

**PROPOSED MERGER BETWEEN  
SPARSHOLT COLLEGE HAMPSHIRE  
AND CRICKLADE COLLEGE**

**PUBLIC CONSULTATION DOCUMENT  
19 JANUARY 2007**



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## Section A

### Introduction

- A.1 This consultation document sets out the background and rationale to a proposal from Sparsholt College, Hampshire (Sparsholt College) located near the city of Winchester and Cricklade College based in the town of Andover that they should merge.
- A.2 This will involve the dissolution of Cricklade College. Its property, rights and liabilities will transfer to Sparsholt College. Changes will be made to the Corporation of Sparsholt College to take account of the broader educational and geographical remit of the enlarged College.
- A.3 Under the current statutory framework, any merger proposal will need the support of the Learning and Skills Council before it can be sent to the Secretary of State for decision. The Learning and Skills Council, Hampshire and the Isle of Wight have agreed that the College's proposal should be subject to formal consultation. This decision to seek a merger followed receipt of an Initial Outline Proposal from the institutions and an independent review of options for the future of Cricklade College carried out by Tribal Education.
- A.4 The Learning and Skills Council for Hampshire and the Isle of Wight will consider the results of this consultation and additional evidence generated through the options review and due diligence studies at its meeting on 19 April 2007. The criteria against which it will judge the proposal are set out at Appendix 1. It will then decide whether to forward a merger proposal to the Secretary of State for Education and Skills for his determination.
- A.5 There is a statutory requirement that proposals are subject to a consultation period of at least one month. Accordingly the consultation period will run from *19 January 2007 to 20 February 2007*. The Colleges have set a target date for merger of 1 August 2007.
- A.6 Your comments on the merger proposal and any information contained in this document are welcomed. It will be helpful if they could be made on the pro-forma attached at Appendix 2. They may be e-mailed to : [gina.turnbull@lsc.gov.uk](mailto:gina.turnbull@lsc.gov.uk) or may be posted to Gina Turnbull, Learning and Skills Council, Hampshire and Isle of Wight, Eagle Point, Little Park Farm Road, Segensworth, Fareham, PO15 5TD.
- A.7 The final date for receipt of comments is 5pm on 20 February 2007.

## Executive Summary

- A.8 The Corporations of Sparsholt College and Cricklade College have agreed that merger of the two Colleges is the best way forward to address the post-16 education training needs of both Andover and Winchester as well as meeting the emerging 14-19 Agenda. The corporations believe that through one, financially robust, organisation the 'single voice' for Further Education will be able to achieve objectives that would not be possible with two separate institutions.
- A.9 Improvements in participation, quality and learner outcomes are central to the rationale for this proposal.
- A.10 The principal objectives of the merger are:
- increasing participation and improving success rates in both Andover and Winchester, through greater choice of programmes and improvements to the quality of facilities and in initial advice and guidance
  - expanding the range of vocational options in Andover and Winchester, including apprenticeships, particularly at level 1 (pre-GCSE intellectual level programmes) and level 2 (GCSE and GCSE intellectually equivalent programmes)
  - strengthening the esteem and quality of level 3 provision ( GCE A- level and GCE A- level equivalent programmes) in Andover
  - improved school performance and results at key stage 4 (14 -16 year old curriculum) in Andover
  - improving the Further Education estate in Andover and Winchester through major building programmes
  - through all of the above objectives, to raise aspirations of learners and potential learners throughout Andover and the surrounding areas.
- A.11 The Colleges have set a target date for merger of 1 August 2007.

## Indicative Merger Timetable

Review of future financial viability of Cricklade College	November 2005
Review of Options for the future of Cricklade College	July 2006
Feasibility of options for the future of Cricklade College	November 2006
College's governing bodies agree to put forward to the Learning and Skills Council and initial outline proposal for merger	
Learning and Skills Council, Hampshire and Isle of Wight considers initial outline proposal and determines that it should be put to formal consultation.	6 December 2006
Due Diligence studies undertaken	January 2007- February 2007
Public notices and summaries issues	
Proposal subject to formal consultation	19 January 2007 – 20 February 2007
Response to consultation and outcome of due diligence studies considered by Colleges' governing bodies	8 March 2007
Learning and Skills Council, Hampshire & Isle of Wight determines whether full proposal should be put to the Secretary of State.	19 April 2007
Formal proposal prepared and submitted to the Secretary of State	End April 2007
Secretary of State's decision notified to Learning and Skills Council Hampshire and Isle of Wight	July 2007
Proposal implemented, subject to decision	1 August 2007

## Section B

### Background to the Proposal

- B.1 In October 2005 the governors and management of Cricklade College and the Learning and Skills Council for Hampshire and the Isle of Wight agreed jointly to commission an independent options appraisal, the purpose of which was to consider the long term future of post 16 education and training in and around Andover, and deliver a sustainable option for high quality learning and skills provision in the town.
- B.2 In early 2006 Tribal Education were appointed as consultants to undertake the options appraisal and, following an extensive period of data analysis, stakeholder consultation and assessment of the feasibility of 3 options:-
1. test the viability for the College to remain as an independent entity
  2. to consider the opportunities of entering into a 14-19 federated arrangement with the local schools, within either local authority or Learning and Skills Council operating frameworks and
  3. a Type B (single dissolution) merger with another Further Education Corporation with the possibility of providing distinctive Sixth Form provision in association with another provider.
- B.3 The consultants presented their final recommendations to the Cricklade College Board of Governors on 20 July 2006. The recommendation to the Board of Governors was to pursue a 'Type B' merger with another Further Education College. As part of the options appraisal process Cricklade College received expressions of interest from five local Colleges who were interested in considering a merger. An analysis of these Colleges was undertaken as part of the options appraisal process. The recommendation made by Tribal was that Cricklade College should approach Sparsholt College Hampshire with a view to bringing about a 'Type B' merger. At the meeting on 20 July 2006 the Cricklade Board voted unanimously in favour of this option.
- B.4 Following initial discussions between Chairs and Principals of the two Colleges, the Board of Governors of Sparsholt College Hampshire commissioned an independent consultant to conduct a study that would identify the issues relating to a possible merger with Cricklade College. The report concluded:
1. Sparsholt College Hampshire offers, by far, the optimum solution for Cricklade College and Andover

2. There is a synergy with the mission of Sparsholt and the needs of Andover
3. Sparsholt will bring a reputation for quality needed to kick start the new College
4. The combined financial situation will provide the opportunity for the required new build
5. Some aspects of the merger, such as the strategy to rebuild quality A/AS deliver, may require financial support for a number of years
6. The merged College could generate satisfactory surpluses within 3 years
7. There are a number of significant risks that will require the ongoing attention of the Corporation.

B.5 At the meeting of the Sparsholt College Hampshire Corporation on 23 Oct 2006 it was agreed 'in Principle' to merge with Cricklade College.

B.6 The two Colleges jointly presented to the Council of the Hampshire and Isle of Wight Learning and Skills Council the Initial Outline Proposal on 6 December 2006. The Council agreed that the proposal should be developed to the Full Proposal stage. This consultation forms part of the process.

## Profile of the Existing Colleges

### Sparsholt College Hampshire

<b>College Profile</b>	<b>2006/07 Academic Year</b>
Learning and Skills Council Funding	£9,600,000
Turnover	£19,000,000
Total FTE (full-time equivalent) Staff	332
<b>Learner Enrolment Numbers</b>	<b>As at 1 Jan 2007</b>
16-18 Further Education Learners	1,140 (1,124 FTEs)
19+ Further Education Learners	2,059 (includes 1,210 on short full cost courses)
Higher Education Learners	501
14 to16 Learners	300

B.7 Sparsholt College is located 3 miles from Winchester - see map at Appendix 3.

- B.8 The origins of Sparsholt College Hampshire date back to 1899. Between 1970 and the present time, College educational buildings have developed to accommodate a rapid growth in learner numbers as the breadth of land-based subjects was expanded. The depth of academic progression now reflects six levels of course qualifications from pre-entry to Hons degree.
- B.9 The present day Sparsholt College has excellent teaching and training facilities both for theory and practical classes. A modern library and four computer suites reflect the need to keep pace with new methods of learning, while recent construction of new training resources keep pace with rapidly developing industrial technology. More than 1,700 full-time learners and 2,000 part-time enrolments have increased the demand for new teaching space and, to this end, the Sainsbury building, incorporating classrooms, lecture theatre and laboratories was opened in December 2000.
- B.10 Many learners at Sparsholt College use the residential, social and sports facilities at the College (over 400 single study rooms on site, most of which are en-suite). Over its 100+ year history, Sparsholt College Hampshire has become one of the largest Colleges of its kind in the country and, with highly rated educational standards, one of the best regarded.
- B.11 Sparsholt College has joined with four other top UK land-based Colleges (Bishop Burton - East Yorks, Hartpury - Gloucs, Moulton College - Northamptonshire and Myerscough - Lancs) to form the English Land-based Institute of Training and Education (ELITE), so that it can share resources and work with the efficiency of a much larger organisation with bases around the country.
- B.12 At present Sparsholt College Hampshire offers full time Further and Higher education and training programmes leading to a wide range of qualifications including BSc honours, foundation degree, BTEC National, First and Introductory diplomas, City & Guilds qualifications at levels 1, 2 and 3 and a wide range of other vocational courses. Subject areas include: agriculture, animal management, veterinary nursing, engineering, equine studies, fishery studies, forestry and arboriculture, game, wildlife and countryside management, horticulture and garden design, health and safety, sport and outdoor education. The College also delivers apprenticeships, NVQs, foundation programmes for SLDD (students with learning difficulties and/or disabilities) learners and Skills for Life programmes. The College provides vocational training to circa 330 14-16 year olds from local schools each year.
- B.13 The College has excellent relationships with industry and employer engagement is a key feature of its work. Recently, the College has been one of the few Colleges in Hampshire to achieve the Action for Business Colleges quality mark. A wide range of services to business are provided including qualifications, bespoke training and consultancy services.

B.14 Sparsholt College Hampshire has many strengths and many of these have been acknowledged through external agencies and awards including three CoVEs, 'Outstanding' leadership and management as confirmed by Ofsted, high quality support for learners and employers, secure finances and a track record of financial control and an excellent local, regional and national reputation. At the last full Ofsted inspection in May 2004, in addition to receiving the Outstanding judgment for leadership and management, the college also received all grade 1 and grade 2 (excellent and good) for all areas of curriculum. Also in spring 2004, the QAA (Quality Assurance Agency for Higher Education) awarded Confidence in the provision and also gave commendations for all other categories.

### **Cricklade College**

<b>College Profile</b>	<b>2006/07 Academic Year</b>
Learning and Skills Council Funding	£5,547,000
Turnover	£6,648,000
Total FTE (full-time equivalent) Staff	153
<b>Learner Enrolment Numbers</b>	<b>As at 1 Jan 2007</b>
16-18 Further Education Learners	804 (744 FTEs)
19+ Further Education Learners	1,807 (includes 507 on short full-cost courses)
Higher Education Learners	26
14 to16 Learners	184

B.15 Cricklade College is located in North West Hampshire in the town of Andover - see map at Appendix 3.

B.16 Cricklade College is the only provider of Further Education in Andover, North West Hampshire. Cricklade is a single site College and the campus is located in the centre of the town. The College estate is generally of poor quality and, due to long standing financial issues, there has been insufficient development and investment in the campus. A new building was constructed in 1997 and in very recent years there has been a small amount of refurbishment undertaken.

B.17 The College offers a range of full and part-time courses from the Andover site from Entry Level to Foundation Degree. Much of the curriculum offer for 16-18 year olds is offered at level 3 and, despite recent curriculum developments, there is insufficient provision for young learners at levels 1 and 2. As a tertiary College Cricklade offers both academic and vocational qualifications, although, due to long standing financial issues affecting the College's ability to significantly invest in curriculum development, the vocational offer is insufficiently developed to meet effectively the needs of Andover. Over recent years, due to funding constraints and policy changes, courses for adults have been reduced and now this provision is mainly geared towards IT training and Skills for Life, including a very large ESOL (English for Speakers of Other Languages) programme. For a College of its size,

Cricklade has an impressive track record in employer engagement and in the 2005/06 academic year provided commercial training for approximately 1,303 employees of 271 companies. Overall, the College provided training for 361 employers.

- B.18 Cricklade College works in partnership with local secondary schools and provides vocational learning programmes to around 200 14-16 year olds, mainly through the Increased Flexibility Programme. The College management were instrumental in establishing the Andover and District 14-19 Consortium which, as a well developed partnership, is now in the process of going through the specialised diploma gateway. A small number of higher education programmes are provided in partnership with the Universities of Winchester and Southampton, and the College plays a full role in Test Valley Strategic Partnership and the Andover Vision Board.
- B.19 Provision at the College is particularly good in Visual and Performing Arts, Skills for Life and E2E and the College has a strong track record in successfully delivering programmes for learners with learning difficulties and physical disabilities. The College has a small work-based learning contract and, over the 2005/06 academic year, the College made considerable improvements in the number of full apprenticeship frameworks completed, exceeding the target set by the Learning and Skills Council Hampshire and the Isle of Wight. At the last full Ofsted inspection in December 2002 leadership and management was judged to be satisfactory, 3 curriculum areas were graded 2 (good) and the remaining 5 areas were graded 3 (satisfactory). At the most recent Ofsted Annual Assessment Visit inspectors noted that standards were moving in the right direction.
- B.20 In recent years the College has made progress with its financial situation and at the end of the 2005/06 academic year the College produced an operating surplus for the first time in 10 years.
- B.21 This year the College has developed an alternative model of curriculum delivery which aims to make teaching more learner centred, develop learners' independent learning capabilities, significantly increase the amount of E-Learning taking place, reduce the inefficiencies associated with small group sizes and improve resources for learners. This approach to curriculum delivery means that the College is well placed to meet the challenges of the governments 'personalisation' agenda.

## **Rationale for the Proposed Merger**

- B.22 Currently, both Cricklade College and Sparsholt College Hampshire play a key strategic role in the delivery of 14-19 and adult education in their localities. However, there are a number of significant issues in Andover and some in Winchester that need to be addressed.

- B.23 In Andover key issues include: performance of year 11 pupils at key stage 4, the narrow range of post 16 vocational provision at levels 1 and 2, low aspirations, post 16 participation rates below the national average, the size of the 'NEET' (not in education, employment or training) population, significant outward migration of pre- and post-16 learners, an underdeveloped apprenticeship offer, some unsatisfactory academic level 3 success rates for 16-18 year olds at the College and the quality of the Further Education estate.
- B.24 In Winchester there are a limited range of vocational training opportunities, particularly for young people. There is an excellent Sixth Form College offering mainly level 3 academic programmes. There is also Sparsholt College with its extensive range of excellent vocational land-based programmes and recently developed vocational opportunities in motor vehicle and sport. However, there is no level 1-3 training available to 16 to 18 yr olds in such areas as construction, hospitality and catering, health and care, hair and beauty in the Winchester area without travelling to Eastleigh or Basingstoke.
- B.25 The Colleges believe that by merger they will be able to address all of these issues in ways that would not otherwise be possible. In particular they consider existing perception issues in Andover can be overcome by new buildings and the leadership of the locally well respected Sparsholt College. The larger combined College would be of a size that can afford to invest in developing new curriculum and new state of the art facilities in both Andover and Winchester. Such facilities would permit the delivery of new curriculum areas.
- B.26 These expectations are supported by the very positive response of local stakeholders to the proposed merger at a local event organised by the Colleges in November 2006.

## Benefits of the Merger

- B.27 There are many benefits to be gained from the merger of Cricklade College with Sparsholt College. The main beneficiaries of the merger will, in the first instance be the learners/students of the Andover area who will experience a greater choice of a higher quality provision in a higher quality buildings than has previously been the case. Local employers will also benefit from having access to recruit new employees from a more comprehensively educated and well prepared new entrant community and will also benefit from having a greater range of continuous professional updating services for their own employed workforce.
- B.28 The wider community of the Andover and surrounding areas will clearly benefit from having a higher quality and greater range of learning services which are delivered in higher quality buildings than has been possible in the past. The merger is intended to provide a greater range of skill based occupational training routes which will readily appeal to young people in school who learned in more practical ways and will be motivated to progress to College in greater numbers than is currently the case.
- B.29 The wider stakeholders community of Andover (e.g. voluntary organisations, Borough Council etc) will benefit through having a high quality aspirational post-16 further education and higher education provider within the heart of its community, providing opportunities from aged 14 and right the way through to retirement and through having a range of appropriate progression routes to suit learners at whatever time in their life they choose to progress.
- B.30 **Benefits** of the merger will be:
- potential to develop a strategic environment for the development of 14-19 and the full range of specialist diplomas
  - increase the range of vocational provision in Andover and Winchester
  - further develop the apprenticeship offer in Andover and Winchester
  - capacity to significantly improve the academic offer in Andover
  - combined capacity to deliver significant improvement to both the Andover and Sparsholt campuses
  - provide a strong, financially robust, fit for purpose institution that effectively meets current and future learning and skills needs in world class buildings
  - Improved learner access to locally available specialist provision

- Access to a greater range of Higher Education than previously.

B.31 **Strengths** of the Merger will be:

- clarity of vision and mission for Andover and Winchester
- clarity of identity for learners, strategic partners and customers
- clear and consistent, high quality leadership approach
- consistent and rigorous approach to quality assurance and control systems
- clarity of curriculum offer for learners, strategic partners and customers
- high-level relationships with local and strategic partners
- strategic capability in developing new curriculum
- strategic approach to staff development and career development of staff as learning professionals and learning managers
- natural efficiency and effectiveness and hence value for money of a larger and highly effective management.
- relationships with business in creating opportunities for business training and development solutions.

B.32 For the Learners in Andover **the Merger will:**

- increase the opportunities to choose vocational pathways
- by increasing the quality of academic provision, allow learners to study close to home
- provide the capacity for investment in higher quality learning facilities than has previously been possible
- improve the capacity to expand the presence of Higher Education in Andover.

B.33 For Key Stakeholders **the Merger will:**

- provide a single and coherent voice for Further Education in setting strategy for the development of collaboration and delivery of education in the Test Valley
- provide clarity of vision and mission
- create enhanced opportunities to develop relations with strategic partners
- provide a clear, expansive and sustainable curriculum offer
- assist Hampshire County council to deliver the 14-19 strategy in Winchester and Andover
- assist the Learning and Skills Council Hampshire and the Isle of Wight to deliver its strategic plan
- strengthen funding bids with a variety of key partners.

B.34 For staff of the two existing Colleges **the Merger will:**

- provide a clear and consistent leadership approach
- provide greater opportunity for career development and progression for teaching, administrative and support staff in a stable institution with a large dynamic workforce
- provide opportunities for staff to broaden their experience through the sharing of best practice
- enhance resources and facilities for the teaching and support of learners
- provide opportunities to further develop centres of vocational excellence and high quality sixth form provision and other excellence model standards
- underpin effectiveness and quality through the provision of comprehensive employee development and human resource support services.

B.35 **Corporate Benefits** of the Merger are:

- create a financially strengthened College that is able to cope with potential and/or unforeseeable variations in levels of public funding

- improve College efficiency through the introduction of common management information systems
- create increased potential for investment, providing opportunities for growth whether in revenue or capital expenditure
- combine the resources of both existing Colleges to produce economies of scale that will provide opportunities for further improvements in accommodation and other resources
- provide cost savings in such areas as senior management, marketing, licences and software support, audit services and insurance
- enhance opportunities for business development.

## Section C

### Profile of the *new* College

#### Key Objectives

##### C.1 The merger will:

- increase participation in 16-18 by 1% in Andover by the 2008/09 academic year
- increase overall success rates in Andover
- improve success rates at all levels in 16-18 to above the national mean for General Further Education Colleges in Andover by the end of 2008/09 academic year
- expand the vocational offer at level 1 and 2 in Andover through the introduction of construction and engineering provision in the 2007/08 academic year and expansion of provision to strengthen progression routes, including level 2 in hospitality and catering and level 3 in public services
- introduce a new Sixth Form Centre in Andover focused on academic excellence at level 3
- enhance the reputation and esteem of post 16 learning in Andover
- reduce the need for outward migration of 16-18 year olds from Andover which is likely to result in an increase of 100 young people studying in Andover by the 2008/09 academic year
- contribute to the improvement of key stage 4 results in Andover
- expand the apprenticeship offer in Andover and at Sparsholt
- expand the vocational offer at Sparsholt through the introduction of new curriculum areas in subsequent years
- significantly improve the estate of both the Andover and Winchester campuses through the injection of circa £30m in Andover and circa £20m at the Sparsholt campus
- provide a strong, financially robust, fit for purpose institution that effectively meets current and future learning and skills needs in world class buildings.

## **Strategic Vision of the *new* College**

- C.2 The intention, in merging the two Colleges, is to establish a broader, highly effective range of vocational and academic further education and training opportunities. State-of-the-art buildings and facilities at both the Andover and Winchester campuses will be created.
- C.3 Through a 'Type B' merger a new centre of learning will be created in Andover. The new Andover centre will be able to offer an enhanced curriculum with new vocational and academic programmes being developed.
- C.4 The new organisation, which will combine the best of Sparsholt and Cricklade, will be better placed to focus on the needs of learners and business in Andover, the Test Valley, Winchester and the wider area.
- C.5 A centre of academic excellence will be developed on the Andover site to better respond to local needs, thereby reducing the need for significant numbers of 16-18 year old learners to leave Andover each day. Through working with Test Valley Borough Council and the Learning and Skills Council the estate of the College will be developed to provide a broader range of vocational learning opportunities including construction and technology.
- C.6 Over a phased period vocational learning and training opportunities will be developed or enhanced either at the Sparsholt College campus or through Sparsholt College and local schools, in Winchester city. This will occur through the introduction of high quality programmes of learning in areas such as construction, hospitality, health and care, hair and beauty. Through the introduction of a 'hub and spoke' model, Andover will become the axis point for these vocational areas with Sparsholt campus or Winchester having satellite training facilities for these subject areas.
- C.7 The new College will play a pivotal role in extending participation in learning and training and will serve to raise the aspirations of young people and adults. The new organisation we will raise standards whilst maintaining diversity and choice for learners. This development will play a vital role in raising the esteem of Andover as a learning location and learners' experience of education and training will be positive. Through the new organisation learners will have increased success and improved prospects for progression into higher education or good quality employment.
- C.8 Through Sparsholt College Hampshire's outstanding track record in employer engagement and responsiveness, Andover businesses will benefit from their expertise and Sparsholt College Hampshire will benefit from the good relationships already established by Cricklade College.

- C.9 The matter of names and branding of the College in Andover itself are still being considered and, whilst the legal name of the new organisation will be Sparsholt College Hampshire, it is important to find a name for the Andover campus which reflects the unique attributes and needs of the area and includes the name of the town in it. Present thinking is to develop distinctive learning brands to differentiate provision and activities suited to the needs of particular learning groups, for example, the Sixth Form Academy and the Professions Academy. This approach to branding will enable the new College to promote itself appropriately and will serve to raise its reputation and improve community perceptions. This approach also enables the College to identify distinctive specialisms, an issue which is currently receiving much attention. This approach also fits very well with the emerging vision for the capital development of the Andover campus.
- C.10 The 2006/07 annual plan of Hampshire and the Isle of Wight Learning and Skills Council identifies a number of priorities and this proposed merger addresses a number of these including:
- growth in 16-18 participation (National Priority 1)
  - developing vocational provision, particularly at levels 1 and 2 (National Priority 1)
  - reducing the NEET population (National Priority 1)
  - enabling more young people to gain a level 2 qualification (National Priority 1)
  - growing and developing new provision in the priority sectors (National Priority 2)
  - delivering the local capital plan (National Priority 3)
  - securing an agreed solution to determining the future configuration of post provision in North West Hampshire (National Priority 3).
- C.11 Key objectives to be achieved by the end of the first three years:
- the creation of a highly regarded Sixth Form Academy in Andover
  - an increase of 3% in 16-18 participation levels for Andover
  - significant curriculum developments resulting in a wider vocational choice at levels 1 and 2 in Andover and at Sparsholt
  - the establishment of a Construction and Technology Academy in the Andover

- the implementation of a property strategy with good progress being made on rebuilding the Andover campus and significantly upgrading the Sparsholt campus
- improve the overall success rates to match that achieved by the 75th percentile of General Further Education Colleges for Andover
- further reductions in the daily outward migration of young people making the Andover centre the preferred choice for learners
- to contribute to the LSC targets for the reduction in the NEET (not in education, employment or training) population in Andover and Winchester
- fully integrated College systems
- cultural integration of both organisations into one harmonised organisation.

## **Governance, Management and Staffing Arrangements**

### **Planning for Learners**

- C.12 Planning for the new College will ensure that there will be minimum disruption to learners. Learners of the existing campus at Sparsholt have been informed of the proposed merger and it is envisaged that the impact to them will be imperceptible.
- C.13 In respect of learners at the existing Cricklade College site, it is important that there are some visible signs of a change. Consequently, in addition to the various curriculum changes which are planned, it will be essential that some additional spending does take place on the campus environment of Cricklade College during the next 12 months and ahead of the merger itself. It is envisaged that as much as £300,000 will need to be spent in order to make a visible difference to the Cricklade campus (in addition to that which will need to be spent on establishing new facilities for construction teaching in 2007/08) and to support the various curriculum changes which will be an essential component of raising the reputation of the campus in Andover.
- C.14 In respect of the curriculum changes which will be happening at Andover in 2007, these will include a variety of new BTEC National Awards and National Certificates and National Diplomas in subjects which will provide an appropriate alternative to A-levels for those learners who attain fewer than five Grade B GCSEs and for whom the A-level curriculum is inappropriate. The range of additional subjects to be offered is currently being designed and will be issued in the form of a revised prospectus in the coming weeks.

- C.15 It is also planned to introduce a variety of new vocational qualifications in support of the construction and engineering curriculum areas which are to be established as part of the extended offer of the merged College.
- C.16 These curriculum developments will result in the introduction of new and effective pathways to both Higher Education and vocational careers.

### **Planning for Governance**

- C.17 The nature of a Type B merger means that the Corporation/Board of Governors of Sparsholt College Hampshire continues whilst the Corporation/Board of Cricklade College ceases to exist.
- C.18 The Corporation/Board of Sparsholt College Hampshire has not yet made any determination about the way it will operate in the future although it is evident that there will be three vacancies that will occur in the period up to 1 August, 2007. Consequently, in informal discussion, the Board of Sparsholt College Hampshire has acknowledged that they would wish to consider the needs of Andover when it comes to filling the vacancies on the Sparsholt College Hampshire Board.

### **Planning for Management**

- C.19 There has been very little time to consider the future management of the College at this point in the process. However, it is envisaged that both the Sparsholt campus and the Andover campus of the new merged College will need some day-to-day senior management located at each site and this is likely to be someone at the level of Vice Principal/Deputy Principal at each. In addition, it is believed that the success of the integration of the two Colleges will be dependent upon effective, coherent joint services which operate between the two campuses and, consequently, it is likely that there will be a number of cross-institutional responsibilities that both Vice Principals/Deputy Principals will carry in addition to any day-to-day responsibilities at each campus.
- C.20 It is essential that the Principal of the merged College spends appropriate time dedicated to the needs of each campus in respect of its learners, staff, employers and wider community.
- C.21 It is envisaged that the period leading up to the merger will require the engagement of a significant amount of HR consultancy time to undertake work-study and role development and to advise management on the most appropriate structures which will need to exist in order to integrate systems following the merger itself.

## **Planning for Staffing**

- C.22 The human resources implications of establishing a merged College are not underestimated. The two Colleges are currently taking action to engage an appropriate professional HR Consultant to advise on the whole process and this consultancy is likely to last for many months and probably through until after the merger is completed.
- C.23 The two groups of staff from the respective Colleges are on slightly different terms and conditions. HR consultants will be invited to advise on how this should be dealt with. Senior managers are currently working on cultural integration activities to begin the process of harmonisation.

## **Property and Accommodation**

### **The Current Position**

- C.24 The situation at Cricklade College in Andover is that the majority of the estate was constructed during the mid-1970s and is unattractive, bedevilled by various significant mechanical and electrical problems and not fit for purpose.
- C.25 The development of the property strategy for Andover is underway and the current thinking is to take a phased approach to rebuilding all current stock on the existing restricted 7 acre site.
- C.26 The situation of the building stock at Sparsholt College Hampshire is more mixed. The College has been investing considerably over the past eight years and has made some major improvements in a number of areas. However, there are still a number of areas of the College where further investment is clearly required and these have been incorporated into the College's current property strategy which has been presented to the Learning and Skills Council. This strategy sets out a strong educational case as well as an ambitious vision for the development of the campus and positive discussions regarding the preferred option, which is for a further £20 million of investment at the Sparsholt College Hampshire site, are ongoing. The property strategy for Sparsholt College Hampshire envisages an expansion of teaching accommodation, but also plans to demolish and replace a number of buildings which are clad in asbestos sheets and which form the basis of much of the workshop accommodation and related buildings necessary for the practical skills delivery which is so much a feature of the College. However, the property strategy also envisages the demolition of two significant but elderly buildings, which are very energy inefficient and not fit for purpose.

## **Concluding Statement**

- C.27 The two colleges have presented an initial outline proposal to the Hampshire and Isle of Wight Learning and Skills Council and a full proposal will be presented in April 2007.
- C.28 This proposal is seen as benefiting the learners, communities and stakeholders served by the two colleges and there are immediate and longer term advantages to the creation of one single college.
- C.29 The merger of Sparsholt College Hampshire with Cricklade College will have positive effects on the provision available to learners, will play a significant role in raising aspirations in Andover and provides an exciting opportunity for the development and improvement of the campuses at Andover and Sparsholt.

## **Section D**

### **The Consultation Process**

#### **Internal Consultation**

- D.1 There has been a regular flow of information to staff at both Colleges and opportunities for questions at all stages in the process to date. These will continue as the merger process progresses. A framework for staff consultation drawn up by the jointly appointed employment law advisor will be implemented as the merger progresses.
- D.2 Recognised trade unions will be fully involved in the consultation processes.

#### **External Consultation**

- D.3 The Governing Bodies of both Colleges believe that all external stakeholders should have the opportunity to comment on the proposed merger and have already delivered a number of information sessions for stakeholders. This document is central to the process of consulting with external stakeholders and is being distributed to individuals and organisations that may be regarded as stakeholders. Copies of the document will also be circulated to public libraries and details advertised in the local press. In addition, the opportunity will be given to individuals (including parents) or organisations that feel it would be helpful to meet with senior representatives of either or both of the Colleges. (Please note: Details of the individuals and organisations to whom the document is being sent are set out at Appendix 4 to this document).

#### **How to Respond**

- D.4 The Learning and Skills Council Hampshire and Isle of Wight and the Governing Bodies of both Colleges would urge you to make your views on the merger known by submitting them in writing to the Learning and Skills Council Hampshire and Isle of Wight.
- D.5 If you are able to reference your comments to particular sections or paragraphs within the document this would be much appreciated, as it will assist the process of analysing the responses.

- D.6 If you require further information about either of the Colleges please contact:

Tim Jackson  
Principal Sparsholt College Hampshire  
Winchester  
Hampshire  
S021 2NF  
Tel: (01962) 797222  
e-mail: [tjackson@sparsholt.ac.uk](mailto:tjackson@sparsholt.ac.uk)

Matt Atkinson  
Acting Principal Cricklade College  
Charlton Road  
Andover  
Hampshire  
SP10 1EJ  
Tel: (01264) 360005  
e-mail: [matkinson@cricklade.ac.uk](mailto:matkinson@cricklade.ac.uk)

- D.7 If you or the organisation you represent would like a meeting with representatives of the Colleges before submitting a response, please contact:

Tim Jackson or Matt Atkinson (see above for contact details)

- D.8 Responses should be made using the enclosed form and submitted by **5 pm, 20 February 2007** to:

Gina Turnbull (PLEASE MARK YOUR ENVELOPE  
"SPARSHOLT/CRICKLADE MERGER")  
Learning and Skills Council  
Hampshire & Isle of Wight  
Eagle Point  
Little Park Farm Road  
Segensworth  
Fareham  
Hants  
PO15 5TD  
Fax 01489 558600  
e-mail: [gina.turnbull@lsc.gov.uk](mailto:gina.turnbull@lsc.gov.uk)

NOTE. RESPONSES MUST BE RECEIVED BY 5 PM, *20 February 2007*

## **APPENDIX 1**

### **The Learning and Skills Council's Criteria for Provider Reorganisations**

#### **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.



6. Comments on any structural changes that should be considered alongside the merger proposal.
  
7. Comments on any potential impact of the merger proposal on other providers of education and training in the area.
  
8. Any other comments.

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

Link: \_\_\_\_\_  
(eg student, school governor, College staff)

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

\_\_\_\_\_ Postcode \_\_\_\_\_

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

**Please return to:**

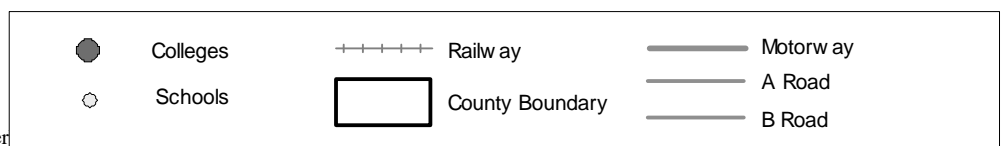
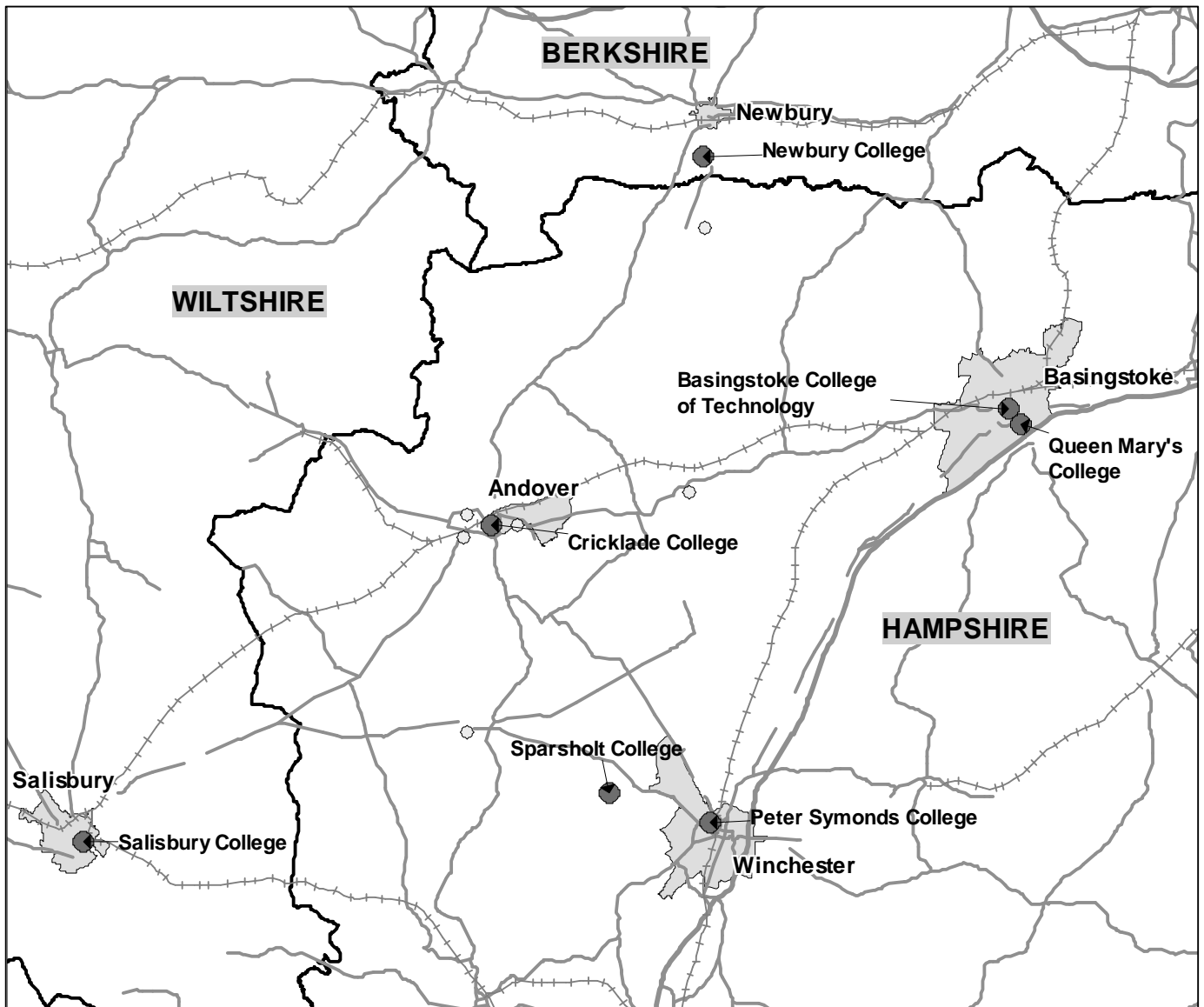
**Gina Turnbull (PLEASE MARK YOUR ENVELOPE "SPARSHOLT/CRICKLADE  
MERGER")**  
**Learning and Skills Council**  
**Hampshire & Isle of Wight**  
**Eagle Point**  
**Little Park Farm Road**  
**Segensworth**  
**Fareham**  
**Hants**  
**PO15 5TD**  
**Fax 01489 558600**  
**e-mail: [gina.turnbull@lsc.gov.uk](mailto:gina.turnbull@lsc.gov.uk)**

**NOTE. RESPONSES MUST BE RECEIVED BY 20 February 2007**

APPENDIX 3

Proposed Merger of Sparsholt College and Cricklade College

AREA MAP



## APPENDIX 4

### Consultation Circulation List

#### 14-16 Schools

John Hanson Community School  
Winton School  
Harrow Way Community School  
Mark Way School  
Castledown School  
The Stonehenge School  
Testbourne Community School  
Test Valley School  
St Edmund's Church of England Girls' School  
Avon Valley College  
The Clere School  
Andover Pupil Referral Unit Cricklade College  
University of Winchester  
Romsey School  
The Mountbatten School and Language College  
The Hurst Community College  
Amery Hill School  
Bohunt School  
Eggar's School  
Mill Chase Community School  
Robert May's  
John Hanson School  
Henry Beaufort School  
Kings' School  
The Westgate School  
Osborne School  
The Petersfield School  
Perins School  
Toynbee School

#### FE Providers

Peter Symonds College  
Basingstoke College of Technology  
Farnborough College of Technology  
Farnborough Sixth Form College  
Alton College  
Queen Mary's College  
Newbury College  
Salisbury College  
Wiltshire Lackham College  
Crestwood College for Business & Enterprise  
Trelor College  
Farnborough College of Technology  
Totton College  
Southampton Solent University  
The Hurst Community College  
The Mountbatten School & Language College  
Andover Referral Unit Cricklade College  
University of Winchester  
Eastleigh College

#### Professional Associations/Unions

National Union of Teachers  
NASUWT  
Association of Teachers & Lecturers  
UNISON  
Association of College Management  
Association of Colleges  
UCU  
TGWU  
AMICUS

#### MPs

Rt Hon Sir George Young  
Sandra Gidley  
Mark Oaten  
Maria Miller  
Michael Mates  
Robert Key  
Richard Benyon

#### MEPs

Baroness Emma Nicholson  
Ashley Mole  
Daniel Hannan  
Nigel Farage  
Nirj Deva  
Peter Skinner  
James Elles  
Richard Ashworth  
Caroline Lucas

#### Student Unions

Sparsholt College  
Cricklade College

#### Regional Agencies

SEEDA  
Government Office for the South East  
Connexions South Central  
Job Centre Plus  
Business Link Wessex  
School Organisation Committee  
Hampshire Schools Organisation Committee  
SEEDA  
Hampshire Fire & Rescue Service  
Hampshire Ambulance Service NHS Trust  
Hampshire Constabulary

#### Libraries

County Library HQ

Barton Peveril

### **Employers**

HSA  
Stannah Stairlifts  
Twinings  
Vitacress Salads Ltd  
NFU SE Region  
Testway Housing Limited  
Enabling Partnership (TIA Enham)  
Scottish Widow Plc  
  
Andover District Community Hospital  
Andover War Memorial Hospital  
Guilbert UK Ltd  
C Brewer & Sons Ltd  
30 Field Squadron, 36 Engineer Regiment  
Britax-Excelsior Ltd  
Thomson Publishing Services  
Finkley Down Farm Park  
Interserve Defence Ltd  
Lloyds TSB  
Andover & District Mencap  
QinetiQ Learning  
Integra Neurosciences  
Andover Advertiser  
Andover Leisure Centre  
Wheatsheaf Trust

### **Local Authorities**

Hampshire County Council  
Hampshire County Council  
Hampshire County Council  
Test Valley Borough Council  
Test Valley Borough Council  
Winchester City Council  
Winchester City Council  
Wiltshire County Council  
Rushmoor Borough Council

### **SOC**

Hampshire School Organisation Committee

### **College Professional Associations/Trade Unions**

UCU  
UCU  
UNISON  
UNISON  
Transport & General Workers Union  
AMICUS

### **National Bodies**

The Higher Education Funding Council for England

### **National Union of Students**

NASUWT  
National Union of Teachers  
Association of Teachers & Lecturers  
UNISON  
Association of College Management  
Association of Colleges  
UCU  
The Higher Education Funding Council for England

### **Sector Skills**

Lantra  
Landex  
Asset Skills  
Automotive Skills  
Cogent  
ConstructionSkills  
Creative & Cultural Skills  
Energy & Utility Skills  
e-skills UK  
Financial Services Skills Council  
GoSkills  
Government Skills  
Improve Ltd  
Lifelong Learning UK  
People 1st  
Proskills UK  
Sector Skills Development Agency  
Skillfast-UK  
Skills for Care and Development  
Skills for Health  
Skills for Justice  
Skills for Logistics  
SkillsActive  
Skillset  
Skillsmart Retail  
SummitSkills  
SEMTA

### **Strategic Partnerships**

Test Valley Community Learning Partnership  
Basingstoke Strategic Partnership  
Test Valley Borough Council  
Test Valley Borough Council  
Andover Family Learning