

## **Annex A: West London Adult Community Learning Outline Strategy 2017- 2020**

### **Context**

The West London Alliance boroughs<sup>1</sup> receive around £12m in 2016/17 funding between them from the Skills Funding Agency (SFA) to deliver basic skills, family, well-being and community learning for our adult residents through our separate Adult and Community Learning services.<sup>2</sup> These services sit alongside local FE colleges who receive around £63m funding to deliver formal training and professional and technical qualifications and private training providers who receive around £23m funding to deliver basic and entry level skills training to all age groups.

During 2016, as part of the broader post-16 education and training Area Review, there was a review of Adult Community Learning (ACL) in London. The review found that overall ACL provision in London is of good quality with high satisfaction, although there is room for improvement in the way ACL services work together and with the FE sector. Duplication, particularly in management and the back office, could also be reduced.

Until 2016 ACL services were funded with a protected grant which boroughs were able to supplement with funding from the Adult Skills Budget. From 2016/17 central government merged adult skills funding into a single Adult Education Budget. This has reduced financial security for ACL services. It also means that FE colleges are now able to deliver more unaccredited qualifications increasing their ability to compete with (and duplicate) ACL services. Government is now intending to devolve the Adult Education Budget (AEB) to London from 2019/20. Following this, London's Mayor will have the ability to redefine how Adult Community Learning in London is commissioned and delivered.

The driving force for this strategy is to directly respond to the proposed changes of devolving skills funding to London's Mayor, taking into account the recommendations from the London ACL strategy review. West London Boroughs are committed to working together to ensure our residents continue to have access to high quality, cost effective, impactful adult community learning services. We know we must collaborate during the transition of funding from the Skills Funding Agency to the Mayor to ensure financial protection and sustainability post devolution. This strategy therefore aims to provide a platform for West London borough to establish the long term stability for Adult Community Learning in west London post skills devolution.

This outline strategy begins by setting out our shared vision, mission statement and values for Adult Community Learning delivered by West London Alliance boroughs. It includes proposed shared outcomes for West London services to aim for. Finally, it sets out roadmap for West London ACL providers which responds to the recommendations of the London Review of Adult Community Learning Services. The roadmap proposed a direction of travel towards a more secure funding model for delivering adult learning opportunities across West London under a devolved skills system.

---

<sup>1</sup> Barnet, Brent, Ealing, Harrow, Hounslow, Hillingdon and Hammersmith and Fulham.

<sup>2</sup> Barnet's is delivered by Barnet and Southgate college

## **Local demand for Adult Community Learning in West London**

There are around 350,000 residents in west London with low no skills (i.e. without GCSE level qualifications) and around 64,000 residents are unemployed. Between 40,000 and 60,000 are either in receipt of sickness benefits or not working due to long term sickness or both.

The 2011 Census identified that 28% of West London residents list a language other than English as their main language. It also found that 6% identified and not being able to speak English well or at all - in 2011, this equated to around 88,000 residents. It is expected that this figure has increased significantly over the last five years. Generally rates of non-English speaking residents are much higher in London than other part of the country (93% of adult residents in England speak English as a first language at home) and rates in West London are slightly higher than London as a whole.

A UKCES survey of employers found that 19% of employers West London Employers state that basic numeracy skills needed improving (compared to 22% for England) and 28% basic literacy skills needed improving (compared to 22% for England). 20% of employers identified IT skills as need improving - were similar to levels in England as a whole.

## **Our Shared Vision – the big difference we want to make**

Our vision is to ensure the social and economic prosperity of the sub-region is accessible to all our residents, our communities are cohesive and their lives are enriched.

## **Mission Statement – what we do**

West London Adult and Community Learning Services provides quality learning and training opportunities to help residents/learners fulfil their potential, get a job, progress in work or further training and become active citizens.

We prioritise Maths, English and ICT opportunities in local settings making it easier for communities to improve basic skills and develop further.

Our learning and training opportunities aim to enhance social and economic inclusion, and the health and wellbeing of our communities. We support parents and carers to become active participants in their children's learning and development.

## **Shared values**

- Learning and Skills raises aspiration
- Equality of access unlocks potential
- Helping learners to help themselves
- Getting a job improves life chances

## **Strategic Objectives for West London Adult Community Learning**

Our overall objective is to improve low and no skilled adults' educational attainment, and through this enhance their resilience and independence as well as improve their own and their children and grandchildren's social, economic, physical and emotional wellbeing. We

will seek to achieve this through aiming for the following outcomes:

1. Reduced proportion of west London population with low or no skills
2. Improved language, literacy and maths levels for most vulnerable residents
3. Reduced digital divide
4. Progression in learning and/or career for those using the service
5. Improved physical and mental health and reduced isolation for most vulnerable adults
6. Steps towards independence in life and work for those with complex needs
7. Improved parental engagement with the school environments
8. Reduce the cost of supporting most vulnerable families
9. Improve social cohesion via active citizenship within the local community

### **Roadmap for West London Adult Community Services**

West London boroughs recognise that the changing context of adult skills funding in London is likely to impact our ability to deliver against these strategic objectives. The west London ACL tasked and finish group has prepared a roadmap in response to this changing context and the review of Adult Community Learning in London. The intentions in developing this roadmap are:

- To provide WL boroughs the opportunity to influence future funding and funding formulas in light of changes the Adult Skills Budget (ASB) recognising the importance of ACL.
- To ensure WL Providers are ready and able to respond to any proposed formula funding changes, ready to adopt and implement the principles of a new funding mechanism without disruption to beneficiaries, whether this is to be an agreed plan underpinned by a block grant or through a sub-regional commissioning model funding post devolution.
- To ensure robust governance structures are in place that provides direction, focus, financial oversight and Quality Assurance frameworks and holds providers to account, against which ever future funding model is agreed and established
- To ensure the high standard of quality of teaching, learning and assessment remains a focus across all ACL provision in West London through the funding transition and this is recognised and validated through Ofsted inspections.
- Funding and resources are used effectively to underpin adult & community education, and support all learners to achieve their learning goals and progress to relevant learning and /or employment.
- To provide a framework for West London ACL services to build further on the existing models of sharing of good practice, and build on existing strengths in community engagement and partnership work. Through Peer Review groups and using their combined knowledge and experience to ensure that throughout funding transition ACL learners in West London continue to benefit from provider specialisms, a broad curriculum offer of high quality and the additional value of 'pound plus provision (monetary value in-kind).

- That West London ACL has the potential to deliver learning that supports local needs, promotes social renewal, maximises social and economic well-being, recognising areas of specialism within WL providers, linking clear progression opportunities across organisations and providers linking clear progression opportunities to local colleges, employment, apprenticeship schemes and *higher education*.
- Roadmaps is as follows:

<b>Phase 0: Develop outline strategy (November 2016 – March 2017)</b>	
0.1	Set out vision & outcomes and principles for future operation of ACL in West London in an outline strategy which will serve as the framework for on-going engagement on ACL service collaboration across West London.
0.2	Develop proposed ownership and governance structures for future actions to align to agreed strategic direction.
0.3	Seek EPB endorsement of outline strategy, governance and next steps.
<b>Phase 1: Information gathering (January 2017 – Jun 2017)</b>	
1.1	Develop & agree data sharing protocols across West London
1.2	Collate service information incl. existing provision mapping, mission, outcomes, demographics, policies, service delivery approach. Build a profile of West London ACL service and identify common threads, shared polices and areas for potential integration.
1.3	Benchmark existing service delivery to identify best practice and explore the possibilities for potential cost savings.
1.4	Identify synergies e.g. targeted beneficiaries of ACL provision and priorities to be outlined within the strategy.
1.5	Monitor & integrate implications on the service from skills funding devolution
<b>Phase 2: Develop options for collaboration and integration (March 2017 – June 201)</b>	
2.1	Identify options for greater service integration which support value for money, responds to any new funding model & achieves improved service outcomes. Potential to incl. governance, funding management, and fees and entitlement policies & service delivery such as a single supplier for an ACL MIS, combined marketing and approaches staff recruitment and retention to organisational development.
2.2	[With GLA] Collate and review current ACL provider's policies, explore options around consistent policies on community engagement, social & digital inclusion, safeguarding, equality and diversity
2.3	[With GLA] develop options for proposed allocation of funding to ACL services
2.4	Develop & define a West London ACL curriculum offer. Developing a common approach to planning, quality frameworks and progression
<b>Phase 3: Plan to deliver (May 2017 – September 2017)</b>	
3.1	Develop full business cases for progression of recommendations integrating data from phase 1. Detailing financial savings across the West London provider base whilst delivering agreed strategic outcomes.
3.2	Develop West London delivery plan to achieve agreed recommendations, reflective of and adaptable to the changing skills commissioning landscape. Plan should integrate regular review to monitor progress against the agreed strategy.
3.3	Develop options for joint income generation opportunities to sustain provision, working in a collaborative way to secure future funding from joint bids, and to support future innovation and development.

## **Roles and Responsibilities**

Lead members and chief executives across the West London boroughs to actively promote and support the implementation of the strategy.

The Heads of Service and service delivery teams across the West London ACL provider base will be responsible for gathering intelligence, scoping the action plan to implement the strategy.

The West London Economic Prosperity Board and Skills and Employment board to provide strategic leadership to develop and support implementation of the strategy.

West London Alliance to facilitate joint work to develop and deliver strategy including collation of data and evidence.