



Partnerships Approval Policy

1. INTRODUCTION

This policy outlines the criteria and procedures Norland will use to assess and improve applications from organisations seeking to partner with Norland and/or display their logo on the Partnerships page of Norland's websites.

Norland recognises that partnerships, particularly those involving international activity, may present additional reputational, ethical and safeguarding considerations. Reputational harm may arise through direct association with a partner organization or through perceived endorsement of practices inconsistent with Norland's mission and values. Partnership decisions will take account of both the prospective partner and the wider context in which the activity will be delivered to ensure alignment with Norland's values, professional standards and reputation.

The policy ensures that all partnerships reflect Norland's values, protect its reputation and provide mutual benefit to both Norland and its partners.

2. SCOPE

This policy applies to all external organisations, businesses, charities and institutions that request to work in partnership with Norland and/or have their logo displayed on Norland's Partnerships webpage or related marketing materials.

It covers:

- Assessment and approval of new partnerships.
- Ongoing review of existing partnerships.
- Removal or suspension of partnerships and/or listings where necessary.

The policy is managed by the Enterprise and Strategic Partnerships department, with oversight from Norland's Senior Leadership Team (SLT) and Enterprise Committee.

Note that requests for training and/or consultancy will be assessed against the criteria outlined in this document. If approved and a contract is raised, it will not be necessary for the organisation to make another application for inclusion on Norland's Partnerships webpage.

3. PRINCIPLES

Norland's partnerships must uphold the highest standards of professional conduct and integrity.

All collaborations should:

- Reflect Norland's values of excellence, integrity, respect and care.
- Enhance Norland's mission to educate and prepare exceptional practices for working with young children and their families.
- Deliver mutual benefit for Norland and the partner organisation.

4. ASSESSMENT CRITERIA

4.1 Alignment with Norland's values and Mission



- The organisation's purpose and public image must align with Norland's commitment to excellence in early childhood education and care, and professional conduct.
- Partnerships should promote safe and child-centred practice and be capable of operating in a manner consistent with Norland's safeguarding commitments, professional standards and organizational values.
- Norland may decline partnerships where there is a material risk that the proposed activity, partner organization or wider operating environment could be perceived as inconsistent with its commitment to children's welfare, professional childcare practice, equality, inclusion or ethical conduct.
- Organisations associated with activities contrary to these principles (e.g. exploitation, discrimination, unethical business practices, or harm to children/families) will be excluded.

4.2. Relevance to Norland's Sector and Community

- The partnership must have clear relevance to Norland's educational, professional or research activities.
- Organisations should contribute to Norland's community through initiatives such as training, professional development, placements, engagement in consultancy, training and enterprise or innovation in early childhood education and care.
- Applications unrelated to Norland's mission or audience may not be approved.

4.3 Reputation and public standing

- The organisation must demonstrate a positive public reputation and credible history of operations.
- Assessment of reputational risk will generally include consideration of the organisation's activities, employment practices, safeguarding culture, public positions, and any wider association that could reasonably be perceived as inconsistent with Norland's values or reputation.
- Norland will conduct due diligence checks, including:
 - Review of media coverage, online presence and public statements.
 - Checks for pending litigation, ethical controversies and reputational risks.
- Norland reserves the right to decline or terminate partnerships that may damage its standing or credibility.

4.4 Mutual Benefit and Contribution

- Partnerships should deliver tangible benefits to both Norland and the partner organisation. Examples include:
 - Support for Norland's students, graduates, bursary provision or academic/training/consultancy activities.
 - Joint initiatives or events that raise Norland's profile or enhance outcomes for children and families.
 - Shared research, sponsorship or knowledge exchange.

4.5 Transparency and Accountability

- Applicants must provide full and accurate information in their submission, including:
 - Organisation overview, mission, and key activities.
 - Proposed purpose and nature of the partnership.



- Details of any financial, sponsorship or promotional components.
- All partners must agree to Norland's brand, communications and data protection standards.

4.6 Ethical and legal compliance

- UK-based partner organisations must comply with relevant UK legislation, including but not limited to:
 - Data Protection Act 2018 and GDPR.
 - Equality Act 2010.
 - Health and Safety at Work Act 1974.
 - Advertising Standards Authority guidelines.
- Evidence of compliance (e.g. policy statements, insurance or certifications) may be requested as part of the assessment.
- For international partnerships, compliance with local law alone may not be sufficient. Norland may consider whether the proposed partnership is compatible with its safeguarding expectations, ethical standards, professional values and commitment to the welfare of children and childcare practitioners.

4.7 Branding and Presentation Standards

- Logos and brand materials submitted by partners must:
 - Be of sufficient quality and resolution for digital publication.
 - Comply with Norland's visual identity and accessibility guidelines.
 - Not be misleading, altered or used in a way that implies endorsement beyond the agreed partnership scope.

5. APPROVAL AND REVIEW PROCESS

5.1. Application Submission

Applications must be submitted in writing to the Strategic Partnerships team, including all required details and documentation.

5.2. Initial Review

The Strategic Partnerships team conducts a preliminary assessment to confirm completeness and eligibility.

5.3 Due Diligence

Where appropriate, particularly in relation to international partnerships, due diligence may generally include assessment of safeguarding arrangements, governance standards, employment practices, equality and inclusion considerations, and wider reputational risks.

5.4 Decision-Making

Recommendations are submitted to the Senior Leadership Team and Enterprise Committee (or their nominated representative) for final approval.

5.5 Notification

Applicants are informed of the outcome in writing. Approved partners will be invited to sign a Partnership Agreement and/or MoU and supply logo files and an agreed description.



5.6 Annual Review

All active partnerships will be reviewed annually to ensure continued alignment with Norland’s values, reputation and objectives.

6. ROLES AND RESPONSIBILITIES

Role	Responsibility
Partnerships Team	Manage application process and conduct initial screening.
Marketing	Assess brand and reputational fit, manage logo display and ensure compliance with brand guidelines.
Senior Leadership Team (SLT) and Enterprise Committee	Review recommendations and approve or reject applications.

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