Department for Education

FE Commissioner Summary report: Easton & Otley College

November 2018

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FE Commissioner Intervention Assessment report

Easton & Otley College

Name and Address of College	Easton & Otley College Bawburgh Road Easton Norwich NR9 5DX
Assessment undertaken by:	Richard Atkins – FE Commisioner Meredydd David – Deputy FE Commissioner Teresa Kelly – Deputy FE Commissioner Andrew Tyley – Deputy FE Commissioner
Chair of the College	Mark Pendlington
Principal / Chief Executive of the College	Jane Townsend
Clerk to the Corporation	Rachel Robson
Date of Assessment	31 October to 1 November 2018

Background to FE Commissioner Intervention Assessment

Easton and Otley College was issued with a notice of concern by the Education & Skills Funding Agency (ESFA) following the May 2017 inspection, where Ofsted judged overall effectiveness to be inadequate. Ofsted also inspected the residential facilities at the college in June 2017. This unannounced visit identified several issues and concerns that some of the National Minimum Standards (NMS) for accommodation of students under eighteen by further education colleges were not being met.

The college was referred to the FE Commissioner (FEC) for formal intervention in the light of the inadequate Ofsted inspection. The FEC, supported by a Deputy FE Commissioner and an FE Adviser, carried out an assessment in September 2017. They had previously attended the college for a one-day scoping visit on 19 July 2017. Following the FEC initial July 2017 visit:

1. The chair of the board resigned and was replaced with a new chair
2. The principal resigned and was replaced with an interim principal
3. Additional external safeguarding and prevent duty expertise was commissioned to advise and oversee the improvements required and to ensure that legal requirements were being met by the college
4. Additional external expertise was commissioned to work with all college staff to improve the approach to safeguarding across the whole organisation.

The September 2017 intervention report recommended a range of actions including that the corporation should move quickly to consider the timely recruitment of a permanent principal to drive forward the quality improvement plan; reverse the decline in financial health; and work with the board to develop a clear long-term vision and mission for the college. The corporation did not conclude the national recruitment process to appoint a permanent principal until March 2018, when the interim principal Jane Townsend was confirmed in post.

A stocktake visit took place in February 2018 to review the progress of the college against the specific recommendations made in the intervention report. By this time the college had been issued a financial notice to improve by ESFA because of an inadequate financial health grade for 2016/17. The stocktake noted increasing concerns about declining cash reserves. It also determined that by autumn 2018 the corporation would need to review and confirm whether student recruitment and income was on target and whether the reductions in the cost base would be sufficient to demonstrate a sustainable delivery model; or whether more fundamental structural change was required.

A further stocktake took place in July 2018, where increasing concerns about the college's long-term sustainability resulted in a recommendation for enhanced monitoring and review by ESFA and the FEC and for the corporation to consider proceeding with a Structure and Prospects Appraisal (SPA) at its July 2018 meeting. The corporation took the decision not to proceed with an immediate SPA noting that if a SPA were to be considered necessary, November 2018 would be its preferred timing.

As part of the enhanced monitoring role a Deputy FE Commissioner and FE Adviser visited the college in September 2018 for a financially focussed monitoring visit. The visit confirmed a significant shortfall against student recruitment targets for 2018/19 and noted ongoing work to head off a potential shortfall in working capital by the early release of cash from the planned sale of land.

Ofsted conducted another full inspection in October 2018 and awarded a grade of inadequate for a second (consecutive) time (provision at the time of the visit). Ofsted judged that the grading of teaching learning and assessment, outcomes for learners, 16-18 study programmes, personal development, behaviour and welfare (PDBW) and adult provision all remained inadequate and leadership and management remained requires improvement. High needs and apprenticeships were both graded good.

In response to the second consecutive inadequate Ofsted judgement and in accordance with intervention policy, the FEC undertook another formal intervention assessment on 30 October to 1 November 2018. This report sets out the findings from that visit.

Overview of the College

Easton College and Otley College merged in August 2012 to form Easton & Otley College, a specialist designated college (agriculture and horticulture). The college operates across two campuses. The Easton campus is situated 8 miles west of Norwich (Norfolk), whilst the Otley campus, 50 miles south, is situated 8 miles north of Ipswich (Suffolk).

The college has approximately 4,300 students and offers a range of provision for all ages from 14 years upwards including full-time, part-time and short courses together with full-cost provision.

Learner numbers are in decline and the ESFA issued the college with a notice to improve for minimum standards for 2016/17 (19+ education and training).

The college's financial health is assessed as satisfactory for 2017/18, based on the most recent financial plan, although assurance is still needed to confirm that the reclassifying of the bank loans is correct to enable external auditors , to sign off the 2017/18 financial statements.

Leadership and Governance

Role, Composition and Operation of the Board

The Easton and Otley Corporation Board currently has 18 members including two staff governors and one student member. In addition, there are two co-opted members who bring additional finance and audit experience. Board membership has been significantly refreshed in recent years and there is in most areas a broad range of appropriate skills. Members are representative of the wider college, community and industries relevant to the specialist nature of the curriculum offer.

The chair took up post in August 2017. He has a range of relevant executive and non-executive as well as voluntary role experience to draw upon. He is well networked in the region and is a champion of rural and agricultural industries.
The clerk is experienced, well qualified and effective in her role.

Given that the college has been awarded two consecutive inadequate judgements for overall effectiveness the board needs to reflect upon its role and effectiveness in prioritising, guiding and holding to account the senior leadership team in the delivery of essential quality improvement.

The governors must also quickly strengthen their knowledge and experience on curriculum and quality improvement through seeking additional members who have recent experience at senior management within the further education sector or/and quality inspection and improvement.

An ambitious and visionary strategic plan, "Vision 21" is in an advanced draft form. The draft strategic vision fails to recognise the importance of the quality of provision. The board have failed to recognise that in order for an ambitious growth and development strategy to be delivered, the college needs to provide a very high-quality learner and employer experience - this is currently lacking.

Governors have not challenged performance targets and predictions sufficiently and have too readily accepted management explanations and reasons for underperformance and overoptimistic assumptions. Governors have not held senior leaders to account for the lack of quality improvement.

The current principal has been involved with the college since September 2016. In August 2017 she was asked by the board to take on the role of interim principal. In March 2018, following an external recruitment process, she was appointed as permanent principal.

The SLT has had to deal with major quality and financial challenges during their period at the college. It is recognised by staff, fellow managers and governors that the current team have worked tirelessly and are fully committed to making the college more successful. Despite this, it is evident that insufficient progress has been made with regard to the quality of provision. A poor start this academic year in relation to the organisation of provision, timetables and staffing puts further at risk improvements to the learner experience and achievements.

The view of the senior leadership (supported by those managers and governors met during the visit) is that significant progress has been made in quality improvement, teaching learning and assessment and management processes and systems. Whilst some improvements were identified by Ofsted at their recent visit it is clear these have not yet had an impact on the learners' experience or outcomes and many have only very recently been put in place.

The leadership team and governors should, as a matter of urgency, put their full energy and focus on increasing the pace of improvement in all aspects of quality and driving forward their cultural change agenda. In doing so they should build on the improvements that have been recently put in place through the Strategic College Improvement Fund project undertaken with Myerscough.

Many senior managers are relatively new to post and although enthusiastic and motivated, lack the experience and skills necessary at the present time.

Curriculum and Quality Improvement

The most recent Ofsted inspection took place between the 2nd and 5th October 2018. Ofsted awarded an inadequate judgement for overall effectiveness.

Ofsted considered that overall, insufficient progress had been made since the May 2017 inspection. Ofsted also judged that the college had improved performance in the areas of apprenticeship and high needs provision. The college have been unable to reference any tangible improvements to the quality of the student experience and performance. Whilst major quality improvement strategies have been developed by the deputy principal and other senior curriculum leaders, the college has been distracted from moving forward with full implementation by the drive to reduce costs across the organisation together with a focus on developing a forward plan to grow provision.

Since the most recent inspection a detailed, and potentially robust, post inspection improvement plan (PIAP) is in development. Work on this plan is not complete and currently lacks any specific targets for improvement or detail of the impact that various planned improvement strategies will have on the overall performance of students.

In order to provide an improved experience for students this year there needs to be very swift action to immediately improve attendance rates, tracking of student progress and, most significantly, the quality of teaching and learning. The PIAP recognises this and provides some good evidence that the college and the board need to put in place sufficiently skilled and experienced quality improvement personnel in order to ensure there is not a further repeat of an inadequate judgement when the college is next inspected.

Curriculum planning documentation provided by the college prior to the intervention visit sets out some very challenging plans for the introduction of new provision from September 2019 onwards. Growth projections, particularly in the area of HE provision are over optimistic and do not have a robust foundation. Just under 60 new FE courses are planned to launch in September 2019 accommodating more than 450 new students. In addition, there will be 13 new HE programmes with a phased introduction over a three-year period. The first 5 of these programmes is planned to commence in September 2019 with a target recruitment of 75 full time HE students.

The college is reporting that the current attendance rate is 89% and data provided during the intervention visit would support this. However, during the Ofsted inspection it was not possible to provide accurate and timely data regarding attendance as the system for recording and reporting attendance was in the process of transition and not providing sufficiently robust attendance monitoring data. Ofsted reported significant evidence of poor attendance based on direct comparison with recorded students in registers and commented that this had been highlighted as a major area for improvement at the previous inspection in 2017.

Early and immediate attention needs to be placed on reversing poor attendance habits by learners.

Data provided by the college identified that no overall progress had been made over the past 12 months regarding classroom-based achievement and that overall performance remains significantly below national benchmarks. Progress has been made with apprenticeship outcomes which now sit at 6% above national rates.

In order that improvements in outcomes can be made this academic year the college needs to urgently address issues of attendance, student tracking and ensuring that students are on target to achieve.

The current teaching observation profile sits well below expectations -as a general guide colleges would expect to deliver more than 80% good or better teaching. The current profile of 50% does not reflect improvements to teaching, learning and assessment previously reported by the college. The variation between the college assessment of the quality of teaching suggests that the teaching and learning assessments undertaken by the college are not robust and over grade teacher performance.

Ofsted observed that, except for high needs and apprentices, students are often taught by inexperienced staff and in some cases staff without the required specialisms - consequently the quality of teaching, learning and assessment has not improved.

Despite a strong emphasis on quality improvement during 2017/18 the college is making insufficient progress to improve the quality of the curriculum offer as evidenced by the recent Ofsted inspection.

Finance and Audit

Analysis of income and expenditure

<u>2017/18</u>

The 2017/18 budget aimed for an operating deficit before pensions. This very marginal improvement in performance compared with the 2016/17 deficit was based on a target in-year pay saving offset in part by lower income.

The draft 2017/18 financial statements indicate a significantly higher operating deficit, which is worse than budget and equivalent to 15% of turnover. Income has fallen short of the budget target due to lower than anticipated adult skills, apprenticeships and farming income. Whilst the college has undertaken a series of staff restructuring programmes during 2017/18, these have given rise to substantial (unbudgeted) staff restructuring costs with only limited in-year pay savings.

The poor operating performance in 2017/18 gives rise to a substantial Loss Before Interest, Taxation, Depreciation and Amortisation (LBITDA) contributing to a further erosion of cash. The current self-assessment of satisfactory financial health for 2017/18 is dependent on the successful renegotiation of the bank loan covenants, which is not likely to be concluded until early in 2019.

2018/19

The 2018/19 original income budget assumes a substantial reduction in income compared with 2017/18. Over half of the reduction is due to a reduction in lagged 16-19 funding, reflecting poor student recruitment in the previous year. Further significant income reductions are also assumed in respect of the Adult Education Budget (AEB) and HE due in part to the recent decision to close / relocate all full-time HE provision from the Otley campus.

The original 2018/19 budget aimed to reduce the overall operating deficit as a result of a succession of staff restructuring exercises. The full-year effect of the 2017/18 staff restructuring (coupled with a further in-year savings target) is budgeted to deliver a saving of 15% in pay costs in 2018/19 plus savings on staff restructuring costs.

However, the latest financial forecast highlights the risk of further shortfalls in HE and apprenticeship income in 2018/19 which are forecast to push the operating deficit up.

Underlying financial performance

Easton & Otley College has posted successive operating losses every year since 2013/14.

At the same time, cash and investments have fallen. Since 2013/14, annual turnover has declined by a quarter.

Whilst the college has worked hard to drive down pay and non-pay costs since 2017/18, the latest forecast confirms further substantial operating losses in both 2018/19 and 2019/20. 16-19 student recruitment in 2018/19 is expected to be 12-15% below the funding allocation and this alone is likely to result in a further cut in lagged funding in 2019/20.

There is a serious risk of an ongoing decline in student numbers and income, which will require further rounds of staff restructuring to reverse what appears to be an intractable structural deficit in the current delivery model. The college faces a major challenge to improve quality and reverse the pattern of declining student numbers whilst minimising the level of operating losses. Considerable care will need to be given to the potentially adverse impact on students and quality from further waves of staff restructuring.

Performance against funding allocations

The college's core 16-19 student recruitment has declined steadily over recent years, reflecting in part local demographics. However, performance against the 2018/19 ESFA funding allocation of 1,887 students is sharply down. Full-time 16-19 student numbers for 2018/19 are forecast to be 1,594 against an internal college target of 1,840 i.e. 246 (13%) lower. The interim finance director has factored-in a substantial reduction in lagged 16-19 funding in 2019/20. Despite the improving demographics from 2019, the forecast subsequent increase of 5% in 16-19 recruitment in 2019/20 looks over-optimistic – particularly considering the recent Ofsted inspection outcome.

The college has consistently under-achieved its AEB funding allocation for many years. As a consequence, ESFA have rebased the 2018/19 AEB allocation.

Apprenticeships is one of the best performing aspects of college provision in terms of quality, though like many other colleges, volumes in 2017/18 were below target. Apprenticeships funding in 2017/18 was just under 80% of the budget target and equivalent to 6% of gross turnover. The latest forecast for 2018/19 shows a 9% reduction in forecast apprenticeship income, followed by 5% year on year growth from 2019/20.

Cashflow / liquidity

The college's previously strong cash reserves have rapidly eroded since 2013.

The interim finance director has developed a more comprehensive cashflow forecast which is integrated within the financial plan. This has provided a more reliable basis for cashflow forecasting and enabled him to model a range of forward scenarios taking account of potential receipts from asset sales.

Staff costs

The college has worked hard to drive down pay costs to reflect the reduction in student numbers and income and address the operating deficit. Because of a series of reductions to curriculum and support staffing, pay costs are forecast to fall in 2018/19. This is equivalent to a 15% reduction and includes a further target in-year saving, when taken together, will reduce pay costs as a percentage of turnover to 63% in 2018/19. This is below the FEC benchmark of 65% but still well above most specialist land-based colleges.

The latest forecast assumes further pay savings in 2019/20 reflecting the net reduction in income next year. Detailed planning of how this saving can be achieved will depend on the 2019/20 curriculum plan and a careful assessment of its potential impact on students and the pace of quality improvement.

Budget setting arrangements

Budget and financial planning is generally more cautious and reflects the determination of the interim finance director to model his best estimate of the financial position and ensure that governors and the principal are aware of the financial risks and challenges facing the college.

The implementation of '4cast' for curriculum planning has helped to identify curriculum efficiencies which informed both the staff restructuring plans and the 2018/19 budget. In hindsight it appears that student number plans were far too optimistic, and this issue must be addressed for the 2019/20 curriculum plan along with more effective use of contribution analysis to identify and address unviable provision.

Extensive work has been undertaken since the July 2018 financial plan was submitted to reflect the rebasing of the AEB allocation; emerging risks to HE and apprenticeships income targets; and the unexpectedly high shortfall in 16-19 student recruitment. Modelling of a range of cashflow scenarios underlines the risks to working capital without the injection of capital receipts over the coming months.

Financial liabilities / loans

The college currently has outstanding loans. Borrowing as a percentage of turnover at 23% is well below the area review maximum of 40%.

The college identified a breach in its bank loan covenants for 2016/17, which contributed to an inadequate grade for financial health. An independent business review (IBR) was completed by Deloitte in spring 2018.

Work to finalise a workable set of loan covenants remains outstanding but given the college's asset base, the college remains confident it can reach agreement early in 2019.

Financial (budgetary) control, management and record keeping

The interim finance director has made a number of improvements to budgeting, forecasting and control since his appointment in February 2018. Emerging variances against the 2017/18 budget were identified during the year and in fact the final out-turn deficit was slightly lower than was being forewarned prior to the financial year-end. This was due to ongoing cost reduction actions and lower than anticipated staff restructuring costs. Management accounts are produced monthly and the level of analysis is much improved.

In light of the emerging shortfall in income already identified in 2018/19 and the likely investment required to respond to the latest Ofsted inspection findings, tight monitoring and control of finances continues to be important throughout 2018/19.

Financial reporting

The college is in the process of finalising its 2017/18 financial statements, with the external audit fieldwork underway at the time of the intervention visit. The interim finance director has confirmed that ongoing work to renegotiate the college's bank loan covenants is unlikely to be concluded before the 31 December 2018 deadline for sign-off of the 2017/18 accounts.

The college has therefore requested an extension to the deadline for sign-off on its 2017/18 financial statements to take account of the outcome of negotiations with the banks regarding the loan covenants.

At this stage there remains a significant risk that the bank loans will need to be reclassified as current liabilities in 2017/18. This would impact on the current ratio and result in an automated financial health grade of inadequate.

Effectiveness of the financial recovery plan

Whilst the prospect of a substantial capital receipt from the sale of land is expected to head-off a potential future shortfall in working capital, actions by the college to address the recent history of substantial operating losses have had limited impact.

Significant measures to reduce pay and non-pay costs since 2017/18 have barely kept pace with the continuing reductions in funding and income, with the result that further substantial operating deficits are anticipated in 2018/19. There is a risk these operating deficits could increase if the assumed growth in 16-19; HE; apprenticeships and commercial income does not materialise.

The continuing rate of operating losses is not sustainable and points to the need to consider more fundamental structural change to bring operating performance back into surplus and avoid dependency on capital receipts to finance a deficit delivery model.

Internal and external audit

The college's internal auditors are RSM. Six main internal audit reviews have been conducted during 2017/18 of which two were given reasonable assurance and one no opinion (being a factual report on GDPR). Three areas (risk management, performance management and staff recruitment) received partial assurance only.

The college's external auditors are KPMG. The interim finance director's principal concerns regarding the external audit are the accounting treatment of long-term loans in light of the 2017/18 covenant breach and the potential for qualification or a matter emphasis note to the accounts regarding material uncertainty.

Management of financial risk

The college has developed a range of risk indicators and reports that reflect the more open and self-critical culture introduced by the chair and principal over the last year. There are currently six strategic risks, four of which were graded red (1,2,3 and 4), two amber (5 and 6) as at September 2018:

1. Lack of confidence from the banks for the college's recovery plan
2. Failure to secure the confidence of inspection, monitoring and regulatory agencies

3. The college fails to realise opportunities to grow its provision
4. Failure to recruit adequate student numbers
5. Compliance failures undermine achievement of strategic objectives
6. Failure to implement the college recovery strategy.

The board also has an intervention risk assessment framework which includes five key risks:

- Failure to achieve 2018/19 student number levels
- Failure to agree revised bank covenants
- Ofsted inadequate
- Qualification of 2017/18 financial statements
- Failure to reach exchange of contracts on land sale.

Performance against two of these risks (student numbers and Ofsted grade) is already a major challenge for the college.

Analysis of key financial problems

The key financial challenge facing the college is its declining income and the unsustainable level of operating deficits, which have significantly depleted previously healthy cash reserves.

Further work is now required to consider structural options to address these challenges informed by more detailed analysis of the curriculum offer and course viability; scope to improve room utilisation and reduce running costs (including possible removal of surplus space); and scope for efficiencies in back office services. Whilst opportunities for growth should also be tested, we are mindful of the risks of over-optimistic forecasts, the highly competitive nature of the market place both for 16-19 students, apprenticeships and HE and the potential lead-times for the successful launch of new courses.

Estates and Capital Plans

Use and maximisation of college estates and assets

Easton campus has an estate of some 560 acres located eight miles from Norwich, which is farmed commercially as well as providing horticultural, equine and sporting facilities. The college has heavily invested in improving its learning resources with the development of two new teaching buildings, new sports fields, workshop and farm improvements.

The Easton campus has residential accommodation for up to 122 students. Currently there are 78 full time students in residence plus small numbers of apprentices on block release.

The Otley campus is based on a leased site located nine miles from Ipswich and fifty miles from the Easton campus. The Otley campus caters for a range of courses, the most popular of which are animal care and construction. There are no residential facilities on campus.

There is an extensive network of direct bus routes to both campuses.

Both sites currently have significant overcapacity reflecting the general decline in student numbers over the past five years. The latest room utilisation survey undertaken in October 2018 confirms overall room utilisation at Easton campus of 22% with an average of 12 students present per class. At Otley campus, the survey confirms room utilisation at 15% with an average of 10 students present per class.

Property management and investment

Thanks to significant capital investment in recent years, the majority of college accommodation is of a good standard with a high proportion in category A/B condition.

Due to the college's current financial position, capital investment is being kept to a minimum to reduce the erosion of cash reserves. The college hopes to benefit from investment from its role in the current Institute of Technology application being led by West Suffolk College.

Conclusions

Progress since the stocktake visit (July 2018)

Previous expectations of a significant improvement in student outcomes in 2017/18 have not materialised and in fact achievement rates show no improvement on

2016/17 and remain well below the national average. Alongside this, lesson observations confirm there is still too much poor teaching.

Despite recently introducing a range of positive quality improvement measures, the board has not adequately prioritised or addressed the significant quality issues and needs to hold the principal and senior leaders to account for the poor student outcomes in 2017/18.

Despite an extensive staff restructuring programme, the college has posted an operating deficit in 2017/18 with the prospect of another substantial operating loss in 2018/19. The college's core operating performance remains a concern and raises fundamental questions about its long-term financial sustainability

Governors need to relentlessly focus on rapidly improving the learner experience including teaching, learning and assessment and monitoring of student progress and achievements in order to avoid a third consecutive inadequate judgement by Ofsted.

Whilst the board has been refreshed in recent years and its members have a good range of skills and experience, due to the significant quality challenges the college faces, the board should strengthen its experience and knowledge of quality improvement in further education.

Leadership at the college urgently needs strengthening in order to increase the pace of improvements in teaching, learning and assessment and student outcomes.
In the short term the college will need to invest in additional expertise to bring about rapid quality improvement and to balance carefully the need for further efficiency savings with the potentially adverse impact on learners.

Governors need to be more robust and objective in setting clear, realistic and measurable performance targets for the senior team and to rigorously hold them to account for performance improvement. Whilst the draft strategic business plan sets out an ambitious vision for growth it does not give enough recognition to the scale and urgency of the quality improvement challenge which the college faces and which is reflected in a second inadequate judgement from Ofsted on overall effectiveness.

Whilst many of the aims and initiatives are laudable, the priority for governors and senior leaders must be to improve quality and financial sustainability of its core provision.

Recommendations

1. The board needs to reflect on its effectiveness and its capability to drive the quality improvement agenda and urgently address the poor performance in evidence across the college.
2. The board should review the performance of the senior management team to ensure that the college has the capacity and capability in its senior leadership to deliver the essential improvements in quality and performance.
3. The board should make rapid quality improvement in order to avoid a third consecutive inadequate judgement from Ofsted.
4. The board should ensure that its vision and strategic plan gives enough emphasis to improving the quality and viability of its core provision.
5. The corporation should fully co-operate with an FE Commissioner-led Structure and Prospects Appraisal (SPA) of the college. This review will assess the structural options for addressing serious concerns about quality and financial viability. It will also focus on securing sustainable, high quality land-based provision in the east of England.
6. Pending the outcome of the SPA, the college should in the meantime continue to secure its working capital position.
7. Given the serious concerns about both quality and financial performance, the FE Commissioner recommends that the college is placed in administered status.

Annex A - Information reviewed

Up to date organisation chart

Corporation membership with CVs and latest skills audit

Minutes and agenda papers for Board; Committees/Governor Working Groups for last 12 months (including Board response to October 2018 Ofsted inspection)

Update on 2018/19 student recruitment by funding type

Summary of full-time applications for 2019/20 to date compared to target and same point in 2017

Provisional financial out-turn 2017/18

Budget 2018/19 and Financial Plan 2018/20

Update on bank loan covenants

Update on asset disposals

Strategic Business Plan 2018-21

October 2018 management accounts

Updated cashflow forecast

Report on space utilisation for both campuses

QUIP/ PIAP/Response to Ofsted report

Curriculum Plan (details of courses and class sizes by campus including any revisions following the Ofsted Inspection)

2017/18 Achievement Data (final outcomes) with three-year trend

In-year data for 2018/19 relating to attendance and retention by course and campus

Update on SCIF action plan / progress

Summary of internal audit opinions 2017/18

Analysis of budgeted non-pay expenditure 2018/19

Contribution analysis 2018/19 (from curriculum plan)

Summary outcomes of teaching, learning and assessment observations (Sept-Oct 2018)

Annex B - Interviewees

Corporation Chair

Principal

Director of Governance

Deputy Principal Curriculum

Curriculum Director

Curriculum Director

Curriculum & Quality Manager X 4

Interim Vice Principal (Finance)

Director of Funding, Reporting Services and IT

Director of Estates

Director of MIS

Head of Human Resources

Strategic Planning Consultant

College Patron

Strategy Director, Norfolk County Council

Chair, RG Carter

CEO, RG Carter

Director, Agritech East

Suffolk Chamber of Commerce

CEO, Royal Norfolk Agricultural Association

New Anglia LEP

Group of Staff

Group of Students

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