



LONDON
SOUTH EAST
COLLEGES



ANNUAL REPORT
2016-17





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THE BOARD 2016-17

ROGER DAWE CB OBE (Chair up until May 2017)

ANGELA HANDS (Chair from May until 1 August 2017)

FRANK TOOP MBE

SAM PARRETT OBE

PENNY BANCE

PETER ABSALOM

NICHOLAS BENNETT

KATH CLARKE

CAROLINE JOLLIFF

MAREK MICHALSKI

LIZ WATSON (until May 2017)

TOM LEGGE (from May 2017)

VICTORIA WHITTLE

KATY WOOLCOTT

CHARLES YATES

MARK BURNETT

DAVID THOMPSON

MOYRA PICKERING (up to January 2017)

STEPHEN BRAIN

SIZWE JAMES

TIM FEAST

OUR MOST AMBITIOUS YEAR SO FAR

Our new College was created in August 2016, following the three-way merger of Bromley College with Bexley College and Greenwich Community College.

Over the past year we have been working hard to establish our new brand, expanding and strengthening a wide range of provision. We have increased the number of courses and qualifications on offer to over 300, which we deliver at eight sites across the region.

Despite the inevitable challenges of bringing three colleges together, our first year as London South East Colleges has been a real success. This publication celebrates the year's achievements and some of the exciting developments that have taken place.

Firstly, I am delighted to welcome Stephen Howlett as the new Chair of our college Corporation. Previously CEO at one of London's largest housing associations, Stephen brings a wealth of commercial experience with him to support us with delivery of our strategic plan over the next few years.

Stephen takes the helm from our outgoing Chair, Roger Dawe. We are hugely grateful to Roger for his valuable support and commitment over the past four years.

There are many highlights of 2016/17. These include: the establishment of a partnership with Biggin Hill airport to create a new Aerospace and Aviation College; the opening of phase two of our student-led restaurant, BR6 Bakehouse; partnerships set up with Crystal Palace Football Club Foundation and Charlton Athletic Football Club to offer a range of programmes and apprenticeships, and expansion of our excellent SEND provision from Bromley to our Bexley Campus.



Our Higher Education offer also continues to go from strength to strength. Our University Centre was inspected by QAA in the Spring and we were delighted to be awarded a judgement of 'Confidence', the highest level that can be achieved.

Apprenticeships are also a priority for us and we are delighted that Bexley-based charity, Skills for Growth has now joined our Group. This will enable us to successfully grow our apprenticeship provision over the next few years.

In keeping with our new brand, we have renamed our multi-academy trust as London South East Academies Trust. We looking forward to expanding further and will welcome the New Horizons Multi-Academy Trust in late 2017, comprising of three alternative provision schools in Bexley. These schools will add to our specialist network, ensuring that children in need this type of education have access to quality provision.

And finally, we have also become the newest member of the Collab Group. This group represents the largest colleges across the country and puts us in an excellent position to share experience, best practice and further develop our business across the region.

Considering the challenging financial environment and huge undertaking of our merger, I am both astounded and proud of what we have achieved this year.

I thank all our staff, stakeholders, employers and of course our students for making our first year as London South East Colleges such a memorable one and for your ongoing support.

I look forward to another exciting and productive year ahead.

SAM PARRETT OBE
PRINCIPAL AND CEO OF
LONDON SOUTH EAST COLLEGES

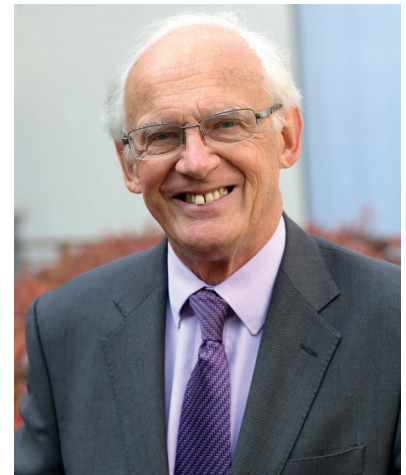
OUTGOING CHAIR'S FAREWELL

ROGER DAWE CB, OBE

Reflecting on the five years I have spent as Chair of Bromley College Corporation, I am proud of what has been achieved. Last year's merger was a huge undertaking, which has been admirably managed by Sam and her very capable team.

I have no doubt that the merged College will continue to flourish, delivering high quality education across the region and supporting more people than ever into fulfilling careers.

I thank the Corporation for their ongoing support over the past four years and wish new Chair, Stephen Howlett, all the very best in his new role.



INCOMING CHAIR'S WELCOME

STEPHEN HOWLETT CBE, DL



My arrival at London South East Colleges comes at a time of great development. Following last year's successful merger, I am looking forward to helping the College grow and further establishing itself as the leading educational provider in South East London.

With many industries facing skills gaps, there has never been a more important time to ensure that excellent vocational and technical training is available. We need to work in partnership with employers and give young people the opportunity to gain skills in areas that will lead to exciting and fulfilling careers.

I very much look forward to working with the college and all its partners, supporters and stakeholders this year.

**LONDON
SOUTH EAST
COLLEGES
OUR
VALUES**

OUR VALUES

RESPONSIVE AND RESPECTFUL

We listen to each other and respect different points of view, we take pride in our professionalism and are open and honest in all we do.

AMBITIOUS AND ASPIRING

We challenge ourselves to be outstanding in all we do and we support each other to realise our aspirations.

INNOVATIVE AND INSPIRING

We value new ideas and innovative ways of working to deliver knowledge and skills and we are role models for our College community.

SUCCESSFUL AND SUPPORTIVE

We support each other and we recognise and celebrate success in all the work we do.

ENTERPRISING AND ENGAGING

We encourage and support the development of entrepreneurial skills and continue to find new ways to maximise the College's resources for the community.

KINGSLEY (18) - IT LEVEL 3 CERTIFICATE, BEXLEY CAMPUS

"I'm hoping to study for a degree in IT.

I have learnt so much since enrolling here - English is not my first language and since the start of my course my language skills have improved immensely. I would recommend this College to anyone serious about their career. "

SUE (65) - PAINTING AND DRAWING, GREENWICH PARK CAMPUS

"I find my lessons here very relaxing and therapeutic. Our tutor, Victoria is an extraordinary woman who inspires the whole class. I can honestly say she is the best tutor I have ever had. Coming here is definitely the highlight of my week. "

OUR GOALS

PROGRESSION MADE IN 2016/17

In our first year post-merger we have continued to work towards our goals, as set out in our 2015-2020 Strategic Ambitions plan.

GOAL #1

Excellence in learner success - by 2020 we will deliver excellence in all areas of the learner experience, outcomes and destinations.

Place ambition at the heart of the student experience so that ultimately they achieve outstanding results leading to rewarding and sustainable jobs either employed or self-employed.

Provide students with a programme of study that gives them the very best advantage in the labour market including relevant and realistic work experience.

Establish ways in which the student voice can be heard, influence and inform decision-making through empowering students to actively participate in improvements and solutions.

STEPS TAKEN TO MEET THIS GOAL:

- » Our pioneering Career Advantage programme has been rolled out across all our campuses this year. It gives students an important competitive edge when applying to university or seeking employment by equipping them with a range of employability, social, enterprise and digital skills
- » Over 80% of our students undertook meaningful work placements this year and this is a key requirement of all our programmes. Our close working with employers ensures we can support our students to find relevant placements and help them gain crucial experience in the workplace
- » Student Voice: Our thriving Student Union and Student Representatives ensure that the student voice is heard across the College.

GOAL #2

Teaching and learning - By 2020 we will be an organisation that shares best practice and learns from others and has a reputation for excellence in teaching and learning and its contribution to student success.

A continuous focus on the way individual students learn and how teaching and learning is delivered including the use of new and emerging technologies that allows students to learn anywhere and anytime.

Deliver the highest quality and most effective teaching, learning and assessment strategies to ensure that students make the very best progress possible and achieve their full potential.

Deliver equality of opportunity for all students and staff ensuring that diversity is respected and valued with a particular focus on those students with challenging backgrounds and/or disabilities.

Design and deliver a transformational curriculum that demonstrates the line of sight between learning and work and focuses on entrepreneurship and enterprise.

STEPS TAKEN TO MEET THIS GOAL:

New and emerging technologies

- » There are a number of new systems being introduced to make things easier for our learners
 - » eNotify App for absence reporting
 - » Kloodle to give learners an employer facing record of their skills and experience
- » Our apprentices now use Smart Assessor to track and record their progress online, uploading evidence in a digital portfolio. Teaching staff have been given notepads and portfolio WIFI to enhance their teaching and learning when delivering training off site
- » Our Teaching Skills Academy, via the CPD programme, has developed our teachers' professional practice in using mobile learning platforms, including learners' own devices and how to bring these technologies into the classroom environment
- » We have extended our online course offer to include online CPD courses and blended programmes aimed at those working in the health and care sector
- » Staff have achieved the Bronze Award for using Moodle, the online learning platform for students, giving them access to all course materials and online assessments

High quality teaching and learning

- » Teaching carousels and showcases have been used as a peer-to-peer CPD mechanism to promote and share best practice around the organisation
- » There has been a focus on consistency and back to basics to improve the parity of learner experience across the College
- » Teachers have been supported to develop their professional practice through a regular schedule of activities and bespoke individual support
- » The College's work in raising the standard of teaching and learning has been recognised through the successful ETF bid to develop teaching practice in Hospitality within the Career College

Equality of opportunity

- » We introduced the In2Work programme to appeal to those students not in education, employment or training, as a way of re-engaging them in learning with a view for them to progress to Traineeships or Apprenticeships. Around 90% of the students had a positive progression after the course completed, many into Traineeships
- » Specific training sessions have been delivered on PREVENT. This has included a focus on embedding British values in vocational lessons
- » Recruitment of an Equality and Diversity assistant to drive progress in this area, particularly with data analysis and reporting
- » Development of clear Equality Objectives
- » A new Equality and Diversity section on SharePoint with information and resources for all staff to access

Transformational curriculum, delivering a line of sight between learning and work

- » Our curriculum development is informed by the needs of employers across all our industry areas. A key example of this is our Hospitality, Food and Enterprise Career College, which incorporates our award winning student-led restaurant BR6. BR6 provides students not only with experience of preparing food for and serving customers, but equips them with the skills needed to run a commercial enterprise. Students also benefit from industry visits, work placements, master classes from top chefs and an employer-driven curriculum.
- » We have rolled our Career Advantage programme across each campus. This incorporates a set of criteria for developing employability, digital, social and enterprise skills. Students track and record their evidence of developing these skills. Those who demonstrated the most progression were rewarded with interviews from the employers who had endorsed the scheme, with many finding full and part time job opportunities as a result.
- » Our Higher Education programmes have a clear line of sight to employment and focus on both the academic skills and those skills needed for career progression. For example, our Science Degree students prepare an annual project for employers who attend a launch event and judge entries.
- » 96% of HE students progressed into higher level skilled jobs after graduating
- » We have developed a new curriculum strategy that links into local, regional and national priorities. Centres of job/sector specialisms have been designated at Level 3 and above across South East London

GOAL #3

Investing in excellence - by 2020 we will have a first class working environment with industry standard resources, be an employer of choice and a reputation for excellence in all that we do.

Continue to invest in our estate and infrastructure including investment in IT to provide inspirational learning environments and high quality, relevant resources that allow students to be a partner in their learning.

Develop and support our staff through: professional development; rewarding and manageable roles; competitive terms and conditions and ensuring that all managers are high performing leaders — thus enabling staff to continually reflect on their practice and seek excellence in all that they do.

We will put in place a financial strategy to rebuild the College reserves and deliver an adjusted operating surplus to support investment through increasing business efficiency and best value in the services, systems and processes that support delivery, and growth and diversification of income streams.

By keeping the College reputation, brand and profile under scrutiny, we will continuously improve how we are seen with a particular emphasis on gaining a regional reputation for specialist areas of provision.

STEPS TAKEN TO MEET THIS GOAL:

Investment

- » £2.6m invested in BR6 Bakehouse, pastry kitchen and new training kitchen
- » £3.4m total capital investment for 16/17 including IT equipment, learning equipment and other building improvements

Staff Development

Following the merger and organisational development work undertaken over the summer of 2016, an Organisational Development (OD) Strategy was developed

The OD strategy has people development at its heart and has 3 strategic aims:

Managing people to deliver performance

Leading and developing talent

Valuing people - Engagement, Recognition, Reward and Equality

- » Turnover was affected by merger and planned voluntary severances to maintain and secure stability for the merged workforce. This continues, with further voluntary severances being planned to support restructuring and financial planning activity in preparation for 2017/18.

- » The Talent Development Plan 2016-17 identified how the College will train and develop its staff to have the skills and knowledge to create success
- » In addition to the practical skills that will be delivered, a core skill is the training of managers as coaches using the GROW (Goal, recognise our current Reality, our Options for achieving these goals and creation of the Will to achieve)
- » This development action is intended to support the empowerment and accountability of managers. The College invited applications for staff to apply for the opportunity to train as a super coach and is now training these staff who will ultimately roll out coaching training to all staff and managers.

Financial Strategy

- » The College inherited an underlying adjusted operating deficit of circa £5m upon merger in August 2016, and has made a significant progress in its financial plans to turn this inherited deficit around
- » By the end of the academic year (31 July 2017) the College reduced this deficit by over £3.5m an adjusted operating deficit of less than £1.5m for the year. (TBC - currently forecasted)
- » The financial strategy included removing duplication of support services from the three separate colleges and quickly moving to operating single departments for each service. This was achieved in August 2016, with the restructure of the support services and moving all of the support teams to a single administration hub based at the Orpington campus
- » Reserves of the College have been utilised post-merger to repay the inherited liabilities including loan debt of the former Bexley College and Greenwich Community College. The medium term financial plans of the College show that reserves will now increase annually for the life of the plan, after taking into account planned capital investment each year
- » Going forward our budget will continue to be reforecast and income/expenditure monitored on a monthly basis. Work will continue to generate further pay and non-pay savings in year in order to mitigate against any further in year enrolment issues.

GOAL #4

Excellence in community responsiveness
- by 2020 we will be seen by all including employers as a collaborative and effective strategic partner in the economic, social and cultural development of South London and beyond.

We will be firmly placed at the heart of the communities we services as a leader of innovation and transformation and the 'go to' place for learners, community and businesses.

We will have built outstanding employer partnerships that enables employers to influence and contribute to the curriculum and in response we will develop and market our vocational specialisms to meet their needs.

We will seek out opportunities for working with new partners, including national and international that enables us to raise the ambitions and achievements of young people and adults in our communities and which exploit the strengths of the College.

STEPS TAKEN TO MEET THIS GOAL:

- » **Employer Advisory Boards:** We work with over 1000 employers and this year have set up 11 employer boards across all the industries we cover. This is ensuring that our curriculum meets the needs of businesses and that our students are learning the skills required by employers. These boards continue to be developed and are showing promising signs of being a powerful vehicle through which we can drive the development of our offer strategically.
- » **London South East Employment and Skills Board:** This board has been established ahead of the Mayor's Skills for Londoners Strategy. It is helping to ensure that the College has the opportunity to positively influence the emerging skills agenda and a strong and authoritative voice in the planning for devolution of funding. This is being assisted by members of the GLA sector specific teams joining some of the new Employer Advisory Boards (as above)
- » **Employer Engagement:** Work is continuing with the Assistant Principals and Work Experience teams to look at how this employer engagement model can be implemented more seamlessly with wider curriculum development work at the employer academy level. This will provide hands on, direct support for the learners and lecturers in curriculum delivery, through utilisation of the Employer Advantage programme.

**LONDON
SOUTH EAST
COLLEGES
OUR
PARTNERS**

NEW PARTNERSHIPS

CRYSTAL PALACE PARTNERSHIP

We have this year established a new sports programme in partnership with this premier league football club for 16-18 year olds



CHARLTON ATHLETIC COMMUNITY TRUST

We are now working collaboratively on a range of initiatives including traineeships and health programmes



LONDON BIGGIN HILL AIRPORT

Working in partnership to develop a new aerospace and aviation college to meet the technical skills requirements in the area



CELEBRATING 25 YEARS
1992 - 2017

UNICEF

This year the College has been working towards achieving the UNICEF Rights Respecting Award (RRSA).

The RRSA works to put young people's rights at the heart of everything the College does. The Award recognises a school's achievement in putting the United Nations Convention on the Rights of the Child into practice within the school and beyond.

This achievement will be used as a springboard to further embed implementation across the College, sustaining and expanding current practice and enabling progression towards the Level Two award next year.



PARTNERSHIPS

WORKING IN PARTNERSHIP DELIVERS THE BEST POSSIBLE RESULTS FOR THE STUDENTS, EMPLOYERS AND THE WIDER COMMUNITIES WE SERVE.

Meeting employer needs in an ever changing economy is a key focus for us. This year, a number of major employers and the three Local Authorities have supported us to set up an Employment and Skills Board.

The Board provides a platform for our employer partners to shape skills provision. It helps us to ensure that young people are equipped and qualified for the current and future jobs market – enabling them to support economic growth and productivity.

This direct industry involvement helps us to shape the College's curriculum offer and supports our partnership working across industry sectors.

The membership for this Board includes stakeholders, employer partners, representatives from Bromley, Bexley and Greenwich Local Authorities, training providers, Federation of Small Businesses and Sector Skills Councils and bodies.



In addition to our London South East Employment and Skills Board, we have also developed curriculum-specific Employer Advisory Boards

These boards consist of industry partners who collaborate with staff responsible for each curriculum area to help shape the College's provision in each sector – making it wholly relevant to the real world of work.

This builds on the highly successful model of our employer led Career College in Hospitality, Food and Enterprise. It enables our industry partners to have a direct influence on the strategic direction of our work in their sector, shaping how this interfaces with wider policy agendas in London and nationally.



YEAR IN PICTURES

TV STAR PRUE LEITH VISITS
BRG BAKEHOUSE



STUDENT AWARDS CEREMONY
- CELEBRATING SUCCESS

LAUNCH OF OUR FIRST AVIATION
AND AEROSPACE COURSE

HOUSE OF LORDS CELEBRATION FOR
EXCEPTIONAL LONDON STUDENTS



SUMMER TERM

DEVELOPMENT OF A NEW AEROSPACE
AND AVIATION COLLEGE WITH LONDON
BIGGIN HILL AIRPORT



APPRENTICESHIPS
MINISTER VISITS
OUR CAREER COLLEGE

SPRING TERM

OPENING OF THE BRG BAKEHOUSE
- PHASE 2 OF THE BRG PROJECT



LAUNCH OF OUR NEW SPORTS
PROGRAMME WITH CRYSTAL PALACE FC



STUDENTS ATTEND OPENING OF
BOMBARDIER AVIATION CENTRE



BIGGIN HILL FESTIVAL OF
FLIGHT – TOM LANDS
DREAM JOB

QAA RECOGNITION FOR OUR
UNIVERSITY CENTRE

BR6 SCOOPS NATIONAL ACCOLADE



STEPHEN HOWLETT - NAMED AS
THE NEW CHAIR OF THE
CORPORATION

COLLEGE ADVICE SERVICE GETS
ACCREDITATION

BROMLEY BEACON ACADEMY OPENS
ITS NEW SITE IN BROMLEY



APPRENTICES MEET LOCAL MP
AND UNIVERSITIES MINISTER
TO MARK NATIONAL
APPRENTICESHIP WEEK



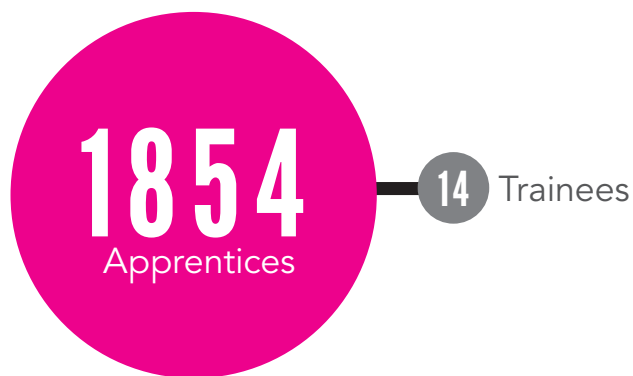
SPECIAL VISIT FROM
LORD OUSELEY



GREENWICH STUDENTS HOST A
‘ROUND THE WORLD’
EXPERIENCE

LONDON SOUTH EAST APPRENTICESHIP COMPANY

INTRO AND HIGHLIGHTS



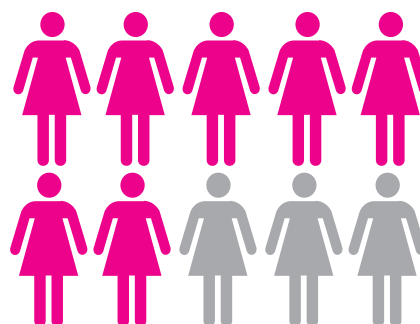
During 2016/17 we introduced a new name for the provision of apprenticeships within the College. London South East Apprenticeship Company was introduced to help employers easily identify our apprenticeship teams and excellent service. With over 1400 Apprentices on a programme at any one time, 500 aged 16-18 and 900 adult apprentices, we are already a leading force in apprenticeship delivery in South East London.

We offer a responsive apprenticeship programme for those in work looking to up-skill along with those who are new entrants or looking to change careers. Over 70% of the apprentices continue in work with the same employer after their apprenticeship has been completed.

For people not ready for an apprenticeship, we offer a successful traineeship programme. This develops students' employability skills and prepares them for an apprenticeship.

We work with over 850 employers, the majority of which are small or micro businesses (non-levy). However we some of the notable larger companies we work with are:

- » Bank of England
- » Guys and St Thomas's Hospital
- » London Borough of Bexley
- » Lewisham and Greenwich NHS Trust
- » Harrods
- » Pimlico Plumbers
- » Marriott Hotel



Our apprentices are working in five main sectors:

- » Business and Management
- » Construction
- » Health Care
- » Service industries
- » Digital and creative

In 2016-17 the occupations with the highest number of Apprentices were:

- | | |
|---------------------------|------------|
| » Electrical installation | 360 starts |
| » Business and Management | 320 starts |
| » Construction | 300 starts |
| » Health and care | 150 starts |

In July 2017, Bexley-based charity, Skills for Growth, became part of the London South East Colleges Group.

The charity has been delivering education and training to young people for more than 30 years, helping young people progress into or within employment.

Going forward, this new partnership will further strengthen high quality apprenticeships and training opportunities across the region.

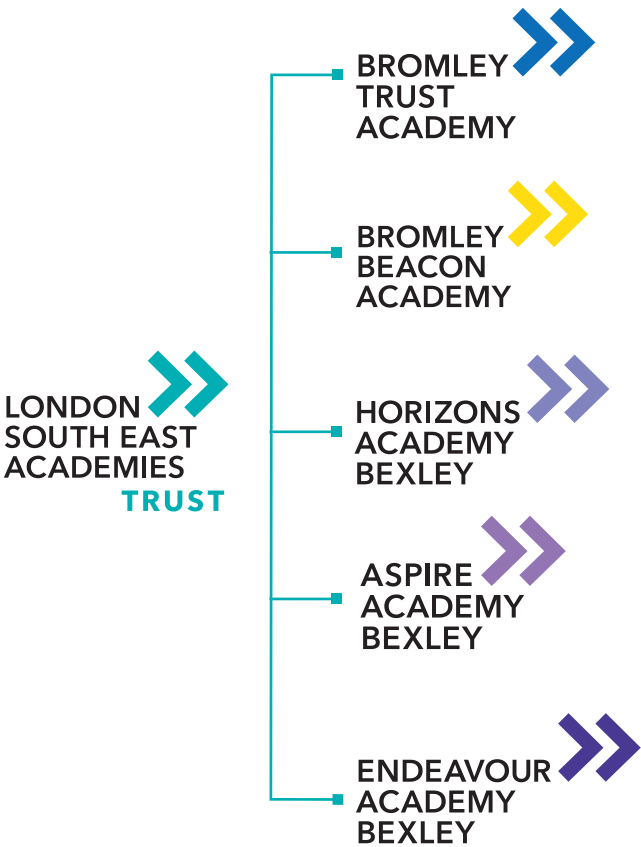
LONDON SOUTH EAST ACADEMIES TRUST

London South East Colleges sponsors London South East Academies Trust. Formerly known as Bromley Educational Trust, the organisation was re-named in September 2017 to bring it in line with the new merged college and reflect the wider work being done across the region.

This year our Multi-Academy Trust has continued to go from strength to strength. We have set out our ambition and strategy for the next five years, which has now been approved by the Regional Schools Commissioner.

Building on our success so far, we are on a trajectory of growth –with the potential to have up to 15 schools across Bromley, Bexley and Greenwich within our Trust by 2020.

In addition to our two current schools (each across two sites) we will be welcoming the New Horizons Multi-Academy Trust in early 2017/18. This comprises of three alternative provision schools in Bexley, adding to our specialist network and ensuring that children in need this type of education have access to quality provision.



**LONDON
SOUTH EAST
COLLEGES
STUDENT
PROFILE**

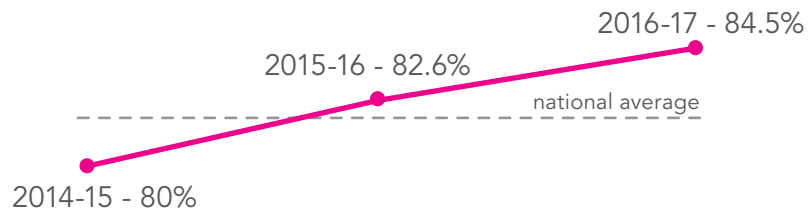
92%
OF OUR 16-18 STUDENTS
PASSED THEIR VOCATIONAL
QUALIFICATIONS

87%
OF HE STUDENTS
PASSED THEIR
QUALIFICATIONS

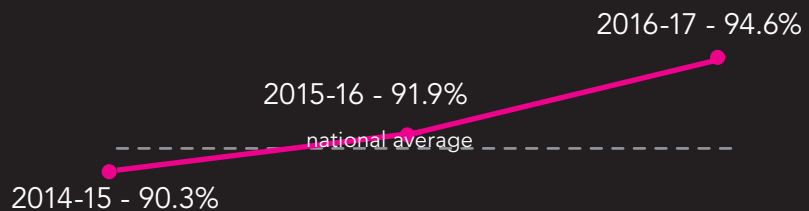
89%
OF LEVEL 3 STUDENTS
PASSED THEIR
QUALIFICATIONS

WE ARE CONSISTENTLY ABOVE THE NATIONAL AVERAGE

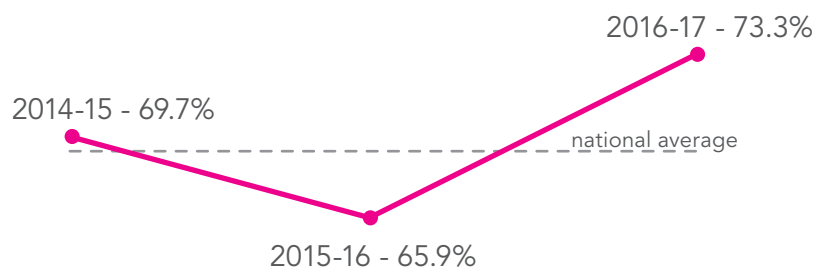
STUDENT SUCCESS IN THE CLASSROOM



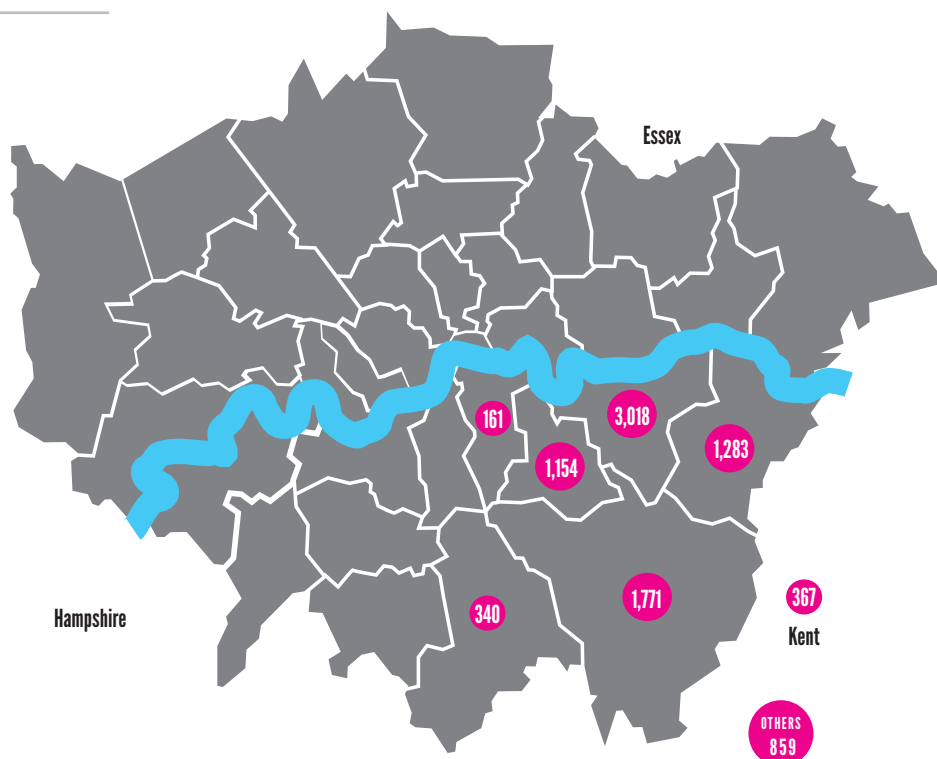
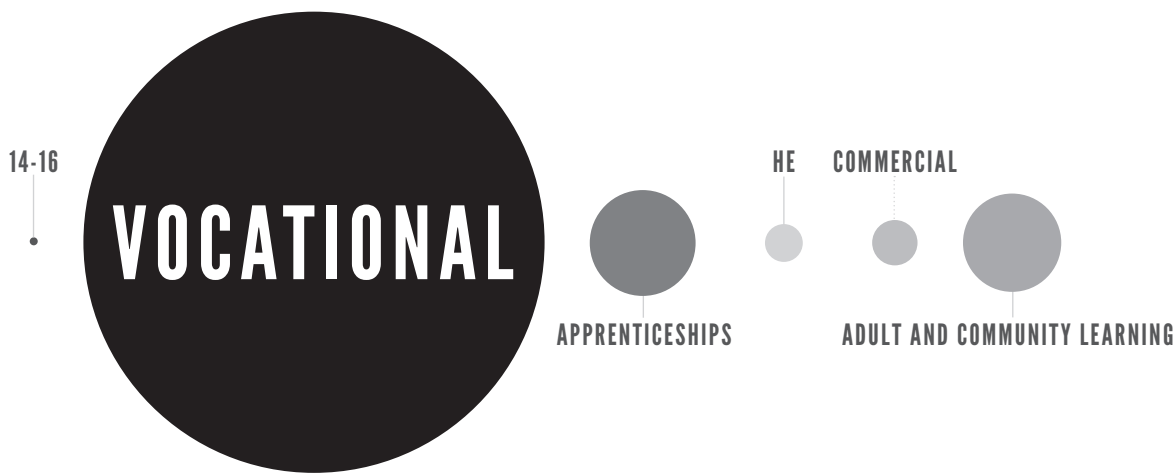
STUDENT RETENTION RATE



SUCCESSFUL APPRENTICES



COURSE TYPE



HOME BOROUGH



80%
OF STUDENTS
UNDERTOOK
WORK EXPERIENCE

ETHNICITY



81% NO DISABILITY



16% HAVE A DISABILITY

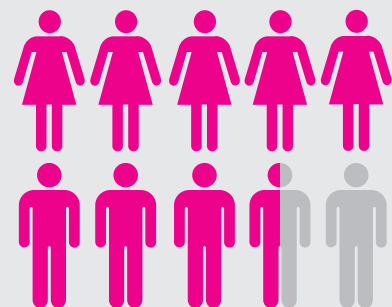


3% NOT KNOWN



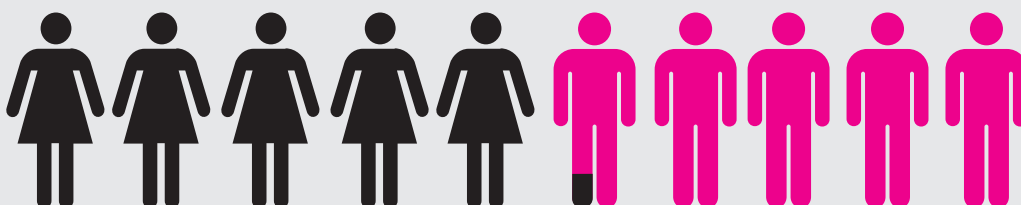
DISABILITY

ACHIEVEMENT



OVER 84% OF OUR STUDENTS SUCCEED

GENDER



52%
FEMALE
49%
MALE

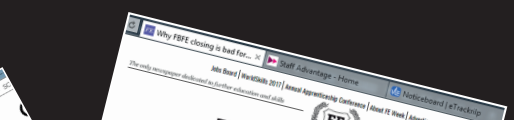
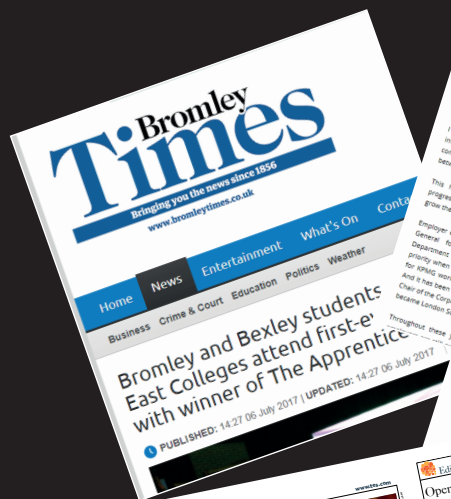


In March 2017, Kent County Cricket Club sent Sam Billing their star batsman to give a quick lesson to our SEND students.

IN THE NEWS

THROUGHOUT THIS ACADEMIC YEAR LONDON SOUTH EAST COLLEGES HAS BEEN FEATURED IN A RANGE OF LOCAL, REGIONAL, NATIONAL AND SECTOR MEDIA.

OUR EXECUTIVE TEAM HAS PROVIDED A NUMBER OF OPINION AND EXPERT PIECES TO SEVERAL TOP EDUCATION MAGAZINES ON MANY DIFFERENT ISSUES.



MEDIA REACH / COVERAGE

IN 2016/17 WE ACHIEVED 285 ITEMS OF PRESS COVERAGE IN OVER 40 DIFFERENT TITLES
WE REACHED A AUDIENCE OF AROUND 6M

NB: These figures do not include paid for advertorials

**LONDON
SOUTH EAST
COLLEGES
CAMPAIGNS
AND BRANDING**

OUR NEW BRAND

We introduced our new brand, London South East Colleges, in August 2016 when we merged with the former Bexley College and Greenwich Community College. This brand aims to bring the colleges together as well as providing a strong, visible and recognisable identity for both students and employers across South East London.

The College has invested heavily in promoting the brand this year and will continue to do so to ensure we have a strong level of brand recognition, enabling us to meet recruitment targets and financial sustainability.



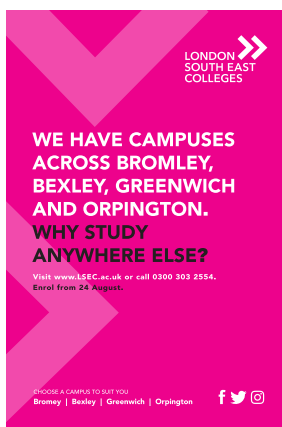
SUMMER CAMPAIGN HIGHLIGHTS

Our year-long brand awareness and engagement programme culminated in a comprehensive summer campaign to drive enrolments in September 2017. Running from July to September, this campaign employed a wide range of marketing tactics across our key recruitment areas to drive awareness and enrolments. This incorporated a separate Clearing campaign to drive additional HE recruitment.

The campaign's visuals and approach focused on strong brand visibility, communicating key facts and 'unique selling points' about the College. These visuals were tested on groups of students to ensure they resonated well with our target audiences.

6 SHEETS

OUTDOOR



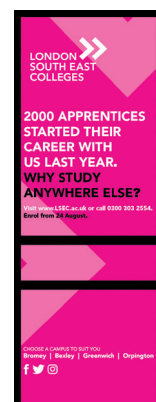
48 SHEETS



BUS BACKS



TELEPHONE BOXES



IN PRINT



**LONDON
SOUTH EAST
COLLEGES
FINANCIAL
PERFORMANCE**

ACCOUNTS

Following the strategic merger in August 2016 with two Colleges in a weak financial position, the merged College has made significant progress to reduce the underlying annual operating deficit totalling c£5.5m inherited upon merger. This has been achieved through strong leadership and management, driving through a financial recovery programme which is aimed at returning the merged College to a surplus operating position by at 2021 at the very latest.

INCOME	2016/17 £000	2015/16 £000
Funding Body grants	36,047	23,040
Tuition fees and education contracts	6,943	4,633
Other grants and contracts	4,366	3,218
Investment income	22	25
TOTAL INCOME	47,378	30,916
EXPENDITURE		
Staff costs	30,099	19,336
Fundamental restructuring costs	432	190
Other operating expenses	14,783	7,871
Depreciation	4,354	3,166
Interest and other finance costs	872	345
TOTAL EXPENDITURE	50,540	30,908
SURPLUS BEFORE EXCEPTIONAL COSTS	(3,162)	8
EXCEPTIONAL MERGER COSTS		480
(DEFICIT) / SURPLUS FOR YEAR	(3,162)	(472)



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