

Decision Maker: Renewal and Recreation Portfolio Holder

**For pre-decision Scrutiny by the Renewal and Recreation
PDS Committee on:**

Date: 13 December 2011

Decision Type: Non-Urgent Executive Non-Key

Title: BROMLEY ADULT EDUCATION COLLEGE REVIEW

Contact Officer: Carol Arnfield , Acting Principal, Bromley Adult Education College
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Chief Officer: Marc Hume

Ward: All wards

1. Reason for report

To update members on the outcomes arising from the review of Bromley Adult Education College (BAEC).

2. RECOMMENDATIONS

- 2.1 That the Portfolio Holder notes the final report of the Adult Education Review Board and in particular the benefits including the levels of potential savings that have been identified.
- 2.2 Agree that the Director of Renewal and Recreation commences consultation with staff at Bromley Adult Education College and their representatives on the review, both in the short and medium term and its potential implications for staff and to continue with detailed discussions with the Bromley College of Further and Higher Education on the potential opportunities for adult learning in the longer term.
- 2.3 Agree that the Director of Renewal and Recreation bring a further report to a future meeting on the outcome of these negotiations and consultation.

Corporate Policy

1. Policy Status: Existing policy.
 2. BBB Priority: Excellent Council. Supporting Independence
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Financial

1. Cost of proposal: N/A
 2. Ongoing costs: N/A.
 3. Budget head/performance centre: Adult Education College
 4. Total current budget for this head: £139k net budget (£401k Cr Net Controllable budget)
 5. Source of funding: External/Revenue Budget 2011/12
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Staff

1. Number of staff (current and additional): 60 FTE's and 325 sessionally employed
 2. If from existing staff resources, number of staff hours: N/A
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Legal

1. Legal Requirement: Non-statutory - Government guidance.
 2. Call-in: Call-in is not applicable.
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 10,000
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? No.
2. Summary of Ward Councillors comments:

3. COMMENTARY

Background

- 3.1 At the Renewal and Recreation Portfolio Holder meeting of 7th December 2010 a request was made for independent support in undertaking a review of the strategic options available to the Adult Education College in order to safeguard its future given the known cuts to the Skills Funding Agency grants and future funding pressures.
- 3.2 This support was provided by constituting an internal review board chaired by the Assistant Director, Organisational Improvement.
- 3.3 The Director of Renewal and Recreation requested that the board examine at high level the various options available for future provision of this service and respective opportunities and challenges that each of these options represents. Terms of reference are included as part of Appendix 1
- 3.4 Based on this analysis, the review board were tasked with recommending a preferred option for future service delivery which takes account of Building a Better Bromley priorities, the Corporate Operating Principles alongside the current and future economic situation.
- 3.5 The review board considered a total of six options, evaluating the advantages and disadvantages of each. Four options were subsequently judged to be inappropriate and the remaining two models, that of a) remain as a core, scaled down directly provided adult education service and b) merge with Bromley College of Further and Higher Education were escalated for a further more detailed analysis.
- 3.6 Both the providers were tasked with producing high level business cases to demonstrate how their proposal would protect and enhance the adult learning offer for Bromley. Submissions were received from both the management team at BAEC and the Further Education College in accordance with the timescales indicated by the review board. The two submissions are available to members as Appendix 2 under Part 2 of the meeting Agenda.
- 3.7 Progress to this stage was reported to and discussed at the Renewal and Recreation PDS on 11 October 2011.

Progress

- 3.8 The review board met on the 15th November 2011 to consider the two shortlisted options. The board evaluated the information available including the relative advantages, disadvantages and scale of opportunity of both of the options. A summary of the key points arising from the board's analysis of the two reports is provided under section 5 of the report Appendix 1
- 3.9 The board concluded that the Bromley Adult Education College option is based on prudent assumptions regarding funding, protects to a large degree the quality and scope of adult learning in the borough and is comparatively simple and fast in its implementation. The board therefore endorsed this option.
- 3.10 However, in the longer term, the board recognised the strategic importance to the borough of a strong and sustainable lifelong learning offer. One that supports and facilitates progression through to higher education and other adult learning opportunities, promotes economic growth and strengthens routes into employment whilst continuing to maintain a rich range of learning activities for personal reasons to enhance life for Bromley residents.
- 3.11 From this perspective, the opportunity to merge with Bromley College of Further and Higher Education College may represent a more financially sustainable option in the long term.

However, at this stage, the additional benefits of bringing this package of services together has not been sufficiently articulated, the financial drivers are not clearly set out and the risks to service quality during implementation based on the proposals current stage of maturity are high. The principle of a merger is sound, but the review board considered the business case to be under developed. The board therefore concluded that it would be premature to recommend a merger at this stage, and certainly not within the timescales set out in the FE proposals.

- 3.12 The board went on to recommend that that in addition to consulting with staff and their representatives about proposals for the implementation of restructuring the existing Adult education service, the BAEC management team work collaboratively with the FE College over the next twelve months to develop the business case for merger, and subject to consultation with staff, their representatives and all other stakeholders to consider a potential implementation date of August 2013. Any joint proposal would need to set out how a merger would enhance, not just consolidate, the lifelong learning offer in Bromley and to set out in detail the full implications for staff.
- 3.13 The review board having now concluded their work has reported their findings to the Director of Renewal and Recreation. The Director has welcomed the report and supports the recommendations, subject to the outcome of consultation.
- 3.14 The BAEC Governing Body received a verbal report at their meeting on 24/11/2011. The Governors welcomed the endorsement of the BAEC proposal and the recommendation that the proposed reorganisation is implemented. Governors remain cautious about any plans for a future merger and would wish to see a strong business case before they could endorse this option.

4. POLICY IMPLICATIONS

- 4.1 The work of the Adult Education College contributes to the Building a Better Bromley vision of remaining a place where people choose to live and do business, maximising the opportunities that all residents have to lead fulfilling and independent lives.
- 4.2 Any future changes to the operating model of the Adult Education College must be set in the context of this vision and the political priority associated with maintaining a high quality, varied and accessible adult education offer.

5. FINANCIAL IMPLICATIONS

- 5.1 The funding reduction from the Skills Funding Agency (SFA) estimated at 25% over four years has prompted the radical review of the Adult Education Service along with the Council's significant financial pressures over the coming years. The net effect of the Adult Education proposal is a saving of £70k in 2012/13 and an estimated further saving of £69k in 2013/14, with the possibility of further savings in 2014/15. The cumulative savings proposed total £139k and could effectively enable the service to be delivered at nil cost to the Council, however, the sustainability of the service in an increasingly aggressive market could be questionable after 2013/14.
- 5.2 The financial implications of future negotiations with the FE College and any potential proposal will be included in a further report to members.

6. LEGAL IMPLICATIONS

- 6.1 The Council has a duty under the Learning and Skills Act (2000) to provide "reasonable facilities" for persons of age 19 and over. In performing this duty of "reasonable facilities" the Council must "take account of facilities whose provision the Council thinks might reasonably be

secured by other persons” and “make the best use of Council’s resources and in particular avoid provision which might give rise to disproportionate expenditure”.

- 6.2 In addition, under s15ZA Education Act 1996, the Council must ensure there is sufficient suitable education and training for persons aged between 19-25 who are subject to learning disabilities
- 6.3 The recommendations put forward reflect these duties.

7. PERSONNEL IMPLICATIONS

- 7.1. Any proposals for the restructuring of the existing Adult education service will give rise to significant HR issues and are likely to include proposals that will place a number of staff at risk of redundancy. These implications will need to be carefully planned for, and managed in accordance with the Council’s policies and procedures and with due regard for the existing framework of employment law.
- 7.2. To date staff and managers have been involved directly or indirectly with informal consultation. As more detailed proposals are developed these will be the subject of further formal consultation with staff and their representatives.

Non-Applicable Sections:	N/A
Background Documents: (Access via Contact Officer)	-

APPENDIX 1

LONDON BOROUGH OF BROMLEY ORGANISATIONAL IMPROVEMENT

To: Marc Hume, Director of Renewal & Recreation

Date: 22nd November 2011

Subject: *A Sustainable Future for Adult Education in Bromley*

From: **Adult Education Review Board**
Chris Spellman (Chair), Richard Hills, Carol Arnfield, Beverley Johnston,
Martab Munshi, Tammy Eglinton, Marc Hume, Rosamund Skinner, Jenny
Alexander

1. Reason for Report

The Director of Renewal & Recreation commissioned a review in March 2011 to examine the strategic options available to the Adult Education College in order to safeguard its future given the known cuts to Skills Funding Agency Grants and other future funding pressures. See Terms of Reference Appendix A.

The board have examined at a high level a number of alternative potential options for future provision and evaluated the respective opportunities and challenges of each model.

At the meeting of 15th November 2011 the Board reached their final recommendation as to the proposed option for future service delivery in the short and medium term. This report summarises the review process and articulates the Board's recommendation in the immediate and longer term.

2. Background Information

This review has been carried out by working with the service, and other potential providers, to pull together an overview of the activity (current and projected), as well as financial, staffing and other service information in order that a recommendation could be made as to how this service should be delivered in the future in order to protect the service as far as possible, realise efficiencies and make the best use of council assets.

The main driver for the review was the funding reduction from the Skills Funding Agency (SFA) of 25% over four years between 2010/2011 and 2013/14 along with the other significant financial pressures brought about by CSR10.

The SFA have been unable to provide any further projection beyond 2013/14 and the future of the Adult Safeguarded Learning funding stream also remains unclear at this stage, therefore, prudent assumptions about this income and other revenue have been made when performing this evaluation.

3. Options

The Review Board were asked to focus on a number of options; evaluating the advantages and disadvantages for each option and considering what offers the best alternative for existing and future adult learners in Bromley and for the Local Authority over the next five to ten years.

The options under consideration were:

1. Remain as a core, directly provided, local authority service but downscale and review use of existing accommodation
2. Identify opportunities for Adult Education to transfer as part of any alteration to the service delivery model for Bromley libraries

3. Engage in a strategic alliance with other local adult education providers
4. Merge with Bromley & Orpington Further Education Colleges
5. A shared service model with another local adult education provider.
6. Adult Education College to be established as a standalone Social Enterprise/Mutual delivering on behalf of the Local Authority.

The Options relating to Library Transfer, Strategic Alliance, Shared Service and Social Enterprise were excluded from further analysis for a variety of reasons which are set out in brief below:.

Library Transfer

The alterations to the operating model of the library service (shared service with London Borough of Bexley) was already relatively advanced at the time this review was commissioned.

Enquiries were made with colleagues leading on the libraries work and it was felt by all parties that it was not possible to align these pieces of work. The library project was already carrying out mapping of detailed resource information. Adding the adult education function to this project was considered to add unnecessary complexity to this process, cause unacceptable delay and offer no readily identifiable additional benefits.

Strategic Alliance

The option to collaborate with a number of other local authorities to deliver a more efficient and sustainable Adult Education service was eliminated due to no real opportunities existing at the current time.

Shared Service

Although this option was explored quite extensively with one potential partner in particular (London Borough of Croydon) this option was also eliminated for the same reason as entering a strategic alliance; no opportunity was available at this time.

After exchanging financial and service information with the review board The London Borough of Croydon concluded from a similar review process that commissioning from the local Further Education Colleges and other providers represented greater opportunity. Similarly, during the review process the London Borough of Bexley made a public statement on intent to merge with their local Further Education College (although subsequently it has become unclear as to whether this arrangement will now proceed).

Social Enterprise

Based on an evaluation of a similar transfer at another college and on superficial legal and financial analysis this option was considered to be extremely complex in its implementation and likely to involve issues with the transfer or release of assets.

The former Principal, Michael Wheeler, also left the organisation during this process and therefore continuation with this option would have proved very difficult had it been selected.

4. The Brief to Shortlisted Providers

Following the exclusion of the four options referred to above the board escalated the two remaining options (internal reorganisation and merger with the now newly merged Bromley and Orpington FE College) for further, detailed analysis.

Both potential providers were required to develop a high level business case to articulate how their proposal would protect and enhance the adult learning offer in the Borough.

The Key Lines of enquiry that the providers were asked to provide responses to focused on four core questions:

- What would be the additional benefits to residents if adult education was to be provided by the proposed model?
- What are the savings or value for money drivers for the Local Authority to opt for this model? including any possible positive capital or revenue contribution to the Local Authority?
- What would the delivery model look like in practice and in what ways could the Local Authority continue to have influence, oversight and benefit?
- How the Local Authority could be assured of the ongoing quality of provision which would continue to meet the needs of the local population.

Specifically the prospective future providers were asked to develop a business case which was cognisant of the following issues:

- The vision for Adult Education in the borough.
- A description of what the additional benefits to residents in the future would be when benchmarked against the existing provision/the alternative model.
- What the breadth, balance and location of the curriculum would look like.
- How the existing brand would be developed and promoted to reassure and retain the existing customer base and break into new markets.
- How the most vulnerable users of the service would continue to remain a priority demographic.
- An explanation of how the provider would work with Local Authority to ensure quality adult education is delivered to residents including governance arrangements.
- What arrangements the provider would make to contribute towards the local authority's own Learning and Development requirements.
- An investment plan that evidences how the Local Authority could achieve greater value for money.
- Where shared use of facilities are planned with younger users (16-19), evidence of how and where adult learning would be delivered and the degree of integration or sharing of facilities, e.g. refreshment facilities, with other service users that is necessary/desirable and the strategies to ensure the needs, wants and sensitivities of all groups are met.
- Details of any measures which the prospective provider envisaged taking concerning the affected employees.
- How delivery of the proposed service model would be programme managed with an indication of their timescales and resources.

5. Evaluation of Responses

In response to the brief, submissions were received from both the management team at the Adult Education College and the Further Education College in accordance with the timescales indicated by the review board.

In the first instance, it was felt that initial information provided by the Further Education College in their submission was insufficient to allow robust evaluation and determination of the preferred strategic option. The FE College were therefore afforded an opportunity to provide some further detail and address specific areas within the brief which the initial proposal appeared not to comprehensively cover.

The FE College submitted a second version of their proposal on 3rd October and this version has been evaluated by the review board for the purposes of making its recommendations.

Merge with Bromley College of Further and Higher Education

The proposals envisaged eventual consolidation of the adult learning offer within the FE college facilities at Bromley and Orpington and, at least in the short term, the retention of the Kentwood site. In addition to the savings generated through co-location, efficiencies would also be made in the back office through reduced management and overhead costs as well as savings from some merging of the curriculum.

The FE College have indicated that regardless of any closer working with BAEC they plan to develop an adult education offer, along with enhancing their Higher Education faculty, so have an obvious interest in securing the transfer of the Adult Education function and significantly their learners.

In their proposal, whilst the FE College identified the high quality facilities available to learners, they recognised the need to alter some of the existing facilities in order to accommodate older learners and some of the associated specialist equipment adult education currently offers. The document proposes that the capital cost of these adaptations (estimated at £500k) be split between LBB and the FE College, with payment contingent on the sale of an LBB property released by the merger.

The college merger suggests a structure of 'four colleges within a college' with separate faculties for Sixth Form, Further Education, Vocational Education and Adult Learning. There is a strong focus on the wider strategic objectives of delivering economic growth and developing employment opportunities for local people of all ages through a learning offer that is responsive to local demand and national skill shortages.

Governance arrangements with the local authority, including developing a Service Level Agreement for the Adult Safeguarded Learning and the Single Adult Skills budgets, were well set out and would give Bromley an appropriate level of input and control over the relevant decision making.

Throughout the document the FE college demonstrated a strong commitment to Adult Learning in the borough and how the merger would better place the FE college at the core of the community as a local institution relevant to people of all ages.

However, this commitment and energy does not appear to be matched by the FE College's level of understanding of the very specific adult learning environment, both in real and financial terms.

Income from the Adult Safeguarded Grant is projected as remaining flat. Whilst there is no intelligence at this stage from the SFA that it will be reduced, given the wider economic climate the review board would have expected to see some prudent assumptions made in relation to this.

No income from fees (currently amounting to around £1m) appears to have been assumed nor reductions in direct teaching costs which the board would anticipate to be a major area of rationalisation in this model. Whilst some of the issues relating to financial projections are likely to be simple oversights rather than fundamental misunderstandings, they are sufficient to give the board cause for concern regarding the FE College's readiness and ability to take on this service in the timescales proposed (August 2012).

The softer issues around the considerable change that would be required and the 'added value' to learners of the new model were also not comprehensively addressed. Whilst retaining provision at 3 sites across the borough is undoubtedly a positive, how the integration between significantly different client groups would be managed was not addressed in any detail.

Whilst it is understood that the FE college do not benefit from a long history of service delivery in adult learning, and due to commercial sensitivity were not privy to a full range of relevant information, the breadth

and depth of the FE proposal raises issues as to the FE college's level of understanding of the particular challenges this merger would represent.

Remain as core, scaled down, directly provided, Local Authority Service.

The Adult Education College Management Team have presented a proposal for a rationalised Bromley Adult Education Service which remains a core component of the Local Authority.

Proposed changes to provision are phased over three years, eventually consolidating the service into a single site, significantly reducing both staff and running costs whilst maintaining, as far as possible, both SFA and student fee income.

The plan is based upon a reduction in funding far greater than the known 25% in SFA grant reductions and should funding reductions fall within the known parameters this may allow the service an element of flexibility with the option of retaining two sites but remain revenue positive.

The plans protect, as far as possible, the core adult learning offer and retain an exclusive facility for adult learners at Widmore whilst eliminating the current budget contribution required by the local authority.

Given the significance of the changes to the service there is an acknowledgement from both the College Management team and the review board that the sustainability of the revised model would need to be examined again after implementation had taken place.

The proposal projects a saving of £70k in 2012/13 and an estimated further saving of £69k in 2013/14, with the possibility of further savings in 2014/15.

6. Recommendation

In accordance with the brief for this work the Board are required to make a recommendation as to the most sustainable model for future delivery of Adult Education in Bromley.

The board has evaluated the information available including the relative advantages, disadvantages and scale of opportunity of each of the various options and have concluded that a reconfiguration of the in house service represents the best alternative in the immediate term.

The in house proposal is based on prudent assumptions regarding funding, protects to a large degree the quality and scope of adult learning in the borough and is comparatively simple and fast in its implementation.

The Board therefore endorses the proposal forward by the Adult Education Management Team (Appendix 2) and recommends that the Director of Renewal & Recreation, as the Chief Officer and commissioner of this work, seek Member approval for its implementation.

In the longer term the board recognise the strategic importance to the borough of a strong and sustainable lifelong learning offer; supporting and facilitating progression through to Higher Education and other adult learning opportunities which promote economic growth and strengthen routes into employment whilst continuing to maintain a rich range of learning activities for personal reasons that enhance life for Bromley residents..

From this perspective the proposed merger with the Further Education College may represent a better and more financially sustainable option in the long term. However, the additional benefits of bringing this package of services together has not been sufficiently articulated, the financial drivers are not clearly set out and the risks to service quality during implementation based on the proposals current stage of maturity is high.

In summary the principle of merger is sound but the business case as put forward by the FE College is under developed. It would be premature to recommend a merger at this stage, and certainly not within the timescales set out in the FE proposal.

The in house proposals are complimentary not prejudicial to a merger in longer term. The board recommends that in addition to the implementation of the in-house proposals the management team work collaboratively with the FE College over the next 12 months to develop the business case for merger, with a potential implementation date of August 2013. The revised joint proposal must set out how merger would enhance, not just consolidate, lifelong learning in Bromley.

Appendix A

Terms of Reference for Review

Review Topic: Strategic Options for Bromley Adult Education College

Review Board

Chris Spellman, Assistant Director Organisational Improvement (chair)
Marc Hume, Director of Renewal & recreation
Michael Wheeler, College Principal
Carol Arnfield, College Deputy Principal
Beverley Johnston, CYP
Mahtab Munshi, LADS
Maria O'Donnell, Head of Finance
Rosamund Skinner, Vice Chair BAEC Governing Body to be invited to attend specific meetings
Tammy Eglinton, HR

Introduction

A number of factors namely the reduction in external grant funding, falling learner numbers, the proposed Further Education College merger and the general economic climate have combined together to encourage both the local authority and Adult Education governors to review realistic strategic options for future adult learning provision.

The current provision is held in high regard by its 10,000 plus users and was the subject of a successful Ofsted inspection in February 2010. It will be important to identify appropriate means of protecting a key service that makes a significant contribution towards making Bromley a desirable place to live and work whilst at the same time ensuring it is being delivered in the most efficient and effective way possible without reducing the quality of the service. There are approximately 29,000 borough residents registered on the College database and current users express high levels of student satisfaction.

The Director of Renewal & Recreation has requested that an appropriate board be convened to examine at a high level the options for future provision of this service and respective opportunities and challenges each of these options represents. The College Senior Management Team has already commenced the process of a detailed review of current operations and viable alternatives for service delivery. These findings will be fed through to the Review Board.

Background

Bromley Adult Education College works from three main centres in Bromley, Penge and Orpington and in a wide range of community settings, taking learning opportunities to adults and families who would otherwise be excluded from learning and the many benefits it brings.

Courses are offered during the day time, evenings and on Saturdays. These include a range of types of provision including:

- a) Courses are offered during the day time, evenings and on Saturdays and include a range of 'Skills for Life' (Adult Literacy and Numeracy)
- b) English for speakers of other languages (ESOL)
- c) Cultural and personal development activities including arts, humanities, exercise and fitness, cookery, health and well-being.
- d) Skills training in a range of subjects, e.g. business, Information communication technology (ICT), languages, adult teacher training and counselling.
- e) Specialist provision for adults with learning difficulties and disabilities (LDD) and specialist ICT provision for students with hearing and visual impairment.
- f) Community provision including ICT and Skills for Life classes and specific provision for older learners
- g) Family Learning: wider family learning and literacy, language and numeracy
- h) Employer Engagement including LBB training such as the corporate ICT contract.

i) Managing the LBB Personal Community and Developmental Learning (PCDL) and Neighbourhood Learning in Deprived Communities (NLDC) Lifelong Learning projects

Provision is designed to lead to employment, progression routes to higher education, workforce up-skilling, professional as well as personal development and interest. The provision is delivered by a team of 260 (mostly) sessional tutors.

The College manages the Wider Family Learning provision across the Borough of Bromley working with a variety of organisations in the community. The College also delivers the adult aspects of family literacy, language and numeracy provision managed by the Learning and Achievement in Schools Personalised Learning Team of the Children and Young People directorate.

The College has maintained targeted learning opportunities for the over 60s through a series of effective partnerships within the borough, with the following organisations: Age Concern, Broomleigh, Bromley Social Care, NHS, Mission Care, as well as many smaller organisations. Courses have ranged from low impact exercise classes to maintain mobility to Arts and Crafts, Healthy Eating/Lifestyle and Yoga.

The three main sites (Widmore, Kentwood and Poverest) provide nurseries for the care and education of children under five years old, for the use of students and staff during term time, as well as the wider community.

Objective of Review

To review Bromley Adult Education's current and alternative service models and to make a recommendation as to a preferred future option.

Outputs

- To bring together all available and relevant information regarding Adult Education provision both within Bromley and elsewhere taking consideration of the findings and recommendations of the BAEC strategic working group
- To seek the views of relevant stakeholders on the future of adult learning in Bromley and their preferred options for sustainable, high quality future service provision
- To consider adult learning in the wider context of the Renewal & Recreation Portfolio and Local Authority Services more generally.

Outcome

- To develop a preferred option for future service delivery which takes account of Building a Better Bromley Priorities, the Corporate Operating Principles and the current economic situation.
- The retention of a flexible, high quality service to borough residents.

Scope

The Review group should focus on a small number of realistic options in order that the review is conducted in a timely way and alternatives are evaluated appropriately.

The advantages and disadvantages for each option should be highlighted considering what will be best for existing and potential adult learners in Bromley and the Local Authority over the next five to ten years.

Options will be underpinned by a detailed financial analysis

The agreed options for consideration are:

1. Remain as a core, directly provided, local authority service but downscale and rationalise property use. Specifically the college would need to be remodelled without the Widmore Road site but consider liberating other current assets too.
2. Adult Education college to be established as a stand alone Social Enterprise/Mutual delivering on behalf of the Local Authority.
3. Engage in a strategic alliance with other local adult education providers
4. Merge with Bromley & Orpington Further Education Colleges (pending the outcome of the consultation)
5. A shared service model with another local adult education provider.

Methodology

- The board will collect and collate examples of alternative service provision from other local authorities and evidence of best practise in adult education service provision elsewhere
- The board will establish the current costs of service provision, current and anticipated revenue streams and the mechanics of the SFA grant and other funding.
- The board will evaluate, using an appropriate objective technique, the current benefits/disbenefits of the existing service provision and any likely future change to these.
- The board will establish the likely costs of service delivery and implementation for all of the alternative service delivery models.
- The board will evaluate, using an appropriate objective technique, the anticipated benefits/disbenefits of all of the alternative service delivery models and any likely future change to these
- Representatives from the board will meet with all key stakeholders of the service –
 - College learners
 - College staff
 - BAEC Governing Body
 - Elected members
 - R&R, CYP and ACS Department
 - Skills Funding Agency
 - Local adult learning partners such as Bexley, CALAT and SCOLA
- The review will utilise a dedicated SharePoint project workspace. All information relevant to the review will be stored centrally on the site, where it will be accessible by officers and members alike
- The information will be accessible at all times, by officers and Members who have been given permission to access the site. It is designed to manage research and statistical documents, events, tasks, contact details and links to relevant websites.

Project administration & Target Body for Findings & Recommendations

The Review group will initially report findings to Marc Hume Director of Renewal and Recreation and to BAEC Governing Body. R&R PDS Committee.

This will contain:

- A covering report summarising the background and current issues around Adult Education
- A detailed financial assessment setting out the predicted budget implications of the various options
- A set of high level options for the future of Bromley Adult Education with a clear recommendation as to a model for future service delivery.