



**Norland  
Strategic Plan  
2022-27**

## Strategic Plan 2022-27

### Mission statement

**Norland's mission is to provide exceptional, bespoke and research-informed early years higher education, practical training and consultancy, and cultivate outstanding graduates with lifelong career opportunities, professional support and continuous learning for all.**

### Strategic vision and aims

1. Norland will provide the highest quality of educational provision, supporting a diverse range of students to become nurturing, knowledgeable, skilled and resilient early years practitioners with excellent graduate outcomes working in partnership with children, families and communities to inspire the next generation.
2. Norland Agency will increase access to lifelong career opportunities and specialist services for Norlanders and families, support Norlanders to engage in enhanced continuing professional development and actively promote the status and value of the nanny profession.
3. Norland will build an inclusive, progressive and charitable community, upholding its reputation as a unique and specialist Higher Education provider of highly qualified nannies and early years practitioners.
4. Norland will work with staff to nurture and develop the professionalism, wellbeing and expertise of all staff, driving cohesive and progressive change, building leadership capability, diversity and ensuring professional respect.
5. Norland will be a leading provider in the early years sector by generating research and premier training and consultancy in childcare provision and in related services, both nationally and internationally.
6. Norland will be progressive in developing and implementing more ecological, ethical and socially responsible practices in order to contribute to sustainable futures for all.

## Values

### **Be caring**

- *Promote wellbeing, providing nurturing and positive environments for all*
- *Operate flexibly, cooperatively and value the contributions of others*
- *Role model compassionate and empathetic relationships, treating others with kindness and respect*
- *Act with personal and professional discretion and integrity*

### **Be inclusive**

- *Proactively embrace and pursue equity and inclusive practice*
- *Foster a culture of dignity and aspiration for all*
- *Promote diversity and challenge discriminatory attitudes and behaviours*
- *Reflect and encourage diverse and ethical practice*

### **Be diligent**

- *Consistently deliver excellence to the highest of standards*
- *Display dedication, conscientiousness, and prudence in all that we do*
- *Have high expectations of and demonstrate professionalism in self and others*
- *Uphold Norland's heritage and reputation, and commit to being a Norland Brand Ambassador*

### **Be progressive**

- *Pioneer new ways of thinking and promote innovative change whilst upholding Norland's heritage*
- *Ensure provision reflects continuous improvement and leading research*
- *Generate a more ecological Norland community to create a more sustainable world*
- *Demonstrate initiative and contribute to a culture of courage and creativity*