



# Consultation document

For a merger between  
Castle College Nottingham  
New College Nottingham  
South Nottingham College

**May 2008**



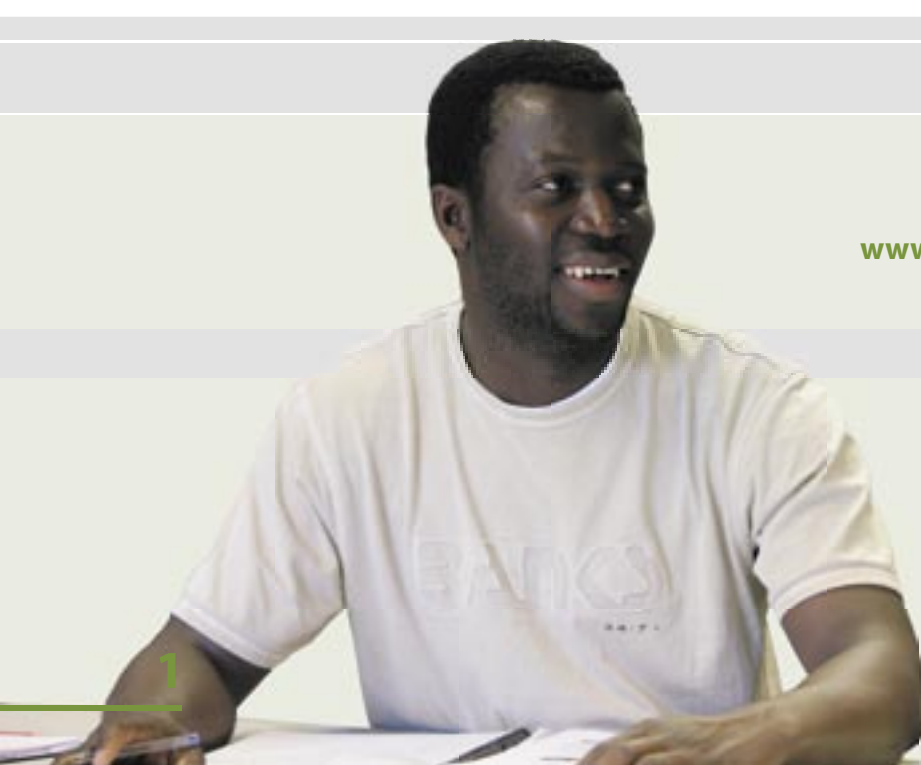
New College Nottingham 



Leading learning and skills

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## Foreword

Over the past two years, Castle College Nottingham, New College Nottingham and South Nottingham College have been considering how they might best structure their education and training, so as to serve the people and employers of Greater Nottingham. The Learning and Skills Council Nottinghamshire, in consultation with the colleges, commissioned a series of reviews of the curriculum and accommodation of further education colleges in Greater Nottingham and across Nottinghamshire. These culminated in a strategic options appraisal to determine the best organisation of further education for Greater Nottingham.

The strategic options appraisal concluded that the current arrangements were not best suited to the needs of learners and employers in Greater Nottingham and the surrounding region. It went on to consider a wide range of options for restructuring and strengthening post-16 provision so as better to meet those needs. The clear favoured option was that the three general further education colleges of Greater Nottingham should merge to create a new single College for Greater Nottingham that has the potential to be a world-class college.

The three colleges overwhelmingly endorsed that conclusion. They set up a Joint Steering Group, with an independent chairman, to oversee preparation of an Initial Outline Proposal and consultation document relating to the proposed merger. The Initial Outline Proposal has now been endorsed by the Learning and Skills Council, as a basis for wider consultation. This document sets out the arguments relating to the proposed merger, and invites all those with an interest in the future of Greater Nottingham to consider these arguments.

Our vision is to create a leading college for one of the leading cities in the UK: a college that will have a passion for education and for achievement, and the capacity to translate that passion into effective action to transform the lives of the community that it will serve; to equip Greater Nottingham's employers, and those who work for them, with the skills needed for a 21st century knowledge economy; and to establish a national and international reputation for excellence. We invite you to share that vision.

Timothy Hastings  
*Chair of Governors, Castle College,*

Christine Goldstraw  
*Chair of Governors, New College Nottingham*

Keith Beaumont  
*Chair of Governors, South Nottingham College,*

John Kirkland  
*Chair, East Midlands Learning and Skills Council*



## The Vision

### What the merged College will stand for

The new merged College will stand for:

- Raising the aspirations of Nottingham residents through education
- Financial stability, contributing to the economy and society of Nottingham and beyond
- Resources to create an outstanding college, building on the strengths of the three existing colleges
- Centres of Excellence across the conurbation, combined with local community access in all its curriculum areas
- Competing on behalf of Nottingham and not within
- The capacity to respond to employers' needs in all key sectors of the regional economy.

### What the merged College will do

The merged College will have the power to transform lives. It will become recognised as one of the leading Further Education Colleges in the country by:

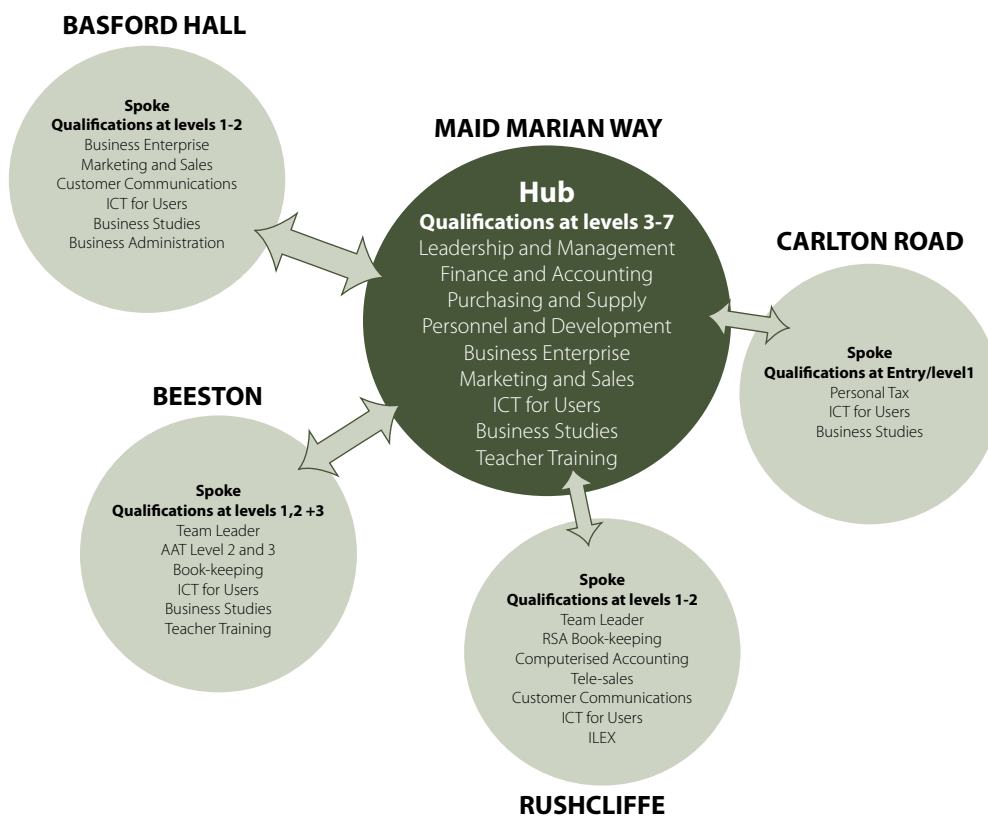
- Exceeding target participation and success rates at all levels of qualifications for both adults and young people
- Establishing major centres of vocational strength and of professional development in support of the regional economy
- Providing unmatched ladders of opportunity, and of progression to higher education
- A business model generating reinvestment in students, staff and property
- A culture of continuous improvement.

### How the merged College will look

The merged College will achieve this vision through a network of specialist constituent colleges, each with a 'hub' Centre of Excellence and linked accessible community centre 'spokes' across the conurbation. It will have:

- Outstanding provision and facilities at key specialist locations in:
  - Construction, Motor Vehicles and Engineering
  - Creative Media and the Arts
  - Health, Care and Life Sciences
  - Business, Professional and Financial Services
  - Lifestyle and Sport, and
  - Academic provision at High Pavement VI Form College
- Outstanding general further education and community college facilities and underpinning Preparation for Life and Work provision across the conurbation - in the North, South, East and West of Nottingham, and in the City Centre.

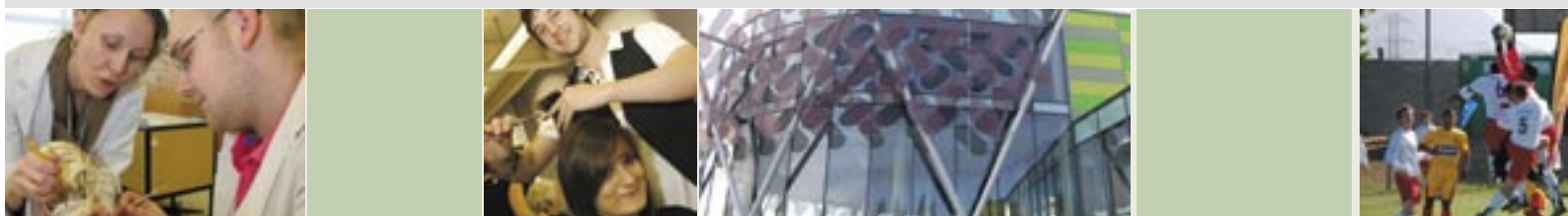




**What the merged College will be known for**

By 2015 the merged College will be known for:

- The quality of students' experience and their outstanding success rates
- Providing a sector leading response to the Government's skills agenda, as the education supplier of choice to employers locally and regionally
- Working in true partnership with schools to deliver outstanding vocational opportunities for all young people across the conurbation
- High Pavement VI Form College recognised as a top 20 post 16 provider nationally
- Consistently winning Beacon Awards and other national recognition
- Creating future leaders for the FE sector
- Outstanding specialist staff, support services and facilities
- Being rooted in local communities, offering access to outstanding general further education facilities and provision across Greater Nottingham.



## The Consultation Process

1. This consultation document sets out the background and rationale for a proposal from Castle College Nottingham, New College Nottingham and South Nottingham College to merge and form a single institution.
2. Throughout this document 'merge' and 'merger' should be taken as the creation of a single institution, entailing the dissolution of the corporations of each of the three existing colleges and the transfer of their property, rights and liabilities to a new corporation – one college for Greater Nottingham. Part of the purpose of the consultation is to invite views on what should be the name of the merged College.
3. Any merger proposal will require the formal approval of the Secretary of State on the advice of the Learning and Skills Council (LSC). The Secretary of State's and the LSC's concern is to maximise the learning opportunities and achievements of learners. The LSC East Midlands (LSCEM) will consider the results of this consultation along with the due diligence studies that are being undertaken by each college that is party to the proposed merger, and the full merger proposal that is to be prepared by the colleges, at a full meeting of the LSC Board. It will do so against the criteria at **Appendix A**. The LSC will then decide whether to forward the merger proposal to the Secretary of State for his determination.
4. There is a statutory requirement that proposals are subject to a consultation period of at least one month. The Statutory Draft Proposals and the Statutory Summary of the Draft Proposals for the dissolution of each of the three existing corporations are at **Appendix B-D** respectively; those for the establishment of the new single College at **Appendix E**. The provisionally envisaged timetable for the merger is at **Appendix F**.
5. A list of organisations to which copies of this document are being sent is at **Appendix G**, but comments are welcome from all who wish to express an interest in this proposal. It would be helpful if comments are made using the pro forma at **Appendix H**. This is available in a convenient web-based form from <http://www.lsc.gov.uk/regions/EastMidlands/nottinghamcollegesmerger.htm> or [www.nottinghamcollegesmerger.co.uk](http://www.nottinghamcollegesmerger.co.uk)
6. Responses should be sent to **John Yarham** at:  
**Learning and Skills Council**  
MLS Business Centre, 6th Floor, City Gate East,  
Toll House Hill,  
Nottingham  
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[John.Yarham@lsc.gov.uk](mailto:John.Yarham@lsc.gov.uk)

The final date for the receipt of comments is 20 June 2008.



## Executive Summary

- i. This consultation document invites your views on the Proposal to bring together the three General Further Education (FE) Colleges of Greater Nottingham - Castle College Nottingham, New College Nottingham and South Nottingham College to form a new single College. Our vision is to create a leading college for one of the leading cities in the UK: a college that will have a passion for education and a passion for achievement, and the capacity to transform lives and equip Greater Nottingham's employers and employees with the skills needed for a 21st century knowledge economy; and to establish a national and international reputation for excellence.
- ii. FE colleges have long had a critical role in meeting the nation's skills needs. Over the past 10 years, there has been an unprecedented number of White Papers and other policy reports on FE and the wider learning and skills sector that falls within the purview of the LSC. It has never been more important for colleges themselves to review what they do and how they can best meet the growing and changing challenges they face.
- iii. Across the UK, there is recognition that to meet these challenges, radical changes may be required. This has been reflected in major current or recent merger proposals for FE across every part of Wales and Northern Ireland and in a number of conurbations in England.
- iv. The challenge in Greater Nottingham is to provide the FE infrastructure needed to lead the introduction of the new Diplomas and the 14-19 agenda more generally, to achieve the Leitch 2020 targets, and to support the economic and social development of the local community.
- v. The three existing General FE Colleges in Greater Nottingham offer a wide range of courses up to Level 3 and beyond. They have improved their quality and success rates considerably in recent years. But on their own they do not have the critical mass to attain the highest standards of excellence across the curriculum and fully to meet the anticipated challenges.
- vi. It is only possible to do so by bringing together the strengths and capacities of the three Further Education Corporations to establish one College for Greater Nottingham. This will be organised in terms of a number of specialist constituent 'colleges' corresponding to the logic of organisation of the curriculum and related to the sectors of the Greater Nottingham economy.
- vii. Each specialist college will comprise a network of collaborating centres across the conurbation. Between them these centres (and outreach activities from them) will provide courses at all levels within each college's specialist remit. Underpinning each of the other colleges, and providing accessible basic language and other skills support to the community across the conurbation, will be the college for the Preparation for Life and Work. In all, it is proposed within the framework of a single Corporation for Greater Nottingham to develop specialist constituent colleges in:
  - Business, Professional and Financial Services
  - Creative, Cultural and Media
  - Construction and Building Services
  - Engineering and Technology
  - Health, Care and Life Sciences
  - Lifestyle and Sport
  - High Pavement Sixth Form College and
  - Preparation for Life and Work.

- viii. Each specialist college will have a central hub and a network of satellite community centres giving access to world-class specialist provision clustered at key locations across the City and outstanding general further education and community college facilities and underpinning Preparation for Life and Work provision across the conurbation.
- ix. Under the delegated model envisaged for the merged College, each specialist constituent college will have the capacity to finance its curriculum delivery plan.
- x. All of the three existing Colleges currently face challenging estates issues. As a city, Nottingham has seen very limited investment in the FE capital stock over the years and the overall estate falls well short of the LSC ambition to deliver further education in “world class buildings”. Major capital investment will be required with or without reorganisation. A single merged College will be able to plan a coordinated accommodation strategy, and should be much better able to meet the other financial challenges in prospect.
- xi. The three Colleges believe that, by bringing together their resources into a single merged College, they will be able cost-effectively:
- to extend the range of courses they can offer and preserve accessibility through a network of specialist centres across the conurbation
  - to establish the critical mass of staffing expertise and equipment in each key area for the economy and community of Greater Nottingham needed to build on recent quality improvements in each college and compete with the leading Beacon Colleges nationally
  - to play a major role in key partnerships with schools, universities and training providers, with employers and with other key stakeholders across Greater Nottingham and beyond, and thereby ensure that the whole network of education and training provision available is better able to meet the needs and aspirations of the community and employers.
- xii. It is envisaged that from an agreed date, provisionally November 2008, a new single College Corporation will come into existence. The existing corporations will remain in place until such time – provisionally January 2009 - as the legal, financial and other requirements have been met to permit their dissolution and the transfer of their property, other assets and liabilities to the new Corporation.



## Context

### Greater Nottingham: Demographic and Socio-Economic Context

1. Nottingham and its surrounding districts play a major part in the economy and social infrastructure of the East Midlands. Its population, currently around 640,000, has been growing by about 0.5% per year and is expected to continue to grow - to 667,000 by 2021. Within the total population, strong growth is forecast in the over 40 years old age group and a decline in the younger age groups: see Table 1 below.

Table 1: Population projections 2006 - 2021

Age Group	Greater Nottingham		Nottinghamshire		UK
	Change (000's)	% change	Change (000's)	% change	% change
All ages	32.3	5.1	70.6	8.5	7.4
0 - 19	-3.1	-2.0	-7.1	-3.9	-3.1
20 - 39	-2.3	-1.3	10.0	5.3	3.8
40 - 69	18.7	8.3	10.5	3.4	5.7
70 +	19.0	26.9	36.3	38.3	30.9

Sources: Greater Nottingham, Notts County Council, 2001-based. England; Government Actuary's Department 2004-based

2. The economy of Greater Nottingham has changed significantly over the past 15 years. Its rate of growth since 2001, at more than 37%, has outstripped that of both the East Midlands overall (33%) and England (30%)<sup>1</sup>. Productivity is now above the England average and 12% higher than the regional figure, with more jobs than average in the service sector. The major employment sectors in Greater Nottingham are given in Table 2 below.

Table 2: Major employment sectors

Broad Industrial Group	Greater Nottingham		East Midlands	England
	No.	%	%	%
Energy and Water (inc agriculture)	4,400	1.4	2.1	1.3
Manufacturing	28,000	9.4	15.7	10.9
Construction	15,400	5.2	5.4	4.6
Services of which	248,700	84.0	77.0	83.3
Distribution (inc retail, hotels, catering)	61,500	20.8	23.4	23.7
Transport and Communications	12,200	4.1	5.9	6.1
Banking and Professional	70,400	23.8	17.0	21.9
Public Services (inc education, health)	89,800	30.3	26.1	26.3
Other Services	14,800	5.0	4.6	5.3
<b>Total</b>	<b>296,400</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

3. Knowledge-intensive sectors – health, education, banking, the creative media, and a number of other professions – have accounted for much of the increase in employment in recent years: this trend is forecast to continue.
4. Nottingham is a city of contrasts. It is the 6th most prosperous district in the country (on a gross value added or GVA basis). Yet at the same time it is the 7th most deprived local authority, with 60% of the population living in disadvantaged communities. The inner city area is ethnically diverse and has a relatively mobile population.

<sup>1</sup> Greater Nottingham Economic Review 2007

5. Although unemployment rates have fallen in recent years (the unemployment rate in Greater Nottingham is only 2.9%<sup>2</sup>), Nottingham still has pockets of high unemployment within its most deprived wards; eg 7.3% in St Anns ward<sup>3</sup>, and the City has a low employment rate of 62.8% compared to 75.6% for the East Midlands<sup>4</sup>. More than 65,000 people, or 10.2% of the population in Greater Nottingham, are in receipt of a state benefit.
6. There are major educational challenges in Nottingham. In 2006, only 44.8% of young people in the City (and 51.2% in Nottinghamshire) gained 5 or more GCSE's at Grade C and above<sup>5</sup> - the second lowest Level 2 attainment at 16 in the country by local LSC area (57.1% nationally). At present only 15% of young people in the City of Nottingham and 27% in the County progress to higher education (HE)<sup>6</sup>. With Sheffield Brightside, Nottingham North has the lowest level of participation by age 21 in HE of any parliamentary constituency in the country at 8%<sup>7</sup> (UK: 30%). Aspley ward is the lowest educationally attaining ward of any in the UK. 7.3% of young people aged 16-18 in 2006 were Not in Employment, Education or Training (NEET) in Nottingham City.
7. Nottingham City similarly has a large number of adult residents with low skills and no qualifications, particularly in the inner city and outer estates: 40%<sup>8</sup> of the adult population have either a low qualification (ie below the equivalent of 5 GCSEs at Grades A\*-C) or none at all. It is forecast that there will be jobs for few of these in 2020.

## The Education and Skills Policy Context

8. Since their development out of mechanical and evening institutes in the early 20th century, further education (FE) colleges have had a critical role in meeting the nation's skills needs at technical and intermediate level. With the extension of secondary education, the incorporation in many colleges of general academic education up to and beyond A Level, and the broadening of colleges' provision to meet a huge diversity of education and training needs of adults in their local communities, that role has become ever more important over the past 30 years – and more challenging.
9. In recognition of this growing importance, over the past 10 years there has been an unprecedented number of White Papers and other policy reports on FE and the wider learning and skills sector that falls within the purview of the Learning and Skills Council. It has never been more important for colleges themselves to review what they do and how they can best meet the growing and changing challenges they face over the next 10 years, and in particular the challenges posed by:
  - The globalisation of the world economy, which risks marginalisation for those - whether countries, companies or individuals - that do not have the capacity to add more value than their competitors;
  - The ageing of our population, which increases the pressure to make the most of the potential of all of us for much longer, requiring a major programme of up-skilling and retraining for many in mid-career or previously on incapacity benefit; and
  - The relatively low proportion of our young people who stay on in learning beyond the age of 16, and of the UK's workforce with Level 2 or Level 3 qualifications.

<sup>2</sup> Nottingham City Council January 2007

<sup>3</sup> ONS Nomis, 2005

<sup>4</sup> APS, March 2005

<sup>5</sup> LSC Nottinghamshire Annual Plan

<sup>6</sup> Aimhigher East Midlands

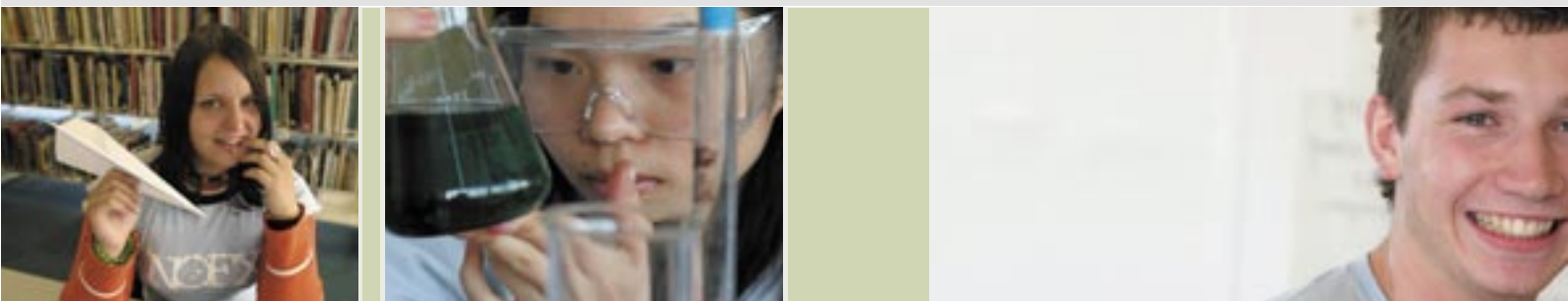
<sup>7</sup> HEFCE 2005 (Nottingham North and Sheffield Brightside =8% participation in HE)

<sup>8</sup> Statistical First Release 2004



10. To address these challenges the Government has:
- set stretching national targets to increase the skills and qualifications of young people and adults between now and 2020 at all levels: from basic literacy and numeracy to Level 2 (the equivalent of 5 A\*- C GCSEs), Level 3 (A levels and their equivalent), and for entry to higher education (Level 4 and above);
  - as regards 14-19 year olds, set in train plans between now and 2015 to introduce a comprehensive system of vocational and subject-based diplomas, secure a guaranteed apprenticeship for all 16 year olds who want one, and to require all young people to stay in learning up to the age of 19;
  - as regards learners over the age of 19, switched funding strongly towards supporting those who have had least education, and have fewest qualifications, with employees and employers expected to contribute 50% and in some cases more of the course costs in FE; and
  - placed a major emphasis on improving the quality and responsiveness of FE in support of the whole of its education and skills agenda.
11. Within this national policy framework and in response to identified regional needs, the LSC has identified four key regional priorities for the East Midlands<sup>9</sup>:
- **Priority 1: Creating demand for skills**, with the aim of more people demanding more learning, because they are clear about the social and economic benefits it brings.
  - **Priority 2: Transforming FE**, to ensure that the system is better at responding to the needs of more young people, adults and employers by building on what has already been achieved and as part of a wider journey towards self-regulation.
  - **Priority 3: Better Skills, Better Jobs, Better Lives.** By raising demand and also enabling the FE system to respond to that demand, to deliver greater social and economic success. There will be an emphasis on engaging more people from disadvantaged groups, increasing the FE sector's focus on integrating employment with skills, and requiring flexible delivery and a multi-agency approach to meeting the needs of individuals.
  - **Priority 4: Improving participation and attainment through equality & diversity** Raise the quality and improve the choice of learning opportunities for all young people to equip them with the skills for employment, further or higher learning, and for wider social and community engagement.

<sup>9</sup> set out in the Learning and Skills Council East Midlands Regional Commissioning Plan 2008-09



## Post-16 Provision in Greater Nottingham

12. There are three General Further Education Colleges, one sixth form college (Bilborough), 28 secondary schools with sixth forms currently (and a further 3 planned academies or other planned sixth forms) and 18 work-based learning providers in Greater Nottingham. Their current 16-18 and 19+ student numbers, obtained from several sources, are summarised in Table 3 below.

Table 3: Student Numbers (Headcount) 2007 by Provider Type

Institution	16-18 Nos	19+ Nos	Total
<b>FE Colleges (including FE, HE, PCDL and WBL)</b>			
Bilborough Sixth Form College	1,476	-	1,476
Castle College Nottingham	4,378	13,052	17,430
New College Nottingham	6,053	13,872	19,925
South Nottingham College	1,922	8,542	10,464
<b>FE Total</b>	<b>13,829</b>	<b>35,466</b>	<b>49,295</b>
<b>Work Based Learning</b>			
<b>The 14 Greater Nottingham based providers<sup>1</sup></b>	<b>1,519</b>	<b>1,514</b>	<b>3,033</b>
<b>Total FE and WBL</b>	<b>15,348</b>	<b>36,980</b>	<b>52,328</b>
Institution	16-18 Nos		
<b>Secondary Schools</b>			
Djanogly City Academy Nottingham	226		
Greenwood Dale School	171		
Jamia Al-Hudaa Residential College	36		
The Nottingham Bluecoat School and Technology College	22		
Nottingham Girls' High School GDST	211		
Nottingham High School	211		
The Trinity Catholic School	232		
Dayncourt School and Specialist College	146		
Harry Carlton School	196		
Rushcliffe Comprehensive School	198		
South Wolds Community School	180		
Toot Hill School	248		
The West Bridgford School	261		
Alderman White School and Language College	50		
Bramcote Hills Sport and Community College	90		
Chilwell School	140		
George Spencer Foundation School and Technology College	210		
Kimberley Comprehensive School	139		
Arnold Hill School and Technology College	221		
Carlton le Willows School	216		
Christ the King School	108		
Redhill School	163		
Wheldon School and Sports College	81		
<b>Secondary Schools Total</b>	<b>3,956</b>		
Greater Nottingham Providers - Post 16	16-18 Nos	19+ Nos	Total
<b>Totals - FE, WBL and Schools</b>	<b>19,304</b>	<b>36,980</b>	<b>56,284</b>

DCSF Achievement and Attainment Tables 2007 - School and College (post-16), 2006-07 ILR data and

<sup>1</sup> 2005-06 ILR (not including GFE Colleges)

13. In 2006/07, there were just over 4500 16-18 year old students in the 28 secondary schools in Greater Nottingham: about a third of the number attending the three GFE colleges. The secondary school population for Years 7 to Years 11 in Autumn 2006 was 14,632 pupils.
14. The 14-19 Strategy for Greater Nottingham seeks to establish a network of strategically located 14-19 Vocational Centres, located on school or College sites. Current proposals are pursuing the establishment of the following four centres:
  - West Area (William Sharp/Hadden Park) - based on the Bilborough Academy proposal and specialising in a range of health and social care courses
  - North Area (Top Valley) - an Automotive Skills and Engineering Centre with backing from Toyota and EMTEC
  - East Area (Haywood) - the proposal to close the school on this site through BSF provides an opportunity to establish a centre offering a significant range of vocational courses and support services.
  - South Area (Clifton) - South Nottingham College is seeking to establish a vocational centre on its Charnwood site, which would offer a range of vocational courses for Key Stage 4 pupils in the area.
15. To support the introduction of the new Diplomas, work is under way to establish protocols and procedures which allow young people to access appropriate provision regardless of where they are enrolled: these include common timetabling, admissions and inclusion policies, codes of behaviour and transport.
16. Three new city academies are proposed (two of which have been approved by the Government and are due to open in September 2009). These will be located in the north, east and west of Nottingham, and plan to serve a total of 3,700 11-18 year old pupils. The two newly approved academies are:
  - Bilborough Academy, specialising in health sciences, is a partnership between the University of Nottingham, local businessman David Samworth and Nottingham City Council
  - Bulwell Enterprise Academy will specialise in learning-by-doing, by creating opportunities through involvement with local businesses and colleges and is a partnership between educational foundation Edge and Nottingham City Council.

There are plans to combine Greenwood Dale and Elliott Durham Secondary Schools to create another new academy on the eastern side of the city.
17. Of the 3,033 learners in Table 3 above on training afforded by the 14 work-based learning providers based in Greater Nottingham, approximately 30% were on apprenticeships or other training in engineering and manufacturing technologies, 25% in retail and commercial enterprise, 15% in business and 15% in health and social care. In addition, 1500 Greater Nottingham residents were on training programmes afforded by a total of 120 other work-based learning providers, under contract to the LSC nationally or in an area other than Nottinghamshire.
18. The three GFE colleges between them cater for about two thirds of 16-18 year old learners and the great majority of adult learning in Greater Nottingham up to university level. Only a small proportion of either young people or adults who are resident in Greater Nottingham and studying in FE (6.5% of 16-18 year olds, and 12% of learners aged 19+, or some 1600 students) travel to learn at colleges outside Greater Nottingham. A rather more significant number of young and adult students from outside Greater Nottingham – some 3500 each year - travel to learn at one or other of the three GFE colleges.
19. The three GFE colleges work in partnership to deliver the Personal and Community Development Learning provision for adults in Nottingham. There are some 3,600 adult learners on these programmes.

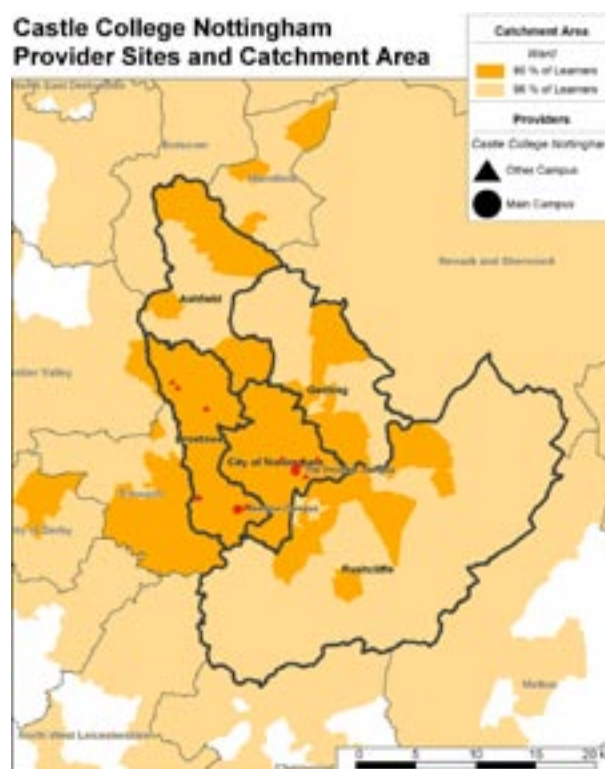
## The Three General Further Education Colleges

### Castle College Nottingham

20. Castle College Nottingham is a large general further education provider formed in June 2006. It has main campuses in Beeston, Stapleford and Nottingham city centre, together with another 19 centres based in local communities. It serves the City of Nottingham together with the town and surrounding areas of Beeston, Stapleford, Long Eaton, Eastwood and Kimberley: see Map 1 below. The College has Centres of Vocational Excellence (CoVEs) in Health Sciences and in Travel and Tourism.

Map 1: Castle College Nottingham sites and travel-to-learn zones

21. The College's mission is *"To unlock potential, raise aspirations and deliver excellence"*.
22. In 2006/07, Castle College Nottingham had an annual budget of £35 million with 72% of its income from the Learning and Skills Council. The College has a total of 714 full-time equivalent (FTE) staff, of whom 345 FTEs are teaching staff and 369 FTEs are learning and business support staff.
23. The College delivers a broad curriculum in all 15 of the Learning and Skills Council subject sector areas and offers programmes from pre-entry level through to level 7. 50% of its learners come from disadvantaged backgrounds, including some of the most deprived wards in the UK. In 2006/07 there were 17,430 learners of whom 3,646 were full time. 75% of learners were adults, 19% were 16-18 with an additional 1,100 learners aged 14-16. Of the adult learners 11,723 studied part time. Around 64% of full time learners were 16-18 years of age.



Map provided by Map Analysis<sup>1</sup>

24. The College has established a reputation for working with learners at pre-entry, entry and foundation level. Over 40% of the College's learning aims are at these levels and the College continues to devise and implement strategies for foundation tier learners. Some 34% of provision is at level 2, 16% at level 3, 4% at level 4 and a further 6% is other provision. The overall participation rate for learners from black and ethnic minority communities was 18%. In 2006/07 some 54% of learners were female and 15% declared a disability of some kind.
25. There is a firm strategic and operational commitment to working in partnership to meet the needs of learners, employers and communities. The College is a lead partner in the Leicestershire/Nottinghamshire Partnership of six colleges, as well as the League for Learning which consists of seven colleges across the country.
26. Castle College Nottingham offers Higher Education courses, some directly funded from the Higher Education Funding Council for England (HEFCE), others franchised from De Montfort University, University of Bedfordshire and Nottingham Trent University. The College also works with some 40 schools in supporting both 14 -16 year olds vocational learning and the 14 – 18 year old curriculum.
27. The College also has a strong international profile. In 2006/07 over 500 learners from 26 countries joined substantial programmes and 250 attended a summer school. The college is currently developing new and existing links with European partners and is working in partnership with the Association of Colleges (AoC), British Council, UK Trade and Industry and college partners to raise the profile of UK FE in the world's marketplace.

## New College Nottingham (ncn)

28. New College Nottingham (ncn) is a large general college of further education formed from a series of mergers between four colleges in the Nottingham conurbation. It serves some of the most deprived areas of Nottingham and surrounding districts, especially in the city and the east and north of the city. It has four main campuses: ncn Basford Hall, ncn Clarendon, ncn City (Adams) and ncn High Pavement Sixth Form College; and four other centres: ncn Hucknall in the north of the conurbation, and ncn Berridge, ncn City (Bath Street) and ncn Lace Market School of Art, Design, Fashion and Media: see Map 2. The College has Centres of Vocational Excellence (CoVEs) in Early Years and Hospitality and Catering (Nottingham Academy of Hospitality and Catering). It is also the lead partner in two regional COVEs: in Retail (East Midlands Centre of Retail Excellence) and in Building Services (EMCON).

Map 2: New College Nottingham sites and travel-to-learn zones

29. The College's Mission statement is: *'To be a world class College transforming the lives of people and communities.'*
30. In 2006/07, ncn had an annual budget of £45 million with 77.5% of its income from the Learning and Skills Council and 5.5% from HEFCE. The College has a total of 942 FTE staff, of whom 430 FTE are teaching and 512 FTE are learning and business support. It delivers a broad range of full and part-time programmes with qualification-based courses being predominantly at Levels 2 and 3. The College also offers a variety of full cost programmes for employers. Provision covers all 15 of the Learning and Skills Council subject sector areas and with programmes from pre-entry level through to level 7.



Map provided by Map Analysis<sup>2</sup>

31. In 2006/07 **ncn** enrolled 19,925 students; 6,220 of these were studying full-time and 13,705 were studying on a part-time basis. 83% of the full-time students and 75% of part time students were from the Greater Nottingham area. 69% of learners were adults, 30% were 16–18 years old with an additional 406 learners aged 14–16. The student profile for the College has changed significantly over the past three years. There has been a substantial increase in students aged 16–18 with starts having grown by 10% between 2003/04 and 2006/07. With over 4,000 full time 16-18 year old students, the College is now one of the largest providers of full time education to young people in England. Its performance in 2007, with 882 level 3 students achieving an average points score of 650.3 (including a particularly strong performance by High Pavement Sixth Form College), was the second highest for an urban GFE college in England.
32. Adult (and in particular Level 1 qualification) starts have fallen by 40% over the same period, as provision has been rationalised in line with LSC priorities and funding changes. Overall, the College is a major provider of Level 3 programmes with 636 National Diploma and 751 NVQ Level 3 starts in 2006/07. Train to Gain activity is delivered in partnership with a consortium of providers which delivered 442 enrolments in 2006-07 of which 60% (266) were **ncn** trainees.
33. The College in 2006/07 had 550 students enrolled on higher education programmes. These included Edexcel Higher National Certificates and Diplomas, Foundation Degrees and one-year Top-up Degrees validated by Nottingham Trent University.
34. The College had a total of 119 international students from 45 countries on over 40 different HE and FE programmes in 2006/07.
35. In 2006/07 the College worked with nine special schools and provided an FE experience to 304 of their students. 5% of the learners who attended these courses progressed directly onto LLDD FE provision at ncn, 60% continued to attend special school but continued to access special school link provision.

## South Nottingham College

36. South Nottingham College (SNC) is a general further education college with two main sites at West Bridgford and the Charnwood Centre at Clifton. The college also provides adult education in community centres in Bingham, Cotgrave, Keyworth, Bakersfield and Basford: see Map 3 below.

Map 3: South Nottingham College sites and travel-to-learn zones

37. South Nottingham College's Mission Statement is "Success Through Learning".
38. In 2006/07, South Nottingham College had an annual budget of £14 million, with 84% of its income coming from the Learning and Skills Council and 3.5% from HEFCE. The college has a total of 328 FTE staff, of whom 150 FTEs are teaching staff and 178 FTEs are learning and business support staff.
39. Delivering across all 15 of the Learning and Skills Council subject sector areas, albeit with very small numbers in Construction, Science and Humanities, the College has maintained its key strategy to grow its full-time provision in priority areas and meet challenging targets for student success rates. It has areas of specialism in Visual Arts and Digital Media, Care and Early Years, Hair and Beauty, Sport and Skills for Life. The College has a particular expertise in provision for learners with learning difficulties or disabilities within the Foundation Learning Tier and provides outstanding learner support to students across all college schools and levels of study.

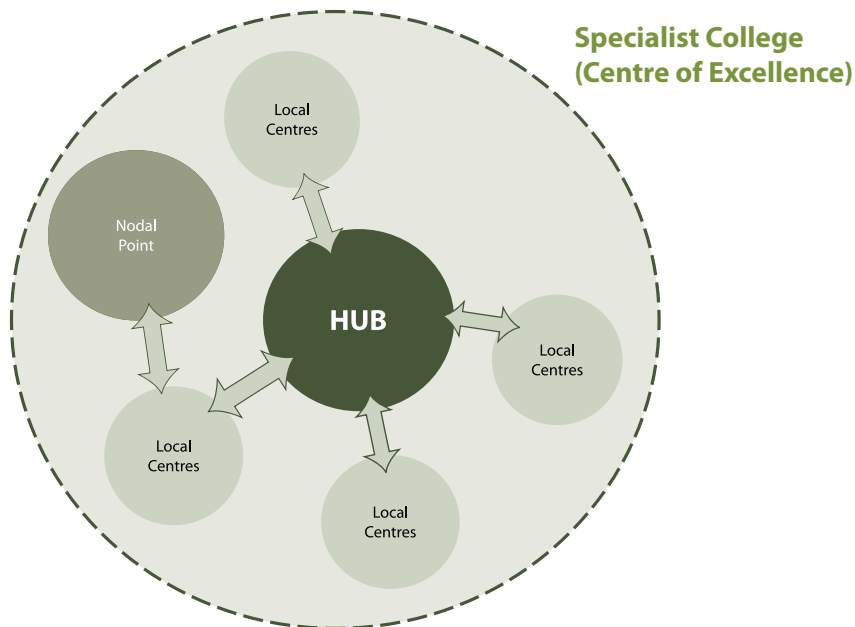


Map provided by Map Analysis<sup>3</sup>

40. In 2006/07 South Nottingham College enrolled 10,464 learners; 1,498 of these learners were on full-time programmes and 8,966 were on part-time programmes. 81% of learners were adults (aged 19+) and 19% young people aged 16-18 with an additional 188 young people aged 14-16.
41. South Nottingham College is directly funded for Higher Education and, in 2006/07 had 115 students enrolled on HE courses. These included Edexcel Higher National Diplomas and Certificates in Creative Arts, Media and Sport and a University Certificate in Education for Teaching and Lecturing.
42. In the annual awards of the Association of Colleges for 2006/07, South Nottingham College received a Beacon Award for Innovation in Curriculum Leadership Development for the 'Balls to Poverty' initiative. 'Balls to Poverty' not only makes a contribution to the young people in the townships of South Africa, but also motivates and adds value to the experience and achievement of college students. In the same awards, a Hairdressing student from South Nottingham College was named as the AoC's National Student of the Year.
43. The College has a small international programme, mainly focusing on ESOL and Basic Skills in literacy.
44. Between them, the three GFE colleges offer courses across a comprehensive range of vocational and general academic subjects up to Level 3 and beyond. Their success rates have improved considerably in recent years; but at the colleges' last full OFSTED inspections only three curriculum programme areas - arts and media at both New College Nottingham and South Nottingham College, and Humanities and Social Science at New College Nottingham - were awarded Grade 1.

## Rationale for Reorganisation

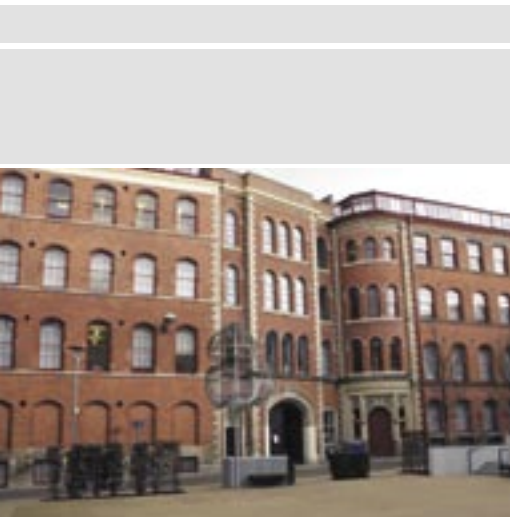
45. The Greater Nottingham conurbation is a major economic hub. Its population is growing, and is increasingly employed in knowledge-intensive sectors. Nottingham is the sixth most prosperous district in the country. Yet not all are sharing in this prosperity, for Nottingham is also the seventh most deprived local authority.
46. There is a need to address these twin challenges: to support a thriving, high skills economy, and to seek to ensure that no one is left behind. The further education colleges have a critical role to play in meeting both of these. The colleges of Greater Nottingham, independent since 1993, have responded to diverse challenges over the past 15 years. They have, in particular, been ready to come together into a smaller number of stronger colleges through a process of reorganisation over that period; and learners of Greater Nottingham and the surrounding region have benefitted from that. Most recently, Broxtowe and People's College came together to form Castle College in 2006.
47. Over the past two years the LSC, in consultation with the three colleges and Bilborough Sixth Form College, has undertaken a major review of the post 16 curricular needs of Greater Nottingham and the strategic options for meeting those needs. The review concluded that the present infrastructure and pattern of delivery were inadequate to meet the major challenges summarised above. In particular, it was difficult within the present structure of FE to achieve the critical mass necessary in broad vocational areas to develop and sustain the high quality courses at Levels 3 and 4 needed to support the development of Greater Nottingham's knowledge economy.
48. It has become clear to all three college Corporations that both the quality and responsiveness of further education in Greater Nottingham would be significantly improved if it were organised differently: not through competing independent institutions, but through a small number of stronger collaborative specialist colleges bringing together related courses and subject specialisms, with the mission to meet the spectrum of needs of learners and employers across Greater Nottingham and beyond. The concept is that each specialist college will have a central hub and a network of community centres giving access to outstanding provision with specialisms clustered at key locations across the City. The diagram below illustrates how each specialist college might be organised:



49. This curricular model offers the prospect of major improvements in further education. But it also poses a major challenge to the existing structures. If introduced without any change to the governance arrangements of the three independent FE Colleges, such a specialist college structure would cut right across the existing lines of accountability, funding, planning and staffing within the competing individual Colleges. In effect, each of the constituent specialist colleges needs to have the capacity to plan to meet the needs of its community and its sectoral employer constituencies across Greater Nottingham and beyond. But each specialist college would also benefit from sharing central resources and from working within a common planning framework. The logic of the model points to the creation of one College for Greater Nottingham, with a high degree of delegation to constituent specialist colleges.

## Realising The Vision

50. The curriculum model outlined above is reflected in the vision at the front of this Consultation Document. That vision is focussed on creating a leading college for one of the leading cities in the UK: a college that will have a passion for education and for achievement, and the capacity to transform the lives of the community that it will serve; to meet the needs and aspirations of employers; to support the economic and social development of Greater Nottingham over the next 20 years; and to establish a national and international reputation for excellence.
51. Such a college will need to have:
- The critical mass to provide the highest quality student experience
  - The critical mass to provide stability of funding
  - A focus on student needs through local delivery
  - The capacity to invest in the staffing, buildings and equipment needed to establish centres of excellence in support of key sectors of the local economy and at key points throughout the Nottingham conurbation.
52. Realising this vision can only be achieved by bringing together the strengths and capacities of the three Further Education Corporations of Castle College Nottingham, New College Nottingham and South Nottingham College to establish a single merged College. The name for the new College remains to be determined. We have adopted 'The merged College' as its working title for the new College in the formal statutory proposals attached. However, we are currently conducting a review of possible options for the name; and respondents to this consultation are specifically invited in the Pro Forma at Appendix H to express a view on the name.
53. The new merged College will be organised in terms of a number of constituent 'specialist colleges', each basing its curriculum offer on the needs of a cluster of key sectors that reflect the Greater Nottingham economy. Each specialist college will have the critical mass, professional and support staff, equipment and buildings to offer a much higher level of service to learners and employers than is practicable under the current organisational arrangements. It is provisionally envisaged that there will be eight such specialist colleges.
54. Six of these will have a specialist curriculum based on the needs of a cluster of key sectors in the Greater Nottingham economy. Two will have more generic remits: High Pavement Sixth Form College, with its existing and potentially extended remit across the A Level curriculum; and a 'Preparation for Life and Work' College, which will bring together the strengths and commitment of each of the three existing colleges in this area. The latter will underpin the specialist colleges by ensuring that all learners in the Greater Nottingham area have access, wherever they live, to the support they need in basic skills, in English as a second language (where applicable) and in learning skills generally, so as to enable them to progress towards their learning and employment goals.
55. On the basis of an analysis of the curriculum synergies and matches against sectoral employment needs, the proposed specialist constituent colleges are:
- Business, Professional and Financial Services
  - Creative, Cultural and Media
  - Construction and Building Services
  - Engineering and Technology
  - Health, Care and Life Sciences
  - Lifestyle and Sport
  - High Pavement Sixth Form College
  - Preparation for Life and Work.



56. The estimated numbers of students in each of these specialist colleges, on the basis of current student numbers, are shown in Table 4 and in graphical form in Chart 2.

Table 4: Indicative FTE Learners for Each Specialist College (based on Student Numbers in 2006/07, rounded to nearest 50)

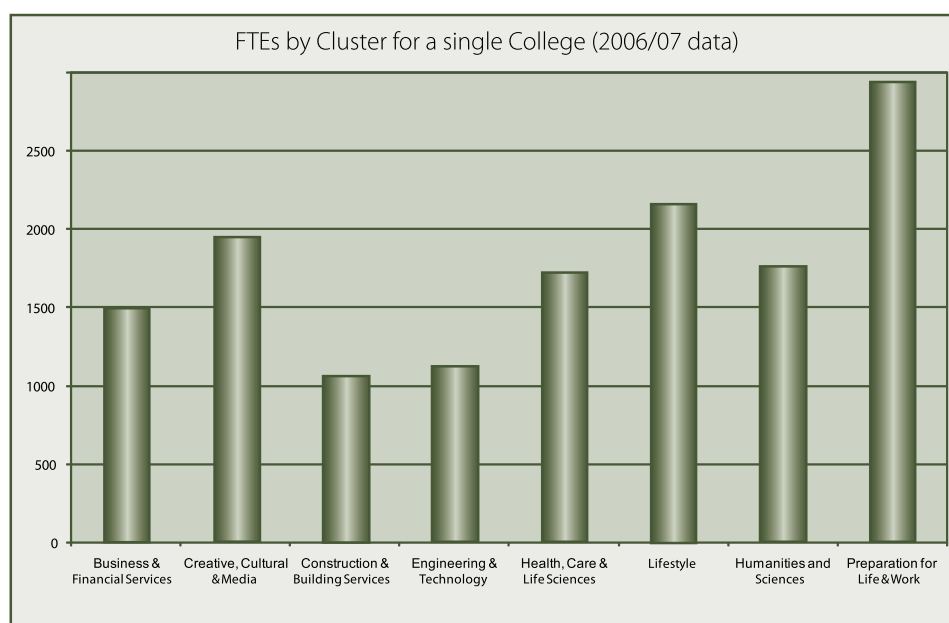
57. Each of the specialist constituent colleges will have the critical mass in terms of student numbers and associated income to develop and sustain a broad range of accessible high quality provision. Based on the numbers in 2006/07, the smallest specialist college - Construction and Building Services – would have approaching 1100 full-time equivalent students. Leaving aside the Preparation for Life and Work college (which would have nearly 3,000 fte students, and many times that number in terms of enrolments), the largest specialist colleges will be Lifestyle and Sport with 2,200 fte students, and Creative, Cultural and Media with nearly 2,000 fte students.

Specialist College	FTE Learners <sup>10</sup>
Business, Professional and Financial Studies	1,500
Creative, Cultural and Media	1,950
Construction and Building Services	1,050
Engineering and Technology	1,100
Health, Care and Life Sciences	1,700
Lifestyle and Sport	2,150
High Pavement Sixth Form College	1,750
Preparation for Life and Work	2,950
<b>Total FTE Learners for Nottingham College</b>	<b>14,150</b>

<sup>10</sup> (1 FTE = 450 Guided Learning Hours)

58. These numbers are comparable to the numbers at colleges that have been assessed in recent Ofsted inspections as outstanding or Grade 1 in the curriculum areas concerned. They are also sufficiently large to be proof against the fluctuations in demand and expectations that will inevitably occur over the next 10 years.

Chart 2: FTE students by Cluster or specialist college for the merged College

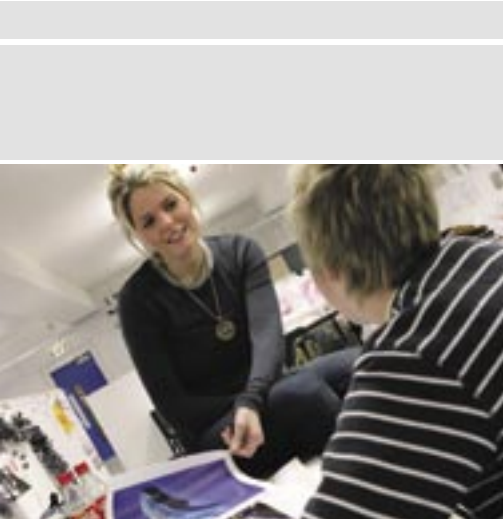


59. Furthermore, by coming together in a single College the constituent parts - and their students - will benefit from a number of features of larger and stronger institutions traditionally more associated with universities than FE colleges. The merged College will have the capacity to provide:

- Greater accessibility to library and other student services through longer opening hours and web-based services
- Improved mental health services, and services for students with learning difficulties and disabilities
- In-depth specialist advice on areas such as student finance, welfare, university entrance and careers through the use of specialists
- An international student centre in the conurbation, to market International FE in Nottingham and to co-ordinate events, social activities and tailored support
- Enhanced student union facilities and support services, delivered through a professionalised Student Union staffing structure and offering a broader range of social events and spaces (including sports facilities).

## Developing an Inspirational Learning Environment

60. The three Colleges between them currently have a wide network of mainly poor accommodation across Greater Nottingham:
- **Castle College Nottingham** has two major sites - one in the centre of Nottingham (on Maid Marian Way) and one in Beeston - important sites at Stapleford and Highfield, and seventeen other sites of diverse character and condition. Only the new Toyota Academy at Highfields to the west of Nottingham and the first phase of the redevelopment of the Beeston site meet current standards.
  - **New College Nottingham** has four major sites – at Basford Hall in the north west, Clarendon towards the north, the recently rebuilt High Pavement site and the historic refurbished Adams Building in the central Lace Market area of Nottingham – as well as eight other sites, only one or two of which meet current expectations.
  - **South Nottingham College** has two main sites – in West Bridgford and Charnwood, both to the south of Nottingham - and one small site in Bingham. Both main campuses are in poor condition.
61. In short, all three colleges face challenging estates issues. As a city, Nottingham has seen very limited investment in capital over the years and the overall estate falls well short of the LSC's ambition to deliver further education in "world class buildings". The merged College will benefit critically from a coherent accommodation strategy, which is to be developed and implemented as a matter of urgency.
62. The vision is to create "world class learning environments" for each constituent college within Nottingham College. Subject to the detailed accommodation strategy and the availability of capital resources, the case for which is well recognised, it is envisaged that priorities will include major capital investment across Greater Nottingham, both in hubs at key specialist locations in:
- Construction, Motor Vehicles and Engineering
  - Creative Media and the Arts
  - Health, Care and Life Sciences
  - Business, Professional and Financial Services, and
  - Lifestyle and Sport,
- and in general further education and community college facilities and underpinning Preparation for Life and Work provision across the conurbation - in the North, South, East and West of Nottingham, and in the City Centre.
63. To implement this transformational accommodation strategy will require the disposal of some existing sites. These include ncn's current major Clarendon site.



## Leadership, Governance and Management

64. The most successful colleges have outstanding leadership and governance. This proposal, if approved, will lead to the establishment of one of further education colleges in the country. The new College will have a powerful governing body able to make major strategic decisions, in consultation with key external stakeholders, about the direction of the college, its priorities, its quality assurance arrangements and the network of college centres across Greater Nottingham.
65. The model envisaged, however, for the new College is not a centralised monolithic one. The vision is of a looser institution with effective systems of delegation and high expectations of leadership and management at all levels. The College will not comprise a single site or set of buildings, or focus on a single area of activity. It will have a network of facilities dispersed across the Greater Nottingham area. It is envisaged that over time the merged College line with the vocational and curriculum specialisms above, which match the employment sectors of the Greater Nottingham economy. The pace of reorganisation is likely to be influenced by the rate at which the new facilities planned become available. For example, a specialist college of Creative, Cultural & Media might be formed to coincide with the establishment of its hub or main city centre facilities and feeder lower level provision in accessible local sites. This proposed structure will counter the tendency towards a single unmanageable organisation.

## Human Resources

66. A college is only as good as its professional staff. Recent improvements in success rates and Ofsted inspections attest to the quality and capacities of staff in all three colleges. Establishing the new merged College offers a once in a lifetime opportunity to bring together the talents of staff in the three colleges within a strong network of professionals with common aspirations and common disciplines and complementary experience. The scale and concentration of expertise embodied in the merged College will also enable it to support more effective professional development and career progression.
67. This proposal has been developed in consultation with representatives of the staff of each of the three colleges. Their views will continue to be crucial to each phase and aspect of its implementation. Informed by these consultations and by positive experiences in previous mergers, arrangements will be developed and implemented to ensure that all stakeholders are engaged and that business continuity is maintained.
68. Staff participation will be encouraged to contribute to developing and realising the vision for the new merged college, and consultation with recognised trade unions will be undertaken. The recently established cross college Student Governor and Staff Governor Forums will be regularly consulted and a strategy will be developed and implemented to coordinate internal and external communications in order to maximise understanding and involvement.
69. Commensurate TUPE and financial requirements with harmonisation of employment terms and conditions will be integral to the development of a shared culture and ethos within the new single college.



## Finance

### Financial Health and Performance of Castle College Nottingham

70. Since its formation in 2006, Castle College Nottingham has achieved significant success in harmonising work practices and resolving inherited problems, in particular relating to the weak financial situation of The People's College. At July 2007, the College assessed its financial health as being in the Learning and Skills Council's Financial Health Group "B". (For definitions of these financial groupings, see **Appendix I**).

Table 5: The financial performance of Castle College Nottingham 2006/07 to 2007/08

	2006/07	2007/08
	£'000's	£'000's
Total Income	34,790	36,346
<b>Pay Expenditure</b>	<b>21,921</b>	<b>23,372</b>
<b>Pay as % of Total Income</b>	<b>63.61%</b>	<b>65.20%</b>
<b>Non-pay Expenditure</b>	<b>13,399</b>	<b>13,208</b>
Total Expenditure	35,320	36,580
<b>Operating Surplus/(deficit)</b>	<b>(530)</b>	<b>(234)</b>
Cash Days in Hand	27.44	(31.73)
I and E Reserves (Net of Pension Reserve)	5,946	9,775
<b>Current Ratio</b>	<b>1.01</b>	<b>0.29</b>

Source: Castle College Nottingham latest forecast July 2007

71. The College forecasts that, looking beyond 2007/08, it will generate operating surpluses of around 2% of total income.

### Financial Health and Performance of New College Nottingham

72. Over a number of years since it was formed from the mergers of Clarendon, Basford Hall, Arnold and Carlton and High Pavement Colleges, New College Nottingham has reduced its dependence on franchising and has progressively rationalised its estate in order to achieve a more robust financial health standing. At July 2007 the College assessed its financial health as a Financial Health Group rating of "B".

Table 6: The financial performance of New College Nottingham 2006/07 to 2007/08

	2006/07	2007/08
	£'000's	£'000's
Total Income	45,129	48,520
<b>Pay Expenditure</b>	<b>29,858</b>	<b>32,649</b>
<b>Pay as % of Total Income</b>	<b>66.16%</b>	<b>66.80%</b>
<b>Non-pay Expenditure</b>	<b>15,178</b>	<b>16,095</b>
Total Expenditure	45,036	48,744
<b>Operating Surplus/(deficit)</b>	<b>93</b>	<b>(224)</b>
Cash Days in Hand	43.47	53.71
I and E Reserves (Net of Pension Reserve)	5,710	3,819
<b>Current Ratio</b>	<b>1.01</b>	<b>1.14</b>

Source: New College Nottingham latest forecast July 2007

## Financial Health and Performance of South Nottingham College

73. South Nottingham College has faced a difficult financial situation for a number of years. It has been successful in improving its financial performance. It has achieved this by improving its management practices and has placed much emphasis on performance management making use of a Balanced Scorecard approach.
74. Long Course success rates have increased to 76% in 2007 from 46% in 2004. Increased learner numbers have followed because of this improvement in the quality of the curriculum provision; and the result is an improvement in the financial health of the College. At July 2007, the College assessed its financial health as Financial Health Group "A".

Table 7: The financial performance of South Nottingham College 2006/07 to 2007/08

	2006/07	2007/08
	£'000's	£'000's
Total Income	13,793	15,362
<b>Pay Expenditure</b>	<b>9,370</b>	<b>10,082</b>
<b>Pay as % of Total Income</b>	<b>67.93%</b>	<b>65.60%</b>
<b>Non-pay Expenditure</b>	<b>4,329</b>	<b>4,839</b>
Total Expenditure	13,699	14,921
<b>Operating Surplus/(deficit)</b>	<b>94</b>	<b>441</b>
Cash Days in Hand	33.61	11.09
I and E Reserves (Net of Pension Reserve)	(1,561)	(1,182)
<b>Current Ratio</b>	<b>0.77</b>	<b>0.96</b>

Source: South Nottingham College latest forecast July 2007

75. Financial modelling now in train indicates that the single merged College will be much better able to meet the financial challenges in prospect. Compared with projections for the three existing Colleges as independent entities, it will have scope both for increasing income and for expenditure savings.



## Collaboration and Partnership

76. The three FE Colleges between them have extensive partnerships with schools, work-based learning (WBL) providers, voluntary providers, universities, employers and a whole network of stakeholders across Greater Nottingham, the East Midlands and beyond; indeed internationally. Those partnerships are an important part of the existing colleges' missions – and will be absolutely central to that of the merged College. The new College will seek to build upon, strengthen and extend existing partnerships. In particular, it will seek:

- To support schools in the development of motivating, high quality alternative options for 14-16 year olds;
- To play an active role, diploma by diploma, in supporting schools in the effective implementation of the new 14-19 curriculum;
- To use the stronger professional staffing and resources available to it in key vocational areas to develop stronger apprenticeship links with Work-based Learning providers and employers;
- To build on the best practice of the three colleges in engaging with employers in support of a vigorous Train to Gain agenda and the skills development of the region's employers more generally;
- To develop stronger links with universities in the development of Foundation Degrees and other employment-related courses at Level 4 in key vocational areas for the regional economy; and
- To be open and responsive to all stakeholders in pursuit of shared visions and objectives.



## APPENDIX A

### Criteria for the consideration of any merger or reorganisation proposals affecting further education colleges in England

Under the Learning and Skills Council's Circular 02/09 (which has been refined in the details of its application but not superseded) any proposed provider reorganisations need to be assessed against seven criteria:

#### Criterion 1:

The proposal is likely to extend participation, learning and training.

#### Criterion 2:

The proposal is likely to result in raised learner achievement.

#### Criterion 3:

The proposal is likely to result in raised standards of education and training delivered.

#### Criterion 4:

The proposal is likely to address any issues of over- and under-provision in an area.

#### Criterion 5:

Adequate consultation has been undertaken and proper consideration has been given to alternative options.

#### Criterion 6:

The proposal is likely to be financially viable, affordable, cost-effective and successfully managed.

#### Criterion 7:

The proposal is consistent with any area-wide inspection report published.



## APPENDIX B

### Statutory Notice for Dissolution of Castle College

#### i. Summary

#### **Further and Higher Education Act 1992**

#### **The Learning and Skills Council**

#### **Castle College Nottingham, Maid Marian Way, Nottingham, NG1 6AB**

The Learning and Skills Council (the Council) hereby gives notice in accordance with the provisions of section 51 of the Further and Higher Education Act 1992 (the Act) of the draft proposal that the Secretary of State under section 27 of that Act should by order provide for the dissolution of the further education Corporation of Castle College Nottingham and the transfer of the property, rights and liabilities of that Corporation.

Dissolution of the Corporation is proposed, at the request of the Corporation of Castle College Nottingham, in order that the college may form a new joint institution with New College Nottingham and South Nottingham College. It is proposed that the property, rights and liabilities of the Corporations should be transferred to the new corporation of The Nottingham College by 1st January 2009.

The date proposed for the establishment of the Corporation is 1st November 2008.

Provision will be made for all learners at Castle College Nottingham who have not completed their courses of study by the date of the proposed dissolution to complete their studies under the auspices of the joint institution.

A copy of the draft proposal is available free of charge from the Council and will be sent to any person who requests it.

In accordance with the provisions of section 51 of the Act, representations may be made to the Council by 20 June 2008.

Representations should be made in writing to:

John Yarham, Learning and Skills Council Nottinghamshire, MLS Business Centre, 6th Floor, City Gate East, Toll House Hill, Nottingham, NG1 5FS. [john.yarham@lsc.gov.uk](mailto:john.yarham@lsc.gov.uk)

Date of publication: 12 May 2008

Signed



Mick Brown

Learning and Skills Council Nottinghamshire

## Statutory Notice for Dissolution of Castle College

### ii. Full

#### **DRAFT PROPOSAL UNDER SECTION 51 (1) (c) OF THE FURTHER AND HIGHER EDUCATION ACT 1992 (THE ACT) FOR THE DISSOLUTION OF THE FURTHER EDUCATION CORPORATION OF CASTLE COLLEGE NOTTINGHAM UNDER SECTION 27 OF THE ACT**

**NAME OF FURTHER EDUCATION CORPORATION AND INSTITUTION:  
CASTLE COLLEGE NOTTINGHAM**

**ADDRESS: Castle College Nottingham  
Maid Marian Way,  
Nottingham,  
NG1 6AB**

#### **GENERAL DESCRIPTION OF EDUCATION PROVIDED AT THE INSTITUTION**

Castle College Nottingham is located in Greater Nottingham. Its two main campuses are on Maid Marian Way in Nottingham City Centre and High Street, Beeston; but it operates from a total of 11 sites across the Greater Nottingham conurbation. The college provides a wide range of courses principally in: Health, Public Services and Care, Engineering, Creative Arts, Preparation for Work and Life, Construction, Hair and Beauty, and Leisure, Travel and Tourism.

The college offers these and other courses at a number of levels from entry level-to-level 7, including a number of Higher Education and Professional courses.

In 2006/07, Castle College had 3,646 full time and 13,553 part time students, a total of 17,199 students. 75% of learners were adults aged 19+, 19% were aged 16-18 and an additional 1,100 learners were aged 14-16.

#### **REASON FOR PROPOSING DISSOLUTION OF THE CORPORATION**

The governing bodies of Castle College Nottingham, New College Nottingham and South Nottingham College have agreed that they wish to join forces to establish a new single college for Nottingham and the surrounding region. This would be achieved by the dissolution of the three existing corporations and the transfer of their respective property, rights and liabilities to a new single further education corporation.

Their vision is to create a leading college for one of the leading cities in the UK. By bringing together the complementary strengths of each of the existing colleges, the new college will have the critical mass to achieve excellence in a wide range of vocational and general academic areas of further education. This will give it the capacity to transform the lives of the community that it will serve; to meet the needs and aspirations of employers; and to support the economic and social development of Greater Nottingham.

The new college will be organised in terms of a number of specialist constituent colleges, each basing its curriculum offer on the needs of a cluster of key sectors that reflect the Greater Nottingham economy.

The precise structure will be a matter for further consultation with employer bodies and other key stakeholders; but it is provisionally envisaged that the merged College would comprise the following constituent specialist colleges:

- Business, Professional and Financial Services
- Creative, Cultural and Media
- Construction and Building Services
- Engineering and Technology
- Health, Care and Life Sciences
- Lifestyle and Sport
- High Pavement Sixth Form College
- Preparation for Life and Work.

Each specialist college will have the critical mass in terms of student numbers and associated income to develop and sustain a broad range of high quality provision that will enable the merged College to play a leading part in meeting the 14-19 education, skills for life and employer-related adult skills agendas in Greater Nottingham and the surrounding region. The new College will be organised so as to have major centres of excellence in central locations and a supporting network of accessible sites across Greater Nottingham. It will work in close partnership with schools, employers and other partners.

#### **CRITERIA**

The Learning and Skills Council will consider the proposal in the light of criteria shown below:

- the proposal is likely to extend participation, learning and training
- the proposal is likely to result in raised learner achievement
- the proposal is likely to result in raised standards of education and training delivered
- the proposal is likely to address any issues of over- and under-provision in an area
- adequate consultation has been undertaken and proper consideration has been given to alternative options
- the proposal is likely to be financially viable, affordable, cost-effective and successfully managed, and
- the proposal is consistent with any area-wide inspection report published.

#### **DATE PROPOSED FOR THE DISSOLUTION OF THE CORPORATION**

1 January 2009

#### **EDUCATIONAL PROVISION TO BE MADE FOR THOSE STUDENTS WHO HAVE NOT COMPLETED THEIR COURSES ON THAT DATE**

Provision will be made for those students at Castle College Nottingham who have not completed their courses by the date of the dissolution to complete their courses at the newly established institution.

## APPENDIX C

### Statutory Notice for Dissolution of New College Nottingham

#### i. Summary

#### **Further and Higher Education Act 1992**

#### **The Learning and Skills Council**

#### **New College Nottingham, 1 Broadway, Lace Market, Nottingham, NG1 1PR**

The Learning and Skills Council (the Council) hereby gives notice in accordance with the provisions of section 51 of the Further and Higher Education Act 1992 (the Act) of the draft proposal that the Secretary of State under section 27 of that Act should by order provide for the dissolution of the further education Corporation of New College Nottingham and the transfer of the property, rights and liabilities of that Corporation.

Dissolution of the Corporation is proposed, at the request of the Corporation of New College Nottingham, in order that the college may form a new joint institution with Castle College Nottingham and South Nottingham College. It is proposed that the property, rights and liabilities of the Corporations should be transferred to the new corporation of The Nottingham college by 1st January 2009.

The date proposed for the establishment of the Corporation is 1st November 2008. Provision will be made for all learners at New College Nottingham who have not completed their courses of study by the date of the proposed dissolution to complete their studies under the auspices of the joint institution.

A copy of the draft proposal is available free of charge from the Council and will be sent to any person who requests it.

In accordance with the provisions of section 51 of the Act, representations may be made to the Council by 20 June 2008.

Representations should be made in writing to:

John Yarham, Learning and Skills Council Nottinghamshire, MLS Business Centre, 6th Floor, City Gate East, Toll House Hill, Nottingham, NG1 5FS. [john.yarham@lsc.gov.uk](mailto:john.yarham@lsc.gov.uk)

Date of publication: 12 May 2008

Signed



Mick Brown

Learning and Skills Council Nottinghamshire

**DRAFT PROPOSAL UNDER SECTION 51 (1) (c) OF THE FURTHER AND HIGHER EDUCATION ACT 1992 (THE ACT) FOR THE DISSOLUTION OF THE FURTHER EDUCATION CORPORATION OF NEW COLLEGE NOTTINGHAM UNDER SECTION 27 OF THE ACT**

**NAME OF FURTHER EDUCATION CORPORATION AND INSTITUTION  
NEW COLLEGE NOTTINGHAM**

**ADDRESS: New College Nottingham  
1 Broadway  
The Lace Market  
Nottingham  
NG1 1PR**

**GENERAL DESCRIPTION OF EDUCATION PROVIDED AT THE INSTITUTION**

New College Nottingham is located in Greater Nottingham. Its five main campuses are located on Mansfield Road, Stoney Street, Chaucer Street and Stockhill Lane within Nottingham City and at Portland Road in Hucknall. The college provides a wide range of courses principally in: Creative and Performing Arts; Humanities and Sciences; Hospitality and Catering; Travel and Tourism; Hair and Beauty; Business and Finance and Construction and Building Services.

The college offers these and other courses at a number of levels from entry level to level 7, including a number of Higher Education and Professional courses.

In 2006/07, New College Nottingham had 6,220 full time and 11,792 part time students, a total of 18,012 students. 67% of learners were adults aged 19+, 30% were aged 16-18 and an additional 406 learners were aged 14-16.

**REASON FOR PROPOSING DISSOLUTION OF THE CORPORATION**

The governing bodies of Castle College Nottingham, New College Nottingham and South Nottingham College have agreed that they wish to join forces to establish a new single college for Nottingham and the surrounding region. This would be achieved by the dissolution of the three existing corporations and the transfer of their respective property, rights and liabilities to a new single further education corporation.

Their vision is to create a leading college for one of the leading cities in the UK. By bringing together the complementary strengths of each of the existing colleges, the new college will have the critical mass to achieve excellence on a wide range of vocational and general academic areas of further education. This will give it the capacity to transform the lives of the community that it will serve; to meet the needs and aspirations of employers; and to support the economic and social development of Greater Nottingham.

The new merged College will be organised in terms of a number of constituent specialist colleges, each basing its curriculum offer on the needs of a cluster of key sectors that reflect the Greater Nottingham economy.

The precise structure will be a matter for further consultation with employer bodies and other key stakeholders; but it is provisionally envisaged that the new College will comprise the following specialist colleges:

- Business, Professional and Financial Services
- Creative, Cultural and Media
- Construction and Building Services
- Engineering and Technology
- Health, Care and Life Sciences
- Lifestyle and Sport
- High Pavement Sixth Form College
- Preparation for Life and Work.

Each specialist constituent college will have the critical mass in terms of student numbers and associated income to develop and sustain a broad range of high quality provision that will enable the merged College to play a leading part in meeting the 14-19 education, skills for life, and employer-related adult skills agendas in Greater Nottingham and the surrounding region. The new College will be organised so as to have major centres of excellence in central locations and a supporting network of accessible sites across Greater Nottingham. It will work in close partnership with schools, employers and other partners.

#### **CRITERIA**

The Learning and Skills Council will consider the proposal in the light of criteria shown below:

- the proposal is likely to extend participation, learning and training
- the proposal is likely to result in raised learner achievement
- the proposal is likely to result in raised standards of education and training delivered
- the proposal is likely to address any issues of over- and under-provision in an area
- adequate consultation has been undertaken and proper consideration has been given to alternative options
- the proposal is likely to be financially viable, affordable, cost-effective and successfully managed, and
- the proposal is consistent with any area-wide inspection report published.

#### **DATE PROPOSED FOR THE DISSOLUTION OF THE CORPORATION**

1 January 2009

#### **EDUCATIONAL PROVISION TO BE MADE FOR THOSE STUDENTS WHO HAVE NOT COMPLETED THEIR COURSES ON THAT DATE**

Provision will be made for those students at New College Nottingham who have not completed their courses by the date of the dissolution to complete their courses at the newly established institution.

## APPENDIX D

### Statutory Notice for Dissolution of South Nottingham College

#### i. Summary

**Further and Higher Education Act 1992**

**The Learning and Skills Council**

**South Nottingham College, Greythorn Drive, West Bridgford, Nottingham, NG2 7GA**

The Learning and Skills Council (the Council) hereby gives notice in accordance with the provisions of section 51 of the Further and Higher Education Act 1992 (the Act) of the draft proposal that the Secretary of State under section 27 of that Act should by order provide for the dissolution of the further education Corporation of South Nottingham College and the transfer of the property, rights and liabilities of that Corporation.

Dissolution of the Corporation is proposed, at the request of the Corporation of South Nottingham College, in order that the college may form a new joint institution with Castle College Nottingham and New College Nottingham. It is proposed that the property, rights and liabilities of the Corporations should be transferred to the new corporation of The Nottingham College by 1st January 2009.

The date proposed for the establishment of the Corporation is 1st November 2008. Provision will be made for all learners at South Nottingham College who have not completed their courses of study by the date of the proposed dissolution to complete their studies under the auspices of the joint institution.

A copy of the draft proposal is available free of charge from the Council and will be sent to any person who requests it.

In accordance with the provisions of section 51 of the Act, representations may be made to the Council by 20 June 2008.

Representations should be made in writing to:

John Yarham, Learning and Skills Council Nottinghamshire, MLS Business Centre, 6th Floor, City Gate East, Toll House Hill, Nottingham, NG1 5FS. [john.yarham@lsc.gov.uk](mailto:john.yarham@lsc.gov.uk)

Date of publication: 12 May 2008

Signed



Mick Brown  
Learning and Skills Council Nottinghamshire

**DRAFT PROPOSAL UNDER SECTION 51 (1) (c) OF THE FURTHER AND HIGHER EDUCATION ACT 1992 (THE ACT) FOR THE DISSOLUTION OF THE FURTHER EDUCATION CORPORATION OF SOUTH NOTTINGHAM COLLEGE UNDER SECTION 27 OF THE ACT**

**NAME OF FURTHER EDUCATION CORPORATION AND INSTITUTION:  
SOUTH NOTTINGHAM COLLEGE**

**ADDRESS: South Nottingham College  
Greythorn Drive  
West Bridgford  
Nottingham  
NG2 7GA**

**GENERAL DESCRIPTION OF EDUCATION PROVIDED AT THE INSTITUTION**

South Nottingham College is located in Greater Nottingham. Its main campus is on Greythorn Drive in West Bridgford. However, it operates from a total of 5 sites across the Greater Nottingham conurbation including centres at Clifton, Bingham and the City Centre. The college provides a wide range of courses principally in: Visual Arts and Digital Media, Sport, Care and Early Years, Hair and Beauty and Preparation for Work and Life.

The college offers these and other courses at a number of levels from entry level to level 5, including a number of Higher Education and Professional courses.

In 2006/07, South Nottingham College had 1,498 full time and 6,765 part time students, a total of 8,263 students. 81% of learners were adults aged 19+, 19% were aged 16-18 and an additional 188 learners were aged 14-16.

**REASON FOR PROPOSING DISSOLUTION OF THE CORPORATION**

The governing bodies of Castle College Nottingham, New College Nottingham and South Nottingham College have agreed that they wish to join forces to establish a new single college for Nottingham and the surrounding region. This would be achieved by the dissolution of the three existing corporations and the transfer of their respective property, rights and liabilities to a new merged further education corporation.

Their vision is to create a leading college for one of the leading cities in the UK. By bringing together the complementary strengths of each of the existing colleges, the new college will have the critical mass to achieve excellence on a wide range of vocational and general academic areas of further education. This will give it the capacity to transform the lives of the community that it will serve; to meet the needs and aspirations of employers; and to support the economic and social development of Greater Nottingham.

The new college will be organised in terms of a number of specialist constituent colleges, each basing its curriculum offer on the needs of a cluster of key sectors that reflect the Greater Nottingham economy.

The precise structure will be a matter for further consultation with employer bodies and other key stakeholders; but it is provisionally envisaged that the new merged College will comprise the following specialist colleges:

- Business, Professional and Financial Services
- Creative, Cultural and Media
- Construction and Building Services
- Engineering and Technology
- Health, Care and Life Sciences
- Lifestyle and Sport
- High Pavement Sixth Form College
- Preparation for Life and Work.

Each specialist college will have the critical mass in terms of student numbers and associated income to develop and sustain a broad range of high quality provision that will enable the merged College to play a leading part in meeting the 14-19 education, skills for life, and employer-related adult skills agendas in Greater Nottingham and the surrounding region. The new College will be organised so as to have major centres of excellence in central locations and a supporting network of accessible sites across Greater Nottingham. It will work in close partnership with schools, employers and other partners.

#### **CRITERIA**

The Learning and Skills Council will consider the proposal in the light of criteria shown below:

- the proposal is likely to extend participation, learning and training
- the proposal is likely to result in raised learner achievement
- the proposal is likely to result in raised standards of education and training delivered
- the proposal is likely to address any issues of over- and under-provision in an area
- adequate consultation has been undertaken and proper consideration has been given to alternative options
- the proposal is likely to be financially viable, affordable, cost-effective and successfully managed, and
- the proposal is consistent with any area-wide inspection report published.

#### **DATE PROPOSED FOR THE DISSOLUTION OF THE CORPORATION**

1 January 2009

#### **EDUCATIONAL PROVISION TO BE MADE FOR THOSE STUDENTS WHO HAVE NOT COMPLETED THEIR COURSES ON THAT DATE**

Provision will be made for those students at South Nottingham College who have not completed their courses by the date of the dissolution to complete their courses at the newly established institution.

## APPENDIX E

### Statutory Notice for Establishment of a new merged College

#### i. Summary

#### **Further and Higher Education Act 1992**

#### **The Learning and Skills Council**

**Castle College, Maid Marian Way, Nottingham, NG1 6AB,**

**New College Nottingham, 1 Broadway, The Lace Market, Nottingham, NG1 1PR**

**and**

**South Nottingham College, Greythorn Drive, West Bridgford, Nottingham, NG2**

**7GA**

The Learning and Skills Council (the Council) hereby gives notice in accordance with the provisions of section 51 of the Further and Higher Education Act 1992 (the Act) of the draft proposal that the Secretary of State under section 16(1) of that Act should by order provide for the establishment of a body corporate to establish and conduct the new institution of The Nottingham College.

The establishment of the body corporate is proposed in order that Castle College Nottingham, New College Nottingham and South Nottingham College may form a joint institution, and that the further education Corporations of the three existing colleges may be dissolved and their property, rights and liabilities transferred to the proposed new Corporation.

The date proposed for the establishment of the new Corporation is 1 November 2008. Provision will be made for all learners at Castle College Nottingham, New College Nottingham and South Nottingham College who have not completed their courses of study by the date of the proposed dissolutions to complete their studies under the auspices of the joint institution.

A copy of the draft proposal is available free of charge from the Council and will be sent out any person who requests it.

In accordance with the provisions of section 51 of the Act, representations may be made to the Council by 20 June 2008.

Representations should be made in writing to:

John Yarham, Learning and Skills Council Nottinghamshire, MLS Business Centre, 6th Floor, City Gate East, Toll House Hill, Nottingham, NG1 5FS. [john.yarham@lsc.gov.uk](mailto:john.yarham@lsc.gov.uk)

Date of publication: 12 May 2008

Signed



Mick Brown

Learning and Skills Council Nottinghamshire

## Statutory Notice for Establishment of a new merged College

### ii. Full

**DRAFT PROPOSAL UNDER SECTION 51(1)(A) OF THE FURTHER AND HIGHER EDUCATION ACT 1992 (THE ACT) FOR THE ESTABLISHMENT UNDER SECTION 16 (1) OF THE ACT OF A BODY CORPORATE FOR THE PURPOSE OF ESTABLISHING AND CONDUCTING THE NEW INSTITUTION OF FURTHER EDUCATION**

**PROPOSED NAME OF THE FURTHER EDUCATION CORPORATION AND INSTITUTION:  
THE NOTTINGHAM COLLEGE**

**ADDRESS: MAID MARIAN WAY, NOTTINGHAM, NG1 6AB.**

**GENERAL DESCRIPTION OF THE EDUCATION TO BE PROVIDED AT THE INSTITUTION**

The new merged college will be a major further education college, offering a comprehensive range of high quality vocational and general educational courses and associated support arrangements for learners at all levels from basic skills to higher education and professional development. It will be rooted in its local communities, with a network of accessible sites across Greater Nottingham, but also giving access in a way difficult to achieve with smaller colleges to major centres of excellence in central locations. The new college will have particular strengths in a number of vocational areas that are critical to the development of the economy of Greater Nottingham, including the creative media and the arts, construction, engineering and technology, life sciences, health and care, leisure, hospitality and tourism, business and finance.

Complementing and underpinning these will be a broad range of A Level provision, and courses (and targeted support) in literacy, numeracy and other aspects of preparation for life and work that are accessible to all members of the community, The new college will offer a ladder of opportunity for young people and adults across Greater Nottingham and beyond, and be able to respond to changing employer needs across all sectors of the local economy.

The College will offer courses during the day and in the evening, with a variety of modes of attendance including full-time, part-time, distance learning and e-learning.

**NUMBERS OF LEARNERS FORECAST FOR SUCH TIME AS THE INSTITUTION IS FULLY OPERATIONAL**

The College would expect to be fully operational at 1 January 2009. The college anticipates then having approximately 47,500 learners in total, of whom approximately 11,500 would be full-time and 36,000 part-time.

**REASON FOR PROPOSING INCORPORATION**

The governing bodies of Castle College Nottingham, New College Nottingham and South Nottingham College have agreed that they wish to join forces to establish a new single college for Nottingham and the surrounding region. This would be achieved by the dissolution of the three existing corporations and the transfer of their respective property, rights and liabilities to a new merged further education corporation.

Their vision is to create a leading college for one of the leading cities in the UK. By bringing together the complementary strengths of each of the existing colleges, the new college will have the critical mass to achieve excellence on a wide range of vocational and general academic areas of further education. This will give it the capacity to transform the lives of the community that it will serve; to meet the needs and aspirations of employers; and to support the economic and social development of Greater Nottingham.

The new merged College will be organised in terms of a number of specialist constituent colleges, each basing its curriculum offer on the needs of a cluster of key sectors that reflect the Greater Nottingham economy.

The precise structure will be a matter for further consultation with employer bodies and other key stakeholders; but it is provisionally envisaged that the merged College will comprise the following specialist colleges:

- Business, Professional and Financial Services
- Creative, Cultural and Media
- Construction and Building Services
- Engineering and Technology
- Health, Care and Life Sciences
- Lifestyle and Sport
- High Pavement Sixth Form College
- Preparation for Life and Work.

Each specialist college will have the critical mass in terms of student numbers and associated income to develop and sustain a broad range of high quality provision that will enable the College to play a leading part in meeting the 14-19 education, skills for life, and employer-related adult skills agendas in Greater Nottingham and the surrounding region. The merged college will be organised so as to have major centres of excellence in central locations and a supporting network of accessible sites across Greater Nottingham. It will work in close partnership with schools, employers and other partners.

## **CRITERIA**

The Learning and Skills Council will consider the proposal in the light of criteria shown below:

- the proposal is likely to extend participation, learning and training
- the proposal is likely to result in raised learner achievement
- the proposal is likely to result in raised standards of education and training delivered
- the proposal is likely to address any issues of over- and under-provision in an area
- adequate consultation has been undertaken and proper consideration has been given to alternative options
- the proposal is likely to be financially viable, affordable, cost-effective and successfully managed, and
- the proposal is consistent with any area-wide inspection report published.

## **THE DATE PROPOSED FOR THE ESTABLISHMENT OF THE NEW FURTHER EDUCATION CORPORATION:**

1 November 2008

## **THE DATE FROM WHICH IT IS PROPOSED THAT THE CORPORATION SHOULD CONDUCT THE INSTITUTION:**

1 January 2009

## APPENDIX F

### Nottingham Colleges' Merger - Draft Timetable

<b>Date 2008</b>	<b>Action</b>
<b>Early April</b>	Initial Outline Proposal (IOP) agreed by each of the three FE college corporations
<b>30 April</b>	IOP considered by Nottinghamshire LSC
<b>7 May</b>	IOP considered by to LSC Regional Board
<b>April/May</b>	Due Diligence undertaken and considered independently by each of the three FE college corporations
<b>12 May</b>	Consultation Starts
<b>20 June</b>	Consultation Ends
<b>May - June</b>	Consider responses to consultation
<b>Mid July</b>	Each College corporation to review process and agree full proposal
<b>Late July</b>	Nottinghamshire LSC considers full proposal
<b>8 September</b>	Full proposal to LSC Regional Board
<b>Mid to late September</b>	Possibility that the proposal is referred to National Reorganisations Committee
<b>Late September</b>	Full proposal sent to Secretary of State
<b>Late October / early November</b>	Secretary of State determines proposal
<b>Early November</b>	Constitute new corporation
<b>Beginning January 2009</b>	Dissolve three existing college corporations

## APPENDIX G

### STAKEHOLDER CONSULTATION CIRCULATION LIST

A summary of the stakeholder list used for circulation of this consultation is given below:

- Members of Parliament and MEPs
- Local Councillors
- Local Authorities
- Employers
- Chambers of Commerce and Industry
- Employer Representative Organisations
- UK – Commission for Employment and Skills
- Sector Skills Councils
- Government Office for the East Midlands
- East Midlands Development Agency (emda)
- Employment, Skills and Productivity Partnership (esp)
- Greater Nottingham Skills Board
- Greater Nottingham Partnership
- One Nottingham
- Local Learning Partnerships
- Trade Unions
- National Union of Students
- Local Learning Partnerships
- Other Further Education Colleges
- Association of Colleges
- College Staff
- College Students
- Voluntary and Community Sector Organisations
- Faith Organisation Representatives
- Higher Education Council for England
- Local Universities
- University Partners
- Job Centre Plus
- Connexions
- Area Strategy Groups
- Work-based Learning Providers
- Secondary Schools
- Academies
- Exam Boards
- Emergency Services



Consultation Response Pro Forma  
Responses are invited by **20 June 2008**

You can also download the form at [www.nottinghamcollegesmerger.co.uk](http://www.nottinghamcollegesmerger.co.uk)

## APPENDIX H

### CONSULTATION RESPONSE PRO FORMA

Responses are invited by 20 June 2008

Consultation document on the proposed merger of Castle College Nottingham, New College Nottingham and South Nottingham College to form a single College for Greater Nottingham.

Please provide your comments in the appropriate spaces below and append additional sheets as necessary. Please note that, unless indicated, all responses will be considered by the colleges and by the Learning and Skills Council.

An electronic version of this pro forma may be down-loaded from [www.nottinghamcollegesmerger.co.uk](http://www.nottinghamcollegesmerger.co.uk)

1. Comments on the vision and objectives of the merger proposal.

2. Comments on any potential impact on learners arising from the merger proposal.

3. Comments on any curriculum issues arising from the merger proposal.

4. Comments on any governance, management or staffing issues arising from the merger proposal.

5. Comments on any accommodation, resources or finance issues arising from the merger proposal.

6. Proposed name. Please indicate your support for the proposed name or suggest another:

**Nottingham College** .....

**The Nottingham College** .....

**One College Nottingham** .....

**Greater Nottingham College (GNC)**.....

**Nottingham Metropolitan College (Nottingham Met)**....

**Nottingham Institute of Further and Higher Education**..

Other suggestions \_\_\_\_\_

Please note that the final name is subject to the agreement of the Secretary of State for Innovation, Universities and Skills

7. Any other comments

Name: \_\_\_\_\_

Organisation (if applicable): \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

**Please return this pro forma to:**

John Yarham,  
Learning and Skills Council  
MLS Business Centre, 6th Floor, City Gate East,  
Toll House Hill,  
Nottingham NG1 5FY  
John.Yarham@lsc.gov.uk

by 20 June 2008



## APPENDIX I

### Criteria for Financial Health Groups

The following are the criteria for determining into which of the Learning and Skills Council's three Financial Health Groups a further education college falls.

**Category A** – providers which appear to have sufficiently robust finances to implement their strategic plan and to deal with the circumstances most likely to occur during the planning period.

These providers will normally have:

- a positive cash flow from operations each year
- more than 25 cash days in hand
- a ratio of current assets to current liabilities above 1.5:1
- an operating surplus year on year
- a positive balance on their general reserve (income and expenditure account), excluding FRS17 pension reserve
- total borrowing less than 15% of their general reserve (income and expenditure account)

These providers will have also carried out a rigorous sensitivity analysis and modelled the issues which are most critical to their success. They will also have identified contingency plans to deal with the most likely adverse variances.

**Category B** – providers that show signs of financial weakness, which might limit their ability to implement their strategic plan if they encounter adverse circumstances during the planning period.

Providers in this group are likely to have weaker solvency than those in group A, but should still have

- a positive cash flow from operations each year
- more than 15 cash days in hand
- a current ratio of between 1.0:1 and 1.5:1
- operating position at breakeven
- a positive balance on their general reserve (income and expenditure account), excluding FRS17 pension reserve
- total borrowings between 15% and 40% of their total annual income.

In addition, this group also covers those providers that may appear to have features similar to those for group A, but whose assumptions appear either over-ambitious or optimistic. For example, some providers in group B are planning significant efficiency savings without having robust plans to achieve those savings. Some providers may have included income generation without a supporting business case. In addition, this group also includes providers that are improving from a group C position.

**Category C** – providers that are financially weak and which are, or may become, dependent on the goodwill of others. This might involve, for example, a loan from their bank for revenue purposes.

Providers in this position are likely to have

- a negative cash flow from operations in one or more years
- less than 15 cash days in hand
- net current liabilities (current ratio of less than 1.0:1) in one or more years
- an operating deficit
- an accumulated deficit on their general reserve (income and expenditure account), excluding FRS17 pension reserve
- total borrowings in excess of 40% of their total annual income.



New College Nottingham 



Leading learning and skills

**Castle College**  
Maid Marian Way  
Nottingham  
NG1 6AB

**New College Nottingham**  
1, Broadway  
The Lace Market  
Nottingham  
NG1 1PR

**South Nottingham College**  
Greythorn Drive  
West Bridgford  
Nottingham  
NG2 7GA

**Learning & Skills Council  
Nottinghamshire**  
MLS Business Centre  
6th Floor, City Gate East  
Toll House Hill  
Nottingham  
NG1 5FS