The College of Haringey, Enfield and North East London is proposing to join Capital City College Group. This document explains how the merger will take place, and how it will provide top quality technical and professional training and education in London and beyond.
YOUR VIEWS ARE IMPORTANT

The Corporations of The College of Haringey, Enfield & North East London (CONEL) and the Capital City College Group (CCCG) believe in empowering learners to access London’s opportunities and step up to the challenges of the new economy. By merging with CCCG, CONEL would be joining a new kind of further education and training group which seeks to address the London region’s evolving social, economic and business needs.

CONEL and CCCG are looking to work together at a time of significant political and sector movement.

- A policy shift towards vocational and technical education with an emphasis on specialisation.
- Recent reviews of FE provision sought to create fewer, larger, more resilient and efficient providers, and more effective collaboration across institution types.

“\[The FE sector will be the focus for many changes over the next few years to meet this country’s skills challenges. The newly expanded Group will put us at the forefront in responding to the opportunities these changes will provide.\]”

Keith Brown, Chair of Governors, CONEL.

- A radical overhaul of post-16 education, involving the creation of 15 new technical education pathways.
- Changes in how Further Education accesses its major funding. Significant elements of income have been passed to employers through the Apprenticeship Levy, and to individual students through the student loan system, for example.
- The Greater London Authority is also set to have a much larger role in Further Education, with proposals for adult skills funding to be devolved to London by 2018.
- A rebalancing of the labour market following Brexit, which is likely to bring increased restrictions on immigration. Whatever their wider merits, in principle, these conditions provide real opportunity for the further education sector to ensure a suitable locally trained workforce is available in response to these demands.

At the end of the document there are details on how you can submit your views. The responses, together with other information, will be fully considered as part of any final proposals which are put forward.

Please respond by midday on Friday 4 August 2017.
KEY BENEFITS OF JOINING CAPITAL CITY COLLEGE GROUP

- **Creating a network of local delivery centres**
  to ensure young people and adults have access to provision allowing the first steps on the education and training ladder. These links will mean there is a clear progression for learners and even greater support to help them enter the workplace.

- **Forming a group of specialist colleges, delivering for London’s future.** CONEL’s expertise in construction and engineering, for example, will be enhanced by access to the other colleges’ provision at A-level, and in the arts and creative sector.

- **Playing a key role in the emerging Skills for Londoners agenda by providing a portfolio of top quality specialist technical and professional education** right up to degree level, whilst continuing to serve our local communities.

- **Being more responsive to employers.** We will integrate our business and apprenticeship offers, for example, so employers have access to a simpler system and supply chain, with a single point of contact and clear indicators of quality.

- **Improving our students’ learning experience**
  through the development of professional practice and innovations in delivery. There will also be greater opportunities for work experience and an expanding range of extra-curricular activities.

- **Providing new opportunities for staff**
  through joint professional development and support. We will be able to share expertise and best practice through enhanced teaching and learning communities. We will create new internal pathways staff can develop and apply their professional skills.

- **Ensuring long-term financial security,**
  allowing CONEL to realise our ambitious future development plans and broaden our curriculum. This will include investment in CONEL’s Tottenham Centre, enhancing our offer as a specialist centre for construction training and providing state-of-the-art learning facilities.

- **Offering leadership and support to the FE sector,**
  by further growing in strength and quality. We will be able to use our voice and combined reputations to help influence the future direction of further education in London and beyond.

- **Maximising the resources available to support learners,**
  by the colleges using scale to create more efficient delivery of operational functions.
WHO WE ARE

Capital City College Group

CCCG was formed last year and comprises City and Islington College, Westminster Kingsway College and Capital City College Training (CCCT). It is the third largest FE organisation in the UK - and committed to addressing London’s evolving social, economic and business needs.

2 Great colleges
Westminster Kingsway and City and Islington Colleges have over 100 years of experience empowering Londoners of all backgrounds to access the workforce and London’s opportunities. Having completed the last academic year with excellent results, they continue to operate as separate entities within CCCG, recruiting new cohorts of students attracted by their long-established reputations and strong educational offers.

1 New training offer
CCCT draws on the expertise of the two colleges, operating alongside but autonomously from them. The group’s training has always been delivered by professional educators with industry experience, working to design relevant courses with London’s employers. CCCT offers apprenticeships, continuous professional development and bespoke training courses in challenging and supportive learning environments.

No.1 for apprenticeships
CCCG is one of the largest FE providers of apprenticeships in London. As part of the merger proposal, CCCG and CONEL would integrate its business and apprenticeship offers, so it would be even more responsive to the needs of employers.

Providing world-class training for over 300 businesses
Transport for London, the London Metropolitan Police, Imperial College Healthcare Trust, NHS North Central London, the BBC, Channel 4 and the London Boroughs of Southwark, Thurrock and Camden all use CCCG to train their staff.

Building futures for 16-18 year-olds
From A-levels to BTECs and specialist training, CCCG is the largest provider of courses for 16-18 year-olds in London and has the second largest cohort in the UK. Last year its overall A-Level pass rate was 97%, 70% of students achieved grades from A*- C and 37% achieving grades A* - B.

The expanded Capital City College Group

Combining records of achievement
City and Islington, CONEL and Westminster Kingsway have been three of London’s most successful colleges over recent years. Each has retained OFSTED ‘Good’ grades, established considerable employer and community networks, achieved financial surpluses and invested heavily in superb facilities.

Recruiting from London – and beyond
The colleges attract students from throughout London – and their catchment areas extend beyond the M25, with some learners travelling from East Anglia, the East Midlands and the south west to access their unique and highly regarded courses. Merger with CONEL will enhance CCCG’s curriculum offer and extend its reach into the Lea Valley, Cambridge/Stansted corridor and Home Counties, where CONEL already enjoys a great reputation.
The College of Haringey, Enfield and North East London

CONEL is a leading provider of engineering and construction courses, with a specialism in rail engineering. Its mission is to help individuals, employers and its community to succeed by providing outstanding education and applied vocational training with a focus on skills for employment. CONEL has 20,244 students and learners of which 2,755 are part-time and 17,489 are full-time.

Connecting London
Apprentices from CONEL have begun their careers working on some of the UK's biggest transportation projects. Through partnerships with London Underground, Kelly Rail, VGC Group and Siemens, for example, the college is training the next generation of rail engineers.

Developing London
Home to a state-of-the-art £13 million construction centre, CONEL is one of the largest providers of construction education in London and the south east. It has long and successful history of delivering job-related qualifications and training to employers who deliver the UK's housing and infrastructure.

Growing London’s businesses
Ofsted rates CONEL’s business administration, finance, and accounts administration provision as outstanding. Working with Career Academy UK, it has successfully placed students with blue chip companies such as Merrill Lynch, Accenture and BP.

Caring for London
CONEL is one of the largest providers of Health and Social Care training in the UK. Homerton Hospital, Great Ormond Street Hospital, UCLH and the London Boroughs Barking & Dagenham, Enfield, Haringey, Newham and Westminster all use CCCG to train their staff. The counselling training offered as part of this provision is a flagship success for many of its clients.

Creating London
CONEL’s award-winning games and animation courses are amongst the best in the country, with students working on ‘live briefs’ for advertising and branding firms. The College’s music and media studios, equipped with the latest industry standard software, prepare learners to access the UK’s thriving creative industries. It’s an offer which would complement CCCG’s existing provision.
CREATING A NETWORK OF LOCAL DELIVERY CENTRES

The expanded CCCG will benefit from excellent public transport links and be a truly regional facility. By merging, we will create an integrated, comprehensive offer of technical and professional education accessible to learners and employers across London and beyond.

The colleges’ geographical spread, great connectivity and complementary specialisms will help the group work holistically on where and how it develops and delivers its curriculum. It will also make it easier for learners can progress to higher level qualifications.

The colleges’ sites are all within easy reach of major transport hubs providing direct access to commuting routes across London, the Lea Valley, Cambridge/Stansted corridor and Home Counties, including hubs for Cross Rail 1 & 2, HS1 and, eventually, HS2.

COLLEGE OF HARINGEY, ENFIELD AND NORTH EAST LONDON

1. As part of the merger plans, CCCG would commit to invest in the Tottenham Centre, enhancing its offer as a specialist centre for construction training, providing state-of-the-art learning facilities. It already benefits from a refurbished learning centre, an exam and conference hall, a redesigned advice and guidance centre and a commercial hair and beauty salon.

2. The Enfield Centre includes a purpose-built construction and engineering centre, the Learner Hub and a new link building. The merger would help us achieve our aspiration to develop our specialism in rail engineering by attracting further investment.
The Centre for Applied Sciences offers students the chance to study Medicine, Pharmacy, Optometry, Sport Science, Forensics, Vet Sciences and Engineering. There is also an Animal Management department giving learners practical experience to work in the industry.

The Centre for Business, Arts and Technology offers courses including media, fashion and foundation degrees. It has some of the best modern music and media equipment in London including a 150-seat capacity theatre, music recording and photography studios.

The Centre for Lifelong Learning specialises in adult learning, English for Speakers of Other Languages (ESOL), literacy and numeracy, IT and teacher training. The Centre also offers a range of Access to Higher Education courses – and is home to an Accounting Academy.

The A-Level Sixth Form College in Islington specialises in preparing students for higher education and has an extensive range of subjects on offer, many of which are not offered elsewhere in London. The facilities are specially designed for A-Level teaching.

The Centre for Health, Social Care and Childcare is a centre of vocational excellence for Beauty Therapy, Child Care, Hairdressing, Health and Social Care and Supported Learning.

The Kings Cross Centre offers a wide range of academic and vocational courses for 14-19 year-olds including A-Levels and Diplomas. It also provides courses for adult learners and Foundation Learning for students with learning difficulties.

The Victoria Centre’s award-winning School of Culinary Arts and Hospitality can justifiably claim to be the training arm of London’s hospitality industry. As well as its unique resources for culinary science and molecular-gastronomy, the centre also offers business, IT, travel and tourism courses as well as Higher Education.

The Soho Centre is the base for the College’s Creative Learning Lab with media training facilities and the Creative Hub linking to London’s digital and visual media industries. It also offers a wide range of English Language classes.

The Regent’s Park Centre has an Employability Hub which offers pre-apprenticeship programmes, a work club for the unemployed, classes for those looking to learn English. It hosts the Digital Youth Academy, Childcare Academy and National Cleaning Academy.
WHAT THIS WILL MEAN FOR YOU

Benefits to students and our communities

We will build on each college’s strengths whilst seeking to significantly enhance education and training opportunities for students. We can ensure all key skills areas are available across the Group and that students have full advice and guidance so they have seamless access to them.

We will develop new course offers. CCCG constantly updates its course portfolio to reflect developments in the London labour market, and employer and student demand. We are bringing together specialisms, skills and expertise, enabling us to introduce new courses to ensure our students have the most up-to-date skills and qualifications, meeting local skills needs and progressing to higher level study and employment.

We will provide a network of local delivery centres to ensure young people and adults have access to provision, allowing the first steps on the education and training ladder.

We will be able to offer more support for the hardest to reach young people, including those who may not have achieved well in their previous education. A network of linked provision across sites can meet these needs. Staff might visit students in their initial location to introduce opportunities, for example, and there will be supported visits and introductory experiences in the specialist centres.

Working with employers across nearly every sector, the colleges will further extend their apprenticeship programmes to offer more routes into employment.

We will improve our students’ learning experience through the development of professional practice and innovations in how we deliver teaching and learning. There will also be greater opportunities for work experience and an expanding range of extra-curricular activities.

We will have the resources to invest in our buildings and teaching facilities. This will include developing CONEL’s Tottenham Centre, enhancing its offer as a specialist centre for construction training.

We will maximise the resources available to support learners, by the colleges using scale to create more efficient delivery of operational functions.
Benefits to staff

We will provide new opportunities for staff through joint professional development and support. We will be able to share expertise and best practice through enhanced teaching and learning communities. We will create new internal pathways so staff can develop and apply their professional skills.

Local governance and management will remain. The Group will continue to support the three colleges in maintaining their existing, unique brands and identities. A central team will provide back office services to the Group and manage strategic planning and partnerships.

We will offer leadership and support to the FE sector, by further growing in strength and quality. We will be able to use our voice and combined reputations to help influence the future direction of further education in London and beyond.

We will have greater reach. We will be better placed to work with employers located beyond the traditional bounds of London and, particularly, along key corridors defined by expanded transport links. CONEL has established a profile in the London/Stansted/Cambridge corridor, for example, which provide opportunities in some of CCCG’s existing key sectors such as Life and Health Sciences.

We will ensure our long-term financial security, which means we can support a broader course offer and an enhanced curriculum. Merger will help CONEL to realise our ambitious future development plans and invest in development of professional practice and innovations in delivery.

Benefits to employers and businesses

We will be more responsive to employers.
The colleges will integrate our business and apprenticeship offers, for example, so employers have access to a simpler system and supply chain, with a single point of contact, and clear indicators of quality.

We will provide support for all employers wishing to maximise use of the Apprenticeship Levy.

We will create a more holistic offer for employers.
CONEL’s expertise in delivering specialist rail engineering and construction training will complement the entry level programmes offered by CCCG, for example. Similarly, CONEL’s media and digital courses will be enhanced by CCCG’s provision at A-Level, and in the arts and creative sector.

We will provide opportunities for employers to use our world-class facilities for their own training needs and to access bespoke training, organised by our colleges.

We will help employers address skills shortages following Brexit, which is likely to bring increased restrictions on immigration. We will ensure a suitable, locally-trained workforce is available to enter the labour market.

We will provide a portfolio of top quality specialist technical and professional education right up to degree level, giving employers the reassurance of working consistently with colleges renowned for high quality training.
OUR VISION

CCC G is committed to creating a workforce which is equipped to access our city and region’s opportunities and empowered to create value, be accountable and step up to the challenges of the new economy.

We work with employers to design programmes which are uniquely relevant and responsive to labour market needs, drawing on over 100 years of experience in education and training, and rooted in the communities we serve.

We deliver a portfolio of top quality specialist technical, professional and academic education and training, right up to degree level, delivered by professional educators in supportive learning environments.

Our market

We will be the provider of choice for employers outsourcing, commissioning and purchasing training.

We will be the go-to training provider for London’s public sector employers.

Entrepreneurs and SMEs turn to us for training which will help them grow their businesses.

We will offer specialist technical education in areas such as engineering and manufacturing technology, in line with the London economic development priorities, and building on existing strengths.

Lifelong learning programmes enabling adult students to enter and move between rewarding career paths.

Our approach

We will create a group of colleges with world-class specialisms, delivering for London’s future.

We will provide training which enhances employability and makes learners more competitive.

We will attract investment to further enhance our world-class teaching and learning facilities.

We will be a thought leader on the delivery of training and apprenticeships and how employers can respond to evolving labour market needs.

We will harness our experience and expertise to influence our operating environment and encourage creativity and innovation.

We will be flexible, agile and committed to adding economic value.

Our values

We will cater for all Londoners and create an environment which is culturally fluent, inclusive, personable and professional.

We will continue to serve our local communities and provide entry routes to all pathways to ensure social inclusion.

We promote a culture of accountability, challenge and aspiration, ensuring our learners are work-ready and equipped with qualifications which are externally recognised and quality-assessed.

Playing a key role in the Mayor’s Skills for Londoners agenda by:

• Becoming a regional Centre of Excellence for Apprenticeships
• Securing Institute of Technology status and build on international best practice
• Participating in Construction Academy Scheme, increasing the number of skilled construction workers to help meet housebuilding targets
• Helping young people develop the skills for digital, tech and creative jobs, by supporting the Mayor’s Digital Talent Programme.
CONSULTATION AND ACHIEVING THE MERGER

The Governors of CONEL and CCCG are proposing a full (type ‘B’) merger. This means that the two corporations which run the colleges will join to form a single organisation with a single CEO, board of governors and senior leadership team.

Subject to this consultation and satisfying additional due diligence, it is proposed that the CONEL corporation will be dissolved and that CCCG will receive its assets and liabilities on a date to be confirmed by both corporations, likely to be 1 November 2017.

What’s happened so far
- The boards of the two corporations have met separately in May 2017, considered the plans and agreed to go ahead, subject to holding a public consultation.
- A joint board members group has met on three occasions and will continue to meet prior to the merger completion date.
- CONEL will run as a free-standing corporation until merger, then back office and IT systems will be progressively integrated over time.
- The target date for the merger of CONEL and CCCG is 1 November 2017.
- The corporations will appoint a project manager for the integration programme and ensure they are aligned on quality assurance processes and in preparation for external inspections.

This is projected timetable over the next few months
- The public consultation begins on 26 June 2017 – and will fully comply with statutory requirements for the proposed dissolution of FE college corporations.
- This consultation document will be made available to all relevant stakeholders, and made publicly available on the websites of both CONEL and CCCG.
- The consultation will end at midday on 4 August 2017.
- CONEL and CCCG will publish a summary of the consultation responses we receive and, where relevant, their shared intentions to address the nature of those responses. A report will go to the CONEL board on 18 September 2017.
- A consultation on TUPE arrangements will run throughout the summer.
- There will be a full review of the Governance of the newly formed Group.
- Arrangements will be finalised for the transfer of CONEL’s non-teaching staff into the LPFA Local Government pension scheme, retaining all their current benefits.

Looking further ahead
- From 1 November 2017, CONEL will operate as a semi-autonomous member of CCCG, in the same way as City and Islington College, Westminster Kingsway College and Capital City College Training (CCCT) with a Local Advisory Board.
- In the following nine months up to August 2018, a new governance structure will be developed.
- Plans to invest in CONEL’s Tottenham campus will be advanced – and the corporation will also look to invest in a new learner information system.

Alastair Da Costa, Chair of Governors, CCCG.

“CONEL joining the existing partners in CCCG is a bold and strategic move. It has real potential to significantly increase our impact and leverage further benefits for the communities and businesses we serve.”
The College of Haringey, Enfield and North East London (CONEL) and Capital City College Group (CCCG) would like to hear your views on our proposed merger. You will find details of our plans in this consultation document and on our websites.

We have highlighted many of the key benefits of our proposals for learners, staff, employers and other providers and our local communities. Please let us know your thoughts by completing our online survey at www.conel.ac.uk/consultation

Alternatively, please answer the following questions and return this form to either of the addresses to the right:

CONTRIBUTING YOUR VIEWS

I am responding as a (please tick as appropriate):

- [] Learner
- [] Employer
- [] Member of CCCG Staff
- [] Member of CONEL Staff
- [] Private Training Provider
- [] Government Agency
- [] Parent
- [] School
- [] FE Institution
- [] HE Institution
- [] Local Government
- [] Other

1. Do you agree that by merging with CCCG, CONEL will more effectively meet the needs of students, communities and employers?

- [] Yes
- [] No

a. If yes, what specific benefits can you see in the merger?

b. If no, what do you see as the potential disadvantages of the merger?

2. What do you see as the key strengths of each college?

a. College of Haringey, Enfield and North East London (CONEL)

b. City and Islington College

c. Westminster Kingsway College

3. Are there any areas or issues you would wish to see addressed through our merger?

4. Please include any other comments you would like us to consider:

CONEL and CCCG recognise that, by taking your views into account, they will be better equipped to create a network of specialist colleges, delivering for London’s future.

Thank you for participating in this consultation and sharing your views with us.

The deadline for responses is midday on Friday 4 August 2017.