Foreword

This is our vision for the future of City of Westminster College and the College of North West London. That future is together.

Our aim is to improve the educational opportunities to the communities our colleges serve. We recognise Further Education in London is changing rapidly. We want and need to be a big part of that change; ready and able to meet the needs of our learners and other stakeholders.

Our role as Governors is to provide independent strategic direction to the colleges and to ensure their long-term futures are assured.

Discussions about this proposed merger date back to 2013. Much thought and debate has gone into this proposal and we firmly believe the future of both colleges is best served by us joining together.

This document sets out in detail what we are proposing. It also explains fully the reasons why we think this is the right move; the benefits of the merger; its impact on key stakeholders and importantly, how you can have your say.

The ambition of both boards is that the merger will form the first steps towards the creation of a multi-college group and that over time, we will encourage other institutions to join us.

For now, our focus is on making this proposed merger a success. We hope you will support us on our journey and we look forward to hearing your views.

Nick Martin
Chair of Corporation
City of Westminster College

Tony Johnston
Chair of Corporation
College of North West London
What is the proposal?

A merger between the College of North West London and City of Westminster College will improve the education and training opportunities for learners, employers and the communities they serve. It will build on the combined strengths of each college to establish strategic advantage and competitive edge. The vision is to deliver the highest quality education and training opportunities for students and employers across West and Central London, and beyond.

The grouping will enhance the curriculum on offer allowing more learners to benefit from vocational specialisms. It contributes to moving the Further Education agenda forward to deliver educational and social advantages. It will create a college group that secures the best provision and choice for students in West and Central London and will strengthen the offer to a broader London client base.

Both colleges are committed to merging based on a multi-college group model and discussions are ongoing with other colleges interested in the model. The constituent colleges will retain and operate with their current names and identities, which have strong value within their respective communities. The proposed name of the group is the United Colleges Group.
Why merge?

City of Westminster College and the College of North West London have shared a common purpose in providing high-quality post-16 education and training and have collaborated for some time. Joining the two colleges is a bold, positive and strategic choice that will increase our capacity and capability to respond to employers and build combined centres of excellence for our students, whilst securing greater benefits to the local communities we serve.

The respective curriculums of the two colleges are closely matched and each have common core values based on students, education, training and economic engagement.

The focus will be on quality of provision and delivery to raise educational attainment in young people and the skill levels of adults. The merger will create an organisation that operates in a spirit of true partnership with schools, colleges, universities, borough councils and employers.
Both colleges bring significant strengths that complement and enhance each other and which will ensure that high quality provision continues to be delivered at all main sites across the boroughs of Brent, Westminster and beyond.

With skills devolution to London from 2018 and the new National Skills Plan, both colleges seek to secure the opportunity to be at the forefront of these developments. The time to merge City of Westminster College and the College of North West London, and to model a world-class skills provision for Central and West London and beyond, has arrived.
Benefits & future plans

Quality
The merged college will deploy the best practices from both institutions to ensure rigorous monitoring and support to encourage increased success and improved outcomes for its students.

The merged college will benefit from the strengths of each college and the sharing of good practice in driving up standards to:

- Increase students’ retention and attendance rates
- Improve students’ pass rates
- Further improve the quality of teaching and learning to meet individual needs
- Improve the promotion of equality and diversity.

Equality & diversity
Both colleges are highly effective in ensuring that under-represented groups are attracted to the courses offered. The new college will ensure that equality and diversity are embedded within its structures and build upon already excellent outcomes.

Equality and diversity are key facets of each college’s vision and mission and the new college will always endeavour to:

- Ensure that equality and social inclusion are embedded into the curriculum and all aspects of the student experience
- Promote equality and diversity within the staffing resource
- Provide high quality, locally accessible, SEND (Special Educational Needs and Disability) provision to ensure education is available to all.
Value for money

The multi-college group based on the two colleges will have an annual income of around £50 million and the potential to generate significant surpluses in future years. From the outset the college will meet main industry key performance indicators and will have a Skills Funding Agency financial health rating of ‘Outstanding’.

Savings will be targeted across both curriculum and support areas over the coming years including:

• Sharing of teaching staff and optimising group sizes
• Make savings through the sharing of back office functions
• Combining service contracts will enable savings in a number of areas ranging from catering, through to utilities and licensing.

The merged college will generate a healthy cash flow and has the capacity and potential property sales to generate funds for further investment.

Strength combining facilities

There is significant synergy between the curriculums of both colleges and our provision already has a strong match to the high demand and future growth skills areas across Greater London, as well as the aspirations and needs of our local communities.

Construction and engineering is a strength at both colleges. With greater breadth, provision will complement rather than compete and establish enhanced progression and capacity to higher education services across construction crafts, building services, technical and civil engineering.

Gaps in provision or under-provision can be addressed; for example, hair and beauty provision is offered at the College of North West London, but not at City of Westminster College, and can be supported and developed to serve the wider community of the new group.

Combining provision in areas such as creative industries and media, will enable the development of a broader community of professionals in these areas to share and build upon good practice.
Impact on stakeholders

**Employers**

The benefits of the merged college to employers will include:

- **Consolidation and enhancement of the existing training and services so a greater number of employers can gain access**
- **The ability to provide training to employers on a more competitive basis, ensuring better value for money for customers**
- **Harmonisation and sharing of best practice across all delivery teams so employers can expect to receive the best quality of service**
- **Increasing the scale of apprenticeship delivery through a greater breadth of offer, a wider employer base and building on employer academy developments.**

**Students**

The combined curriculum offer will significantly enhance both the provision and progression opportunities for all. It will offer significant hubs of higher level training in key areas such as engineering, construction and digital media.

Each college has new or refurbished campuses, or advanced and viable plans for such facilities, which together will provide a wide range of high quality learning environments. All existing campuses will remain and, more importantly, all existing students will continue their studies at their current campuses while gaining from access to more resources and progression routes through the merger. The combined facilities will be some of the best in London and will be accessible to all students.

We will ensure our most disadvantaged groups benefit from enhanced support through improved careers guidance and additional learning resource centre-based support. More assistance with employability skills, financial support and enhanced safeguarding provision will also be available.
Staff

The new college will provide important benefits for staff, as the merger is founded on growth in provision and increases in student numbers. Each college is a very staff-focused organisation, with good HR relations, which recognise the importance of staff motivation and involvement.

This merger will have the potential to deliver a range of benefits including:

- **New and better opportunities for career progression and staff development**
- **A sustained and secure working environment offering new roles and fresh ways of working**
- **Opportunities to share best practice and a shared ethos and set of values across the new organisation.**

Communities

By merging, we will provide further benefits to the communities we serve, including:

- **Sustained delivery and presence across Brent, Westminster and beyond**
- **A pro-active college, engaged in local issues and meeting local needs**
- **Enhanced opportunities for apprenticeships, traineeships and work experience**
- **Remain a hub and beacon for community groups and local residents**
- **Upskill local people who have been unable to re-enter the employment market, and actively support successful job seeking.**

The merged college will be also be a major employer within the region, offering employment and development opportunities to local people.
What happens next?

This is our vision for the future of City of Westminster College and the College of North West London. It is a future that draws on the combined strengths of both colleges and ensures that we meet the needs of our communities. It is a future where we work together to push the FE agenda within our boroughs, and beyond. It is a future that is together.

Timeline

<table>
<thead>
<tr>
<th>December 2016</th>
<th>January 2017</th>
<th>February 2017</th>
<th>March 2017</th>
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<tbody>
<tr>
<td>Each governing body formally agreed to progress a merger proposal</td>
<td>Strategic business case approved</td>
<td>Internal consultations</td>
<td>Public consultation</td>
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<td>Joint interim board established</td>
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Stakeholders

We welcome views from the following stakeholders who will be formally invited to respond:

- FE and Sixth Form Colleges
- Schools and Academies
- Local Authorities
- Members of Parliament
- Skills Funding Agency
- Education Funding Agency
- FE Commissioner
- Higher Education Funding Council for England
- Our key partners and employers

As part of the consultation process, we would also welcome views from any of the following:

- Sixth Form College Association
- Association of Colleges
- Westminster Business Council
- Employer Representative Groups
- Employee Representative Groups
- Ofsted
- Staff
- Students
- Parents
- Third Sector Organisations
- Universities

We also welcome the views of any other interested parties who wish to provide a response. Please see “Have Your Say” for further details.

What happens next?

<table>
<thead>
<tr>
<th>April 2017</th>
<th>May 2017</th>
<th>June 2017</th>
<th>August 2017</th>
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</thead>
<tbody>
<tr>
<td>Public consultation completed and responded to</td>
<td>Due diligence completed</td>
<td>Detailed full proposal completed, and approval by each governing body anticipated</td>
<td>Expected merger date</td>
</tr>
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Statutory notice

Further & Higher Education Act 1992

The Corporation of the College of North West London FEC ("CNWL"), Dudden Hill Lane, London NW10 2XD, gives notice in accordance with the Further Education Corporations (Publication of Proposals)(England) Regulations 2012, SI 2012, No 1157, of the proposal for the transfer of its property, rights and liabilities to the Corporation of the City of Westminster College FEC ("CWC"), 25 Paddington Green, London W2 1NB, and the subsequent dissolution of CNWL.

CNWL is a provider of further and higher vocational education for students aged 14 and over. It is currently providing for 6,043 students in total, comprising 1,174 full-time students and 4,869 part-time students. CWC is currently, at this point in the year, providing for 6,259 students in total comprising 3,043 full-time students and 3,216 part-time students.

Dissolution of CNWL is proposed so that CNWL may merge with CWC. The date proposed for the dissolution of CNWL is 1 August 2017. CNWL students who have not completed their courses on that date will be able to continue their courses of study on the same campus as planned.

The consultation period runs from: 12 March 2017 – 13 April 2017. All responses and representations must be received by the closing date. CNWL will publish a summary of the feedback and its outcome within two months of the closing date. The summary will be available on both college websites.

Responses to the consultation may be made by email to consultation@cnwl.ac.uk or alternatively by writing to Fiona Chalk, Clerk to the Corporation, College of North West London, Willesden Campus, Dudden Hill Lane, London NW10 2XD
Governors at both colleges would be very grateful if you could read our Consultation Document and respond to the questions below.

Please send your completed form to:
Fiona Chalk, Clerk to the Corporation, College of North West London, Willesden Campus, Dudden Hill Lane, London NW10 2XD

Alternatively, you may complete this form online at www.cnwl.ac.uk/merger or email your responses to consultation@cnwl.ac.uk

All responses must be received by no later than Midnight on Thursday 13th April.

Please select the category which best describes you
- Student
- Parent
- Employer
- College Staff
- FE College
- HE Institution
- School
- Local Business
- Other

1. Do you agree the proposed merger of our two Colleges will improve the education and training opportunities for students, employers and the communities they serve by building on the combined strengths of each college?

[ ] Yes  [ ] No  [ ] Unsure

If you answered yes
What advantages do you see from the merger of our two colleges?

If you answered no
What disadvantages do you see from the merger of our two colleges?

If you answered unsure
Please tell us why
2. What are your views regarding the plans of the proposed merged college?

3. What are your thoughts regarding the name for the proposed college?
   The proposed name is United Colleges Group. Do you have any alternative suggestions for the name of the proposed college? Please note that both colleges will continue to operate using their existing names.

4. Please include any other comments you would like us to take into account.

IF YOU WOULD LIKE A REPLY, PLEASE SUPPLY YOUR PREFERRED CONTACT DETAILS:

YOUR NAME

PREFERRED CONTACT
(email/postal address)

*PRIVACY STATEMENT

Your data will only be used in relation to the merger consultation process and will not be used for any other purpose. Responses will be anonymised in the consultation results documentation.

Under your rights of the Data Protection Act 1998, the information you have provided will only be processed and retained for the specified purpose.

For more information about both colleges please see our websites www.cwc.ac.uk or www.cnwl.ac.uk
About us

Student numbers

In the 2015-16 academic year, the College of North West London provided for a total of 10,803 students (1,297 Full Time and 9,506 Part Time). During the same period, City of Westminster College provided for a total of 8,852 students (3,174 Full Time and 5,678 Part Time). Please note that these are full-year figures, as opposed to the 2016-17 mid year figures contained in the Statutory Notice on page 12.

The table below gives a breakdown of the provision offered by each college in 2015-16, and an indication of the nature and scale of the initial offer that the merged college may provide.

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<thead>
<tr>
<th></th>
<th>CNWL</th>
<th>CWC</th>
<th>Combined</th>
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<tbody>
<tr>
<td>EFA</td>
<td>1,129</td>
<td>2,789</td>
<td>3,918</td>
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<tr>
<td>SFA</td>
<td>6,536</td>
<td>2,487</td>
<td>9,023</td>
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<tr>
<td>Apprenticeships</td>
<td>1,131</td>
<td>1,838</td>
<td>2,969</td>
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<tr>
<td>Traineeships</td>
<td>17</td>
<td>28</td>
<td>45</td>
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<tr>
<td>19+ Advanced Learners</td>
<td>324</td>
<td>149</td>
<td>473</td>
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<tr>
<td>HEFCE as funded</td>
<td>155</td>
<td>288</td>
<td>443</td>
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<tr>
<td>Self Funding</td>
<td>1,460</td>
<td>1,273</td>
<td>2,733</td>
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<tr>
<td>14-16</td>
<td>51</td>
<td>-</td>
<td>51</td>
</tr>
<tr>
<td>Total</td>
<td>10,803</td>
<td>8,852</td>
<td>19,655</td>
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Our Locations

1. Willesden Campus
   Denzil Road,
   London, NW10 2XD

2. Wembley Park Campus
   Wembley Park Drive,
   Middlesex, HA9 8HP

3. Kings Cross Construction Skills Centre
   180 York Way, London, N1C 0AZ

4. Maida Vale Campus
   129 Elgin Avenue,
   London, W9 2NR

5. Paddington Green Campus
   25 Paddington Green,
   London, W2 1NB

6. The Cockpit Theatre
   Gateforth Street,
   London, NW8 8EH