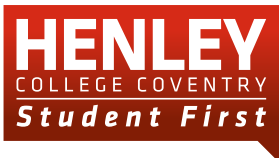


PROPOSED MERGER

CONSULTATION DOCUMENT



PURPOSE

This document presents a vision of the exciting prospects that would result from a merger between **Henley College Coventry** and **City College Coventry**. It outlines the key benefits of the merger for students, staff and other stakeholders*, and what the unified College could achieve.

In advance of the recent Area Review of Further Education in which merger was formally recommended, both Colleges had already begun to develop their thinking about uniting their resources to create a sustainable, vibrant new focus of training excellence for Coventry.

The proposed name for the new organisation is Coventry College which will be created by the dissolution of City College Coventry and merger with Henley College Coventry. The new College will ensure that learner, employer and community needs are more effectively met; that growth opportunities are realised; and that new curriculum offers are developed whilst securing ongoing financial viability.

*An indication of the range of "stakeholders" is contained in the response form at the end of this document.

The College will deliver increased public value:

Coventry College is committed to making a major contribution to the life of the communities which it serves, particularly in terms of social cohesion and equalising opportunities through education and training. The College will add value to the social, economic and physical well-being of the community through strong partnerships.

(Proposed Statement of Public Value)

Our vision is that Coventry College will provide excellent training that impacts by:

transforming lives...

enhancing business...

enabling communities



WHY YOUR VIEWS ARE IMPORTANT

This document outlines the proposal for a merger of Henley College Coventry and City College Coventry

We want to consult you on this because the two Colleges provide a vital service to our communities and it is important that our stakeholders have a say in our future.

As expectations of the further education sector change and funding pressures increase, it is vital that colleges find innovative solutions to make their resources stretch further by increasing efficiency whilst delivering high standards of service to customers.

Even before the government's recent area-based review of further education took place, the two Colleges had been exploring what benefits we could deliver through a joint enterprise for the people of Coventry.

Now that the Further Education Commissioner has formally endorsed a merger, we would like to put to you, our stakeholders, what we see as the opportunity for creating a vibrant, sustainable new College serving Coventry.

The Boards of Governors of both Colleges have carried out a thorough analysis of the strengths and opportunities afforded by a merger, and have undertaken a rigorous process of financial and legal due diligence to ensure that the new College would be strong and capable of delivering high quality education and training relevant to the current and anticipated skills needs of the city and sub-region.

Both Boards of Governors consider that the proposed course of action will provide the best means of securing further education in Coventry into the future.

The new Board would draw equal representation from both Henley College Coventry and City College Coventry.

We are keen to hear your feedback on our proposal and we invite you to complete the questionnaire at the back of this document and return it to us by any of the means indicated. We thank you for your time and interest.

Jill Baker

Chair of Corporation, Henley College Coventry



Maggie Galliers

Chair of Corporation, City College Coventry



COLLEGE PROFILES

Further education will continue to take an important role in driving up social mobility.

Coventry College – the merger of Henley College Coventry and City College Coventry - will be dedicated to the provision of high quality skills relevant to the needs of the city and sub-region and the aspirations of its citizens. The new College will work in partnership with the City Council, West Midlands Combined Authority, Coventry and Warwickshire Local Enterprise Partnership, local schools, universities, employers and other partners. It will develop a new curriculum built on the best of both

Colleges' offers and provide a wide range of opportunities for learners from Entry level to Higher Education and professional qualifications. It will continue to ensure all courses benefit from strong employer links and the use of technology to deliver an exciting curriculum offer.



HENLEY
COLLEGE COVENTRY

Henley College Coventry

- ▶ Has been serving its communities for over fifty years
- ▶ Over 4,000 learners including 2,000 full-time and more than 2,000 part-time
- ▶ College courses are offered from Entry level to Higher Education as well as training for apprenticeships and international learners
- ▶ The College is well known for its hospitality and catering training, and also specialises in sport (particularly through sport apprenticeships and the College's links with professional clubs such as Wasps RFC), business, health and care, and engineering
- ▶ Strong partnership working has long been a hallmark of the College's operations and it sees itself as strongly integrated in the local community, particularly the wards of north-east Coventry
- ▶ The College is a founder member of the Coventry and Warwickshire Champions and is a member of the local LEP's Jobs and Skills Business Group

City College Coventry

- ▶ A vibrant city-centre college housed in modern buildings with specialist facilities
- ▶ Approx. 4,000 learners including 1,700 16-18 year-olds on Study Programmes, and 1,500 adult learners on full-time, part-time, Higher Education and professional qualifications, in addition to 500 apprentices
- ▶ Specialisms include visual and performing arts where learners benefit from excellent facilities, expert tutors and close working with the cultural sector in the city; construction and motor vehicle with established employer links and progression to apprenticeships in e.g. bus and coach/HGV, mechanical engineering, and digital communications including telecommunications
- ▶ The College has implemented significant organisational change, improving the quality of provision and aligning its offer to meet the need for technical and professional training demanded by students and employers

transforming lives...

enhancing business...

enabling communities

OUR VISION

Our challenge is to create a vibrant new organisation, not just a scaled-up version of Henley College Coventry or City College Coventry.

We want to build something that stands apart as a distinctive and influential regional educational force; something that honours the legacy of the two organisations forming it and that continues to provide an excellent locally-focused service for young people, adults and the businesses of the city and region.

We want to create something that goes beyond what each organisation has done in the past or could hope to do on their own if they remained separate.

Building on existing extensive employer-links, a key driver for the new College will be the creation of a “Coventry curriculum” to ensure the provision of high quality skills relevant to the needs of business, the city, and sub-region and the aspirations of its citizens. It will take as its starting point an analysis of local skills needs and employment opportunities; and it will rise to the challenge of supporting an economically resurgent Coventry: a city with the confidence and ambition to position itself as the City of Culture 2021.

Recognising Coventry’s importance in the sub-region and the West Midlands Combined Authority, the new College will be outward-looking and aligned with the skills needs and employment opportunities not only of Coventry’s Council Plan but also the goals of Coventry and Warwickshire LEP’s Strategic Economic Plan (SEP) and Skills Strategy, the West Midlands Combined Authority’s (WMCA) Super-SEP, Making Our Mark, and the Midlands Engine prospectus.

The adult skills provision of Coventry College will respond to the priorities identified by the city and WMCA, and will contribute to the outcomes they specify. The College will support the WMCA’s intention to invest in future talent through education and training; improve productivity and professional development through workforce development; and support those furthest from the workplace through vocational and personal skills training.





OUR MISSION

Coventry College will provide exceptional education, skills and training to meet the needs of individuals, business and communities.

We will achieve this by creating:

- ▶ A curriculum that anticipates and meets the needs of learners and employers
- ▶ A strong apprenticeship provision in line with government ambitions and local need
- ▶ A first-class education and training experience that leads to positive progression into employment or higher levels of training and education
- ▶ Strong, productive partnership-working to deliver outstanding outcomes for local stakeholders
- ▶ A safe and inclusive culture of mutual respect and fairness, which celebrates and values diversity
- ▶ High quality information, advice and guidance that supports personal and professional goals
- ▶ Financial resilience that generates capacity for investment in the learner experience and new services
- ▶ Strong bonds with the communities we serve

Coventry College's values will be...

Student first: The success of our students will be at the heart of all our work.

Excellence: We will promote quality in all our work, enabling our students to strive for excellence and realise their full potential.

Inclusivity: We will ensure that our College is open to all, offers a safe environment and celebrates the diversity of our community.

Teamwork: We will work collaboratively to deliver our College's vision, mission and values.

Trust: We will earn and put our trust in our colleagues, students, business and community partners, promoting mutual respect and a culture of openness.

Transparency: We will engage with all stakeholders, seeking their input and making and sharing decisions in a spirit of openness, and welcoming feedback.

THE BENEFITS AND OPPORTUNITIES OF THE MERGER

The new College will support the growing range of opportunities in the city and the surrounding area.

There is strong economic and population growth in Coventry and the city is continuing to develop and grow and has ambitious plans to become the City of Culture 2021. Coventry College would be in an excellent position to support the needs of the city and its people.

A key benefit of the new Coventry College is an education and training offer that is better able to support key growth sectors with a high demand for skills. Equally, it will be better able to support local residents in accessing the job opportunities created by a growing and vibrant economy.


Coventry has travel-to-learn patterns and other important distinguishing features that a single Coventry College with its deep local knowledge, experience, networks and expertise is ideally placed to address.

Henley and City Colleges already make a significant contribution to meeting the skills needs of the local and regional economy and provide education and training to over half of the 16–18 year olds in the City. The single College would forge new curriculum pathways and offer a richer choice of high quality vocational routes relevant to the skills needs of Coventry and beyond.

The new College will provide excellence in teaching, learning and assessment through the pooling of best practice and enhanced resources for the delivery of high quality skills training. The concentration of specialist expertise and resources in learner support will enable all individuals to flourish and achieve their full potential. Creating a new College will eliminate unnecessary and wasteful competition, freeing up more capacity for investment in our core purpose: meeting the skills needs of local people. Coventry College would speak with a single voice to its employers, learners, and other stakeholders.

The new College – continuing to operate from our existing two sites - will create centres of excellence for the City of Coventry and surrounding areas, bringing together two successful curriculum offers to provide learning from Level 1 to HND. We have already worked together to locate travel and tourism and childcare provision for both Colleges at the Henley campus and will continue to expand this offer specialising in service industry training. This will enhance the strong focus on the service sector at the Henley campus which will continue delivering catering training for learners and employers across the city.

Our arts-based creative provision will be located on the City campus building on the innovative offer and great facilities that exist.



Engineering and construction provision will be delivered mainly from the City campus utilising the industry standard facilities and supporting our drive to develop further the options and pathways for young people linked to apprenticeship provision.

A number of our courses will still be offered from both sites including Health and Social Care, Business, IT, Access to HE and Science. Within each of these offers we will look at how we can further develop our services to give routes into employment, apprenticeships and higher education. For example, our business offer will be across both campuses but with industry specialism routes of HR, Finance, property and enterprise being introduced in the final year to support the career choices of learners.

The new College will enable higher levels of service through greater capital investment in science, technology, engineering and maths (STEM) and the LEP priorities. We will create more flexible methods of study in order to address training in professional qualifications.

A single business development team will build strong relationships with employers, developing solutions that anticipate and meet business demands.

The combined expertise in re-engaging young people in education and training would create a more responsive and geographically comprehensive outreach to disengaged young people.

Coventry has ...

- ▶ The fastest growing year 11 cohort between 2017 and 2027 of all West Midlands local authorities
- ▶ The highest proportion of learners in its F.E. colleges that are from the most deprived socio-economic backgrounds
- ▶ The highest proportion of learners choosing to study where they reside compared with all other colleges in the region
- ▶ A working-age population with lower qualifications on average than the West Midlands or England as a whole
- ▶ By far the most culturally and ethnically diverse population in the sub-region

Summary of key benefits of the merger proposal

Better value for money

- ▶ Potential for significant savings and, therefore greater investment in learners
- ▶ Rationalisation of curriculum
- ▶ Maximisation of estate utilisation
- ▶ Staff costs stabilized at circa 60% of income
- ▶ Cost savings through a single management structure
- ▶ Reduced management, system, estates and administration costs

Improved quality of the learner experience

- ▶ A consistently high quality experience for all learners starting with initial information, advice and guidance
- ▶ Sharing of best practice to build on strengths and improve on areas of weakness
- ▶ Strong and influential learner voice
- ▶ Increased investment in estates and equipment
- ▶ Increased progression routes and professional accreditation
- ▶ Strong focus on learner outcomes and improved Ofsted grading

Benefits for staff

- ▶ Increased opportunities for sharing of practice and CPD
- ▶ More secure organisation to work in
- ▶ Professional developmental and supportive culture with high morale and a sense of team

Benefits for employers

- ▶ Ability of the College to support deeper relationships with organisations and learners
- ▶ Opportunity to influence and co-design the apprenticeship offer in the city
- ▶ Greater responsiveness to the training and skill needs of individual employees

Strategic leadership

- ▶ One voice for further education in Coventry - effective representation across the City
- ▶ Improved brand and reputation
- ▶ Campuses retain individual identities and have clear purpose
- ▶ Clarity of mission and vision

Supporting the Community

- ▶ Enhanced support for high needs learners
- ▶ Support focused on helping people get back into work
- ▶ Support with helping people integrate into the local community

YOUR VIEWS

Name (optional)

Address (optional)

Governors of the new College will be drawn from both existing Colleges, plus some new governors. It is proposed that the legal merger will take effect on 1 August 2017 and that the name of the new College will be Coventry College. Details of the proposals are available in this document and on the websites of Henley College Coventry and City College Coventry. Please read the proposals before responding to the questions that follow:

1. Do you support the proposed merger of Henley College Coventry and City College Coventry?

Comments

- Yes
- No
- Unsure

2. Do you support Coventry College as the name for the new college?

Comments

- Yes
- No
- Unsure

3. As Coventry College, we plan to invest in learner opportunities and provide employers with training and skills that contribute to the growth of the local and regional economy. Are these the right aims?

Comments

- Yes
- No
- Unsure

4. As Coventry College, we plan to share good practice across our new organisation in order to further enhance the quality of learner and customer experiences. Do you support this aim?

Comments

- Yes
- No
- Unsure

5. As a largely publically-funded body, Coventry College will seek to deliver the very best value for money in its services to the community. Do you agree with this aim?

Comments

- Yes
- No
- Unsure



6. Do you think any group, including learners and staff, would be adversely affected by the merger plans?

If yes, please give your reasons

- Yes
- No
- Unsure

7. Are there particular ways in which the new College could support you or your organisation?

Comments

- Yes
- No
- Unsure

8. If you have any further comments, please make them here:

.....

.....

I am (tick as appropriate)

- | | | |
|---|---|---|
| <input type="checkbox"/> Learner (Henley College) | <input type="checkbox"/> Local government | <input type="checkbox"/> College staff (City College) |
| <input type="checkbox"/> H.E. institution | <input type="checkbox"/> Employer | <input type="checkbox"/> Voluntary sector |
| <input type="checkbox"/> Learner (City College) | <input type="checkbox"/> Local community | <input type="checkbox"/> School |
| <input type="checkbox"/> Government agency / body | <input type="checkbox"/> College staff (Henley College) | <input type="checkbox"/> Business group |
| <input type="checkbox"/> Parent | <input type="checkbox"/> Trade union | <input type="checkbox"/> College or training organisation |
| <input type="checkbox"/> Other (please state) | | |

Please return this questionnaire to:

Consultation Team, Henley College Coventry,
Henley Road, Bell Green, Coventry, CV2 1ED

or

Consultation Team, City College Coventry,
50 Swanswell Street, Coventry, CV1 5DG

You can also give a longer response in writing
to one of the above addresses, or by email to:

merger@henley-cov.ac.uk or
merger@covcollege.ac.uk

You can complete this survey online at:

www.henley-cov.ac.uk/consultation
or **www.covcollege.ac.uk/consultation**

Please respond by 3rd May at the latest.
Thank you



WHAT HAPPENS NEXT?

The merger proposal was a specific recommendation of the F.E. Commissioner following his extensive area review of further education provision in Coventry and Warwickshire; as such, it was endorsed by the key funding agencies, local colleges, and the local enterprise partnership.

Both Henley and City College are committed to a full stakeholder consultation:

- ▶ The consultation will comply with the statutory requirements for the proposed dissolution of F.E. corporations
- ▶ Existing learners at both Colleges will not be affected by the merger and they will continue to study on their chosen courses
- ▶ All stakeholders are invited to respond to the consultation questions relating to the dissolution/merger proposal contained within this document
- ▶ Henley and City College will publish a summary of the responses to this consultation and, where relevant, their intentions to address the nature of those responses
- ▶ City College Coventry will consult with its recognised trade unions over the transfer of its employees to Henley College Coventry to ensure it meets its obligations under employment law

Timescale

22nd March 2017

Formal public consultation begins

3rd May 2017

Formal public consultation concludes

30th May 2017

Responses to consultation published

1st August 2017

Proposed date of merger



HENLEY
COLLEGE COVENTRY
Student First

 **City College**
Coventry