



Norland College Annual Report

2016/17



CHAIRMAN'S STATEMENT

I am pleased to introduce Norland's Annual Report for 2016/17.

The College had another successful year financially with a net profit, after taxation, of £522,096 (2016; £ 449,317) on a record turnover from all sources of £3.8 million (2016; £ 3.4 million) and a strong financial position with total net assets of £5.9 million (2016; £5.3 million). Further details are set out below. All our surpluses are reinvested in the College.

During the year we completed the £4 million refurbishment of Oldfield Park, Bath and it is now fully occupied and used as our education centre. The facilities have been welcomed by the staff and students and much admired by prospective students and their parents. We have retained York Place, Bath and placed our other activities there.

Our formal application for degree awarding powers has been submitted and accepted. The College will now be formally examined by the Quality Assurance Agency, a process which will carry over into the next financial year and beyond. This has placed a considerable workload on the College but I am pleased to report that the examination is progressing well. If successful, we will be joining only a handful of smaller educational institutions to have achieved this status.

Applications have been strong. We have recruited a record 103 students for next year and we continue to retain a very high proportion of students from earlier intakes. Demand for Norlanders remains high and, consequently, the employment rate of those qualifying is 100%. The Norland Agency had another successful year and remains a focal point for both Norlanders seeking new posts and their employers.

The Board endorsed a new Strategic Plan for the next 5 years. This concentrates on sustaining Norland's national and international reputation for excellence in childhood education and care, providing a valuable learning experience for students, leading to viable employment opportunities and lifelong development backed by high quality services, encouraging professional development of staff and students, and managing our finances and resources with care.

We continued to develop our consultancy services both in the United Kingdom and overseas with many organisations. We have made a start in our research ambitions.

Our 125th Anniversary celebrations were enjoyed by many.

Antony Claridge retired from the Board this year. He had given valuable service to Norland since the College came to Bath and he will be missed. Since the year end we have welcomed 4 new directors who bring a wide range of skills and experience and 2 drawn from the staff and student bodies. The new Board will enable us to meet the high level of governance required for institutions with degree awarding powers.

I extend my thanks and those of the Board of Directors, to the Principal, her Senior Leadership Team, and all staff at Norland for another successful year in which we have seen Norland strengthen its position as the leading institution in the education and training of Early Years Practitioners.

I would also like, personally, to thank my fellow directors for their continuing support and encouragement.

Martin Clarke

Chairman of the Board of Directors



PRINCIPAL'S REPORT

This has been another successful year for Norland as the College continues to flourish. There are a number of achievements and developments to celebrate. Key amongst these is the move to our new campus at Oldfield Park which now operates as our main education centre, the approval of our application for Taught Degree Awarding Powers and a series of events to commemorate our 125th Anniversary.

Academic Progression

In 2016/17 our 3rd year students continued the trend of excellent results. Of the 68 students who completed their BA EYDL in June 2017, 75% achieved a first class or upper second class classification. The Norland Diploma has been reviewed and re-written so that there is better integration with the degree programme. In addition, placements have been re-organised so that they offer a more consistent and coherent experience for the students. A continuing strong focus on student engagement has ensured that students are involved in how they are taught and the standards of teaching, and this has had a very positive impact on their retention and achievement. Retention at the College remains well above sector norms, with the Teaching Excellence Framework (TEF) core metrics indicating a continuation rate of 98.6% (benchmark 91.8%), putting the College in the top 10% of absolute performance.

The College had insufficient metrics to be able to apply for a TEF rating in 16/17, because it had not previously participated in the Destination of Leavers from Higher Education survey. Instead, it was awarded a provisional award and will be applying for a full rating in 17/18.



Student Experience

In the National Student Survey 2017, students recorded 89% overall satisfaction, putting the College in the top 25% of higher education providers for student satisfaction. The College continues to encourage students to be active partners in enhancing their experiences at Norland and does so through a wide range of opportunities for students to feedback and plan for improvement. New additions to the programme help to ensure Norland continues to provide a cutting edge and value-added curriculum, such as the introduction of guest lectures on neuro-physiology from leading researchers and a session on personal and cyber security from former military intelligence officers. The degree programme also underwent a significant re-vamp with new modules introduced on understanding children's behaviour and supporting families. 98% of students feel that they are given opportunities to put into practice what they have learned on their degree, illustrating the effectiveness of the vocational dimension of the Norland degree and diploma programme. Students raised issues with resources, particularly the IT and library facilities, all of which have been addressed with the move to Oldfield Park.



New Strategic Plan

This past year, there has been a particular focus on developing a new 5-year strategic plan (called the Transformation and Sustainability Framework) which was formally launched in August 2017. The new strategic plan was developed collaboratively with the staff, Directors and students over the course of the year with support from the International Early Years organisation. The College's new mission statement now states:

'Norland's mission is to uphold and enhance our prestigious reputation and provide a bespoke early years higher education, training and consultancy, informed by cutting edge research, and cultivate outstanding graduates with lifelong career opportunities, professional support and continuous learning.'

In all, 8 new strategic aims have been devised which centre around the student experience and the Norlander career with a continuous emphasis on quality of services and the professional development of Norland staff.



We are also now exploring new opportunities to expand our consultancy and training profile in collaboration with the Department of International Trade and seeking opportunities to increase Norland's community engagement and charitable activities. As part of this process, Norland continues to investigate charitable status as a way of ensuring corporate security for the long term and sending a clear message that our 'raison d'être' is for social and public good. Students continue to volunteer with the local community and raise funds for various charitable organisations such as the South West Children's Hospice and Children in Need.



Oldfield Park

Over the summer of 2017, we successfully completed our £4m investment in a new state of the art campus at Oldfield Park. The 18 month refurbishment project involved the extensive remodelling and extension of a grand Bath villa to a very high quality, providing 7 exemplary teaching rooms equipped with the latest technology, an inviting library with private study space, an interactive and inspirational preschool nursery, Student Support offices, and light, airy office accommodation. In addition a new, enviable Food and Nutrition facility was built on site, including a demonstration kitchen and 10 other stations for student use.



We have retained our old premises at York Place which now houses the Norland Agency, the Marketing team, the Newly Qualified Nanny team and the new Research, Consultancy and Training department, complete with a new interactive learning environment for babies.

125th Celebrations

The 125th year began with a press release and blog post about Norland's vision for the future. A follow up piece was released to announce the discovery of Emily Ward's notebook (the founder of Norland in 1892), a significant item in Norland's history, attracting national and international attention. Part of the commemoration included the publication of 125 fun activities to do with 1 to 5 year olds which was circulated widely on social media. A special commemorative 125th Heritage video was produced and shared on Heritage Day which reflected on Norland's rich history and traced its pioneering development as a centre of excellence for the education and training of nannies and early years practitioners. We also produced a hardback commemorative book for staff, students, alumni and the wider Norland community, as well as some commemorative mugs which have proved popular purchases by our students, the proceeds of which have gone to the Benevolent Fund.



A large number of Alumni have also attended various events to celebrate this momentous occasion in Norland's history. Amongst the events was a special reunion day, held in August at the new campus at Oldfield Park. Norlanders enjoyed talks from Principals, past and present, a display of the Norland archives and the opportunity to network with other Norlander Alumni. We also had a special picnic in the park with Norlanders and the children in their care celebrating with 125th cupcakes and ice cream.



Research, Consultancy and Training Department

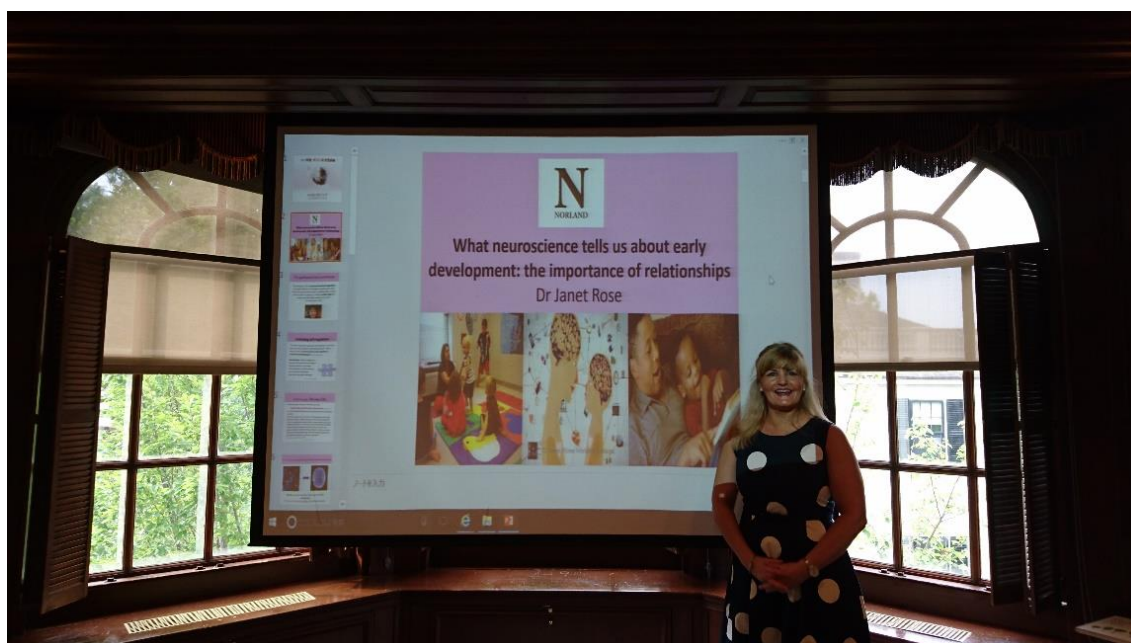
A noteworthy addition to Norland was the establishment of the new Research, Consultancy and Training Department in January 2017, staffed by the appointment of a Head of Department and an Early Years Consultant. From September 2017, they will be joined by a Research Fellow. This department has specific responsibility for developing the research profile of the college both internally (staff and students) and externally (funded projects). Since its development, the department supported the submission of articles to academic publications, such as book chapters and journal articles and a collaborative submission for the British Education Research Association Early Years Special Interest Group, as well as to professional journals, such as Nursery World and Teach Wire. We have secured 1 funded piece of research with the schools catering company, Chartwells (part of Compass plc) which will commence in the new academic year.

The Consultancy and Training area of the department continues to work with long standing clients such as Etihad Airlines, Poppins Corporation and Chartwells, whilst having new clients joining the portfolio, such as Lily Academy and Taplins Nursery. Further to the work that is conducted within the UK, exploration into international opportunities has begun with the support from the Department for International Trade. In 2017-18 the department will be undertaking the Export for Growth Programme, run by the Department of International Trade, in order to devise an Export Plan for future projects, as part of the Growth for Sustainability strategic aim.



External Engagement

A number of activities have been undertaken by several staff, including the Principal, which are helping to further Norland's engagement with external bodies, agencies and stakeholders. For example, the Principal has undertaken numerous keynotes for conferences based on her research in collaboration with Local Authority Children's Services and School Effectiveness departments, such as in Cornwall, Leicestershire, Nottingham, Bradford, Torbay and South Gloucestershire. Norland has also undertaken training for a number of Local Authorities in London and for organisations such as Emotion Coaching UK, Action for Children, SEBDA, NEyTCO and Teach First. We have also undertaken Master classes in Emotion Coaching in Australia and the Principal presented a lecture at Harvard University's Faculty Club in collaboration with the Poppins Corporation. We were also pleased to host a showing of the documentary Resilience for local practitioners and community groups. More academic staff are undertaking external examining and External Advisor posts; 2 became Senior Fellows of the Higher Education Academy and 4 more are now Fellows.



Staffing

Since September 2016, Norland has experienced significant growth in staffing levels across the College. This has been, primarily, to support the increase in student numbers and the development of the new Research, Consultancy and Training department. We have welcomed 16 new members of staff, 6 of whom were recruited to new posts, 3 to existing posts and 2 were appointed to existing posts where the previous post holder moved to another role within the College. We also appointed 4 members of staff on fixed term contracts to cover maternity leave, a sabbatical and to provide additional support during the move to the new site at Oldfield Park. These figures represent a 15% increase to the number of posts at Norland and a 19% increase in FTEs (full time equivalents) within the last academic year.

Norland continues to invest in staff development by funding further academic study and various other types of Continuing Professional Development (CPD). We have 3 members of the academic staff continuing with their higher academic degrees and 1 member of staff entering the 3rd year of her PhD. We have invested in a developmental programme for the Senior Leadership Team by becoming members of the LFHE and by undertaking a series of leadership training events.



Alumni

Norland has continued to offer unique provision for its Alumni through the productive Norland Agency and the CPD courses made available for qualified Norlanders in order to ensure they update and enhance their knowledge base and skills. The already wide ranging CPD programme saw another increase in the number of Norlanders accessing courses, such as Level 3 Forest School Leaders training and Understanding the Autistic Spectrum.

The Norland Agency, which acts for both Norlanders seeking employment and for potential employers, has continued to work with an ever-increasing number of vacancies as our graduates continue to be in high demand around the world. Improvement work on our website has also enhanced and tailored the process for Norland graduates to apply for jobs. All income derived from the Agency, Newly Qualified Nanny (NQN) and CPD departments is utilised to enhance the student experience and support our Alumni programme.



Next year

We will be continuing to celebrate the 125th Anniversary of the College since its establishment in 1892 by Emily Ward. This will include the formal opening of our new campus at Oldfield Park. We also look forward to welcoming a record number of male applicants and students from different ethnic backgrounds, as well as the formal journey towards acquiring taught degree awarding powers and the establishment of Norland as a university.

Dr Janet Rose FHEA

Principal



FINANCIAL STATEMENTS

	Year Ended 31 July 2017	Year Ended 31 July 2016
Income Statement	£	£
Turnover	3,839,354	3,414,212
Administration Expenses	(3,313,663)	(2,864,821)
Operating Profit	525,691	549,391
Interest Receivable and Similar Income	38,048	54,535
Interest Payable and Similar Charges	(2,994)	-
Other Gains and Losses	-	(69,601)
Profit on Ordinary Activities before Taxation	560,745	534,325
Taxation	(38,649)	(85,008)
Profit for the Financial Year	522,096	449,317
	Year Ended	Year Ended
Statement of Comprehensive Income	31 July 2017	31 July 2016
	£	£
Profit for the year	522,096	449,317
Other comprehensive income net of taxation		
Adjustments to the Fair Value of Financial Assets	81,978	57,359
Total Comprehensive Income for the Year	604,074	506,676
	At	At
Statement of Financial Position	31 July 2017	31 July 2016
	£	£
Fixed Assets		
Intangible Assets	46,942	-
Tangible Assets	5,353,754	2,636,629
Investments	1,268,778	1,186,800
	6,669,474	3,823,429
Current Assets		
Stocks	8,218	11,489
Debtors	232,773	700,104
Cash at Bank and in Hand	593,904	1,457,626
	834,895	2,169,219
Creditors: Amounts Falling Due within One Year	(908,537)	(536,938)
Net Current Assets	(73,642)	1,632,281
Total Assets less Current Liabilities	6,595,832	5,455,710
Creditors: Amounts Falling Due after more than One Year	(580,477)	-
Provision for Liabilities	(118,154)	(162,583)
Net Assets	5,897,201	5,293,127
Capital and Reserves		
Called up Share Capital	51	51
Revaluation Reserve	673,880	591,902
Profit & Loss Reserves	5,223,270	4,701,174
Total Equity	5,897,201	5,293,127

The summarised financial statements of Norland College Limited for the year ended 31 July 2017 with comparative figures for the previous 12 months, set out above, 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 the College's results for the year and its state of affairs 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 upon request from the Principal's Office. The auditor has issued an unqualified report on the full financial statements and of the consistency of the Board Report with those financial statements.