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New models:

Collaborations, mergers and shared service partnerships

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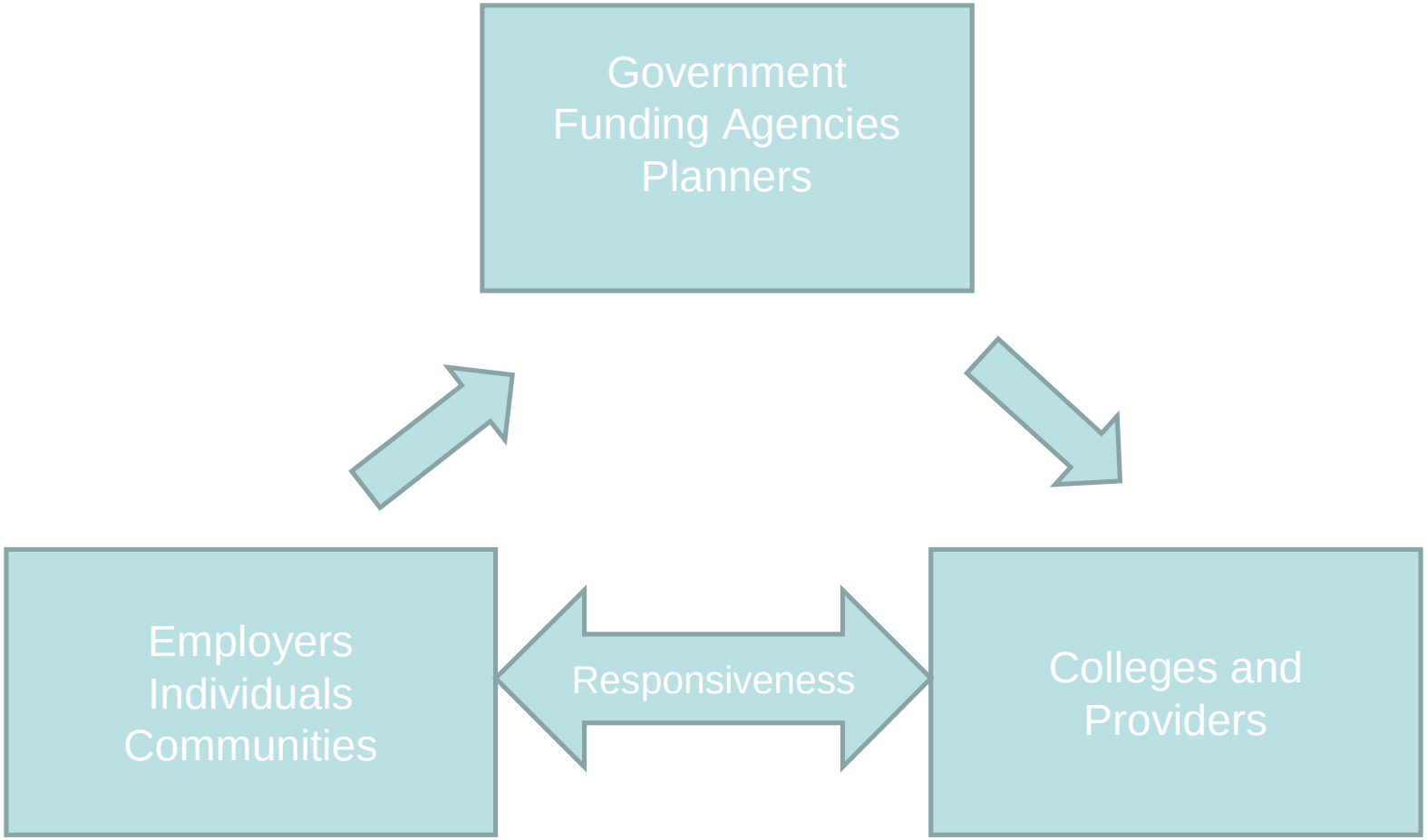

Government
Funding Agencies
Planners
Employers
Individuals
Communities
Responsiveness
Colleges and
Providers

Paradigm Shift

- Labour
  - Citizen empowered by the state
  - Place Shaping & “Double Devolution”
- Coalition
  - Markets, Community and Social Justice
  - Libertarian Paternalism & “Nudge”

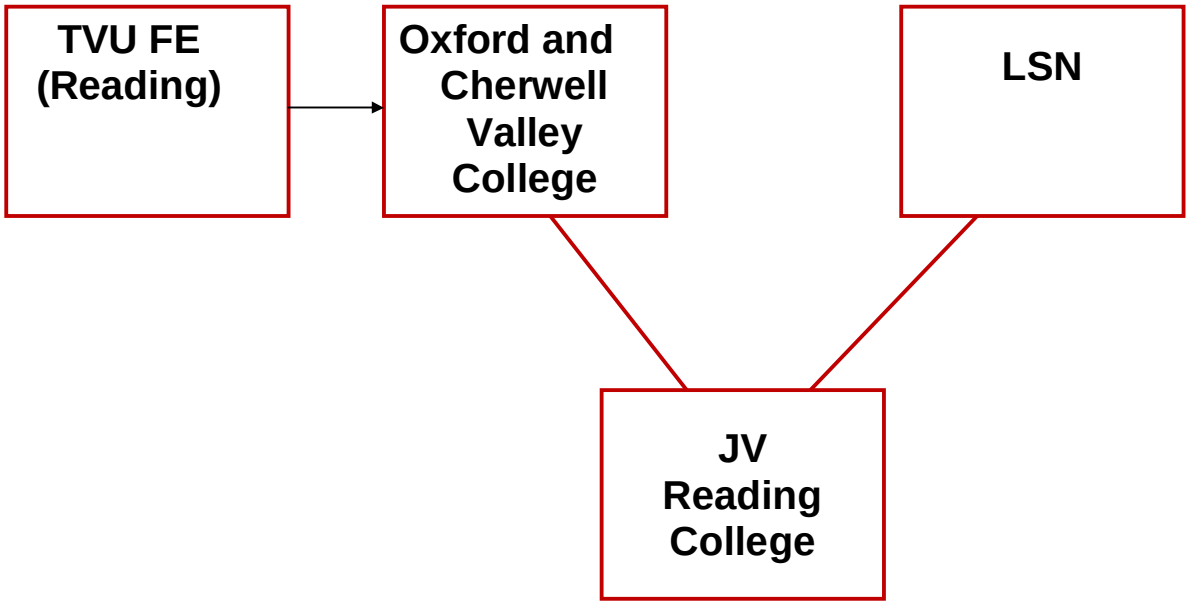
Emboldened by Circumstance

- Bigger Society and Smaller State
- FE's perfect storm
  - Increased demand
    - Unemployment and skills
  - Reduced resources
    - DEL, Capital and AME
- Bonfire or feeding frenzy

Squaring Circles

- Community role
- Economies of scale
- Quality without intervention
- Finance without safety net
- New models and new solutions

Joint Venture



Reading College

- A College for Reading
  - Back in the FE Family
- Backed by Combined Expertise
  - Operations, Quality Improvement and Curriculum Development
- Additional Resources

Shared Services

- Corporate Services - c40% of turnover
- HR, IT, Finance, Marketing, Procurement, Facilities, Quality
- Services run jointly by an association
- Not-for-profit
- Saves money and cash
- Management focus
- Transfers risk and improves quality

A world of possibilities

- ‘Mothership’ mergers
- Chained mergers
- Strong partnerships / federations
- Joint ventures
  - Private & 3rd sector involvement
  - Management buy-outs
- Subcontracting and subsidiaries
  - Departmental franchise
- Shared services

Critical Success Factors

- Agility and flexibility
  - New programmes
  - Innovative delivery
- Cost efficiency
  - Standard costing v bidding
  - Adequacy and sufficiency
- Commercial skills
  - Return of competitiveness
  - Money talks
- New Rules, New Game, New Agenda

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