



**Minutes of the Norland Board of Directors Meeting  
held on 07 December 2022, 10.30-13.00  
(Ward Hall, York Place)**

**Present:** Martin Clarke, Chair  
Rosemary Heald, Vice Chair  
Mike Bray, Director  
Tracey Worth, Director  
Kate Dicker, Director  
Julie Davies, Director  
Roberta Edwards, Director  
Kriss Turner, Director  
Christopher Jerram, Director  
Harriet Patterson, Student Member

***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  
Emma Blythe, Senior Administrator

**BOA071222.01**

***Welcome and Apologies***

Apologies were received from John Sykes and David Timms.

The Chair welcomed Harriet Patterson to her first Board meeting as Student member.

**BOA071222.02**

***Chair's Communications***

The Chair explained that he did not wish to add any additional notes at this point to the items already on the Agenda.

**BOA071222.03**

***New Declarations of Interest***

There were no new declarations of interest made.

**BOA071222.04*****Minutes of the Previous Meeting***

The minutes of the previous meeting were reviewed by the directors and it was AGREED that they are an accurate record of the meeting.

**BOA071222.05*****Action Status Report***

The Action Status Report was reviewed and it was NOTED that all actions from the previous meeting have been completed.

There were no further questions about the Action Status Report.

**BOA071222.06*****Risk Register***

**The Board reviewed the risk register.** Emma Lloyd explained that there is one new risk that has been added since the last meeting, Risk 54 [REDACTED: Confidential and sensitive information]

It was NOTED that the other high risk items on the Risk Register are primarily student wellbeing related and that steps are being taken to mitigate these risks as far as reasonably possible.

**BOA071222.07*****Principal's Update***

The Principal provided a verbal update to the Board noting that among the recent highlights has been the fact that the student hardship fund and the cost of living bonus have both been very positively received by students and staff respectively as can be seen in the paper in the additional papers (see link in *BOA071222.23: Any other business*).

The student member NOTED that the hardship fund and the breakfasts have been very well received. The breakfasts have been particularly helpful at this time near to the end of term. The students are looking forward to their leavers ball which is being more heavily subsidised this year.

**ACTION HP** – provide a brief report about the leavers ball for the Board.

The Principal explained that £188,000 funded by the Foundation had been given to students who have applied to the hardship fund. There was a closing date for applications but a couple of late applications were permitted. The Principal thanked the Board for their support.

The Principal notified the Board that Lucy Krebs has been appointed the Deputy Head of Teaching and Learning. The Head of Teaching and Learning is on long term sick leave until at least January, meaning that they have missed a full term. Staff have rallied round but it has added extra strain.

The Principal NOTED that Norland will be closing its site early this year as a wellbeing initiative for staff to reduce the commute close to Christmas. There is also a Christmas gift being sent out to those students who are staying locally.

The Principal explained that work has begun on the new Teaching Excellence Framework application.

The degree validation event has been postponed until July due to the absence of the Head of Teaching and Learning.

The Principal noted that the Christmas Party for disadvantaged children had to be postponed but another community initiative has begun – a baby story time group.

The Principal provided an update on admissions, explaining that applicant numbers are looking good, with more international interest this year (mainly English speaking) and several male applicants.

The Principal told the Board that the event for the launch of the Professional Association of Nannies (PAN) was brilliant and the Royal nanny was absolutely delighted with the award given to her during the event. It was NOTED that the vast majority of Norlanders think it is a good initiative and an important quality control measure. 50 people signed up on the launch night.

The Principal noted that it has been very difficult to recruit recently – Norland is looking at this but it is a particularly tricky time because 8 people are on maternity leave.

The Principal reported that the recent external audit had completed without any issues. The new Financial Controller is settling in well. The Finance Team is managing very well even with the increased workload generated by the student hardship fund.

The Principal noted that there was good attendance at the virtual open day and the recent Norland Unwrapped.

[REDACTED: Confidential and sensitive information]

The Principal noted that competitor agencies are active in the placement of Norland students and Norlanders.

**BOA071222.08**

***Report from the Finance Committee – Nov Meeting***

The Chair of the Finance Committee noted the actions required of the Board to approve the items recommended for approval.

The Chair of the Finance Committee complimented Emma Lloyd and her team for their work on the end of year accounts and audit.

**BOA071222.09**

***Statutory Financial Statements FY22***

Emma Lloyd noted that the Finance and Audit Committees have both seen these statements and so questions from the Board were welcome.

It was noted that the strategic report within the Financial Statements is based on the old strategic plan. The figures are the same as were seen in the term 3 management accounts. The report includes an update on activity for the year. The Finance and Audit Committees asked for the 'cost of living' item in the Risks and Uncertainties section to be split out into separate risks, which has now been done. The section on governance and internal control is largely standard. The profit for the year is the same as that in the management accounts.

There were no questions from the Board.

The letter of representation was discussed to remind the Directors of their responsibilities through authorising the Chair to sign this document. It was made clear that each director is individually responsible.

The statutory financial statements were APPROVED.

**BOA071222.10**

***Audit Findings Report FY22***

The Chair of the Audit Committee explained that this has been reviewed by the Audit Committee and the Finance Committee. There were no matters to report.

The Board APPROVED the Audit Findings Report FY22.

**BOA071222.11**

***Strategic Plan Dashboard***

The Principal explained that this is the new dashboard that goes alongside the new strategic plan. It is longer this time because there are more aims and KPIs that are more specific. The dashboard is not densely populated at this time because this is the first term of the new strategic plan.

**ACTION EB** – clarify in the title that this is the dashboard for the full new strategic plan 2022-27 (December 2022 report).

It was NOTED that EL is in the process of modifying the format of the management accounts.

The Chair of the Finance Committee requested links between the management accounts and the KPIs (not necessarily all of them but at least some).

**ACTION EL** – consider the best way to link the management accounts and the KPIs when modifying the management accounts.

**BOA071222.12**

***Gift Aid Transfer***

Emma Lloyd noted that this has been reviewed by the Finance Committee. A payment on account had already been made to the Norland Foundation for capital projects. The Finance Committee agreed that the remaining balance for the last year should now be donated. Emma Lloyd explained that, in future, such donations will be accounted on an accruals basis rather than a cash basis.

The Board APPROVED the gift aid transfer.

**BOA071222.13**

***Report From Audit Committee – November Meeting***

The Chair of the Audit Committee noted that nearly all the Directors have now completed their Prevent Training and extended her thanks to all involved.

The Risk Register for the Audit Committee has been reduced as part of an ongoing process to reduce the risk registers for the Board and all committees.

It was NOTED that the Cause for Concern process has been streamlined.

The Chair of the Audit Committee explained that the November meeting was not quorate so all recommendations are for the Board to approve. It was NOTED that when the Auditors ask Norland to consider something, it is not mandatory.

The Audit Committee recommend that the Auditors should be reappointed but will keep in mind that a refresh is important from time to time.

**BOA071222.14**

***Health and Safety Policy***

It was NOTED that this policy was due for review, some minor changes have been requested for example changing 'Employees' to 'Staff' to capture the most up to date technical language.

The Chair of the Audit Committee commended Stephanie Taylor on her professionalism and enthusiasm.

It was NOTED that the new external health and safety inspector is working out very well.

**ACTION ST** – create an accident and near miss dashboard log/chart for the Board to see at each meeting.

**ACTION ST** – amend the policy to reflect that the Board will see a dashboard log/chart at each Board meeting and a full annual report and, under the 'security' heading change the second sentence 'are' to 'is'.

**ACTION EB** – put the Health and Safety Dashboard after the Risk Register at the top of the agenda for Board meetings.

**BOA071222.15**

***OfS Annual Return Workbook and Commentary***

It was NOTED that this is a very large piece of work that involves looking forward five years and looking back two. The workbook to accompany the commentary is in the additional papers on the SharePoint Hub. Norland must state the assumptions being made and must provide very detailed explanations of these assumptions. The Board were reminded that financial liability is a condition of the OfS regulations.

The Chair agreed that a great deal of work has been done on this and noted that it must be approved and signed by the Chair so is a significant piece of work.

The Board APPROVED the OfS Annual Workbook and Commentary and authorised the Chair to sign it.

**BOA071222.16**

***Report from the Enterprise Committee***

John Sykes (director) and John Milne (consultant) were welcomed to the Enterprise Committee. The Committee welcomed the opportunity to meet John Milne. The Enhanced Service offer was discussed and it was agreed to increase the price to better reflect JG's time and expertise.

[REDACTED: Confidential and sensitive information]

There was a discussion about resources within the College and the Board gave their support for a report requesting further resources if this will be helpful.

**BOA071222.17**

***Report from the Nominations and Governance Committee***

The Chair of the Nominations and Governance Committee explained that the main business of the meeting was the External Governance Review.

The Committee commended the paper and action plan and explained that when the ASR from the Review is completed Norland will publish it on the website alongside the short form External Governance Review.

**BOA071222.18**

***Board Effectiveness Review Actions***

The student member was asked about the action regarding reporting to students.

The Student member noted that there are good methods of feedback using Padlet etc so it will be possible to integrate feedback from Board meetings.

The Board reassured the student member to ask for clarification if anything is unclear.

The Board APPROVED the ASR for the External Governance Review.

**BOA071222.19**

***Director Attendance***

This item was discussed and noted.

**BOA071222.20*****Skills Questionnaire***

The Chair of the Board commended this piece of work and it was noted that the revised Skills Audit will be rolled out for the next academic year.

**BOA071222.21*****Mapping agenda against Terms of Reference (TORs)***

The Chair of the Board commended this as a comprehensive paper.

The Vice Principal noted that this will be rolled out for the Board and all committees as a control measure to ensure that each committee is meeting the requirements of their ToR.

**ACTION EB** – roll out mapping of agendas against TORs for each committee.

**BOA071222.22*****Report from the student member re. Student Experience***

The student member reiterated that everyone is very grateful for the Student Hardship Fund as well as the wellbeing activities. There has been lots of positive feedback about the two new lecturers and they are both great additions to the team. Morale has been boosted this term by the fact that there are more part time jobs available babysitting etc. than before. Students are happy that the student experience is still very high quality.

**BOA071222.23*****Any Other Business***

*3 Meetings per year not 4 (Board and Finance)~*

The Principal noted consultancy that there is a tight turn around between meetings in the Autumn term, the content is often repetitive and having 4 meetings a year requires a bigger commitment from the Directors.

After discussion of several different options, the Board agreed to keep the date of the October Board meeting but use it for the Director's Away Day and any matters of essential business as necessary.

***Thanks***

The Board noted the document of thank you messages regarding the Student Hardship Fund and the cost of living bonus.

***Director Access to Hub***

The Directors responded that they primarily follow the links provided by email to documents on the SharePoint Hub and that training from Systemagic regarding this (possibly at the Board Away Day) would be helpful.

The Chair of the Board also reminded the Board to contact EB directly as she is always responsive to telephone calls and emails.

**ACTION EB** – arrange with Systemagic to send each of the Directors new log in details for the SharePoint Hub (with instructions) and arrange with Systemagic a time to deliver

basic SharePoint training to the Directors (and potentially the Norland Foundation Trustees at the same time). Add in training for the Board Away Day and ensure the October Board date is now used for an Away Day.

The Principal informed the Board that Norland is making a proposal for a large consultancy contract. It will require time and resources from Norland Staff.

The Board APPROVED proceeding with this project, subject to contract, ensuring brand protection and staff wellbeing.

**ACTION JR** –involve members of the Board as appropriate in discussing next steps and inputting into the contract.

**BOA071222.24**

***Date of Next Meeting***

Date of next meeting: Wednesday 22 March 2023, 10.30-13.00