Department for Education

FE Commissioner Summary Report: Richmond upon Thames College

October 2019

Contents

FE Commissioner Summary Report

Richmond upon Thames College

Name and address of college	**Richmond upon Thames College Egerton Road Twickenham TW2 7SJ**
Assessment undertaken by	**Andrew Tyley – Deputy FE Commissioner Frances Wadsworth – Deputy FE Commissioner**
Chair of the college	**Nick Deeming**
Principal / Chief Executive of the college	**Diane Dimond – Interim**
Clerk to the Corporation	**Natalie Breeze**
Date of assessment	**21 to 22 October 2019**

Background to FE Commissioner Intervention Assessment

Richmond upon Thames College was referred for an FE Commissioner (FEC) intervention assessment following the diagnostic assessment undertaken in August 2019 and the issue of a Notice to Improve by the Education and Skills Funding Agency (ESFA) in October 2019.

The FEC's report is intended to advise the Minister and the Chief Executive of the ESFA on:

1. The capacity and capability of the college's leadership and governance to secure a sustained financial recovery within an acceptable timetable;

2. Any actions that should be taken by Richmond upon Thames College to deliver a sustainable financial recovery within an acceptable timetable; and

3. How and when progress should be monitored and reviewed taking into account the ESFA's regular monitoring arrangements.

Overview of the college

Richmond upon Thames College is a small general FE College based on a 15 acre site in Twickenham, West London. The college caters mainly for 16 to 19 year old students from entry to degree level, with the majority following level 3 programmes (academic and vocational). The college delivers a small volume of adult education (mostly via sub-contractors) and has a small but growing number of Apprenticeships.

The college recruits from a very wide catchment area across 24 of the 33 London boroughs, with Hounslow accounting for the largest proportion (around one third).

The college works with a range of partners including Haymarket Media Group; Harlequins Rugby Club; Clarendon School and the Richmond upon Thames Free School (both of which are co-located on the same site).

In 2015, the college embarked on an ambitious campus redevelopment project financed from Greater London Authority (GLA) capital grants and sale of surplus land. Phase one is due to complete in February 2020 and the final phase by summer 2021.

The South London area review concluded that Richmond upon Thames College should remain stand-alone. It included a recommendation to "review that position in summer 2017 with the Department for Education, taking account of the college's July 2017 financial plan, and to pursue options for further collaboration, up to and including a merger, should it be clear, by that time at the latest, that such action is required to secure the viability of local provision".

Since the area review the college achieved an improvement in overall effectiveness from ‘requires improvement’ to ‘good’ as reflected in the Ofsted inspection in October 2017. Financial health improved from ‘inadequate’ to ‘satisfactory’ for both 2016/17 and 2017/18, resulting in the lifting of the Notice of Concern.

More recently the college has been through a very turbulent period in which all senior post holders have left the college including the deputy principal (September 2018); clerk (December 2018); vice principal for finance and enterprise (April 2019); and the principal (July 2019).

Serious budgetary control issues have emerged since May 2019, coupled with increasing concerns about the underlying cash position and losses on core college provision. Alongside the implementation phase of the major capital redevelopment, this presents a significant challenge for the college and the senior team.

Leadership and Governance

Role, Composition and Operation of the Board

The chair joined the board in September 2018, following a recruitment campaign led by an external agency. This followed an unsuccessful attempt to recruit a chair from within the Board. Members whom the FEC team spoke with also had the view that an externally sourced chair would bring a fresh perspective to governance and leadership and ensure appropriate challenge of the executive. There was comment that the relationship between the chair, principal, and clerk, prior to the new chair’s appointment, had lacked appropriate challenge and, as a result, strategic direction of both governance and leadership had been impaired.

A new head of governance was appointed in April 2019. Neither the chair nor head of governance had previous FE experience, but both have had significant experience of governance from other sectors.

Two vice chairs have been appointed – their roles are not yet defined but the intention is to ‘share the load’ of the chair’s responsibilities. The head of governance is producing draft role specifications for agreement.

Governors feel that there has been a ‘seismic shift’ in governance in the last three months, with frankness of communication, greater transparency and a pulling together of board members with strong leadership of the board from the chair. However, they readily acknowledged that there is still much to do and there are skills and knowledge gaps to fill on the board. They have identified a need for additional members with FE experience in conjunction with: a financially qualified member; a member with capital development/project management experience; and at least one member familiar with curriculum and quality matters. There is some reservation about the speed with which change of membership should be effected. Views expressed by the head of governance and some governors was that incremental change would be the best route, transitioning to keep some stability and also to ensure that institutional memory was not lost.

Governors spoke of having been in crisis mode for much of the last year and said they now looked forward to normalising and achieving revised ways of working.

In September 2019, a national leader of governance (NLG) was allocated to support the chair through a testing period of transition for both governance and leadership. Although the NLG made contact with the college, the support had not been taken up at the time of this visit. The chair acknowledged that he had not progressed this, despite having been reminded on a number of occasions of the support available, and that he and the head of governance would find this support useful. It was agreed they would now follow up on this opportunity.

The shared view of those governors whom we met is that in recent years the board committees had become ineffective and had led to silo consideration of issues, which were then not effectively fed through to the board. To address this with effect from 1 September 2019, the chair introduced a Carver type model. The chair and head of governance referred to this as a 'Carveresque' model, transitioning to a combination of some committees and an increased number of board meetings.

To ensure progress to effective governance, swift action is needed to finalise and strengthen the governance structure, committees and the roles of the vice chairs. The schedule of board and committee meetings provided showed that not all committee meeting arrangements had been confirmed. It also showed that for those listed, some had not met yet this term and were not due to meet until the end of November. It is critical that a pattern of meetings is established that allows due and timely consideration of key issues such as finance and resources, curriculum and quality and audit and risk management and oversight.

There is an urgent need for:

- Focused agendas
- Shorter and more succinct board papers with accurate, appropriate and timely information; and
- Clear recommendations for the board to be able to make informed decisions.

The head of governance and chair will work with the executive team to progress these issues in line with the other governance improvements.

Leadership and Senior Management team

The college has been through a very turbulent period in which all senior post holders have left the college including the deputy principal (September 2018); clerk (December 2018); vice principal for finance and enterprise (April 2019); and the principal (July 2019).

The leadership team has now been significantly, albeit temporarily, stabilised with the appointment of a number of experienced interims. An experienced interim principal and director of finance have recently joined the college. A permanent appointment to the post of executive director of business development/innovation has also strengthened the team. These appointments have freed the deputy principal up to refocus appropriately on curriculum and quality matters.

The new executive director of business development/innovation has brought positive experience of apprenticeship management and vocational delivery expertise, and has also provided pragmatic and robust college input to the capital build progress and planning.

Board members feel there is a significantly improved level of transparency over a range of matters, particularly relating to finance and the fit out of the capital build.

Additional interim appointments within the finance team have helped to stabilise the finance team and bring the necessary capacity to restore effective financial management and control. The interim principal acknowledges that the largely interim finance team now only has two permanent members but has brought in necessary experience and expertise. She is also aware that the lack of corporate memory is an issue at times.

There was some concern about the lack of robust management information that could be relied upon for some aspects of curriculum planning.

There is a lack of accurate centralised timetabling data on which managers can make informed decisions about staffing or deployment of resources. The timetabling information is currently controlled locally by managers. To address this, the deputy principal and interim finance director are meeting all managers to get a central understanding of timetables, staff deployment and what localised remission might be being given. In doing so, they plan to determine accurate staff utilisation and room occupancy. This is an important step in gaining accurate information which is essential to controlling all resource decisions. Accurate timetabling and rooming is also urgently required to ensure that the decant into the new build can be managed without confusion.

Communications were reported to be improving, with more regular meetings and greater openness.

Managers said that they now felt more collegiate: one member said, ‘it’s tough- but there is now a spark of optimism’ and reported relief that they no longer experienced ‘silo working’.

Curriculum and Quality Improvement

Recent interim appointments have strengthened the executive team and allowed the deputy principal to return his focus to leadership of curriculum and quality.

Managers welcome the regular meetings and greater transparency of communications that are now in place. The college leadership team meet formally every fortnight, and alternate between a Curriculum Operations Group and Services Operation Group. The divide that managers felt had existed between business support and curriculum staff is being addressed. The 'them' and 'us' they had felt is moving towards a shared approach to addressing issues.

Improvement in English and maths delivery by planning-in a better learning experience through improved timetabling had been welcomed. English and maths had been timetabled in first, rather than bolted on afterwards, which had previously been the case. The previous timetabling practice had led to significant gaps in the students timetables each week and in turn prompted very poor attendance.

Managers are very pleased with the positive impact revised timetabling arrangements are having on learners' attendance; it had been 70% in 2018/19 but is now 82% for the current year thus far. This timetabling plan has not been possible to achieve in all instances due to the increase in learner numbers, so it is still seen as a work in progress.

The deputy principal shared his concerns about low learners' attendance in some areas. This reflected the quality of some curriculum leadership and management, and the impact this had then had on the quality of provision in some areas. He noted the need for greater consistency in middle management leadership, which he was looking to address. He pointed to areas of concern regarding quality of provision, citing construction, level 3 sport, level 3 science and accountancy. Apprenticeships provision was also of particular concern.

The deputy principal and executive director of business development/innovation are working closely to address the quality of the management and delivery of apprenticeships. The recently appointed executive director has found the college to be out of touch with apprenticeship requirements and changes. Paperwork and off the job training requirements were inadequate, and a recent audit brought this into sharp focus.

In addition to poor understanding of the basic requirements of delivery, the deputy principal and the executive director have found a disconnect between the training solutions department and the curriculum delivery areas of the college. They are also concerned about the lack of effort in ensuring a quality experience for apprentices. Staffing and line management changes have been made and it is clear the deputy principal and executive director are working closely to ensure rapid improvements. The executive director has also noted other inconsistencies that require addressing, such as the case loading of assessors.

The deputy principal was managing class size and viability decisions as the year started but was concerned that some curriculum areas have been left with very low enrolment numbers but may now have very well-resourced facilities in the new build. This has made his decision-making on viability of provision difficult. He has been working closely with the executive director to consider the planned use of space in the new building and to rework it according to actual and potential need where feasible. The college's major newbuild has had insufficient curriculum input to design until very recently.

The deputy principal had produced a draft self-assessment report (SAR) but noted it still required considerable work and that there was 'a lot to mend'. External validation is being planned and the membership and engagement with external quality review will bring helpful external referencing of both observation and SAR judgements.

The college was planning for early introduction of T-Level qualifications but is now considering whether this should be deferred, given the current challenges.

Early indications are that student recruitment is significantly higher this autumn than in 2018/19. At the time of the visit, 16 to 18 enrolments stood at 1,787 (equivalent to almost 14% more than the ESFA allocation of 1,568). The college anticipates the potential for some withdrawals and at this stage it is doubtful whether it will meet the ESFA's threshold for in-year growth funding. Even so, this represents an important reversal of the recent pattern of decline and should result in a welcome increase in lagged funding in 2020/21.

Student views

The students whom the FEC team met were all positive about the support and guidance that they had received from staff. They commented on individualised support and tailored approaches to their problems. They said staff encouraged them to test their ability and stretch themselves to achieve their best.

There was comment from some that English and mathematics classes and timetables were still in flux and yet to be finalised for some students, which at this stage of the year is a concern. There were also concerns about the access, quality and reliability of the IT resources available to them. However, students were positive about their experiences and the college.

Staff views

Staff aired concerns about the college's financial situation and pressure on resources. They were hopeful that the capital project would address long standing problems with the condition of the estate and out-dated IT facilities.

They speculated that the prospect of the new build had already been a factor in helping to attract more students this autumn. Whilst the increase in student numbers was recognised as positive, several staff raised concerns about poor attendance in some areas that could impact adversely on retention and achievement.

Recent presentations by the chair and the interim principal were welcomed by the staff, who hoped this would be continued along with greater visibility of both governors and senior leaders.

Union representatives were pleased that the new interim principal had met with them and welcomed the openness of communications. However, they expressed fears about the future of the college which staff also share.

There was an appreciation of stronger and more open leadership of the capital build. The new building is seen to be a very positive step for the college, but considerable concern was expressed about the overall scheme and the imminent decant (few felt confident that this had been sufficiently planned). There was some concern as to how the allocation of the general classrooms would be affected and how the timetabling could be achieved without disruption to leaners.

There was some reflection about the role and effectiveness of the governing body and how the college could have drifted into difficulty without the board seemingly having been aware. The comment made was, “where were the governors when this was going on?”.

Finance and Audit

Recent financial history and forecasts for coming years

Over the last seven years, college financial turnover has halved, in part due to the decision to open new school sixth forms in all of the secondary schools in the borough. This steep decline in income and student numbers has presented a major challenge to reduce costs and reposition the college.

Despite nil commercial borrowing, the college’s financial health is expected to decline from satisfactory in 2017/18 to inadequate, though serious shortcomings in financial management and control during 2018/19 have meant that the full extent of financial underperformance is only now being fully identified.

The original budget and financial plan submitted to ESFA in August 2019 fell well short of acceptable standards, did not include a commentary and was not properly signed-off by the interim principal as accounting officer. There were significant gaps and omissions within the plan and key movements in cash did not agree with those in the supporting cash flow forecast. The budget included unrealistic growth in apprenticeship income with high pay costs.

The college was requested by ESFA to submit a revised budget and financial plan. Work on this has been complicated by the absence of reliable data on the 2018/19 out-turn and so is still ongoing. Until this work is complete, it is too early to assess with confidence whether the college can achieve sustainability as a standalone college or whether structural change, such as merger, should be pursued through an FEC-led structure and prospects appraisal.

Financial performance 2018/19

The college's draft financial statements indicate a substantial operating loss on turnover. Even after adjusting for accelerated depreciation charges, the operating loss is significant.

Negative Earnings Before Interest, Depreciation, Taxation and Amortisation (EBIDTA) has contributed to the erosion of cash reserves.

Lower than budgeted turnover reflects in part the adverse impact of audit adjustments to apprenticeships and an expected shortfall against the Adult Education Budget.

Pay costs are over budget and are above the FEC benchmark. This reflects significant over-staffing and poor curriculum efficiency that needs to be addressed as a high priority.

Depreciation charges are over budget due to higher accelerated depreciation linked to the capital redevelopment project.

Financial forecast 2019/21

The current draft of the financial plan requires further work which may not be fully complete until towards the end of November 2019.

The draft budget for 2019/20 currently projects a further substantial operating loss with negative EBITDA. Previous growth targets for apprenticeships have been heavily scaled back but remain challenging. Staff restructuring is anticipated – this will reduce pay costs and give rise to one-off restructuring costs in 2019/20.

The draft plan seeks to return the budget to break-even by 2020/21 as the full-year impact of staff restructuring plan takes effect. Forecast EBIDTA in 2020/21 looks highly ambitious.

Further work needs to be completed on the revised budget and financial plan to test:

- Income growth assumptions, particularly in 2019/20 where in-year growth in 16 to 18 funding and target apprenticeships income are uncertain
- Robustness of staff restructuring proposals, to ensure they are deliverable without impacting adversely on quality and student recruitment

At this stage there is a risk the final version of the financial plan will indicate a less favourable operating position than is currently forecast.

Cashflow / liquidity (including overdraft details and usage if appropriate)

Due to substantial advance capital grants and receipts from asset sales, the college currently has exceptionally high levels of restricted cash. Ordinarily these restricted funds should not be used to fund operating deficits, but the college has needed to transfer some of the surplus land sale proceeds to maintain working capital and clear a serious backlog of creditor payments.

Operating cash reserves are minimal after the transfer from capital funds. Due to continuing operating losses in 2019/20, further short-term transfers from capital funds are anticipated. The cashflow forecast shows phased repayment of capital funds by February 2021 but assumes that the general contingency on the capital project will not be required and that this element of funds is retained as working capital. Even on this basis, the college is projecting an overdraft requirement from February 2021. This requirement could increase depending on the impact of any downward revisions made to forecast operating performance.

The college has only recently fully updated Greater London Authority (GLA) on its financial position, which has triggered a number of questions and concerns. The forward cash position is a matter of concern from 2021 as restricted funds diminish and the capital project approaches completion.

The college is actively exploring scope to de-risk these cashflow pressures through further reductions in capital scheme costs and by exploring options for alternative sources of asset finance. These need to be reflected in a comprehensive update of the cashflow forecast to demonstrate whether the college has capacity to maintain adequate working capital headroom throughout (the FEC benchmark is a minimum of 25 cash days in hand). Given the scale and complexity of the capital cashflows, governors should commission some form of external validation of the cashflow forecast to confirm that the risks of a working capital shortfall can be averted.

Financial liabilities / loans

The college does not currently have any commercial loans or overdrafts in place. This has significantly benefitted the financial health score and is an important advantage as the college approaches commercial lenders about future overdraft requirements or asset finance.

Although the college does not anticipate the need for an overdraft until February 2021, the interim finance director should seek to confirm borrowing facilities well ahead of any requirement, ideally before entering contractual commitments for phase 2 of the capital redevelopment project.

Internal and external audit

The college's internal auditors are Mazars. Their review of financial planning, forecasting and budgetary control in March 2019 identified fundamental weaknesses in creditor management and management account reporting, including the late production of management accounts. No proper management accounts have been produced since May 2019 and the closing position for 2018/19 is only now being finalised. Due to the backlog in work, the first set of management accounts for 2019/20 will not be ready until November.

The college's external auditors are Buzzacotts. The audit opinion on the 2017/18 financial statements was unqualified with no matters of emphasis. Fieldwork on the 2018/19 financial statements audit is underway and the interim finance director is aiming to achieve timely sign-off of the accounts by the end of the year, though their opinion regarding going concern is yet to be finalised.

Work is ongoing on a comprehensive reworking of the college's risk register, which has not been properly updated since February 2019.

Given the recent breakdown in financial management and control, the risks to working capital and the scale of imminent financial commitments on the capital project, it is recommended that the college be placed in supervised college status. This will involve continued attendance at board meetings by ESFA observers and regular consultation with the agency on all major financial transactions.

Estates and Capital Plans

Use and maximisation of college estates and assets

The college is located on a large site in Twickenham with good access by public transport. The estate consists of a main building, three further teaching blocks (Harrop; G&H; and KLM) plus a sports hall and playing fields. Gross internal area is 31,138 m^2 with capacity for 5,000 students.

The majority of accommodation dates back to the 1930s and is of poor building condition (59% category C or D), with poor functional suitability and high running costs.

The current estate is far too large for the number of students on site, reflecting the halving of 16 to 19 student numbers since 2011 as new school sixth forms have eaten into market share. The most recent room utilisation survey indicated exceptionally low utilisation of the 79 classrooms without IT (7%).

In 2015, the college submitted plans for an ambitious campus redevelopment project to address the poor quality of accommodation; reduce surplus capacity and running costs; and create an outstanding campus for vocational and academic programmes including:

- Phase 1: main college building (12,700m^2)
- Phase 2: STEM centre (originally 5,900m^2) and a new sports hall (1,580m^2)

This was due to achieve a reduction in space of 10,958m^2 (35%).

The original completion date for phase 1 of September 2017 was delayed as a result of a range of issues including planning considerations and the unexpected withdrawal of the original residential developer. Phase 1 is now due to be completed in February 2020, with phase 2 completed by September 2021.

Relocation into the main building is scheduled to take place over the week of February half term. Contractors report that the project is on track, if not ahead, of schedule. Despite detailed planning and high levels of confidence from senior leaders that the decant can be achieved on time, the timetable remains challenging and therefore needs active and rigorous monitoring by the capital project development group in the months ahead. Failure to vacate the relevant buildings on the current site could result in penalties.

As part of the grant agreement with GLA, the college has committed to achieve a number of growth outputs over a five year period. Many of these date back to 2014 when baseline student numbers were much higher than they are now. For example, baseline 16 to 18 student numbers for phase 1 are set at 2,545 compared with the October 2019 student headcount 1,787. It is essential that the college clarifies expectations from GLA regarding the achievability of these outputs and negotiates more realistic targets.

Property management and investment

Funding for the campus redevelopment was based on a substantial GLA grant. Match funding for the balance of project costs was to be achieved through the sale of surplus land for an 11 to 16 free school; a specialist school for students with complex needs; a technology hub; and residential development. No borrowing requirement was anticipated.

Despite a significant number of cost reduction measures already agreed, the net scheme costs have increased. Fortunately, capital receipts from land sales have also increased, leaving an unallocated contingency. The college's property advisers consider this to be a reasonable but necessary provision that needs to be retained, rather than taken to revenue as a saving (as has currently been assumed in the draft financial plan).

The college and its property advisers have recently undertaken options appraisals to further reduce scheme costs including redesign of the STEM centre to reduce floor area. This will require more detailed design and costing and approval from GLA and the planning authorities. The college is also exploring scope for savings in other areas such as VAT and potential for alternative sources of asset finance.

As a matter of top priority, the college needs to:

- Finalise proposals aimed at reducing or rephasing scheme costs and secure agreement in principle from GLA
- Pursue options to part-fund elements of scheme costs through asset finance (subject to value for money considerations)
- Ensure that adequate scheme contingencies are reinstated and that all remaining capital receipts are secure

Whilst successful completion of the capital redevelopment offers the prospect of a truly transformational facility, it presents significant short-term risks that could rapidly undermine the college's fragile financial position.

Conclusions

The board has now secured an experienced interim principal and director of finance and has strengthened the executive team with the appointment of an executive director of business development/innovation. This has allowed the recently appointed deputy principal to refocus back on curriculum and quality, having acted as the interim principal from July 2019. Governors expressed increasing confidence in the leadership that this team can now provide.

The board is transitioning its structure and reintroducing finance and resources, curriculum and quality standards, and search, remuneration and performance committees. This will be important to progress, so that sufficient attention can be given to these aspects.

The finance team has been significantly strengthened, with interim arrangements and appropriate skills and experience sourced. Intensive work is already underway to finalise the financial statements for 2018/19 and restore sound financial processes and controls, though much work remains in the coming months.

Student recruitment is ahead of target for the first time in many years, though the level of increase may not prove sufficient to trigger budgeted in-year growth funding . This, taken together with a worse than forecast out-turn for 2018/19 and the upfront costs of planned staff restructuring, have put added pressure on the college's finances which are self-assessed as inadequate for 2018/19 and 2019/20.

Without further measures to reduce the cost of the capital redevelopment or raise alternative sources of finance, the college faces a potentially significant working capital shortfall. Working with its property advisers and the GLA, the college is actively exploring a range of options to address this, which need to be finalised early in 2020.

Recommendations

1. Swift action is needed to define the board vice chairs' roles and strengthen the effectiveness of board committees. Arrangements for committee meetings across the year must be finalised by October 2019.

2. The board must appoint new governors to strengthen its skills base, whilst maintaining a degree of stability and corporate memory by December 2019.

3. The chair should work proactively with an NLG to improve board working. The chair and the NLG should meet by January 2020.

4. Governors and senior leaders must establish and maintain effective oversight of the campus redevelopment to ensure that key project risks are properly identified and managed, and that watertight decanting arrangements are in place from October 2019.

5. The interim finance director must complete rapid improvements in financial management and control, cashflow forecasting and reporting by November 2019 to confirm the full extent of financial challenges facing the college. He must also provide governors with reliable and timely reports on in-year financial performance by November 2019.

6. The college should complete work on its revised financial plan and detailed staff restructuring proposals by February 2020 to confirm the scope to achieve a sustainable operating position by 2020/21.

7. The revised financial plan should be informed by an urgent review of campus redevelopment costs, phasing, financing and outputs working closely with the GLA in order to confirm scope to reduce the net impact on college cashflow. This is ongoing.

8. The college should commission external validation of its revised cashflow forecast before the end of 2019 to confirm it has adequate working capital headroom (a minimum of 25 cash days in hand) over the medium term.

9. Subject to the outcome of recommendations 6, 7 and 8, the FEC Team should undertake a structure and prospects appraisal to identify options for structural change including merger (for implementation by December 2020).

10. The college should be placed in supervised college status with immediate effect.

The FEC team will undertake a stocktake visit in January 2020.

Annex A - Information reviewed

Board Members CV’s and Biographies

Calendar of Board and Committee meetings

Board Self-Assessment Review

Board Self-Assessment Report September 2018

Draft SAR 2019

QIP 2019/20

Full-time enrolments 2019/20 and class sizes by course

Student Achievements by Level 2018/19

Student Attendance 2019/20

Finance Record 2017/18

Draft Financial Statements 2018/19

Revised Financial Plan 2019 to 21 (as submitted to ESFA 9 October 2019)

Cashflow Summary – Capital Redevelopment Project

Cashflow Forecast October 2019 to August 2021

Finance Record 2017/18

Organisation Charts

Update on Richmond Education and Enterprise Campus Transformation Project

GLA Capital Grant Application and Agreement / Deed of Variation

Transition Project Plan and Risk Register

Copies of governors’ minutes and papers, including confidential ones for the last three years

Annex B - Interviewees

Chair of Governors

Vice Chairs

Chair of Finance & Resources

Chair of Curriculum, Quality & Standards Committee

Chair of Audit

Staff Governor

Interim Principal

Deputy Principal

Head of Governance

Interim Finance Director

Director of Business Development

and Innovation

Assistant Principal Student Experience

Director of Estates and IT

Funding Manager

Business Intelligence Manager

Assistant Principal HR and OD

Head of HR

HR Adviser

Union Representatives (UCU)

Group of Students

Group of Staff

Fusion Property Consultants

Department for Education

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