



**Minutes of the Norland Board of Directors Meeting  
held on Wednesday 19 October 2022, 10.30 – 13.00  
Room 1 York Place with a remote link to MS Teams for Governance Effectiveness Review  
Presentation**

**Present:** Martin Clarke (Chair)  
Rosemary Heald, (Vice-Chair)  
Mike Bray, Director  
Julie Davies, Director  
Kate Dicker, Director  
Roberta Edwards, Director

***In attendance:***

Janet Rose, Principal  
Mandy Edmond, Vice Principal, Head of Quality and  
Standards and Registrar  
Emma Lloyd, Chief Financial Officer, Head of Finance and  
Capital Projects  
Julia Gaskell, Head of Careers and Consultancy (C&C)  
Elizabeth Harvey, Staff Member  
Emma Blythe, Senior Administrator

**BOA191022.01** ***Welcome and Apologies***  
The Chair welcomed everyone to the meeting. Apologies were received from Christopher Jerram, Kriss Turner, David Timms, John Sykes and Tracey Worth.

**BOA191022.02** ***Chair's Communications***  
The Chair welcomed suggestions for reducing the number and length of papers.

**BOA191022.03** ***New Declarations of Interest***  
There were no new declarations of interest shared.

**BOA191022.04** ***Minutes of the previous meeting***  
It was NOTED that the minutes of the previous meeting are a comprehensive record of the meeting. There were no comments or suggestions.

The Board APPROVED the Chair to sign the minutes of the previous meeting.

**ACTION EB** – Append the Chair’s electronic signature with his permission.

**BOA191022.05**

**Action Status Report**

The Action Status Report was reviewed. It was NOTED that the item concerning rotation of auditors will be considered by the Audit Committee at an appropriate time.

All directors stated that they had read the short and the long version of the external governance review.

**BOA191022.06**

**External Governance Review Presentation**

**External Governance Review Action Plan**

Jacqui Brasted, the author of the Governance Review, was welcomed (remotely by Microsoft Teams) to the meeting at 10.40 and made her presentation regarding the External Governance Review. She thanked everyone for inviting her to present her findings and thanked all who took part. The presentation focused on key messages and themes and provided the directors with an opportunity to ask questions.

In her opinion Norland is already ahead of the curve regarding compliance to OfS and that OfS does not have a more positive way to express ‘effective’ and ‘adequate’ (these are the highest terms). Norland is closer to the top of the scale than most and any points made are towards continuous improvement and having all the evidence that OfS would like. She has made 9 recommendations in the report for further consideration.

There were no questions from the directors.

The Chair thanked Jacqui Brasted on behalf of the Board.

The Principal thanked Jacqui Brasted on behalf of the SLT and the college, particularly for honouring her commitment to this report despite starting a new job.

Jacqui Brasted left the meeting at 10.50.

The Board took the opportunity to discuss the recommendations noting that the Nominations and Governance Committee has not yet looked at the report and the recommendations but would be doing so at their next meeting in November when the Board’s comments could be taken into account.

*[REDACTED: Confidential and sensitive information]*

**ACTION EB** – Present the Governance Effectiveness Review Action Plan to the Nominations and Governance Committee with annotations from the Board discussion today, at their meeting on 2 November 2022.

**BOA191022.07**

**Publication of short form report**

The Board AGREED that the short form version of the report and the College's response to the recommendations and suggestions will be published on the College website.

**BOA191022.08**

***Board Terms of Reference***

The Principal NOTED that no changes are proposed at this time but it may be necessary to return to this when we have more information regarding the status of the Staff and Student member.

The Board considered and APPROVED the Terms of Reference.

**ACTION EB** – update version control information and publish the Terms of Reference on the Norland Website.

**BOA191022.09**

***Staff Member Role and Responsibilities***

The Principal explained that a process is being introduced for this post because more than one member of staff put themselves forward this time so it was decided that Norland should make a process and that it should include a confidentiality agreement.

It was suggested that the reference to 'representing the views of staff' should be amended so as not to confuse being a 'member' of the Board with being a 'representative'.

It was suggested that recruitment criteria should be added to note the skills set that the applicants will be judged against for greater transparency.

It was suggested that a sentence should be added to note that the Nominations and Governance Committee will make a recommendation for the Board's approval.

**ACTION EB** – remove reference to 'representing the views of staff', add a sentence about the recommendation of Nominations and Governance Committee going to Board for approval and add basic recruitment criteria. As these are minor modifications send to the Chair for approval.

**BOA191022.10**

***Risk Register Summary***

Emma Lloyd noted that the Risk Register will be modifieds at the request of the Audit Committee so that a new one can be introduced for next academic year.

It was NOTED that Student Support and Student Mental Health are a much higher risk now among the three sets. This is now a sector wide issue and it will be important for Norland to find the balance between supporting students so that they can thrive and attracting applicants who can become independent and resilient child carers.

The Board AGREED that this is something to keep monitoring, particularly in case more staff are needed at some point.

It was NOTED that the inflation risk has also increased but that this is not surprising in the current economic climate.

**BOA191022.11**

***Report from the Finance Committee***

The Chair of the Finance Committee reported that John Sykes had been welcomed to his first Finance Committee meeting. The management accounts were reviewed and were recommended for approval of the Board. The Student Protection Plan was reviewed and updated. There was a thorough discussion of the utility contract – which prompted the additional paper by email from the Head of HR, Resource and Compliance. There was thorough discussion of the Maintenance Schedules, *[REDACTED: Confidential and sensitive information]*. The Committee had discussed the Cost of Living Paper in detail and had recommended that it be updated and brought before the Board today. The Chair of the Finance Committee suggested that the Board may want to consider where support is targeted. The Finance Committee also reviewed the Going Concern paper and NOTED that even in the very worst scenario, Norland would be a Going Concern for the next 12 Months.

**BOA191022.12**

***Result for the year ended 31 July 2022***

Emma Lloyd reported that the annual audit was finished, with no significant issues noted. The final surplus of £201K can be explained as a combination of more student leavers, increases in staff costs and the ICC cancellation fee.

There were no further questions.

The result for the year ended 31 July 2022 was APPROVED.

**BOA191022.13**

***Forecast Outturn for 2022/23 (including Cost of Living measures)***

Emma Lloyd provided the context for this paper and proposed the packages of measures that Norland would like to offer to staff and students.

*[REDACTED: Confidential and sensitive information]*

The cost of living proposals were put to a vote and were APPROVED by each member of the Board. It was AGREED that the Principal would announce the cost of living payment to staff at the November staff meeting and would also announce the plan for students after half term.

The Principal thanked the Board for being so receptive to the ideas in the paper.

**ACTION JR** – to announce the cost of living bonus and measures for staff and students in November.

**ACTION MC** – to seek permission from the Foundation for the Student Hardship Fund.

**BOA191022.14*****Energy Costs and Government Subsidy***

The question of entering a new fixed term contract for 1, 2 or three years was discussed based on the updated figures supplied by Stephanie Taylor. It was NOTED that the prices being agreed on now would take effect once Norland's current contract ends but that fixing the price now would potentially keep costs lower for longer.

The Board AGREED to entering the 24 month *[REDACTED: Confidential and sensitive information]* quote.

**ACTION ST** – Sign up to the new 24 Month contract with *[REDACTED: Confidential and sensitive information]*

The Principal sought agreement from the Board to also save energy by closing both sites for 3 weeks. Closure always occurs between Christmas and New Year when staff are given an additional 4 days' leave but it is now proposed to enable staff to work from home for 2 weeks prior to Christmas. This is also intended to be a wellbeing gesture for staff and to save costs on travel.

The Board AGREED to closing both sites for three weeks for Christmas and New Year.

**BOA191022.15*****C&T Update***

Julia Gaskell informed the Board that there are lots of contracts pending at the moment. *[REDACTED: Confidential and sensitive information]*

**BOA191022.16*****Inflation (Student Hardship Fund)***

It was NOTED that this item can be deleted because it has been superseded by the paper for item BOA191022.13 (Forecast Outturn for 2022/23).

**BOA191022.17*****Principal's Update***

The Principal thanked the Board again for their receptivity to the Cost of Living Bonus and package of measures to help support staff and students. The Principal NOTED that there are currently 7 members of staff on maternity leave *[REDACTED: Confidential and sensitive information]* a 'deputy head of department' role is being created in the Teaching and Learning department, *[REDACTED: Confidential and sensitive information]*. The Principal noted that the C&T team has merged with NQN and Agency to become the 'C&C Team' (Careers and Consultancy) and all is going well. Norland had the highest ever October Open Day attendance. The Agency is doing well but income from the Agency needs to be increased further. Norland had a disappointing NSS result but came second in the WhatUni Awards for small/specialist provider. Norland has also received an award at the IHE conference for most inspiring course.

**BOA191022.18*****Degree Outcome Statement***

Mandy Edmond explained that this is an annual statement published on the Norland website. There has been another increase in percentage of good degrees. Norland is still

in line with the sector but the sector is under spotlight for this so, although the external examiner is confident that Norland is assessing fairly, the Principal and Vice Principal are going to review this to ensure that correct procedures are being followed.

**BOA191022.19*****OfS Data Dashboard***

Mandy Edmond explained that the B3 conditions are based on this data. The sector wide threshold for continuation is 80%, Norland is at 95.9%, the sector wide threshold for completion is 75%, Norland is at 95.9% and the sector wide threshold for progression into skilled employment is 60%, Norland is at 3.2% because nannying is not recognised as a skilled profession. These results are very good and will feed into our TEF application that Norland will be doing according to the new application criteria. Norland is able to provide a contextual statement to explain the low threshold regarding progression into employment and has a meeting with the OfS about their use of the 'unskilled' SOC code for our graduates. Their advice is to speak with JISC (who have merged with and effectively taken over from HESA). The NSS result will also feed into this application and, although our overall percentage dropped last year, it is still above the sector and above the benchmark, and we still received some responses that were in the 80 % and 90 % plus.

**BOA191022.20*****Department Enhancement Plans and Strategic Plan Dashboard***

The Principal noted that the Enhancement Plans are in the additional papers and the dashboard will be an item on the December Board meeting agenda, once there is a term's worth of actions to be considered.

**BOA191022.21*****Compliance Dashboard***

It was NOTED that this item is for information and to show that Norland is fulfilling our requirements. It was NOTED that Norland is currently compliant and all data returns are being returned in a timely fashion. This Dashboard has already been updated to include additional conditions following the External Governance Review.

**BOA191022.22*****Prevent Risk Assessment Action Plan 2022-23***

It was NOTED that this is the annual Prevent return. The Board APPROVED the Chair to sign this document.

**ACTION ST/EB** – Append the Chair's electronic signature

**BOA191022.23*****Verbal Update from Student Member***

It was NOTED that there is no verbal update from the Student Member for this meeting because the Student Member was unable to attend the meeting due to TEF training.

**BOA191022.24*****Any Other Business***

*Director Events Calendar*

Directors were asked to fill in the calendar if they have not already done so.

*Board Away Day*

The Board AGREED that there does not need to be a Board Away Day this year (22-23) but that Norland should look to organise one for 23-24.

*Directors Lunch*

The Board discussed whether there should be a Director/staff lunch this year. Although staff had been told it was compulsory not all the Directors attended. Those who did attend enjoyed the event.

The Board AGREED not to have a Director/Staff lunch this year.

**ACTION EB** – Remove Director/Staff Lunch from calendar.

*Paper Copies of Papers*

The Senior Administrator requested to trial not sending out paper copies of papers in advance of Board, Committee or Foundation Meetings this term due to postal strikes, additional time, cost and security issues, as well as environmental considerations.

The Chair requested again that staff and directors consider ways to reduce the number and length of papers for meetings.

The Senior Administrator AGREED to bring 1 or 2 copies of the papers in hard copy to each meeting.

*Set 43 Heritage Day Video*

The Board were encouraged to watch the video of Heritage Day.

*Welcome Week Video*

The Board were encouraged to watch the video of Welcome Week 2022.

*Speech from Staff Member*

Elizabeth Harvey, staff member, gave a short speech upon receiving a thank you gift and flowers for serving as the Staff Board Member for three years. Elizabeth explained that it had been a pleasure to be on the Board for three years and for the insight that she has gained into the running of Norland and the Board's responsibilities. Elizabeth noted that the SLT with Janet at the helm is always forward thinking and constantly pushing Norland. As part of OLT Elizabeth has found it exciting to feel that staff opinions are sought and valued to feed into Norland's plans for the future. Elizabeth noted that she feels as though she has joined all the dots and closed a loop, as it were, being a Norlander, staff member and member of the Board of Directors. Elizabeth said that she has enjoyed her time as Staff Member on the Board and feels proud to have done this for three years. Elizabeth thanked the Board for the welcome she has received on the Board. The Chair and Principal each thanked Elizabeth Harvey for her dedication, professionalism and support during her time as the Staff Member.

**BOA191022.25**

***Date of Next Meeting***

Wednesday 7 December 2022, 10.30-13.00, Room 1 York Place.