



**CONFIRMED Minutes of the Norland Board of Directors Meeting
held on Thursday 26 June 2025, 10.30 – 13.00
(Clarke Hall, Oldfield Park)**

Present:

Martin Clarke, Chair
Rosemary Heald, Vice-Chair
Suresh Ariaratnam, Director,
Mike Bray, Director
Julie Davies, Director (Teams)
Kate Dicker, Director
Louise Gilbert, Director
Richard Maccabee, Director
Charlotte Stilwell, Director
Roberta Scutt, Director (Teams)
David Timms, Director
Tracey Worth, Director (Teams)
Alex Fereday, Staff member on the Board

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
Rob Cole, Chief Financial Officer, Head of Finance and Capital Projects
Stephanie Taylor, Head of HR, Resources and Compliance
Elspeth Pitman, Head of Graduates: Placements, Employment and Alumni
Emma Blythe, Senior Administrator

BOA260625.01

Welcome and Apologies

There were no apologies. All directors were present, either in person or on Teams.

BOA260625.02

Election of Louise Gilbert to Board

This was APPROVED unanimously. LG proceeded to join the meeting.

ACTION EBly – Paperwork for LG and letter of appointment.

BOA260625.03

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BOA260625.03a

[REDACTED: Confidential and sensitive information]

Alex Fereday left the meeting for the discussion of these items.

[REDACTED: Confidential and sensitive information]

The grading structure standardisation was discussed and the Board AGREED that it should go ahead for implementation from October 2025.

[REDACTED: Confidential and sensitive information]

It was AGREED to go forward with the restructure but that there would be a revised budget presented to the Board in the Autumn where reductions would be factored in if necessary.

ACTION ST and RC – implement the new grading structure.

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BOA260625.04

Chair's Communications

The Chair drew attention to the Principal's report noting, in particular, the busy and successful Open Day.

BOA260625.05

New Declarations of Interest

There were no new declarations of interest.

BOA260625.06

Minutes of the previous meeting

There were no comments regarding the minutes, they were APPROVED and Emma Blythe was authorised to append the Chair's electronic signature.

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

BOA260625.07

Action Status Report

The Action Status Report was reviewed, all actions had been completed. It was NOTED that RSM (Auditors) had confirmed that the full amount of capital allowances could be claimed in 1 year or it could be claimed over time. Rob Cole NOTED that it was possible to claim the full amount in 1 year but this may not be preferable.

Regarding the KPI for marketing it was NOTED that there would be a budget meeting between Rob Cole and Dee Burn during the summer and so this action would be carried forward to the next meeting.

BOA260625.08

Risk Register

The Risk Register had temporarily been put on hold but the Executive and SLT were content that there was nothing alarming that required discussion at this point. SLT were monitoring risk and the Principal and new CFO (Rob Cole) were in talks about streamlining the Risk Register over the summer.

Committees had been informed and the committee chairs agreed that there was nothing that needed adding at this point.

BOA260625.09

Health and Safety Dashboard

There had been more accidents at Oldfield Park. The Audit Committee would be shown a 5-year retrospective report but Stephanie Taylor and Alex Fereday had talked about the increase and noted that most of the items were minor e.g. 'pricking finger with a pin' so plans were in development to have a different process for minor incidents. There was a situation with one student who fainted 3 times in 1 day, this student was asked to interrupt pending an occupational health assessment but they had now returned.

It was NOTED that the reporting process was thorough and staff were following the process so this was very positive.

BOA260525.10

Finance Committee Executive Summary

The Chair of the Finance Committee drew attention to the Finance Committee's requested that project items were put above the line with operational business. York Place requires significant refurbishment according to the Building Survey Report. Stephanie Taylor was reviewing the report and prioritising the works so that the most essential could be done soonest. The bonus paper for exceptional performance was approved.

BOA260625.11

Norland College T2 Accounts (inc. FY25 forecast)

These went up to the end of March 2025 but there had been a lot of change since. The Finance Team were planning a June review the week after the Board meeting to sharpen the forecast for the year end, explore the scope for savings and to look forward to the next year.

There were no questions about the outturn for this year.

BOA260625.12

Prevent Risk Assessment

The Prevent Risk Assessment was APPROVED.

BOA260625.13

Draft Annual Statement

The Chair provided context and this was discussed. The Board APPROVED the draft annual statement subject to the small typo being amended regarding a column title.

ACTION RC – amend typo regarding column title.

BOA260625.14

Nominations and Governance Committee Executive Summary

The Chair encouraged the Directors to read the summary in the paper pack. The Board discussed the interest from Merchant Taylors to nominate a member of the Company to the Norland Board. The plan would be for a briefing paper from Norland to be shared with Merchant Taylors who would invite expressions of interest and then shortlist. The potential candidate(s)

would then go through the normal Norland director recruitment process. The Chair reminded the Board that he was a member of Merchant Taylors.

The Principal confirmed that a briefing paper for Merchant Taylors has been drafted following the discussion of this at the recent Nominations and Governance meeting. Emma Blythe would share the draft with Martin Clarke ahead of distributing as appropriate.

BOA260625.15

ACTION EBly – share draft briefing paper for Merchant Taylors Company with MC before distributing as appropriate.

Director Reappointments and Committee Membership, 25-26

The Board APPROVED the reappointment of Mike Bray, Kate Dicker and Tracey Worth and reiterated their APPROVAL of Louise Gilbert.

It was noted that for succession planning it would be helpful to appoint another chartered accountant.

The small changes to the committee membership for 2025-26 were APPROVED.

ACTION EBly – Ensure ME is on the Enterprise Committee as part of her new role as Head of the new Enterprise and Strategic Partnerships department.

BOA260625.16

Director events timetable

This would be shared with the Board in the Summer ahead of the new academic year. Directors were requested to add their attendance promptly to help with catering and logistics. Charlotte Stilwell NOTED that she found attending Academic Board insightful and impressive.

ACTION EBly – share the directors event timetable for sign up ahead of the new academic year.

BOA260625.17

Enterprise Committee Executive Summary

Directors were encouraged to attend an Open Day to get a much better sense of the student journey for prospective students. The Norland Nanny Web-Based App was discussed and it had been NOTED that the launch was going extremely well. Anecdotal feedback had suggested that there was more engagement from Norlanders. Rocketmakers were also providing support time and if not used, was being banked for future app development.

ACTION EBly – ask EP for a copy of the instructions for the app for MC to see.

[REDACTED: Confidential and sensitive information]

ACTION ME – the Board requested that ME create a monthly update/report for the Enterprise Committee because consultancy and training opportunities were moving more quickly.

[REDACTED: Confidential and sensitive information]

BOA260625.18

Academic Board Executive Summary

The Principal thanked Charlotte Stilwell for attending the last meeting of the Academic Board. There were no additional comments that the Principal or Head of Learning, Teaching and Research wanted to add but attention was drawn to the research conference held several days previously which several external speakers and students attended. Several students presented their work-based projects. There was also a slight delay to the publication of the next Norland Educare Research Journal whilst the new editor in chief settled into their role.

BOA260625.19

Principal's Update

Student numbers for September 2025 entry were at 117 which was considered satisfactory to convert to 104 starters. The admissions team had worked harder to filter out candidates that would not come earlier in the process. Discussions were also being held to identify if any changes could be made to make the deferral process clearer, perhaps so that people could not defer after a certain date because approximately 50% of those who defer do not come. There had been only 5 student withdrawals, with 3 students coming back, suggestive of a positive story regarding student mental health. The Agency was on track to meet the target for this year. Rob Cole had started and had hit the ground running. Plans were being made to introduce additional quality checks over the summer to ensure compliance. The Royal Foundation had approached Norland and were keen to work collaboratively with Norland being an 'early adopter' of their materials. The university title application looked straightforward and there was a chance that it could be fast tracked. University title could be granted within 4-6 months of the new academic year if all went smoothly. The Chair of the OfS had expressed an interest in visiting Norland so this was being planned for the autumn. This suggests that Norland is now well known within the HE sector. Small and specialist institutions were coming under increasing scrutiny for governance, particularly due to the financial context of the wider HE sector. The Chair of the OfS appeared to be interested in Norland as an example of a small and specialist institution with good governance. Norland was now featured in the Complete University Guide, not high but top for student satisfaction. There was also an interview with the Economist in progress.

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BOA260625.20

New Code of Professional Responsibilities (paper copies)

The Principal suggested that the directors could take these away with them and could send any comments via email within the next couple of weeks.

ACTION all directors – please share comments via email.

BOA260625.21

Strategic (SIT) Plan (KPI) Dashboard & Enhancement Plan

Most actions were underway, several actions had not started yet but were dependent on the Code revisions being completed first. Good progress was being made.

The Chair asked for questions but there were none. The SIT plan KPI dashboard and Enhancement Plan were APPROVED.

BOA260625.22

Compliance Dashboard

This is on track. It was hoped that this would be the last year that Norland was on a probationary licence for UKVI. Once fully approved Norland's international students would be able to work while they were in the UK.

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BOA260625.24

Any other Business

- ***Calendar of meetings 2025-26 (paper copies)***

Directors were invited to take home their copy of this document for their records.

The Principal NOTED that the October away day would be on Teams and would focus on the budget.

BOA260625.25

Date of next meeting

- The ½ day Board 'Away' Day will be on Teams – Tuesday 21 October 2025
- The next Board meeting will be on Wednesday 03 December 2025, Room 1 York Place, 10.30-13.00



Signed at the meeting on 03 December 2025.
