



**CONFIRMED Minutes of the Norland Board of Directors Meeting  
held on Wednesday 12 March 2025, 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  
Charlotte Stilwell, Director  
David Timms, Director

Louise Gilbert, new director, Shadowing

***In attendance:***

Janet Rose, Principal  
Mandy Edmond, Vice-Principal, Head of Quality and Standards and Registrar  
Dr Rebecca Digby, Head of Learning, Teaching and Research  
Emma Burns, Chief Financial Officer, Head of Finance and Capital Projects  
Rob Cole, new CFO, shadowing

Sam Stephens, Student Member  
Alex Fereday, Staff Member  
Emma Blythe, Senior Administrator

**BOA120325.01**

***Welcome and Apologies***

The Chair welcomed Louise Gilbert, shadowing the meeting today ahead of potentially joining the board in time for the June board meeting. The Chair welcomed Rob Cole, the newly appointed CFO taking over from Emma Burns. Apologies were received from Tracey Worth and Roberta Scutt.

**BOA120325.02**

***Chair's Communications***

There is encouraging news to come in this meeting. There is an OfS consultation on regulation that is important because they are interested in the views of small and specialist providers. The new CFO has been appointed, congratulations to Rob Cole.

There is positive news from C&T regarding consultancy work in Abu Dhabi. Congratulations to the management and administration for reducing the number and length of papers.

**BOA120325.03**

***New Declarations of Interest***

No new declarations of interest were reported.

**BOA120325.04**

***Minutes of the previous meeting***

This is not the final version – the Chair has asked for some very minor amendments.

The minutes of the previous meeting were reviewed and there were no further questions. The board authorised for the Chair's electronic signature to be appended.

**ACTION EBY** – amend the minutes as requested by the Chair and then append the Chair's electronic signature.

**BOA120325.05**

***Action Status Report***

The Action Status Report was reviewed and it was NOTED that all actions from the previous meeting have been completed. Related Party Transaction forms are not required from the directors.

**BOA120325.06**

***Risk Register***

There is one new risk (no. 7) regarding marketing reaching under 18s. DB has this in hand with the proposal to increase investment in marketing. The marketing team are working hard in this area. The risk regarding student accommodation is now under control but the outcome of the Renter's Reform Act is currently unknown so it is not yet certain if this will affect student accommodation. The board were reminded that a 47-bed accommodation block in central Bath has been secured for the next 5 years. Another large block is still being sought, and it is hoped that student accommodation will be excluded from the Renters Reform Act.

There were no other questions or observations about the Risk Register.

**BOA120325.07**

***Health and Safety Dashboard***

There is nothing alarming. [REDACTED: Confidential and sensitive information]. All members of the Student Support Team will be first aid trained to improve synergy between student welfare and student medical support. There are mental health first aiders among the student body and the staff. It was noted that understanding of mental health and sensory processing issues is growing.

**BOA120325.08**

***IDAP Update***

Norland has IDAPs! This has not been officially announced yet but has been granted. The Principal wanted to especially thank ME and her team for this achievement which is a huge landmark in Norland's history, as well as David Timms for his immense support during the process. The next step will be to apply for university title but this is on hold because OfS have closed registrations for the time being. The process takes approximately 1 year. [REDACTED: Confidential and sensitive information]. It is not likely that a big celebration will take place until 2027 Graduation.

The Chair noted that this process started in 1997 with the decision to go into HE and it has been a stated strategic aim since then. The Chair is particularly pleased to have seen the process get this far.

**BOA120325.09*****Finance Committee Executive Summary***

[REDACTED: Confidential and sensitive information].

Finances are looking positive. EBu is leaving the college in a strong position for Rob to improve still further.

It was NOTED that university status will not affect Norland's fee status because there are only two categories – fee cap and approved. Norland will continue to campaign about this subject.

**BOA120325.10*****FY25 Term 1 Management Accounts***

This report covers the first 5 months.

[REDACTED: Confidential and sensitive information].

[REDACTED: Confidential and sensitive information].

[REDACTED: Confidential and sensitive information].

It was NOTED that the increased staff costs includes the increases to NI.

[REDACTED: Confidential and sensitive information]. Norland is hosting the International Nanny Association in a couple of weeks to forge stronger links with the USA.

**ACTION EBu** – investigate a different KPI to replace marketing costs as a percentage of income. Chair keen for the Board to be able to understand the actual cost of recruiting a student as marketing is crucial to recruitment and this would help the Board to understand the high cost/budget requirements of the marketing department.

The marketing strategy will be discussed at the Away Day in April.

[REDACTED: Confidential and sensitive information].

The Board APPROVED the Term 1 management accounts.

**BOA12032.11*****Financial Outlook***

BOA120325.11a 4 Year Financial Forecast

[REDACTED: Confidential and sensitive information].

[REDACTED: Confidential and sensitive information].

[REDACTED: Confidential and sensitive information].

It was NOTED that depreciation of the App is included and this is being depreciated over 10 years.

There were no further questions.

**BOA120325.11b Annual Student Recruitment Report**

This is to NOTE. [REDACTED: Confidential and sensitive information]. Norland is still bucking the trend with high numbers of applications. Norland closed UCAS applications on the Equal Consideration deadline. [REDACTED: Confidential and sensitive information]. Patterns and trends of applicant behaviour post COVID are still being ascertained. Norland is [REDACTED: Confidential and sensitive information] still aiming for 104 students.

[REDACTED: Confidential and sensitive information].

There were no further questions.

**BOA120325.12**

***Proposed Fees 2026-27***

[REDACTED: Confidential and sensitive information].

**BOA120325.13**

***Enterprise Committee Executive Summary***

It is just over a month since the committee met. C&T is doing very well – there is lots of potential work but it is tricky for staff to do it around their existing commitments. This will need to come to the Board Away Day in April for thorough discussion. Student applications are looking healthy [REDACTED: Confidential and sensitive information]. The Agency App is on time and on budget. Huge congratulations should be extended to the team for achieving this.

There was discussion about Marvellous Babysitting. [REDACTED: Confidential and sensitive information].

**BOA120325.14**

***Norlander App***

There is a small additional cost for data migration but the project is on track. The App will be demonstrated at the Board Away Day in April. EP should be commended for managing this project and a new role (Head of GPEA) at the same time.

**BOA120325.15**

***Audit Committee Annual Report***

DT chaired this meeting on behalf of TW. It was NOTED that the external auditors were very thorough. The improvements to the Risk Register were NOTED. It is now much clearer and some of the similar risks have been amalgamated.

**BOA120325.16*****Principal's Update***

There have been several engagements including hosting the Higher Education Policy Institute (HEPI) and the Royal Commonwealth Society. There are several more engagements forthcoming including a visit from the International Nanny Association (INA). There will be a delegation from China organised through the Department for Business and Trade (DBT). This is prestigious, it may be that Norland can work with them to quality assure/deliver training to support the development of centres for 0-3s in China.

Staff movements were NOTED. There are no new posts, just new appointments to posts becoming vacant.

The EEF/Emotion Coaching project has been a great success with lots of positive feedback so far. This is a very helpful project to position Norland in the EY sector.

The Student Wellbeing Festival was a great success – this included therapy ponies and massages from students at Wiltshire College. It was greatly received by the students and there is interest to do more events like this. There are lots of 'stress buster' sessions planned that focus around food.

JR highlighted the areas of focus for the Board Away Day in April, as noted on the agenda for this meeting.

The Grenfell Memorial Quilt is now on display in Bath Abbey until after Graduation.

There are plans for the quilt panel to be displayed in Milan after this. There has been press coverage from Points West, the local BBC news outlet.

The Lord Lieutenant and the Mayor of Bath will be attending Graduation on 28 March.

JR has been nominated by IHE to attend a Garden Party at Buckingham Palace in recognition of her contribution to Education and will be accompanied by ME in recognition of the contributions she has made to Norland.

**BOA120325.17*****Norland Annual Report (Link)***

This report has not yet been finalised. The link will follow in due course.

**BOA120325.18*****Student Representative Report on Student Experience***

The Grenfell Memorial Quilt Private View was a very special event. Netball club has been very popular and there is a staff vs students netball match planned for mid-March. There is lots of excitement and interest to be involved. The Men at Norland group are meeting regularly and are planning a blog post regarding men in the early years sector. Uniform checks are happening to make sure high standards are being maintained. A Norland Tuck Shop for students is going to be piloted. There is a busy, excited feel on campus as the third years have come back from their placements and are working hard on their Work Based Projects. Third years are looking forward to Employment Weeks including skid pan and Heritage Day. Displays are already being planned. Food and Nutrition is going very well with lots of positive preparations taking place helping third years manage the transition to being ready for their NQN. Appointing a chef has added vitality to the F&N department. The sewing team have been considerate and understanding about workloads to make sure that projects are manageable. Morale is high currently.

**BOA120325.19*****Strategic Plan Dashboard March 2025 Update***

The full plan will be presented again at the next Board meeting. Good progress is being made and legal support has been sought to tighten the Ts and Cs. The Board were

reminded that this is part of a 2-year plan to deep dive on specific points from the main strategic plan. It was NOTED that work did not fully begin on this until January because several things had to be put in place beforehand. Several of the items that are not yet completed were dependent on having the code revised first, now this has been done these other items can be addressed. It is hoped that this extension to the Strategic Plan will be completed by July 2026. It will come to the Board if a further time extension is required.

[REDACTED: Confidential and sensitive information].

**BOA120325.20*****Compliance Dashboard***

This is the usual report that comes to the Board. It is clear to see that all items are currently in hand which should reassure the Board.

The OfS have asked for an additional return regarding financial sustainability, not targeted at Norland specifically but rather this is a response to the national situation of Higher Education institutions.

**BOA120325.21*****Away Day Plan and Focus 30 April 2025***

The key areas of focus for the Away Day will be:

- C&T strategy
- Marketing Strategy including international
- MA strategy
- University Status
- October 2025: ½ day Board Update online

**BOA120325.22*****Any Other Business***

The Board Away Day on 30 April 2025 will be in person at Oldfield Park for a full day.

An issue has been identified by Systemagic (IT Support) regarding Director and Trustee permissions to access the Board SharePoint tile. EBly will review this thoroughly with Systemagic and will then notify the directors and trustees to check that it works correctly.

**ACTION EBly** – report to the directors and trustees when the issue regarding access to the Board SharePoint tile has been resolved and ask directors and trustees to check.

**BOA120325.23*****Date of Next Meeting***

The date of next meeting will be Thursday 26 June 2025, 10.30-13.00, Clarke Hall **Oldfield Park**.