

Annual Report

2022/23

CHAIRMAN'S STATEMENT

The year was marked by economic challenges, with inflation reaching 11% in October 2022. These pressures were such that the board authorised a package of measures for staff and students to alleviate financial hardship, having also done so in the previous year. The college provided free breakfasts for staff and students and complimentary social events for students. The Norland Foundation, our parent charity, also provided a hardship grant of £1,000 for every student. These measures were gratefully received.

Despite these challenges, continuation, completion and progression rates were good, as were the examination results at the end of the year. Norland also achieved three accolades in the form of national awards, the validation of a new degree course and the launch of two important initiatives. There are more details of these achievements in the Principal's report which follows.

During the year, we completed a major part of a significant contract with the Early Childhood Authority in Abu Dhabi. We provided expert consultancy advice and support on the development of a flagship Academy for Childhood Development, which will offer education and training that teaches people to provide high-quality professional care for babies and young children in Abu Dhabi and the United Arab Emirates.

The financial results were satisfactory, with a net surplus of £234,649 (2022: £201,714) on a turnover from all sources of £5.87m (2022: £4.83m). With total assets of £5m, Norland College has a secure financial position. Details of the accounts are set out at the end of this annual report.

Together with the assets of the Norland Foundation, the group has assets of £7.7m. Information about the Norland Foundation can be found on the Norland College website.

There was one change to the board in the year. Chris Jerram came to the end of his second term in office and did not seek reappointment. Since the year end, Kriss Turner has left for the same reason and Richard Maccabee has joined the board, bringing a wealth of IT experience in higher education.

I would personally like 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



Norland welcomed another full cohort of students and had much to celebrate in the academic year 2022/23. Notable highlights were, firstly, the launch of the world's first academic journal for home-based childcare – the *Norland Educare Research Journal* – and, secondly, the establishment of the Norland Educare Research Centre. These two exciting developments continue Emily Ward's

pioneering vision for raising the status and value of home-based childcare. We completed our 130th-anniversary commemorations with a wonderful 130th Norlander reunion event in London, at which we were particularly proud to present a special anniversary commendation award to Maria Turrion Borrallo. We were also delighted to receive several awards this year. These included the top award from the Whatuni Student Choice Awards in the Small or Specialist category, and the Most Inspiring Course award from Independent Higher Education, while our small but outstanding marketing team won a silver prize in the Heist Awards. Despite the prevailing economic challenges, Norland was able to provide access to a Hardship Fund for our students and facilitate a range of activities to support their wellbeing, including a new 'stress-busting' initiative across the year.

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



Welcome Week activities for the new Set 47 cohort once again focused primarily on supporting students in developing a sense of belonging to Norland, as we know that this is a key factor in their success. New for this academic year has been a study trip to Pistoia, Italy, to learn about the city's pioneering educational approach to the early years. Four Norland students and one member of staff accompanied Dr Rose Drury on the visit to explore the innovative ways in which the space, place and early years curriculum have been designed to support the needs of families and enhance children's learning. Students and staff

reported that the trip provided an invaluable insight into approaches to early years education beyond the UK.

Continuation rates remained strong, with 92% of first years, 97% of second years and 97% of third years continuing their studies into 2022/23. Both continuation and achievement rates remain well above the Office for Students (OfS) B3 condition thresholds. Moreover, 97% of Set 44 progressed to their NQN year and 92% have so far secured their first paid positions in families, with the remaining 8% actively interviewing. The ratio of families seeking an NQN to Norlanders available was around 4:1, enabling Norland graduates to continue to enjoy excellent employment opportunities despite the economic uncertainties in a post-pandemic world.



This year the board received 13 reports from the senior leadership team, including the OfS Annual Workbook and Commentary and a summary of the newly validated degree and diploma. The board received the Annual Report from the Academic Board as well as the minutes of all three of the Academic Board meetings, including an executive summary. The Academic Board was attended by three directors (one per meeting). The board reviewed the public interest disclosure policy and the student complaints procedure and discussed new guidance from the Competition and Markets Authority. The board received and reviewed the Prevent risk assessment action plan at the first meeting of the academic year, and it received the plan for the following academic year at the last meeting of the year. The board and all of the committees have a Schedule of Business that correlates the business of each meeting in relation to their terms of reference to ensure that all matters are relevant and provide adequate and effective management and governance arrangements.

Norland's commitment to investing in IT to support and streamline its processes was evident in the procurement of a new online purchase order system, a new timetabling package and a new CRM database for the NQN and Agency teams, which has ensured that Norland remains at the forefront of digital technology. These new systems have additional features that will help streamline and automate processes that previously were completed manually.



Students continued to express their satisfaction with their Norland experiences. Our National Student Survey results showed student satisfaction rising in all areas, with satisfaction rates mainly significantly above the sector averages, further illustrating compliance with the OfS B conditions. Comments from students included the following:

I have had the most positive experience while studying at Norland College. It has shaped me into an academic as well as a better person. The university has a real family feel to it, with the staff members making sure to know everyone's names and asking everyone how they are doing regularly.

A wonderful prestigious university. I have learnt so much and am grateful to take my skills with me in the future.

The practical side of the degree has allowed me to progress not only as an academic but a working professional.

Really welcoming environment, just a really nice place to be.

Norland feels like an extended family, which I am very proud to be part of. I have really appreciated the extracurricular activities Norland have provided us, as an escape from uni work.

Lots of wellbeing activities to support us during the cost-of-living crisis.

I have never felt unsupported and cannot fault the way in which the staff deal with a cohort of around 100 young adults going through such large life changes. I saw the benefits of this when I started my university experience in the middle of a pandemic. All lectures were live, allowing students to ask questions and get answers when anything was misunderstood online. We were able to go to the university campus for lectures in smaller groups while also feeling safe.

New BA (Hons) Early Childhood Education and Care degree



A significant achievement this academic year has been the successful validation of our new BA (Hons) Early Childhood Education and Care degree. The degree was highly praised by our validation panel, which was formed of external expert academics, a current student, a Norland graduate and internal academic representatives. It is of note that no conditions for improvement were imposed, and the panel awarded five commendations of good practice to the new degree. These

drew attention to the coherent course design, the underpinning ethos and values shaping the programme of study, and the cutting-edge, up-to-date and challenging curriculum. In particular, the panel stated:



“The panel commends the relevant and innovative nature of the optional modules which demonstrates currency and breadth of practice knowledge.”

“The panel commends the depth of consideration for the individual student journey including the quality of the provision of student support services and the sense of belonging to the Norland family.”

The panel also recognised the course as promoting the development of relevant graduate skills through the higher-education-sector-recognised Early Childhood Graduate Practitioner Competencies (GPCs). The GPCs, which include promoting holistic child development, inclusive practice, and partnership with parents and caregivers, enable students to make links between theory and practice across the degree and placements and are awarded at level 6 upon completion of the degree:

“The panel commends the core development of graduate skills which celebrates the child at the centre. The dissertation module was particularly identified as an area of opportunity to tailor student expertise and the students’ professional identity.”

The panel also highlighted the wide range of high-quality placement experiences that students can access during their studies to support employability beyond higher education:

“The panel commends the range of placement opportunities and the way in which these are scaffolded across the programmes to transpire into varied employment and graduate destinations.”

The Norland diploma was enhanced alongside the degree to ensure that students have opportunities to embed practice skills which focus on supporting the care and development of babies and children as well as the role of the professional, graduate nanny. Practical skills assessments have been emphasised throughout the programme, with additional assessment processes being put in place to ensure the skills are of a good standard. In addition, all basic care skills are covered before students go out for their first holiday jobs to ensure that students have a good understanding of best practice when working with young children.



Norland awards its first degrees in its home city of Bath



Norland celebrated another historic first by awarding its own degrees in its home city of Bath for the first time. On 31 March 2023, Norland held its degree and diploma graduation ceremonies at the newly restored 16th-century Bath Abbey. The 143rd cohort of students (known as Set 43) took their place in history as the first to graduate with a Norland-awarded degree in the city of Bath. The 142nd

cohort of Norland students (known as Set 42) also proudly graduated from their diploma at the event, having earned their Norland degree last year. The event marked Norland's 20th anniversary year in the World Heritage city.

One hundred and fifty-nine students from Sets 42 and 43 attended the degree and diploma ceremonies, proudly witnessed by family, friends, staff, students, employers and other supporters at Bath Abbey. Commencement addresses were given by Lynn Ang, Professor of Early Childhood Education at the Institute of Education at UCL, and Laura Henry-Allain MBE, an award-winning international producer, storyteller, educationalist and consultant, and the creator of the *JoJo and Gran Gran* series on CBeebies.



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



In April 2023, Norland was named winner at the Whatuni Student Choice Awards (WUSCAs) in the Small or Specialist category, beating many other 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. It was Norland’s third WUSCA win and the sixth year in a row in the top two. In 2021, Norland was also named the top UK university for enhanced graduate outcomes.

In October 2022, Norland won the Inspiring Course award at the UK’s Independent Higher Education Awards for 2022. The win recognised Norland’s comprehensive approach to early childhood education and care, which ensures its graduates, known as Norlanders or Norland Nannies, are considered among the best early years professionals in the world. In presenting this award, Joy Elliott-Bowman,



Director of Policy and Development at Independent HE, commented on some of the unique elements of the Norland degree and diploma which impressed the judges: *“Students spend almost 50% of their time in industry, gaining experience across a variety of environments. The practical skills of the diploma have been developed with employers and reflect the breadth of skills needed. The course embeds the latest research, including action research direct from employers and industry. They also ensure a breadth of student perspective to shape the delivery, using a combination of the student jury model – designed to engage under-represented groups – and a ‘students as change agents’ model giving students an*



avenue to propose innovative ideas and follow them through to implementation. Their course culminates with access to the bespoke employment agency, offering 100% employability to all students with a starting salary of £40,000, and then continues with a unique CPD programme for graduates to access throughout their career.”

Norland rounded off the year with another award, beating many significantly larger universities around the UK to win the Silver Award for the Best Prospective Student Journey/Experience at the UK's national Heist Awards 2023. This award reflects the innovative and hard work performed by our small but outstanding marketing team led by Dee Burn.



Norland launches the first home-based educare research journal and the Norland Educare Research Centre

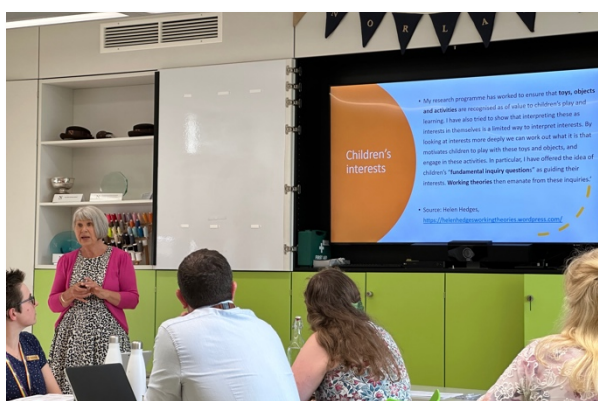
We are delighted to share that this academic year saw the publication of the inaugural issue of the *Norland Educare Research Journal*, and the launch of the Norland Educare Research Centre. The *Norland Educare Research Journal* is the world's first research journal dedicated to advancing and enhancing the knowledge base for professional practices and policies for home-based early childhood education and care. It is an international double-blind peer-reviewed research journal and is published online annually. It is a fully open-access journal, offering free-of-charge publication to researchers, authors and readers worldwide, reflecting Norland's commitment to democratise knowledge dissemination. It is a genuine academic ground-roots initiative intended to give voice to researchers of high calibre whose work is under-represented in the field of educare and to provide a home to experienced and new researchers. Dr Theodora Papatheodorou, Editor-in-Chief and Research Fellow and Manager at Norland, commented: *"Grounded in the work of researchers and practitioners in the field, the journal is intended to deepen iterations of established early childhood discourses, practices and policies, and to construct situated knowledge on home-based childcare which is of global relevance and local significance."*



Alongside the journal, Norland established the Norland Educare Research Centre as a contribution to the field of early childhood. The centre will generate cutting-edge research, training and consultancy to support the very best practices in early years provision and in related services both nationally and internationally. Norland will do this through a three-pronged approach, which consists of:

- supporting student research during their studies and via our graduate internship scheme
- enhancing Norland’s research environment and culture
- working with a wide range of stakeholders in the public, private and voluntary sectors locally, nationally and internationally to generate research contributions to the field.

Norland fosters and promotes a dynamic, sustainable, inclusive and innovative research culture to generate cutting-edge research that is closely relevant to home-based and in-home educare. The research centre will provide a platform for Norland’s growing portfolio of research undertaken in collaboration with academics and researchers from other institutions, key stakeholders in the sector, voluntary organisations and students – both nationally and internationally – to inform professional practices, programme development, teaching and consultancy.



These milestone events were celebrated at our Annual Research Conference in June 2023, which opened with an inspiring keynote from Professor Elizabeth Wood, an internationally renowned researcher and academic whose research focuses on play and pedagogy in early childhood. Four students, supported by their supervisors, reported the findings of their work-based projects, and Norland academics presented their research findings. Staff and students who visited Pistoia in Italy also reflected on their experience and learning. The conference concluded with staff talking about the collective research identity at Norland. One participant commented: *“It was especially impactful to hear from current students who have planned and carried out thoughtful and innovative research as part of their degree.”*



Awards given to distinguished alumni at the 130th-anniversary event



Norland completed its 130th-anniversary celebrations with a special reunion event in London. A number of awards were given to alumni in recognition of their notable achievements as Norland Nannies. Of particular note was the Emily Ward 130th Anniversary Special Commendation Award, which was uniquely created to commemorate 130 years of pioneering history. It was

presented to Norlander Maria Turrion Borrallo (Set 104). Maria is well known to the community as the ‘Royal Nanny’. The award signifies Maria’s embodiment of the Norland ethos and her dedication to its founding mottoes ‘Love Never Faileth’ and ‘Strength in Adversity’. This prestigious honour, which reflects Maria’s extensive and successful career as a Norlander, is a testament to her diligence and exemplary commitment to maintaining the very highest standards of early childhood education and care as epitomised in the Norland Code of Professional Responsibilities. The award represents Maria’s outstanding contribution to the nanny profession, and Norland is proud of her consummate professionalism and dedication to ensuring the best-quality care. Maria commented that she felt deeply honoured to receive the award, and she described her experience while training at Norland, then located at Denford Park in Berkshire, as a very special time.

The Norland Nanny of the Year awards were also presented at the event. Nominations for the annual honour are sought from families who believe that their Norland Nanny has shown outstanding dedication and professionalism in their work. The Norland Nanny of the Year winners for 2021 (Georgie, Set 38), 2020 (Meg, Set 37) and 2019 (Lauren, Set 36) were presented with their awards.

The reunion event was the first time the annual awards could be given in person due to COVID restrictions. Norland Nanny of the Year for 2021, Georgie (Set 38), commented on how honoured she felt to be nominated by her employers, saying: *“Children bring so much love and joy. I’m so privileged I’ve been chosen and trusted to care for and be a*



part of their lives. Nannying is my chosen career and I wouldn't have been happier doing anything else. You really get back as much effort as you put in and I was certainly born to be a Norland Nanny."



Twins Trust, with whom Norland partnered to set up the award-winning Family Crisis Support Service for families with multiples, presented the Strength in Adversity Award for the Norlander who has gone beyond the call of duty in their volunteer work for the charity. The award was presented to Gemma (Set 25) in recognition of the incredible dedication she has shown in her role as a

Family Support Practitioner at Twins Trust. Norland has partnered with Twins Trust for 10 years through the Family Crisis Support Service, which supports families who have found themselves in desperate need and crisis. During the past decade, thanks to the kindness of volunteer Norlanders, Twins Trust has helped improve the lives of hundreds of families.

Launch of the Professional Association of Norlanders

At the 130th-anniversary reunion event, Norland officially launched the Professional Association of Norlanders (PAN) following extensive consultation with Norlanders. This is another landmark moment in Norland's heritage as we continue to develop Emily Ward's rich legacy in raising the status and value of home-based childcare practitioners. PAN is a professional association which enables Norlanders to become a member of a professional body, like many other professions.



In joining PAN, Norlanders will become an accredited member of a professional association, which will demonstrate a commitment to excellence in practice and continuing professional development (CPD), facilitating Norlanders to be kept informed of new developments in the field, including best practice and the latest research. Membership of a professional association is of particular

significance to our graduates, as nannies are currently classified as 'low skilled' in the Standard Occupational Classification (SOC) framework. In 2020, the SOC code review elevated early years practitioners to associate professional and skilled or semi-skilled status, but left nannies in the 'low' or unskilled category. Norland is currently campaigning to have

this changed so that nannies can be recognised as the highly skilled and knowledgeable professionals that they are.

Membership of PAN will act as a quality mark for all Norlanders to demonstrate that their practice continues to be up to date and of the highest standard, providing assurance to all families employing a Norland Nanny. It will also provide a pathway for Norlanders to become a Norland-endorsed specialist in specific aspects of childcare, as well as enjoying access to tailored courses, and discounts on CPD and with trusted partners.

Charitable and community engagement

Norland continues to develop its charitable and community engagement activities. Over the year, two part-time charities and communities coordinators oversaw the wealth of charitable and community-based activities undertaken by staff and students. Through 20 different charitable activities, nearly £7,000 was raised during the year. These activities included charity walks, treks and runs; cake sales; fancy-dress days; bingo; and candy-cane delivery. Norland's newly created Uni Boob Team Society organised numerous creative events, raising almost £600 for CoppaFeel!, the first breast cancer charity in the UK solely creating awareness among young people.



Norland's community engagement continues with a monthly play session in the LGBTQIA+ community, which provides childcare activities for the children and an opportunity for parents to meet, make friends and recharge. Two new groups were initiated: the monthly Norland Baby Book Club, where families are invited to join in with book-themed activities, songs and story time; and the La Leche League mothers and baby group, where families come together to network and share experiences. Each group is ably assisted by Norland students who generously volunteer their time.

Norland was also honoured to be invited to contribute to the Grenfell Tower Memorial Quilt, which is being created nationally and will eventually be as tall as the original tower. Norland has committed to stitching a 12x12-foot panel, with staff and students contributing words of kindness, solidarity, reflection and support for the community and those who tragically lost their lives. Inspired by the power of stitch, we have started the Norland Sewing Bee and are inviting the local community to contribute to the Grenfell panel in weekly sewing sessions held in Bath Central Library. Staff and students have also made three incubator covers for the Neonatal Intensive Care Unit at the Royal United Hospital in Bath.



The newly appointed Charities and Communities Manager is delighted to have student representatives generously funded by the Norland Foundation to assist with the rich and varied student and staff charity and community activities.



Staffing

During the 2022/23 financial year, there were eight leavers. Five were due to natural attrition, two were due to the end of fixed-term contracts and one member of staff decided not to return after her maternity leave ended.

Norland appointed 40 student helpers in a range of roles, such as library helpers, nursery helpers, student reps, charities and communities helpers, and student ambassadors. We also had a successful graduate internship programme, with three interns working on specific research projects in collaboration with staff.

The annual turnover for the 2022/23 year was 16%. This is a decrease of 2.9% from last year. On 31 July 2023, Norland's labour stability index (i.e. retention rate) was 98.39%. This was an increase of 12.45% from the previous year, which is a very positive figure, as it demonstrates that Norland has recovered from the small decrease in staff retainment that was experienced during the pandemic.

There was a good variety of staff CPD over the 2022/23 year, which has included media training and customer service training for specific roles. We also introduced a new suite of training modules for our line managers and operational leadership team to help upskill them in HR-related topics. This supports our strategic aim to establish pathways and CPD opportunities that will enable staff to develop leadership capabilities.



Next year

Our main focus for next year will be to apply for indefinite degree awarding powers and validate our new MA programme, which will incorporate unique PG certificates and PG diplomas in specialist areas such as infant sleep, behavioural self-regulation and early years food and nutrition.



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 2023 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 31 July 2023 | Year Ended 31 July 2022 |
|--|------------------------------------|------------------------------------|
| | £ | £ |
| Turnover | 5,863,958 | 4,827,011 |
| Operating Expenses | (5,642,747) | (4,625,841) |
| Operating Profit | 221,211 | 201,170 |
| Interest Receivable and Similar Income | 13,438 | 544 |
| Profit before Taxation | 234,649 | 201,714 |
| Tax on Profit | - | - |
| Profit for the Financial Year | 234,649 | 201,714 |

| Statement of Financial Position | At 31 July 2023 £ | At 31 July 2022 £ |
|--|----------------------------------|----------------------------------|
| Fixed Assets | | |
| Intangible Assets | 82,611 | 80,625 |
| Tangible Assets | 4,028,168 | 4,214,122 |
| | <u>4,110,779</u> | <u>4,294,747</u> |
| Current Assets | | |
| Stocks | 8,643 | 7,338 |
| Debtors | 623,498 | 271,402 |
| Cash at Bank and in Hand | 1,003,486 | 1,059,280 |
| | <u>1,635,627</u> | <u>1,338,020</u> |
| Creditors: Amounts Falling Due within One Year | <u>(747,319)</u> | <u>(587,729)</u> |
| Net Current Assets | 888,308 | 750,291 |
| Total Assets less Current Liabilities | 4,999,087 | 5,045,038 |
| Creditors: Amounts Falling Due after more than One Year | | - |
| Net Assets | <u>4,999,087</u> | <u>5,045,038</u> |
| Capital and Reserves | | |
| Called up Share Capital | 51 | 51 |
| Profit & Loss Reserves | 4,999,036 | 5,044,987 |
| | <u>4,999,087</u> | <u>5,045,038</u> |