



**Minutes of the Norland Board of Directors Meeting
held on Wednesday 23 March 2022, 10.30 – 13.00
(Room 1, York Place with a remote link via Microsoft Teams)**

Present:

Martin Clarke, Chair
Rosemary Heald, Vice Chair (Teams)
Roberta Edwards, Director (Teams)
Christopher Jerram, Director
David Timms, Director (Teams)
Kriss Turner, Director (Teams)
Tracey Worth, Director (Teams)
Janet Rose, Principal

In attendance:

Elizabeth Harvey, Staff member (Teams)
Mandy Edmond, Vice Principal, Head of Quality & Standards & Registrar
Alex Read, Vice Principal Finance and Capital Projects & Chief Financial Officer
Emma Lloyd, Chief Financial Officer, Head of Finance and Capital Projects (shadowing)
Julia Gaskell, Head of Consultancy, Agency, Alumni and Training (Teams)
Nancy Tier, Student Representative
Jacqui Brasted, JB HE Consulting, (External Governance Effectiveness reviewer)

BOA230322.1

Welcome and Apologies

The Chair welcomed everyone to the meeting.

Apologies were received from Kate Dicker, Julie Davies and Mike Bray. Mike Bray will join on the telephone for the Finance reports.

BOA230322.2

Chairman's Communications

The Chair noted that this is the last Board of Directors meeting with Alex Read as Head of Finance. The Chair extended his thanks to Alex Read for everything that he has done in his time at Norland. It was noted this meeting is blended (in person and on Teams), all Directors are encouraged to attend in person when possible so that staff and students see the Board fully in action. Particularly important for face-to-face attendance will be the Board Away Day in April and the Board meeting in June, which will be followed by the Directors lunch with Norland Staff and will involve a quiz. Quite a few staff have been/are off with COVID but everyone seems to be coping well.

John Sykes (new Director) was welcomed, each person at the table introduced themselves in turn.

Jacqui Brasted introduced herself and a brief explanation was given about the External Governance Effectiveness Review and the questionnaire for all directors.

ACTION AR/EL – register appointment of John Sykes on 23/3/22 at Companies House.

BOA230322.3

New declarations of interest~

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

BOA230322.4

Minutes of previous meeting*

There were no comments or amendments requested. The Board APPROVED the Chair to sign these minutes as an accurate record of the meeting.

Action EB – Append the Chairs Digital signature to the minutes.

BOA230322.5

Action Status Report*

This was REVIEWED. A summary of the SWOT analysis behind the new strategic plan has been sent to the Chair and the most up to date version of the Strategic Plan will come to the Board Away Day in April. Some actions have been identified from the IHE and CUC Code mapping so this will go to the Nominations and Governance Committee and then the June Board. Detailed papers on strategy have been received by the Chair who is currently working with the Principal to plan the focus of the Board Away day.

All other actions were NOTED as being complete.

BOA230322.6

Risk Register*

BOA230322.7

Alex Read presented the latest summary Risk register that highlights the risks with a Risk Significance of 15 or above. [REDACTED: Confidential and sensitive information] The situation regarding changes to Living Wage is still being monitored but is currently stable. Student fees will be discussed in item BOA230322.10. CPI on Wednesday 23 March 2022 noted as 6.2%, the Bank of England predict that Inflation will rise to 8% during the spring 2022.

The Chair noted that target inflation at 2% is part of Government policy.

There were no questions regarding the Risk Register.

Prevent Risk Assessment~

It was NOTED that there was no change to the Risk Assessment and the final version will be presented to the June Board meeting for Approval.

The Chair requested that each Board member completes the online Prevent training module. It was AGREED that the link would be sent out again.

ACTION EB – send link to online Prevent training module to all Directors.

BOA230322.8

Norland Annual Report 2020-21 (Link to Website)

This was noted. The Principal alerted everyone to the link that is now live on the website and noted that Norland is aiming to publish this report in December in future.

The Chair encouraged all Directors to read this report.

BOA230322.9

Finance Committee Executive Summary*

Mike Bray joined the meeting via telephone to talk though the Executive Summary, Proposed Fees paper and Excess Cash Report.

There were no comments regarding the Finance Committee Executive Summary.

BOA230322.10

[REDACTED: Confidential and sensitive information]

BOA230322.11

Excess Cash Report*

Mike Bray provided background context for this paper.

In arriving at the cash that might be regarded as in excess of immediate requirements, the executive had carefully considered further items of capital expenditure, a COVID related bonus payment to staff and upcoming payments to Norland Foundation.

The Chair noted that Alex Read had taken the lowest cash balance to base the investment figures upon and asked Emma Lloyd to look at deposit accounts and if there are better accounts to put the excess cash into to get more interest.

This paper was APPROVED subject to further checks of the treasury accounts.

ACTION AR/EL – Investigate Deposit accounts for excess cash.

BOA230322.12

Audit Committee Annual Report*

Tracey Worth, Chair of the Audit Committee, reminded the Board that all committees should review their understanding of and allocation of risks from the Risk Register.

The Chair thanked Tracey Worth for an excellent and helpful report. The Board should be reassured by its findings..

BOA230322.13***Academic Board Executive Summary****

The Principal noted that there are two summaries, one for each of the most recent Academic Board meetings and that the full minutes will be on the Directors Hub. The Principal thanked Martin and Tracey for attending as main Board Representatives.

The IDAP Application has been delayed due to a backlog at the OfS, COVID and the current Norland degree/diploma rewrite. The NSS results have been published – Norland’s results have dropped slightly but results have dropped nationally and Norland is still above national average in every category.

Tracey Worth NOTED that there is good interaction with students at Academic Board, the meeting was easy to follow and understand. Overall, Tracey Worth was very happy with the Academic Board and process.

The Principal explained that the Quality and Standards Committee has been dissolved due to duplication of membership and information. There are external stakeholders on Academic Board and Programme Committee providing sufficient externality. The Norland Educare Research Journal will launch later this year and will be the first Early Years research journal in the world.

ACTION EB – ensure that the full minutes of the Academic Board meetings are on the Directors Hub.

BOA230322.14***Enterprise Committee Executive Summary****

Rosemary Heald reported that there are currently 14 jobs for every Norlander looking. Consultancy is still quiet due to COVID and restructures in several client organisations. [REDACTED: Confidential and sensitive information].

Dee and the marketing team are doing wonderful work that is showing through the high number of applicants. The Principal noted that Dee will do a presentation at the Board Away day.

[REDACTED: Confidential and sensitive information]

The Principal noted the launch of Professional Association of Norlanders (PAN) scheduled for later this year and mentioned that Norland continues to lobby and campaign for the regulation of nannies. [REDACTED: Confidential and sensitive information]

[REDACTED: Confidential and sensitive information]

BOA230322.15***Principal’s Update****

Student applications are up, to such an extent that UCAS closed early. There are several international students among this cohort including two from America. Student numbers for this September are as good as the numbers five years ago, before COVID-19. The new

student support and wellbeing manager has been appointed and Norland has decided to outsource counsellors to give some distance for students. [REDACTED: Confidential and sensitive information] COVID mitigations have been significantly reduced following government guidance.

The Principal presented the new Norland graduation hood and gown, noting the use of Speedwell blue and other details and that it and the Coat of Arms will be officially unveiled at Graduation.

The Away day for Directors will be at Oldfield Park on 27 April and there will be a staff/Director luncheon after the June Board meeting.

[REDACTED: Confidential and sensitive information]

There is a link in the paper to the WhatUni film that has been made as part of the prize for winning the Enhanced Graduate Outcomes Award.

The Principal noted that she and Mandy have been asked to do case studies for the QAA which is a significant honour considering Norland's size.

There are various activities happening for the 130th Anniversary of Norland.

[REDACTED: Confidential and sensitive information]

Various activities have taken place to raise funds for Ukraine e.g. making badges and biscuits to sell at a resident's association community outreach event, contact with Bath Welcomes Refugees and the Norland JustGiving page.

[REDACTED: Confidential and sensitive information]

Norland is also looking at running a summer school focusing on student wellbeing to help with the transition.

The Vice-Principal noted that Welcome Week activities are being reviewed to check how wellbeing is being promoted and supported in the first term.

The Student Representative stated that Norland does everything it can to support students with their wellbeing.

BOA230322.16

KPI Dashboard*

The Principal reminded the Board that Norland will apply for university status once the Degree/Diploma rewrite is complete. Most of the other KPIs have been achieved, several (in red) are unlikely to be met but it was observed that Set 46 seems to be more diverse.

David Timms questioned C1 on page 69 of the papers asking for clarity about oversight.

BOA230322.17

Compliance Dashboard*

The Principal explained that this document demonstrates Norland's monitoring of OfS and Regulatory requirements. There was a COVID-19 version of this document but now Norland is using the original again.

The Principal confirmed, in response to a question from David Timms, that regulation C1 (compliance with consumer protection law) is examined by the Academic Board but the Board of Directors has oversight over the Academic Board. This will be amended for clarity.

It was NOTED Everything is on track.

ACTION EL/JR – Amend Compliance Dashboard C1 for clarity regarding oversight.

BOA230322.18

Briefing on OfS Conditions*

Mandy Edmond explained that new quality and standards conditions are being introduced from 1 May 2022. Norland is fortunate that the degree and diploma are currently being rewritten, so Norland can be particularly careful to adhere to the new conditions as much as possible e.g. Blended learning option modules. She is confident that Norland meets the conditions since an institution found to be in breach of these conditions could lose their registration. Condition B3 was discussed and it was explained that Norland's metrics will be presented at the Board Away Day. It will be difficult for Norland to reach some of these thresholds due to the way OfS are measuring them but assurance has been given that OfS will consider institutional context. These conditions will also make up 50% of the TEF award. Norland will continue to take part in TEF even though Norland's size means that Norland does not have to. Norland considers it better to take part so that prospective students can compare Norland to bigger institutions and to avoid confusion between those institutions that do not have TEF because of their size and those that do not have TEF due to requiring improvement. Norland is lobbying OfS about the way it measures data for these metrics.

The Principal noted the commendation that Mandy has received from QAA and that Norland is extremely privileged to have Mandy's expertise in this area.

BOA230322.19

Admissions Policy*

Mandy Edmond noted some minor changes that have been made for clarity.

The Board APPROVED the Admissions Policy.

BOA230322.20

Proposed International Academic Entry Requirements*

Mandy Edmond explained that this document has been informed by advice from ENIC (UK national information centre) and what other HE providers are doing.

The Board APPROVED the proposed International Academic Entry Requirements for publication on the website.

BOA230322.21

Degree Outcomes Statement*

Mandy Edmond explained that this is not compulsory for Norland but it is strongly encouraged and this document will be published on the website. Norland and the external examiner are both confident that Norland degrees are fairly assessed and stand up to scrutiny. The statement will be reviewed each year and will come to the Board for approval to ensure Norland does not become complacent.

The Board APPROVED the Degree Outcomes Statement.

BOA230322.22 [REDACTED: Confidential and sensitive information]

BOA230322.23 *Student Director report on Student Experience~*

Fundraising activities include £1425 for the Ukraine appeal and lots of activities for Comic Relief and World Book Day. Third year students are currently planning Heritage Day to which the Directors are invited. The leavers ball and graduation ball are being planned. Some students currently have COVID but people are coping well with it and the changes to the reporting and mitigations. People who are poorly are being looked after by housemates and Norland. The student experience overall is good.

BOA230322.24 *Fundraising Action Plan*

The Principal reported that fundraising is going to be part of the new strategy. This plan has been informed by the team and the Foundation and is intended to raise money for bursaries to help with widening participation.

The Chair observed that it would be nice to be able to offer some full fee bursaries and asked Directors to consider what Norland wants to achieve through fundraising ahead of further discussion about this at the Board Away Day. The Chair acknowledged that fundraising may not work but is worth being ambitious.

BOA230322.25 *External Board Effectiveness Review Plan~*

Jacqui Brasted noted that nothing on the questionnaire will be attributed to individuals.

The Chair encouraged everyone to take part.

BOA230322.26 *Any Other Business*

The Board of Directors Away day will be on Wednesday 27 April 2022, Oldfield Park, 10.00-16.00.

Alex Read thanked Mandy and Janet for their unwavering patience and tolerance during his time at Norland, he also extended his grateful thanks to Martin, Mike and Tracey.

The Principal showed the Board the new Coat of Arms and extended a huge thank you to Elizabeth for persevering throughout COVID to make this happen.

The Chair encouraged all Board members to attend the Away Day and the next Board meeting in person. The Board meeting will be followed by the Director/Staff lunch.

BOA031221.26 *Date of Next Meeting*

Thursday 30 June 2022; 10:30 – 13.00, to be followed by the Directors Lunch with staff 13:00 – 16.00

