



Weston College Group

ANNUAL REPORT

2017/18



South West
Skills Campus

An aerial photograph of Bath, UK, showing a dense urban area with a mix of historic stone buildings and modern structures. The city is surrounded by green hills in the background. A large, curved beach is visible on the right side of the image. Several blue labels with white text are overlaid on the image, pointing to specific locations. The labels are: 'South West Skills Campus' (top left), 'Knightstone Campus' (middle right), 'University Centre Weston' (middle right), 'Winter Gardens' (middle right), and 'Lauriston Hotel' (bottom right). The image is taken from a high angle, looking down on the city.

Knightstone
Campus

University
Centre
Weston

Winter
Gardens

Lauriston
Hotel

Loxton
Campus

Weston
Bay





Contents

Welcome

page 2

Overview of the Weston College Group

page 4

A catalyst for regeneration

page 6

The resources to deliver for the region

page 8

Weston College

16-18 curriculum

page 10

Adult and part-time provision

page 12

Apprenticeships

page 14

SEND

page 16

Law and Professional Services Academy

page 18

University Centre Weston

page 20

Blended Learning

page 22

Teaching School Alliance

page 23

Forward Futures Limited

page 24

Inspirational Events and Investments

page 25

Winter Gardens Community Board

page 26

Offender Learning and Support Services

page 28

Strategic partnership

page 30

Impact on students

page 34

Impact on employers

page 36

The year in headlines

page 38

The year in numbers

page 40

Coming in 2019/20

page 42

Corporation

page 43

Contact us

page 44

Welcome

It has been an exceptional year for Weston College.

The new structural divisions of **Curriculum, Operations** and **Commercial** came into their own, enabling a highly focussed approach to bring our strategic plans to fruition. Moreover, we have achieved some significant successes, including two **Beacon Awards** and the **Queen's Anniversary Prize for Further and Higher Education**.

Our role is '**Creating Brighter Futures**' for our learners and ensuring that we provide a value-added environment for each and every one of them. Our academic results, which included **31%** first class honours degrees, **99%** pass rates in academic and vocational studies, plus a major growth in apprenticeships, have been both impressive and unique.

These results could only have been achieved with the dedication of my staff and governors, whose commitment is unwavering. Despite 2017/18 being one of the most turbulent years I have ever known for the sector – and the magnitude of change and lack of funding not helping the agenda – I am confident that we can navigate some choppy waters ahead. We have the tenacity to remain a successful,

resilient and entrepreneurial organisation that sets a standard for the sector as a whole.

Ambition must remain at the heart of all we do and our partnerships with North Somerset Council, West of England Combined Authority, Bath Spa University, University of the West of England Bristol, the Local Enterprise Partnership (LEP), our local schools, business and industry reinforces this at every level. The year has seen state-of-the-art learning resources come to fruition, new joint ventures developed, and significant academic success.

The 2018/19 year will prioritise innovation and curriculum development as well as confirming our strategies for traineeships, apprenticeships and higher education in particular. We relish both the challenges and opportunities, and will fulfil our academic, social, cultural and economic imperatives to further our ambition of '**Creating Brighter Futures**'.



Dr Paul Phillips CBE, PhD DLit EdD
Principal and Chief Executive





Weston College Group has, once again, managed to raise the bar.

This year has seen the College continue to provide the best possible learning environment and exceed national trends in terms of curriculum growth and academic achievement.

Work is almost complete on two state-of-the-art facilities, which will provide bespoke centres of excellence for sport, public services, health and industrial training. These exciting developments – a combined investment of almost **£20 million** – also meet employers' needs and contribute to the regional economy, by addressing skills shortages and training needs.

The College has maintained academic results well above the national average and remains within the top **20%** of FE colleges in the country. This is despite major

national changes to qualifications, funding and standards, and is testament to the talent and dedication of teaching staff.

With further expansion and developments planned for 2018-19, this is an exciting time for Weston College, which continues to go from strength to strength under the leadership of Dr Paul Phillips and his management team.

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 above. It is regarded as one of the top further education 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 (UCW) offers over 40 courses across a number of vocational and academic subject areas. UCW delivers the courses 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.



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



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



Offender Learning

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



Forward Futures Limited is the College Group's in-house recruitment agency. It provides high calibre associates to the Weston College Group and its key services, such as offender learning. Forward Futures is often the first step for applicants interested in beginning a career with the College, either on a cover/supply or longer assignment basis.



A catalyst for regeneration

Weston College works in partnership with a raft of key organisations, both regionally and nationally.

The partnership with North Somerset Council and the West of England LEP has enabled a number of key projects to come to fruition. Moreover, new developments in construction, healthy living and animal technologies have either begun or are 'in the pipeline'. These developments will regenerate North Somerset and beyond through unparalleled education provision which expands the outlook of learners regionally.

North Somerset is a, generally, prosperous area. However, last year it 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. This is partially due to the decline in the British seaside tourism industry.

Throughout the 2017/18 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.

The 2017/18 year has brought some key innovations and developments:

Career College status

Weston College has been awarded Career College status. In an ever-changing educational environment, this will enable the College to respond to the demands of employers. This includes delivering a new approach to help raise aspirations and skills of students and expand the range of provision to include technical qualifications in engineering and digital subjects alongside existing courses.

Growth in higher education provision and expansion of honours degrees Weston College Group's higher education division, University Centre Weston (UCW), has continued to grow significantly this year – in terms in of courses and student numbers, which are **5% up** on the previous year.

As well as introducing foundation degrees in Events Management and Production, and Hair, Make-up and Prosthetics for

Production, honours top-ups in Games and Animation Production, and Lens-based Media Production, UCW has maintained its focus on quality, with **31%** of honours students now achieving first-class degrees.

UCW has also embraced the Group's 'apprenticeship agenda' by collaborating with industry and employers to introduce higher apprenticeships in Construction and the Built Environment (Civil Engineering); Mechanical Engineering; and Integrated Mental Health and Social Care. It also has new degree apprenticeships in Digital and Technology Solutions, Aerospace Engineering Manufacturing, Electronic Engineering, and Mechanical Engineering.

Bidding for growth

The Group reached stage two of the Prison Education Framework in five geographical areas. This represents significant success as we are now well placed to bid to secure new contracts from April 2019.

We have also paved the way to create an innovative new Institute of Technology for the region. Leading a partnership of education providers and employers, the College has been shortlisted by the Department of Education to develop a full proposal, ideally to become one of only **15** Institutes of Technology nationally.

The College has experienced strong growth in prime apprenticeship levy contracts with GKN Aerospace, Rolls-Royce and the Ministry of Defence. We have also won new apprenticeship levy contracts with Wessex Water, Atkins, UK Hydrographic Office, 2gether NHS Foundation Trust and the University of Bristol.

Increased flexibility in learning

The College was one of just **32** organisations chosen by the Department of Education to take part in a new flexible learning initiative.

The prestigious **£11.7 million** pilot fund was announced by the Skills and Apprenticeship Minister, Anne Milton, in March. It aims to encourage more adults to take part in new training or courses that will help them progress in current employment or secure a new job.

This success was due to the College's investment in its digital learning team. This exciting initiative will open up opportunities to learners to access a high quality education.

The Opening of the Winter Gardens as a HE, Law and Professional and Cultural Centre

In September 2017, we opened our fantastic new Law and Professional Services facility at the iconic Winter Gardens building. This major refurbishment and new-build project was completed with the support of the LEP. It creates a focal point in the town, which will benefit learners and the community for years to come.

Weston College students buck the trend

Despite significant change to qualifications, funding and standards, the College has maintained results well above the national average and continues to sit within the top **20%** of FE colleges in the country.

Three-quarters of A Level learners achieved A-C grades, while GCSE Maths and English retake high grades were **4%** points above that seen in the published post 16 examination outcomes.

Outcomes delivered by our Training Solutions apprenticeship team are strong and improving, with **78%** of apprentices successfully completed their course in 2017-18 compared to **68%** nationally.



Resources to deliver for the region

The Weston College Group continues to ensure that the best possible learning environment is in place for learners.

With this in mind, learners at the College will benefit from two state-of-the-art training centres – a combined investment of almost **£20 million** – in the next financial year.

Work has already begun on the Construction Training Centre and the Health and Active Living Skills Centre, which are due to be completed in early 2019. These projects recognise and address skills shortages and training needs in two high priority areas for the region and further afield.

The **Health and Active Living Skills Centre** will be a unique training facility, blending skills for health and social care with the wider condition management agenda. It will provide flexible training options to create a skilled and resilient workforce in response to employers' needs. This provision will comprise full-time courses, programmes for the unemployed and apprenticeships – from Level 1 to degree apprenticeships.

The new structure will be built on the College's Loxton Campus, benefitting from existing facilities already on-site.

The **Construction Training Centre** will be an industry-standard infrastructure construction skills centre, designed to meet the needs of employers in the sector. Working with employers and trade organisations, the College will develop and deliver flexible training programmes from the new facility to meet the sector's requirements. This includes full-time vocational training routes, apprenticeships, programmes for the unemployed and high-quality CPD routes.

A series of smaller projects were also delivered in 2017/18. These include the expansion of facilities at South West Skills Campus, to ensure high-quality provision exists for growing numbers of apprentices, notably in engineering; and the refurbishment of the second floor of the Arosfa Hotel to create further modern student accommodation, and in response to the College being awarded a number of prestigious apprenticeship contracts.

The College continues to bid for a capital grant from the LEP to achieve the objectives of the property strategy and meet the priorities of the LEP and North Somerset.



16-18 curriculum

This has been another successful year for our full-time, 16-18 curriculum.

Qualification reform has required the College to adapt in a number of areas.

Maths and English GCSEs have been delivered as linear qualifications for the first time – where subjects are taught ‘as a whole’ with assessment at the end, rather than as modular programmes. Also, the first full cohort of sixth-form students completed the new two-year A Levels, and many technical courses got to grips with new course content and external assessment methods.

Nonetheless, teachers and learners have risen to the challenges and achieved outcomes that surpass those achieved nationally.

Achievement rates

84.94%

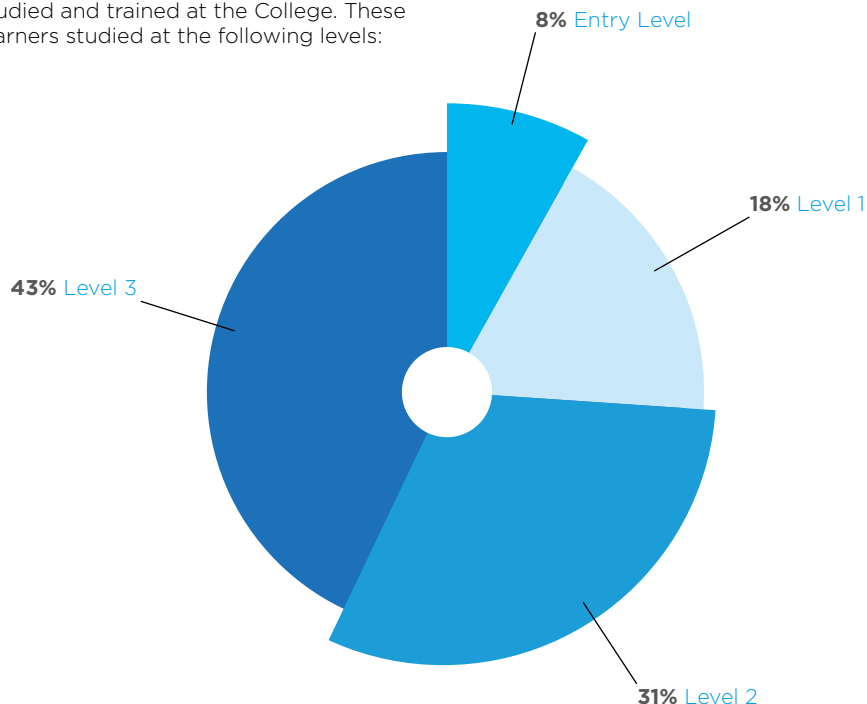
Our
achievement rate

78.8%

National
achievement rate

Breakdown of the numbers

In 2017/18, **3,456** learners aged 16-18 studied and trained at the College. These learners studied at the following levels:



Student recruitment

We remain the post-16 College of choice for young people in Weston-super-Mare and North Somerset. Despite a falling demographic nationally, the College has seen its numbers increase in 2017/18. The development of technical provision in engineering, high technology and civil construction has underpinned some of this growth. An increasing proportion of young people are now choosing to study on programmes in technical disciplines and industries that are demanded both locally and regionally.

Progress and progression

Students continue to make good progress and achieve high grades.

Three-quarters of A Level students achieved grade A-C, with **41%** achieving A*-B. On average A Level students achieved a grade C with a **30.66** point score per entry. Level 3 students on technical and vocational programmes averaged a distinction grade profile.

The development of English and maths skills is an integral aspect of all study programmes at Weston College. Learners who did not achieve a grade 4 or C in their GCSE maths and/or English at school are required to work towards it at College.

In 2017/18, **1,400** students retook their GCSE maths and English exam. The College has seen a year-on-year improvement in GCSE maths and English retakes. In 2017/18 the indicative progress performance score for Weston College is positive which means that on average, 16-18-year-old students get higher grades than they did at key stage 4.

This is testament to the perseverance of our learners and the skill and expertise of the maths and English teaching team.

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 and degree apprenticeships.

Of the graduating Level 3 learners who applied to university, **44%** made an internal application to study at University Centre Weston. Of the students completing their studies in 2017/18, **92%** have progressed to further learning, training or employment.

Curriculum design

The College puts employability skills at the heart of its study programmes. The curriculum is modelled to support learners, studying at any level, to develop the knowledge, skills and behaviours they will need to succeed within their chosen occupation. We pride ourselves on providing young people with the attitude, commitment, resilience and determination they need for work and life. Each study programme is differentiated by level and includes the following core elements:

- Academic, vocational or technical qualifications
- Maths and/or English skills development
- Work experience or an industry placement
- Personal and social development
- Digital skills development and progression, or careers information, advice and guidance.

This curriculum framework, coupled with increased opportunities for learners to get involved in competitive work, social enterprise, volunteering, fundraising events, as well as local and global trips, have helped enable young people to broaden their horizons and prepare for a '**brighter future**'.

Adult and part-time provision



Weston College's adult provision focuses on supporting adults to learn and develop the skills, attributes and behaviours needed to operate effectively in life and work. It also helps adults progress to higher paid roles or change careers.

Weston College understand that some adults' circumstances and past experiences may inhibit their participation and achievement in education and training. That's why we adapt provision and modes of delivery to meet all learning needs.

To increase adult participation this year, we offered flexible, inclusive courses, that meet individual needs and ensured clear progression routes to either higher level courses, work-based training or employment.

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's adult provision has continued to grow by more than **5%**. In addition, more than **9,050** people aged over 19 are enrolled at the College, **873** are on an apprenticeship and **63** attend University Centre Weston.

Achievement rates

In the 2017/18 academic year, **92.3%** of adult learners successfully completed their courses with a further **92.5%** progressing into employment, university or further training. Of the College's Access to Higher Education learners, **94%** applied to university through UCAS.

Increased flexibility in the learning approach for adults studying English and maths has yielded impressive results, with **74%** of English and **79%** of maths students passing their GCSE courses.

Investment in curriculum and resources

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

The 2017/18 academic year saw the rate of unemployment continue to fall – to **2.6%**. The changing demographics in the labour market and the abilities and barriers of the unemployed has meant a real change in the needs of the community. In adapting to these changes, the College has developed new courses that focus on the needs of employers and the community. New courses – including Level 1 AAT (Accounting) Customer Service, Health and Social Care, Health and Safety in the Construction Industry, and Stewarding – have increased the successful outcomes into specific industries and allowed the College to support learners into employment.

This year, we engaged with even more job centres, referral partners and industry specific training providers.

Our courses for the long-term unemployed and people with specific barriers have helped learners progress through a structured programme. This has enabled them to find appropriate employment – for instance, with employers that have found vacancies difficult to fill.

We have also developed a series of free courses for adults. These have been successful in helping learners re-engage with education and access courses that could help them upskill, retrain or change their career. Of these learners, **88.4%** progressed to higher level courses in their chosen vocational field.

College bids to participate in the Flexible Learning Fund and the launch of a digital learning pilot have been successful, which will pave the way for future developments in high-quality bespoke distance and eLearning initiatives.

This year also saw the design of the Responsible Tenant Passport course developed in partnership with North Somerset Council.



Apprenticeships



This has been a transformational year for the College's apprenticeship provision.

Weston College have embraced the Government reforms, which were introduced in May 2017. We believe the overall Government strategy is robust, and we will continue to drive for improvements in terms of overall management and funding.

Weston College starts have grown by **36%**, compensating for the sub-contracting reductions.

We focused on engaging with employers directly and through forums to ensure they understood and were able to take up the opportunities provided by the Levy. We provided skills analyses to enable them to both upskill and grow their workforces through training. The College's 2017/18 Levy: Non-Levy proportion was **50:50**.

The College's apprenticeship team rebranded as 'Training Solutions' in 2017/18. This change recognises the added value we provide from initial skills analysis, recruitment and selection, through to delivery - from Level 2 up to degrees.

We also undertook a strategic review of our apprenticeship provision, and focussed on four sector areas:

- Engineering, Construction and IT
- Law and Professional Services
- Commercial Enterprise
- Health and Active Living.

Within these sectors, we developed new provision in areas including leadership, human resources, digital and legal. We adopted the new standards as they were introduced and ensured we offered a unique delivery incorporating employer needs.

We opted to remove subcontracting from our portfolio with the exception of niche provision or to support delivery as we grow our direct team. This, alongside the reforms, has impacted delivery in year as many of those providers exit the market completely.

The reforms removed the political and geographical boundaries for apprenticeship delivery and, in order to compete with national players, we have begun our expansion plans, starting in the Midlands. We have won a tender with the energy group e-On and have started recruiting our own delivery team in that region.

Having won two new LEP bids, we have started planning for the delivery in the Construction Training and Health and Active Living Skills Centres.

We continue to review new areas of delivery, always monitoring and responding to sector demand, the result being that employers now come to us to support development of their future training needs.

Building partnerships with employers has proven to be a very effective strategy and will be key to continue to retain our employers and grow our capability. The Training Solutions and Business Growth teams are synchronised in ensuring we are visible across all sectors and businesses. We are developing a reputation for our engagement and delivery, which is seen as flexible and bespoke to meet the needs of employers.

We adopted the digital agenda, and all learner portfolios will be on Smart Assessor for 2018/19. This has proved challenging, but has now been adopted by all delivery teams, and the benefits are clear to see. This enables us to transparently monitor progress and allow the employer, learner and the College to engage more closely.

Quality of provisions was reviewed in each sector and we have developed each area to align with the new apprenticeship standards. The next 12 months will focus on embedding all of the changes as we continue to grow and develop capability.



Special Educational Needs and Disability (SEND)



Weston College's SEND provision continues to influence and lead the sector in providing inspiring, innovative and high quality programmes.

Staff provide ambitious and sustainable progression opportunities for learners with learning difficulties and disabilities (LDD). The area continues to excel, and this year has been recognised for its excellence in the SEND field, receiving the following national accolades and awards.

Queen's Anniversary Prize

Weston College won the **Queen's Anniversary Prize for Further and Higher Education** in educational practices supporting learners with SEND. We were one of only two further education colleges in the United Kingdom to be awarded this prestigious honour. The College was recognised for creating world-class facilities, delivering aspirational provision to over **1,000** learners, and placing empowerment and personalisation at the heart of strategic plans.

AOC Beacon Award

This award recognised our training facility for learners with autism – the first of its kind to be opened by a further education college. Every student accessing this facility has successfully progressed to positive destinations, which equates to **76%** above the national average.

Mental Health team selected as a trailblazer

Weston College is one of just **13** organisations selected as an 'Amplified Trailblazer'.

This NHS-funded programme, run by the Young Minds charity, aims to increase participation of children, young people and their families in the design and delivery of the mental health services they use.

Each 'Trailblazer' is supported to develop a specific element of participation in their settings over six months, and has the status of a national advisor in this area.

SEND Inclusion to Employment Award

Weston College's 'Into Work' course won the 'Inclusion in Employment' category at the National SEND Awards.

The internship programme was introduced four years ago and has already recorded excellent results, with **55%** progressing to apprenticeships or higher levels of study, and an incredible **45%** moving into paid employment. This is **39%** above the national average for learners with significant learning difficulties.

The SEND team have worked collaboratively with a wide range of employers and supported employment agencies to match job roles to the learner's skills. This innovative project has changed the attitudes of employers, encouraging them to see the learners with LDD as valuable employees.



Law and Professional Services Academy



The Law and Professional Services Academy is the Weston College Group's specialist training centre in law, business, human resources, administration, management, finance, accounting, computing, IT and other professional services.

The Academy encompasses work-based and classroom-based courses from across the Group's further and higher education provisions. It provides learners with a range of qualifications from Level 1 to Level 6, and enables them to either start or progress a career in the learning environment which suits them best.

The Academy was launched in response to identified current and future skills shortages in the South West and employers remain involved in the design and implementation of its professional programmes.

Weston College has also worked with hundreds of companies from across the region over the past year, helping help them upskill their staff through its cost-effective range of apprenticeships, BTECs, A Levels and degree-level qualifications.

The Academy also offers nationally recognised, sector-specific qualifications endorsed by professional bodies including CILEx, CIPD, AAT and ILM. Its higher education provision is delivered in partnership with University Centre Weston (UCW) and local universities.

For 2017/18, the Law and Professional Services Academy, UCW and UWE Bristol worked together to launch a trailblazing degree apprenticeship in Digital and Technology Solutions, and learners can now, for the first time, work towards an LLB Law in Weston at UCW before progressing to UWE Bristol to complete their studies.

Training Solutions has overseen the implementation of apprenticeship standards that include professional qualifications from AAT, CILEx, CIPD and ILM. These can now be funded either fully, or for a small fee, through either the apprenticeship levy or through government apprenticeship funding for small employers. Training Solutions have been able to work with employers to not only train new staff in these vocations but for existing staff that employers want to upskill.

Also this year, Weston College expanded its outstanding support services to include welfare and careers guidance for learners both in the workplace and at any of its campuses.

Academy learners are now primarily based in the Group's two newest properties – the Law and Professional Services Academy, in a repurposed town centre hotel; and the state-of-the-art Education Centre on Weston seafront.

This continuing commitment to invest in facilities and resources and provide the best-possible learning environment has also seen the Academy appoint more expert and experienced lecturers and assessors, and expand its Training Solutions team, which is dedicated to working directly with employers.

The Law and Professional Services Academy and its professional progression pathways, are detailed at www.weston.ac.uk/LPSA.



University Centre Weston

The higher education division of the Weston College Group was named University Centre Weston (UCW) in 2016 after being awarded University Centre status.

UCW achieved further success in the first year of its new identity. First, it received the highest possible rating – and the best outcome in the West of England – in its Higher Education Review. UCW was then awarded the **Teaching Excellence Framework Gold** award.

UCW's achievements continued in 2017/18 as it moved into its new state-of-the-art University Centre and Law and Professional Services Academy in the Group's multimillion pound redevelopment at the Winter Gardens.

It has also invested in a brand new and state-of-the-art science laboratory in Knightstone Campus.

This year saw UCW's application to register with the Office for Students (OfS) approved by the new higher education regulator. UCW had to demonstrate that it meets challenging requirements and provide assurances in areas relating to the quality of its courses, student protection and financial stability.

UCW also held its biggest and best ever graduation ceremony in 2018, with **30%** of Honours students achieving First Class Degrees. These were the highest grades in the history of higher education at University Centre Weston and significantly above the national average.

The number of students enrolled at UCW also increased by **5%**, and new courses have been introduced to meet the needs of students and regional and national employers. In September 2017, UCW introduced foundation degrees in Events Management and Production; and Hair, Make-up and Prosthetics for Production; and new honours top-up degrees in Games and Animation Production; and Lens-based Media.

UCW also embraced Weston College Group's 'apprenticeship agenda' by introducing higher apprenticeships in Construction and the Built Environment (Civil Engineering); Mechanical Engineering; and Integrated Mental Health and Social Care; and new degree apprenticeships in Digital and Technology Solutions; Aerospace Engineering Manufacturing; Electronic Engineering; and Mechanical Engineering.

UCW also held its first ever awards ceremony, recognising the contribution made to UCW by its students, staff, work placement providers and university partners – Bath Spa University and the University of the West of England, Bristol.

UCW ran a number of other successful initiatives, including a regional Early Years Research Conference, the second Digital Technology Showcase, and a performance of Sister Act at the Theatre Royal Windsor – its most ambitious production to date.

Among numerous individual students accomplishments, a Contemporary Art and Professional Studies student's work was selected for the prestigious Royal Academy of Arts Summer Exhibition.

UCW's focus on offering quality, work-based courses in outstanding facilities meets the Strategic Aim of appealing to students from diverse backgrounds, and fulfils its commitment to provide an outstanding higher education experience, enabling success and inspiring ambition.



Blended Learning

Developing a flexible approach to adult curriculum.

Weston College's dedicated digital learning development works with subject specialists to create high-quality, interactive and tutor-led courses. Throughout the 2017/18 academic year, we have developed a new flexible model for curriculum, which has the potential to extend the geographic reach of the Weston College learning experience.

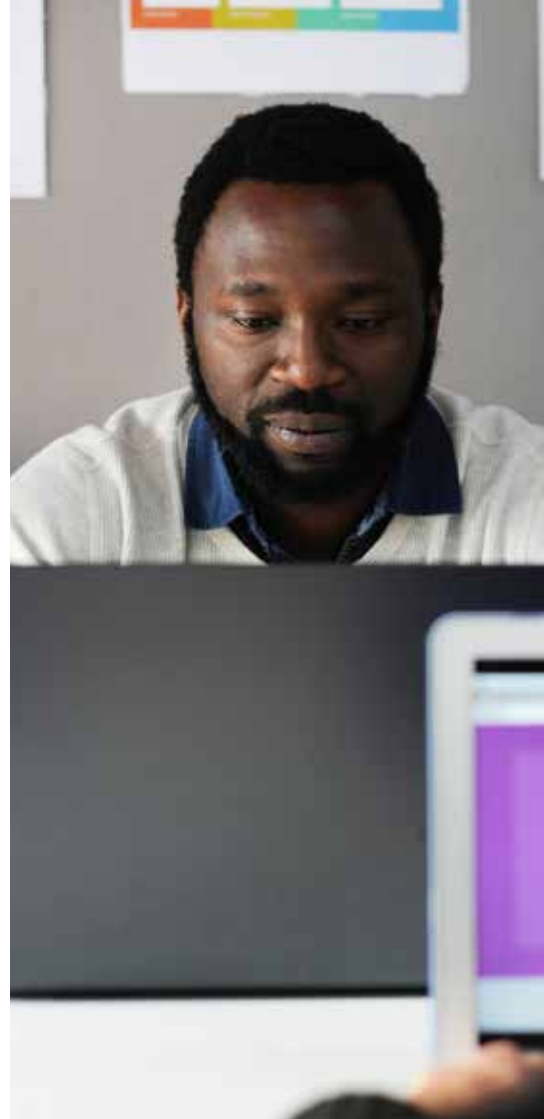
Working in conjunction with our curriculum staff, flexible learning courses have been developed to cover a variety of qualifications, including:

- L2 Award in Leadership and Management
- L2 Award in Investigating Enterprise Skills
- L2 Cert in Customer Service in a Health and Social Care Setting
- L2 Award in Understanding Autism
- L1 Cert in IT User Skills
- E3 Award in Maintaining a Tenancy
- L2 Award in Coaching and Mentor.

Our model is suited to those who are under-employed, unemployed, returning to education or undertaking work-based training. This blended model allows learners to combine learning with their other commitments, presenting further opportunities for developing blended approaches in higher education and apprenticeships.

To maintain learner motivation and engagement, learners are guided through their course by a Weston College subject tutor in addition. They also receive peer support by participating in course-level digital learning communities.

Weston College is committed to growing flexible models of curriculum having achieved significant steps over the 2017/18 academic year.



Teaching School 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 and provides them with professional development, tailors development to meet the needs of schools, offers coaching and mentoring, and evaluates the impact of professional development.

This year the Teaching School provided **21** schools with school-to-school support over **379 hours** and brokered a further **89.5 hours** of support from other teaching schools. In addition it delivered **31** CPD events, including Newly Qualified Teachers (NQT) programmes for English and mathematics and a Specialist Primary English programme.

The Teaching School recruited two specialist leaders of education (SLE), in inclusive practice who, having completed their induction, are ready to be deployed.

The Teaching School won a bid for Strategic Schools Improvement Funding (SSIF) with a project 'Closing the Word Gap in Reception and Year One'. This was the only successful bid in the South West Region A area.

The project will support **21** schools across North Somerset and West Somerset Opportunity Area over the next 18 months. It aims to improve the outcomes in Early Years Foundation Stage (EYFS) and to ensure that the outcomes are built upon as the children transition into Key Stage 1 and beyond.

The programme will:

- Develop EYFS and Key Stage 1 teachers' and teaching assistants' knowledge, skills and understanding of communication to ensure that all interactions with children are valuable
- Provide a programme of early years leadership professional development at all levels; for headteachers and EYFS leaders in schools and linked settings
- Provide training for teaching assistants in a targeted communication intervention programme, which narrows the gap between 4 to 7-year-olds with language delay, and their peers
- Increase engagement across local schools and support networks.



Forward Futures Limited

Forward Futures, the College's in-house recruitment agency, is often the first step for applicants interested in beginning a career with the College, either as cover or on a longer-term basis.

This year, Forward Futures has continued to focus on recruiting associates with the potential to progress within a number of different teaching, assessing and support areas.

Due to the ever-changing needs of the business, we have focused on associates' transferable skills and the ability to undertake different roles. We have also sought to highlight the importance of undertaking relevant qualifications to support their delivery. This has been noted in the positive observation outcomes.

This year, Forward Futures has also implemented new teaching and learning induction processes for associates. These have proved to be highly beneficial, and associates continue to be supported by 'progress coaches' and the College's quality and observation teams.

The agency has continued to recruit industry-based associates, especially within the performing arts, and construction and engineering sectors. This has benefited the departments and students by imparting first-hand knowledge of the requirements and standards expected by employers.

Every year, Forward Futures is recognised for the calibre of its associates, and for successfully securing permanent roles for its associates. This year, **72** associates achieved permanent positions.

In the next academic year, established Forward Futures Associates within the Faculty of Inclusive Practice will pilot the Weston College mentoring programme. The programme is expected to enhance the training and support of all Forward Futures learning support assistants.



Inspirational Events and Investments



Inspirational Events and Investments Limited was incorporated in and runs the Winter Gardens Pavilion, Lasseter's Restaurant, the Florentine Bistro and the Lauriston Hotel.

Winter Gardens Pavilion

Opened in time for the 2017/18 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 and 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, and the variety of events and numbers of bookings continues to grow as we enter a second year of operation.

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 as well as a major training resource for the future.



Lasseter's

Lasseter's at the Winter Gardens Pavilion is a new 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, fast becoming a regular and popular destination for locals and visitors alike.



Winter Gardens Community Board



The Community Board was established as a result of specific clauses in the Legal Transfer Agreement when the Winter Gardens was transferred by North Somerset Council to Weston College in early 2016.

Community Board summary reflections

The people of Weston and the region are indebted to Weston College for the outstanding renovation and refurbishment of the 1927 Winter Gardens. The Winter Gardens Pavilion was closed from December 2014 to autumn 2017 to enable the College, with local enterprise partnership support, to rescue a dilapidated seafront building, protecting and enhancing its future for the town and its people for years to come.

As planned, the Winter Gardens Pavilion has been operational as a multi-purpose venue since September 2017, and includes college, private and public events. Public (ticketed community access events) have included regular sports events (boxing and wrestling), social dances, jobs fair, wedding fayres, pop concerts, parties, music concerts, choirs, brass bands, college events, conferences, local charities and sports bodies (scouts, hockey, athletics, bridge) events.

Between September 2017 and December 2018 at least **110** events will have been hosted – **32** College, **41** private and **37** open public events. An example of public access is seen in numbers attending events. Between September 2017 and May 2018 **34,090** people attended events in the Pavilion, with the largest number – **17,890** for the open public events.

We congratulate the College for this cautious but successful approach to balancing a developing business and enabling community access to a historic and iconic Weston building. The Winter Gardens Events Team are to be congratulated for their dedication to welcoming, preparing and hosting such diverse events in the Pavilion, and for their positive support for the specific needs of each one.

The Board has a responsibility to “oversee and assist with the effective use of the property for community purposes”. This year there have been positive developments in exploring ways of sharing information with Board members on the range of events, processes and numbers enjoying the refurbished Pavilion, alongside inevitable challenges.

With the information shared between the College, Events Team and the Board, there is confidence that a range of community events for all age groups are taking place, and that the Pavilion has functioned successfully with much public access, alongside College and private functions.

The Community Board looks forward to supporting the journey towards maximizing the full potential of this iconic space for all people to enjoy.



Offender Learning and Support Services

Weston College's Offender Learning and Support Services (OLASS) is a top-performing provider of offender and detainee learning.

Weston College is 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.

2017/18 highlights:

- Weston College worked in partnership with prison governors to prioritise and promote a whole-prison approach to education.
- **87.5%** lessons were observed as 'good' or 'better' – an improvement of **1.5%** from previous year.

- **78%** of grades awarded by HMIP (Her Majesty's Inspectorate of Prisons) and Ofsted were 'good' or 'better'. This is **8%** above the national average.
- Three prisons with the OLASS provision – HMP Dartmoor, HMP Erlestoke and HMP Exeter – were inspected by Ofsted and all were graded 'good'.
- The Weston College 'Creating Brighter Futures' bid won the **2017 National Association of Colleges Beacon Gateway Award** for Widening Participation.
- The new accredited induction qualification for staff working in custodial environments was delivered. This qualification includes units for managers, teaching staff and administrators.
- The 'Do It Profiler', which helps improve learning and performance, was introduced. This tool assesses learning needs and recommends individual support.
- The average success rate across vocational courses is estimated to be **97.3%** (actual rates not available at time of print)
- English and maths functional skills attainment across the organisation is estimated to be **79.2%** (actual rates not available at time of print)
- English, maths, employability, and personal and social development were successfully embedded in all subjects.
- The Level 3 Sage Diploma in Accounting was delivered at HMP Dartmoor.
- Learners received support to progress to open and distance learning opportunities, including Open University courses.
- A Celebration of Success events for learners was held in all prisons. Family members also attended to support and strengthen relationships.
- Learners secured employment after being released. They went on to work in sectors including hospitality and catering, cleaning, construction, manufacturing, warehousing and distribution, recycling and barbering.
- The 'Leyhill Grounds' coffee shop was established. This is a joint enterprise between Weston College 'Releasing New Potential' Community Interest Company (CIC) and HMP Leyhill, providing valuable work experience for catering learners prior to release.

-
- HMP Guys Marsh was the highest placed prison in the UK, and the only prison to achieve a Double Gold Award, in the Reading Agency's annual Reading Ahead challenge. HMP Eastwood Park and HMP Erlestoke both achieved Gold Awards.
 - For the second year running, HMP Erlestoke successfully hosted the two week 'Penned Up' literary festival.
 - Learners at HMP Guys Marsh won the national '3 out of 5' maths challenge at their first attempt.
 - Learners from eight south west prisons won **102 awards** the national creative arts Koestler Awards competition. These included one platinum, two gold, six silver and 16 bronze awards.
 - The OLASS conference, 'Impact for Excellence' was held in the newly refurbished Winter Gardens.
 - The 'Building Better Opportunities' funded project was introduced in partnership with West of England Works. This project helps those with a criminal record who are unemployed or economically inactive progress into job searching, education, employment and training.
 - Artwork produced in prisons successfully displayed at the Creative Arts Department Exhibition at Weston College.
 - Established a contract with Offploy (a Community Interest Company) resulting in increased employer engagement and more offenders supported into employment on release.
 - The only OLASS provider to be working directly with the Department for Education and Ministry of Justice to support the future inclusion and delivery of T Skills within the prison estate.
 - Organised the 'Mind The Gap' event to promote the benefits of employing ex-offenders in the construction industry.
 - HMYOI Portland's mentor won the Peer Mentor Award at the annual National PLA Awards. This was among numerous nominations for Weston College teachers and mentors.



Strategic partnership

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

“ Weston’s quiet revolution keeps going, as we change from a community with below-average staying-on rates and skills into a high-skill university centre. Weston College is the engine and catalyst of the change, with huge support from local employers, big and small. ”

John Penrose

MP for Weston-super-Mare



“ Bath Spa University (BSU) 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 to 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 principal partner, and looks forward to further joint endeavours to achieve excellence. ”

Christopher Ellicott

Registrar and Director of Student Services,
Bath Spa University



“ 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 Law and Professional Services Academy, the Future Technologies Centre and the University Centre Weston continue to be at the heart of our regeneration plans for the town. ”

Helen Bailey

Interim Chief Executive,
North Somerset Council



“ 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



“ Alliance Homes is proud to continue to work in partnership with Weston College. The College is supporting us with our goal of helping **1,000** customers into employment over the next five years. Working together, we have established the award-winning Care Academy, which helped us access a new talent pool of over **100** carers. Our Team North Somerset partnership has helped over **250** disadvantaged people into employment and we have also collaborated on an innovative approach to learning – a new tenancy passport programme to help them to sustain their tenancy. ”

Michael Williams

Employment Programme Manager,
Alliance Homes Group



“ 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 are growing the partnership through a number of joint initiatives, 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



“ 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. The provision of high-quality programmes for all staff groups at Weston Area Health NHS Trust enables us to deliver great care for our patients. 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 workforce; this is particularly so for the Trust as the biggest employer in the area. Building on our partnership with the College, we will continue to bring 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 NHS Trust



“ In 2017/18, Weston College have supported our ambition to develop our leadership team, utilising the apprenticeship levy for the benefit of Bristol Port. Together, we have created the Maritime Leadership and Development Course, an innovative and successful leadership programme including a module from the Outward Bound Trust. In addition, Weston College students have developed a health and safety app, supporting our strong culture of safety at Bristol Port. ”

David Brown
CEO of The Bristol Port Company



“ The engineering staff and employer support team at Weston College have been fantastic in working to meet our specific training requirements, whilst supporting our apprentices in the first weeks of their training.

“The team have gone over and above in order to ensure we as an employer are happy, that the course meets our requirements and that our apprentices are supported in their learning environment. We highly value the level of support and professionalism we receive from the engineering staff and employer support team at Weston College. ”

Vicky Whittaker
Graduate & Apprentice Manager, Advanced Engineering & Technology
Aerospace, Defence, Security and Technology,
Atkins



“ Weston College has supported our award-winning Young Talent Programme, helping us to reach over **10,000** people in 12 months. Together, we have designed a bespoke Thatchers Apprenticeship Programme, including recruitment support, and our apprentices have contributed towards the Weston College ‘200 in 100’ initiative. ”

Martin Thatcher
Managing Director,
Thatchers Cider

EST. 1984
THATCHERS



Impact on students



“ I like the freedom that the course gave me to explore my creativity. ”

Bethan
Art and Design,
A Level



“ The facilities and the tutors were excellent and I have exceeded my expectations. ”

Alessandro
Motor Vehicle,
Level 3



“ University Centre Weston has offered me the opportunity to focus on my passion. ”

Marvin
Professional Music Performance and Production,
BA Hons Top-up



“ The teaching is amazing and the lecturers help you achieve your best. ”

Scott
Photography,
Level 3



“ Without the teachers at Weston College, I wouldn't have been able to achieve the grades I have. ”

Alice
Animal Management,
Level 3



“ Weston College gave me a chance when everyone else had given up on me. ”

Kim
Nursing,
Access to HE

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.

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

Becca Thurston,
Wessex Water



“ 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



“ 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



“ We are proud to forge a partnership with Weston College, both in recruitment of apprentices and developing our existing staff. ”

Liz Marchant,
Learning and Development Manager,
Avon Fire and Rescue



“ Apprenticeships have enabled us to ‘grow our own’ in a number of areas where we have not been able to recruit experienced employees. ”

Paul Morris,
Head of HR,
North Somerset Council



“ Weston College have been extremely helpful. I highly recommend getting in contact with them to support you through the apprenticeship process. ”

Di Gwinell,
HR Business Partner,
SACO



“ Weston College quickly understood our requirements and our culture. We would have no hesitation in recommending Weston College for apprenticeship training. ”

Sarah Underhill,
Senior HR Business Partner,
Osborne Clarke



“ We were impressed with how Weston College managed and supported the whole process of recruiting apprentices. ”

Emily Kent,
Director,
One Big Circle



The year in headlines



New-look hair salons open

World Champion hairdresser Steven Smart opened Weston College's new-look hair salons after a £200,000 refurbishment project. The re-fit follows the expansion of the department with four additional staff members and the introduction of a new degree-level course.



School of Food launched

Weston College teamed up with top Bristol chefs, Josh Eggleton and Adrian Kirikmaa, to create a new vocational programme. The School of Food is open to young people with a passion for food looking to get into the industry.



Offender learning provision wins award

Weston College won a Beacon Award for its work improving skills among offenders in nine prisons across the South West. This was the first time a Beacon Award had recognised excellence within offender and detainee learning services.



Winter Gardens transformation complete

The multi-million pound plan to save Weston-super-Mare's Winter Gardens Pavilion was completed. The redevelopment included a two-storey extension, a new Law and Professional Services Academy and the restoration of the iconic seafront ballroom.



Inspiring students with Brighter Futures Fair

Over 1,500 students attended Weston College's Brighter Futures Careers Fair at the Winter Gardens Pavilion. Students engaged with nearly 50 universities and businesses, including Thatchers Cider, GKN Aerospace, and Avon and Somerset Constabulary.



Royal honour for College

Weston College won the Queen's Anniversary Prize for Higher and Further Education. The award, which recognises excellence, innovation and positive impact on the community, is seen as one of the most important educational prizes in the country.



Students celebrate success at awards ceremony

The College celebrated the accomplishments of its students at a glamorous awards ceremony at the Winter Gardens Pavilion. The annual Celebration of Success Awards recognise the students who have gone above and beyond in their studies.



Prestigious accolade for specialist provision

Weston College won a Beacon Award for its specialist provision for students with special educational needs and disabilities. Judges singled out the work done by Weston Bay – the College's autism spectrum residential training centre.



College named Apprenticeship Training Provider Of The Year

Weston College was named Bristol and Bath Apprenticeship Provider of the Year. The award was presented by Lee McQueen, entrepreneur and winner of The Apprentice, at a ceremony at Ashton Gate Stadium.



College Principal receives royal honour

Dr Paul Phillips, Weston College Principal and Chief Executive, received a CBE at a ceremony at Buckingham Palace. Dr Phillips was awarded the royal honour for his work in the further and higher education both regionally and nationally.



College reaches apprenticeship campaign target

Weston College reached its target of 200 apprenticeship pledges in just 71 days. The aim was achieved 29 days ahead of schedule, and the campaign went on to secure 230 apprenticeship places.



Apprentices and businesses toasted at annual awards ceremony

Weston College toasted the successes of its apprentices, trainees, work experience students, and employer partners at the annual Business Awards. Ben Smith, founder and creator of the 401 Challenge, delivered the keynote speech and handed out trophies and certificates.

The year in numbers

Finance

Income

£40,220,000

Funding body grants

£7,389,000

Tuition fees and contracts

£4,935,000

Other grants and contracts

£13,233,000

Other income

£56,000

Investment income

£65,833,000

Total income

Expenditure

£40,824,000

Staff costs

£490,000

Restructuring costs

£20,527,000

Other operating expenses

£2,780,000

Depreciation

£801,000

Interest and other finance costs

£65,422,000

Total expenditure

Surplus

£411,000

Surplus before other gains and losses

£7,000

Surplus on disposal of fixed assets

£418,000

Surplus before tax

Demographics

Students by gender

57.9%

Male

42.1%

Female

Students by age

43.9%

Under 21

20.1%

21 to 30

36.0%

Over 30

Progression

4.0%

Apprenticeship

28.3%

Employment

41.5%

Further education

12.0%

University

14.2%

Other

Number of enrolments (UCW)

796

Full time

121

Part time

Number of enrolments (excluding OLS)

144

Under 16

9,358

16 to 18

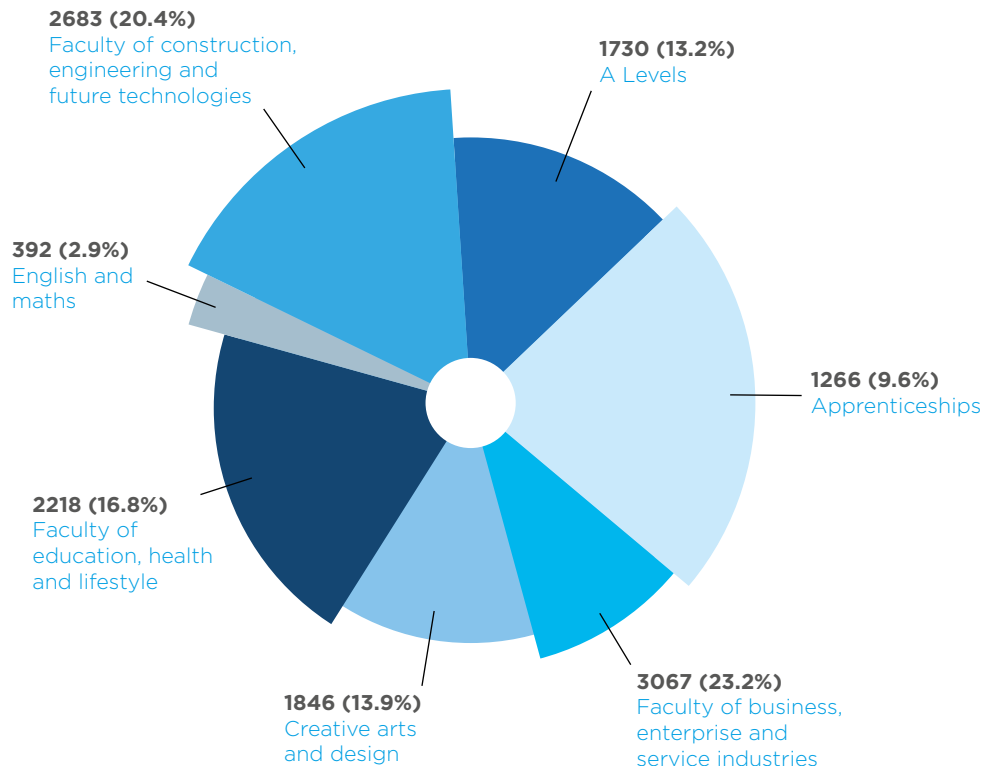
12,488

19 and over

21,990

Total

Enrolments by faculty



Coming in 2019/20

The College has allocated in excess of **£15 million** for building developments during the 2019/20 year. These projects will allow the College to expand its range of state-of-the-art buildings and resources, and provide learners with even more opportunities to succeed and progress. The developments will respond to current labour market intelligence data, alongside demand from key industries for specialised training.

The developments will provide the College with a dedicated premises for sport, health and wellbeing – a facility that will be available to the whole community. This investment will also enable the College to create new places for an additional **1,000** learners aged 16-19 – to meet local demand for places in both A Level and vocational education.

Health and Active Living Skills Centre

Based at the College's Loxton Campus and close to Weston General Hospital, this new centre will provide extensive resources. 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 Training Centre

Based on a brand new site in Weston-super-Mare and near Junction 21 of the M5, this facility will expand on Weston College's existing successful construction 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.

Animal Technology Centre

This project is at the 'pipeline' bid stage, and is scheduled to be further developed in 2019. The centre will create much-needed resources for animal technology and engineering, and will also complement the new Food and Drink Centre for North Somerset.



Corporation during the Academic Year 2017/18

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

Contact us

01934 411 411

www.weston.ac.uk

enquiries@weston.ac.uk

Knightstone Campus

Knightstone 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

Winter Gardens

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



Disclaimer: All details correct at the time of going to print. It is advised to check the website for the most up to date information. © 2018 Weston College Group
This document is available in other formats. For more information call 01934 411 411.