FE Commissioner Diagnostic Assessment Report

Name and Address of College	**Kensington & Chelsea College**
Deputy Commissioners who conducted the assessment and contributed to the assessment report	**Steve Hutchinson** **Teresa Kelly**
Chair of the College	**Mary Curnock Cook**
Principal / Chief Executive of the College	**Elaine McMahon**
Clerk to the Corporation	**John Allen**
Date of Assessment	**15-16 January 2018**

1. Context for FE Commissioner Diagnostic Visit

Rt Hon. Anne Milton MP, Minister of State for Apprenticeships and Skills, commissioned the FE Commissioner to undertake a review of the decision of Kensington and Chelsea College (KCC) to merge with Ealing, Hammersmith and West London College (EHWLC). This followed concerns expressed by the local community regarding the effect of the proposed merger on local provision, in particular at the college's Wornington Road site in North Kensington, where there appeared to be no guarantee of provision beyond June 2019. The FE Commissioner, supported by a Deputy FE Commissioner, undertook this review between 4 December and 13 December 2017.

The review concluded that, due to KCC's financial position, the college needed to merge with a larger organisation which can offer high quality teaching, learning and assessment, as well as financial sustainability. The review found that the outcome of the previous Structure and Prospects Appraisal (SPA), conducted by KCC, had not secured broad community support, and that the unique circumstances which deeply affected the North Kensington community in 2017 were a factor in creating significant concerns around the proposed merger with EHWLC. It was considered that the development of a long-term solution for provision in North Kensington by colleges and other local stakeholders would contribute to the rebuilding of trust in the community.

It was therefore recommended that the FE Commissioner should conduct a diagnostic assessment in January 2018 to review the college's overall performance, including its plans in place to improve quality. The FE Commissioner proposed that through the diagnostic assessment, the college-led SPA process would be audited, and if necessary a fresh Structure and Prospects Appraisal conducted to consider the best solution.

In response to the Commissioner's recommendations, the Board of Governors at KCC and EHWLC agreed to pause merger plans until the diagnostic assessment had reported and provided a set of recommendations for moving forward.

2. College Overview

KCC is located within the Royal Borough of Kensington and Chelsea (RBKC) and offers a range of full-time, part-time and evening courses from entry level ESOL to degree level pathways. Provision is offered from two sites located at the Chelsea Centre, Hortensia Road, and the Kensington Centre, Wornington Road.

Most students are aged 19 or above. A small proportion of students are working towards an apprenticeship qualification either directly with the college or with a subcontracted partner from the creative arts and media professions.

The borough is characterised by a range of diverse communities, with areas of both great affluence and poverty. The majority of residents of working age have a level 4 qualification or above. The proportion of students leaving school at 16 who achieve five or more GCSEs A* to C, including English and mathematics, is well above the national rate.

3. Assessment Methodology

The scope of a diagnostic assessment to is to review the overall performance of a college, with a particular focus on leadership, governance, quality, curriculum offer and the financial position. An additional requirement for this assessment was to audit the college-led SPA process that resulted in a decision by the Board to merge with EHWLC.

Two Deputy FE Commissioners conducted the diagnostic assessment on the 15th and 16th January 2017. They received in advance an extensive range of material provided by the college (see appendix 1) and they had access to materials relating to the college provided by the ESFA.

During the visit they met with the Chair and other members of the Board of Governors, the Interim Principal and members of the college executive and senior leadership team, curriculum managers, staff and students (see appendix 2). They met with officials from RBKC, who are the owners of the freehold of the Wornington Road site, to discuss issues regarding the site and provision of education in the borough more broadly.

Consideration was also given to the FE Commissioner's discussions with a number of stakeholders as part of the December 2017 review:

- KCC Principal, Chair and Clerk
- EHWLC Principal, Chair and Clerk
- KCC Staff and Students
- The Save Wornington College Group
- The Royal Borough of Kensington and Chelsea (RBKC)
- Local charity FE providers in the borough
- Local Members of Parliament

In addition, the FE Commissioner's team reviewed the process followed in the college-led SPA which concluded in June 2017 (see appendix 3).

4. Leadership and Governance

Leadership

The Interim Principal and CEO was appointed at the end of July 2017 for a fixed period up to 1st January 2018, with a brief to implement the decision by the board to merge with EHWLC on 2nd January 2018. The Interim Principal is experienced and has played a significant role in leading the college through difficult circumstances over the past six months.

The Interim Principal is supported by a largely interim team, which in itself, creates challenges around continuity and stability. Most back-office functions are managed through a shared services agreement with EHWLC, which is tied into the planning activities that are necessary to prepare for a merger.

The shared services are being led on an interim basis by the Executive Director of Finance and Shared Services at EHWLC. As part of this arrangement there are two interim senior manager roles in Marketing and HR occupied by the relevant senior managers from EHWLC. There are two senior curriculum roles, a VP Curriculum (a permanent KCC employee), and an interim VP Quality. Therefore, at the senior team level five out of the six most senior management posts are occupied by interims, with three of these being EHWLC employees.

Governance

The Chair of the Corporation was appointed to the board directly as Chair in May 2017. She has previously held several senior management roles including Chief Executive of UCAS. The timing of their appointment coincided with the end of the merger partner selection process.

The Corporation currently has three vacancies. Effective governance is very challenging at present as confidential papers and discussions are being leaked. This has led to a lack of trust and there is a risk of the board being dysfunctional.

The Principal and the Chair have worked hard at providing a range of communications both internally and externally in different formats including regular staff newsletters, all staff meetings, and meetings with local community stakeholders. However, in the current environment and despite best efforts, the effectiveness of the leadership and governance has been limited. This is recognised by senior staff and Board members and they are looking at ways to improve engagement.

The Commissioner team have confidence in the capability of the Chair, who has significant experience of leadership in the public sector, to provide ongoing leadership of the board. However, it is recognised that there is some significant opposition to the current Chair and Principal amongst some staff and some members of the community, and the board may therefore wish to discuss their positions at the next board meeting.

5. Curriculum and Quality Improvement

The senior leader responsible for quality and curriculum left the college in December 2017 and has been replaced with an interim VP Quality and a permanent VP Curriculum. KCC’s rationale for splitting this role into two posts is to focus the college’s attention on improving its current Ofsted ‘Requires Improvement’ grade at the next inspection, which is due this academic year. Both these newly appointed staff have inherited the college improvement plans and the most recent Self-Assessment Report (SAR).

Ofsted

The college was inspected by Ofsted in February 2017 and was judged overall as requiring improvement. This was the college's fourth grade 3 in a row, with Ofsted having judged the college as requiring improvement in June 2015 and November 2013 and satisfactory in March 2012.

In February 2017, Ofsted considered that the college needed to:

- Improve the quality and impact of governance arrangements to ensure a focus on the rapid improvement of the quality of teaching, learning and assessment and the proportion of learners who achieve their qualifications
- Improve attendance and punctuality of learners, especially adults
- Ensure that managers raise further the skills and expertise of teachers
- Improve rapidly the performance of Apprenticeship provision

Quality Improvement

In response to the most recent Ofsted inspection the college has developed a Quality Improvement Plan (QIP) and in 2016/17 the achievements of students increased significantly to above national benchmarks. The college has placed a high level of emphasis on the improvements to the outcomes for students in its 2016/17 SAR and has subsequently self-assessed in all sub-categories as good and overall as good.

Given the key areas for improvement identified by Ofsted, the Board and senior management need to consider if the SAR process has been appropriately robust and focused. Apprenticeship performance, though provision is very small, remains poor. Attendance and punctuality, whilst showing signs of improvement, may need more time to be able to consistently demonstrate that they are now good.

In order to ensure that quality improvement is focused on the key areas for improvement it would be beneficial if the college were to obtain independent verification of its SAR and QIP from a National Leader for FE (NLFE).

Curriculum Offer

The curriculum offer at the college is heavily weighted toward the arts, creative and media industries together with a relatively large ESOL provision. Unusually for a designated general FE college, the majority of KCC's provision is for adults, while the 16-18 offer, though showing good growth this academic year, is limited. For example, there is little provision for Special Educational Needs (SEN) at foundation level and pre-entry level. In 2016/17 the college only had five students with high needs. The curriculum offer includes a relatively high reliance on sub-contracted delivery of some adult provision. HE provision is offered to approximately 40 students and there is a partnership with Kingston University.

Senior curriculum leaders recognise that there are opportunities for growth through the development of a more general FE curriculum offer, particularly for

16-18 year olds, and through the extension of tiered access routes for adults. However, they feel that the current position of the college restricts opportunities for developing new curriculum opportunities, as the skilled resources required to do so are limited.

The scope for growth in the curriculum offer to ensure that the local community has a more vibrant and diverse FE curriculum offer available is a key rationale for merging, in addition to the financial case. A partner organisation that can both promote and enhance the specialisms currently provided at KCC and extend and create new curriculum will enhance local participation and increase the value of KCC to the community.

Student views

A small group of students met with one Deputy Commissioner during the diagnostic assessment. Students from both sites were present and they provided a number of insights through their discussion on KCC and its proposed merger:

- Several students in the group were undertaking creative industry based courses and were clear that their primary decision to attend KCC was its reputation for specialised creative arts programmes that are well linked to and recognised by the creative arts industries.

- Despite increases in recruitment this year, some students considered that the college could do more to promote its courses internally and externally.

- Those students who had been at the college for more than a year felt that the administration and support processes surrounding their studies were improving this academic year.

- Students provided mixed views on the benefits of the recently introduced increased security arrangements, with some welcoming the safer environment they provide, and others considering them unnecessary.

- Students commented on a lack of communication across the college, particularly in relation to the merger. Some expressed concern about the impact of merger on their studies and on their tutors. A meeting with the Principal of EHWLC was previously requested and arranged, but was poorly attended by students.

Students were positive about the college overall and there were high levels of satisfaction with the quality of teaching and support received from their tutors.

Whilst the Commissioner recognises the ongoing work of KCC to implement an effective communications strategy, the perceived lack of student communication appears to have resulted in some suspicion and misinterpretation regarding the direction the college is moving in.

Staff Views

A large group of staff attended a meeting with one Deputy Commissioner. Staff from both KCC sites were present and only one member of staff from a non-teaching support team was in attendance. Staff shared a number of views:

- Many staff described the college as unique in its curriculum offer and specialist in the nature of programmes it had developed for the creative arts and media industries. They queried whether a merger was necessary and had some concerns about the proposed partner, but were generally clear that they were not opposed to a merger.

- There were concerns about limited consultation, transparency and communication. Some felt that a lack of promotion of the college over a period of time was a contributory factor to its current position.

- Staff explained that the pause to the current merger announced in December was not evidenced across the college. For example, a major joint continuous professional development event was held during the first week of term (January 2018) and many EHWLC staff were working across the college.

- They emphasised that they did not consider there to be any ‘chaos at ground level’ and that they believed that students were receiving a good experience on their programmes.

Overall, staff appeared concerned about the current position of the college and some reported a perception of long-term decline under poor leadership and management.

6. Finance and Audit

The following table is a summary of the college’s recent and predicted financial performance.

£000	**2015/16 Actual**	**2016/17 Actual**	**2017/18 Forecast**	**2018/19 Plan**
Funding body grants	5,672	5,585	5,628	5,631
Tuition fees and education contracts	2,462	2,059	1,871	1,924
Other Income	605	208	998	388
Investment income	0	14	90	100
Total income	**8,739**	**7,866**	**8,586**	**8,043**
Staff costs	6,622	6,292	7,075	6,727
Other operating expenses	2,369	5,704	4,153	4,172
Total expenditure	**8,991**	**11,996**	**11,228**	**10,899**
Surplus/(deficit) before int, depn	**(252)**	**(4,130)**	**(2,642)**	**(2,856)**
Depreciation and amortisation	695	524	721	649
Interest and other finance costs	66	21	30	0

Operating Surplus/(deficit)	**(1,013)**	**(4,675)**	**(3,393)**	**(3,505)**
Staff restructuring	(89)	(433)	0	(50)
Other FRS102 (28) adjustments	(132)	(138)	(378)	(378)
Surplus/(deficit) after adjustments	(1,234)	(5,246)	(3,771)	(3,933)

Operating surplus as % of income	**(11.6%)**	**(59.4%)**	**(39.5%)**	**(43.5%)**
Staff costs as % of income	**75.8%**	**80.0%**	**82.5%**	**83.7%**
Borrowing as % of income	**12%**	**0%**	**0%**	**0%**
Financial health	**Satisfactory**	**Satisfactory**	**Satisfactory**	**Satisfactory**

FE Commissioner Benchmarks

Operating surplus as % of income (3%-5% surplus)	**(11.6%)**	**(59.4%)**	**(39.5%)**	**(43.5%)**
Staff costs as % of income (<65%)	**75.8%**	**80.0%**	**82.5%**	**83.7%**
Adjusted Current Ratio >1	**3.7**	**2.8**	**2.8**	**1.4**
Borrowing as % of income (<40%)	**12%**	**0%**	**0%**	**0%**
Financial health (Good)	**Satisfactory**	**Satisfactory**	**Satisfactory**	**Satisfactory**

The analysis focuses on the operating surplus, which excludes items of an exceptional nature, non-recurring items and adjustments outside of the college's control, including pensions. This aims to provide a like-for-like comparison of performance in each year.

Income

Overall college income has remained stable at c£8m after some sharp declines in the years prior to the analysis shown in the above table. In the current year the income is expected to increase to c£8.6m but this includes a one-off income adjustment relating to the sale of Park Walk, therefore maintaining underlying income at c£8m. In the current year the college have exceeded their 16-18 student number target, which should translate into an uplift in income next year of c£150k. Only about half of this increase has been assumed in the financial plan for 2018/19.

The college has struggled to deliver its Adult funding allocations and is reliant on sub-contractors to achieve the target. The college's sub-contracted provision, at c£1m for 2017/18, is large in relation to total income. The college claim for Additional Learner Support (ALS) is very low in comparison to many other colleges. In the current year only £20k of ALS has been included in the Individualised Learner Record (ILR). When compared with other colleges, KCC should be expecting to generate c£500k of ALS income. Work is currently taking place led by EHWLC Management Information System (MIS) managers to investigate if ALS is being properly recorded and claimed. Apprenticeship income is low at less than £100k.

Staff Costs

Staff costs are a significant issue for the college. Due to the small size of the college the critical mass costs of operating all the necessary functions means the college carries an overhead cost that is not sustainable on £8m of income. The costs of shared services and interim managers in the current year is expected to be c£1.6m, which is in addition to payroll costs of c£5.4m, giving a total pay cost of c£7m.

Underlying performance

The college has an underlying operating deficit of c£3m in cash terms each year. This is clearly not sustainable. The budget setting process for 2017/18 does not appear to have been robust. The curriculum plan was not closely aligned to the budget plan, and as a result there is a lack of ownership and accountability in managers accepting responsibility for their individual budgets. Curriculum managers are not held to account on key efficiency indicators in delivering the curriculum plan especially average class sizes and staff utilisation, both of which are weak. There is some opportunity to deliver some cost savings by adopting a more robust planning process and giving key performance targets to managers and managing their performance against these targets. The senior managers at EHWLC are leading on a planning process for 2018/19 which appears to be much more in line with good practice.

The financial plan for 2018/19 appears to be prudent, with a mostly flat income profile and small increases in costs.

Financial Liabilities

The college has no borrowings having cleared the outstanding bank loan following the cash receipt in 2016 in respect of the Wornington Road site disposal. The cash balance shown in the audited financial statements as at the end of July 2017 was £15.1m. The net sale proceeds from the Wornington Road site disposal to date are £21m. £3.2m was used to pay off the overdraft and long-term loan, leaving a sum of c£17.8m. Therefore approximately £2.7m of the cash proceeds were used in 2016/17 to support the ongoing operations of the college. The cash position will continue to deteriorate in 2017/18 with a forecast cash balance of c£14m by the end of the financial year. Whilst the cash balances remain healthy the college’s underlying operating performance will continue to deplete cash. The rate of cash reduction will in reality be c£3m per annum based on current operating performance. Despite annual operating deficits, financial health is graded by the ESFA as satisfactory and is expected to remain so in 2018/19.

Financial Control and Management

Financial controls and management have been an issue for the college in recent years. During the 2016/17 financial year the forecasts included in management reports for the financial year end proved to be very unreliable. The reports from MIS were inaccurate and this contributed to the poor forecasting of the finances. Since the introduction of the shared services agreement with EHWLC there has been improvement in the quality of management information. EHWLC have engaged two consultants to focus on data cleansing and report writing. The monthly management accounts are very limited in content and format as the focus has been on getting underlying data accurate and feeding it into the EHWLC reporting processes in preparation for merger.

There is a clear risk to KCC of disruption to the back-office processes and reporting if EHWLC were to withdraw from the shared services agreement because of the proposal to run a new SPA process. The main implications to KCC would be:

- A weakening of experienced managers to lead key functions including curriculum planning, financial reporting, MIS improvements, and HR case work;
- A claim by EHWLC for costs already incurred in preparing for merger e.g. data migration of key systems, KCC final audit, installation of a leased line to connect EHWLC with KCC;
- The stability and continuity of senior staff, with a very high number of interim managers running the college.

The issue of the shared services needs careful resolution. While the continued provision of EHWLC shared services would be helpful, KCC would be required to start paying for them (at an estimated £1.2m p.a.) and there might be a legal hurdle to overcome in terms of contracting for a service that is likely to be captured by EU procurement rules.

The financial analysis from the diagnostic assessment supports the conclusion of the Commissioner’s initial review that KCC is not financially sustainable as a stand-alone institution, and that structural change is required.

7. Estates

The college operates from two sites – Hortensia Road in Chelsea and Wornington Road in North Kensington. The Hortensia Road site is owned by the college but the Wornington Road site was sold to RBKC in the summer of 2016.

KCC needed to achieve a quick solution to their financial problems and were presented with an opportunity to sell the site to RBKC and lease it back for a period of three years. Whilst this provided a much needed cash injection, the process could be seen as insufficiently transparent as the site disposal was not tested in an open market sale. The college did get written advice from an independent firm of property consultants who concluded that in their view the terms of the transaction exceeded Market Value. On this basis the management team recommended to governors to proceed with the sale. There was a lack of evidence of any meaningful consultation with local stakeholders over the sale of the property.

The financial structure of the sale and leaseback was essentially a gross sale price of c£28m with a notional three-year rental of £1.1m for the three-year period of the lease, giving a net sale price of £25m. Of this a sum of £21m was paid on disposal, with the final £4m being due if the college had exited the site by the end of the three-year lease period. Negotiations led by EHWLC had started prior to Christmas to enter into a longer-term extended lease for the Wornington Road site, but this has not concluded due to issues on agreeing an annual rental that is acceptable to both parties. The current three-year lease period ends in June 2019.

RBKC were clear in discussions with the Deputy Commissioners that they wanted to agree a deal with KCC to remain on the site beyond the existing three-year term. RBKC demonstrated a strong commitment to working with KCC to achieve high quality future provision in North Kensington in the long-term. Failure to achieve this to date has been a significant factor in the poor relationship and lack of trust felt by staff, students and local community groups toward the college and toward RBKC.

8. Structure and Prospects Appraisal (SPA) Process Audit

During the diagnostic assessment, Deputy Commissioners reviewed the process followed by the college that resulted in the identification of EHWLC as the preferred merger partner by the KCC Board of Governors in June 2017. It should be noted that the original SPA was college-led and therefore overseen and led by the corporation.

The SPA process conducted was objective and thorough. However, it was limited in the range of future options considered, and did not include sufficient focus on the future of FE provision in North Kensington in the selection of a partner.

The process was objective in the following respects:

1. The Board of Governors spent time setting out their vision for the college prior to seeking a merger partner.
2. The process that was followed to select a merger partner was thorough and robust. Selection criteria was identified and a detailed scoring process adopted.
3. There was a consultation process that invited local stakeholders, staff and students to comment on the proposed merger and the preferred partner.

However, there are a number of areas where the SPA could have gone further:

1. Consultation on the vision for the merged college could have been broader and more inclusive of local stakeholders, staff and students.

2. There was no consideration of potential partners who were not mainstream FE organisations. Whilst this is not uncommon across the FE sector and was likely driven by the previous failure to progress a merger with a Specialist Designated Institution (The City Lit), given the perceived specialist nature of KCC and the adult/16-18 ratio, a specialist solution was not considered at time of selection of the preferred partner.
3. Although recognised as an important criterion, future FE provision in North Kensington may not been given sufficient weighting in the selection process.

9. Conclusions

There are some challenging issues to overcome in respect of management and governance of the college in order to ensure that students can have a good experience at the college. The lack of confidentiality at board level, the frequent changes in interim senior managers, and the culture of staff not accepting responsibility for key aspects of operational performance mean that the capacity of the existing leadership will be severely tested. The issues around communications and how to manage the issue of shared services over the coming months will only add to these capacity challenges.

There are signs of improvement in the quality of provision. Students report high levels of satisfaction with teaching. College wide student achievements have risen to above national benchmarks and recruitment levels are improving for 16-18 year olds. However, the curriculum offer is limited and there are concerns regarding the college's ability to develop the relevant new curriculum that would accommodate the FE needs of the local community.

The finances are satisfactory at present, but this is solely due to the cash receipt from the WR site disposal. The underlying financial performance is not sustainable, and the college will require some sort of structural change to address this. There needs to be more rigour in planning processes so that managers are held clearly accountable for performance. Management information needs to continue to develop, building on improvements that have started being implemented. Regardless of any structural change, the college needs to modernise the way it operates generally on a day to day basis to improve efficiency and effectiveness.

The issue of property also needs to be resolved as part of the future decisions about the college. Both sites are poorly utilised and Wornington Road needs investment to address maintenance issues. Long-term decisions for this site need to align with the strategic priorities for the college.

10. Recommendations

1. The consultation process, prior to the selection of the current merger partner, coupled with the unique circumstances that arose following the college

decision to merge has resulted in a significant conflict between the college and its local community.

To rebuild trust and confidence the SPA process should be re-run and led by the FE Commissioner and his team. In undertaking a new SPA, the board should review the vision for the college. Consultation on the vision should engage all relevant stakeholders, including staff, students and the local community. The Governing Body are responsible for determining the best outcome for the college and its students. However, this activity should enable those currently wishing to be more engaged with the college the opportunity to be involved in the process of determining the future strategy for the college. The consultation process should take place prior to the selection of a preferred merger partner.

The SPA process should be completed by the end of May 2018 with a target merger date of the end of December 2018.

2. The college should further develop its internal communications strategy to encourage greater active participation from staff and students.

3. To ensure more effective curriculum and financial planning there needs to be a more robust curriculum plan that links directly through to the college budget planning process. This should drive the setting of key targets such as average class sizes and staff utilisation and contribute to the monitoring of performance at curriculum team level.

4. The college should review the content and format of its monthly management accounts taking reference to best practice across the sector.

5. Heads of terms should be established on the Wornington Road site lease to guarantee provision in North Kensington beyond June 2019. These should be established between the college and RBKC with appropriate break-clauses that provide potential merger partners with the required flexibility, whilst continuing to provide assurance of sustained provision in the area.

6. The college should commission an independent audit of the Wornington Road site sale to RBKC.

7. The Board of Governors should review the current grade judgements in the 2016/17 SAR and ensure that the process for awarding judgements is robust

8. The college should obtain independent verification of its SAR and QIP from a National Leader for FE (NLFE)

11. Appendix 1

This appendix lists the information considered by the FE Commissioner team during the visit

Information	Reviewed		
	Yes	No	N/A
ESFA college briefings	✓		
FE Commissioner Area Review Recommendations and Rapid Response report	✓		
Up to date Organisation Chart	✓		
The college's current approved Strategic Plan	✓		
The most recent report on college Key Performance indicators	✓		
The college's latest Self-Assessment Report	✓		
The college's Quality Improvement Plan / Post Inspection Action Plan	✓		
The college's most recent full Ofsted inspection report plus any subsequent monitoring visit reports	✓		
Quality Achievement Rate data for the last [one/two/three years] (total and split by age)	✓		
In-year-data on attendance and retention by age, level and type of provision	✓		
Enrolment information (previous inspection until now) with like for like comparison for [1 November 2014], 1 November 2015, 1 November 2016	✓		
Details of current, actual, student numbers.	✓		
The most recent set of governor's papers and minutes for a full corporation meeting (including confidential minutes)	✓		
The college's latest management accounts and cash flow forecast	✓		
Current two-year financial plan (commentary and ESFA template) as submitted to ESFA and any later version that may have been produced	✓		
Audited financial statement for the previous financial year	✓		
Financial recovery plan and / or staff restructuring plans (if appropriate)	✓		
Current risk register / monitoring / RAG report	✓		
Summary of external loans / overdrafts including performance against covenants	✓		

12. Appendix 2

This appendix lists the stakeholders the FE Commissioner team engaged with during the visit

Interviewees

Name	Position
Elaine McMahon	Principal
Mary Curnock Cook	Chair of the Corporation
Helen Drewery	Vice Principal Curriculum
Susanne Davies	Vice Principal Quality
Urmila Rasan	Executive Director of Finance
Emma Crook	Head of MIS / Data
John Humphreys	Director of HR
Ian Valvona	Governor
Peter Hay	Governor
Alison McArthur	Governor
Student Group	
Staff Group	
Ian Heggs	Director of Education RBKC
Richard Egan	Head of Investment, Development and Asset Management RBKC

Other stakeholders

The FE Commissioner and one of the Deputy Commissioners undertaking the diagnostic assessment also met with the Save Wornington College Group after the diagnostic assessment to present findings and discuss next steps.