progress update was provided by the Vice Chancellor (paper 3.1). The coloured RAG ratings in the report reflect the status of the objective at this third meeting of the 2023-24 financial year, providing the latest perspective on performance against the top level CX9 goals for the year. The performance was considered positive overall for the year to date.

12846 By way of context, the VC reminded the Board that at its last meeting in November, UCEM was without an Executive Director of Finance. Since February an interim COO has been recruited and the institution has pushed on with delivery of its core KPIs.

12847 The VC reported that UCEM had exceeded its reach targets for the year as a whole following strong performance in recruitment for the autumn semester in particular. The proportion of new recruits continues to shift towards B2B with either sponsored or apprentice students forming the majority.

12848 The VC reported that student outcomes as measured by module success rates continue to improve semester on semester (though has not quite reached the 87% target). The next stage of work on this will focus on translation of these success rates

into overall programme outcomes, which remain lower than desired currently with too many people leaving UCEM without any award in the first year of study. CC commented that the underlying level of work across the institution on safeguarding and welfare guidance in support of meeting positive student outcomes is impressive.

12849 The VC reported that UCEM's finances at month six for the year are in positive shape with over performance on income and under spend on costs both in terms of the budget and the reforecast. REDACTED

12850 The VC reported that there are a number of significant and long overdue IT projects underway which remain challenging for the institution. A new Director of Technology commenced in post at the beginning of April.

12851 The VC reported that new programme development remains on track with 7 **new** programmes approved for delivery from September 2024 so far and achieved through a streamlined approach that is fit for purpose and agile. Work is now underway to operationalise these programmes and recruit students to them and the focus will shift to the product roadmap for 2025/26 with development of robust business cases for approval. Some of this work is supported by funding from the OfS for degree apprenticeship development (£272k).

12852 The VC reported that further work is required on the development of a professional training proposal, which is being supported by market research and exploration of potential partnership opportunities. The Board welcomed the launch of the life cycle carbon assessment short course.

12853 The VC reported that results in UCEM's Student Experience Survey were positive and that the NSS survey will close later in April. Work continues on delivery of the Access and Participation Plan and on the institution's broader Widening Participation strategy. MJ requested greater clarity specifically on APP reporting to the OfS in the future (as opposed to WP within the CX9 more generally) given that missing any target within the APP will now be a reportable event.

**ACTION: Provide greater clarity to the Board on APP performance vs plan specifically (not just broader UCEM aims of Widening Participation) given that any missed targets will require a reportable event in the future. [CT/JEF]**

12854 REDACTED

12855 REDACTED

12886 The Board **NOTED** the overview of performance against the CX9 goals for the 2023-24 year to date which showed a positive position overall for the year to date. The Board thanked all the staff involved in delivering against these targets.

### **12887 3.2) EXTERNAL PARTNERSHIP ACTIVITIES**

12888 The Vice Chancellor provided an overview of external engagement activities and partnership opportunities currently underway (paper 3.2).

12889 Activities include:

- REDACTED

12890 The VC highlighted some slides he recently presented at an event (included in paper 3.2) which show that UCEM would rank 48<sup>th</sup> out of 141 universities for overall student satisfaction – for a wholly online delivery model this is an exceptional result. The VC also highlighted UCEM’s score for disability and welfare support of 92.3% satisfaction which would place UCEM 1<sup>st</sup> out of 141 universities. REDACTED

12891 The Board **NOTED** the substantial progress that has been made in external engagement and the opportunities which have been created as a result.

12892 REDACTED

### **12893 3.3) VALIDATION AND APPROVAL EVENTS 2023/24**

12894 The Board welcomed Wendy Finlay to the meeting for item 3.3.

12895 WF provided an overview of all the validation and approval events that have taken place in the current academic year (as per Paper 3.3). There have been 19 approvals so far in 2023/24 and across all these programmes there have been just 3 conditions issued alongside 21 recommendations and 22 commendations. Particular highlights have been the developmental nature of the process, adopting a more agile and appropriate approach, alongside the staff community that has further developed and been highly praised. The culmination of this work marks a pivotal moment in UCEM’s breadth ambitions. The focus internally is now shifting to student recruitment as several programmes are in wholly new markets for UCEM and to operationalisation of the new programmes.

12896 The Board **NOTED** the successful periodic review, (re)validations and approval events undertaken year to date which form a core element of UCEM’s strategy for increased breadth of programme offer and thanked WF and the wider team sincerely for all their work to deliver on this ambition.

12897 The Chair thanked WF for her contribution and invited her to leave the meeting.

### **12898 3.4) CX9 for 2024/25**

12899 The Deputy Vice Chancellor (JEF) provided an overview of the proposed institutional KPIs for 2024/25 for the approval of the Board (as per Paper 3.4). JEF reminded the Board that these metrics drive all activity at UCEM, and this year they are presented earlier than has been customary as UCEM seeks to bring planning work further forward in the year. The summary for the Board also includes projects, some of which will not be fully realised within year but will span several years. There is also an extensive operational scorecard that sits behind this overview, and which receives full SLT monitoring and oversight on a monthly basis. As a result, not all KPIs will be visible at the CX9 level.

12900 The Board queried whether an explicit target on EDI should be included within the CX9 but recognised that UCEM is seeking to build EDI into business as usual rather than as a specific activity for the year. The Deputy VC agreed to consider if there were a headline target that could be considered for inclusion in the CX9 before it is fully finalised.

12901 The Board queried which of the targets worry the Executive Team the most. The Deputy VC responded that the QAR and its associated financial impact remained a concern. The Board concurred that ongoing financial health is a key focus and queried whether a 7% margin target was achievable and whether this would be invested back into the student experience. The VC replied that work continues on multi-year budgeting and assessment of resource requirements but there is an aim to invest back into the business through surpluses achieved. UCEM has also built in the impact of price rises and kept new student recruitment flat due to uncertainty in the market and the potential impact of the forthcoming General Election.

12902 The Board also queried 80% module success rates on the CX9 and how this links with the new focus on continuation rates in terms of student success. The VC confirmed that the continuation rates data requires further analysis before targets can be set.

12903 It was suggested that some definitions may be required to afford clarity, such as margin being before or after projects and the definition of 'new programmes' vs old or existing/current. It was also queried what might be missing from the headline KPIs, such as overall student headcount.

**ACTION: Consider the Board feedback before finalising the CX9 for 2024-25.  
[JEF]**

12904 The Board **APPROVED** the CX9 metrics for the 2024/25 financial and academic year in principle, pending some further final review and consideration of the queries raised in discussion and for potential addition.

### **12905 3.5) EQUALITY DIVERSITY AND INCLUSION UPDATE**

12906 The Board welcomed Lynne Downey and Lisa Wilks to the meeting for item 3.5 and 3.6.

12907 LD/LW presented paper 4.3 to the Board which provided a full overview of all activity in 2023 relative to EDI, and which included the re-presentation of the EDI Commitment Statement for approval following feedback at the last meeting of the Board which advised the statement should be more ambitious and offer an institution-wide approach. The outgoing and incoming Lead Trustee for EDI both offered their full support for the revised Commitment Statement.

12908 The Board **APPROVED** the revised EDI Commitment Statement.

12909 The Board **NOTED** the EDI activities undertaken at UCEM to end March 2024.

12910 The Board was also presented with a report that first went to the Nominations & Governance Committee in February 2024 on the UCEM EDI profile of the Board, Staff and Students, which was **NOTED**.

### **12911 3.6) GENDER AND ETHNICITY PAY GAP ANNUAL REPORT**

12912 LW presented the latest UCEM Gender Pay Gap report for approval for publication. LW explained that this year the core data has already been uploaded to the GOV.UK website for the 5 April deadline and that the report presented provides a more



detailed narrative that will be published as usual on the UCEM website once approved by the Board.

- 12913 LW reported that the UCEM gender pay gap has improved slightly on the prior reporting year and remains lower than the national average reported by the ONS and with higher education more generally. The proposed report reflects the minimum of publication requirements to be legally compliant but still includes some additional narrative as per the Board's previous requests. It also includes ethnicity data which is not a compulsory reporting requirement. It was noted UCEM has a relatively high part time, female staff body.
- 12914 The Board suggested UCEM can now use this data to work to reduce the gap further and to consider how other key institutional goals are linked, such as a desire to pay staff at median rather than lower quartile, for succession planning for the future and for work on pay policy/banding. It was also suggested that as part of inclusivity UCEM might allocate bursary money to support students with their APC as this carried additional cost burdens to students and could preclude some from moving on the sitting the APC.
- 12915 The Board **APPROVED** UCEM's Gender and Ethnicity Pay Gap Report (5 April 2023) for signature by the Chair of the Board and publication on the UCEM website. The Board **NOTED** that UCEM will continue to work to reduce the gap but is not currently at any reputational risk through the publication of this report. The Board also praised UCEM for reporting on ethnicity despite it not being compulsory at this stage.
- 12916 The Chair thanked LD/LW for their contributions and invited them to leave the meeting.

#### 4) PROPERTY UPDATE

- 12917** **4.1) REDACTED**
- 12918 REDACTED
- 12919 REDACTED
- 12920 REDACTED
- 12921 REDACTED
- 12922 REDACTED

#### 5) STRATEGIC DISCUSSIONS

- 12923 The Board welcomed members of the Executive Team to join the remainder of the meeting (noting Stephen Bartle was on annual leave) and Hannah Al-Katib, Director of Strategy and Planning, was unable to attend at late notice due to illness. This included welcoming the new interim Chief Operating Officer, Lynn Hill, to her first Board meeting who provided some background on her experience prior to joining UCEM.

**12924      5.1) DEVELOPMENT OF THE NEW STRATEGIC PLAN 2025-2030 AND BUSINESS OPTIMISATION**

- 12925      The Vice Chancellor presented paper 5.1 and 5.1a which provided an overview of progress on development of the Strategic Plan since the last meeting of the Board in November 2023 and introduced a Strategy Map to the Board which provided indicative high-level targets for the strategic plan period.
- 12926      The VC advised that a continuing area for debate was the degree of focus on international expansion but that the Executive Team still recommends this is not a core part of the plan for 2025-2030 given competing priorities. He also advised that the headline ambition will be securing the long-term future of UCEM via a business optimisation strategy that will build greater efficiency into the operating model.
- 12927      **REDACTED.**
- 12928      The Board welcomed the emerging greater detail on the targets for the plan but suggested that given the degree of external change that may come about between now and 2030 some widespread stress testing is required on the ambition in the plan and the building in of an ability to remain agile to major external changes that may impact the institution. The Executive Team concurred with this.
- 12929      **REDACTED**
- 12930      There were also some comments about the heavy focus in this plan on financial sustainability and optimisation which is slightly disconnected from the wider strategic vision of becoming the centre of excellence for built environment education and UCEM's core purpose. The Executive Team commented that this focus in the next plan is an essential part of equipping UCEM to develop further into the centre of excellence which cannot happen without the focus on financial sustainability and efficiencies. The strategy map builds on the agreed areas of focus, and some is implied rather than explicit. It is also missing some greater detail at the current time as the work underway is still a journey towards articulation of the full and final strategic plan 2025-2030 which is due for Board approval in September 2024, with a draft plan presented in July 2024.
- 12931      The Board **NOTED** the progress update on development of the Strategic Plan 2025-2030.
- 12932      The Chair invited Lynn Hill to present her initial thoughts and plans for Business Optimisation at UCEM (paper 5.1a). It provides some early insights and observations on UCEM and ways in which UCEM might optimise and become future fit in the coming years. It outlines risks and opportunities for UCEM that are open to further discussion and exploration.
- 12933      LHi outlined that a lack of institutional control over a myriad of external factors which makes a business optimisation strategy crucial to ensure the institution is resilient for the future. Key to this is ensuring UCEM optimises the use of its finances, people, processes, technology and data. A future strategy should cover workstreams on financial analysis and business management, workplace (including physical and virtual), people and culture, technology, data and systems, and product portfolio. The project will touch all aspects of the business and will seek to adopt a customer

centric, commercial approach institution wide. It will require investment, particularly in technology.

- 12934 One of the first areas to be considered will be the development of a people strategy and the implementation of the right organisational structure and culture for the future. The Executive Team recognises it will need to work hard to ensure business optimisation is seen positively by staff and not as a negative, cost-cutting exercise.
- 12935 The Board welcomed the paper and the focus on development of a technology strategy and suggested that this too must be people centred. It must also not just digitise the existing ways of working but look to wholly re-imagine processes. The Board queried the aim to drive towards a 15% margin and it was clarified that this would be a sustainable and stable annual operating surplus that would be re-invested into the business. This should link to aims for an enhanced pay policy at median levels. The Board also particularly welcomed the focus on financial knowledge and profitability analysis.
- 12936 The Board welcomed the strategic approach to HR and institutional culture, recognising that some of it will be challenging but necessary. The Executive Team must be careful with the language of the project to ensure that it focuses on further improvements and future proofing rather than any potential negativity. The Executive Team will seek to build on strong foundations already in place and recognises that culture and change management does not happen quickly. The Board queried the degree to which risk has been considered within the project aims, recognising that not all of it will run smoothly.
- 12937 The Board **NOTED** the business optimisation plans being formulated and that a fully detailed project plan will be prepared and provided to the Board at their December 2024 meeting for approval. The Board positively endorsed the project aims and looks forward to seeing it come to fruition over the coming years as a multi-year plan.

## 6) ANY OTHER BUSINESS

### **12938** **6.1) THANKS TO DEPARTING BOARD MEMBER**

- 12939 The Chair formally thanked Professor Kenny Miller for his nine years as an Independent Trustee at UCEM. A gift was presented at a reception following the meeting. KM expressed his sadness at concluding his term but his pride in UCEM and his privilege to have contributed to an incredible evolution of the institution and to what he is certain will continue to be a bright future for UCEM.

### **12940** **6.2) MATTERS FOR NOTING, APPROVAL AND REPORT**

- 12941 The Board was invited to make comments on the additional Board paper of matters for noting and approval (items 7, 8 and 9).
- 12942 No substantive comments were made so all matters were deemed approved and noted (as below).

**12942**      **6.3) ANY OTHER BUSINESS**

12944      There being no other items of business raised, the Chair thanked all Trustees for their participation in the meeting.

**12945**      **6.4) MEETING CLOSE**

12946      The Chair closed the meeting at 16.18pm and invited all Trustees present to stay on for the reception planned in the Wells Suite until 17.00pm.

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

**7) EXTERNAL AND REGULATORY UPDATE****12947**      **7.1) OFFICE FOR STUDENTS CONDITIONS OF REGISTRATION COMPLIANCE REGISTER**

12948      An update on the UCEM compliance register with OfS Conditions of Registration was provided at paper 7.1 and 7.1a with a specific focus on reporting compliance against the B Conditions.

12949      The Board **NOTED** the updated position regarding UCEM compliance with OFS conditions of registration.

**8) MATTERS FOR APPROVAL OR REPORT****12950**      **8.1) ACADEMIC REPORTS**

12951      The Board **APPROVED** the Apprenticeship Position Statement One and Two 2023-24 (paper 8.1a) following Academic Board scrutiny on 4 March 2024.

12952      The Board **NOTED** the Executive Summary of the Academic Board meetings held 8 January and 4 March 2024 (paper 8.1b).

12953      The Board **APPROVED** the Academic Review Committee Annual Report 2023-24 following approval (via Chair's Action) by the outgoing Chair of Academic Review Committee.

**12954**      **8.2) Globe Programme update**

12955      The Board **NOTED** the Globe programme progress update as of April 2024.

**12956**      **8.3) POLICY APPROVALS**

12957      The Board **APPROVED** the Data Protection Policy V11.01 for finalisation and publication as the new V12.0 (paper 8.3a).

12958 The Board **APPROVED** the Privacy Policy V6.01 for finalisation and publication as the new V7.0 (paper 8.3b).

## 9) OTHER MATTERS FOR NOTING ONLY

### 12959 9.1) TRUSTEE CALENDAR

12960 The Board **NOTED** paper 9.1 which summarised the Board and Committee dates for 2024, outlining where there have been changes to the calendar since the last meeting. The Board also **NOTED** the draft 2025 calendar of dates.

**ACTION:** Issue the Board 2025 calendar of dates to Trustees through Outlook. [LH]

### 12961 9.2) REPORT ON HEALTH AND SAFETY

12962 The Board **NOTED** the quarterly report on Health and Safety.

### 12963 9.3) UCEM COMPLAINTS, APPEALS AND WHISTLEBLOWING REPORT

12964 The Board **NOTED** the data on complaints made to UCEM in Quarter 2 2023-24 as detailed in paper 9.3, including the additional narrative on the case escalated to the OIA in this quarter.

12965 The Board **NOTED** the data on appeals cases in Quarter 2 2023-24 as detailed in paper 9.3, including the additional narrative on the two cases escalated to the OIA in this quarter.

12966 The Board **NOTED** that there had been no whistleblowing cases.

### 12967 9.4) DATA PROTECTION REPORT

12968 The Board **NOTED** the nine minor data protection breaches in the November 2023-February 2024 period, and that there were three Data Subject Access Requests and no third-party disclosures (paper 9.4). The Board **NOTED** that the overall rate of breaches remains relatively low. The Board also **NOTED** that the future of the Data Protection Officer role is being evaluated so that transition arrangements are in place prior to Andy Youell leaving UCEM at the end of July 2024.

### 12969 9.5) UPDATED STAFF ORGANISATION CHART

12970 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 11 July 2024

**Meetings before 11 July 2024:**  
2 May 2024 – Honorary Community Luncheon  
23 May 2024 – Audit Committee  
30 May 2024 – Quarterly Business Review

4 June – Exceptional Nominations & Governance Committee  
20 June 2024 – Academic Review Committee  
27 June 2024 – Finance Committee

Signed:   
Name: Amanda Clack  
Position: Chair of the Board of Trustees  
Date: 11 July 2024