

To all Members of the

## OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

### AGENDA

Notice is given that a Meeting of the above Committee is to be held as follows:

**VENUE:** Council Chamber - Civic Office  
**DATE:** Thursday, 5th October, 2017  
**TIME:** 10.00 am

*Members of the public are welcome to attend*

#### Items for Discussion:

1. Apologies for absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Declarations of Interest, if any.
4. Minutes from the Extraordinary meeting of the Overview and Scrutiny Management Committee held on 1st September, 2017 (*Pages 1 - 4*)
- A. Reports where the public and press may not be excluded.**
5. Public Statements.

***[A period not exceeding 20 minutes for statements from up to 5 members of the public on matters within the Committee's remit, proposing action(s) which may be considered or contribute towards the future development of the Committee's work programme.]***

Jo Miller  
Chief Executive

If you require any information on how to get to the meeting by Public Transport, please contact (01709) 515151 – Calls at the local rate

Issued on: Wednesday, 27th September, 2017

Senior Governance Officer  
for this meeting:

Christine Rothwell  
Tel. 01302 735682

6. Doncaster and North Lindsey College Merger. *(Pages 5 - 24)*

**MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT  
COMMITTEE**

Chair – Councillor Kevin Rodgers  
Vice-Chair – Councillor John Healy

Councillors Bev Chapman, Neil Gethin, Richard A Jones, Jane Kidd,  
Andrea Robinson and Paul Wray

Invitees:

Paul O'Brien - GMB

Education Co-optees\*

John Hoare  
Bernadette Nesbit

\*Education Co-optees are invited to attend the meeting and vote on any Education functions which are the responsibility of the Authority's Executive. They may also participate in but not vote on other issues relating to Children and Young People.

# Public Document Pack Agenda Item 4

## DONCASTER METROPOLITAN BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

FRIDAY, 1ST SEPTEMBER, 2017

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on FRIDAY, 1ST SEPTEMBER, 2017 at 10.00 AM

#### PRESENT:

Chair – John Healy (Vice-Chair in the Chair)

Councillors Richard A Jones, Andrea Robinson and Paul Wray

#### ALSO IN ATTENDANCE:

Councillor David Nevett, Vice-Chair Regeneration and Housing Scrutiny Panel

#### APOLOGIES:

Apologies for absence were received from Councillors Kevin Rodgers, Bev Chapman, Neil Gethin and Jane Kidd and

		<u>ACTION</u>
9	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	None.	
10	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations of interest.	
11	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements.	
12	<u>STATE OF THE BOROUGH ASSESSMENT.</u>	
	Further to the meeting held on 29th June, when Members had already given consideration to the first draft State of the Borough Assessment, a draft copy was presented giving the Committee a final opportunity to contribute to its development, prior to being considered by Full Council on 21 <sup>st</sup> September, 2017.	
	Members noted that the document would continue to build on	

information the Local Authority holds under four themes underpinned by population/demographic information, which were consistent with the Doncaster Growing Together document:

- Population information;
- Doncaster Living;
- Doncaster Working;
- Doncaster Learning;
- Doncaster Caring.

The areas addressed included:

Living Theme (housing provision) – the indirect links between housing quality and deprivation, affordability and overcrowding was addressed and highlighted that decent housing was very important and a key factor to a person's well-being. It was noted that over many years some of the Borough's housing provision had not changed and that it was a massive challenge. The Committee was reminded that the Regeneration and Housing Scrutiny Panel would be giving consideration to the Housing Need Analysis and that challenges and possible changes could be addressed as part of this session.

Working Theme (higher working age) – Members highlighted that material changes were taking place for people between 50 to 65 and the expectation that people work to an older age, when 20 years ago people were looking to retire no later than 60. Bearing this in mind, Members stressed that it was important to ensure the local authority and partners held the correct population information and discuss provision and support for older working members of the community, for example, Health provision.

Members also acknowledged that following the 2011 Census that Doncaster's figures had the second highest deviation that was predicted and expressed concern that the population growth in Doncaster needed to be accurate to ensure, for example, the Housing Needs Assessment was accurately addressed.

The Committee highlighted that it was now becoming rare for people to stay in the same job throughout their working life and that more retraining was undertaken to make themselves employable. The Committee also stressed that Apprenticeships were not exclusively for young people.

Learning Theme (youth aspirations) – Members commended the case studies showing very positive actions however asked partners to be cautious as they felt this may not be consistent across the whole Borough.

Marketing the State of the Borough Assessment – Members stressed that because it was a public document it needed to be relevant, precise

	<p>and easily accessible and understood. The Committee’s opinion was that the document should be provided at local authority events and roadshows.</p> <p>Scrutiny’s contribution to and monitoring the State of the Borough Assessment – it was noted that Overview and Scrutiny would continue to routinely monitor performance information where Members could look at strategic intensions and specific areas in detail. Members were pleased that they would be able to track specific issues over time.</p> <p>Overview and Scrutiny has highlighted in the past that it wished to contribute to the State of the Borough debate and therefore Members stressed that they needed to gather evidence from their communities to assist with informing future documents. There were 10 key areas that required improvement in Doncaster, for example, obesity, smoking, housing and wages which Scrutiny needed to bear in mind when looking at their future work programmes.</p> <p>RESOLVED: that the discussion, be noted.</p>	
13	<p><u>DONCASTER GROWING TOGETHER - THE 4 YEAR BOROUGH STRATEGY</u></p>	
	<p>The Committee was presented with and gave consideration to the Doncaster Growing Together – the 4 Year Borough Strategy, highlighting that the document proposed new ways of working whilst responding to local need.</p> <p>With regard to the aspirations and strategic ambition, Members noted that partners were fully committed and looked forward to seeing good news stories and achievements being publicised in the near future, for example, Improving childhood -100 things to do before you are 10.</p> <p>With regard to promotion of such stories various methods were discussed including the use of Council Tax forms and large screens in the town centre area, which were easily accessible to a large number of the community.</p> <p>The Committee also generally raised the Market area and peoples spending habits, the West Moor link road and possible link from A1 to A19 and Adult Transformation Programme.</p> <p>To conclude, Members recognised that the budget plan should have been considered alongside the Doncaster Growing Together – The 4 Year Borough Strategy however, acknowledged that this would now be undertaken later in the year and look forward to deliberation.</p> <p>RESOLVED: that the Doncaster Growing Together Strategy, be supported.</p>	



## To the Chair and Members of Overview and Scrutiny Management Committee

### Doncaster and North Lindsey College Merger

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly Children, Young People and Schools	All	None

### EXECUTIVE SUMMARY

1. The purpose of the report provides the Overview and Scrutiny Management Committee with the opportunity to consider the Doncaster and North Lindsey College Merger.

### EXEMPT REPORT

2. There is no exempt information contained in the report.

### RECOMMENDATIONS

3. That the Committee considers the information presented.

### WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Overview and Scrutiny function has the potential to impact upon all of the Council's key objectives by holding decision makers to account, reviewing performance and developing policy.

### BACKGROUND

5. The Overview and Scrutiny Management Committee expressed the wish to give consideration to the Doncaster and North Lindsey College Merger. The attached Consultation Document was published on 22 June 2017 and provides the context and rationale for the proposed merger of Doncaster College and North Lindsey College. The public consultation closed on 31 July 2017 and the official response to the consultation is due to be published on 30 September 2017, at which point it will also be circulated to members of the Scrutiny Committee.

Anne Tyrrell, Interim Joint Chief Executive of Doncaster College and North Lindsey College, will provide a presentation covering the benefits of the proposed merger and ambitions for Doncaster.

## OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION

6. There are no alternative options.

## IMPACT ON THE COUNCIL'S KEY PRIORITIES

7.

	<b>Outcomes</b>	<b>Implications</b>
	<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Be a strong voice for our veterans</i></li> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	<p>The work of Overview a Scrutiny has the potential to have an impact on all the Council's key objective</p>
	<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
	<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
	<p>All families thrive.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	
	<p>Council services are modern and value for money.</p>	
	<p>Working with our partners we will provide strong leadership and governance.</p>	

## RISKS AND ASSUMPTIONS

8. The specific risks and assumptions relating to this issue are set out in the attached report.



## **LEGAL IMPLICATIONS**

9. Under s13 and s14 of the Education Act 1996 and s68 of the Education and Skills Act 2008 the Local Authority has a general duty to secure sufficient suitable education and training provision for all young people in their area who are over compulsory school age but under 19 or aged 19 to 25 and for whom an Education, Health and Care plan is maintained.

## **FINANCIAL IMPLICATIONS**

10. There are no specific financial implications arising from this report.

## **HUMAN RESOURCES IMPLICATIONS**

11. There are no specific human resource implications arising from the this report.

## **TECHNOLOGY IMPLICATIONS**

12. There are no technology implications arising from this report

## **EQUALITY IMPLICATIONS**

13. There are no significant equality implications associated with this report. Within its programme of work Overview and Scrutiny gives due consideration to the extent to which the Council has complied with its Public Equality Duty and given due regard to the need to eliminate discrimination, promote equality of opportunity and foster good relations between different communities.

## **CONSULTATION**

14. None directly associated with the report, this will be outlined by Doncaster College.

## **BACKGROUND PAPERS**

15. None.

## **REPORT AUTHOR & CONTRIBUTORS**

**Anne Tyrrell**  
Interim Joint Chief Executive  
**Doncaster College and University Centre**

**Damian Allen**  
**Director of People**

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# Doncaster College & North Lindsey College

Proposal to Merge – June 2017



# Creating a Partnership of Equals

## Joint Foreword

**We are delighted to share our proposal that Doncaster College and North Lindsey College merge. This document shares further details about this merger and explores the benefits that this would bring – for the learners and local communities of both colleges, to preserve sustainable, robust educational provision and to support economic growth across the wider region.**

Both colleges are clear that the strongest future will come from a merger with the right partner. We have a unique opportunity to bring together two strong organisations to form a partnership of equals. This merger of two highly compatible organisations will allow both to preserve their distinctiveness while building on the individual strengths that each college brings to the partnership.

This merger will ensure that distinct, high quality teaching and learning provision continues locally, while maximising the positive impact and opportunities of being a major regional education provider. Our reach will extend beyond the usual geographical boundaries of our immediate local areas and establish an educational hub that links our students and staff with partners and employers from the Sheffield City Region to the Humber and Lincolnshire.

The benefits of this collaboration are clear. This merger will create a financially robust college, able to invest in curriculum and infrastructure. Provision for our local communities will continue while regional opportunities will grow. Current and future students will have access to a huge range of training and learning opportunities, with focused support to gain the skills and qualifications that meet the needs of employers and support their individual journeys to employment.

We have no doubt that together, we will achieve more for our students and communities than would be possible if we remain as independent colleges.

**We welcome your views on this proposal, and look forward to hearing from you.**



**Paul Pascoe,**  
Chair of Governors at Doncaster College



**Doncaster** | **University**  
**College** | **Centre**



**Andy Tuscher,**  
Chair of Governors at North Lindsey College



**North Lindsey**  
**College**

### Together we will

- Raise ambition and aspirations for our students
- Provide outstanding education and training which transforms lives
- Deliver high quality teaching and learning
- Build resilience and sustainability to ensure our future
- Meet the needs and aspirations of the local economy and employers for skills and education

**This merger provides a unique opportunity for our students to access a huge range of training, learning and employment opportunities. It will allow us to build a skills infrastructure across the east/west corridor from the Sheffield City Region to the Humber and Lincolnshire. It will connect our two communities, building on our shared ambition and aspiration to create an educational hub with a local, regional and global reach.**

**The potential for the future is significant, connecting power and strength in new industries including engineering, manufacturing, logistics and distribution and becoming a major force in the Northern Powerhouse.**



# Vision and Values

## A Shared Foundation – Putting Students First

Closely aligned vision and values provide a strong foundation for our merged organisation.

Successful mergers are achieved when there is a shared vision, aspiration and culture. Both colleges are ambitious to raise learner aspirations and transform lives through excellence in education and training. Both staff teams encourage collective responsibility, embrace a strong safeguarding culture and have demonstrated they can work collaboratively and purposefully together.

Our staff are highly skilled and we jointly aspire to achieve the innovation and enterprise necessary for the next stage of our development. Our mutual respect and drive will help us to embrace change. We enjoy working together and have already developed ideas and initiatives that benefit our student and employer body.

### Shared Vision and Values

Achievement  
Collaboration  
Excellence  
Creativity  
Community  
Initiative  
Progression  
Potential  
Ambition  
Respectful  
Transforming lives  
Enjoyment  
Caring  
Open  
Transparent  
Innovation  
Diversity  
Aspiration  
Pride  
Enterprising  
Honest  
Positive  
Inspire  
Inclusive

“We share a common purpose”

### We have already demonstrated:

- We put students first
- Our commitment to our local areas and economic regeneration
- Aspirations for our communities, our learners and our staff
- We deliver high quality teaching and learning: together we will achieve excellence
- We work well together to invest, share development opportunities and embrace wider ambitions

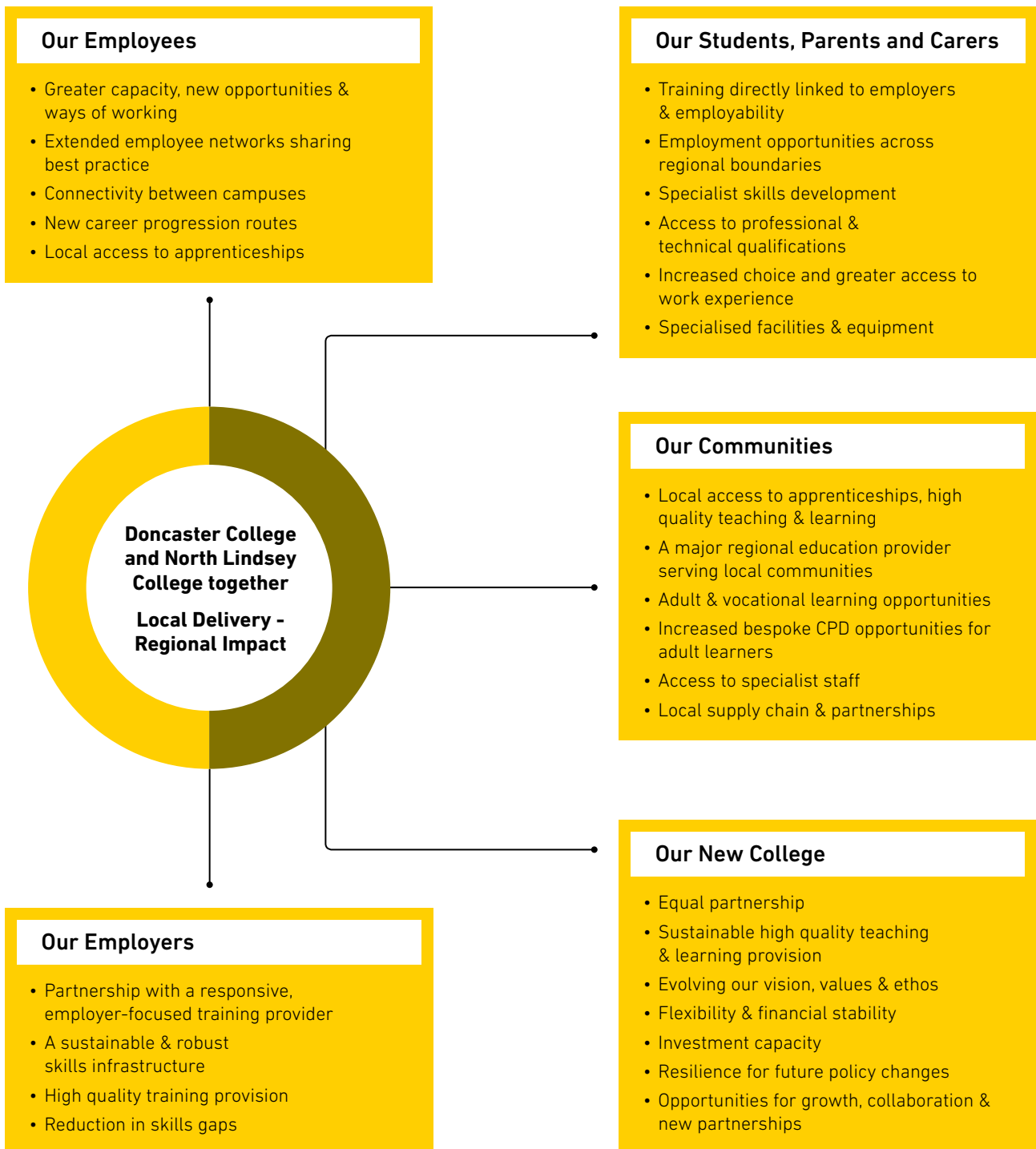
## Children’s Universities

Both colleges are actively engaged in the Children’s University programmes, providing opportunities for children from local areas to experience exciting and innovative learning activities outside their normal school hours, developing new interests, skills and setting goals for the future.



# Benefits and Impact

This merger will strengthen learning opportunities for students across our two localities, building a network of skills development and training that will benefit businesses and communities, supporting future employment needs within and across regional boundaries.



# Strength Through Partnership

**As one merged organisation, we will create teaching and learning opportunities that benefit our entire college communities and beyond, from students and staff to partners, local communities and regional industries.**

Both college identities and locations will be retained, visibly demonstrating the importance that the combined college places on meeting the needs of our local communities and employers, with a commitment to retaining and enhancing local access and inclusion. When combined through formal merger, both colleges will work strategically to meet wider needs and enhance opportunities within our localities.

## This merger will

- Strengthen external partnerships, establish a strong network of links and secure opportunities
- Create opportunities for investment
- Foster the sharing of good practice and staff expertise
- Maximise impact of initiatives through collaboration
- Drive partnerships with schools, employers and stakeholders in our localities

## Supporting Students on Their Journey to Employment

Combining local delivery with regional impact, we will offer expanded choice to learners, including specialised options that meet local and regional skills requirements, leading to employment. Connecting students to businesses and communities, we will expand opportunities for students to gain employment.

## Preserving Provision Within our Local Communities

A key principle behind the proposed merger is to ensure that sustainable, high quality local provision continues into the future. Stability will future-proof our local delivery, bringing flexibility and capacity and keeping our colleges at the heart of our local communities.

## A Secure Financial Future

Our large, financially robust college will be able to invest in staff and curriculum development, infrastructure and resources to support future growth.

## The Three Pillars

### Adults and Apprenticeships

We will strengthen our apprenticeship offer and reach out to employers with enhanced access to higher apprenticeships, increased specialisation at higher levels and CPD opportunities for those seeking career advancement.

Both colleges have active engagement with Job Centre Plus and provide significant training for the unemployed. This local provision will grow as our combined employer facing services integrate training alongside wider employer partnerships, recruitment and job outcomes. We will provide that first important step on the skills ladder and enable progression to employment and higher level skills.

### School Leavers

Both colleges value strong partnerships with schools and share the education ambition of their local areas to raise aspirations and standards.

With specialist resources, expertise in vocational learning and apprenticeships, we will ensure we participate and initiate developments to support this.

We will maintain our commitment and provision for those with learning disabilities, working closely with our partners in schools.

### Higher Education

With over 2,000 learners currently engaged in higher education, our combined offer will ensure that in the longer term, we can invest in more specialisation at higher levels and use our extensive staff base to develop a university presence in our localities. Working closely with our university partners, including the Universities of Hull, Sheffield Hallam and Lincoln, we will embrace higher level apprenticeships and offer a more diverse portfolio of professional programmes.

We will create and strengthen local access to higher education and ensure that adults can benefit from financially viable higher education whilst meeting their diverse personal needs.

# An Educational and Economic Profile of our Communities

**Our college communities share a similar social and economic profile, challenged by educational disadvantage and the re-generation of traditional industries, driven by pride, ambition and desire for change.**

## Doncaster

**Doncaster is a successful borough with a population of over 300,000. It is located within the Sheffield City Region Local Enterprise Partnership (LEP) area.**

### Challenges

Doncaster Metropolitan Borough Council (DMBC) clearly demonstrates its commitment to developing a thriving town and economy in seeking to create the conditions that encourage business investment and innovation and ensuring residents have the skills and abilities to meet current and future business needs. Much has already been achieved to harness Doncaster's asset base as a 'Place' where culture, business, education and communities can thrive.

DMBC is one of the most successful partners within the Sheffield City Region and Doncaster College is proud to support the Borough's developments to secure a Doncaster location for the National Rail College and University Technical College (UTC).

Whilst Doncaster is disadvantaged by low levels of earning, high benefits dependency and higher than average unemployment with a low proportion of adults holding higher level qualifications, this is not seen as a barrier to change. Enhanced road and rail connectivity and iPort developments are stimulating the location of major companies. The growth of the Doncaster-Sheffield Airport alongside future transport plans places Doncaster at the centre of economic regeneration. Employers' demand for skills and especially higher level skills has never been greater. The challenge is to ensure that more people enter the labour force equipped with the right skills for a digital economy, as we build upon a strong history of employment in rail, manufacturing and mining industries.

### Opportunities

This merger of two strong colleges will help to meet the Borough's ambitions and contribute to the Sheffield City Region's target to create 70,000 additional jobs, meet the needs of an additional 30,000 highly skilled occupations and increase GVA to in excess of £3 billion.

As a combined college, we will have a turnover of over £45 million and the capacity to increase our training and apprenticeship offer for young people and adults, thus making a significant contribution to raising aspirations and meeting employers' needs. Our combined capacity of higher education and a base of over 2,000 current learners at degree level will ensure that our staff are able to adapt easily to the demand for higher apprenticeships and applied degrees. Working within Team Doncaster, we will remain a committed and active supporter of the One Doncaster ambition to raise levels of educational attainment and create the kind of joint systems leadership that will shape our Borough's success. We will continue to work well with the Borough's schools, colleges, training providers and other educational stakeholders, recognising their success in improving learner outcomes, to give wider opportunities to young people and increase progression to further and higher study for all.

As a combined college we will continue to have local commitment to inclusivity and ensure that our courses for the unemployed and those seeking career advancement remain and help people progress further.

With these commitments and our combined strengths - plus a determination to address the challenges and ambitions of our locality and region, the newly formed college will be an asset to Doncaster and the Sheffield City Region.

## Sheffield City Region LEP: Driving Economic Growth Across the Region

With a unique position as a key business-to-business supply chain, designer and manufacturer hub, the region has sector specialisms (digital technologies, advanced manufacturing, engineering and materials) that are supporting traditional sectors, from energy to motor vehicles, construction to retail. The LEP is working across the region to accelerate this trend, to build on current strengths in 'foundation industries' and to restructure the economy towards high value, knowledge and data-led business activities.

Aspirations include the creation of 70,000 jobs, bringing an additional 6,000 businesses to the region and generating approximately 30,000 highly skilled occupations to create a more prosperous economy.



# An Educational and Economic Profile of our Communities

## The Humber and Greater Lincolnshire

**North Lindsey College is located in the thriving County of North Lincolnshire, which has a rapidly growing population of nearly 170,000 and is positioned within both the Humber and Greater Lincolnshire Local Enterprise Partnership (LEP) areas.**

### Challenges and Opportunities

The region is recognised for its strength in manufacturing and engineering, with 24% of North Lincolnshire's economy centred upon manufacturing compared to other UK regions of just over 8%. In the Industrial Garden Town of Scunthorpe, the Steel Industry has seen a decline over recent years and the resurgence of British Steel over the last 12 months has brought a new confidence as well as growth, greater productivity and investment. The manufacture of British Steel products makes a significant contribution to the British and North Lincolnshire economy. The British steel industry employs approximately 20,000 people including c. 4000 locally and additionally, supports domestic local businesses and employees throughout its supply chain.

North Lincolnshire is already the hub of power generation in the area. The South Humber Bank oil refineries provide 27% of the UK's refinery capacity – the largest refinery cluster. In addition, there are four gas power plants, the largest combined heat and power plant in Europe, all located within North Lincolnshire, providing almost 10% of the national grid's energy. With the largest Enterprise Zone in the UK and the development of a £450m Marine Energy and Logistics Parks, the Estuary is attracting new inward investment. It is set to achieve its vision of becoming a renowned national and international centre for renewable energy - bringing growth, productivity and economic regeneration.

The location and connectivity of the Humber, facing Northern Europe and midway between London and Edinburgh also makes it a critical transport and logistics hub. It is the largest trading estuary in the UK and is experiencing strong year-on-year growth. The Humber ports contribute £2.2 billion to the UK economy, supporting 33,000 jobs and together handle more than 65 million tonnes of cargo. The growth of logistics and distribution industries provides direct connectivity to the developments along the east/west corridor and developments in Doncaster and the Sheffield City Region.

As a result of these enormous opportunities, North Lincolnshire and the wider region needs to refocus its skills and training offer. With above average unemployment rates, the area has traditionally suffered from a lack of employment opportunities in technical, management and professional occupations. At the same time, the proportion of the population with qualifications at Levels 2, 3 and above is considerably lower than the national average, with qualifications at Level 4 and over at 10% below the national average. The population is growing and is forecast to increase by 32,000 people by 2026, bringing further opportunities and investment.

**The Humber LEP Strategic Economic Plan** acknowledges that building a skilled and productive workforce is critically important in order to tackle the skills gap. It has identified six priority sectors: port and logistics, chemicals, engineering and manufacturing, creative digital, food and the visitor economy.

**The Greater Lincolnshire LEP Plan** supports these priorities and recognises the importance of growing specific opportunities identified as future defining areas, such as the health and care sector as well as new markets in modern telecommunications.

These challenges are embraced by the LEPs and North Lincolnshire Council, who are realising the significant potential and capacity for inward investment in the region. There has been a higher than average growth in working age residents with higher level skills and in North Lincolnshire Secondary Schools, outcomes in GCSE attainment have consistently improved and are now well above the national average, with 93% of schools achieving good or outstanding Ofsted grades.

### Aspirations Realised Through Increased Capacity and Capability

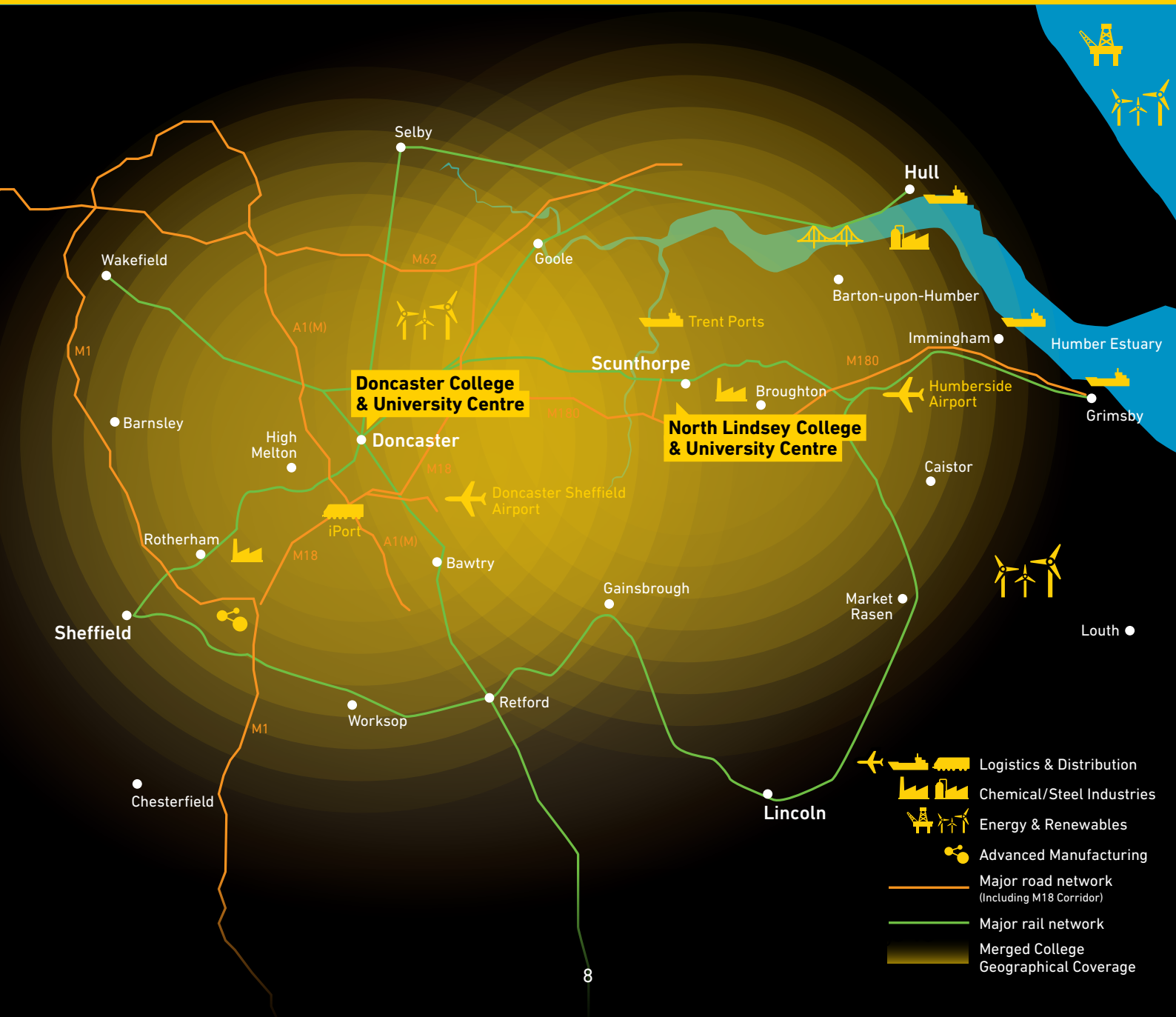
The proposed merger of two strong colleges, with a combined turnover of over £45 million, will build capacity and capability to realise the ambitions of the area at both a regional and local level. Working with the local Councils and the LEPs, we anticipate significant growth in our apprenticeships and our higher education provision, including higher and degree level apprenticeships. Our increased capacity and capability will further strengthen our joint ambitions to develop a strong university presence in our town centres in partnership with regional universities, schools and UTCs.

As a merged college we will continue to commit to ensuring that our curriculum is inclusive and supports the unemployed into employment and further training. We will also continue to engage in shaping the post-16 provision in the sub-region and enabling and inspiring individuals, employers and communities to develop their skills, unlock potential and realise their ambitions.

# An Educational and Economic Profile of our Communities

This merger provides a unique opportunity for our students to access a huge range of training, learning and employment opportunities. It will allow us to build a skills infrastructure across the east/west corridor from the Sheffield City Region to the Humber and Lincolnshire. It will connect our two communities, building on our shared ambition and aspiration to create an educational hub with a local, regional and global reach.

The potential for the future is significant, connecting power and strength in new industries including engineering, manufacturing, logistics and distribution and becoming a major force in the Northern Powerhouse.



# Employment at the Core of our Strategy

## Connecting Education and Employment

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Through the developing road and rail infrastructure along the M18/M180/A1/M1 corridor, our two campuses are focal points that enable a wider reach into the regions of Sheffield, the Humber, South Yorkshire and North Lincolnshire.

As this physical infrastructure creates economic growth, our combined college will penetrate employment sectors and boost the development of skills required by local industries, particularly through apprenticeships and higher level skills. We will be a major educational presence with an inter-regional reach.

Joint connections with regional universities from Sheffield Hallam, Hull and Lincoln, alongside our combined strength in higher education, reinforce this regional reach and access to higher level training opportunities, which are regionally sourced, locally delivered and innovatively designed.

## Local Opportunities - Regional Partnerships

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By capitalising on the existing catchment areas of the two colleges, as well as the east-west economic corridor around us, we will maintain local delivery, while implementing a regional educational strategy.

## Creating Choice for Learners

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Both colleges have large 16-18 provision which is predominantly vocational and apprenticeships. Each college will continue to establish strong links with local secondary and special schools to support progression and opportunity. The combined college will play an active part in the localised developments of the existing and planned UTCs and engage locally with new sixth-form initiatives to create the widest possible choice for learners.

The combined college will bring its local strengths in vocationalism to local developments, ever more specialising in technical, professional training and apprenticeships for young people as a real alternative to more traditional routes.

**Our strategy will drive a skills infrastructure to support economic opportunities across the east-west economic corridor.**

**Our impact will stretch from the Sheffield City Region to the Humber and Lincolnshire, building on the connectivity provided by road, air, sea and rail.**

## Linking with Employers

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Students following routes that require particular skills will be able to pursue specialised qualifications, as the college uses its increased presence to work closely with regional and local employers.

- Establishing a college for businesses across the region
- A combined employer-facing service for apprenticeships
- Wider access to staff, teachers, trainers and assessors
- Capacity to attract staff with specialist and niche skills
- Support for employer levy payers as well as micro-businesses
- Greater capacity to respond to bespoke workforce development needs of employers

**“We are committed to meeting the skills needs of regional employers”**

# Retaining our Campus Identities

The proposed name of the new merged college is the DN Colleges Group. The local names of colleges and campuses will remain unchanged.



Doncaster College



North Lindsey College

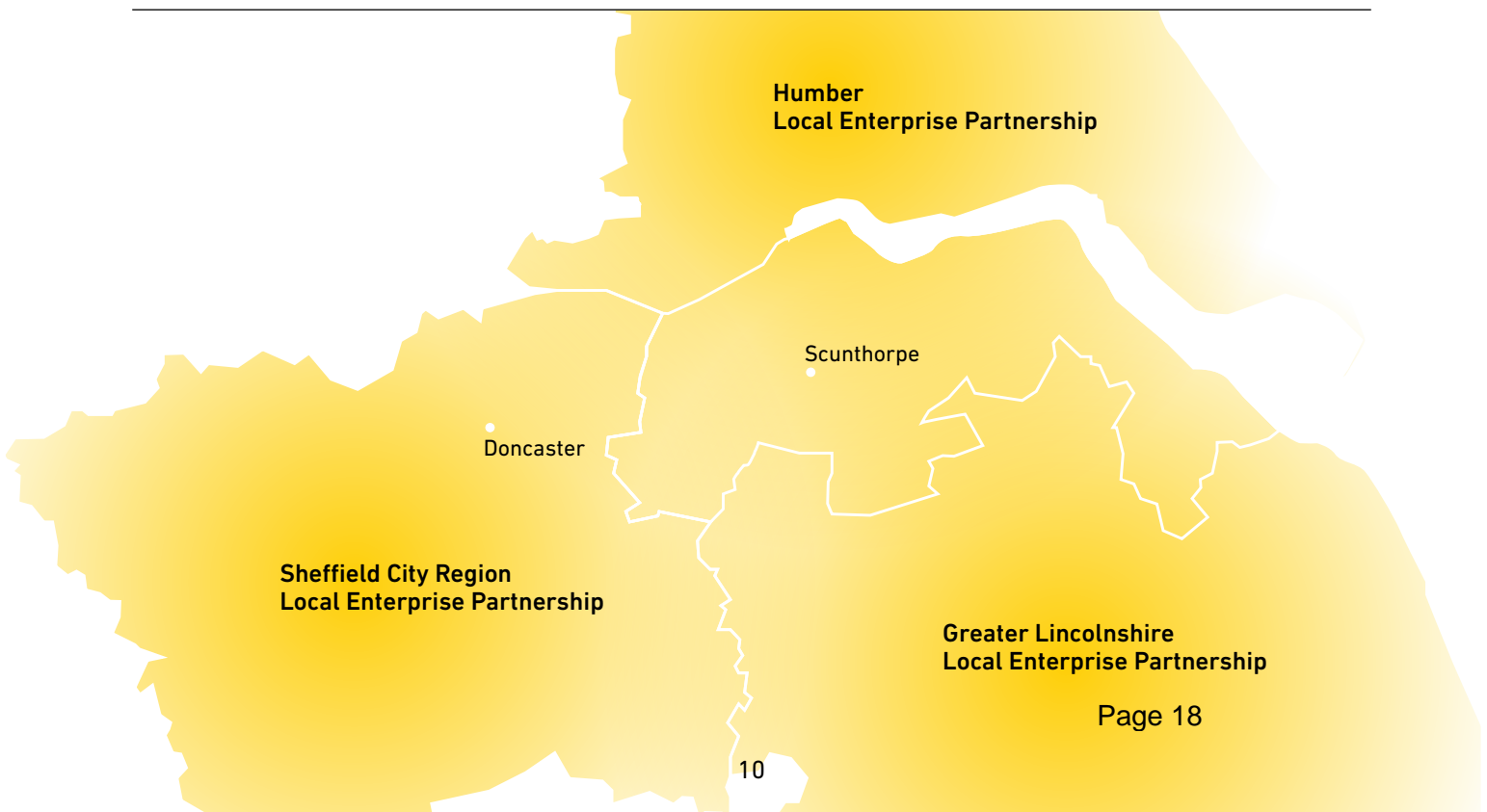


Doncaster College



North Lindsey College

## Retaining Local Provision and Serving our Regions



Humber  
Local Enterprise Partnership

Scunthorpe

Doncaster

Sheffield City Region  
Local Enterprise Partnership

Greater Lincolnshire  
Local Enterprise Partnership

# Our Curriculum: Building on Strength

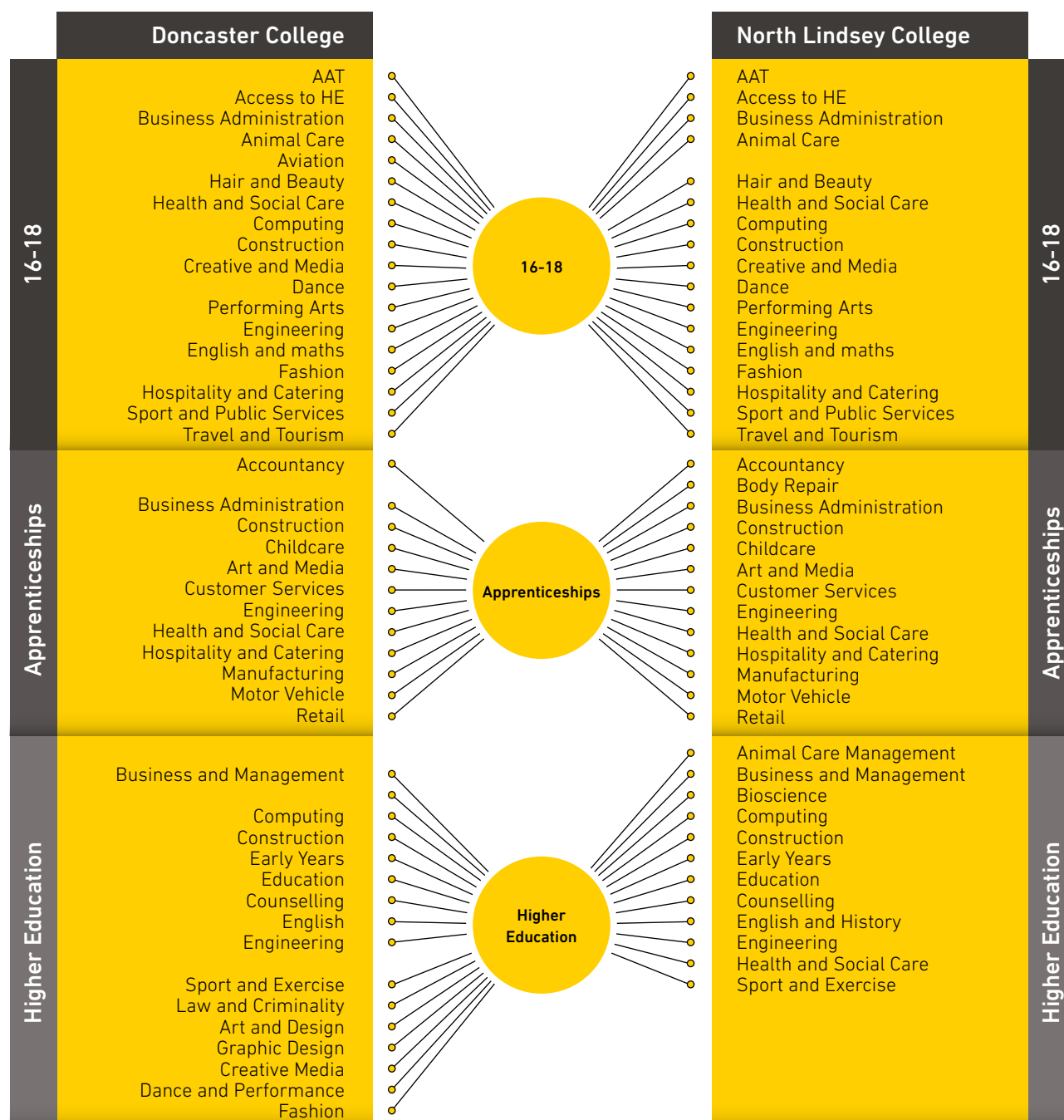
**This merger will build on current synergies across both colleges to improve the learning experience for students across both immediate localities and more widely.**

Students will have access to a huge range of training and learning opportunities, with focused support to gain skills and qualifications that will support their individual journeys to employment.

Our curriculum spans further and higher education, professional and technical qualifications, apprenticeships, adult and vocational learning. Joint curriculum design and development will create further opportunities for staff and students.

## Current Strengths

Both colleges offer provision across the full range of sector subject areas for core 16-19 provision, with a high percentage of students who require English and maths. Both colleges have substantial higher education provision and apprenticeships.



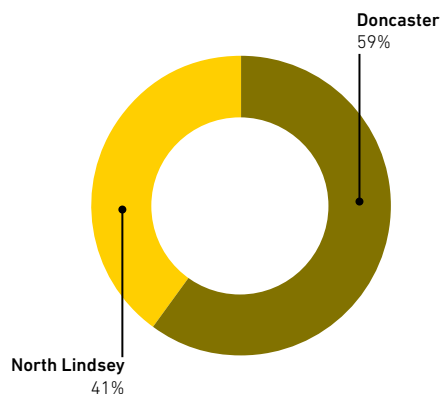


# About the Colleges

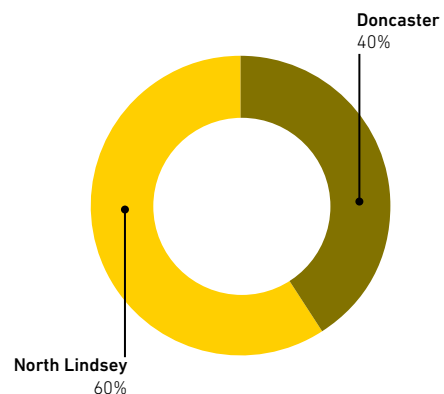
## Finance

The financial size and strengths of the two colleges complement each other and provide a firm foundation from which to respond to the opportunities and challenges ahead.

**Total Income 2015/16 - £49.3M**



**Total Net Assets 2015/16 - £28.1M**



The combined financial health of the two colleges is already good, with the potential from further growth and synergies to deliver outstanding financial performance.

### A Secure Financial Future

This merger will secure the future of the colleges from a financial perspective. It will create a large scale, financially sustainable organisation, able to invest across its curriculum and infrastructure and supporting future growth and ever stronger partnerships with businesses and external organisations.

## Quality

	OFSTED	Quality Assurance Agency (QAA)
Doncaster College	<b>Good</b> (April 2016)	<b>Meets UK Expectations</b> (May 2013)
North Lindsey College	<b>Good</b> (May 2014)	<b>Full Confidence</b> (2016/17)

# About the Colleges

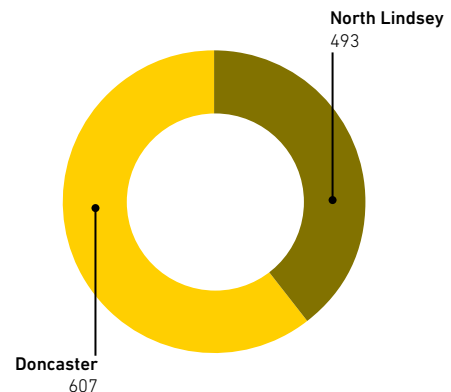
## Catchment Area

The new college will serve almost half a million residents living in the immediate catchment areas of Doncaster and North Lincolnshire and contribute to meeting the needs of almost three million residents across the Sheffield City Region and the Humber LEP areas.

There are currently 15,000 business enterprises in the area served directly by the new college and over 85,000 in the Sheffield City Region through to the Humber, with a higher than average dependency on small and micro employers.

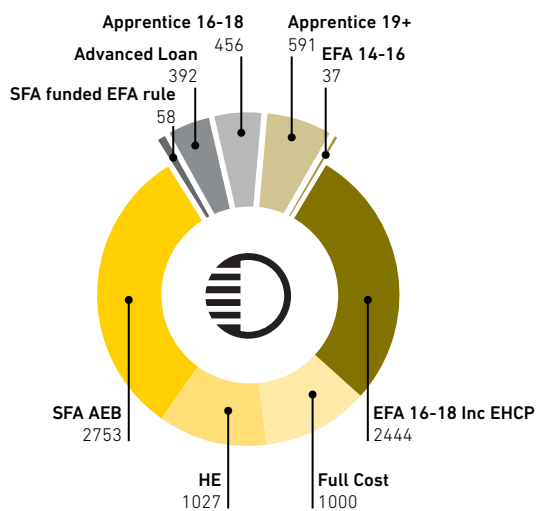
## Staff Numbers 2015/16

### Directly Employed Staff

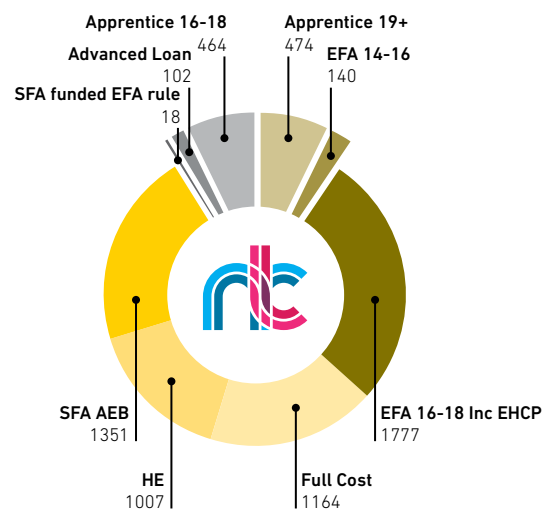


## Student Numbers 2015/16

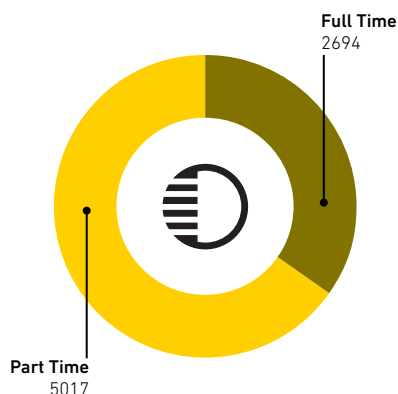
### Doncaster College - Student Demographic



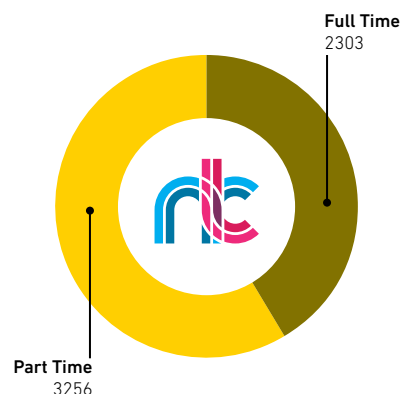
### North Lindsey College - Student Demographic



### Doncaster College - Full Time/Part Time\*



### North Lindsey College - Full Time/Part Time\*



\*Excluding apprentices. EFA = Education Funding Agency SFA = Skills Funding Agency AEB = Adult Education Budget EHCP = Education Health Care Plan

# Governance

**The governors of both colleges are fully committed to creating an equal partnership and bring a wide range of skills, knowledge and experience to support the process of transitioning to a new organisation. In anticipation of this merger a Transition Group has been formed with representatives from both college governing bodies, working together to consider all aspects of this potential partnership.**

If there is support for the merger, both Boards will commit to creating a shared Board with a balance of existing and new members reflecting the necessary skills balance and localities. We will create a strong governance structure that will play a greater part in the systems leadership of our region. We will seek to create a 'new governance entity' with redefined ambition and, to ensure local accountability, we propose to have local advisory boards at both Doncaster College and North Lindsey College.

Our aim is to create a new college, with a new Board, while retaining the individual identities and campuses of Doncaster College and North Lindsey College. The proposed name for the combined legal entity is the DN Colleges Group.

Both colleges have undertaken legal and financial due diligence, including a detailed analysis of the financial costs of the merger. This process has determined the most effective way of minimising the costs of the merger so that future funds can be better invested in our students and the curriculum. A key decision has been to determine which college will dissolve and which college will be the receiving college from a legal and financial perspective, and the associated costs of different options have been assessed. This decision has been made on an entirely financial basis, and does not signify any qualitative assessment of either college.

On this basis, it is proposed that Doncaster College will dissolve on 1st November 2017 and its properties, rights and liabilities transferred to North Lindsey College, who will be the receiving college.

**Students who are still completing their courses of study by the date of the merger and proposed dissolution of Doncaster College, will complete their studies in their current locations under the auspices of the DN Colleges Group. For new and existing students in 2017/18 at both Doncaster College and North Lindsey College, there will be no changes to current courses.**

## References and Further Information

### **Independent Education and Skills Commission's 'One Doncaster' report**

<http://www.doncaster.gov.uk/services/schools/one-doncaster-report>

### **North Lincolnshire Strategy, North Lincolnshire Council, April 2016**

[http://www.northlincs.gov.uk/\\_resources/assets/attachment/full/0/29155.pdf](http://www.northlincs.gov.uk/_resources/assets/attachment/full/0/29155.pdf)

### **North Lincolnshire Market Position Statement 2016-2017**

<http://www.northlincs.gov.uk/community-advice-and-support/community-rights-funding-and-grants/market-position-statement/>

### **Lifting the Lid: The Humber Skills Challenge, 2013: The Capability of the Humber Region, University of Hull, 2013**

<http://www.humberlep.org/strategy/research-and-reports/>

### **The Humber Strategic Economic Plan**

<http://www.humberlep.org/strategies-and-deals/the-humber-strategic-economic-plan/>

### **The Greater Lincolnshire Strategic Economic Plan 2014 to 2030 (2016 Refresh)**

<https://www.greaterlincolnshirelep.co.uk/priorities-and-plans/strategies-and-plans/>

### **Doncaster's Economic Growth Plan 2013-18**

<http://www.doncaster.gov.uk/services/business-investment/doncaster-s-economic-strategy>

### **Doncaster Council Corporate Plan 2017-18**

<http://www.doncaster.gov.uk/services/the-council-democracy/corporate-plan>

### **Sheffield City Region Strategic Economic Plan**

<http://sheffieldcityregion.org.uk/wp-content/uploads/2014/03/SCR-Growth-Plan-March-2014.pdf>

### **Sheffield City Region Strategic Economic Plan and Growth Deal**

<http://sheffieldcityregion.org.uk/wp-content/uploads/2013/12/Deal-and-Plan-Executive-Summary.pdf>



# Have Your Say

## We welcome your views on this proposal

Since the first discussion of our proposal, we have received widespread and enthusiastic support from many stakeholders across the regions.

The formal consultation into this proposed merger takes place between 22nd June 2017 and 31st July 2017. You can submit your response by 31st July 2017 using our online survey.\*

All comments received as part of this consultation will be taken into account by the leadership of both colleges to determine whether or not the merger should proceed.

**Click here to go to our online survey or go to [www.surveymonkey.co.uk/r/QNWLK9Y](http://www.surveymonkey.co.uk/r/QNWLK9Y)**



### Alternatively, you can write to us at either:

**Laura Clark** - Clerk to the Corporation,  
Doncaster College, The Hub,  
Chappell Drive, Doncaster,  
South Yorkshire DN1 2RF

[mergerinfo@don.ac.uk](mailto:mergerinfo@don.ac.uk)



Doncaster  
College | University  
Centre

**Jeannie Charles** - Clerk to the Corporation  
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Kingsway, Scunthorpe,  
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North Lindsey  
College

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[www.northlindsey.ac.uk](http://www.northlindsey.ac.uk)

### If you would like an accessible version of this document, please contact us.

\*The information that you supply via this form will be used as a feedback tool throughout the consultation between North Lindsey College and Doncaster College. The information will be retained by both parties and will only be used for the purpose of (a) summary information for statistical and audit purpose, and (b) published in an executive summary via the colleges website and printed content. All data will be anonymised, and individuals will not be identifiable. By supplying such information you consent to the colleges using and storing the information for the stated purposes; the information is held by the colleges in accordance with the provisions of the Data Protection Act 1998.

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