

For consultation

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# Serving local communities for a sustainable future: *a new college for southern Staffordshire*



February 2008

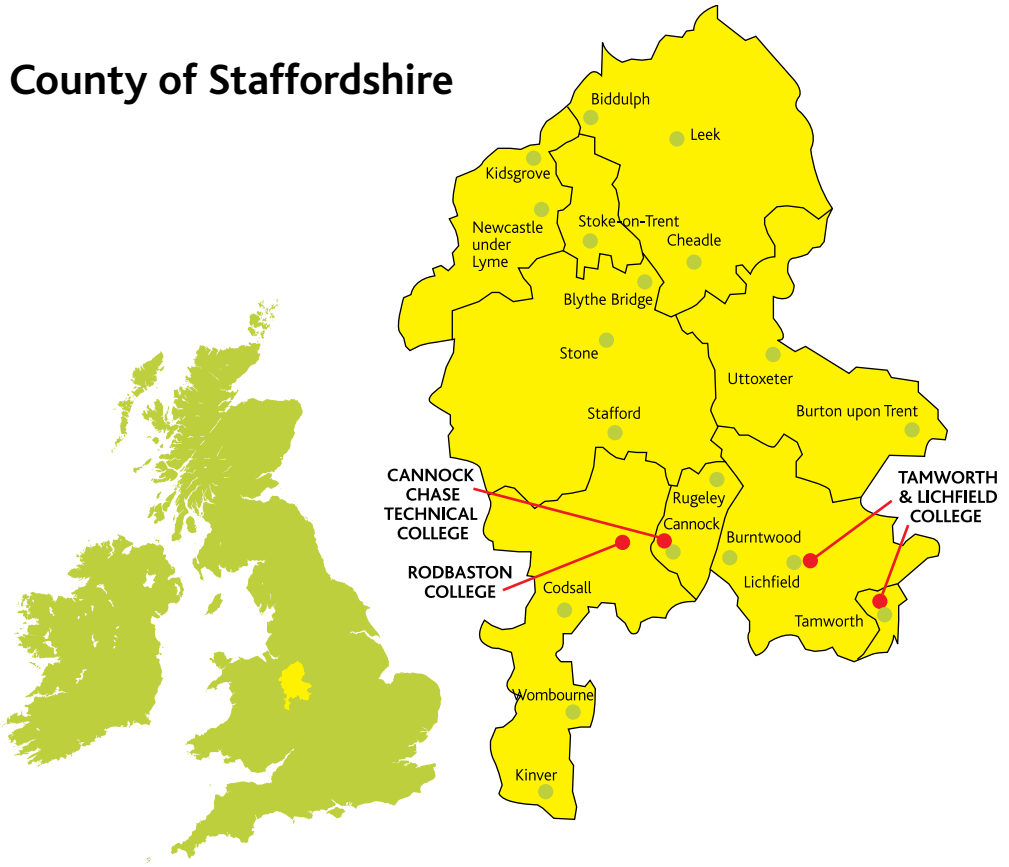


A formal public consultation on proposed changes to the organisation of Further Education Colleges in southern Staffordshire by the Learning and Skills Council Staffordshire.

**Consultation commences:**  
22 February 2008

**Consultation ends:**  
31 March 2008

# County of Staffordshire



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and learning that is vibrant, accessible  
and rewarding.





## Executive Summary

### Introduction

This consultation document sets out the proposal to establish a new educational institution by dissolving the existing corporations of Cannock Chase Technical College, Rodbaston College and Tamworth and Lichfield College to create a new corporation with the proposed name of 'Southern Staffordshire College'.

### Local Context

For the purposes of this consultation, southern Staffordshire is defined as including the four districts of Cannock Chase, Lichfield, Tamworth and South Staffordshire.

Traditionally, the economy of southern Staffordshire has been reliant on industries such as coal mining, agriculture, manufacturing and engineering and has for many years, struggled to recover and regenerate following the closure of the coal mines, the decline of employment in farming and the recent decline in the manufacturing and engineering sectors. While parts of southern Staffordshire remain relatively affluent, the area can be characterised by sluggish growth with pockets of severe social deprivation in both urban and rural locations. southern Staffordshire has some of the most deprived areas in England including parts of Rugeley, Cannock and Tamworth.

The southern Staffordshire population is predicted to grow by more than 2% over the 10 year period 2004 to 2014. Much of this growth is within older age groups with a projected growth of over 20% for those aged 60 years and over. The number of young people aged 15 to 19 years old in southern Staffordshire is projected to decrease by 8.3%, falling from 38,400 in 2004 to 35,200 in 2014, higher than the projected national 5% decrease.

### Background

The proposal to create a single institution from Cannock Chase Technical College, Rodbaston College and Tamworth and Lichfield College has been developed and presented by these three institutions. It comes after a long period of discussion started in 2002 between these and

other colleges within Staffordshire looking at various models to re-configure the further education infrastructure in this area.

### The Case for Change

Previous reviews conducted by Staffordshire LSC have indicated that the FE infrastructure in southern Staffordshire needs to be reconfigured in order to better meet the demands of learners and employers and to provide financial sustainability and continuity of delivery to learners within the communities of southern Staffordshire.

The case for changing the further education infrastructure within southern Staffordshire is based on three strategic imperatives:

- The land based sector has undergone considerable change over the past two decades. Although there has been continued growth in enrolments on land-based programmes at Rodbaston College such that programmes in this area account for over 85% of enrolments, the proportion of traditional agricultural provision has fallen considerably and it now accounts for less than 10% of Rodbaston College's delivery. During this time, the senior management and the Governors of Rodbaston College have been seeking ways to secure its future by ensuring it maintains and further enhances the delivery of programmes to meet the needs of learners and land based employers and maintains its key role in supporting changes to the rural economies of Staffordshire and the region. Being part of a new single institution will provide that stability and will enhance its ability to work in partnership with other land based providers both within the West Midlands and beyond.
- The vision and aims of the 14-19 reform agenda sets significant challenges for local partnerships. There is the need to deliver a 14-19 entitlement through a coherent and comprehensive curriculum offer which is developed and delivered in partnership with schools, colleges and work-based learning providers. Given that the number of 16-18 year olds in southern Staffordshire is set to decline by 8.3% between 2004 and 2014, this places a significant challenge on providers to put learners at the centre of these developments, so that

solutions meet learners' needs and are not distorted by institutional or competitive pressures. A new, single institution, able to make the commitment and investment required to work with a range of 14-19 delivery partners, is essential to ensure that the needs of learners within their communities are met.

- As a result of the Leitch Review of Skills from 2010 all public funding for adult vocational skills, apart from community learning, will be routed through Train to Gain or the new Skills Accounts. The new demand led funding system will include increased funding for Apprenticeships, reflect customer choice, and will reward those providers who are able to respond flexibly to customer demand over time. This requires a fundamental change in the way that the FE sector engages with employers and learners and will require considerable investment in time and resources to drive this change. It is considered that the collective strength of the three local colleges will be able to accelerate the pace of change to deliver the skills required by the communities in southern Staffordshire more efficiently and effectively. Attempts to meet this challenge as three separate institutions will risk duplication of provision, will increase the costs of unnecessary competition and will slow the pace of change required.

It is recognised that the new institution also has the means to ensure that the needs of young people and adults with learning difficulties and /or disabilities (LLDD) should be protected and enhanced and that the core values underpinning Equality and Diversity and social and economic inclusion will be central to both the ethos and working practice of the college.

## Challenges in southern Staffordshire

There are a number of delivery, skills and employment challenges relating to both young people and adults in southern Staffordshire. Key to addressing these will be the need to work together with the full range of partners and stakeholders across the area.

## The Proposal

The colleges are proposing to establish a new institution through the dissolution of the three existing corporations and the transfer of their

respective property, rights and liabilities to a new single further education corporation. The principal reasons advanced in support of this proposal include:

- the need to deliver broad, coherent and comprehensive provision for young people and adults to the highest possible standards
- the need to conserve and extend specialisms to ensure full access in localities for all learners at all levels
- investment in a single and integrated infrastructure that is responsive to employers needs and able to deliver flexible high quality work based learning.

Choice will be maintained for learners by the continuation and enhancement of specialist land based curriculum at Rodbaston College and curriculum in all sector areas in each of the localities and by enhanced provision of work based learning and Apprenticeships.

Fundamental to the proposed merger is the intention to create an innovative governance model that sustains each campus in the heart of their local community whilst delivering the benefits derived from the combined efficiencies and strengths of the three colleges.

## Organisation and Delivery

The college will have a single corporation that will include representatives from business, communities, staff and students. The Chief Executive and the corporation will provide strong leadership and management and actively develop strong and productive links with the Local Authority and other key partners, stakeholders and communities, to provide high quality learning opportunities that are responsive to local needs.

The college will adopt innovative governance arrangements to ensure that college management is rooted in the existing communities served by the individual colleges. The college will work to enshrine these principles within the Instruments and Articles of Governance.

The integrity of each local campus will be maintained in order to secure the role of the

college in the heart of the community, supporting social inclusion and economic regeneration in the areas which they serve.

## Values and Outcomes

The values of the new college will focus on the needs of learners, employers and communities. The success of the organisation will ultimately be measured against a number of outcomes that focus on the increased participation and success of individual learners and improved services for employers and communities. These will require high levels of engagement with other learning providers, staff, learners, employers and communities. The creation of the new FE estate will also be a key measure of success.

## Curriculum for Young People, Adults, Employers and Communities

The new college will offer the full range of vocational learning to young people and adults alongside excellent general academic provision and Apprenticeships.

It will support the largest curriculum reform in English Further Education: the development of 14-19 Diplomas. It will also develop the skills required by adults both as individuals and for employment.

## Finances

The colleges' financial health is sound for current purposes but they face the challenges of changing public funding priorities. There is the need for substantial investment in buildings and reform of ways of working in order to better meet the needs of the demand led market. The new institution will be well placed to meet the changing nature of public and private funding for learning.

## Quality

The reorganisation will build on current strengths and address known weaknesses. The new college will have the opportunity to achieve an outstanding rating through the new Framework for Excellence, benefiting learners in Further Education in southern Staffordshire.

## Buildings and Locations

There will be large scale investment in the new college estate to provide landmark, high quality buildings across southern Staffordshire. New buildings will be in the right locations to meet the needs of all learners, employers and communities and will continue to be based around the existing campuses. The new buildings will be equipped to the highest standard and provide an environment that will raise the aspirations of learners and staff.

## Consultation

Responses to this consultation are welcomed and should be submitted to the LSC no later than 12 noon on 31st March 2008. Details on how to respond can be found on page 24.

### 1. Background

- 1.1 In November 2002, Rodbaston College commissioned KPMG to review six agreed strategic options for the merger of Rodbaston College with a number of different education providers within the area. The context for the Options Review was Rodbaston College's continuing concern about its ability to meet the changing demands of the land based sector and rural economies and its financial strength as a single institution.
  - 1.2 In March 2004, Staffordshire LSC commissioned a 'Review of Further Education in South Staffordshire' by Dr J Stanyer. This review considered a number of options for the merger of Cannock Chase Technical College, which recommended that Cannock College should merge with Tamworth and Lichfield College, although this recommendation was finely balanced between the merits of merging with either Stafford College or Rodbaston College.
  - 1.3 In September 2004, the LSC commissioned KPMG to 'review the possible implications of merger for Cannock Chase Technical College, Rodbaston College and Stafford College'. However, formal merger plans were not pursued by the three colleges.
- In September 2006, the LSC re-started the debate on the structure of further education provision in southern Staffordshire. It sought to

promote and increase the levels of collaboration and partnership working between all colleges particularly in light of capital proposals from Cannock Chase Technical College, which included the development of a Vocational Centre in Rugeley.

**1.4** Following a number of meetings between the LSC, College Principals and Chairs of Governors, the colleges sought to develop their own model to reconfigure further education provision. This initially involved:

- Burton College, who have since opted to remain independent but retain observer status to any future developments
- Stafford College, who were extensively involved in the early developments of the merger proposal but then opted out of the developments in December 2007 and have chosen to remain independent
- Cannock Chase Technical College, Rodbaston College and Tamworth and Lichfield College, who have now jointly submitted the proposal to merge.

**1.5** An initial outline proposal for the merger was considered by the LSC West Midlands Regional Board on 7th February 2007. The Board agreed to proceed to public consultation. Your views are requested and may be forwarded by post or email to be received no later than 12 noon on 31st March 2008. Details of how to respond can be found at page 24.

## **2. The southern Staffordshire Context**

**2.1** The southern Staffordshire area is a mix of small urban centres and areas of deep rurality. Whilst 75% of the land is rural in character, 75% of residents live in the main urban centres. The proportion of residents in each local authority area that are of working age varies from 64% in Tamworth to 60.5% in South Staffordshire compared with 62% nationally.

**2.2** There is a significant variation in the proportion of school leavers from each district achieving 5 GCSE A\* to C Grades. In 2007 this ranged from 54.9% of school leavers from Tamworth compared to 60.4% in South Staffordshire. This compares with 56.5% for Staffordshire as a whole, 56.4% for the West Midlands region and 59.2% for England.

**2.3** Similar differences are evident at 19 years of age with 59% in Tamworth and 60% in Cannock Chase achieving a level 2 by the age of 19 compared with 70% nationally. A similar picture is revealed for level 3 at 19 with only 32% in Tamworth and 35% in Cannock Chase achieving this benchmark compared with 46% nationally.

**2.4** Within Staffordshire there is a persistent proportion of young people not in employment, education and training (NEET). The NEET group accounted for 9.1% of 16 to 18 year olds in Staffordshire in January 2007. Parts of Cannock Chase and Tamworth have rates above 15%.

**2.5** Within southern Staffordshire 16.5% of working age adults do not possess any qualifications – lower than the rate for Staffordshire and the West Midlands region but higher than the 13.5% reported nationally. In southern Staffordshire 25.3% of working age adults had a level 4+ qualification. This was higher than the whole of Staffordshire and the West Midlands region but lower than the national average of 27.4%.

**2.6** Cannock Chase has the highest percentage of working age adults (21%) that do not possess any qualifications while South Staffordshire has the highest percentage of adults with a level 4+ qualification at 27%.

**2.7** It is estimated that 61% of residents within Cannock Chase and Tamworth possess literacy skills that are below level 2 compared with 53% in Lichfield and 56% nationally. Levels of numeracy are estimated to be lower with 85% of residents within Tamworth and Cannock Chase possessing numeracy skills below level 2 compared with 75% nationally.

**2.8** Within southern Staffordshire the local economy is diverse with employment ranging from agriculture and quarrying to business services and tourism. More specifically:

- Manufacturing remains a key employer – accounting for 15% of employment in southern Staffordshire compared with 11% nationally
- Staffordshire also has an important agricultural economy supporting a significant number of jobs in manufacturing, food industries, services and tourism. The County has around 5,100 agricultural holdings covering

**To create a vibrant institution, combining the strengths of the three individual colleges that is better able to respond to the needs of individuals and employers within their communities.**



185,360 hectares with 9,760 workers (DEFRA, Census of Agriculture 2004)

- Business Services account for only 15% of employment compared with 21% nationally. This sector has been a key driver of national economic growth.

### 3. The Case for Change

3.1 The colleges propose to create a vibrant institution, combining the strengths of the three individual colleges, that is better able to respond to the needs of the people and employers within their communities. The case for change is driven by three imperatives:

- Meeting the changing demands of the land-based sector and rural economies by ensuring the future development of land based curriculum and skills

- Delivering a broad and coherent 14-19 curriculum that ensures that the FE sector is best placed to work in partnership with a range of providers across southern Staffordshire. It is imperative to put the needs of learners at the centre of these developments, to ensure that resources are directed to deliver the comprehensive curriculum required and to avoid unnecessary competition for the decreasing number of 16-18 year olds in southern Staffordshire

- The introduction of demand led funding and the imperative for FE colleges to enhance their ability to engage employers to deliver a range of priority provisions, such as Apprenticeships, Train to Gain at level 2 and level 3 and to increase their ability to secure fees for part funded and full cost activity.

3.2 In addition to these imperatives, it is recognised that the new single institution will need to deliver:

- provision for young people and adults with learning difficulties and/or disabilities and the opportunity to develop centres of excellence in this area

- the promotion of Equality and Diversity. This will remain a vital element of educational and social inclusion and will include meeting the needs of those currently not in education employment or training (NEET)

To deliver this demanding range of provision in southern Staffordshire, the new college will need a fresh mission and identity, outstanding leadership, management and staff skills, operating in a new, integrated FE estate.

3.3 It is evident that the requirements here are forward-facing. Regardless of past achievement, the future educational purpose of the college will be based on a responsive curriculum for young people and adults, delivered in new ways, requiring new facilities. Their services to employers will be demand led and informed by regional priorities, which will contribute to the economic prosperity of southern Staffordshire and the West Midlands as a whole.

3.4 southern Staffordshire requires major investment in the FE estate. Public funding for this requires efficiency, the avoidance of duplication in facilities and a focus on specialisation within the curriculum. A strategy for southern Staffordshire is essential to optimise the capital investment and provide the finest buildings in the best locations to benefit learners, employers and communities. This investment will complement that being made through Building Schools for the Future in the schools' estate.

### 4. Challenges in southern Staffordshire

4.1 Knowledge is increasingly a primary driver of competitive advantage across the UK economy. This is true of Staffordshire, which has undergone significant change over the last decade, with a more diverse employment structure. While there is still a reliance on manufacturing, well over 50% of the workforce is now employed in public administration, education and health, distribution, hotels and restaurants.

4.2 There is a predicted 4% growth in employment over a ten year period but skills gaps and skills shortages are a significant problem, cited by 11% of employers as contributing to recruitment difficulties.

4.3 Currently, the skills base of young people and adults across southern Staffordshire will not meet this challenge.

4.4 Skills of young people and adults across the area fall below regional and national benchmarks. Particularly, there are poor levels of literacy and

numeracy skills. Whilst progress has been made in recent times, there is a need to accelerate improvements in order to meet the vision for a high value added economy for southern Staffordshire.

- 4.5 Between 2004 and 2014 there will be fewer young people in the age group served by colleges and schools sixth forms. This will require all school, college and work based learning providers to develop programmes, facilities and staffing arrangements to deliver high quality learning of all types and levels efficiently, engaging proportionately more learners to deliver better outcomes.
- 4.6 The specific challenges for FE in relation to young people are to:
- Work in partnership with schools and support such programmes as Diplomas and Young Apprenticeships
  - Ensure progression pathways from schools on to Higher Education and rewarding careers
  - Reform the curriculum offer in colleges to deliver new programmes at all levels but progressively to Level 3 and above
  - Work with schools and other providers to deliver the 14-19 entitlement in the context of personalised learning
  - Promote educational inclusion through accessible, attractive and relevant programmes of learning
- 4.7 The challenges for adults, employers and communities are equally important. Southern Staffordshire has a major role to play in the economic success of the region and will require individuals with higher levels of qualifications to meet the demands of employers.
- 4.8 Some of the specific challenges for the new college in relation to adults, employers and communities are to:
- Improve the skills levels of the workforce and those entering employment
  - Increase participation and achievement of adults on basic skills and Level 2, Level 3 and Level 4 programmes

- Respond effectively to employers through a range of services and programmes including Train to Gain and Apprenticeships
- Ensure provision is available in the right locations to aid access and increase participation
- Provide a strong contribution to the land based specialist curriculum across the country
- provide a major contribution to sustainable development curriculum and skills development within Staffordshire and across the region.

- 4.9 Achievement of these goals will require an integrated service developed on a model of 'the learner first' rather than institutional self interest, whichever the sector. The colleges consider that a unified FE sector would better contribute to integration and the creation of a learner centred offer, operating a learner access and entitlement programme to meet future requirements.

## 5. The Proposal

- 5.1 The proposal to create a single institution from Cannock Chase Technical College, Tamworth and Lichfield College and Rodbaston College has been developed and presented by the three institutions within the context described in Section 1 above.

- 5.2 The proposed merger between Cannock, Rodbaston and Tamworth and Lichfield colleges is supported as being the configuration that will:

- Implement a federated management structure that will preserve local influence to determine learning within communities
- Create a unified and successful FE presence serving southern Staffordshire and the region to contribute to improved economic success and social cohesion
- Ensure full access in localities and neighbourhoods for learners at all levels and all ability ranges, promoting inclusion
- Deliver broad, coherent and comprehensive provision for young people and adults to the highest possible standards, while conserving and extending specialisms

- Present a powerful response to the needs of employers by growing the vocational curriculum and apprenticeship offer
- Add focus and weight to the land based curriculum offer, locally, regionally and nationally
- Meet the emerging learning and skills demands for sustainable development
- Reduce unnecessary duplication of effort and so concentrate majority effort on the learner
- Create excellent opportunities for employment for a highly-skilled and enthusiastic college workforce committed to excellence in the FE service; in doing so, becoming an employer of choice
- Create a new area wide FE estate for the 21st century, to accommodate outstanding learning and achievement for students of all ages and backgrounds. The buildings will be of landmark quality and be critical to inspiring the learners of the future and their staff
- Establish a new college which is financially healthy and meets national, regional and local needs through the employment of best value principles.

**5.3** This will be achieved by the dissolution of the existing corporations and the transfer of their respective property, rights and liabilities to a new further education corporation – Southern Staffordshire College.

**5.4** Creating a new further education corporation through the reorganisation of colleges will provide a much improved, locally focussed and expanded educational offer across the area and the wider region, creating a place committed to learning and proud of its skills.

## **6. Proposals for Southern Staffordshire College's Organisation and Delivery**

### **Governance**

**6.1** The new college will be an independent Further Education Corporation established under the Further and Higher Education Act 1992. There will be a single corporation that will have authority, responsibility and accountability for all of the colleges delivery and for determining

the vision and mission of the new college. The Corporation will have a membership of up to 20 members who will provide the necessary range of skills to support the strategic development of the new organisation. In its initial phase of operation the Corporation may apply to the Secretary of State for dispensation to appoint up to four additional members in order to strengthen representation from staff and student members from each of the predecessor colleges during transition and harmonisation. There will be representation on the Corporation for businesses and communities within the area.

The college will adopt innovative governance arrangements to ensure that college management is rooted in the existing communities served by the individual colleges. The college will work to enshrine these principles within the Instruments and Articles of Governance.

The integrity of each local campus will be maintained in order to secure the role of the college in the heart of the community, supporting social inclusion and economic regeneration in the areas which they serve.

### **Leadership**

**6.2** Strong leadership and management will be a key requirement for the new college. There will be a Chief Executive, accountable to the college corporation for the overall leadership and management of the college, and a management structure that will support the wide range of functions and established campus structure of the new college.

**6.3** Linked with the development of an innovative governance model, the leadership structure will seek to deliver a federated approach in line with the vision and values of the college.

### **Partnership and Collaboration**

**6.4** The college corporation and leadership team will actively develop strong and productive links with the Local Authority, local schools, FE colleges, universities, Jobcentre Plus, employers, communities and other partners in order to promote and develop high quality learning opportunities that are responsive to local need.

## Values

6.5 The setting of the new college's mission and vision will be the responsibility of the newly formed college corporation. However, in agreeing to propose a merger the existing college corporations have endorsed the following vision:

"To create a single responsive college in southern Staffordshire that will provide access to a range of outstanding provision for adults, young people and businesses whilst promoting social inclusion and supporting economic prosperity for stakeholders within southern Staffordshire and beyond. To create a world-class college based on a federation of campuses to serve their respective local communities."

The ethos of the new college, shaped by a number of core values to ensure that the needs of learners, employers and communities will be at the core of all college developments:

- The achievements of all learners will be valued and celebrated
- A culture of Lifelong Learning will be promoted at all the college centres and sites
- The college will value diversity and ensure equality of opportunity
- The college will seek to empower individuals and local communities
- Teaching and learning will be vibrant, relevant, accessible, challenging, enriching and rewarding
- The new college will develop powerful partnerships and purposeful collaborative structures to support the needs and interests of all learners

Central to these values is the belief that the management of the single institution will be rooted in the existing communities served by the individual colleges and the college will work to enshrine these values and ways of working in the Instruments and Articles of Governance.

## Outcomes

6.6 The success of the organisation will ultimately be measured against the successful delivery of a number of outcomes:

- Meeting the needs of local stakeholders by establishing high levels of engagement with communities, partner schools, other FE providers and employers
- Achieving priority targets for southern Staffordshire identified by the LSC, the Local Authority and government sponsored organisations
- Delivering success rates above national benchmarks across all programmes at all levels
- Enhancing vocational provision for 14-19 year old learners to further improve participation and success to complement the 14-19 Education Plan for Staffordshire
- Improving progression to higher levels of learning/employment and those aspiring to professional and degree level qualifications
- Increasing adult participation including access to Foundation Learning Tier in order to make a significant impact on addressing the skills needs of the area with a particular focus on meeting priority needs, thereby contributing to increased economic success and wellbeing and promoting community cohesion
- Providing improvements to services for employers through bespoke programmes, delivery of Train to Gain and other government funded provision for employed young people and adults including Apprenticeships
- Improving the employability of those in, and about to enter, the workplace with particular regard to disadvantaged learners and those needing support in literacy, numeracy and work-readiness
- Attracting high quality staff and providing excellent opportunities for Continuing Professional Development for all employees
- Establishing a college which is financially healthy and meets national, regional and local needs through the employment of best value principles

- Providing first class facilities on each campus with buildings in accessible places designed to inspire and motivate learners and staff
- Ensuring safe learning environments that meet the needs of all 14-19 legislation and fully comply with Every Child Matters outcomes

## 7. Curriculum

### Young People

**7.1** In 2006/7 there were 3217 young people aged 16-18 engaged in learning in Cannock, Rodbaston and Tamworth and Lichfield colleges. A further 225 South Staffordshire resident learners undertook WBL provision through the colleges.

**7.2** Each college has played a key role in the delivery of education and training opportunities as part of the district 14-19 Partnerships. Working within the framework of the county 14-19 plan, and sharing the Partnership's vision of "Working in partnership to improve the life chances of all our young people", the merged college will be ideally placed to offer a high quality, coherent curriculum offer building on the best practice already established, for example in the development of the Torc Vocational Centre at Tamworth; a £10.7m investment into a multi-agency centre.

**7.3** The new college will work in partnership with schools, other colleges, the Local Authority, employers and work based learning providers to provide a comprehensive and effective curriculum for all 14-19 learners building on the best practice and expertise of the contributing colleges. This will make a significant contribution in ensuring delivery of the entitlement of access to the full range of qualifications available, including the new Diplomas due to be in place by 2013. The three colleges are due to deliver four of the Diplomas from September 2008 and have been central to the Diploma Gateway submissions for further lines of learning.

**7.4** In addition to the full range of specialist and vocational learning the college will offer excellent general academic provision, promoting inclusion and aiming to increase participation and achievement.

**7.5** The new college will facilitate progression opportunities to higher education by developing and delivering programmes in partnership with local higher education providers.

**7.6** The new college will further develop its provision for learners with learning difficulties and/or disabilities and seek to capitalise on the joint experience and expertise of the three colleges. The new college will explore the potential to create a centre of excellence for learners needing specialised support in line with the regional implementation of the vision outlined in *Through Inclusion to Excellence*.

**7.7** Delivery of Apprenticeship programmes, including Programme led Apprenticeships and Entry to Employment, will form a key feature of the new college and benefit both learners and employers, rising to the challenge of the Apprenticeship Review and Leitch ambitions.

**7.8** The college will make a significant contribution to the five outcomes of 'Every Child Matters', particularly within the areas of Enjoying and Achieving, and Achieving Economic Wellbeing.

### Adults

**7.9** In 2006/7 the three colleges delivered adult programmes to 9,144 learners and 2,262 Skills for Life learners plus 706 learners through Personal and Community Development Learning (PCDL) within FE provision. In addition the colleges deliver as part of the Staffordshire County Council contract for PCDL, which has target volumes of 30,929 learners in 2007/8.

**7.10** The colleges deliver a wide range of LSC funded provision to adults within the southern Staffordshire area. They also meet a range of adult skills needs in the wider regional and national market. Provision is increasingly focused on priority targets as well as employer focused delivery through Train to Gain and Apprenticeships.

**7.11** Significant progress has been made in the achievement of Level 2, Level 3 and Skills for Life qualifications locally and an upward trend in participation and achievement has been sustained, though performance in these areas remains below the national average.

**An institution, able to make the commitment and investment required to work with a range of 14-19 delivery partners, is essential to ensure that the needs of young people are met within their communities.**

**The college will adopt innovative governance arrangements to ensure that its management is rooted in the existing communities served by the individual campuses.**

- 7.12 It is recognised that the market for further education for adults and employers is likely to become increasingly competitive and the new college would be well placed to respond to a demand-led market.
- 7.13 In order to address these issues the curriculum offer to adults will provide flexible vocational programmes to enable take up of the entitlement to full Level 2 and Level 3 qualifications under Train to Gain, the Adult Apprenticeship or similar successor programmes within the priorities for 19+ learning and skills.
- 7.14 In addition the delivery of accredited basic skills qualifications including English for Speakers of Other Languages (ESOL) will form part of the offer to adults. Access to these courses at college sites will be crucial to ensure continuing success in this key priority area.
- 7.15 The new college will seek to support Jobcentre Plus in its activities, as a provider and partner. This will include helping people on incapacity benefits through Pathways to Work.
- 7.16 Another LSC priority area of delivery for adults is programmes of learning and skills to rehabilitate offenders in the community. The new college will explore its role in the offer made to this target group.

## Employer Responsiveness

- 7.17 A key feature of the new college will be the response it makes to employer engagement. In line with current government policy it will make a significant shift in its offer ensuring programmes of learning are responsive to the requirements of employers, meeting their needs for flexible accredited learning.
- 7.18 There will be an expectation of early achievement of the new National Standard for Employer Responsiveness in order to quality assure the offer and service to employers.
- 7.19 The existing specialisms and Centres of Vocational Excellence will be maintained and extended through accreditation to the New Standard in order to establish the college as the provider of choice for employers in Staffordshire and beyond.

## Communities

- 7.20 Community provision, including Personal and Community Development Learning, will ensure the college meets the needs of priority learners and promotes equality, diversity and learners' access to progression opportunities and employment.
- 7.21 Links between the new college and Community and Learning Partnerships will enable the achievement of joint objectives aimed at raising the skills levels of local residents and supporting them into employment.
- 7.22 Use of information and learning technology will give the college the opportunity to engage hard-to-reach learners and diverse communities by offering new ways of learning in a choice of locations, including local neighbourhoods.

## 8. Finances of the New College

- 8.1 In 2008 the funding system for Further Education will undergo the greatest degree of reform since colleges were incorporated in 1993. The aim is to support the FE system as it moves to operate in an open and competitive market, driving up quality and delivering more innovative provision.
- 8.2 As part of the changes to the Machinery of Government there will be a need from 2008/09 to develop a single 14-19 plan. The declining number of 16-18 year olds in southern Staffordshire would create revenue pressures on colleges which are already competing amongst themselves. A unified FE college would have capacity to stabilise revenue from young learners, including apprentices.
- 8.3 The Leitch review of skills recommended far more demand led funding for adult provision and it is intended that by 2010 all public funding for adult vocational skills, apart from community learning, will be routed through Train to Gain or the new Learner Accounts. The new funding system will therefore reflect customer choice and respond flexibly to customer demand over time.
- 8.4 In this context the financial capacity of the colleges is critically important to their capacity to respond to the needs of young people and adults in a demand led environment. A concern

for the colleges is the number of adult students who are not studying for full level priority qualifications. Increasingly public funding is targeted to priority qualifications, so funding pressure on part and non-priority qualifications is likely to increase further.

- 8.5 In 2006/07 the total turnover of the three colleges in scope for this reorganisation was in excess of £31 million.
- 8.6 Although the colleges can plan their current financial operations satisfactorily, there are longer term uncertainties based on the possible adverse effects of the changing funding methodology, more focus on funding priority learners and high dependency on adult learner income which is open to reductions in the current environment. The 2006/07 financial out turn is shown in the table below.
- 8.7 Moving forward there is a recognition that all colleges will need to operate much more effectively and efficiently in order to remain financially sound. Given the high costs of operating provision in a competing limited market there are significant financial advantages to the planned reorganisation that can be achieved through economies of scale and investment in more cost effective buildings.
- 8.8 The LSC will support a coherent capital strategy for the FE estate in southern Staffordshire and expects to contribute substantially to the costs of an integrated capital programme.
- 8.9 It is understood by the LSC that any commitment by the colleges to support

reorganisation would be dependent upon the due diligence findings. The due diligence studies for the three colleges are running concurrently to the consultation process and these findings will not be available to inform this consultation.

## 9. Quality and Standards

- 9.1 There is no evidence of substantial failure on quality grounds in any of the existing colleges. Therefore quality improvement is not the main driver of the proposed reorganisation. However, it is recognised that there are areas for development and aspects of best practice that can benefit from the shared resources that a merger would bring.
- 9.2 The standards and achievements focus of the reorganisation is therefore, one of consolidation of existing strengths while addressing areas of weakness, and relating good quality FE provision to reform and curriculum innovation. The latter will be driven by learner needs and curriculum reform but will also result in some reconfiguration, for example in meeting the diploma delivery ambitions of the 14-19 Education Plan.
- 9.3 The performance management challenge to FE will be through the emerging Framework for Excellence, with its published measures across seven key performance areas in three dimensions: Effectiveness, Responsiveness and Finance. These measures will result in some element of published rating from 2009 onwards and the new college will aim to achieve outstanding provision through the Framework Indicators.

**College Income and Expenditure in 2006/07**

| College                       | Total Turnover     | LSC Income         | LSC % of T/O | Surplus/Deficit (Operations) |
|-------------------------------|--------------------|--------------------|--------------|------------------------------|
| <b>Cannock Chase</b>          | £8,556,000         | £7,249,000         | 84.72%       | £784,000                     |
| <b>Rodbaston</b>              | £7,105,000         | £4,721,000         | 66.45%       | £181,000                     |
| <b>Tamworth and Lichfield</b> | £15,642,000        | £12,041,000        | 76.98%       | £367,000                     |
| <b>TOTAL</b>                  | <b>£31,303,000</b> | <b>£24,011,000</b> |              | <b>£1,332,000</b>            |

- 9.4 The quality of provision in the three colleges, overall, is at least satisfactory, with much of it good. Particular strengths are evident in Tamworth and Lichfield College which on last inspection was found to be good in most curriculum areas and outstanding in one.
- 9.5 All three colleges' Annual Assessment Visits indicate at least reasonable progress has been made since inspection. There are no apparent issues with leadership and management and each of the colleges is approaching the proposed merger as a merger based on strength and sharing of expertise.
- 9.6 Tamworth and Lichfield College has a Centre of Vocational Excellence in Business and Professional Services. The current areas of curriculum strength and specialisms offered by Cannock College and Rodbaston College are seen to complement and enhance rather than compete with Tamworth and Lichfield College's offer.
- 9.7 College inspection reports show the colleges **strengths** to be as follows:

### Cannock Chase Technical College

**Date of Inspection: January 2005**

Effective action to improve the quality of provision; overall pass rates for adults on level 2 and level 3 courses; improved achievements in key skills; effective staff development; good links with schools and community organisations; good guidance and support for students; strong focus by managers and governors on improving retention and pass rates; good communication across the college.

### Rodbaston College

**Date of Inspection: November 2006**

High success rates for full-time learners with learning difficulties and/or disabilities; thorough initial assessment; effective teaching using extensive specialist resources; effective integration of key and basic skills into the curriculum; comprehensive range of provision; responsiveness to employer and community training needs; good careers information, advice and guidance; productive strategic partnerships.

### Tamworth and Lichfield College

**Date of Inspection: February 2004**

Significant improvements in retention and pass rates; high-quality teaching and learning across the college; high-quality specialist accommodation; effective partnerships supporting the range of provision and the needs of local students; good support for students; leadership and management of the college.

- 9.8 College inspection reports show the colleges need to **improve** in the following areas:

### Cannock Chase Technical College

**Date of Inspection: January 2005**

Retention and pass rates on many courses; achievement of work-based learners; individual learning plans and target setting; the overall standard of teaching and learning; the use of information and learning technology (ILT) in teaching and learning; monitoring the implementation of the effectiveness of quality assurance.

### Rodbaston College

**Date of Inspection: November 2006**

Below average success rates for learners aged 19+ at levels 2 and 3; the lack of challenge for more able learners; insufficient use of ILT in learning; weaknesses in tutorial practice; insufficient implementation of quality assurance procedures; ineffective target setting arrangements to drive improvement.

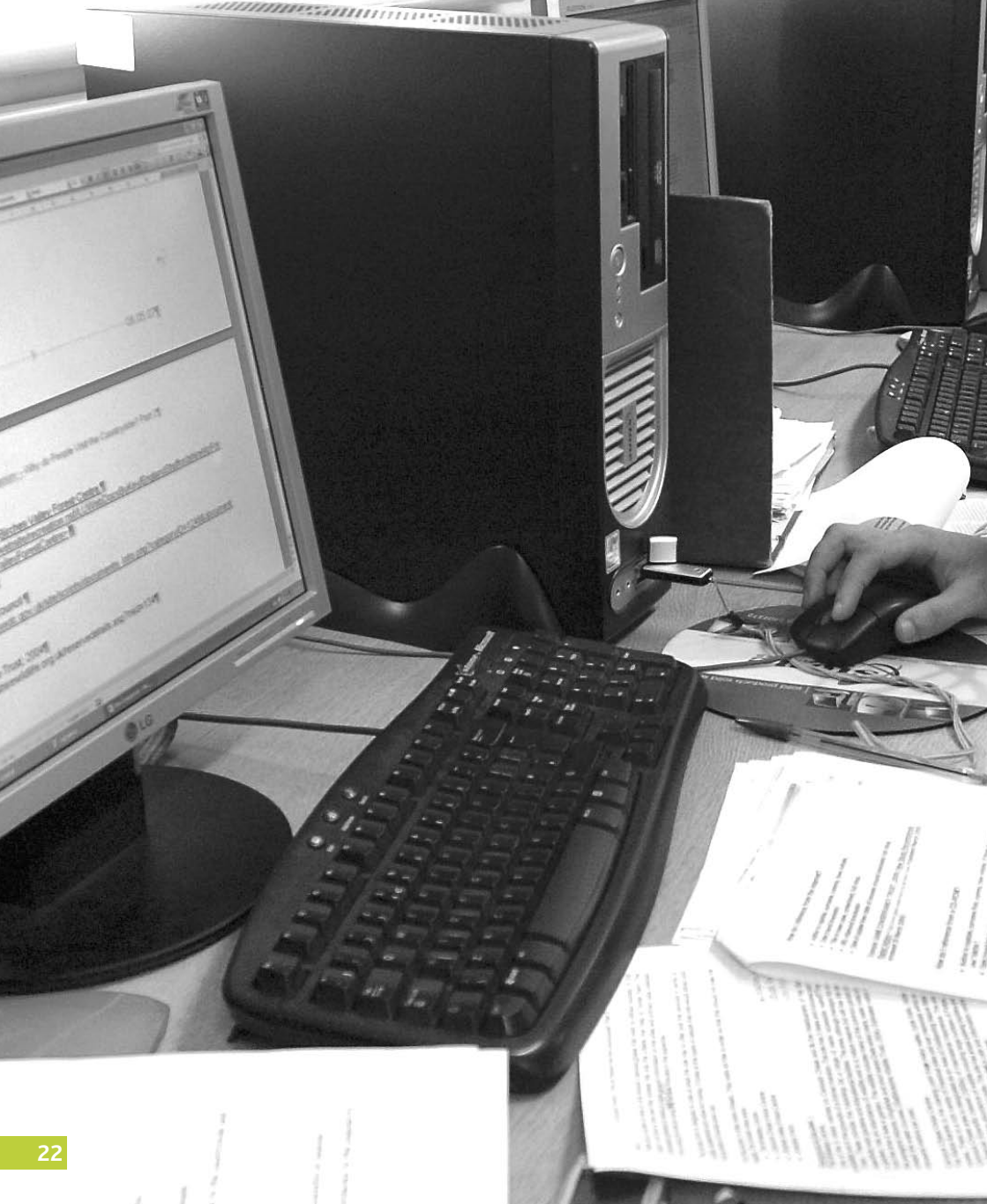
### Tamworth and Lichfield College

**Date of Inspection: February 2004**

The lack of challenge in some teaching; the effectiveness of group tutorials; the completion of key skills portfolios; uptake of the enrichment programme; monitoring of equal opportunities data relating to enrolments and achievement.

- 9.9 Full inspection reports are available on the Ofsted website: [www.ofsted.gov.uk](http://www.ofsted.gov.uk)

**Providing first class facilities on each campus with buildings in accessible places designed to inspire and motivate learners and staff.**





## 10. Buildings and Locations

- 10.1** The West Midlands Regional Capital Strategy presents a case for achieving a radical transformation in the pattern of supply of learning and skills, so that there is a close alignment between supply and demand. The key drivers are the skills challenge, the 14-19 agenda, rationalisation of provision, regeneration of deprived areas quality and the environment.
- 10.2** Within southern Staffordshire no single college has a completely modern and flexible estate which can meet the challenge above. The merger presents the opportunity to plan curriculum and space needs in a rational and coordinated way, with each of the colleges having a tapestry of space hungry and space neutral provision.
- 10.3** There is a persuasive case for urgent change through large scale investment in the FE estate in southern Staffordshire. The needs of the learner will be better met if this investment is focussed in one organisation and coordinated across three or more locations.
- 10.4** FE buildings now have to deliver learning opportunities to a wide client group and therefore need to offer a large amount of flexible multi-purpose space.
- 10.5** These new buildings will provide a valuable community asset for many adults, including those who pay to learn. A business style environment is required which encourages employers to engage with colleges in workforce development.
- 10.6** Specially adapted accommodation is required to enable students with physical and other disabilities to learn alongside able bodied students. In order to ensure provision is available for those students who currently may require specialist support and accommodation there will be a need to consider the contribution and possible co-investment of charitable bodies, local health and social services departments.
- 10.7** Information and Learning Technology (ILT) will play a significant role in the new organisation and will be a key feature of the new infrastructure used to transform teaching and learning, achievement and progression. ILT will enable students and staff to access the internet and intranet, to have email accounts, to share

ideas, to develop and access learning materials and supplementary information, and to give and receive feedback on course work.

- 10.8** There is the opportunity for the college's own business efficiency and effectiveness to be enhanced by more integrated use of technologies. It should also enable better transfers of information with partner schools and employers.
- 10.9** It is acknowledged that one of the key benefits of the new college to learners, employers, communities and staff will be the significant investment made in new college facilities.
- 10.10** There is a commitment to a 'hub and spoke' model for the area, in that the college will have a number of landmark campuses within the area and within local communities.

## 11. Transport and Travel to Learn

- 11.1** The new college will provide high quality accessible learning campuses for adults and young people in a number of sites in the area, community and neighbourhood locations. It will work with the LSC and the Local Authority to develop a Green Transport Plan and with other key partners undertake a thorough travel to learn review.
- 11.2** The new college will co-operate with the Local Authority in implementing the statutory requirements included in the Education and Inspection Act 2006 in relation to travel costs payable to certain full time 16-18 students.

## Consultation Responses

Responses are invited by 31 March 2008 to the proposal set out in:

- a** **The consultation document** on the proposed establishment of a new institution by dissolving the existing corporations of Cannock Chase Technical College, Rodbaston College and Tamworth and Lichfield College and creating a new corporation with the proposed name of Southern Staffordshire College.
- b** **The Statutory Draft Proposal** for establishing a new institution: Southern Staffordshire College.
- c** **The Statutory Draft Proposals** for dissolving



**The land based curriculum will be enhanced to meet the needs of individuals and employers across Staffordshire and beyond.**

the existing corporations of Cannock Chase Technical College, Rodbaston College and Tamworth and Lichfield College.

Please note all responses will be considered by the Learning and Skills Council Staffordshire. Your comments are invited to cover the following issues:

1. Comments on the objectives of the proposal.
2. Comments on any potential impact on learners arising from the proposal.
3. Comments on any curriculum issues arising from the proposal.
4. Comments on any governance, management or staffing issues arising from the proposal.
5. Proposed name change. Please indicate your support for the proposed name change or suggest another.

Southern Staffordshire College

Other suggestions:

6. Any other relevant comments.

A response form will be circulated with this consultation document and is available at <http://www.lsc.gov.uk/regions/West Midlands/Publications/action/>

**Paul Doherty**  
**Partnership Director, West Staffordshire,**  
**Learning and Skills Council for Staffordshire,**  
**Festival Way, Festival Park, Stoke-on-Trent,**  
**Staffordshire, ST1 5TQ.**  
Email: [paul.doherty@lsc.gov.uk](mailto:paul.doherty@lsc.gov.uk)

**The final date for receipt of comments is**  
**12 noon on 31st March 2008.**

## Appendix A

### Circulation list

**The following is an indicative list of organisations that will be included in the consultation process:**

Staffordshire Members of Parliament and MEPs  
Association of Colleges  
Advantage West Midlands  
Higher Education Funding Council for England

Keele University  
Staffordshire University  
University of Wolverhampton  
Harper Adams University College  
Open University  
Government Office West Midlands  
Local Authorities  
Staffordshire District Councils  
Staffordshire Chambers of Commerce  
Church of England Diocese  
Roman Catholic Diocese  
Staffordshire Emergency Services  
Staffordshire NHS and PCTs  
Staffordshire Job Centre Plus  
Staffordshire Connexions  
Neighbouring Further Education  
and Land Based Colleges  
Staffordshire Schools  
Staffordshire Work-based Learning Providers  
Staffordshire Provider Association  
Personal Community Development Learning Providers  
Staffordshire Councils for Voluntary Services  
Staffordshire Probation Service  
Sector Skills Councils  
Sector Skills Development Agency  
Employers  
Awarding Bodies  
Staffordshire Children's Trust Board  
Rural and Land Based Organisations  
Trades Unions  
National Union of Students  
College Corporations  
College Staff trades unions

## Appendix B

### Statutory Draft Proposals

Statutory Draft Proposal

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 **CANNOCK CHASE TECHNICAL COLLEGE** UNDER SECTION 27 OF THE ACT

NAME OF THE FURTHER EDUCATION CORPORATION AND INSTITUTION:  
**CANNOCK CHASE TECHNICAL COLLEGE**

ADDRESS: **THE GREEN, CANNOCK,**  
**STAFFORDSHIRE, WS11 1UE.**

**GENERAL DESCRIPTION OF THE EDUCATION PROVIDED AND THE NUMBER OF STUDENTS AT THE INSTITUTION:**

**Cannock Chase Technical College** is located in the Cannock Chase District. The College is based on three sites: the Green, in the centre of Cannock; the Progress Centre about a mile away and at the Aelfgar Centre in Rugeley. The College also operates from a number of outreach centres in the local community. The college has 929 full-time and 3,634 part-time students, a total of 4,563 students (ILR F04 2006/07). The College is a general further education (GFE) college which offers provision in the following areas: Engineering, Information and Communications Technology, Sport, Leisure and Tourism, Hairdressing and Beauty Therapy, Health and Social Care and Childcare, Programmes for Students with Learning Difficulties and/or Disabilities and Literacy and Numeracy programmes. The College provides WBL apprenticeships to 98 (16 – 18 year olds) and 43 (19+) students (2006/07 ILR data (Period 12) excluding E2E).

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

The governing bodies of **Cannock Chase Technical College, Rodbaston College and Tamworth and Lichfield College** have agreed that they wish to establish a new institution by merging the existing colleges. This would be achieved by the dissolution of the existing corporations and the transfer of their respective property, rights and liabilities to a new further education corporation to be known as **Southern Staffordshire College**.

The principal reasons given by the governors of **Cannock Chase Technical College** in support of the proposal or a new college formed by the merger of the three existing colleges are:

To create a vibrant single institution, combining the strengths of the three individual colleges that is better able to respond effectively to evolving government initiatives such as:

- Working in partnership across southern Staffordshire to engage 14-19 year olds in the delivery of the 14-19 entitlement
- Delivery of a high quality, responsive service to employers
- Maintaining and enhancing the curriculum and skills offer to rural and land based economies in southern Staffordshire and beyond.

The aim of the proposed merger is that it will have a positive effect on learners and potential learners across southern Staffordshire. Its vision will be: "To create a single responsive college in southern Staffordshire that will provide access to a range of outstanding provision for adults, young people and businesses while promoting social inclusion and supporting economic prosperity for stakeholders within southern Staffordshire and beyond. To create a world-class college based on a federation of campuses to serve their respective local communities."

The success of the organisation will be measured against the successful delivery of a number of outcomes, such as:

- Achieving priority targets for southern Staffordshire identified by the LSC, the Local Authority and government sponsored organisations
- Meeting the needs of local stakeholders by establishing high levels of engagement with existing communities, partner schools, other FE providers and employers
- Delivering success rates above national benchmarks across all programmes at all levels and improving progression to higher levels of learning/employment and those aspiring to professional and degree level qualifications
- Enhancing vocational provision for 14-19 year old learners to further improve participation and success to complement the 14-19 Education Plan for Staffordshire
- Increasing adult participation including access to Foundation Learning Tier in order to make a significant impact on addressing the skills needs of the area with a particular focus on meeting priority needs
- Improving services for employers through bespoke programmes, delivery of Train to Gain and other government funded provision for employed young people and adults including Apprenticeships
- Establishing a college which is financially healthy, which attracts high quality staff and provides excellent opportunities for Continuing Professional Development for all employees

**A specialised curriculum  
built on the strengths of  
the three colleges.**



- Providing first class facilities on each campus with buildings in accessible places designed to inspire and motivate learners and staff.

#### **DATE PROPOSED FOR THE DISSOLUTION OF THE CORPORATION: 1ST 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 **Cannock Chase Technical College** who have not completed their courses by the date of the dissolution to complete them at Southern Staffordshire College

### **Statutory Draft Proposal**

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 **RODBASTON COLLEGE** UNDER SECTION 27 OF THE ACT

NAME OF THE FURTHER EDUCATION CORPORATION AND INSTITUTION:  
**RODBASTON COLLEGE**

ADDRESS: **PENKRIDGE, STAFFORDSHIRE, ST19 5PH.**

GENERAL DESCRIPTION OF THE EDUCATION PROVIDED AND THE NUMBER OF STUDENTS AT THE INSTITUTION:

**Rodbaston College** is a land based college based on a 210 hectare estate near the village of Penkridge in southern Staffordshire. The college serves learners mainly from Staffordshire, Shropshire and the West Midlands, as well as attracting some learners nationally and internationally. The college has 642 full-time and 579 part-time students, a total of 1,221 students (ILR F04 2006/07). The campus contains a number of specialist land based units and a newly constructed centre for plumbing and construction. The College provides WBL to 75 (16 – 18 year olds) and 52 (19+) students (2006/07 ILR data (Period 12) excluding E2E).

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

The governing bodies of **Rodbaston College, Cannock Chase Technical College, and Tamworth and Lichfield College** have agreed that they wish to establish a new institution by merging the existing colleges. This would be achieved by the dissolution of the existing corporations and the transfer of their respective property, rights and liabilities to a new further education corporation to be known as **Southern Staffordshire College**.

The principal reasons given by the governors of **Rodbaston College** in support of the proposal or a new college formed by the merger of the three existing colleges are:

To create a vibrant single institution, combining the strengths of the three individual colleges that is better able to respond effectively to evolving government initiatives such as:

- Working in partnership across southern Staffordshire to engage 14-19 year olds in the delivery of the 14-19 entitlement
- Delivery of a high quality, responsive service to employers
- Maintaining and enhancing the curriculum and skills offer to rural and land based economies in southern Staffordshire and beyond.

The aim of the proposed merger is that it will have a positive effect on learners and potential learners across southern Staffordshire. Its vision will be: "To create a single responsive college in southern Staffordshire that will provide access to a range of outstanding provision for adults, young people and businesses while promoting social inclusion and supporting economic prosperity for stakeholders within southern Staffordshire and beyond. To create a world-class college based on a federation of campuses to serve their respective local communities."

The success of the organisation will be measured against the successful delivery of a number of outcomes, such as:

- Achieving priority targets for southern Staffordshire identified by the LSC, the Local Authority and government sponsored organisations

- Meeting the needs of local stakeholders by establishing high levels of engagement with existing communities, partner schools, other FE providers and employers
- Delivering success rates above national benchmarks across all programmes at all levels and improving progression to higher levels of learning/employment and those aspiring to professional and degree level qualifications
- Enhancing vocational provision for 14-19 year old learners to further improve participation and success to complement the 14-19 Education Plan for Staffordshire
- Increasing adult participation including access to Foundation Learning Tier in order to make a significant impact on addressing the skills needs of the area with a particular focus on meeting priority needs
- Improving services for employers through bespoke programmes, delivery of Train to Gain and other government funded provision for employed young people and adults including Apprenticeships
- Establishing a college which is financially healthy, which attracts high quality staff and provides excellent opportunities for Continuing Professional Development for all employees
- Providing first class facilities on each campus with buildings in accessible places designed to inspire and motivate learners and staff.

**DATE PROPOSED FOR THE DISSOLUTION OF THE CORPORATION: 1ST 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 **Rodbaston College** who have not completed their courses by the date of the dissolution to complete them at Southern Staffordshire College

## Statutory Draft Proposal

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 TAMWORTH AND LICHFIELD COLLEGE UNDER SECTION 27 OF THE ACT**

**NAME OF THE FURTHER EDUCATION CORPORATION AND INSTITUTION: TAMWORTH AND LICHFIELD COLLEGE**

**ADDRESS: CROFT STREET, UPPER GUNGATE, TAMWORTH, STAFFORDSHIRE, B79 8AE.**

**GENERAL DESCRIPTION OF THE EDUCATION PROVIDED AND THE NUMBER OF STUDENTS AT THE INSTITUTION:**

**Tamworth and Lichfield College** is the primary provider of post-16 education and training in two of the eight districts of Staffordshire. The area covers Tamworth, Lichfield, Burntwood and surrounding rural areas. The college has 1,745 full-time and 4,922 part-time students, a total of 6,667 students (ILR F04 2006/07). The College is a general further education (GFE) college which offers provision in the following areas: Science and Mathematics, Electrical Installation, Engineering, Business, Information and Communications Technology, Hospitality, Leisure and Tourism, Hairdressing and Beauty Therapy, Health, Social Care and Public Services, Visual Arts and Media, Access to Higher Education and Foundation programmes. The College provides WBL to 157 (16 – 18 year olds) and 104 (19+) students (2006/07 ILR data (Period 12) excluding E2E).

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

The governing bodies of **Tamworth and Lichfield College, Rodbaston College and Cannock Chase Technical College** have agreed that they wish to establish a new institution by merging the existing colleges. This would be achieved by the dissolution of the existing corporations and the transfer of their respective property, rights and liabilities to a new further education corporation to be known as **Southern Staffordshire College**.

The principal reasons given by the governors of **Tamworth and Lichfield College** in support of the proposal or a new college formed by the merger of the three existing colleges are:

To create a vibrant single institution, combining the strengths of the three individual colleges

that is better able to respond effectively to evolving government initiatives such as:

- Working in partnership across southern Staffordshire to engage 14-19 year olds in the delivery of the 14-19 entitlement
- Delivery of a high quality, responsive service to employers
- Maintaining and enhancing the curriculum and skills offer to rural and land based economies in southern Staffordshire and beyond.

The aim of the proposed merger is that it will have a positive effect on learners and potential learners across southern Staffordshire. Its vision will be: "To create a single responsive college in southern Staffordshire that will provide access to a range of outstanding provision for adults, young people and businesses while promoting social inclusion and supporting economic prosperity for stakeholders within Southern Staffordshire and beyond. To create a world-class college based on a federation of campuses to serve their respective local communities."

The success of the organisation will be measured against the successful delivery of a number of outcomes, such as:

- Achieving priority targets for Southern Staffordshire identified by the LSC, the Local Authority and government sponsored organisations
- Meeting the needs of local stakeholders by establishing high levels of engagement with existing communities, partner schools, other FE providers and employers
- Delivering success rates above national benchmarks across all programmes at all levels and improving progression to higher levels of learning/employment and those aspiring to professional and degree level qualifications
- Enhancing vocational provision for 14-19 year old learners to further improve participation and success to complement the 14-19 Education Plan for Staffordshire
- Increasing adult participation including access to Foundation Learning Tier in order to make a

significant impact on addressing the skills needs of the area with a particular focus on meeting priority needs

- Improving services for employers through bespoke programmes, delivery of Train to Gain and other government funded provision for employed young people and adults including Apprenticeships
- Establishing a college which is financially healthy, which attracts high quality staff and provides excellent opportunities for Continuing Professional Development for all employees
- Providing first class facilities on each campus with buildings in accessible places designed to inspire and motivate learners and staff

#### **DATE PROPOSED FOR THE DISSOLUTION OF THE CORPORATION: 1ST 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 **Tamworth and Lichfield College** who have not completed their courses by the date of the dissolution to complete them at Southern Staffordshire College

#### **STATUTORY DRAFT PROPOSAL INCORPORATION**

#### **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 SOUTHERN STAFFORDSHIRE COLLEGE**

NAME AND ADDRESS OF THE FURTHER EDUCATION CORPORATION AND INSTITUTION: **SOUTHERN STAFFORDSHIRE COLLEGE**

ADDRESS: **Lichfield Campus, The Friary, Lichfield, Staffordshire. WS13 6QG.**

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

The college will offer a full range of vocational and academic courses across the 15 Sector Subject Areas for both full and part-time learners. There will also be provision for students with learning difficulties and/or disabilities. In addition, the college will offer a range of higher education courses. The college will build upon and extend the existing curriculum strengths of Cannock Chase Technical College, Rodbaston College and Tamworth and Lichfield College. Most of the full-time students will be between the ages of 16–18 years and most of the part-time students will be over 19 years old. Courses will be offered on a flexible basis, both during the day, and in the evening.

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

The college would expect to be fully operational at 1st January 2009. The College anticipates having approximately 13,700 students in total, of which approximately 3,500 would be full-time, approximately 9,700 part-time and approximately 555 WBL.

**REASON FOR PROPOSING INCORPORATION:**

The governing bodies of **Cannock Chase Technical College, Rodbaston College and Tamworth and Lichfield College** have agreed that they wish to establish a new institution by merging the existing colleges. This would be achieved by the dissolution of the existing corporations and the transfer of their respective property, rights and liabilities to a new further education corporation to be known as **Southern Staffordshire College**.

The principal reasons given by the governors in support of the proposal or a new college formed by the merger of the three existing colleges are:

To create a vibrant single institution, combining the strengths of the three individual colleges that is better able to respond effectively to evolving government initiatives such as:

- Working in partnership across southern Staffordshire to engage 14-19 year olds in the delivery of the 14-19 entitlement
- Delivery of a high quality, responsive service to employers

- Maintaining and enhancing the curriculum and skills offer to rural and land based economies in southern Staffordshire and beyond.

The aim of the proposed merger is that it will have a positive effect on learners and potential learners across southern Staffordshire. Its vision will be: "To create a single responsive college in southern Staffordshire that will provide access to a range of outstanding provision for adults, young people and businesses while promoting social inclusion and supporting economic prosperity for stakeholders within southern Staffordshire and beyond. To create a world-class college based on a federation of campuses to serve their respective local communities."

The success of the organisation will be measured against the successful delivery of a number of outcomes, such as:

- Achieving priority targets for southern Staffordshire identified by the LSC, the Local Authority and government sponsored organisations
- Meeting the needs of local stakeholders by establishing high levels of engagement with existing communities, partner schools, other FE providers and employers
- Delivering success rates above national benchmarks across all programmes at all levels and improving progression to higher levels of learning/employment and those aspiring to professional and degree level qualifications
- Enhancing vocational provision for 14-19 year old learners to further improve participation and success to complement the 14-19 Education Plan for Staffordshire
- Increasing adult participation including access to Foundation Learning Tier in order to make a significant impact on addressing the skills needs of the area with a particular focus on meeting priority needs
- Improving services for employers through bespoke programmes, delivery of Train to Gain and other government funded provision for employed young people and adults including Apprenticeships



**The promotion of Equality and Diversity is a vital element of educational and social inclusion.**

- Establishing a college which is financially healthy, which attracts high quality staff and provides excellent opportunities for Continuing Professional Development for all employees

- Providing first class facilities on each campus with buildings in accessible places designed to inspire and motivate learners and staff.

### THE FURTHER EDUCATION CORPORATION IS TO ESTABLISH AN EDUCATIONAL INSTITUTION.

DATE PROPOSED FOR THE ESTABLISHMENT OF THE FURTHER EDUCATION CORPORATION: 1ST AUGUST 2008

THE DATE FROM WHICH IT IS PROPOSED THAT THE CORPORATION SHOULD CONDUCT THE INSTITUTION: 1ST JANUARY 2009

## Appendix C

### STATUTORY SUMMARY OF THE DRAFT PROPOSALS (NOTICE)

#### STATUTORY SUMMARY OF THE DRAFT PROPOSAL (NOTICE)

#### FURTHER AND HIGHER EDUCATION ACT 1992. THE LEARNING AND SKILLS COUNCIL

**Cannock Chase Technical College, The Green, Cannock, Staffordshire, WS11 1UE.**

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 **Cannock Chase Technical 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 **Cannock Chase Technical College**, in order that the college may be part of a new further education corporation established to create an educational institution, Southern Staffordshire College, with **Tamworth and Lichfield College and Rodbaston College**. It is proposed that the property, rights and liabilities of the corporation be transferred to the new corporation. The date proposed for the dissolution is **1 January 2009**.

Provision will be made for all students at **Cannock Chase Technical College** who have not completed their courses of study by the date of the proposed dissolution to complete their studies at Southern Staffordshire College.

A copy of the draft proposal is available free of charge from the Learning and Skills 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 **12 noon, 31st March 2008**.

Representations should be made in writing to:

**Paul Doherty, Partnership Director:  
Staffordshire Learning and Skills Council,  
Festival Way, Festival Park, Stoke-on-Trent,  
Staffordshire, ST1 5TQ.**

Date: 14th February 2008

Signed: 

Christine Doubleday – Director of Area,  
Staffordshire Learning and Skills Council

### STATUTORY SUMMARY OF THE DRAFT PROPOSAL (NOTICE)

#### FURTHER AND HIGHER EDUCATION ACT 1992

#### THE LEARNING AND SKILLS COUNCIL

**Rodbaston College, Penkridge,  
Staffordshire ST19 5PH.**

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 **Rodbaston 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 **Rodbaston College**, in order that the college may be part of a new further education corporation established to create an educational institution, Southern Staffordshire College with **Tamworth and Lichfield College and Cannock Chase Technical College**. It is proposed that the property, rights and liabilities of the corporation be transferred

to the new corporation. The date proposed for the dissolution is **1st January 2009**.

Provision will be made for all students at **Rodbaston College** who have not completed their courses of study by the date of the proposed dissolution to complete their studies at Southern Staffordshire College.

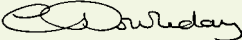
A copy of the draft proposal is available free of charge from the Learning and Skills Council and will be sent to any person who requests it.

In accordance with the provisions of section 51 of the Act, representations may be made to the Council by **12 noon, 31st March 2008**.

Representations should be made in writing to:

**Paul Doherty, Partnership Director:  
Staffordshire Learning and Skills Council,  
Festival Way, Festival Park, Stoke-on-Trent,  
Staffordshire, ST1 5TQ.**

Date: 14th February 2008

Signed: 

Christine Doubleday – Director of Area,  
Staffordshire Learning and Skills Council

### STATUTORY SUMMARY OF THE DRAFT PROPOSAL (NOTICE)

#### FURTHER AND HIGHER EDUCATION ACT 1992

#### THE LEARNING AND SKILLS COUNCIL

**Tamworth and Lichfield College,  
Croft Street, Upper Gungate, Tamworth,  
Staffordshire, B79 8AE.**

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 **Tamworth and Lichfield 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 **Tamworth and Lichfield College**, in order that the college may be part of a new further education

corporation established to create an educational institution, Southern Staffordshire College, with **Rodbaston College and Cannock Chase Technical College**. It is proposed that the property, rights and liabilities of the corporation be transferred to the new further education corporation. The date proposed for the dissolution is **1st January 2009**.

Provision will be made for all students at **Tamworth and Lichfield College** who have not completed their courses of study by the date of the proposed dissolution to complete their studies at Southern Staffordshire College.

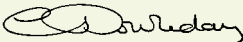
A copy of the draft proposal is available free of charge from the Learning and Skills Council and will be sent to any person who requests it.

In accordance with the provisions of section 51 of the Act, representations may be made to the Council by **12 noon, 31st March 2008**.

Representations should be made in writing to:

**Paul Doherty, Partnership Director:  
Staffordshire Learning and Skills Council,  
Festival Way, Festival Park, Stoke-on-Trent,  
Staffordshire, ST1 5TQ.**

Date: 14th February 2008

Signed: 

Christine Doubleday – Director of Area,  
Staffordshire Learning and Skills Council

### STATUTORY SUMMARY OF THE DRAFT PROPOSAL (NOTICE) INCORPORATION

#### FURTHER AND HIGHER EDUCATION ACT 1992

#### THE LEARNING AND SKILLS COUNCIL SOUTHERN STAFFORDSHIRE COLLEGE

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 a new institution, Southern Staffordshire College.

The establishment of the body corporate is proposed in order to effect a merger of Cannock Chase Technical College, Rodbaston College and Tamworth and Lichfield College by dissolving their corporations and transferring their property rights and liabilities to the proposed new corporation. The date proposed for the establishment of the corporation is **1 August 2008**.

Provision will be made for all students at **Cannock Chase Technical College, Rodbaston College and Tamworth and Lichfield College** who have not completed their courses of study by the date of the proposed dissolutions to complete their studies at Southern Staffordshire College.

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

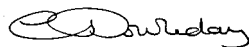
In accordance with the provisions of section 51 of the Act, representations may be made to the Council by **12 noon, 31st March 2008**.

Representations should be made in writing to:

**Paul Doherty, Partnership Director:  
Staffordshire Learning and Skills Council,  
Festival Way, Festival Park, Stoke-on-Trent,  
Staffordshire, ST1 5TQ.**

Date: 14th February 2008

Signed:



Christine Doubleday – Director of Area,  
Staffordshire Learning and Skills Council



Present a powerful, collective response to the needs of employers by growing the delivery of flexible, vocational and apprenticeship programmes.



Tamworth and Lichfield College,  
Croft Street, Upper Gungate, Tamworth,  
Staffordshire, B79 8AE.

Rodbaston College,  
Penkridge,  
Staffordshire ST19 5PH.

Cannock Chase Technical College,  
The Green, Cannock,  
Staffordshire, WS11 1UE.