



# Weston College Group

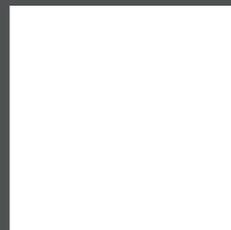
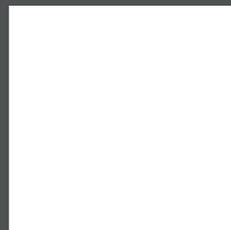
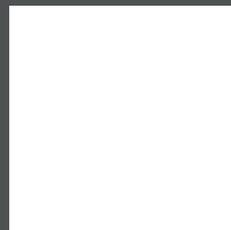
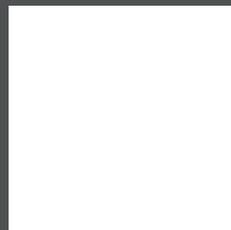
## **Annual Report** 2016/17



“ The 2016/17 academic year has seen massive changes, not only throughout the Weston College Group but also across the further education sector. ”

**Dr Paul Phillips CBE, Phd DLit EdD**  
Principal and Chief Executive

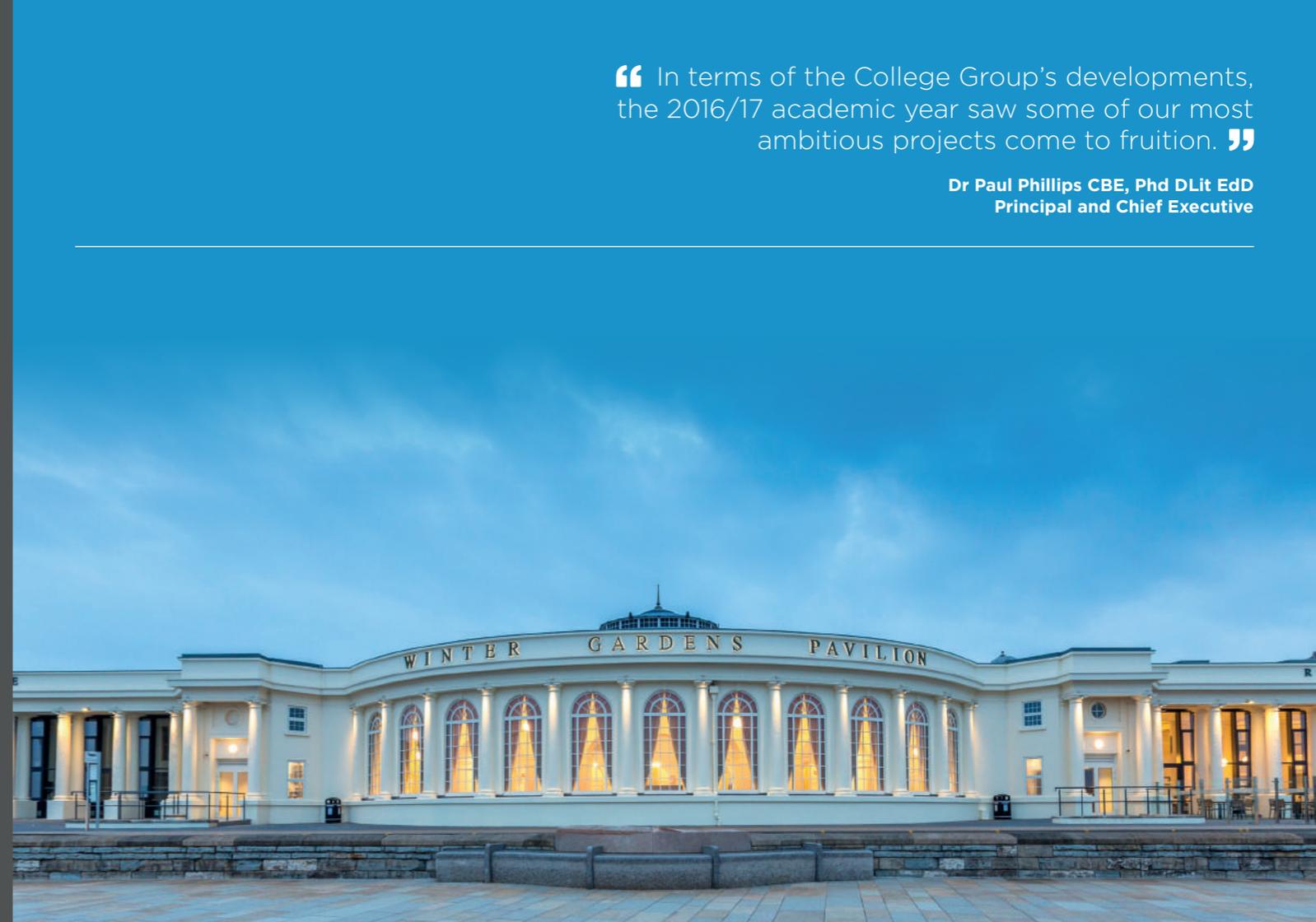
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“ In terms of the College Group’s developments, the 2016/17 academic year saw some of our most ambitious projects come to fruition. ”

**Dr Paul Phillips CBE, Phd DLit EdD**  
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Working with over  
**2,500**  
businesses

**£18 million**  
invested in a new  
Law and Professional  
Services Academy  
and university centre

**97%**  
apprenticeship employer  
satisfaction rating

**96%**  
average success rate for  
offender learning  
vocational courses

**99%**  
A Level pass rate

**98%**  
of SEND learners  
progressed to  
meaningful destinations

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# Welcome

The 2016/17 academic year has seen massive changes, not only throughout the Weston College Group but also across the further education sector.

The government has refocused its approach to delivering work-ready skills through education, introducing the Apprenticeship Levy and announcing the new T Level qualifications which will seek to add the recognition and respectability of A Levels to professional and technical courses.

The Weston College Group has resiliently handled these obstacles while driving forward change and innovation in the region and across the sector.

To do this, I have restructured the College Group's leadership team and allocated them into three divisions, each looking after a particular aspect of the College's business. This includes: **Curriculum**, which oversees the creation and delivery of our courses for young people and adults, ensuring that Weston College responds to industry demand and skills shortages; **Commercial**, which forges new business connections, works with employers to upskill, retrain and recruit new staff, and oversees our apprenticeships and offender

learning provision; and **Operations**, which manages the back-office services such as finance, estates, IT and marketing, as well as analysing the feasibility of new opportunities and markets.

These new groups seek to utilise the significant experience and expertise of the College Group's leadership team, strengthen the Group's core business functions, and enables us to better adapt and respond to the changing landscape in the further and higher education sectors.

In terms of the College Group's developments, the 2016/17 academic year saw some of our most ambitious projects come to fruition. The year started with the opening of a £15 million academy, developed by Weston College as part of sponsorship of the Inspirational Futures Trust, and culminated in the completion of the Winter Gardens which will provide high-quality teaching spaces for our students as well as a hub for community activity for the people of Weston-super-Mare. Plans are already being drawn up for the development of more state of the art facilities and resources, commencing in 2018.

The year also saw some of the best exam results to date. Across the College Group, national benchmarks are consistently being exceeded, and many of the results we are seeing break previous College records in terms of achievement. These fantastic results include A Levels, where 49% of students earned the highest grades of B and above, and University Centre Weston, which was rated 'Gold' under the new Teaching Excellence Framework.

Although the 2017/18 academic year poses many questions and challenges, the strength and resolve of the Weston College Group, its leadership and governance teams, its teaching and business support staff, and its students, is unquestionable. I am confident that together we can face these challenges and use them to further our ambition of 'creating brighter futures.'

**Dr Paul Phillips CBE, Phd DLit EdD  
Principal and Chief Executive**



Alongside exciting and innovative curriculum developments in construction, engineering and sport, the College Group has created inspiring new facilities that prove that Weston College is leading the field by creating the best learning environments for further education students, adult learners, apprentices and the students of University Centre Weston.

Throughout 2016/17, the Weston College Group developed new partnerships with many high-profile employers from the engineering, public services, and health and social care sectors. We have continued to work closely with our higher education partners at the University of the West of England in Bristol and Bath Spa University.

I look forward to the prospect of the 2017/2018 academic year and the chance to further develop the opportunities provided by the Weston College Group. The enhanced offer to its students, businesses, and the community, driven by Dr Paul Phillips CBE and his leadership team, will without doubt lead to further successes for our learners.

**Jude Ferguson  
Chair of Corporation**

# Weston College Group



Weston College is a general college of further and higher education in Weston-super-Mare, delivering education and vocational training to students aged 14 and up. It is regarded as one of the top FE colleges in the UK, and is the only college in the West of England to be rated 'Outstanding' by Ofsted. The College provides education to approximately 30,000 learners across the UK.



University Centre Weston offers over 40 courses across a number of vocational and academic subject areas in partnership with Bath Spa University and the University of the West of England, Bristol. UCW is rated 'Gold' in the Teaching Excellence Framework, meaning the learning, teaching and outcomes it provides for students are of the highest quality in Britain.



Teaching School Alliance

Weston College's Teaching School Alliance is a new initiative introduced in the 2016/17 academic year which supports teachers, support staff, leaders and governors across the region to gain the skills and experience they need to be successful. It leads on the development of school-led initial teacher training through School Direct.



Weston College's Offender Learning Services is a top-performing provider of offender and detainee learning recognised for excellent teaching, learning and assessment; as well as positive outcomes for learners and a partnership approach to business planning which ensures that the curriculum meets learners' and employers' needs.



Weston College Group aims to support its local schools and academies through a variety of means. In the 2016/17 academic year, the College Group acted as a sponsor of the Inspirational Futures Trust. This multi-academy trust is in its infancy and aims to provide responsive learning across a small number of schools and academies. While the Trust is independent of the College Group, Weston College has been happy to support its development.



Inspirational Events and Investments Ltd.

Inspirational Events and Investments Limited is a subsidiary company of the Weston College Group which runs the Winter Gardens Pavilion, Lasseter's Restaurant, the Florentine Bistro, and the Lauriston Hotel. It was incorporated in March 2017 and has already made a significant impact towards the regeneration of Weston-super-Mare.



Forward Futures Limited is the the College Group's in-house recruitment agency. It focuses on the provision of high calibre associates to the Weston College Group and its key contracts such as offender learning.

# A catalyst for regeneration

Weston College is working in partnership with North Somerset Council and the West of England Local Enterprise Partnership to regenerate and rejuvenate North Somerset and beyond through unparalleled educational provision which expands the outlooks of learners across the region.

North Somerset is a generally prosperous area but last year was recognised as having the third largest inequality gap in England, putting it on par with Northern cities such as Bradford and Newcastle.

Weston-super-Mare itself has a number of wards that fall into the top decile of deprived areas and houses the highest concentration of drug rehabilitation centres per hectare in the UK, partially due to the decline in the British seaside tourism industry.

Throughout the 2016/17 academic year, the College Group continued to work with its partner organisations and within the community to remove the barriers to education that hold people back from reaching their full potential.

2016 saw the launch of the **West of England Works** programme, which supports people towards employment through utilising

voluntary, community and social enterprise organisations across the region. The programme is funded by the European Social Fund and the Big Lottery Fund.

The College Group, in partnership with organisations such as North Somerset Council and Alliance Homes, launched **Team North Somerset's** new accommodation in May 2017. Team North Somerset promotes economic growth, jobs, prosperity and wellbeing, while also ensuring that disadvantaged people in the community are given the support that they need to gain sustainable employment. The project enables people in the North Somerset area to access mentoring and volunteering, and supports them to gain qualifications in order to get them back into the workforce.

Through current sponsorship of the **Inspirational Futures Trust**, the Weston College Group continues to drive forward a 'learning village' model of education that enables local people to access high-quality courses and educational opportunities throughout their academic lives.

The Trust also works towards addressing skills shortages in the region through the STEM-dedicated **North Somerset Enterprise and Technology College**.

On top of enabling regeneration through access to high-quality education and support initiatives, the Weston College Group has invested millions of pounds in renovating, creating and enhancing buildings in Weston-super-Mare and Bristol.

This investment through ambitious building projects has led to economic growth in the local area and the enhancement of educational and employment opportunities.

The refurbishment of the **Winter Gardens** complex provides space for the College Group to expand its law and professional services provision to promote business growth and prosperity across the region, as well as enabling space for the College's higher education provision at University Centre Weston, delivered in partnership with Bath Spa University and the University of the West of England, to expand and continue to provide exceptional degree-level provision to the people of North Somerset and beyond.

It is estimated that the College's investment in higher education, including the introduction of degree-level apprenticeships, has played a significant role in the **34%** increase in the number of people with degree-level qualifications in North Somerset.

Nationally, only **5%** of learners choose to study at a university within 20 miles of their home, however the impact of the College's work in Weston-super-Mare has led to the Weston College Group accounting for **15%** of degree-level qualifications in the local area.

These statistics are a testament to the achievements of the College Group when it comes to increasing progression opportunities, unlocking potential, and driving forward change to benefit the community, its business partners and young people and adults across the region.

“ Weston College already plays an extremely important role in Weston-super-Mare's economy. As we look to the future, higher education should play a significant role in delivering development and investment in the town centre, which is a priority for the council. ”

**Mike Jackson,**  
CEO of North Somerset Council



# Resources to deliver for the region

The 2016/17 academic year saw the College Group continue its investment in facilities and resources.

A total of **£25 million** was invested in creating new facilities and refurbishing and renovating existing campuses. A further **£20 million** is allocated for future developments including a Health and Active Living Skills Centre and a Construction Skills Training Centre.

The College's major project for 2016/17 was the refurbishment of the **Winter Gardens** complex in Weston-super-Mare, which involved the creation of new teaching facilities and the refurbishment of a 1920s portion of the building to a high standard for events, conferences and public usage. Building work began in June 2016 and progressed well throughout 2016/17, concluding before the start of the 2017/18 academic year.

The 1980s extension was completely stripped back to the original structure and repairs were conducted to the roof and walls. A former double-height conference hall was split in half horizontally through the installation of a first floor, and classrooms were constructed in the former plant room.

A new entrance to the educational portion of the building now opens out onto North Somerset Council's Italian Gardens. This impressive and modern construction houses a number of the College's law and professional services courses, as well as space for the expansion of **University Centre Weston**.

The historic seafront portion of the building, the **Winter Gardens Pavilion**, has been sectioned off from the rest of the complex and now functions as a conferencing, banqueting and events space which is available for public use.

The refurbished Pavilion has been enhanced to a high standard, with improvements made to the audio/visuals and new conference rooms have been created. The Pavilion now has the potential to be the most technologically advanced venue in the South West and was named '**UK Project of the Month**' by an international audio/visual magazine.

Also completed in the 2016/17 academic year was a **£3 million** facility opposite the Knightstone Campus which comprises classrooms, offices and associated welfare spaces.

At the Knightstone Campus the commercially operating **Hair and Beauty Centre** was refurbished and new equipment installed, and a specialist classroom was created for the College Group's new degree-level hair and beauty provision.

The South West Skills Campus LibraryPlus was relocated to a more integral and central part of the campus, reflecting on the need for library resources as the IT, engineering and civil engineering curriculum develops to offer degree-level courses and apprenticeships. The former student common room has been transformed into a base for the student services team, and the canteen has been extended to house the influx of students on engineering and computing courses.

Signage at all three main campuses was updated, and University Campus underwent a name change to **Loxton Campus** to reflect the growth of university-level provision at each of the College Group's main sites.



# 16-18 curriculum



2016/17 has been another outstanding year for Weston College's full time 16-18 curriculum. Achievement rates have continued to improve and are now at a three year high, putting the College in the top quartile of General Further Education providers nationally.

## Achievement rates

**79.8%** 2014/15  
**82.5%** 2015/16

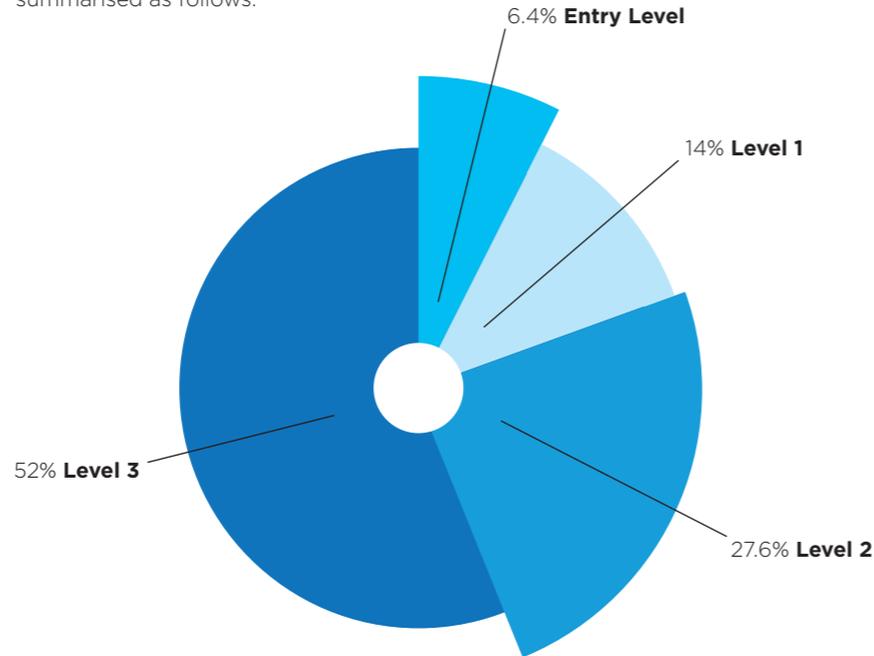
**86.5%** 2016/17  
**78.8%** National average

## Student recruitment

Demand for places across all subject areas continues to grow with new areas such as engineering and construction expanding quickly. 16-18 learner numbers exceeded **3,400** in 2016/17.

## Student numbers by level

The balance of provision can be summarised as follows:



## Progress and progression

Students have continued to make good progress and achieve high grades. Level 3 students on technical certificates and applied general qualifications averaged a distinction. A Level students averaged a grade C- **with 42% achieving grades A\* to B, a three year high.**

The proportion of students applying and progressing to higher education continues to grow with more students than ever choosing to follow work-based learning routes such as higher apprenticeships. **93%** of students completing their studies in 2016/17 **progressed to further learning, training or employment.**

## Student satisfaction

Weston College students are some of the most satisfied learners in the country. In the 2016/17 national FE Choices survey **90%** of students stated they would **recommend the College to family and friends.** This ranked the College in the **top 20** General Further Education Colleges in the country.

**90%**  
Satisfaction rate

**83%**  
National average

**18th**  
National rank

## English and maths

The development of English and maths skills is a fundamental requirement and expectation within the 16-18 provision at Weston College. Learners who have not yet achieved a grade 4 or C in their GCSE English and/or maths are required to retake it or study towards a stepping stone qualification such as functional skills. 2016/17 saw a larger amount of students retake and successfully achieve their grade C than ever before. **Over 60% of students who took GCSE English achieved a grade C.** This equates to **294** learners achieving a grade C who did not achieve this while at school.

## Study programme design

The College has placed employability at the heart of its study programme design. The 16-18 provision prides itself on being a place that cultivates, encourages and grows both the behaviours and skills that young people will need for their future.

Each learner's study programme is made up of the following core elements:

- Academic, vocational or technical qualifications
- English and/or maths skills development
- Work experience and/or work related activity
- Personal and social development
- Independent study skills.

This curriculum framework, coupled with increased opportunities for learners to experience and get involved in competition work, social enterprise, volunteering, fund raising events and trips both locally and across the globe, has helped enable young people at Weston College to broaden their horizons and prepare for a 'brighter future'.

# Adult and part time provision



Weston College's provision for adult learners focuses on supporting adults who are looking to re-engage in learning to develop the skills, attributes and behaviours needed to operate effectively in life and work, and upskill in order to progress to higher paid roles or change careers.

The curriculum considers and reflects the skills demanded by employers and industry both regionally and locally.

In partnership with key stakeholders, the College has constructed and delivered a curriculum that supports:

- Unemployed learners who need employability skills and transition support to find and sustain employment
- Learners wanting to secure their first full Level 2 or 3 qualification in a vocational discipline
- Learners to achieve key qualifications in English and maths
- Learners who want to gain access to higher education
- Learners to gain higher level qualifications
- Learners who want to re-train and pursue a career in new professional or technical disciplines.

## Student recruitment

The College has continued to see growth in its provision for adults, with more than **8,600** people over the age of 19 enrolled at the College, a further **4,800** on an apprenticeship and **867** at University Centre Weston.

## Achievement rates

In the 2016/17 academic year, **90.7%** of adult learners successfully completed their courses with a further **92.4%** progressing into employment, university or further training. **92%** of the College's Access to Higher Education learners applied to university through UCAS with **79%** receiving offers from their first-choice higher education institution.

Increased flexibility in the learning approach for adults studying English and maths has yielded impressive results, with **96%** of English and **97%** of maths students passing their GCSE courses.

Over **60%** of Jobcentre Plus referrals completed employment readiness training and transitioned into full employment within six months.

## Investment in curriculum and resources

The College Group continues to invest in its curriculum and resources to help adults gain training in sectors that will drive and fuel the regional economy for the future.

2016/17 saw the development of a series of free courses for adults which aims to re-engage adults with education and enable them to find out about and access the range of courses available across the College Group that could help them upskill, retrain or change their career.

The College rebranded and refocused its traineeship and apprenticeship provision from the top down, launching the acclaimed 'Begin. Believe. Become.' apprentice recruitment campaign.

Traineeship models have been developed with University Hospitals Bristol NHS Foundation Trust, GKN Aerospace and many others.

2016/17 also saw the launch of a digital learning pilot, which will pave the way for future developments in high-quality bespoke distance and eLearning initiatives.

There has been significant growth in the College's Sector Based Work Academies. Employers such as Alliance Care, Notaro Care, Gate Gourmet and OCS at Bristol Airport, Dauncey's Hotel and Silva Care began to offer Sector Based Work Academies, and **83%** of those who attended a Sector Based Work Academy progressed into sustainable employment.



# Apprenticeships



The Weston College Group has embraced the changes to apprenticeship delivery and funding following the introduction of the Apprenticeship Levy in May this year. The College is working successfully with local and regional businesses to support their understanding, development and delivery of apprenticeships.

The College Group's new commercial division has focused on supporting employers to understand and recognise the advantages of using the Levy to train, upskill and grow their workforces. **The College's business to business provision has been rebranded to Training Solutions**, reflecting the relationship we develop with our partners to help them grow their businesses through effective training.

Throughout the 2016/17 academic year, the Group has successfully started to implement the changes to apprenticeship funding, and **its provision has grown to offer in excess of 50 different apprenticeship standards and frameworks**. This includes new apprenticeship options as part of the Law and Professional Services Academy and Future Technology Centre, and upcoming developments including the Construction Skills Training Centre and the Health and Active Living Skills Centre.

The College Group has continued to invest in new areas of delivery, reacting to and predicting trends in the regional and national jobs market. Key areas of focus include construction and engineering apprenticeships to support **Hinkley Point C** and other large infrastructure projects. The Apprenticeship Team is also working with businesses to support their preparation for the impact these major enterprises will have on smaller building projects and businesses across the region.

## Working with Levy-paying employers and SMEs

The College Group has continued its work with SMEs, and has created a **Levy Solution Service** to offer advice and guidance to larger employers who are paying Apprenticeship Levy. The service also offers training needs analyses, workforce planning support and a recruitment service.

Building true partnerships with employers is key in order to design and deliver the appropriate training to support business growth and employee career development. This includes upskilling and retraining of existing staff alongside recruitment of new employees. Key to this partnership approach is the **flexible and bespoke nature of the College's training solutions**.

The 2016/17 academic year saw the College host and sponsor a number of successful events to engage businesses with planning for the implementation of the Levy. This work will carry on as the new approach continues to be embedded and employers seek to maximise the benefit to their training and development plans.



# Special educational needs and disability (SEND)



The specialist SEND provision for learners continues to expand at Weston College, offering inspiring, innovative and high quality programmes that continue to improve the progression opportunities for SEND learners as well as influencing the delivery of inclusive practice nationally.

Intensive support programmes are delivered by highly qualified specialist practitioners and learners are empowered to understand their disability impact, developing strategies to accommodate their differences and inform others how they learn best. Each learner has a personalised programme that is dynamic, innovative and inclusive, equipping learners with the transferrable skills needed to progress. The ethos of ambition and high aspirations lessens the learner's dependency on others and therefore sustains their future independence.

Throughout the 2016/17 academic year, the successes of the College's trailblazer approach included:

- Supporting over **1100** learners from Entry Level courses to degree-level across all Weston College campuses

- Extremely high success rates of **89%** for SEND learners - on par with learners without SEND complex and significant barriers to learning
- Outstanding retention at **96%** for learners with SEND
- English and maths results have increased by **5%** for SEND learners
- **98%** of SEND learners have progressed onto meaningful destinations
- **100%** of learners at Weston Bay residential training facility progressed onto meaningful destinations with **35%** into employment in comparison to the National Autism Society national figures of **15%**
- **95%** of learners with SEND rated their overall satisfaction as good or better
- Continuing to gain national and local recognition, leading the sector by contributing to a wide range of initiatives and delivering at external events, e.g. Association of College, Department for Education, and Natspec.

## SEND student in finals for student of the year

Weston College student Mason Cherritt (pictured opposite) has been named as a finalist at the Association of Colleges' Student of the Year awards, beating off competition from across the country.

Mason has worked tirelessly to overcome his significant learning barriers and make hugely positive steps in both his academic work and life skills. On being named as a finalist, Mason said:

“ I was really shocked when I found out, because I realised it was nationwide. I'm excited to attend the ceremony, and a parliamentary reception has been organised for all finalists in January so I'm excited to go to that, too.

“I'm so proud to be a Weston College student and I don't ever want to leave - I'd even like to work as a sports teacher here eventually. Being at the College has given me so many opportunities and I feel like I've gone from having no life, to having a big life. ”



# Law and Professional Services Academy



Over the last year Weston College has been expanding its well-established law and professional services provision to create a new hub for legal, financial, business and IT training in the South West.

Weston College's new Law and Professional Services Academy specialises in work-based and academic training that responds to the skills shortages identified in the region.

A big focus is providing businesses with cost-effective training solutions that utilise the depth and breadth of the College's provision, enabling companies and organisations to access flexible ways to upskill their workforces, train new staff, or fill vacancies through apprenticeships.

For young people and adults, the Academy enables clear pathways into the professions and towards their career goals, and the ability to upskill, retrain or learn entirely new skills.

The College's investment in its facilities has led to the creation of a high-tech and professional learning environment that prepares its learners for work and progression.

The Academy also includes a service to assess training needs and business growth potential for partner businesses, and can work in partnership with employers to create bespoke courses to suit their businesses.

The current Academy offer comprises A Levels and BTECs at Level 3, and professional and technical qualifications and apprenticeships up to degree-level. These cover a range of subjects including accounting, business and administration, computing, customer services, law, leadership and management, and HR.

A number of University Centre Weston courses also sit within the Academy, which means that students can become qualified up to degree-level in their chosen career path, and businesses have the ability to upskill and retrain their employees to a high level of proficiency in their careers.

The courses can be delivered in the workplace or at Weston College, or a combination of the two. The College has created new facilities to house the provision, including the **£15 million** Winter Gardens in Weston-super-Mare and the Law and Professional Services Academy, based in a former town centre hotel.



# University Centre Weston



Since Weston College's higher education provision was rebranded as UCW after gaining university centre status in 2015 it has enjoyed significant success in its first year of its new identity.

The achievement of a Gold award in the Teaching Excellence Framework (TEF) in June places UCW among the top **20 percent of university and college higher education providers in Britain.**

The TEF Panel judged that UCW delivers consistently outstanding teaching, learning and outcomes for its students of the highest quality found in the UK.

The TEF recognition builds on UCW's already outstanding reputation for providing high quality, work-based courses, and will be crucial to meeting the ambitions for increasing recruitment and widening participation in the years ahead.

This year saw the completion of the Winter Gardens, a new addition to the College Group's campuses which will house Weston College's law and professional services provision as well as providing teaching and independent study spaces to UCW's degree-level students.

Further investment in facilities last year also included the construction of an **industry-standard studio** for the new Foundation Degree in Hair, Make-up and Prosthetics for Production.

**The number of courses on offer at UCW now exceeds 40**, with new provision introduced in areas including Events Production and Management, Integrated Mental Health and Social Care, and Lens-based Media.

The winning of prestigious contracts with major employers such as **GKN, Rolls-Royce and the Ministry of Defence** has also seen degree-level apprenticeships developed in a number of engineering disciplines.

Such expansion has only been possible due to the trust placed in UCW by Bath Spa University and the University of the West of England, Bristol - its university partners - and the successes of its students.

Those who choose to study at UCW continue to outperform key degree benchmarks, with **27% of Honours students awarded First Class Degrees**, and almost three quarters achieving at least Upper Second Class Degrees.

Also, according to the latest figures, **95% of UCW students entered into employment or progressed to further study within six months of graduating.**

Ahead of the 25th anniversary of higher education at the Weston College Group in 2018, there is much to celebrate and even more to look forward to.



# Inspirational Futures Trust



The Inspirational Futures Trust is a multi-academy trust sponsored by Weston College that champions inclusive practice and aims to provide dynamic approaches to learning, combining levels of expertise across its academies to develop the best learning techniques possible.

The Trust recognises that a “one size fits all” approach does not guarantee success. Its approach of encouraging and supporting difference, although ambitious, allows academies to maintain their character and uniqueness while raising their overall quality of provision and standards.

## Values

The Trust works towards:

- Improving education for all children and young people across North Somerset and beyond
- Providing a high quality education pathway from nursery to higher education
- Encouraging uniqueness and championing the ‘one size does not fit all’ approach
- Refusing to compromise on quality across all functions and academies

- Identifying specialisms and areas of outstanding practice within each academy to establish cross-organisational support
- Allowing every young person across the Trust to benefit from specialist facilities and resources
- Facilitating the mobilisation of expertise across organisations
- Sharing good practice and experience across academies
- Providing high quality motivated staff with opportunities to expand their experience and expertise.

## Expansion

The year began with the North Somerset Enterprise and Technology College (NSETC) moving from Weston College's South West Skills Campus to a **£15 million Academy** in the Junction 21 Enterprise Area. Likewise, **Bristol Futures Academy moved into its permanent accommodation in November**. The creation of these dedicated facilities was managed by the Weston College Operations team on behalf of the Trust.

The 2016/17 academic year saw **Crockerne Church of England Primary School and St. Katherine's School join the Trust** and the official opening ceremony for the Bristol Futures Academy.

The Inspirational Futures Trust has now grown to include:

- NSETC
- Herons' Moor Academy
- Bristol Futures Academy
- St Katherine's School
- Crockerne Church of England Primary School.

## Achievement

2016/17 was an important year for the Trust, and has seen regional and national recognition for its work and the accomplishment of its students.

The year saw the youngest Herons' Moor Academy students exceed the national averages, St Katherine's students receive a **record number of A\* A Level grades**, and NSETC student Jack Healy was named **BTEC Engineering Student of the Year** at a national awards ceremony.

All year 11 students at Bristol Futures Academy **progressed onto college or further training** and combined outcomes at Crockerne were **above the national average at Key Stage 2**.



# Teaching School Alliance



Weston College's Teaching School Alliance is a new initiative introduced in the 2016/17 academic year which supports teachers, support staff, leaders and governors across the region to gain the skills and experience they need to be successful.

The Teaching School Alliance leads on the development of school-led initial teacher training through School Direct. It takes an active role in the recruitment and selection of trainee teachers and coordinates the initial teacher training with professional development opportunities.

The teacher training plans created by the Teaching School Alliance include access to outstanding lessons and current teachers for observation, planning, mentoring and quality assurance.

The Teaching School Alliance prioritises:

- Coordinating and delivering high quality school-based initial teacher training
- Providing high quality school-to-school support to spread excellent practice, particularly to schools that need it most
- Providing evidence-based professional and leadership development for teachers and leaders across the alliance.

The Weston College Teaching School Alliance offers a range of professional development opportunities for teachers, and school support staff by extending the Weston College Group's strong learning cultures to the schools it works with. It identifies the best teachers and leaders to provide professional development, tailors development to meet the needs of schools, offers coaching and mentoring, evaluates the impact of professional development and offers opportunities for formal accreditation or school-based research.



# Forward Futures Limited



The 2016/17 academic year continued to create huge opportunities for those wishing to begin or further develop careers in the further education sector.

Forward Futures, the College's in-house recruitment agency, has continued to focus on the provision of high calibre associates to the Weston College Group and its key contracts such as offender learning.

One of the many benefits of employing Forward Futures associates is that it has enabled many people from industry to work part-time in education. This enables the College Group to work towards its goal of enabling its students to learn industry-relevant skills from professionals with valuable experience in the subject area that they are teaching.

In 2016/17, Forward Futures continued to supply high calibre associates in key recruitment areas. This includes successfully delivering Learning Support Assistants to the College's Inclusive Practice faculty.

The use of 'Fit for purpose' observations for Forward Futures associates within four weeks of an associate starting a lecturing position has returned a **100% pass rate**, and associates are well supported by

the College's quality and observations teams. Ongoing mentoring and coaching is offered to associates to support them to reach their potential and become the outstanding deliverers of education that the College Group requires.

**80% of observed Forward Futures associates were rated 'good' or 'outstanding'**, and a high proportion of these associates were offered permanent roles with the College Group. **A total of 69 associates were successful in achieving establishment positions** within the Weston College Group.

These results demonstrate that Forward Futures secures candidates that have the potential to develop longer-term careers with the College - and justifies the initial investment in many of these new teachers and lecturers.



# Inspirational Events and Investments



**Inspirational Events and Investments Limited** was incorporated on the 1st March 2017 and is the company which runs the **Winter Gardens Pavilion** and the **Lauriston Hotel**.

## Winter Gardens Pavilion

Throughout the 2016/17 academic year, the Winter Gardens Pavilion was refurbished to a high standard to update its event and conference capabilities. This included extensive repair work; the creation of new function rooms, catering facilities and a new commercial restaurant; the installation of new audio/visual equipment; and the hiring of a dedicated events team.

The Pavilion began accepting bookings in early 2017 through its new website [www.westonwintergardens.co.uk](http://www.westonwintergardens.co.uk)



## The Lauriston Hotel

Purchased in March 2017, the Lauriston Hotel is in a prime location in Weston-super-Mare. The 37 bedroom hotel is undergoing staged refurbishment to a high standard, with the second stage of refurbishment work set to be completed in the 2018/19 academic year.

The hotel has the potential to be tied into the wider Winter Gardens Pavilion offer and serve as accommodation for ceremonies, conferences and other events held in the ballroom.



## Lasseter's

Lasseter's at the Winter Gardens Pavilion is a new fine dining restaurant set in the Pavilion's southern wing. The restaurant is set over two floors, offering views across Weston's seafront, and is open to the public. The refurbished kitchen also services the ballroom during banqueting events.

## The Florentine

The Florentine is based at the rear of the Winter Gardens and is a commercially operating bistro.



# Offender Learning Services



Weston College's Offender Learning Services is a top-performing provider of offender and detainee learning recognised for excellent teaching, learning and assessment; as well as positive outcomes for learners and a partnership approach to business planning which ensures that the curriculum meets learners' and employers' needs.

The College has forged a positive working relationship with the Ministry of Justice and Her Majesty's Prison and Probation Service, which supports the smooth transition of contracts from the Skills Funding Agency. Weston College has embraced the potential of the revised funding methodology to extend the learning provision.

## Developments

Weston College has worked in partnership with prison governors to **prioritise and promote a whole-prison approach to education**. During inspections, praise was given to the College's proactive training, support and the use of peer mentors. Likewise, the robust and accurate quality assurance and strong leadership and management was acknowledged.

2016/17 saw a shift in focus towards prioritising Level 2 qualifications as

they enable progression and improve employability. **Bespoke training programmes** for supporting learners in custodial settings, trauma-informed learning, and autism awareness were developed and implemented.

**Bikes for Africa was established in IRC The Verne** in order to teach inmates bicycle repair and maintenance skills as well as working with the charity to provide refurbished bicycles to communities in Africa. **A coffee shop was opened in HMP Leyhill** to provide work experience in catering prior to inmates' release. **At HMPs Guys Marsh and Portland, the College took on the contracts to run the libraries** and developed the learning resource centre services.

Weston College funded a project to **pilot the delivery of the Award in Teaching to long-term prisoners** as recommended in the Coates report, as well as implementing a self-assessment tool for prisoners to evaluate and identify their mental health problems, and learning difficulties and/or difficulties. This allows for the implementation of learning support and highlights the need for establishment-wide approaches to mental health and learning difficulties and/or disabilities. The 'Do It Profiler' was piloted to support

learners' progress by enabling assessment of learning needs and recommending individual support to improve their own learning and performance.

As part of the Building Better Opportunities programme, funded by the European Funding Agency and the Big Lottery Fund, the College partnered with West of England Works to support unemployed and economically inactive people with a criminal record into job searching, education, employment and training with the aim of reducing reoffending and promoting a functional, happy and fulfilling life.

## Achievement

The 2016/17 academic saw many achievements across Weston College's Offender Learning Services from learners, staff and the leadership team. **English and maths Functional Skills attainment across the organisation is at 76%**, and HMP Erlestoke was the highest placed prison in the country in the Reading Agency's annual Reading Ahead challenge and achieved the new **Double Gold Award**.

**The average success rate across vocational courses was 96%**, and learner feedback collected by learner voice was highly positive.

In the Koestler Art Awards competition **129 learners from across Weston College's Offender Learning Services had their work selected, with one platinum, five gold and 16 silver awards won by Weston College learners**. Their artwork went on to be displayed across the country in exhibitions. Similar success was seen during the Penned Up literary festival and the Weston College Group's first offender art exhibition.

In terms of teaching, **86% of lesson observation grades were at good or better** - an improvement of 3% on the previous academic year.

The 2016/17 academic year also saw **78% good or better Her Majesty's Inspectorate of Prisons and Ofsted inspection grades** compared to the national average of 70%. HMP Leyhill was rated outstanding and HMP Channings Wood, HMP Dartmoor, HMP Eastwood Park, HMP Erlestoke, HMP Exeter and HMP Portland were all rated good.

## Learner engagement and achievement

Total number of learners

**4,211**

2015/16

**7,375**

2016/17

Total number of assessments - English and maths

**8,169**

2015/16

**7,776**

2016/17

Total number of qualifications achieved

**7,749**

2015/16

**8,235**

2016/17



# Strategic partnership

Partnership is a key focus of the Weston College Group as it works with businesses and organisations across the region and beyond to provide the skills that employers need for their future workforce.

“ There’s a quiet revolution going on in Weston, as we change from a town with below-average staying-on rates and skills into a high skill, well-educated university centre town. Weston College has been the engine and catalyst of the change, and the entire local community supports it. ”

**John Penrose**  
MP for Weston-super-Mare



“ Uniting employers with education is key to ensuring the economic success of not only our business, but also our region. It is well known that there are significant skills gaps across many industries and the responsibility to solve that lies in a partnership approach.

“Wessex Water has identified that a crucial method of addressing our skills requirements is to find and support high quality training providers, such as Weston College, to design, develop and deliver courses, programmes and apprenticeships to fulfil our business needs.

“We’re excited to see what our joint future holds, how we can work together to ensure our local and wider communities understand the possibilities and opportunities within our industry, and how we can support each other to ensure Weston College continues to provide outstanding training which is relevant, business led and, most of all, effective. ”

**Becca Thurston**  
Apprenticeship Coordinator, Wessex Water



“ We are proud to work with Weston College, as they continually strive to provide one of the best learning environments in the country. As well as providing outstanding opportunities for learners in North Somerset, the College is a real driving force behind our economic growth ambitions, supplying training and skilled workers in key sectors including digital and creative industries, engineering, construction and professional services.

“The College’s track record of delivery and outstanding performance has enabled us to attract major investment in new and improved facilities over the past year. The establishment of the Law and Professional Services Academy, the Future Technologies Centre and the University Centre Weston is at the heart of our regeneration plans for the town. ”

**Mike Jackson**  
Chief Executive, North Somerset Council



“ Bath Spa University and UCW enjoy a strong long-term partnership that has been mutually beneficial. Working with an outstanding partner like UCW provides the University with the opportunity flourish in diverse subject areas and disciplines, and contribute to the strategic aims of both institutions.

BSU is committed to continued partnership working with UCW, and along with its outstanding staff and management, to explore new and innovative higher education opportunities. BSU is proud to be associated with UCW as a principle partner, and looks forward to further joint endeavours to achieve excellence. ”

**Christopher Ellicott**  
Registrar and Director of Student Services  
Bath Spa University



“ The partnership between UWE Bristol and Weston College continues to go from strength to strength. We are uniquely positioned to meet the skills needs for the region and have a shared ambition to provide the highest quality practice-based and professionally-oriented education to all our learners.

“Weston College prides itself on delivering excellence for all its students and stakeholders and, as a strategic partner of the College, we have benefited from this professionalism and commitment. This is why we have committed to growing the partnership through the establishment of the Institute of Professional Education, which will enable us to further enhance existing provision and explore new opportunities, such as the growth in apprenticeships. ”

**Jo Midgley**  
Pro Vice-Chancellor, University of the West of England, Bristol



“ Working collaboratively with Weston College, for example in supporting the proposed new Health and Active Living Skills Centre, will allow us to support the local community and our staff to improve health and wellbeing. “Weston College plays an important role in the training and education of students, both locally and more widely, delivering a well-developed programme of training in health and social care.

“As demand for care, health and wellbeing services increases, it is essential that employers have access to the skills and training provision which will provide a flexible, multi-skilled and resilient workforce.

“Our aim, through partnership with the College, is to create a centre and student experience where teaching and clinical practice can be brought together for the benefit of patients and staff, where our partnership brings real and lasting benefits to the communities of North Somerset through improved health, regeneration, employment and economic growth. ”

**James Rimmer**  
Chief Executive, Weston Area Health Trust



“ From the beginning of the procurement selection process to identify a possible additional training provider, GKN were impressed by the professionalism and proactive approach demonstrated by Weston College.

“Since the selection of Weston College by GKN, and the first year of delivery of our programme, GKN’s experience of this approach from all levels of the Weston College team has continued. This has been clearly demonstrated by feedback from both the GKN apprentice training team, but, as importantly, from our apprentices, who have had nothing but positive comments regarding their experiences attending Weston College.

“Such is GKN’s confidence in Weston College that we are now working in partnership on several upcoming initiatives, one of which is preparing for the introduction of the Apprenticeship Levy, where GKN and Weston College have both been invited by the SFA to take part in the pilot of the Digital Apprenticeship Service (DAS). ”

**Paul Ashbee**  
Technical Training Manager, GKN  
Aerospace Services Limited



“ Alliance Homes receives first class support and is proud of our strategic partnership with Weston College, collaborating on key business priorities and wider regeneration activities.

“In partnership with Weston College, we have established the award-winning Care Academy, which helped Alliance Living Care to access a new talent pool of **50+** staff, and the Team North Somerset partnership, which has supported nearly **200** disadvantaged people into employment. ”

**Michael Williams**  
Business Enterprise Manager, Alliance  
Homes Group



“ Weston College is very important to North Somerset, not only because of the excellent skills training it provides, but because of the many spin-off opportunities for the small businesses that make up **97%** of our local economy.

“We are very pleased to continue our collaborative work in a number of areas which will further strengthen the economy. The success of Weston College is a vital element in the wider success of Weston-super-Mare and North Somerset. ”

**Angela Hicks**  
Chief Executive, North Somerset  
Enterprise Agency



# Impact on students



“ I feel motivated and ambitious about going to university and planning for my future career. ”

**Jack**  
Physics, Art and Design, and Maths, A Level



“ Studying at Weston College has developed my skills and given me a clear insight into my future career. ”

**Robson**  
Carpentry, Diploma, Level 1



“ The lecturers are amazing and the opportunities I've had to perform are incredible. ”

**Poppy**  
Music Performance, Extended Diploma, Level 3



“ Weston College understands that everyone learns in a different way. ”

**Kirsty**  
Teaching Assistant Apprentice, Level 3



“ The teachers at the College have inspired and supported me, and I have learnt a lot about the industry. ”

**Mia**  
Beauty Therapy, VRQ Diploma, Level 3



“ The course has completely changed my life and helped me get back on my feet. ”

**Prayag**  
Professional Cookery, Level 2

# Impact on employers

Weston College works with employers across the South West and beyond to deliver training solutions to address their skills needs and provide them with high-quality training including apprenticeships.

“ We’ve been impressed by the way the College ensures its students not only succeed in their studies but are also ready and able to slot into the commercial world. ”

**Martin Thatcher**  
Managing Director, Thatchers Cider



“ The College continues to provide outstanding training which is relevant, business-led and, most of all, effective. ”

**Becca Thurston**  
Wessex Water



“ Weston College understands that, From an employer’s perspective, their role is to prepare their students for employment. ”

**Gordon Veale**  
Carbase



“ The College has a fundamental objective of meeting the demands of businesses and matching this with the education and skills needed. ”

**Andrew Blunsdon**  
Priddy Engineering



“ We clearly believe Weston College is a key strategic partner as we continue to grow and develop our staff for the future. ”

**Katie Dominy**  
Head of HR, Castelan Group



“ This is a relationship that has truly added value on both sides and is a unique success to be proud of. We look forward to this continuing for many years to come. ”

**Matt Tyler**  
Managing Director, Dribuild Group



“ Weston College has always delivered a high level of education, communication, help and support. We always recommend them to others in our sector. ”

**Bernadette Rosewell**  
Area Manager, Honey Tree Day Nursery and Preschool



“ Working with Weston College has given us a real opportunity to develop home-grown talent in what is otherwise a very competitive marketplace for new people coming into law. ”

**Rebecca Kibby**  
Foot Anstey



“ The support we have had from the college has been brilliant; I have a great relationship with our assessor, who is very flexible and fully understands the challenges of a working kitchen. ”

**Gilly Chu**  
Gilly’s Café



“ We have a great relationship with Weston College and BEC. They are happy to support us with anything we need and we find this an invaluable partnership. ”

**Sarah Hallaran**  
Beauty Oasis Day Spa



“ I was really impressed with the facilities, staff and students that I met. The drive and enthusiasm of the staff are impressive, and the goals of the College are certainly aligned with the needs of local industry – that is, to provide suitably qualified and motivated students ready to enter into employment or further education. ”

**Neil Douglas**  
Viper Subsea Technology Ltd



“ We have employed three apprentices through Weston College and have been extremely happy with both the support from the recruitment team as well as the quality of the individuals we’ve received. We would proudly recommend Weston College apprentices to any other business. ”

**Laura McFetridge-Smith**  
HR Director, Macrail Systems



# The year in headlines



## **NSETC moves to the Weston College Academy building**

North Somerset Enterprise and Technology College moved to the £15 million Weston College Academy in September 2016.



## **College launches Higher Level Civil Engineering Apprenticeships**

Weston College became one of the first colleges in the region to deliver degree-level apprenticeships in civil engineering at its new Future Technology Centre.



## **Former student opens beauty salon**

Former beauty therapies student Jessica Stagg fulfilled her ambition of opening a beauty salon in her home town of Weston-super-Mare. Essential Beauty and Aesthetics was inducted into the Good Salon Guide shortly after opening.



## **Funding secured for West Of England Works project**

Weston College secured European Social Fund and Big Lottery funding for the West of England Works programme, which aims to help unemployed people in the West of England to find employment.



## **UCW rated gold under Teaching Excellence Framework**

The gold rating places University Centre Weston among the top 20% of higher education providers, alongside the prestigious Oxbridge universities.



## **College launches free courses for adults**

Weston College launched a series of free courses to engage the community and reengage adults with education and skills development.



## **College holds first offender learning art exhibition**

Offender Learning Services Limited held its first ever exhibition of prison artwork. The exhibits were judged by Weston College staff, with the winning inmates receiving art supplies to practice their talents.



## **Student reaches national photography competition final**

A Level Photography student Chloe Cox came third in the Association of Colleges Student Photographer of the Year Awards, supported by the Royal Photography Society.



## **College retains Investors in People statuses**

Weston College retained its Investors in People Gold and Champion statuses for the third consecutive review over a nine-year period.



## **College lecturers come joint second in regional teaching awards**

Three Weston College lecturers came joint second in the Teacher of the Year category at the 2016 Believe in Somerset Awards. The lecturers from the College's Faculty of Technology, Engineering and Construction were nominated for their outstanding and inspirational work.



## **Dr Paul Phillips awarded CBE**

Dr Paul Phillips, Principal and Chief Executive of the Weston College Group was awarded a CBE for his dedication to education and the community. Under Dr Phillips' leadership Weston College has grown to become the ninth largest college group in the country.



## **Winter Gardens Pavilion named project of the month**

The Winter Gardens Pavilion development was named UK project of the month by a specialist international audio/visual engineering magazine.

# The year in numbers

## Finance

### Income

**£52,682,000**

Funding body grants

**£7,590,000**

Tuition fees and contracts

**£1,515,000**

Other income

**£58,000**

Investment income

**£63,821,000**

Total income

### Expenditure

**£34,944,000**

Staffing costs

**£25,165,000**

Other expenses

**£2,044,000**

Depreciation

**£512,000**

Finance costs

**£62,665,000**

Total expenditure

**£1,156,000**

Surplus before G&L

**£156,000**

Transfer of assets

**£1,312,000**

TCI

Source: year-end management accounts. All accounts unaudited and subject to approval at time of going to print.

## Demographics

### Number of enrolments (excluding OLS)

**500**

Under 16

**12,629**

16 to 18

**8,674**

19 and over

**21,803**

Total

## UCW

### Number of enrolments

**818**

Full time

**49**

Part time

### Students by gender

**40.3%**

Male

**59.7%**

Female

### Age

**44.1%**

Under 21

**29.6%**

21 to 30

**26.3%**

Over 30

## Progression

### Destination

**3.6%**

Apprenticeship

**19.6%**

Employment

**47%**

Further education

**15.1%**

University

**9.8%**

Other

**4.9%**

Unclassified

## Enrolments

Faculty of **construction, engineering and future technologies**

A Levels

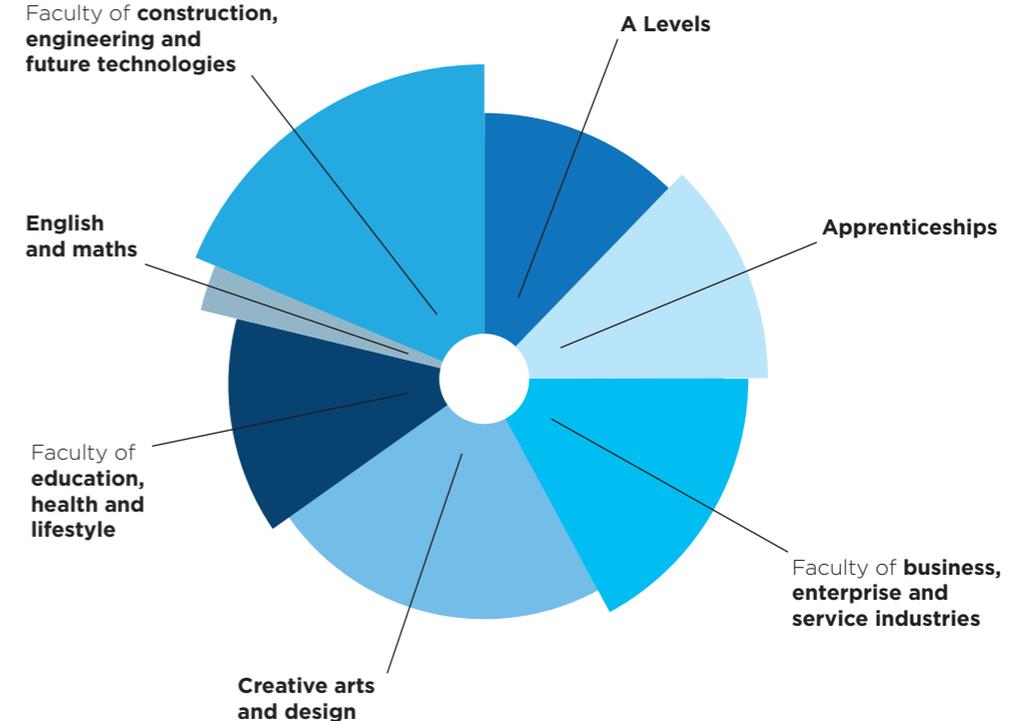
English and maths

Apprenticeships

Faculty of **education, health and lifestyle**

Creative arts and design

Faculty of **business, enterprise and service industries**



# Coming in 2018/19

The Weston College Group has allocated **£20 million** for building developments commencing in the 2017/18 academic year. These developments will enable further expansion of the College Group's provision in key sectors in the South West, and respond to current labour market intelligence data.

## Health and Active Living Skills Centre

Working closely with local and regional authorities, the NHS, and SMEs within the health and active living sector, this flagship training facility has been made possible by investment from the Local Enterprise Partnership. The centre will blend skills for health and social care with wider health prevention and condition management.

## Construction Skills Training Centre

The Construction Skills Training Centre expands on Weston College's existing successful general trades training. It will offer training and qualifications in areas such as infrastructure, civil engineering, scaffolding, plant operations and maintenance skills, plus apprenticeships in formwork, steel fixing, access and rigging, and groundworks and construction.

# Corporation

Governor	Role	Background
<a href="#">Mark Canniford</a>	Lead Governor for Safeguarding	Commercial
<a href="#">Chris Carter</a>	Vice Chair of Corporation and Chair of Finance Committee	Legal
<a href="#">Tim Cowley</a>	Chair of FE Committee	Industry and legal
<a href="#">Gemma Day</a>	Governor	Commercial and human resources
<a href="#">Jude Ferguson</a>	Chair of the Corporation, Chair of Forward Futures and Offender Learning Services	Education, careers and guidance
<a href="#">Andrew Leighton-Price</a>	Chair of Audit Committee	Audit and finance
<a href="#">Mark Lewis</a>	Governor	Commercial
<a href="#">Jo Midgley</a>	Vice Chair of Corporation and Chair of HE Quality and Curriculum Committee	Higher education
<a href="#">John Penrose</a>	Corporation Associate	MP for Weston-super-Mare
<a href="#">Ian Porter</a>	Lead Governor for Health and Safety	Industry
<a href="#">Sheila Smith</a>	Governor	Education
<a href="#">Donna Turner-Kot</a>	Governor	Industry and education
<a href="#">Fiona Waters</a>	Non-academic Staff Governor	Education
<a href="#">Maxine Park</a>	Academic Staff Governor	Education
<a href="#">Atheke Sultana</a>	FE Student Governor	Student
<a href="#">Farhath Siddiqui</a>	HE Student Governor	Student
<a href="#">Dr Paul Phillips CBE</a>	Principal and Chief Executive	Education, business and finance
<a href="#">Christopher Ware</a>	Governor	Industry

### Knightsstone Campus

Knightsstone Road, Weston-super-Mare,  
BS23 2AL

### Loxton Campus

Loxton Road, Weston-super-Mare,  
BS23 4QU

### South West Skills Campus

Locking Road, Weston-super-Mare,  
BS22 8NL

### Weston College Academy

Beaufighter Road, Weston-super-Mare,  
BS24 8EE

### Winter Gardens

South Parade, Weston-super-Mare,  
BS23 1AJ

**01934 411 411**

**[www.weston.ac.uk](http://www.weston.ac.uk)**

**[enquiries@weston.ac.uk](mailto:enquiries@weston.ac.uk)**



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