



Annual Report

2018-19

CHAIRMAN'S STATEMENT

I am pleased to introduce Norland's annual report for the year ended 31 July 2019.

The College had another successful year financially, with a net profit before taxation of £392,027 (2018: £413,307) on a record turnover from all sources of £4.66 million (2018: £4.36 million). The College had a secure financial position, with total net assets of £6.8 million (2018: £6.2 million). After taxation, the profit was £529,089 (2018: £307,257) due to a tax credit of £137,062 (2018: tax charge £106,050). Further details are set out at the end of this report.

The main achievement in the year, for which Norland has worked tirelessly for the last two years, was the attainment of taught degree awarding powers from the Privy Council, which means that Norland can now award its own degree. This puts the College on course to be the world's first specialist early years university. We have enjoyed a fruitful collaboration with the University of Gloucestershire as a validating body that has awarded the degree we have been teaching for the last 11 years, and we are grateful for all it has done.

I am pleased to announce that on 31 July 2019, the last day of our financial year, the ownership of Norland College was transferred to the Norland Foundation, a charity whose objectives are closely aligned with those of Norland College. This brings the group into line with most educational institutions and universities, which are organised as charities. The Foundation will act as a group holding company, build up reserves for the future and support the aims of the College. It provides long-term clarity about the ownership of the College, which until now has been owned by the directors through director qualification shares. The College governance is unchanged, and its activities will remain under a Board of Directors, as at present. The Foundation will have five trustees – two from the College Board, and three independent trustees – who will bring additional experience and guidance on the strategic direction of the group. As in the past, all surpluses will be reinvested in the group.

Three directors retired from the Board this year. Christine Mills has served since 2005, in the last two years as Vice Chair, and has played a major role in the development of the College in the academic and commercial aspects. Kim England, who has served since 2014, brought her professional HR skills with her and has greatly helped us in improving that side of our activity; it is worthy of note that the College now holds the Investors in People Gold award. Julia Gaskell has served since 2012 and brought valuable commercial and practitioner acumen from her experience of running her own nurseries and as a Norlander. Rosemary Heald has been elected Vice Chair. In the current year we welcomed Kate Dicker, Lucy Lovett and Tracey Worth as new directors, the first two being qualified Norlanders and the latter bringing useful business experience.

Once again Norland has been recognised for its high quality, gaining a Gold award for Teaching Excellence for the second time, a top award in the Whatuni Student Choice Awards and impressive academic results, as well as enjoying great retention and 100% employability of its graduates.

I extend my thanks and those of the College Board of Directors to the Principal, her senior leadership team and all staff at the College for another successful year in which we have seen Norland College strengthen its position as the leading institution in the education and training of early years practitioners.

I would 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 a particularly golden year for Norland. The College has received a series of awards, including a second Gold in the Teaching Excellence and Student Outcomes Framework (TEF), a 95% ranking in overall student satisfaction from the National Student Survey (NSS), the top award in the Whatuni Student Choice Awards (WUSCAs) for the Independent HE category, and, finally, the Investors in People (IIP) Gold award. But perhaps the most golden moment was receiving formal notification from the Privy Council in March 2019 that Norland had achieved taught degree awarding powers.

Student experience and Whatuni award

We welcomed 100 new students to Set 42, including one male student. Application numbers remained broadly consistent with the previous year, despite a falling demographic of 18-year-olds. In the National Student Survey 2019, students recorded 95% overall satisfaction, up from 88% the previous year. Across all categories of the survey, satisfaction increased compared to the previous year, with many results in the 90s, although there is still work to be done to increase satisfaction in some categories of the survey. These outstanding results put us in the top 10% for NSS results for all HE providers in the UK. The investment in facilities, staff and resources is certainly paying off.



Comments from students testify to the positive and fulfilling experiences they have at Norland. For instance:

- *“Coming here was one of the best decisions I have ever made. I couldn’t imagine being anywhere else”*
- *“I cannot thank Norland enough for helping me to build my confidence as a person and for helping me to come out of my shell. I have found this course such a wonderful experience that I will never forget and thank this highly thoughtful and professional platform for helping me build my future”*
- *“To anyone thinking about studying the early years, there is nowhere else but Norland to consider”*

In April 2019, we were thrilled to win the Whatuni Student Choice award for Independent HE. This was particularly pleasing as it is an award based on student reviews and is another reflection of the high esteem in which Norland is held by students in terms of their experiences.



Norland celebrating at the Whatuni Student Choice Awards

Academic progression

In 2018/19 our third-year students achieved outstanding academic results. Of the 79 students who completed their BA Early Years Development and Learning, 70% achieved a first-class or upper-second-class honours classification. This is an improvement on the previous year's results. Retention across the three year groups remains strong, with an average 95% retention rate. This is a reflection of the strong personal tutoring system that is in place within the College which means that every student receives personalised support.

Our students have also received external recognition for their work this year. Every year the Early Childhood Studies Degrees Network showcases selected pieces of student work from across the sector on its website. This year, six students from Norland College have had work published. In addition, 16 students across Sets 41 and 42 have received letters of commendation for outstanding placements based on excellent feedback from placement officers and their setting mentors and families.

Taught degree awarding powers granted

The College's application for degree awarding powers concluded in March 2019, with the Privy Council granting Norland taught degree awarding powers (TDAP). These powers allow the College to terminate its partnership with the University of Gloucestershire and grant its own degrees. This is a significant achievement for Norland and the first major step towards becoming the world's first specialist early years university. The following extracts from the QAA report highlight areas of excellence within our organisation and identify why the various panels considered Norland to be worthy of awarding its own degrees.

- *“Governance, and subsequent reporting lines, ensure that thoughtful consideration is made at all levels of the organisation for the maintenance and delivery of higher education, underpinned by strong and effective academic leadership”*
- *“The concurrent delivery of theory through the degree, and practical skills through the College’s own Norland Diploma enables the development of students as effective, highly sought-after early years practitioners”*
- *“Action planning and monitoring is evident at all levels within the institution and the College is a self-critical community with a strong ethos of continuous improvement in all aspects of its operations”*
- *“In the context of Early Years Studies, the College is well placed in relation to engagement in national and international networks, both in higher education and professional activities, and contributes to research and consultancy activities”*



Mandy Donaldson, Dr Janet Rose and Prof David Timms unveil the TDAP certificate from the Privy Council

TEF Gold again

The College also achieved TEF Gold for the second year running. This rating lasts for the next two years and signifies that Norland has delivered consistently outstanding teaching, learning and outcomes for its students. It means that Norland's higher education provision is considered to be of the highest quality found in the UK. As part of their judgement, the panel highlighted the following evidence, which exemplifies Norland's gold ranking:



- An institutional culture that facilitates, recognises and rewards excellent teaching, and provides professional development for staff, ensuring their continued engagement with developments in the profession
- Course design that fully addresses the vocational aims of the students and provides extensive enhancement opportunities
- Optimum levels of contact time and individual support provided by tutors that secures the highest levels of engagement and active commitment to learning and study from students
- Embedded development of transferable and vocational skills that are valued by employers, facilitating students' progression to employment as nannies
- Curricula that expose all students to high-quality learning experiences, well-designed assessments and constructive feedback, enabling them to meet the learning outcomes and achieve their full potential



Norland students celebrated achieving TEF Gold rating for the second year running

Charitable and community engagement

Norland’s charitable and community engagement activity continues to grow with the appointment of two coordinators who now oversee all such activity. This year, £12,000 was donated to charity. We now have an annual student and alumni volunteering award, and this year we were shortlisted in the Giving Back category at the Whatuni awards. We held a community tea party for local, retired residents, and students participated in local and national fundraising efforts, including Children in Need, Comic Relief and Save the Children. Students also volunteered to provide crèche facilities to community groups, including Bath Welcomes Refugees and a local group for parents of children with special educational needs and disabilities. They donated hair to the Little Princess Trust to create free wigs for children who have lost their hair through illness, ran a Red Box campaign and donation box to prevent young girls missing school, and contributed 26 Christmas boxes filled with presents for struggling children and families. They also raised £2,356 for



Norland students fundraising for CHSW

chosen charity Children’s Hospice South West through a charity ball, non-uniform day, cake sale, raffle and collections. Hospice staff were delighted: *“Thank you so much for all of your hard work ... you really did a fantastic job. All of your hard work will make such a difference to all of the families who use the hospice.”*

Norland continues to work closely with the Twins Trust, partnering on Helping Hands – an award-winning practical home-based support service for families in severe need. Norland graduates have volunteered 2,942 hours of specialist support to families in crisis. Recent differences made include enabling a family to visit their sick baby in hospital after heart surgery, caring for twins while a parent underwent cancer treatment and transforming bedtime for a family with quads.

Research

The research culture at Norland College is developing well. Another successful Norland Research Conference was held in June, with five members of staff presenting research from their Master’s and PhD studies. Staff have presented their work externally at national and international conferences on a variety of topics: student engagement, pastoral care training and emotion coaching. In addition, staff have been involved in writing journal articles, book chapters and research reports.

External research projects continue to be developed and undertaken. A new research project was started this year, an evaluation of the Helping Hands service, which is a

volunteer service run by the Twins Trust. Our international collaboration with Japan and the Poppins Corporation has continued this year, and the results from the project will soon be published.

Staffing and the IIP Gold award

Over the 2018/19 financial year, Norland’s staffing levels stabilised, with only six new posts being created to address organisational growth, compared with 12 new posts in the previous year. Natural attrition accounted for eight leavers and 10 new employees. Norland’s labour stability index, i.e. retention rate, was 85.2%.



Norland full staff away day

Norland continues to invest in staff development by funding further academic study and various other types of continuing professional development (CPD). Two members of the academic team received their MAs in the summer. A third is just about to submit her dissertation and two members of staff started their MAs this year. Two members of staff continue to work towards their PhDs and three members of staff already have a doctorate. Five members of the academic team are external examiners.

In November 2018, Norland took part in an Investors in People (IIP) review and were delighted to be awarded the Gold accreditation. The results from the review showed that 98% of staff thought Norland was ‘a great place to work’ and 100% of respondents agreed that they knew how Norland ‘invests in learning and development’. The following are comments made by staff during the face-to-face interview phase of the review:



- *“This is a very supportive, nurturing and safe place to work”*
- *“I always feel trusted and empowered in taking the initiative and making decisions in the interest of the students”*
- *“You just cannot fault the opportunity to get involved and contribute to the future; I feel SLT are genuine in their will to involve staff and take on board their views”*
- *“Great forward thinking College, passionate leadership, family environment and good teamwork makes it a great place to work”*

First male graduates

Norland is also working hard to enhance our widening participation strategy and there was much excitement from media around the world when our first male students graduated with their BA (Hons) in Early Years Development and Learning. The two students coped magnificently with the heavy media interest and were excellent brand ambassadors for Norland. The College is proactive in challenging gender stereotypes within the childcare industry, and our increasing number of male students reflects how we are pioneering new societal attitudes towards traditional roles. Our outreach activity to schools and colleges in more disadvantaged areas and our bursary scheme are also helping to widen opportunities for students from all backgrounds to study at our prestigious institution. This work includes sending our students back to their schools and colleges to inspire future generations of Norland Nannies.



Harry Pratt and Liam Willett, Norland's first male graduates

Led by the new Head of Student Recruitment, Marketing and Brand, marketing and PR activities reflect increasing interest across various platforms. Student recruitment activity this year included the editing and release of the 'We Are Norland' film in December, which had received over 30,000 views by the end of 2018/19. Social media reach and engagement continued to grow, and Agency social media accounts were launched.

Alumni

This year saw the introduction of a new award for our alumni: the Norland Nanny of the Year. We were delighted to receive a high number of submissions from clients around the world testifying to the excellence of our graduates. There were so many outstanding accounts of best practice and heart-warming stories of nannies who have gone 'above and beyond' in their support for the children and families with whom they work – so much so that we had two winners and a series of special commendation certificates for many of the nominees. In the meantime, we continue to welcome alumni to our various annual events and the ever popular 'Norland Picnic' in London. The Continuing Professional Development programme is also well attended with some new and interesting courses being established, such as



Winner of the Norland Nanny of the Year award

‘Understanding the Toddler’s World’ and ‘Leadership and Management’, which help our graduates ensure their knowledge and skills remain current and are extended further to enhance their practice.

The Norland Agency continues to grow, with an ever-increasing demand for our graduates. The increase in student numbers is helping us to improve our supply-and-demand ratios, but demand still outstrips supply, with nearly 2,000 jobs registered this past year with the Agency. This year we averaged four jobs for each Norlander seeking employment, signifying the wealth of opportunities available to our graduates and helping us to achieve 100% employability. The work of the Agency reflects how Norland is helping to address one of the Office for Students’ key strategic objectives – that students’ qualifications ‘hold their value over time’.

Next year

We’ll be looking to consolidate our golden achievements this year, but much of our energy will be spent developing and validating a new Norland degree, which will replace our existing degree in Early Years Development and Learning. This new degree will build on and enhance our vocational degree and extend the integration of the prestigious Norland Diploma with the very latest research and best practice to ensure our graduates uphold our reputation for being the best nannies in the world.

Dr Janet Rose FHEA

Principal



FINANCIAL STATEMENTS

Norland College is proud to operate as a ‘not for profit’ organisation, with all profits from its activities and investments reinvested for its current and future students, as well as the long-term benefit of the College and the Norland Foundation charitable group as a whole.

With the successful change in ownership on 31 July 2019 and the directors’ intention to make a distribution to the Norland Foundation equivalent to its taxable profit, it has not recognised a corporation tax charge for the year ended 31 July 2019 and has been able to release its historic deferred tax provision. This has led to an increase in after-tax profit to £529,089 (2018: £307,257).

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

The summarised financial statements of Norland College Limited for the year ended 31 July 2019 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 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 on the consistency of the Board Report with those financial statements.

	Year Ended	Year Ended
Income Statement	31 July 2019	31 July 2018
	£	£
Turnover	4,657,975	4,356,119
Administration Expenses	(4,294,019)	(3,966,304)
Operating Profit	363,956	389,815
Interest Receivable and Similar Income	41,761	37,450
Interest Payable and Similar Charges	(13,690)	(13,958)
Other Gains and Losses	-	-
Profit before Taxation	392,027	413,307
Tax Credit / (Charge)	137,062	(106,050)
Profit for the Financial Year	529,089	307,257

	Year Ended	Year Ended
Statement of Comprehensive Income	31 July 2019	31 July 2018
	£	£
Profit for the year	529,089	307,257
Other comprehensive income net of taxation		
Adjustments to the Fair Value of Financial Assets	27,122	32,178
Total Comprehensive Income for the Year	556,211	339,435

	At	At
Statement of Financial Position	31 July 2019	31 July 2018
	£	£
Fixed Assets		
Intangible Assets	9,388	28,165
Tangible Assets	4,930,585	5,227,828
Investments	1,328,078	1,300,956
	6,268,051	6,556,949
Current Assets		
Stocks	6,365	7,848
Debtors	239,795	147,858
Cash at Bank and in Hand	1,440,445	889,776
	1,686,605	1,045,482
Creditors: Amounts Falling Due within One Year	(708,965)	(712,189)
Net Current Assets	977,640	333,293
Total Assets less Current Liabilities	7,245,691	6,890,242
Creditors: Amounts Falling Due after more than One Year	(452,844)	(516,544)
Provision for Liabilities	-	(137,062)
Net Assets	6,792,847	6,236,636
Capital and Reserves		
Called up Share Capital	51	51
Fair Value Reserve	733,180	706,058
Profit & Loss Reserves	6,059,616	5,530,527
Total Equity	6,792,847	6,236,636