SALFORD CITY COLLEGE

“Drivers and critical success factors when considering mergers and partnerships”

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Salford City College Experience

- Greater Manchester Context
- Salford before Merger
- Catalyst for Merger
- Beyond Estate
- Measuring Success

Greater Manchester context

- Ten local authorities; Greater Manchester Combined Authority; Greater Manchester LEP
- Post 16 offer across Greater Manchester comprising:
  - 10 GFE colleges of various size; Sixth Form Colleges et al
- Relatively small geographical area
  - Transport links variable
  - Level 3 learners travel - Others reluctant
- Competition for learners remains

Salford before merger (1)

- **Eccles College (£7M)**
  - Traditional Sixth Form College – 1100 learners (16-18)
  - Minimal Adult/Employer Provision
  - Good/Satisfactory College (– Outstanding LDD Provision)
  - Over £1M debt
  - Estate Mixed

Salford before merger (2)

- **Salford College (£16M)**
  - GFE College – 1200 learners (16-18)
  - 50% Adult/Employer Provision
  - No Apprenticeships
  - Satisfactory College
  - No Debt but Challenged
  - Poor Estate

Salford before merger (3)

- **Pendleton College (£21M)**
  - Developing Tertiary College – 3500 learners (16-18)
  - 30% Adult/Employer Provision
  - No Apprenticeships
  - Beacon College
  - Small Surplus
  - Poor Estate

Salford before merger (4)

- **Local stakeholder relationships**
  - Council – Mixed.....
  - Supporting Regeneration.....

- **College Collaboration**
  - Superficial
  - Barrier: Individual Colleges

Catalyst for Merger

- **Estate**
  - LSC Approach to Individual College Capital Plans
    - Review of Governance
    - Carrot of upwards of £100M capital; restructure costs etc
- **Final cash support: <£0.5m!!**

Beyond Estate (1)

Learner Underpins

- Single College; cuts complexity for learners AND partners
- Pooled expertise
- More progression opportunities
- Improved curriculum offer
- Potential to raise standards

Beyond Estate (2)

New College

- Value for money
  - Economies of scale
- Critical Mass
  - Greater strategic capacity
  - Influence
  - Potential to withstand hard times

New College Born Jan 2009

- Type B Merger – Pendleton lead
- Pendleton Corporation acquired members from other two boards – Grade 1 OFSTED
- Management Structure maintained Centre identity
- Evolution not revolution.....

Measuring Success (1)

- **Improved Learner Recruitment and Success**

The New College has:

- Achieved learner targets in challenging times
- Assisted with improving participation rates in Salford
- Improved success rates

Measuring Success (2)

- Retained culture/quality staff
  - Minimal Restructure
  - GFE with SFC Contracts
  - Below Benchmark Absence
- Retained financial size with improving surplus (approx 4% turnover)
- Diversification
  - Academies Agenda/Support/Partnerships
  - Increase HE

But.....

the new College Estate remains a major issue.....

Thank you for listening

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