



**CONFIRMED Minutes of the Norland Board of Directors Meeting
held on Wednesday 24th March 2021, 10.30-1pm
(remotely via Microsoft Teams)**

Present: Martin Clarke, Chair
Rosemary Heald, Vice Chair
Mike Bray, Director
Julie Davis, Director
Roberta Edwards, Director
Peter Hymans, Director
Christopher Jerram, Director
David Timms, Director
Kriss Turner, Director
Tracey Worth, Director
Janet Rose, Principal

In attendance:

Elizabeth Harvey, Staff member
Mandy Donaldson, Vice Principal, Head of Quality & Standards & Registrar
Alex Read, Head of Finance and Estates
Julia Gaskell, Head of Consultancy and Training. Acting Head of Agency and Alumni
Dee Burn, Head of Marketing, Student Recruitment and Brand
Soo Rusher, EA/Principal's Office Manager

BOA240321.1

Welcome and Apologies

Apologies were received from Lucy Lovatt, Kate Dicker and Hannah Dray.

BOA240321.2

Chairman's Communications

The Chair congratulated the Principal and her team on successfully implementing measures to accommodate the latest rules and regulations related to Covid-19 with the recent lockdown.

BOA240321.3

New declarations of interest

It was NOTED that there were no new declarations of interest.

BOA240321.4

Minutes of previous meeting

These were confirmed as an accurate record of the meeting.

BOA240321.5

Action Status Report

This was reviewed and it was NOTED that all actions had been completed.

BOA240321.6

Risk Register

Alex Read spoke to his paper and highlighted that the register is reviewed at all committee and SLT meetings. He reminded everyone that the full register is always available on the Directors' hub.

This was reviewed and it was NOTED that there were no further amendments.

BOA240321.7

Marketing Presentation

Dee Burn spoke to her presentation and highlighted the following:

[REDACTED: confidential and sensitive information]

Discussion followed on possibilities for encouraging more diversity in student applications and Dee Burn noted there had been some difficulty in accessing boys' schools and welcomed any recommendations for contacts from Board members. Janet Rose referred to the new bitesize video clips featuring ethnic minorities.

Dee Burn informed the Board that a new book by Stacey Halls will be published in June 2021 entitled Mrs England. The story is centred around a Norlander in 1904.

The Chair thanked Dee Burn for her presentation.

(Dee Burn left the meeting)

BOA240321.8

Report from Finance Committee

Mike Bray spoke to his paper and highlighted the following:

- **The tuition fee proposal** for international students had been approved at £18K p.a. based on information available at the time. It was noted that this original proposal had included significant marketing costs which have not been needed due to changes in circumstances and therefore this allowed them to be dropped to £17K.
- **Draft Pay Report** will be looked at again at the next Finance Committee and will be brought to the June Board.
- **Outturn 20/21** was reviewed, and it was emphasised that this would have been above budget, as the majority of the overspend was Covid-19 related expenses.

Discussion followed on international students and whether provision for language support had been considered. Janet Rose confirmed this had been examined and Mandy Donaldson confirmed that all students need to have a certain level of English capability as an entrance requirement.

BOA240321.9

Term 1 Management Accounts

Alex Read spoke to his paper and explained it was a summarised extract from the full accounts and commentary for the five months to 31 December 2020, available on the Directors Hub.

Alex Read commented that the figures were not far behind the original budget and noted this to be reassuring considering the uncertainties of the last year.

Alex Read highlighted that Covid had affected the bottom line by £59k over the first five months of trade.

[REDACTED: confidential and sensitive information]

Alex Read highlighted the increase in cash balance over the comparative year and explained that the Student Loans Company had forwarded a second tranche of financing in the autumn term to help all universities with their cash flow during the pandemic. It had the effect of increasing cash balances and other creditors at the period end.

[REDACTED: confidential and sensitive information]

It was APPROVED to donate £300k to the Norland Foundation.

BOA240321.10

Tuition Fee and Lifelong Learning Fee

Alex Read spoke to his paper and advised it had been updated since presentation to the Finance Committee following specialist legal advice received on fees and bursaries for international students as well as reduced anticipated costs in relation to marketing. Therefore, the proposed international fees were reduced from £18k to £17k p.a.

Alex Read explained the rationale behind freezing fees at the current 20/21 and 21/22 rates and commented this is expected to be lower than inflation rates. He stated that the modelling showed the College was likely to meet the key profitability metrics at these fee levels.

The Chair highlighted the risk of high inflation, referring to the wide-ranging Bank of England graph, when freezing fees too far in advance. Discussion followed on whether fees could be set and changed nearer the time if required, whilst still meeting CMA guidelines. It was agreed to take this to the Finance Committee. **ACTION AR/JR/MD**

The Board APPROVED the Tuition and Lifelong Support Fee for 2022-2023 as:

- UK National Students £14,990 p.a.
- International Students £17,000 p.a.
- Lifelong Support Fee £300

BOA240321.11

Delegation Protocol

Mandy Donaldson spoke to her paper and noted this was due for revision. Discussion followed and she highlighted the amendments made.

The Board APPROVED the revised Delegation Protocol.

BOA240321.12

Public Disclosure Policy (external)

Mandy Donaldson spoke to her paper and highlighted the amendments made. Discussion followed and no further comments were made.

The Board APPROVED the revised Public Disclosure Policy (external).

BOA240321.13

Principal's Update (verbal)

Janet Rose spoke to her paper and highlighted the following:

- Student Numbers are likely to match records from 5 years ago.
- Students and most staff have enjoyed being back in college.
- LFD tests have been running well with no positive results to date.
- New gender-neutral uniform proceeding and will be launched in September 2021 for Set 45. *[REDACTED: confidential and sensitive information]*
- PAN had its first steering committee and will be launched early next year.
- Student Job Shop launched for holiday jobs to avoid students using other agencies.
- Seven documentaries currently being explored.
- Janet has been appointed the Honorary Patron of Regulation Matters which is a lobbying group seeking to have the nanny industry regulated, including agencies plus raise the professionalism and status of the nanny workforce.
- Wellbeing activities had taken place for students over lockdown.
- New Norland branded facemasks had been given to students on return to college.
- NQN team has 200 families waiting to be registered.
- Coat of Arms final design shown to the Board.

Janet Rose outlined Heritage Day this year would be a downsized version of those of previous years and combined with the leavers' ceremony for the third years. The date will be 24th June 2021 and invited all Directors to note this date. Further information will be sent nearer the time.

Janet Rose outlined activities to celebrate the 130th Anniversary next year and requested an additional £20K for this purpose. Discussion followed and it was AGREED to commence the process now with the budget falling into next year. **ACTION JR** to circulate outline plan which will go to the next Finance Committee for approval with a summary of events to the June Board.

BOA240321.14

KPI Dashboard

Janet Rose spoke to her paper.

[REDACTED: confidential and sensitive information]

The following KPIs were highlighted with a red RAG rating:

24. Student applications will include at least 5% from under-represented groups.

The Chair questioned how the 5% was assessed and whether it is related to the proportion of the student population. Janet Rose noted it is based on the early years sector rather than the whole population. Mandy Donaldson noted that the Academic Board monitors diversity to ensure there is no unconscious bias. Discussion followed and it was agreed to develop a paper on the diversity of staff/student/directors for the next Board meeting. **ACTION JR/MD/ST**

[REDACTED: confidential and sensitive information]

It was NOTED the remaining KPIs were either completed or on track despite the domination of Covid-19 over the last year.

- BOA240321.15** ***Compliance Dashboard***
Mandy Donaldson spoke to her paper and noted most actions had been completed with the remaining on target to complete within the specified deadlines.
No further comments were made.
- BOA240321.16** ***Report from Academic Board***
This was NOTED. Janet Rose advised that the 'No Detriment Policy' had been revised and went to the recent Academic Board. Mandy Donaldson referred to an interesting discussion on degree algorithms not supporting grade inflation to ensure fairness with students as well as protecting academic standards. Janet Rose drew attention to the Academic Integrity Charter which has been set up by the QAA, a commitment to operate with integrity, and Norland has signed up to this.
- BOA240321.17** ***Audit Committee Annual Report***
Alex Read spoke to the paper on behalf of Peter Hymans who was experiencing Wi-Fi issues. It was NOTED that the Audit Committee provides services to the Norland Foundation as well as the College.

The Chair commended the Audit Committee for an excellent report.
- BOA240321.18** ***Norland Annual Report 2019-2020***
Janet Rose advised that this is for information purposes and whilst hard copies would normally be provided, it had not been possible this year due to Covid-19 restrictions. She recommended reading the various quotes that had been received from students and families.

[REDACTED: confidential and sensitive information]

The Annual Report was APPROVED for publishing subject to the amendments discussed.
ACTION AR/JR
- BOA240321.19** ***Review of OfS Condition C1***
Janet Rose spoke to her paper and explained that it is a summary of a comprehensive review highlighting all Covid-19 related actions taken to ensure the C1 conditions have been met. The review has been previously circulated to the Board via email in order to meet the OfS deadline.

This paper was NOTED.
- BOA240321.20** ***Norland Know Hows – verbal***
Julia Gaskell advised that these are to be found in the Alumni section of the website and explained that they cover best practice and key information for Norlanders. She commented that they are extremely popular.

Janet Rose commented that the Norland Foundation had approved funding for two post doc researchers who will be exploring fussy eaters and sleep.

This was NOTED and no further comments were made.

BOA240321.21

Any other business

Complaints Procedure paper

Mandy Donaldson apologised for this late paper and explained it had been taken to the Academic board for approval where it was noted that while the Academic Board could advise on the Complaints Procedure, authority for approval rests with the Board of Directors. Discussion followed on the types of complaints that would be received from students and whether the 30-day timeframe period was sufficient. Mandy Donaldson commented that there was room for movement within this period and Janet Rose emphasised that the policy had been checked by Norland lawyers.

Mandy Donaldson advised that an annual report of both Formal and Informal complaints will be presented to the Board at the last meeting of each academic year.

The Board APPROVED the Complaints Procedure.

Mandy Donaldson raised the requirement for all Directors to declare whether they have previously had an association with any other institution that had had a student sponsor licence and she referred to a previous email sent from OG but emphasised she needed urgent responses from everyone for submission. It was AGREED for everyone to email Mandy Donaldson with their declarations by the end of the week, including those who may have already sent them to Olivia Goulden. **ACTION ALL**

BOA240321.22

Date of next meeting

Wednesday 23rd June 2021 at 10.30am via Microsoft Teams.

Appendix