

Annual Report

2021/22

CHAIRMAN'S STATEMENT

Norland had another successful year financially, with a net surplus of £201,714 (2021: £264,213) on a turnover from all sources of £4.83m (2021: £4.68m). Norland holds a secure financial position, with total net assets of £5m (2021: £5.2m). Further details are set out at the end of this annual report.

Although provision was able to return to relative normality, the COVID pandemic continued to put pressure on the whole organisation largely from staff absence due to illness. As always, great emphasis was placed by the Principal and board on the wellbeing of staff and students. I am pleased to note that, once again, the students and staff managed these changes very effectively and in good spirit. Continuation and progression rates were good and the examination results at the end of the year were exceptionally good. There are more details of achievements in the Principal's report, which follows.

Board and committee meetings were largely held using Microsoft Teams and were also successful, although we are now returning to meetings in situ in Bath.

As restrictions were removed, we were able to resume graduation ceremonies, having suspended them for two years. The ceremony was a large one over two days but significantly was the first where we awarded our own degree. This historic occasion was therefore a major part of our 130th-anniversary celebrations, which comprised events over the year.

We continued with our preparations to apply for indefinite taught degree awarding powers, but we have deferred our application by a year to update our degree course materials. The board also commissioned an external review, in the forthcoming year, of its own effectiveness.

During the year, inflation rose from 4.5% to over 8%, with a much higher future forecast of over 11% due principally to rising energy prices as a result of the war in Ukraine, but also to the costs incurred nationally during the pandemic. Norland was shielded in part by having fixed energy costs during the year. These will have to be renegotiated next year. Likewise, staff costs are bound to impact us due to a rise in the cost of living.

There were two changes to the board this year. Lucy Lovatt left the board in January 2022 having served for two and a half years. John Sykes joined the board in March 2022.

I would like, personally, to thank my fellow directors for their continued support and encouragement. I extend my thanks and those of the Norland board to the Principal, her senior leadership team and all Norland staff.



Martin Clarke
Chair of the
board of directors

PRINCIPAL'S REPORT

The academic year 2021/22 saw a return to normal operations following COVID-19. We welcomed 100 new students to Norland, which included our first international students since acquiring our Student Sponsor licence. We also embarked on our 130th-anniversary celebrations, and we were pleased to once again be the recipient of a Whatuni Student Choice Award. We hosted BBC World and Business Insider, who each developed a much-seen documentary on our world-renowned course, showcasing the immense opportunities studying at Norland opens up for our students. We're pleased to report that despite COVID-19 and the prevalent economic uncertainties, Norland graduates remain very much in demand.

Student experience and academic progression within the Norland degree and Norland diploma



Welcome Week activities for the new students focused not only on the practical and academic information needed by students, but also on developing a sense of belonging to Norland, as we know that this is a key factor in their success. The first years, Set 45, then joined Set 43, our second years, and Set 44, our third years, in accessing the full curriculum of degree and diploma lectures,

practical sessions, masterclasses and the value-added curriculum, which is made up of trips, guest speakers and skills training. New guest lecture additions included a masterclass on the Mosaic research method and the creation of emotionally friendly spaces in settings.

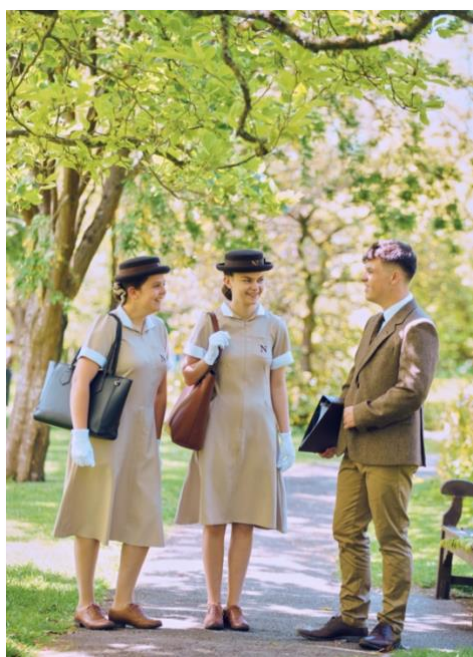
Set 43 continued to uphold the tradition of strong achievement in 2021/22, with 82% of those completing the course achieving a First or Upper Second Class degree, compared to 78% the previous year. These strong achievements reflect the dedicated support of the academic team, who worked tirelessly to ensure students achieved to the best of their abilities. We are mindful of concerns over grade inflation for degrees and continue to ensure that the standards assessed and achieved are appropriate. Continuation rates remained strong, with 90% of first years, 97% of second years and 100% of third years continuing their studies. Moreover, 97% of Set 43 progressed to their NQN year, and



91% have so far secured their first paid positions in families, with the remaining 9% actively interviewing. The ratio of families seeking an NQN was around 4:1, enabling Norland graduates to enjoy excellent employment opportunities.

Norland's commitment to investing in IT to support students' achievement and enhance their experience was evident in the procurement of a new Student Record System, which has ensured that Norland remains at the forefront of digital technology. This new system has additional features that will help streamline reporting processes.

Students continued to express their satisfaction with their Norland experiences:



I have really loved the support of the lecturing team, knowing the vast experience they all have and how I can ask any question and know they know the answer or point me in the right direction.

An amazing course and placements. The opportunities that you get are phenomenal.

Norland is a truly special place. I have grown in so many ways and become the early years professional I always aspired to be, as well as personally becoming confident and happy. Norland has helped me feel good enough and competent.

From day one, I have felt welcomed and respected. The staff are very inspiring.

The sense of community and family in this historical institution is undoubted, and it's a privilege and honour to be part of it.

Norland celebrates 130 years of pioneering history



In January, Norland began its 130th-anniversary celebrations with the launch of a dedicated anniversary section on the website, a specially commissioned 130th logo and several exciting initiatives. The graduation ceremonies and Heritage Day event were given a special 130th flavour with a curated archives exhibition display, themed decorations, and limited-edition anniversary merchandise on sale. The ‘history of Norland

in objects’ blog series began with the publication of an article about educational pioneer and founder Emily Ward, which was followed by pieces on the first Black Book (the 1892 register of Norland Nurses) and one of the first nurse testimonial books. The ‘130 career pathways’ and ‘130 acts of kindness’ campaigns were launched, and a five-year archives project began with the appointment of two graduate research interns, who have embarked on the process of analysing Norland’s rich archive material. Activities marking Norland’s anniversary will continue into the next academic year.



First degree awarding ceremonies



This year was particularly remarkable as we celebrated not only Norland’s first degree awarding graduation ceremony since being granted such powers by the Privy Council in 2019, but also the launch of two landmarks that will become a pivotal part of Norland’s heritage. The first of these is the Norland coat of arms granted by the College of Arms. The coat of arms reflects Norland’s proud pioneering heritage and its values.

At the top of the coat of arms is a guardian owl sitting in its nest with three owlets. The owlets vary in size, symbolising the varied ages of the children Norland Nannies care for. Owls are known for their wisdom and loving watchfulness, mirroring the commitment of Norlanders, who support the optimal growth, confidence, development and independence of their charges.

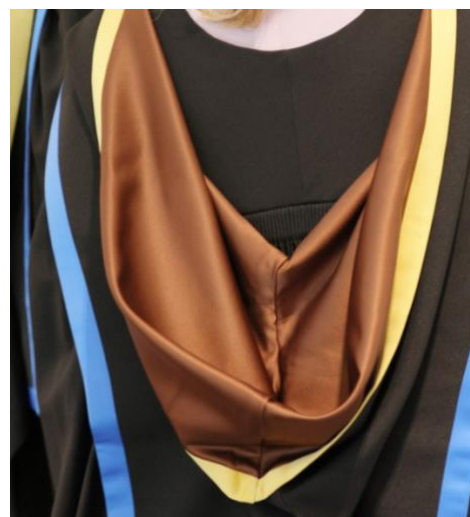


The shield features four speedwell flowers, which have been an important symbol of Norland since its early days. The flowers are detailed on the badges awarded to Norlanders when they are fully qualified and have been part of Norland’s badge design since they were introduced in the early 1900s. Speedwell comes from an old meaning of the word speed, meaning ‘to thrive’ – apt for Norlanders and their work with children. Underpinning the coat of arms is Norland’s founding motto, ‘Love Never Faileth’, which has remained at the heart of everything Norland has done since 1892.



The second milestone launched at the graduation ceremony was the design and creation of our own academic robes for the degree graduation. These robes incorporate Norland’s core colours of brown, gold and blue, which are integral to Norland’s history and identity. Academic dress is symbolic of academic achievement, and Norland’s own cap and gown provide the opportunity to celebrate the excellence of its graduands.

The design reflects Norland’s heritage, ethos and vision. The world-famous Norland brown on the hood is lined with gold, symbolising Norland’s gold-standard best-in-class early years education. Brown and gold are further echoed in the ornate buttons on the gown. The blue reflects the speedwell flower that features on the Norlander badge graduates will receive at their Norland diploma graduation ceremony after completing their Newly Qualified Nanny year and displaying Norland’s founding mottoes of ‘Love Never Faileth’ and ‘Strength in Adversity’ in their work.



Norland consistently ranked as one of the top higher education providers in the UK



In May 2022, Norland was named runner-up at the Whatuni Student Choice Awards (WUSCAs) in the Small or Specialist category, beating many other larger providers across the UK. Uniquely, the WUSCA nominees and award winners are selected by a specially chosen panel made up of prospective and current university students from across the UK. This year’s award continues an outstanding success rate at the WUSCAs. In 2021, Norland won the top UK university for Enhanced Graduate Outcomes award. Norland also won the WUSCA Independent Higher Education award in 2019 and came a close second for the same award in 2018 and 2020.

Launch of Marvellous babysitting app

Following the successful launch of the student job shop, we were pleased to be able to introduce to Norlanders and students a new babysitting app. The Marvellous babysitting app is an innovative partnership with Norlander Ella Trigwell which enables parents to book Norlanders for their babysitting job. So far it has proved tremendously popular, with more than 500 nannies and 1,500 parents using the app. The overwhelmingly positive feedback from parents is reflected in this quote from one



user: *We've had two excellent student nannies via the app. They were a super help as we got the house ready for family visiting. It was so reassuring for them to arrive and take over with my son!* More information about the app can be found here: [Book Norland Nannies | Marvellous Babysitting app](#)

Research at Norland – student wins conference award

We are delighted to share that Jessica Hine, one of our Set 43 students, applied for the OMEP Education for Sustainable Development Award for her work-based project on 'Parental and nanny roles in inculcating environmental sustainability'. She received an honourable mention for her excellent work along with a certificate and was invited to present her work at the 72nd International OMEP conference, where it was very well received.



This year, we also concluded the 'Parent/Child Services in the Home' research project, led by Dr Theodora Papatheodorou, and the development of 'First Steps – An Early Autism Family Support Programme', which was licensed to the Transforming Autism Project charity for implementation. The 'Qualities of Home-based Childcare' research project, led by Dr Theodora Papatheodorou and supported by the Vice Principal, Mandy Edmond, and conducted in collaboration with Anglia Ruskin University, was also completed. Key findings were presented at the Norland annual research conference, at RCEN (the Relation-Centred Education Network) and at the 72nd International OMEP conference.

At our annual research conference, we were honoured to have Professor Hasina Ebrahim, from the University of South Africa, present a keynote on home-based childcare in African countries. Professor Ebrahim is an internationally renowned academic and the UNESCO Co-chair in Early Education, Care and Development. The conference was attended by Norland staff, the graduate research interns, and colleagues from Anglia Ruskin University. There were nine presentations from Norland researchers, and, for the first time, four of our students, from Set 43, presented their work-based research projects. The dissemination and celebration of student research projects was the conference highlight. It generated a feeling of pride and accomplishment for both students and the lecturers who had supported them.

Agency and alumni



The agency has engaged with more Norlanders than ever before, with an increase in registered Norlanders of 30%. At the same time, demand for our graduates has risen, with an unprecedented number of families registering with us. The ratio of jobs to Norlanders seeking work through the agency has risen as high as 14:1 at times, with a subsequent positive impact on salaries. Given the prevailing economic uncertainty generated by the pandemic and the war in Ukraine, it is reassuring that Norland can continue to offer students an excellent return on their investment in the course with our 100% employability opportunities. Interest in acquiring

Norland Nannies has been particularly strong in America. This may have been due to the Business Insider documentary, which has currently been viewed by over 9 million people.

In order to improve our service to both clients and Norlanders, we have introduced a new data management system which we hope will offer a more streamlined experience. This is part of a wider initiative to enhance our services for both clients and Norlanders, which has seen the agency and Newly Qualified Nanny departments merging to become the Careers and Consultancy department, run by Norlander and former board director Julia Gaskell.

Charitable and community engagement



Over the year, the Charities and Communities Coordinators (CCCs) continued to oversee the wealth of charitable and community-based activities undertaken by staff and students. Through 20 different charitable activities, over £16,000 was raised during the year – the highest amount raised yet! These activities included cake sales, fancy-dress days, pumpkin carving, charity walks, treks and runs. The CCCs are delighted to have student representatives generously funded by the Norland Foundation to assist them with student and staff charity and community activities. For the first time

last year, one rep from each year group helped support events at Norland and in the wider community, and their contribution was invaluable. This year, charity recipients included the Royal United Hospital in Bath, Children in Need, Comic Relief, the National Literacy Trust, Book Aid International, the Children’s Hospice South West, Cancer Research, the NSPCC and CoppaFeel.

Norland now has a Uni Boob Team Society for CoppaFeel, the first breast cancer charity in the UK aimed at promoting early detection by creating awareness among women under 30. Norland has also started a monthly play session in the LGBTQIA+ community, providing childcare activities for the children and an opportunity for parents to meet, make friends and recharge. Earlier this year, in response to the conflict in Ukraine, students made biscuits and the sewing team made badges in the Ukrainian national colours which



contributed to the fund set up by Norland for the DEC Ukraine Humanitarian appeal. In total Norland raised over £1,500.



The Charity and Community team particularly enjoyed pulling together celebrations for the late Queen’s Platinum Jubilee in the summer. Students and staff had fun making pom-poms and knitted and crocheted decorations with which to decorate the gates of both campuses, while also enjoying a cream tea.

Staffing



During the 2021/22 financial year, there were 12 leavers. One was the end of a fixed-term contract; two were due to changes to operational requirements, and so the role was either no longer required or changed quite dramatically; and two were related to performance issues. The remaining seven were voluntary resignations. There were slight adjustments made to some of the roles to accommodate revised operational models.

Annual turnover for the 2021/22 year was 18.9%. This was an increase of 3.6% from last year, which can be attributed to changes in operational requirements. On 31 July 2022, Norland's labour stability index (i.e., retention rate) was 85.94%. This was a decrease of 4.54% from the previous year. However, this was to be expected, as two roles were no longer required, one member of staff left within their first year and movement was seen in ten posts due to resignations and appointments.

There was a good variety of staff CPD over the 2021/22 year, which included a specific focus on wellbeing, with three members of staff training to be Happiness Facilitators. There were also opportunities for staff to upskill in their roles, and the changing regulatory landscape necessitated attendance at workshops for several staff to ensure they are equipped to meet reporting requirements. A member of the marketing department successfully completed the Chartered Institute of Marketing Level 6 Diploma in Professional Digital Marketing with the Oxford College of Marketing. Three members of staff also represented Norland at the 72nd International OMEP conference in Greece, presenting their research, and two others undertook research webinars for OMEP UK.



Next year

As always, we have much to look forward to next year. We'll finally launch the *Norland Educare Research Journal* and the Professional Association of Norlanders, which was delayed this year. We'll also begin our journey to acquiring indefinite taught degree awarding powers as part of our ultimate goal to become Norland University.



Dr Janet Rose FHEA

Principal

FINANCIAL STATEMENTS

All surpluses from Norland’s activities are reinvested for its current and future students, as well as for the long-term benefit of Norland College and the Norland Foundation charitable group as a whole. Its Articles of Association prevent it from declaring or paying any dividends. There is no charge to taxation, as Norland College makes distributions of its taxable profits to the Norland Foundation, its charitable holding company (registered charity 1180292).

Norland and its governing body continue to provide transparency about value for money for students. This is reflected in the ‘Value for Money Statement’ available on our website, and is a theme embedded within Norland’s regulations, budget management and operations.

The summarised financial statements of Norland College Limited for the year ended 31 July 2022 that are set out below, together with comparative figures for the previous 12 months, are a summary of the information in the financial statements of Norland College Limited. They do not contain sufficient information to allow a full understanding of Norland’s financial results for the year and its state of affairs as at the year end. For further information, the full financial statements and the report of the auditors on the financial statements should be consulted. A copy of the full financial statements is available on our website and from Companies House. The auditor has issued an unqualified report on the full financial statements and on the consistency of the board report with those financial statements.

Income Statement	Year Ended	Year Ended
	31 July 2022	31 July 2021
	£	£
Turnover	4,827,011	4,677,188
Operating Expenses	(4,625,841)	(4,446,681)
Other Operating Income	-	33,571
Operating Profit	201,170	264,078
Interest Receivable and Similar Income	544	135
Profit before Taxation	201,714	264,213
Tax on Profit	-	-
Profit for the Financial Year	201,714	264,213

Statement of Financial Position	At 31 July 2022 £	At 31 July 2021 £
Fixed Assets		
Intangible Assets	80,625	5,140
Tangible Assets	4,214,122	4,422,213
	<u>4,294,747</u>	<u>4,427,353</u>
Current Assets		
Stocks	7,338	19,042
Debtors	271,402	366,853
Cash at Bank and in Hand	1,059,280	1,202,370
	<u>1,338,020</u>	<u>1,588,265</u>
Creditors: Amounts Falling Due within One Year	<u>(587,729)</u>	<u>(807,520)</u>
Net Current Assets	750,291	780,745
Total Assets less Current Liabilities	5,045,038	5,208,098
Creditors: Amounts Falling Due after more than One Year	-	-
Net Assets	<u>5,045,038</u>	<u>5,208,098</u>
Capital and Reserves		
Called up Share Capital	51	51
Profit & Loss Reserves	5,044,987	5,208,047
Total Equity	<u>5,045,038</u>	<u>5,208,098</u>

	Year Ended	Year Ended
Income Statement	31 July 2021	31 July 2020
	£	£
Turnover	4,677,188	4,749,366
Operating Expenses	(4,446,681)	(4,411,466)
Other Operating Income	33,571	16,445
Operating Profit	264,078	354,345
Interest Receivable and Similar Income	135	23,277
Interest Payable and Similar Charges	-	(4,864)
Profit before Taxation	264,213	372,758
Tax on Profit	-	-
Profit for the Financial Year	264,213	372,758
	Year Ended	Year Ended
Statement of Comprehensive Income	31 July 2021	31 July 2020
	£	£
Profit for the year	264,213	372,758
Other comprehensive income net of taxation		
Adjustments to the fair value of financial assets	-	4,019
Total Comprehensive Income for the Year	264,213	376,777
	At	At
Statement of Financial Position	31 July 2021	31 July 2020
	£	£
Fixed Assets		
Intangible Assets	5,140	6,366
Tangible Assets	4,422,213	4,668,985
Investments	-	-
	4,427,353	4,675,351
Current Assets		
Stocks	19,042	27,031
Debtors	366,853	225,216
Cash at Bank and in Hand	1,202,370	1,019,002
	1,588,265	1,271,249
Creditors: Amounts Falling Due within One Year	(807,520)	(702,715)
Net Current Assets	780,745	568,534
Total Assets less Current Liabilities	5,208,098	5,243,885
Creditors: Amounts Falling Due after more than One Year	-	-
Net Assets	5,208,098	5,243,885
Capital and Reserves		
Called up Share Capital	51	51
Profit & Loss Reserves	5,208,047	5,243,834
Total Equity	5,208,098	5,243,885