

Company Registration No. 00193170 (England and Wales)

NORLAND COLLEGE LIMITED
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 JULY 2021

NORLAND COLLEGE LIMITED

COMPANY INFORMATION

Directors

Mr M C Clarke (Chairman) MA FCA D. Univ FRSA
Ms R A Heald (Vice Chair) BA
Mr M A Bray FCMA
Ms J A Davies LLB (Hons)
Mrs K F Dicker NNEB
Ms R C Edwards BTEC HND
Mr C E J Jerram FRICS
Mrs P L Lovatt NNEB Bsc
Prof D Timms BEd MA MSc PhD
Ms C L Turner BEd (Hons)
Ms T E Worth MBA FIOC FCILT

Executive

Dr J Rose MA PhD PGCE FHEA (Principal)
Mrs A Donaldson MA (Vice Principal)
Mr A Read ACA (Vice Principal)

Company number 00193170

Registered office

York Villa
York Place
London Road
Bath
Somerset
BA1 6AE

Auditor

RSM UK Audit LLP
Chartered Accountants
Hartwell House
55-61 Victoria Street
Bristol
BS1 6AD

Bankers

NatWest Bank Plc
119 High Street
Hungerford
Berkshire
RG17 0LX

Solicitors

Veale Wasbrough Vizards LLP
Narrow Quay House
Narrow Quay
Bristol
BS1 4QA

NORLAND COLLEGE LIMITED

STRATEGIC REPORT

FOR THE YEAR ENDED 31 JULY 2021

NATURE, OBJECTIVES AND STRATEGIES

The directors present their strategic report and financial statements for the year ended 31 July 2021.

Principal Activities

The principal activity of the company is the provision of a Higher Education degree in Early Years Development and Learning and the practical skills gained through the Norland Diploma. The Norland Diploma is a distinctive and prestigious qualification which is studied alongside the degree course. All students must successfully complete not only their degree but also each element of the Norland Diploma in order to use the title 'Norlander'. The company also provides employment agency services for Norland qualified students, corporate training, consultancy services and research within the Early Years sector.

Ownership

Norland College Limited (the College) is a subsidiary of The Norland Foundation (the Foundation), registered charity no. 1180292, whose objectives are closely related to those of the College. The consolidated financial statements of the Foundation for the year ended 31 July 2021 are available on the Charity Commission's website.

Results and Distributions

The profit for the year after taxation amounted to £264,213 (2020: £372,758). The Articles of Association prevent the company from declaring or paying any dividends, though it may pay qualifying distributions within the meaning of section 191 of the Corporation Tax Act 2010. During the year the directors made a distribution of £300,000 (2020: £1,925,739) to the Foundation. Post year end, the directors intend to make a distribution to the Foundation amounting to £114,774 (2020: £nil).

Mission

The College's mission statement was reviewed and approved by the directors in 2017 and is:

'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.'

Implementation of the Strategic Plan

The College's strategic aims are:

- The Student Experience: To position Norland as the leading Higher Education alternative provider of an integrated Early Years Development and Learning degree and the practical Norland Diploma, and to deliver an enriching and valuable learning experience which facilitates student engagement.
- The Norlander Career: To promote and facilitate excellent employment and lifelong professional development opportunities, and work jointly with Norlanders to uphold Norland's prestigious reputation and Code of Professional Responsibilities.
- Financial Stewardship: To ensure Norland's finances and resources are managed and protected with care, proficiency and probity, and to diversify where appropriate.
- Quality of services: To ensure the maintenance of academic standards and facilitate the enhancement of learning opportunities, and to strengthen quality throughout all departments in Norland through reflective, cutting edge education, research, training and/or practice, so that all staff and students participate in improving the processes, products, services and culture of Norland.
- Research and consultancy profile: To develop a credible and ethical research and consultancy profile, evidence base and network which reflects the high quality and standard of Norland's provision and enhances staff and student research expertise, strengthening Norland's capacity to transform children's lives.

NORLAND COLLEGE LIMITED

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

Implementation of the Strategic Plan (continued)

- Professional Development: To generate a cohesive, empowering and inclusive learning community to drive progressive change and collaborative approaches within and beyond the College, where all staff, students and clients can enrich their professionalism, wellbeing, leadership capacity and insights into early years provision.
- Growth for sustainability: To sustain and enhance Norland's national and international reputation for excellence in early childhood education and care and to expand its activities in stakeholder environments, as well as diversify Norland's student demographic to reflect Norland's widening participation agenda.
- Community Engagement: To extend Norland's tradition of charitable activities and proactively explore opportunities to engage with stakeholders, the wider community and prospective clients.

A series of key performance indicators have been agreed to monitor the successful implementation of the strategic plan and are monitored by the College Board. The College is making good progress in meeting these aims.

FINANCIAL POSITION

Financial results

The College had an operating profit in the year of £264,078 (2020: £354,345) from continuing activities. After taking interest receivable and similar income, interest payable and similar expenses and taxation into account, the College had a profit for the year of £264,213 (2020: £372,758).

At the balance sheet date, the College has accumulated profit reserves of £5,208,047 (2020: £5,243,834) including cash balances of £1,202,370 (2020: £1,019,002).

Intangible fixed assets additions during the year amounted to £1,712 (2020: £8,814). Tangible fixed asset additions during the year were all equipment purchases and amounted to £34,981 (2020: £45,727).

In January 2021 the College took steps (in line with government advice) to help contain rising cases of COVID-19. This meant successfully moving both the degree and diploma teaching and learning online, and temporarily closing its two sites. Amongst other student support measures, a £45,200 college student hardship fund was arranged with 50 grants subsequently released.

Treasury policies and objectives

Treasury management is the management of the College's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks. The College's treasury management policy is incorporated within its Financial Regulations.

Cash flows

The College had an increase in cash in the year of £183,368 (2020: decrease of £421,443) and a net cash inflow from operating activities of £519,926 (2020: inflow £718,594). Cash continues to be carefully managed.

Liquidity

During 2020 a commercial term loan of £516,498 was repaid early. There was no similar commercial term loan repaid in 2021. The College's cash balance at the year-end was £1,202,370 (2020: £1,019,002) supporting a sound position of liquidity.

NORLAND COLLEGE LIMITED

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

CURRENT AND FUTURE DEVELOPMENT AND PERFORMANCE

In 2020/21 the College delivered a BA (Hons) Early Years Development and Learning (EYDL) 3-year full time degree programme, in conjunction with the Norland Diploma. All students studied both programmes.

Student Numbers

Student numbers for 2020/2021 were as follows:

	Enrolled for 2020/21	Withdrawn/discontinued	Completed 2020/21
First Years	84	8	76
Second Years	97	5	92
Third years	90	1	89

Student intake for the current academic year (2021/22) is in line with expectations, with 103 first years enrolling in September 2021.

Student Achievements & Curriculum Developments

In 2020/21 78% of our third year students who completed their degrees achieved a first class or 2:1 classification. Retention on the BA EYDL programme remains strong, with 91% of first, 95% of second and 99% of third years continuing their studies throughout 2020/21. This compares very favourably with similar courses at other institutions.

Norland won the 2021 Whatuni Student Choice award for Graduate Outcomes, making the College a top two Whatuni winner for four consecutive years. The Graduate Outcomes award is particularly notable as Norland was competing with all universities in England.

The curriculum for both the degree and diploma is subject to annual monitoring and review, taking into account feedback from staff, students, external examiners, employers and graduates. This review results in a current and comprehensive offering.

During the year a 'No Detriment' Policy continued (with some adjustments), to ensure that no student was disadvantaged because of the COVID-19 pandemic. The policy acts to remove negative impacts on our students and ensures they are awarded their credit and/or degree fairly whilst maintaining College academic standards and securing the value of our students' qualifications.

Other Activities

The Norland Agency enjoyed another fruitful year capitalising on the increased student numbers completing the full course and the continued positive media interest surrounding Norland.

Other important activities relate to our corporate training courses for established UK and overseas companies, Continuing Professional Development (CPD) courses for qualified Norlanders and consultancy work, though during the year all activities have been affected by COVID-19 challenges.

Financial Key Performance Indicators (KPIs)

College Committees and the Board monitors financial and non-financial KPIs via the termly management accounts as well as through other reporting mechanisms throughout the academic year. Student achievement and retention remains strong, as does Norland's commitment to fully resource the College with highly skilled staff and supporting students with bursaries. Demand for our students after qualification remains high. See below:

NORLAND COLLEGE LIMITED

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

Financial Key Performance Indicators (KPIs) (continued)

2021 graduates obtaining a first class or an upper second class degree	78%
20/21 retention rate set 42 (third year students)	98.9%
20/21 retention rate set 43 (second year students)	94.8%
20/21 retention rate set 44 (first year students)	90.5%
Total students to total staff ratio	4.67
Total students to teaching staff (degree and diploma) ratio	11.73
Jobs per Norlander actively looking at 31 July 2021	3.8

Future Developments

In 2018/19 Norland successfully gained Taught Degree Awarding Powers. It remains actively working towards its application for indefinite Degree Awarding Powers, expected in 2022 and then University title in a further 2-3 years later. Norland continues to review and consider its future college and student accommodation needs, to ensure best provision for its students and staff, as well as developing ambitious plans to expand its consultancy and commercial income streams. A new 5 year strategic plan will be developed in the 2021/22 academic year. In addition, it continues to work closely with its charitable holding company, The Norland Foundation.

PRINCIPAL RISKS AND UNCERTAINTIES

The College has continued during the year to develop and embed the system of internal control, including financial, operational and risk management, which is designed to protect the College's assets and reputation.

Based on the strategic plan, the Board of Directors undertakes a comprehensive review of the risks to which the College is exposed. It identifies systems and procedures, including specific preventable actions which should mitigate the potential impact on the College. The internal controls are then implemented and subsequent appraisals will review their effectiveness and progress against risk mitigation actions. In addition to the review, the directors will also consider any risks which may arise as a result of a new area of work being undertaken by the College.

A comprehensive risk register is maintained and scrutinised at Committee and Board meetings. The risk register identifies the key risks, the likelihood of those risks occurring, their potential impact on the College and the actions being taken to reduce and mitigate the risks. Risks are rated and prioritised using a consistent scoring system and RAG rating.

Outlined below is a description of the principal risk factors that may affect the College. Not all of the factors are within the College's control. Other factors besides those listed below may also adversely affect the College.

1. Student Loan funding

As a private college, the College is an independent Higher Education provider, within the 'approved category' on the OfS register (Office for Students, the regulator) for student funding purposes. Students at the College have considerable reliance on continued government funding through access to student loans and grants. In 2020/21 the majority of students at the College were eligible and accessed student funding and this demand is expected to continue. Successful and continued registration with OfS has provided access to this vital student funding. Whilst the College is confident that it will continue to meet the ongoing conditions of registration, there can be no absolute assurance of this. There can be no assurance that government policy or practice will not change nor that public funding will continue at the same levels or on the same terms.

This risk is mitigated in a number of ways:

- Prioritising the continual registration with the OfS
- Ensuring the College is rigorous in delivering high quality education and training
- Maintaining alternative funding arrangements

NORLAND COLLEGE LIMITED

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

2. Downturn in Operating Performance, including as a result of COVID-19

A downturn in operating performance, within the current uncertainties, could put the College into loss and the resulting reduction in financial resources could adversely affect student morale and retention, quality systems, registration with the OfS and the quality of the educational environment.

This risk is mitigated in a number of ways:

- Preparation of reliable termly management accounts, and prudent future forecasts and cash flows, for scrutiny by the Finance Committee and Board of Directors, including assessing the risks in meeting those forecasts
- Closely monitoring current student retention and future student recruitment and taking action where necessary
- Being ready to move teaching and other College activities online if necessary, as well as being having various risk mitigation and COVID secure measures in place, including an Outbreak Response Plan
- Working to safeguard future student recruitment by developing marketing activities such as on-line outreach programmes, keeping offer holders up to date, developing the College website, developing digital tours, video content, growing social media and marketing activities and investing in successful virtual open day events

3. Inadequate IT provision

As a modern, progressive College, considerable reliance is placed on IT systems and cyber security, and these must be fully capable of supporting and protecting the students, staff and the wider College, especially in periods of change and growth. If these systems are not robust, efficient and resilient there is a risk that teaching practices and the student experience may suffer, and ultimately the future of the College may be threatened.

This risk is mitigated in a number of ways:

- Formally engaging with a highly skilled and proven IT contractor, to deliver wide ranging day to day technical support as well as higher level director/specialist expertise
- Investing in cyber security and mitigation
- Monitoring and acting on student and staff feedback

Business Continuity Plan

The College maintains a dynamic and detailed Business Continuity Plan. The plan is regularly updated to reflect the College's current business and will be used in response to a major event, critical incident or crisis during and in the period immediately following the event and for management of the longer term consequences of such an incident.

GOVERNANCE AND INTERNAL CONTROL

The College Board of Directors (the 'Board') is responsible for the statutory oversight of the College to ensure it meets the standards of both a company limited by shares and of a higher education institution which has access to public funds. In doing so it recognises the core values and primary elements of governance as set out in the Committee of University Chairs (CUC) Higher Education Code of Governance 2020. The Board is responsible for ensuring that the College has in place the physical and human resources to meet the needs of its students, and for ensuring the enhancement of the learning experience and the maintenance of academic standards. The directors meet for full Board meetings at least 4 times per academic year with additional meetings held with the agreement of the Chair of the Board. The College keeps the Board informed of all relevant activity and directors undertake any necessary training.

The directors are not employed by the College and do not receive remuneration for their director services. All directors are therefore independent. The Principal is a member of the Board ex-officio. There is one staff and one student member (elected by their peers) on the Board, who are co-opted. Neither ex-officio or co-opted members have voting rights.

NORLAND COLLEGE LIMITED

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

The Board conducts its business through the following committees:

- Finance Committee (FC)
- Academic Board (AB)
- Enterprise Committee (EC)
- Audit Committee (AC)
- Nomination and Governance Committee (NGC)
- Remuneration Committee (RC)

The directors who served during the year and/or at the signing date were as follows:

	Board	FC	AB	EC	AC	NGC	RC
Mr M Clarke (Chair) MA FCA D.Univ FRSA	x	x				x	x
Mrs R Heald (Vice Chair) BA MA	x	x	x	x			
Mr M A Bray FCMA	x	x					x
Ms J Davies LLB (Hons)	x				x		
Mrs K Dicker Norland NNEB	x		x	x			
Ms R Edwards BTEC HND	x			x		x	
Mr P Hymans BSc MSc PGCert Cert Ed CEng MIMinE	x				x		x
Mr C Jerram FRICS	x	x					
Mrs P Lovatt Norland NNEB BSc	x					x	
Mr A Page BSc PGCE MBA	x			x	x		
Prof D Timms BEd MA MSc PhD	x		x		x	x	
Mrs C Turner BEd (Hons)	x	x					x
Ms T Worth MBA FIOC FCILT	x				x		

Finance Committee

Reporting to the Board, the Finance Committee oversees the financial strategy and financial management of the College to ensure that it meets the needs of students, enables the enhancement of the learning experience and maintains academic standards. The Principal and Chief Financial Officer attend all Finance Committees, to present reports from the Executive including those on financial performance, estates, maintenance and insurance, and on matters relating to health and safety. Membership of the Finance Committee is determined from time to time by the Board. The Finance Committee meets at least four times per year in advance of the meetings of the Board of Directors and at such other time as may be determined by the Chair of the Committee.

Academic Board

The Board of Directors has overall responsibility for academic standards and enhancement of the quality of learning opportunities at the College and delegates this responsibility to the Academic Board through the College's Articles of Association. A director is 'in attendance' at each meeting of the Academic Board and provides an oral report to the full Board. The Academic Board is responsible for setting, maintaining and assuring the academic standards of the College and any awards that it makes. The Academic Board will take such measures and act in such a manner as shall best promote the academic and professional work of the College and safeguard the integrity and standards of its awards. The membership is determined by the Board. The Academic Board meets at least once per term with the Principal acting as Chair. Additional meetings may be held with the agreement of the Chair.

NORLAND COLLEGE LIMITED

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

Enterprise Committee

The Enterprise Committee maintains oversight of matters relating to the College's commercial activities including alumni, brand protection, external consultancy and training, Norland Agency and marketing. The Enterprise Committee has regard to the ethos and values of the College in protecting the College reputation. Membership of the Enterprise Committee is determined from time to time by the Board. The Enterprise committee meets at least twice per year and at such other time as may be determined by the Chair of the Committee.

Audit Committee

The Board must receive assurance that the institution is meeting the conditions of funding as set by regulatory and funding bodies, as well as other major institutional funders, which include the requirements of the financial memoranda. These comprise:

- Using public funds for proper purposes and achieving good value for money
- Having a sound system of risk management, financial control and governance
- Ensuring the use of regular, reliable, timely and adequate information to monitor performance and track the use of public funds
- Safeguarding institutional sustainability

The Audit committee ensures the above requirements and provides a further independent check on the College's financial and reporting activities. The Audit Committee and its Chair are appointed by the Board, from amongst its own members, and consists of members with no executive responsibility for the management of the College. The Chair of the Board cannot be a member. Membership of the Audit Committee is determined from time to time by the Board. A representative of the external auditors normally attends meetings where business relevant to them is discussed. Meetings are normally held twice each financial year with additional meetings held as necessary.

Nominations and Governance Committee

The Nominations and Governance Committee advises the Board on matters relating to the appointment of independent directors, the Chair and Vice Chair of the Board of Directors, the Principal, the Vice Principals and on all governance matters including the regular review of the effectiveness of the Board. It also advises on the appointment of the Chairs of the Board Committees. The Committee is chaired by the Chair of the Board. The Committee meets at least once a year with additional meetings held with the agreement of the Chair of the Board.

Remuneration Committee

The Remuneration Committee advises the Board on matters relating to the remuneration of the Principal and the Executive. Members are appointed to the Committee by the Board of Directors. The Principal is not a member of the Remuneration Committee. No individual is present during discussions or decisions reached in relation to their own remuneration. The Committee meets at least once a year. Additional meetings may be held with the agreement of the Chair of the Remuneration Committee.

Internal control

Scope of responsibility

The directors are ultimately responsible for the College's system of internal control and for reviewing its effectiveness. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

The directors have delegated to the Principal the day-to-day responsibility for maintaining a sound system of internal control that supports the achievement of the College's policies, aims and objectives, whilst safeguarding the College's funds and assets for which she is responsible. The Principal is the Accountable Officer in relation to the OfS registration. The Principal is also responsible for reporting to the directors any material weaknesses or breakdowns in internal control.

NORLAND COLLEGE LIMITED

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the compliance with College policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the College for the year ended 31 July 2021 and up to the date of approval of the report and financial statements for the accounting year.

Capacity to handle risk

The directors have reviewed the key risks to which the College is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The directors are of the view that there is a formal ongoing process for identifying, evaluating and managing the College's significant risks that has been in place for the year ending 31 July 2021 and up to the date of approval of the report and financial statements. This process is regularly reviewed by the directors.

The risk and control framework

The system of internal control is based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. It includes:

- Comprehensive budgeting system with an annual budget, which is reviewed and agreed by the Board
- Regular reviews by the Board of periodic and annual financial reports which indicate financial performance against forecasts
- Use of a Financial Protocol (part of a Delegation Protocol) and formal project management disciplines
- Strong academic committee structure, comprising an Academic Board, supported by a Quality and Standards Committee, Programme Committee, Progression and Awards Board and Assessment Board
- Highly effective and open working partnership with students
- Strong academic framework, made up of clear academic regulations, with effective and approved policies and procedures
- Robust mechanism for managing and approving academic change

Review of effectiveness

The Principal has responsibility for reviewing the effectiveness of the system of internal control. Her review of the effectiveness of the system of internal control is informed by:

- The work of the executive managers within the College who have responsibility for the development and maintenance of the internal control framework
- Comprehensive college wide Risk Register
- Comments made by the College's Auditors in their reports

The Principal is advised by the Audit Committee on the implications of her review of the effectiveness of the system of internal control, and a plan to address any weaknesses and ensure continuous improvement of the system is in place.

All Committees receive regular Risk Register reports. The Committees' role in this area is confined to a high-level review of the arrangements for internal control. All Board agendas include items for consideration of risk and control and directors receive reports thereon from the Committees. The emphasis is on obtaining the relevant degree of assurance and not merely reporting by exception.

NORLAND COLLEGE LIMITED

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

Role of the Auditor

External Auditors inspect clients' accounting records and express an opinion as to whether financial statements are presented fairly in accordance with the applicable accounting standards of the entity, such as Generally Accepted Accounting Principles (GAAP). Their objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes their opinion. The College does not have formal internal audit arrangements and therefore does not have an Internal Auditor.

Going Concern

Following the COVID-19 crisis and despite the natural difficulties in forecasting, the directors have carefully considered the future financial position of the College. The directors have reviewed three trading scenarios covering an expected case, a worsening case and a worst case. Forecasts and cash flows for each scenario up to 31 July 2023 indicate the College has adequate cash and other reserves to withstand, as well as the ability to adapt to, the worst case scenario, should it occur, without the requirement for external funding. This longer term review demonstrates the ongoing consideration by the directors as to any ongoing effects of the COVID-19 crisis on the College and its ability to cope under the testing scenario conditions.

At present, there is no expectation that the College will suffer a significant reduction in student numbers or income for the current financial year ended 31 July 2022, and the forecasted budget for the financial year ended 31 July 2023 anticipates an operating profit and that the College will continue to meet its liabilities as they fall due.

A Deed of Undertaking between the Foundation and the College gives legal reassurance that the Foundation will support the College in the implementation of its Strategic Plan and to ensure the College's compliance with the OfS Framework. This includes a provision of sufficient financial support to allow the College to comply with the financial obligations imposed on it by the Framework or by the Foundation directly meeting such financial obligations. If markets were adversely affected by COVID-19 and the value of the Foundation's investment assets fell (e.g. by 20%), the assurance of support given by the Foundation to the College within the Deed, are shown to remain secure. The total cash and investment resources held within the College and the Foundation, and this binding Deed of Understanding between the College and Foundation which strengthens the commitment from the Foundation to support the College, provides reliable assurance to the directors that the College remains a going concern and therefore the use of the going concern basis of accounting in the preparation of these financial statements remains appropriate.

Signed on behalf of the board



.....
Mr M C Clarke (Chairman) MA FCA D. Univ FRSA

Director

3 December 2021

NORLAND COLLEGE LIMITED

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 JULY 2021

The directors present their annual report and financial statements for the year ended 31 July 2021.

Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

Mr M C Clarke (Chairman) MA FCA D. Univ FRSA

Ms R A Heald (Vice Chair) BA

Mr M A Bray FCMA

Ms J A Davies LLB (Hons)

Mrs K F Dicker NNEB

Ms R C Edwards BTEC HND

Mr P J Hymans BSc Msc PGCert Cert Ed CEng MIMinE (Resigned 23 June 2021)

Mr C E J Jerram FRICS

Mrs P L Lovatt NNEB Bsc

Mr A H Page BSc PGCE MBA (Resigned 10 October 2020)

Prof D Timms BEd MA MSc PhD

Ms C L Turner BEd (Hons)

Ms T E Worth MBA FIOC FCILT

Results and distributions

The results for the year are set out on page 16. The profit for the year after taxation amounted to £264,213 (2020: £372,758). The Articles of Association prevent the company from declaring or paying any dividends, though it may pay qualifying distributions within the meaning of section 191 of the Corporation Tax Act 2010. During the year, the directors made a distribution of £300,000 (2020: £1,925,735) to the Foundation. Post year end, the directors intend to make a distribution to the Foundation amounting to £114,774 (2020: £nil).

Directors indemnity

During the year the company used the College insurers to indemnify its directors. These provisions remain in force at the reporting date.

Research and development

Norland has had a full and varied year of activities, including the continuation of its internship programme for a second year, and has conducted several systematic literature reviews on topics relevant to early years practitioners and the profession of nannies. Additionally, the College has worked hard to develop and finalise a framework for the 'Parent/Child Services in the Home' family visitation programme with the Transforming Autism Project, and developed a monitoring and evaluation system and a reliable evaluation tool, on the impact of the service on children and their families. Staff and students have had research articles and chapters in edited volumes published, as well as staff invited to examine doctoral theses. The College held a successful research conference in June 2021 with nine paper presentations by staff.

Auditor

The auditor, RSM UK Audit LLP, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

Strategic report

The company has chosen in accordance with Companies Act 2006, section 414C(11) to set out in the company's strategic report information required by Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008, Sch. 7 to be contained in the directors' report. It has done so in respect of future developments.

Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, each director has taken all the necessary steps that they ought to have taken as a director in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

NORLAND COLLEGE LIMITED

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

On behalf of the board



.....
Mr M C Clarke (Chairman) MA FCA D. Univ FRSA

Director

3 December 2021

NORLAND COLLEGE LIMITED

DIRECTORS' RESPONSIBILITIES STATEMENT

FOR THE YEAR ENDED 31 JULY 2021

The directors are responsible for preparing the Strategic Report and the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORLAND COLLEGE LIMITED

Opinion

We have audited the financial statements of Norland College Limited (the 'company') for the year ended 31 July 2021 which comprise the Income Statement, the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Equity, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 July 2021 and of its income and expenditure, gains and losses, changes in reserves and cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Office for Students' Accounts Direction

In our opinion, in all material respects:

- funds from whatever source administered by the college for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- funds provided by the Office for Students, UK Research and Innovation (including Research England), the Education and Skills Funding Agency and Department for Education have been applied in accordance with the relevant terms and conditions; and
- the requirements of the Office for Students' accounts direction for the relevant year's financial statements have been met.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORLAND COLLEGE LIMITED (CONTINUED)

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 12, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORLAND COLLEGE LIMITED (CONTINUED)

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the industry and sector, including the legal and regulatory framework that the company operates in and how the company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, the Companies Act 2006, Regulatory Advice 9: Accounts Direction published by the Office for Students and tax compliance regulations. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures, inspecting correspondence with local tax authorities and evaluating advice received from internal/external tax advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are the Children Act 1989 and 2004, the Office for Students Conditions of Registration and the UK General Data Protection Regulation (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the company is in compliance with these law and regulations and inspected correspondence with licensing or regulatory authorities.

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates applied.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities> This description forms part of our auditor's report.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Kerry Gallagher

Kerry Gallagher (Senior Statutory Auditor)
For and on behalf of RSM UK Audit LLP, Statutory Auditor
Chartered Accountants
Hartwell House
55-61 Victoria Street
Bristol
BS1 6AD
15 December 2021
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NORLAND COLLEGE LIMITED

INCOME STATEMENT

FOR THE YEAR ENDED 31 JULY 2021

	Notes	2021 £	2020 £
Turnover	3	4,677,188	4,749,366
Operating expenses		(4,446,681)	(4,411,466)
Other operating income		33,571	16,445
		<hr/>	<hr/>
Operating profit	5	264,078	354,345
Interest receivable and similar income	6	135	23,277
Interest payable and similar expenses	7	-	(4,864)
		<hr/>	<hr/>
Profit before taxation		264,213	372,758
Tax on profit	8	-	-
		<hr/>	<hr/>
Profit for the financial year		<u>264,213</u>	<u>372,758</u>

NORLAND COLLEGE LIMITED

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 JULY 2021

	2021	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	<u>264,213</u>	<u>376,777</u>

NORLAND COLLEGE LIMITED**STATEMENT OF FINANCIAL POSITION****AS AT 31 JULY 2021**

	Notes	2021		2020	
		£	£	£	£
Fixed assets					
Intangible assets	10		5,140		6,366
Tangible assets	11		4,422,213		4,668,985
			<u>4,427,353</u>		<u>4,675,351</u>
Current assets					
Stocks	12	19,042		27,031	
Debtors	13	366,853		225,216	
Cash at bank and in hand		1,202,370		1,019,002	
		<u>1,588,265</u>		<u>1,271,249</u>	
Creditors: amounts falling due within one year	14	<u>(807,520)</u>		<u>(702,715)</u>	
Net current assets			<u>780,745</u>		<u>568,534</u>
Total assets less current liabilities			<u>5,208,098</u>		<u>5,243,885</u>
Capital and reserves					
Called up share capital	15		51		51
Profit and loss reserves	16		5,208,047		5,243,834
Total equity			<u>5,208,098</u>		<u>5,243,885</u>

The financial statements were approved by the board of directors and authorised for issue on 3 December 2021 and are signed on its behalf by:



Mr M C Clarke (Chairman) MA FCA D. Univ FRSA
Director



Dr J Rose MA PhD PGCE FHEA
Principal of Norland College

NORLAND COLLEGE LIMITED

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 JULY 2021

	Notes	Share capital £	Fair value reserve £	Profit and loss reserves £	Total £
Balance at 1 August 2019		51	733,180	6,059,616	6,792,847
Year ended 31 July 2020:					
Profit for the year		-	-	372,758	372,758
Other comprehensive income net of taxation: Adjustments to fair value of financial assets		-	4,019	-	4,019
Total comprehensive income for the year		-	4,019	372,758	376,777
Dividends in specie	9	-	-	(1,332,097)	(1,332,097)
Distributions to parent charity under gift aid	9	-	-	(593,642)	(593,642)
Transfers		-	(737,199)	737,199	-
Balance at 31 July 2020		51	-	5,243,834	5,243,885
Year ended 31 July 2021:					
Profit and total comprehensive income for the year		-	-	264,213	264,213
Distributions to parent charity under gift aid	9	-	-	(300,000)	(300,000)
Balance at 31 July 2021		51	-	5,208,047	5,208,098

NORLAND COLLEGE LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 JULY 2021

	Notes	2021		2020	
		£	£	£	£
Cash flows from operating activities					
Cash generated from operations	17		519,926		723,458
Interest paid			-		(4,864)
			<hr/>		<hr/>
Net cash inflow from operating activities			519,926		718,594
Investing activities					
Purchase of intangible assets		(1,712)		(8,814)	
Purchase of tangible fixed assets		(34,981)		(45,727)	
Proceeds on disposal of tangible fixed assets		-		1,367	
Interest received		135		2,892	
Dividends received		-		20,385	
		<hr/>		<hr/>	
Net cash used in investing activities			(36,558)		(29,897)
Financing activities					
Repayment of bank loans		-		(516,498)	
Distributions paid		(300,000)		(593,642)	
		<hr/>		<hr/>	
Net cash used in financing activities			(300,000)		(1,110,140)
Net increase/(decrease) in cash and cash equivalents			183,368		(421,443)
Cash and cash equivalents at beginning of year			1,019,002		1,440,445
			<hr/>		<hr/>
Cash and cash equivalents at end of year			1,202,370		1,019,002
			<hr/> <hr/>		<hr/> <hr/>

NORLAND COLLEGE LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2021

1 Accounting policies

Company information

Norland College Limited is a private company limited by shares incorporated in England and Wales. The registered office is York Villa, York Place, London Road, Bath, Somerset, BA1 6AE.

The company's principal activities and nature of its operations are disclosed in the Strategic Report.

Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102"), the requirements of the Companies Act 2006 and Regulatory Advice 9: Accounts Direction issued by the Office for Students.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

Going concern

Following the COVID-19 crisis and despite the natural difficulties in forecasting, the directors have carefully considered the future position of the College. The directors have reviewed three trading scenarios covering an expected case, a worsening case and a worst case. Forecasts and cash flows for each scenario up to 31 July 2023 indicate the College has adequate cash and other reserves to withstand, as well as the ability to adapt to, the worst case scenario, should it occur, without the requirement for external funding. This longer term review demonstrates the ongoing consideration by the directors as to the ongoing effects of the COVID-19 crisis on the College and its ability to cope under the testing scenario conditions.

At present, there is no expectation that the College will suffer a significant reduction in student numbers or income for the current financial year ended 31 July 2022 and the forecasted budget for the financial year ended 31 July 2023 anticipates an operating profit and that the College will be able to meet its liabilities as they fall due.

As outlined in the Strategic Report a Deed of Undertaking between the Foundation and the College gives legal reassurance that the Foundation will support the College in the implementation of its Strategic Plan and to ensure the College's compliance with the OfS Framework. This includes a provision of sufficient financial support to allow the College to comply with the financial obligations imposed on it by the Framework or by the Foundation directly meeting such financial obligations. If markets were adversely affected by COVID-19 and the value of the Foundation's investment assets fell (e.g. by 20%), the assurance of support given by the Foundation to the College within the Deed, are shown to remain secure. The total cash and investment resources held within the College and the Foundation, and this binding Deed of Understanding between the College and Foundation which strengthens the commitment from the Foundation to support the College, provides reliable assurance to the directors that the College remains a going concern and therefore the use of the going concern basis of accounting in the preparation of these financial statements remains appropriate.

Turnover

Turnover represents the value of services provided during the year, net of value added tax. Training fees are recognised when the service is provided. Employment agency fees are recognised when the contract commences.

Research and development expenditure

Research expenditure is written off against profits in the year in which it is incurred. Identifiable development expenditure is capitalised to the extent that the technical, commercial and financial feasibility can be demonstrated.

NORLAND COLLEGE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

1 Accounting policies (Continued)

Intangible fixed assets other than goodwill

Intangible assets acquired are recognised at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Software and licences	3 years straight line
Assets in the course of construction	No amortisation

Tangible fixed assets

Tangible fixed assets are measured at cost, net of depreciation and any impairment losses.

Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Freehold property	2% - 10% per annum of cost
Leasehold improvements	2.8% - 10% per annum of cost
Fixtures and fittings	20% per annum of cost
Office equipment	25% - 33% per annum of cost

Land is not depreciated.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to profit or loss.

Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks.

Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the financial asset is measured at the present value of the future receipts discounted at a market rate of interest.

NORLAND COLLEGE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

1 Accounting policies (Continued)

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including trade and other creditors, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Equity instruments

Equity instruments issued by the company are recorded at the fair value of proceeds received, net of transaction costs.

Taxation

The tax expense represents the sum of the current tax expense and deferred tax expense. Current tax assets are recognised when tax paid exceeds the tax payable.

Current and deferred tax is charged or credited to profit or loss, except when it relates to items charged or credited to other comprehensive income or equity, when the tax follows the transaction or event it relates to and is also charged or credited to other comprehensive income, or equity.

Current tax assets and current tax liabilities and deferred tax assets and deferred tax liabilities are offset, if and only if, there is a legally enforceable right to set off the amounts and the entity intends either to settle on the net basis or to realise the asset and settle the liability simultaneously.

Current tax is based on taxable profit for the year. Current tax assets and liabilities are measured using tax rates that have been enacted or substantively enacted by the reporting date.

Deferred tax is calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled based on tax rates that have been enacted or substantively enacted by the reporting date.

Deferred tax assets are recognised only to the extent that it is probable that they will be recovered by the reversal of deferred tax liabilities or other future taxable profits.

Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

NORLAND COLLEGE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

1 Accounting policies (Continued)

Retirement benefits

Certain employees are members of the Teachers' Superannuation Scheme, a defined benefit scheme. The company makes contributions on behalf of the employees who are members in accordance with the requirements of the scheme. Other than these contributions there is no additional liability to the company in respect of the scheme which is controlled by the Department for Education and Employment.

The company operates a money purchase pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund.

Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

The company received government funding of £33,571 (2020: £nil) for the provision of COVID-19 mass testing. The funding relates to the cost of asymptomatic testing for staff and students of the company. The company received a discretionary cash grant of £nil (2020: £16,445) from the government as part of the Coronavirus Job Retention Scheme (CJRS) which compensates employers for part of the wages, associated national insurance contributions (NICs) and employer pension contributions of employees who have been placed on furlough (i.e. placed on a temporary leave of absence from working for the employer). The grant is conditional upon the employees being employed and on the company PAYE payroll and the employee cannot do any work for their employer that makes money or provides services for their employer or any organisation linked or associated with their employer. There are no unfulfilled conditions or contingencies attached to the grants and the company has received no other forms of government assistance.

Foreign exchange

Transactions in currencies other than the functional currency (foreign currency) are initially recorded at the exchange rate prevailing on the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. Non-monetary assets and liabilities denominated in foreign currencies are translated at the rate ruling at the date of the transaction, or, if the asset or liability is measured at fair value, the rate when that fair value was determined.

All translation differences are taken to profit or loss, except to the extent that they relate to gains or losses on non-monetary items recognised in other comprehensive income, when the related translation gain or loss is also recognised in other comprehensive income.

NORLAND COLLEGE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The directors have considered whether any critical estimates or judgements have been made in the preparation of these financial statements and they believe there are none to note.

3 Turnover and other income

An analysis of the company's turnover is as follows:

	2021 £	2020 £
Turnover analysed by class of business		
Provision of services	4,677,188	4,749,366
	<u> </u>	<u> </u>
Grants received	33,571	16,445
	<u> </u>	<u> </u>
	2021 £	2020 £
Turnover analysed by geographical market		
United Kingdom	4,619,732	4,644,590
Overseas	57,456	104,776
	<u> </u>	<u> </u>
	4,677,188	4,749,366
	<u> </u>	<u> </u>
	2021 £	2020 £
Total fee income		
Fee income for taught awards	3,942,977	3,987,350
Fee income for research awards	29,542	(2,500)
Fee income from non-qualifying courses	-	2,700
	<u> </u>	<u> </u>
	3,972,519	3,987,550
	<u> </u>	<u> </u>

NORLAND COLLEGE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

3 Turnover and other income (Continued)

Grant income of £33,571 (2020: £nil) relates to government funding for COVID-19 mass testing. The funding relates to the cost of asymptomatic testing for staff and students of the College.

Grant income of £nil (2020: £16,445) relates to income received under the government's Coronavirus Job Retention Scheme. Norland College furloughed a number of staff under the government's Coronavirus Job Retention Scheme. The funding received of £nil (2020: £16,445) relates to staff costs in respect of these staff, which are included within note 4 as appropriate. No other grant income was received during the current or prior year.

4 Employees

The average monthly number of persons employed and remunerated by the company during the year was:

	2021 Number	2020 Number
Senior management	7	7
Academic staff (including student librarians)	43	41
Support staff	22	16
Agency staff	6	6
Research, consultancy & training	1	1
	<u>79</u>	<u>71</u>

The monthly number of persons employed and remunerated by the company on a full time equivalent basis during the year was:

	2021 Number	2020 Number
Senior management	7	7
Academic staff (including student librarians)	31	29
Support staff	14	14
Agency staff	5	5
Research, consultancy & training	1	1
	<u>58</u>	<u>56</u>

Their aggregate remuneration comprised:

	2021 £	2020 £
Wages and salaries	2,250,016	2,135,006
Social security costs	228,923	214,509
Pension costs	260,089	250,070
	<u>2,739,028</u>	<u>2,599,585</u>

NORLAND COLLEGE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

4 Employees (Continued)

During the year, no director was remunerated (2020: nil).

The remuneration of key management personnel was £618,143 (2020: £608,085).

One employee received a full-time equivalent basic salary in the range of £100,000 - £105,000 in the current year (2020: nil).

Total emoluments payable to the Principal:

	2021 £	2020 £
Basic salary	100,319	99,820
Pension contributions	23,756	23,038
Performance related bonus	3,512	-
Christmas bonus	200	200
Private healthcare	1,236	1,150
	<u>129,023</u>	<u>124,208</u>

Norland is a small higher education provider, offering one undergraduate BA degree programme in Early Years Development and Learning. Once graduated with the degree, students embark upon their Newly Qualified Nanny (NQN) year which sees them take their Norland training and apply it in a family setting. The maximum number of undergraduates is 300 plus 100 NQN students. All Norland graduates have access to the in-house employment agency which places Norlanders into highly sought-after nanny roles across the world. In addition, Norland offers a bespoke consultancy provision for external parties to which the Principal contributes.

The average monthly number of persons employed and remunerated during the year was 79 with a full time equivalent of 58. 55 students have been employed by Norland this academic year. The students have worked as student reps, library, nursery and COVID-19 asymptomatic testing centre helpers. Staff turnover is 15%, excluding student employees, which is comparable to the national benchmark for 2021.

The Principal oversees all aspects of Norland's operations (degree and diploma course, NQN year, employment agency, training and consultancy) and her valuable contribution to the strategic direction of Norland has led to Taught Degree Awarding Powers being awarded, TEF Gold for two years running, winner of the WhatUni Student Choice Award for Independent provision and winner of the WhatUni Graduate Outcomes award, charitable status for the Norland Foundation and Investors in People gold accreditation.

The Principal's salary is included within Norland's grading structure and has a 4-point incremental range. Progression through this grade is determined by the Remuneration Committee annually and is based on individual performance which is reviewed by the Chair of the Board.

From 1 August 2020 the Principal chose to waive entitlement to her £3,512 incremental salary increase, receiving the cross college cost of living rise only, due to uncertainty surrounding college performance linked to COVID-19. However, given the exceptional service given by the Principal during 2020/2021, the Remuneration Committee agreed to reward the Principal with a bonus equivalent to the forgone incremental salary increase. This is reflected as a performance related bonus in the table above.

NORLAND COLLEGE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

4 Employees (Continued)

The Principal is research active and has produced several academic publications including co-authoring a book. She has delivered a number of keynote speeches and contributed to various conferences such as the Education Development Trust, Centre for Child Mental Health and US Parent and Nanny Conference, raising Norland's profile within the sector. She is the Patron of Regulation Matters which promotes the regulation of nannies and nanny agencies and she is a board member of IHE which raises Norland's profile as a leading provider in the sector. She also participated in the Ministerial Summit for Care Leavers.

Unfortunately, due to the pandemic, the Principal has been unable to do any consultancy and training for external clients however she has worked with the head of consultancy and training to develop income generating online courses. The Principal took over the head of research role and works with the research fellow to further enhance Norland's research portfolio both internally and externally. She has supported three funded research projects and a new graduate intern scheme which was introduced for the first time in Norland's history last summer. The scheme was so successful it ran again in the summer 2021. She also published several articles and co-authored a book.

Furthermore, during the 2020/2021 academic year, Norland had to respond to the global COVID-19 pandemic by introducing new risk mitigation measures to ensure a COVID-secure work and learning space. The Principal oversaw all areas of Norland's response to the pandemic, including providing access to on-campus rapid lateral flow testing for all students and staff. The Principal has worked tirelessly to ensure the college remained viable, operational and continued to provide an excellent training provision to the students even during the lockdown periods. The following is some feedback from a student:

'I just wanted to say thank you for all the hard work you have put into making sure we can return to Norland in person as soon as possible. I am very appreciative to be able to return in March. I feel very lucky to be attending Norland during this time, as I know many other students are feeling unsupported at the moment. You have all done so much for us- and I wanted to let you know how grateful I am!'

The relationship between the Principal's emoluments, expressed as a multiple of all other employees based on full-time equivalents, is set out below for both basic salary and total remuneration.

	2021	2020
	Number	Number
Basic salary as a multiple of median basic salary of staff	4.01	3.30
Total remuneration as a multiple of median total remuneration of staff	4.15	3.30
	<u> </u>	<u> </u>

During the year, the College actively supported its student body by directly employing them in its asymptomatic test centre between November 2020 and May 2021. This action has had the effect of reducing the College median basic salary and the College median total remuneration, which in turn, has increased the ratios above between the 2 years.

The Universities and Colleges Employes Association (UCEA) has previously reported that the pay multiple between the head of the institution and the median pay of the workforce at sector level for England was 7.2 in 2017-18.

Compensation for loss of office

During the year there were 2 (2020: nil) loss of office payments made. These cost the College £14,326 (2020: £nil). The employees were not considered to be part of key management personnel.

NORLAND COLLEGE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

5 Operating profit

	2021	2020
	£	£
Operating profit for the year is stated after charging/(crediting):		
Exchange differences apart from those arising on financial instruments measured at fair value through profit or loss	853	-
Research and development costs (excluding pay costs)	3,892	2,536
Government grants	(33,571)	(16,445)
Fees payable to the company's auditor for the audit of the company's financial statements	15,295	13,650
Depreciation of owned tangible fixed assets	281,093	307,327
Loss/(profit) on disposal of tangible fixed assets	660	(1,367)
Amortisation of intangible assets	2,938	11,836
Operating lease charges	87,653	84,548
	<u> </u>	<u> </u>

6 Interest receivable and similar income

	2021	2020
	£	£
Interest income		
Interest on bank deposits	135	2,892
Other income from investments		
Dividends received	-	20,385
Total income	<u>135</u>	<u>23,277</u>

Investment income includes the following:

Interest on financial assets not measured at fair value through profit or loss	135	2,892
Dividends from financial assets measured at fair value through other comprehensive income	-	20,385
	<u> </u>	<u> </u>

7 Interest payable and similar expenses

	2021	2020
	£	£
Other finance costs:		
Other interest	-	4,864
	<u> </u>	<u> </u>

NORLAND COLLEGE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

8 Taxation

The total tax charge for the year included in the income statement can be reconciled to the profit before tax multiplied by the standard rate of tax as follows:

	2021 £	2020 £
Profit before taxation	264,213	372,758
Expected tax charge based on the standard rate of corporation tax in the UK of 19.00% (2020: 19.00%)	50,200	70,824
Tax effect of expenses that are not deductible in determining taxable profit	870	1,402
Gains not taxable	-	(94,905)
Change in unrecognised deferred tax assets	-	(939)
Effect of change in corporation tax rate	6,069	16,214
Permanent capital allowances in excess of depreciation	20,808	29,496
Other permanent differences	-	121,621
Other differences	-	(3,324)
Gift aid payment to parent	(78,807)	(253,002)
Change in unrecognised deferred tax liability	860	112,613
Taxation charge for the year	-	-

The Finance Act 2016 was enacted so as to reduce the corporation tax rate from 19% to 17% with effect from 1 April 2020. In March 2021 the Chancellor announced that the corporation tax rate would increase to 25% in the year 2023, and this was substantively enacted before the reporting date, and therefore has been used in the measurement of deferred tax.

During the year, the College made a qualifying distribution, within the meaning of section 191 of the Corporation Tax Act 2010, of £300,000 (2020: £1,925,739) to its parent entity, The Norland Foundation.

9 Distributions

	2021 £	2020 £
Dividends		
Dividends in specie	-	1,332,097
Distributions to parent charity under gift aid		
Amounts paid	300,000	593,642

NORLAND COLLEGE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

10 Intangible fixed assets

	Software and licences	Assets in the course of construction	Total
	£	£	£
Cost			
At 1 August 2020	65,145	-	65,145
Additions	-	1,712	1,712
At 31 July 2021	65,145	1,712	66,857
Amortisation and impairment			
At 1 August 2020	58,779	-	58,779
Amortisation charged for the year	2,938	-	2,938
At 31 July 2021	61,717	-	61,717
Carrying amount			
At 31 July 2021	3,428	1,712	5,140
At 31 July 2020	6,366	-	6,366

The amortisation charge is included within operating expenses.

11 Tangible fixed assets

	Freehold property improvements	Leasehold improvements	Fixtures and fittings	Office equipment	Total
	£	£	£	£	£
Cost					
At 1 August 2020	1,487,116	3,987,838	573,035	402,787	6,450,776
Additions	-	-	-	34,981	34,981
Disposals	-	-	-	(4,713)	(4,713)
At 31 July 2021	1,487,116	3,987,838	573,035	433,055	6,481,044
Depreciation and impairment					
At 1 August 2020	477,521	483,104	477,515	343,651	1,781,791
Depreciation charged in the year	33,320	161,034	48,130	38,609	281,093
Eliminated in respect of disposals	-	-	-	(4,053)	(4,053)
At 31 July 2021	510,841	644,138	525,645	378,207	2,058,831
Carrying amount					
At 31 July 2021	976,275	3,343,700	47,390	54,848	4,422,213
At 31 July 2020	1,009,595	3,504,734	95,520	59,136	4,668,985

The depreciation charge is included within operating expenses.

NORLAND COLLEGE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

12 Stocks

	2021 £	2020 £
Stocks of supplies and goods for resale	19,042	27,031

13 Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Trade debtors	50,334	30,224
Amounts owed by group undertakings	22,556	2,560
Other debtors	5,923	6,686
Prepayments and accrued income	288,040	185,746
	<u>366,853</u>	<u>225,216</u>

14 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	167,567	133,365
Taxation and social security	77,303	96,925
Deferred income	3,000	7,003
Other creditors	100,232	120,725
Accruals	459,418	344,697
	<u>807,520</u>	<u>702,715</u>

15 Share capital

	2021 Number	2020 Number	2021 £	2020 £
Ordinary share capital issued and fully paid				
Ordinary shares of £1 each	51	51	51	51

The shares have attached to them full voting, dividend and capital distribution (including on winding up) rights; they do not confer any rights of redemption.

16 Reserves

Fair value reserve

The cumulative revaluation gains and losses in respect of investments, except revaluation gains and losses recognised in profit or loss.

Profit and loss reserves

Cumulative profit and loss net of distributions to owners.

NORLAND COLLEGE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

17 Cash generated from operations

	2021 £	2020 £
Profit for the year after tax	264,213	372,758
Adjustments for:		
Finance costs	-	4,864
Investment income	(135)	(23,277)
Loss/(gain) on disposal of tangible fixed assets	660	(1,367)
Amortisation of intangible assets	2,938	11,836
Depreciation of tangible fixed assets	281,093	307,327
Movements in working capital:		
Decrease/(increase) in stocks	7,989	(20,666)
(Increase)/decrease in debtors	(141,637)	14,579
Increase in creditors	104,805	57,404
Cash generated from operations	<u>519,926</u>	<u>723,458</u>

18 Analysis of changes in net funds

	1 August 2020 £	Cash flows £	31 July 2021 £
Cash at bank and in hand	1,019,002	183,368	1,202,370

19 Operating lease commitments

Lessee

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021 £	2020 £
Within one year	80,075	82,493
Between one and five years	308,029	265,751
In over five years	1,714,475	1,730,059
	<u>2,102,579</u>	<u>2,078,303</u>

NORLAND COLLEGE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

20 Retirement benefits

The company employees belong to two principal pension schemes; The Teachers' Pension Scheme for England and Wales (TPS) for academic and related staff which is a defined benefit pension scheme and for non teaching staff the Norland stakeholder pension scheme which is a defined contribution scheme which is administered by Scottish Widows.

Total pension costs in the year:

	2021	2020
	£	£
Teachers pension scheme contributions paid	178,552	173,393
Norland stakeholder pension scheme contributions paid	81,537	76,677
	<u>260,089</u>	<u>250,070</u>
Total pension contributions paid in the year	<u>260,089</u>	<u>250,070</u>

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the TPS was 31 March 2016.

At the year end contributions of £34,910 (2020: £32,245) were outstanding and included in creditors.

Teachers pension scheme

The College participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff.

The TPS is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions 2014. Membership is automatic for teachers in academies. All teachers have the option to opt-out of the TPS following enrolment. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions along with those made by employers are credited to the Exchequer. The College has accounted for its contributions to the scheme as if it were a defined contribution scheme. The College has set out below the information available on the scheme.

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. Norland College Limited is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the College has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The College has set out above the information available on the plan and the implications for the college in terms of the anticipated contribution rates.

NORLAND COLLEGE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2021

20 Retirement benefits (Continued)

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016.

The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- Total scheme liabilities for service (pensions currently payable and the estimated cost of future benefits) of £218 billion
- Value of notional assets (estimated future contributions together with the proceeds from the notional investments held at the valuation date) of £196 billion
- Notional past service deficit of £22 billion
- Discount rate is 2.4% in excess of CPI

As a result of the valuation, new employer contribution rates were set at 23.68% (including a 0.08% administration levy) of pensionable pay from September 2019 onwards (compared to 16.48% during 2018/19).

The next valuation result is due to be implemented from 1 April 2023.

The employer's pension costs paid to TPS in the period amounted to £178,552 (2020: £173,393).

21 Related party transactions

During the period the company made the following related party transactions:

Prof D Timms (a director of the company) provided consultancy services to the College totalling £3,200 (2020: £nil). At the balance sheet date no amount was outstanding (2020: £nil).

Ms R Heald (a director of the company) is married to the Managing Partner of the College's lead provider of legal services. The College received legal services totalling £38,393 (2020: £43,097) during the year. At the balance sheet date the amount outstanding was £1,804 (2020: £46). All transactions were entered into on an arm's length basis.

22 Ultimate controlling party

The ultimate parent entity is The Norland Foundation, a company limited by guarantee and incorporated in the United Kingdom, Company Registration No: 11077904 and Registered Charity No: 1180292. This is the smallest and largest group to consolidate these financial statements. Copies of the group financial statements are available on the Charity Commission's website.

The College directors consider there to be no ultimate controlling party within The Norland Foundation.