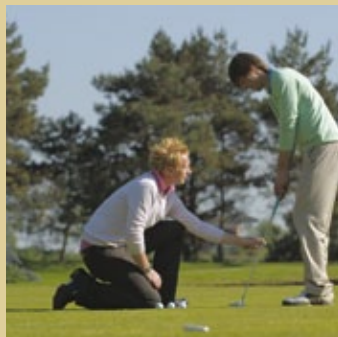


Landex

Land Based Colleges
Aspiring To Excellence



Annual Report 2010

Contents

| | |
|---------------------------|-------|
| Chairman's introduction | 3 |
| Our members | 4 |
| Key issues and activities | 5 |
| Quality improvement | 6 |
| Evidence of success | 7 |
| Our member colleges | 8 / 9 |
| Our new strategy | 11 |
| Treasurer's report | 12 |
| Company information | 13 |
| Key contacts (from 2011) | 15 |



Chairman's introduction



The challenges and opportunities facing the further and higher education sector during the next ten years are now starting to become clearer. The coalition Government's drive for "The Big Society" and the major reduction in public expenditure coupled with significant changes to educational policy for schools, colleges and universities means that we and our learners will face turbulent times ahead.

During the past 12 months Landex has worked tirelessly on behalf of its members both in its key roles of quality development and improvement through Graham Patrick and his team and also through the Chief Executive Vic Croxson and Board Members in particular who have taken every opportunity to inform and influence funding agencies, civil servants and incoming Ministers. I believe we have had many successes in this area with some of these highlighted within this annual report. There is still much work to be done in ensuring the role and potential of our sector in education and training, rural regeneration, business support and development, research and knowledge transfer and exchange is recognised. This coupled with the challenges facing the country regarding climate change, food, water and energy security means that there are huge opportunities for us to contribute to these agendas.

Finally, I wish to recognise the great work of our Chief Executive Vic Croxson who has continued to grow the reputation and influence of Landex and its member colleges during this year and wish him well in his next attempt at retirement at the end of this year. I am also delighted to be able to inform you that our new Chief Executive, Chris Moody, currently Principal of Moulton College will take over as Chief Executive from 1st February 2011 and I am sure we can look forward to continued success.

Meredydd David OBE
Chair of Landex



Our members

Landex increased its member colleges for the third year in succession with the welcome addition of East Durham College (Houghall Campus).

Two of our former associate colleges, Llysfasi and the former Welsh College of Horticulture at Northop, are now part of Deeside College which Landex was pleased to welcome as the first full member college in Wales. This brings the total number of member colleges to thirty-six.

Six other colleges remain as associate members in the devolved countries enjoying access to all Landex services except participation in our scheduled quality improvement visits.

The location and web addresses of all our member colleges are on pages 8-9.

Landex is proud to have five member colleges from the Higher Education sector; fourteen that are specialist land based colleges and seventeen that are General Further Education colleges with significant volumes of specialist-land based provision.

All aspire to excellence and matching the clear criteria for membership that underpin the ability of Landex Colleges to deliver high quality learning experiences to learners and services to the industries we serve.



Did you know?

Many Landex colleges use the countryside as an ideal learning environment for other subjects. For example, Duchy College (part of Cornwall College) uses a Forest School to help deliver Child Care training. Many members offer visits to primary schools to enrich their curriculum, as well as more extensive links with secondary school pupils. Northumberland Police horse and rider training division is based at the Kirkley Hall campus of Northumberland College.

Key issues and activities

Reflecting on the past and his final year as Landex Chief Executive, Vic Croxson writes:



It has been good to be a part of Landex as it has continued to grow its capacity and great to contribute to the development of its reputation. We have continued to 'punch above our weight'. A trawl through the 2010 records reveals a year of significant change. We have had our share of success and disappointment some of which are highlighted in the following paragraphs.

The year started well with Landex being mentioned by the then Secretary of State Hilary Benn MP in his Oxford Conference address. We worked enthusiastically with industry leaders to develop the AgriSkills Strategy "Towards a new Professionalism" that the Minister launched in February and we continue to pursue its implementation.

We worked with Lantra to develop an Expression of Interest for a National Skills Academy in Agriculture which sadly failed to attract the support of those who judged the bids. But we continued to have many productive meetings with representatives and officers of the government from Defra, DCFS and DBIS.

We raised awareness about the role Landex colleges play in knowledge transfer through our links with the Royal Agricultural Society of England's Science and Practice group and with the Biotechnology and Biological Sciences Research Council (BBSRC - the UK's leading funding agency for academic research and training in the non-clinical life sciences). This has led to fruitful contacts with the Technology Strategy Board and greater involvement with Knowledge Transfer Partnerships and Advanced Training Partnerships.

As the year progressed, Lord Mandelson's speech, on the first anniversary of 'New Industry New Jobs' and associated UKCES publications following the National Skills Audit, provided an opportunity to lobby hard, with Lantra and the National Farmers Union, to make the case for a higher priority for land-based industries and the vital role they have to play in terms of food security and carbon management.

Discretionary Learner Support Funding and Residential Bursaries in particular have been a lingering concern to Landex throughout the year because of their critical importance to so many Landex colleges and their learners. In an attempt to ensure that they are fully aware of the

potential effects that changes to this funding could have, officers responsible for policy in this area attended a Landex Board meeting and visited Landex Colleges.

The general election, the formation of the coalition government, and the subsequent policy changes, has led to both new opportunities and treats to land-based education and training. For example, the simplification of funding arrangements in terms of fewer funding lines being routed from the Skills Funding Agency rather than from multiple sources and via Local Authorities is broadly welcomed. However, concerns remain that some of the necessary complexities in the funding formula that recognise the higher costs of provision in land-based colleges may be removed in a relentless drive to 'simplification'. Such a move could seriously undermine the quality and quantity of our provision.

Against the background of the recognised need for cuts in public expenditure, lobbying on issues that impact on the work of land-based colleges will continue both through the excellent and strong relationships that Landex has with the Association of Colleges and directly to Ministers and local Members of Parliament. An invitation from the Rural Services Network to engage with their work with an All Party Parliamentary Committee of MPs on Rural Services led to a presentation in the House of Commons by the Landex Treasurer on the role of land-based colleges and their contribution to rural economies and our reactions to the Comprehensive Spending Review.

Landex will take heart and be inspired by the following words from John Hayes, Minister of State for Further Education, Skills and Lifelong Learning (jointly with the Department for Education) when he spoke on 17 Nov 2010, at the AoC Conference:

"Representative bodies like this one will need to take collective responsibility for sector improvement, working through the Learning and Skills Improvement Service. I believe strongly in the professionalism of the sector, the importance of a qualified workforce, and power of peer to peer approaches in supporting quality improvement. It will also mean colleges working together to reduce costs, for example through more efficient collaboration in the delivery of front and back office functions. **Though let me be clear there is a role for smaller, rural and specialist providers too.** So rest assured, I don't see mergers as the only solution".*

* a reference to the AoC – but I like to think the Minister could also mean Landex!

Quality improvement

Landex Director of Quality Improvement, Graham Patrick reports that 2010 has been another year of excellent progress towards achieving our goal of good quality being achieved and seen in all Landex colleges.

Peer review has continued to be utilised as our preferred method of effectively sharing good practice and forming shared views of required standards. The support of the Learning and Skills Improvement Service (LSIS) for this activity has been a key element of our success.

Three LSIS funded projects have been completed. These have:

- promoted improvements in teaching and learning
- provided additional support for members who most needed it
- provided mid-inspection cycle health checks on performance
- identified and disseminated good practice

Landex colleges have freely and willingly shared performance data and this is being used to more accurately identify high and low performing areas and to support action planning for improvement.

More than 60 visits to Landex colleges, spanning well over 100 on-site days, have been directed towards:

- supporting self assessment
- improving planning
- inspection preparation

Almost all visits have involved both a Landex Quality Advisor, and a senior member of staff from another Landex college as part of our commitment to peer review.

Ten continuous professional development (CPD) events and conferences have been held, usually at Landex colleges and involving over 200 delegates from over 30 member colleges.

Significant volumes of data have been derived both from national and college sources to produce information that has helped Landex colleges glean ideas for improvement, including a summary of inspection judgements in our colleges.

Landex now has ten bespoke jisc-based email circulation lists that each addresses particular functional areas of college activity. They are used frequently to disseminate information and a newsletter produced by collating good ideas from within Landex colleges which they are happy to share with others to support collective improvement.



Director of Quality Improvement, Graham Patrick deals with tricky 'golden nugget' at a CPD event.

Did you know?

Kingston Maurward College, which was the first college in England to achieve the Customer Service Excellence Award? All Landex colleges try hard to meet the needs of their learners and all other customers but KMC have gone even further and gained this prestigious award to provide the evidence!

Evidence of success

Outstanding land-based provision was judged by Ofsted to exist in three of the twelve Landex colleges that have been inspected or re-inspected under the new Ofsted inspection arrangements.

The recently published Ofsted 'Outstanding providers' list, which names those found to be outstanding during inspection in different categories, names nine Landex members in the Further Education College section, and six in the Childrens Social care section (over half of all the FE Colleges with residential accommodation listed).

Confidence in college management has been expressed in every one of the seventeen Landex colleges that have received either institutional audit (higher education institutions) or an Integrated Quality and Enhancement Review (Further Education Colleges with Higher Education provision) of the quality of learning and for the standards of awards that they offer on behalf of awarding bodies.

Based on an analysis of the previous complete round of Ofsted inspections conducted between 2005 and 2009, the average grade awarded for land based provision is 11.5 % better in Landex colleges (average 2.3) than in other colleges of further education where land based is inspected (average 2.6).

Although there were relatively few curriculum level inspections in this last round of inspections, this confirms a trend observed in previous inspection rounds and noted in the first Landex annual report, where land-based provision has been judged consistently higher quality in Landex members than in other colleges, both in the previous Ofsted cycle (between 2001 and 2005) and also in the inspection round prior to this conducted by the Further Education Funding Council (FEFC).

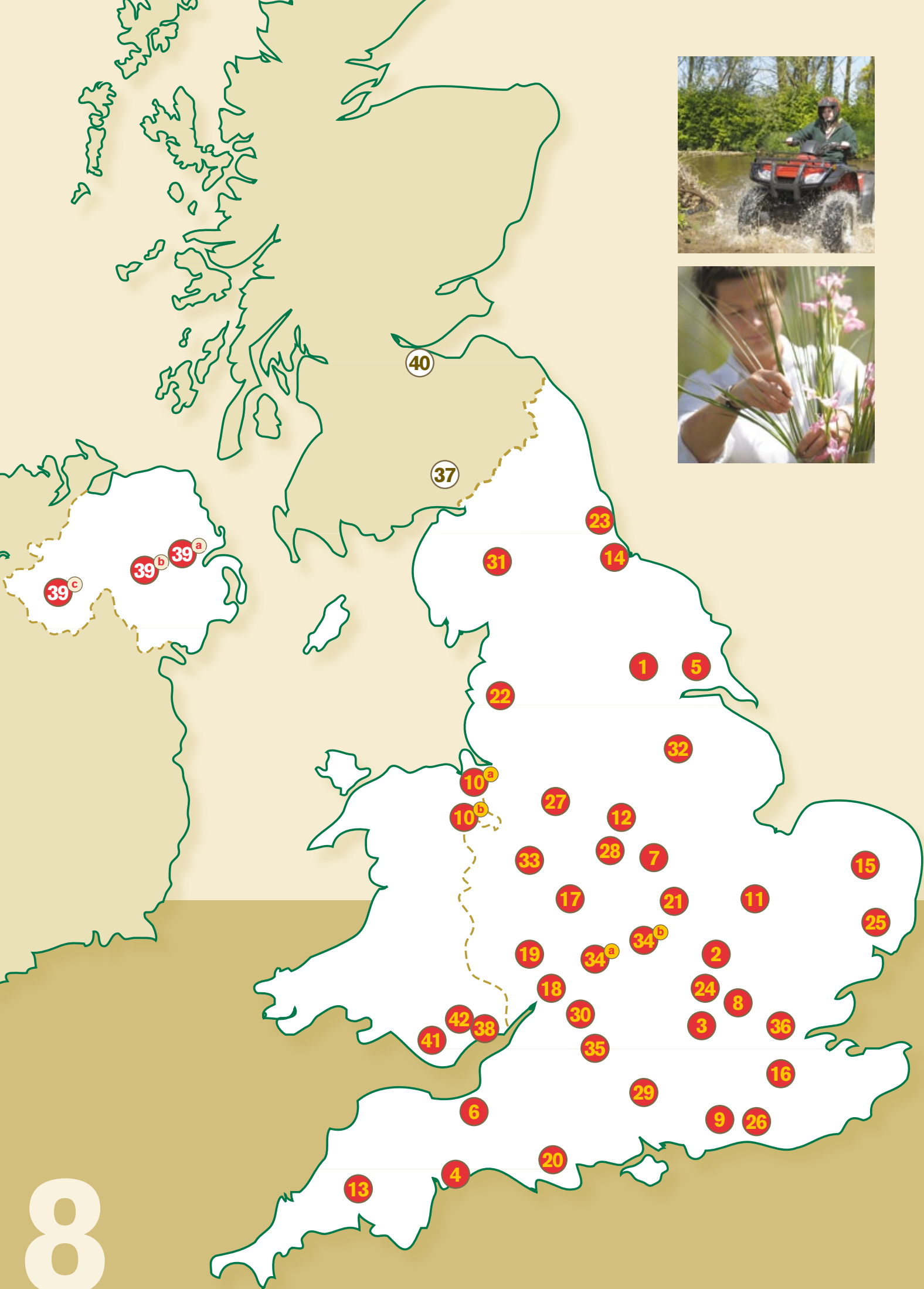
So there is now clear evidence, spanning over a decade, that Landex colleges, on average, offer higher quality provision. There is also evidence that land-based provision is best where the college has a clear strategic emphasis on offering a range of provision, supported by good and extensive practical resources, and a commitment to quality which results in a beneficial experience for learners.



Chief Executive, Vic Croxson describes Landex successes to HRH The Prince of Wales at The Prince's Countryside Fund launch 22 July 2010 at St James's Palace with RASE Chief Executive Brian Warren and wife of the Chairman of RASE, Mrs Henry Cator.

Did you know?

Most Landex member colleges who are eligible to do so, have signed up to the Further Education Sustainable Development Declaration launched at the EAUC annual Conference in 2008. This commits signatories to making environmental sustainability a guiding principle in all areas of their business.





Member college Locations



- 1 Askham Bryan College www.askham-bryan.ac.uk
- 2 Bedford College (Shuttleworth) www.shuttleworth.ac.uk
- 3 Berkshire College of Agriculture www.bca.ac.uk
- 4 Bicton College www.bicton.ac.uk
- 5 Bishop Burton College www.bishopburton.ac.uk
- 6 Bridgwater College (Cannington) www.bridgwater.ac.uk
- 7 Brooksby Melton College www.brooksbymelton.ac.uk
- 8 Capel Manor College www.capel.ac.uk
- 9 Chichester College (Brinsbury) www.chichester.ac.uk
- 10 Deeside College (Northop, Llysfasi) www.deeside.ac.uk
- 11 College of West Anglia (Milton) www.col-westanglia.ac.uk
- 12 Derby College (Broomfield) www.derby-college.ac.uk
- 13 Duchy College (Stoke Climsford) www.duchy.ac.uk
- 14 East Durham College (Houghall) www.eastdurham.ac.uk
- 15 Easton College www.easton-college.ac.uk
- 16 Hadlow College www.hadlow.ac.uk
- 17 Harper Adams University College www.harper-adams.ac.uk
- 18 Hartpury College www.hartpury.ac.uk
- 19 Herefordshire College of Technology (Holme Lacy) www.hct.ac.uk
- 20 Kingston Maurward College www.kmc.ac.uk
- 21 Moulton College www.moulton.ac.uk
- 22 Myerscough College www.myerscough.ac.uk
- 23 Northumberland College (Kirkley Hall) www.northland.ac.uk
- 24 Oaklands College www.oaklands.ac.uk
- 25 Otley College www.otleycollege.ac.uk
- 26 Plumpton College www.plumpton.ac.uk
- 27 Reaseheath College www.reaseheath.ac.uk
- 28 South Staffordshire College (Rodbaston) www.rodbaston.ac.uk
- 29 Sparsholt & Andover College www.sparsholt.ac.uk
- 30 The Royal Agricultural College www.royagcol.ac.uk
- 31 University of Cumbria (Newton Rigg) www.cumbria.ac.uk
- 32 University of Lincoln (Riseholme) www.lincoln.ac.uk
- 33 Walford & North Shropshire (Walford) www.wnsc.ac.uk
- 34 Warwickshire College (Pershore, Moreton Morrell) www.warkscol.ac.uk
- 35 Wiltshire College (Lackham) www.wiltscoll.ac.uk
- 36 Writtle College www.writtle.ac.uk

Associate colleges

- 37 Barony College www.barony.ac.uk
- 38 Coleg sir gar www.colegsirgar.ac.uk
- 39 CAFRE (Greenmount, Loughry, Enniskillen) www.cafre.ac.uk
- 40 Oatridge College www.oatridge.ac.uk
- 41 Bridgend College (Pencoed) www.bridgend.ac.uk
- 42 Coleg Gwent (Usk) www.coleggwent.ac.uk



Did you know?

Many Landex member colleges are active in research and knowledge transfer. For example, Myerscough and a number of other colleges produce an annual report summarising research undertaken in the academic year, and host annual research conferences to help disseminate findings. This research activity is not just in their technical subject areas, but also in the process of how to carry out the process of education and training ever more effectively. For example, Bridgwater College, as part of its work as a Learning and Skills Beacon, has undertaken project work on 'Better data management for more effective working', investigating better ways of working using electronic collection and recording of key data. College of West Anglia works with other local colleges to enhance teaching and learning. Shutleworth has been active in the Bedford College 'Molenet' which is a project to promote innovative Teaching and Learning that provides alternative methods of learning and assessment for learners with Dyslexia and other difficulties.

Our new strategy:

Landex members adopted a new three year strategic plan during the Landex Spring Conference in May at Easton College.

A product of eight months of discussions and consultations, the strategy document describes our key aims and priority actions for the next three years.

The strategy is based on our initial core purposes, which have guided our successful development since Landex was established in 2006. We will maintain this direction of travel and, by playing to our strengths; we will continue to support our member college's drive for excellence by focusing on the following revised set of core purposes:

- **maintain a clear focus on quality improvement activity**
 - implementing our quality improvement strategy firmly and fairly
 - increasing the amount of collaborative improvement activity
 - improving the percentage of learning activities graded as outstanding and good, by Ofsted in its inspections.
- **develop our influencing and lobbying functions**
 - keeping very close to sector employer representative groups, government departments and its agencies
 - promoting the range and uptake of land-based qualifications by working closely with others
 - playing an active part in implementing the Agri-skills Strategy and accelerating the drive towards 'a new professionalism'
 - working with awarding bodies, in liaison with the Sector Skills Councils, to ensure appropriate and flexible provision
- **research and publish best practice reports**
 - sharing and developing knowledge about provision that best meets the needs of the land-based sector
 - informing our members about potential developments and preferred directions of travel
 - communicating to others the achievements within Landex colleges
 - promoting and facilitating institutional sustainability
 - sharing good practice in operational effectiveness and value for money approaches.
- **raise our profile with stakeholders and influencers**
 - ensuring that Landex is represented on all key sector groups
 - having a well-informed view, based on strong evidence, on matters that impact on the efficient and effective provision of land-based education and training and acting on this to support members interests



- developing our representatives to ensure they remain well informed about Landex policy and communicate it unequivocally
- **target more specialist CPD to meet members needs**
 - ensuring that our offer is demand driven and meets the specific needs of the sector avoiding duplication with other providers offers
 - focusing our CPD on things like Residential Management of Students, Entrepreneurship and Enterprise in land-based colleges and other unique strands
 - helping staff to develop manager and representational skills by work experience/ shadowing/internships in a different college as part of succession planning
- **increase our capacity to meet members needs**
 - generating sufficient income to effectively fund the work of Landex
 - researching the benefits of establishing a separate trading company to carry out more substantial funded projects (£0.5m+) and ensuring the risks are clearly known so that members can be properly consulted
 - retaining and consulting members on the option of funding corporate growth in the event of a scenario of fewer members and higher fees
 - helping colleges achieve more for less in a time of severe pressure on the national economy and public services
 - ensuring the needs of colleges in the devolved administrations are met appropriately and commensurate with the fees they pay.

The Strategy is supported by one-year operational plans which will be produced separately each year.

Profit and loss account

For the year ending 31 August 2010

| | 2010 | 2009 |
|--|----------------|-----------|
| | £ | £ |
| Turnover | 368,782 | 246,330 |
| Admin. expenses | (233,884) | (243,612) |
| Operating profit | 134,898 | 2,718 |
| Other interest receivable and similar income | 120 | 1,192 |
| Profit on ordinary activities before taxation | 135,018 | 3,910 |
| Tax on profit on ordinary activities | (26) | (250) |
| Profit for the year | 134,992 | 3,660 |

Treasurer's report

It is a pleasure to present the accounts for Landex for the financial year ended 31st August 2010.

This year has been strongly focussed on the delivery of our quality improvement and assurance activity for which we received generous grant support from the Learning and Skills Improvement Service. This work has absorbed much officer time and budgetary provision was made to increase the paid officer support to the membership in respect of quality improvement work in the form of part time appointments.

Our staff team has also been very active both in terms of delivering the quality improvement service and in terms of securing further project support and these combined factors have enabled us to add £134,992 to reserves. We should see this year as very much a year of exceptional performance as the level of project grant support is likely to be very small in the forthcoming years.

Landex had a total income of some £368,902 and a total expenditure before tax of £233,884. After corporation tax the surplus carried forward to reserves was £134,992. Total reserves now stand at £266,162.

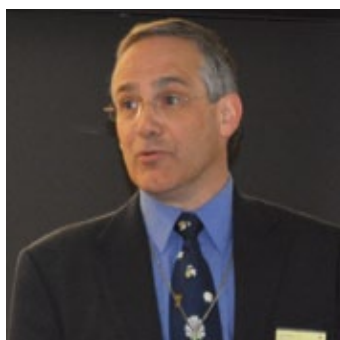
Landex has again performed better than in our original budget for the following reasons:

- We have undertaken much of the quality improvement work in house reducing the need for additional consultancy costs.
- We have continued to undertake a wide range of CPD events and income from these events (and conferences) totalled £20,440. This activity continues to make a modest contribution to the running costs of Landex, generating a margin of £6,504 in comparison to a margin in the previous year of £5,138.

Landex is again grateful for the contribution towards its costs from NFU Mutual Insurance. It should be noted that Landex has exempt status for VAT.

This is my last report as Honorary Treasurer and I would like to express my thanks to Vic and Graham and to all members for their support over several years. It has been a pleasure to play at least a small part in getting Landex established and I am confident we will not only continue to be successful but will make an increasingly important contribution to the performance of colleges and the experience both industry and students receive.

David Lawrence
Honorary Treasurer



Company information



Directors

Mr Andrew Counsell
Mr Meredydd David OBE
Mrs Jeanette Dawson
Mr Desmond Lambert
Mr Paul Hannan
Professor Wynne Jones OBE (retired November 2009)
Dr David Llewellyn (appointed November 2009)
Mr David Henley
Mr David Lawrence
Mr Christopher Moody OBE (retired November 2009)
Mr Malcolm Wharton (appointed November 2009)
Mr Timothy Jackson
Mrs Ann Turner
Professor David Butcher
Mr Andrew Tyley (appointed November 2009)



Secretary

Mr David Henley



Treasurer

Mr David Lawrence

Company number

5803104

Registered office

Bicton College
East Budleigh
Budleigh Salterton
Devon, EX9 7BY



Accountants

Larking Gowen
King Street House
15 Upper King Street
Norwich
Norfolk, NR3 1RB

Bankers

Barclays Bank Plc
Leicester Central Group
Leicester, LE87 2BB



Did you know?

Many Landex colleges go out of their way to develop practical links between what is taught in the classroom, and what is good commercial practice, and to help everyone understand issues relating to animals, plants and the countryside. For example, at Brooksby Melton College the Farm Diary (of significant events on the college commercial farm) is circulated to all staff (including those in non land based subjects), to help all not just be aware themselves, but to use relevant topics in their teaching. At Askham Bryan College, their 'Fantasy Farming' project has engaged many in the industry to try out new feeding programmes aiming to find more efficient ways of producing food.

Key contacts (from 2011)

| | |
|---|---|
| Chairman: | Paul Hannan Hadlow College |
| Vice Chairman: | Andrew Counsell Duchy College |
| Company Secretary: | David Henley Bicton College |
| Treasurer: | Andrew Tyley Walford & North Shropshire College |
| Chief Executive: | Chris Moody OBE Tel: 01604 781953 Car phone: 07931 451116 Email: seend2000@aol.com |
| Director of Quality Improvement: | Graham Patrick Tel: 07923 148547 Email: Graham.landex@btconnect.com |
| Quality Advisers: | Alastair Taylor Liz Warr |
| Associate Consultants: | Howard Petch, CBE Professor Wynne Jones OBE Vic Croxson DL |
| Website: | www.landex.org.uk |

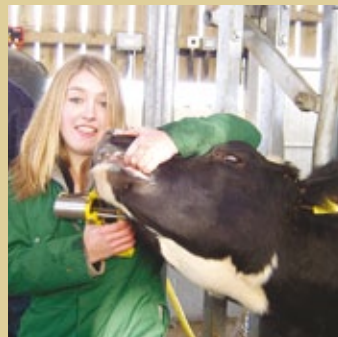
Photographs courtesy of: Reaseheath College
Sparsholt & Andover College
Myerscough College
Riseholme College
Warwickshire College



Did you know?

Some Landex colleges have part of their grounds open to the public, either on particular days, or all the time. Many gardens are spectacular and showcase best industry practice - especially significant given much of it demonstrates student's work. Some colleges have cafes included within their commercial garden centres at which members of the public are welcome. Others have different commercial enterprises such as veterinary practices, equine centres and fully commercial farms.

Annual Report 2010



Landex

Land Based Colleges
Aspiring To Excellence



www.landex.org.uk