



**CONFIRMED Minutes of the Norland Board of Directors Meeting
held on 02 December 2024, 10.30-13.00pm
(Room 1, York Place)**

Present:

Martin Clarke, Chair
Rosemary Heald, Vice-Chair
Suresh Ariaratnam, Director
Mike Bray, Director
Julie Davies, Director
Kate Dicker, Director
Richard Maccabee, Director
Roberta Scutt, Director
David Timms, Director
Charlotte Stilwell, (shadowing)

Alex Fereday, Staff member
Sam Stephens, Student member

In attendance:

Dr Janet Rose, Principal
Mandy Edmond, Vice-Principal, Head of Quality and
Standards and Registrar
Dr Rebecca Digby, Vice-Principal, Head of Learning,
Teaching and Research
Emma Burns, Chief Financial Officer, Head of Finance and
Capital Projects
Elspeth Pitman, Head of Graduates: Placement,
Employment and Alumni
Emma Blythe, Senior Administrator

BOA021224.01

Welcome and Apologies

Apologies were received from Tracey Worth who was out of the country at the time of this meeting so unable to attend.

BOA021224.02

Chair's Communications

The Chair welcomed everyone to the meeting including Charlotte Stilwell who is shadowing this meeting ahead of joining the Board with Board and Foundation approval. It has been a long time since the last meeting although there was the Board update meeting in October. Admissions are looking healthy at this time, most of the new set

have stayed, only 3 have paused their studies and 2 of these have expressed an interest to come back next year. It is understood that few of the national changes since the general election will affect Norland directly but the national context is continually monitored. OfS are focusing on the financial sustainability of universities and are therefore pausing all applications for DAPs, registration etc. This is causing malcontent in the sector. Norland is hopeful that the application for IDAPs is advanced to the point that it will not be paused. Norland DAPs run out in March but assurance has been given that DAPs will be extended if necessary due to delays from the OfS. University title applications have been suspended until August 2025.

The Chair apologised for the size of the paper pack for the meeting and asked directors for their feedback during the meeting about any papers that could be considered for moving into the additional papers rather than the main paper pack in future.

BOA021224.03

New Declarations of Interest

The Chair asked for any new declarations of interest.

There were no declarations received from the directors.

BOA021224.04

Minutes of the previous meeting

The Chair asked for feedback regarding the minutes of the previous meeting.

There were no comments or questions and the directors authorised EBly to append the Chair's electronic signature to the minutes of the previous meeting.

ACTION EBly – append the Chair's electronic signature to the minutes of the previous meeting.

BOA021224.05

Action Status Report

The Action Status Report was reviewed and it was NOTED that all actions from the previous meeting have been completed. SITs working groups are in operation.

BOA021224.06

Board Update Meeting – Notes

The Chair asked for feedback regarding the notes of the Board Update Meeting held in October 2024.

There were no comments or questions regarding the notes of the Board update meeting.

The Board APPROVED the Board Update Meeting – Notes.

BOA021224.07

Risk Register

The Accommodation risk has been significantly mitigated through securing a 49 bed accommodation block in central Bath. The accommodation risk will be monitored by SLT.

There was discussion about the concern from the marketing department regarding the changes to advertising to under 18s, meaning Norland can no longer target advertising to under 18s who may be particularly interested in the course. It was NOTED that

Enterprise Committee and Finance Committee are aware of this risk and have AGREED to revisit it in the Spring.

[REDACTED: Confidential and sensitive information].

BOA021224.08

Health and Safety Dashboard

This is a very brief item because there is thankfully nothing major to report. There have been a few minor Food and Nutrition and Sewing related injuries. Norland continues to monitor health and safety closely and to mitigate the chances of injury where possible.

BOA021224.09

Executive Summary from Enterprise Committee – October meeting

Norland has a new NQN manager – KS who is a Norlander.

[REDACTED: Confidential and sensitive information].

Consideration will need to be given to the size of the team required for these projects which will be set out in a paper at the Board Away Day.

BOA021224.10

Report from Audit Committee – November Meeting

The committee AGREED to make a minor amendment to their Terms of Reference to remove item 15 regarding internal audit because Norland is too small for this to be relevant.

The Board AGREED that the external audit is sufficient and goes into an appropriate level of granular detail to be satisfactory.

BOA011224.11

Executive Summary from Nominations and Governance Committee – Oct Meeting

Directors were requested to complete any outstanding Skills Audit forms and return them directly.

The Board NOTED the Executive Summary from the Nominations and Governance Committee meeting in October.

BOA021224.12

Executive Summary from Academic Board – June 24 and Oct 24 mtgs

It was NOTED that the Annual Report from the Academic Board, which is agenda item number BOA021224.28 summarises well what was discussed.

BOA021224.13

Executive Summary from the Finance Committee – Nov Meeting

There are 5 items that need approval by the Board – all have been through the Finance Committee and have been recommended for approval by the full Board. These were APPROVED.

The marketing paper was a good quality paper that pointed to several issues and challenges that Norland is facing. A further update is due to be presented to the next Finance Committee. The need to increase the marketing budget was recognised as was the need to ensure that the budget is targeted appropriately and that there is sufficient benefit from the investment.

[REDACTED: Confidential and sensitive information].

BOA021224.14

FY25 Bonuses

[REDACTED: Confidential and sensitive information].

The Board APPROVED the FY25 Bonuses.

BOA021224.15

Statutory Financial Statements FY24

The Board APPROVED the Statutory Financial Statements FY24.

BOA021224.16

Audit Findings Report FY24

The auditors reported that their audit presented no problems and had covered all the major risks.

There were several minor control recommendations that are being addressed by the Finance Team.

The Audit Committee was content with the comprehensive presentation made by the external auditor.

There were no material misstatements.

The Board NOTED the Audit Findings Report FY24.

BOA021224.17

Gift Aid Transfer

[REDACTED: Confidential and sensitive information].

The Board APPROVED the Gift Aid transfer.

BOA021224.18

Forecast for FY25

[REDACTED: Confidential and sensitive information].

The Forecasts for FY25 were APPROVED.

BOA021224.19

OfS Annual Return Workbook and Commentary

This is a large piece of work that looks 5 years ahead. Norland uses the same figures from the forecast for this return. The spreadsheet has been accepted by OfS.

The Principal suggested that this is an example of a paper that could go into the additional papers, with only an executive summary in the main papers. However, it does need approval by the Board.

The Board APPROVED the OfS Annual Return Workbook and Commentary and moving this to the additional papers with an executive summary in the main papers in future.

ACTION EBU/EBly – move this paper to the additional papers in future ensuring that there is an executive summary for the main papers.

BOA021224.20

Lone Worker Policy

This policy was reviewed and had also been reviewed by the Audit Committee.

It was suggested that this could also be moved to the additional papers with an executive summary in the main papers in future. The executive summary should note any committees that have previously seen and approved the paper.

The Board APPROVED the Lone Worker Policy.

ACTION ST/EBly – move this paper to the additional papers in future, with an executive summary that details any committees that have seen and approved the paper.

BOA021224.21

Board Schedule of Business

This is the Board's own Schedule of Business.

It was suggested that this paper could be moved to the additional papers with an executive summary in the main papers for the Board to approve.

The Board APPROVED the Board Schedule of Business.

ACTION EBly – Move this paper to the additional papers in future, with an executive summary for the main papers.

BOA021224.22

Board Terms of Reference – Annual Review

There was discussion about item 5 regarding extending director's terms of office beyond 9 years. It was acknowledged that this is not best practice and whilst it is not forbidden it should only be done in exceptional circumstances.

The Board APPROVED the Terms of Reference – Annual Review.

ACTION EBly – Confirm tracked changes and publish the updated Terms of Reference.

ACTION EBly – Review the ToRs for each committee to make it clearer what responsibility each committee has for each of the papers that they see.

BOA021224.23

Prevent Risk Assessment 2024/25 Action Plan

[REDACTED: Confidential and sensitive information].

Martyn's Law is in hand. The Freedom of Speech Act has been shelved by the Labour Government.

It was suggested that this could also be moved to the additional papers with a coversheet for the main papers.

ACTION ST/EBly – move this paper to the additional papers in future, with an executive summary that details any committees that have seen and approved the paper.

BOA021224.24***Principal's Update***

Student numbers are strong and there has been a surge of applications in the last month so there are approximately 85 applications so far for September 2025 entry. The interviews have been of a very good calibre. The new and the old timetable are working well together. Norland is aiming for 100 students in each set. Norland could accept more students again if the bulge from this year was to be repeated but it is not expected that this will be necessary. Dr Rebecca Digby is now a Vice Principal so Norland has two Vice Principals again. This is good for workload and for projects such as the introduction of the Masters course. Open Days keep getting better and better attendance. 300 people signed up for the virtual Open Day and approximately 100 attended. Norland is researching how people pay to attend Norland and this is helping to develop more case studies. Agency income is ahead of last year and the ratios are healthy. The app is developing well, it is slightly over budget but Norland is hoping that this is a blip that will level out. CPD evening sessions are popular. The Education Endowment Foundation (EEF) project with Emotion Coaching UK is prestigious and good for Norland's externality so that people in Early Years setting get to know more about Norland. The Principal's connection to Emotion Coaching UK is transparent. [REDACTED: Confidential and sensitive information]. The Grenfell Quilt will be displayed in Bath Abbey. Norland has a group for the male students to meet to discuss the course etc. Several unlicensed uses of the Norland brand are being chased.

[REDACTED: Confidential and sensitive information].

BOA021224.25***Report from the Student Member re. Student Experience***

SS reported that students are very positive. The new timetable seems to be fitting in quite well and the assessment rubrics have been updated which has made them easier to understand. There is a new Food and Nutrition Lecturer who is bringing lots of new, positive ideas. The new lecturer is very good about timekeeping and ways to involve children. Students have been positive about their placement experiences. The first year students are excited for their first placement and the bigger Set is being managed well. It is a nice period for socials, such as ice skating this evening. There is going to be a new netball club from January, 60 students are interested. Set 48 (first years) is very diverse which is lovely to see. Set 47 (second years), they are just back from placement and are enjoying being back in college, they are currently finishing a sewing project. Set 46 (third years) are busy with assignments and their literature reviews, it is good to have the socials to lift the spirits. [REDACTED: Confidential and sensitive information]. Accommodation can be tricky for second and third years but some properties go through generations of Norland students which can be helpful for both students and landlords.

The staff member AF reported that the SLT/OLT Away Day was very positive and there were some good debates. SSLC will be the next to see the expectations postcard that was refined on the day. The MAN (Men at Norland) group has been well received and some of the male staff have attended this group too.

BOA021224.26***Strategic Innovation Team (SIT) Dashboard and full SIT enhancement plan***

Presented initially last October. Much of it has not started yet because the code needs to be revised first. There will be more information to follow at the next Board meeting.

BOA021224.27***Compliance Dashboard***

This is on time and on target.

The Board needs to see the whole document once a year because the repercussions of missing a deadline can be expensive and damaging to Norland's reputation. At other Board meetings the detailed papers could be shown in the Additional Papers with an executive summary in the main papers.

ACTION EBly – notify the paper compiler of the plan for this to be reviewed in full once a year and to be put in the additional papers with a summary in the main papers for other Board meetings.

BOA021224.28***Annual report from Academic Board***

- Including the NASS and NSS results, degree outcome statement, CFAs complaints and academic appeals

This was a summary from the Academic Board following the external governance review which did not present new information but summarised all the matters that have come to the Board over the course of the previous year.

Norland's external examiner is confident in Norland's marking and award of degrees.

Students with additional needs are doing well and the new student support team member starts next week. [REDACTED: Confidential and sensitive information].

Students do self support each other in some cases, either by working in study groups together with or working alongside students from other years to seek advice.

The Board NOTED this report.

It was AGREED that these papers should be included in the Additional Board Papers with a coversheet in the Main Board papers in future.

ACTION EBly – notify paper compiler that in future the NSS and NASS reports should be given in full for the Board in the additional papers but an executive summary coversheet should be submitted with them for the main papers.

BOA021224.28c Degree Outcome Statement 2023/24

It was AGREED that this should still be a paper in full for the Board main papers.

BOA021224.28d Ac Bd Schedule of Business Mapping

ACTION EBly – summarise the Schedules of Business for all committees in an executive summary coversheet and put the details in the additional papers

BOA021224.29***Director Attendance***

This was shared with the Nominations and Governance Committee which was pleased with the attendance record for the previous year.

The Board was satisfied with the record of attendance for the previous year.

BOA021224.30

Any Other Business

Agency App approval to note

The Board APPROVED the agency app contract with Rocketmakers. This was approved offline prior to the meeting but was ratified by the Board at this meeting.

Board Away Day 30 April 2025, Oldfield Park

Directors were asked to note the date of the in-person Away Day.

Annual forms – please complete

The annual forms have been circulated several times, please return them ASAP so that the Register of Interests etc can be completed and published.

ACTION EBU – look up whether directors need to do a related parties form.

Annual Internal Effectiveness Review – please complete

This will be shared in the new year – please complete this promptly when received.

The outcome of IDAP is still unknown but Norland are hoping to hear soon and hoping that it will be positive.

BOA021224.31

Date of Next Meeting

The date of next meeting is Wednesday 12 March 2024, 10:30-13:00