



Brockenhurst College

QUALITY IMPROVEMENT PLAN

2009-2010

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MAINTAINING KEY STRENGTHS

KEY STRENGTHS	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
High standard of teaching and learning	Specific focus on outstanding teaching and learning feeding into sharing good practice website	July 2010	Sharing Good Practice website operational. Further staff training days focusing upon outstanding teaching and support	Further development of Teaching and Learning Toolkit on My.Brock to offer single accessible place for relevant resources.
	External peer referencing for lesson observations	April 2010	Further development of established networks – local benchmarking group and Tertiary Colleges Benchmarking group	Referencing and shared observations undertaken. Information shared across Tertiary Colleges group to offer a benchmark standard
	Development of higher level teaching and learning	July 2010	Ongoing. Approval for staff to do higher degrees. Winchester University support for College Action Research projects – reporting in April.	Action Research Projects reported on May 2010. Further commissioning of projects for 2010/2011
	Further development of personalised learning strategies	July 2010	Review of timetable and use of PL time ongoing	Revision of SEC offers single large space for group activity – guidelines for use being prepared
High success rates	Targeted use of more in-depth value added information	March 2010	Further use of ALPs resource March 2010 Training Day.	Awaiting finalised data to ascertain effectiveness of development activities
	Increased focus on retention	March 2010	Retention showing in-year improvement	Improved retention at Level 3. Slight fallback at Levels 1 and 2 should be compensated by increase in achievement
	Improve attendance rates	July 2010	Currently 0.6% down overall. Key focus for Spring Term within VI Form	0.6% down for year (Swine Flu and Icelandic Volcano had impact upon attendance)
Outstanding leadership and management	Systematic development programme established for leaders/managers	April 2010	Introduction of Leadership Development Programme March 2010	LDP ongoing

	Ongoing whole College review of structure, systems/processes	April 2010	'Good to Great' initial whole College consultation proposed for April	'Good to Great' solutions groups complete and reported upon in September newsletter
	Ongoing focus on ensuring high quality governance	July 2010	Training and briefing sessions delivered as per timetable	Ongoing
	Focus on priorities and behaviours of leaders and managers as part of 'good to great' process	January 2010	Introduction of Leadership Development Programme March 2010	LDP ongoing
	Development of Leadership Team to further develop shared strategic priorities	January 2010	Agreed outcomes from Leadership Team strategic session January 2010	Strategic Plan approved by Corporation July 2010. Further strategic briefing sessions held for staff July 2010
Highly effective strategic planning	Maintain strategic focus of SMT and Corporation through Planning Days	July 2010	Termly Corporation strategic development events.	Ongoing
	Strategic briefing for Planning and Advisory Board and Leadership Team	Ongoing	Strategic updates provided for each PAB meeting	Ongoing
	Strategic planning cycle established leading to production of updated Strategic Plan	September 2010	Update on current Strategic Plan reported to Finance and Standards Committee February 2010. Leadership Team full day strategic planning session January 2010.	Strategic Plan approved by Corporation July 2010. Further strategic briefing sessions held for staff July 2010
Strong focus on continuous improvement	Review SAR process and documentation to incorporate Framework for Excellence and take account of revised Ofsted handbook	March 2010	Review underway – further rationalisation of process to be implemented	Revision complete – new format agreed for 2009/2010
	Further embed Quality Improvement Plan as key focus for whole College improvement	February 2010	February updates complete	QIP now clearly linked to SAR, and directly lifted from revised document
Clear accountability at all levels	Ongoing whole College review of structures, systems and processes	April 2010	'Good to Great' initial whole College consultation proposed for April	'Good to Great' solutions groups complete and reported upon in September newsletter
Extensive range of courses and delivery	Further development of skills related provision	March 2010	Introduction of apprenticeship provision in	Significant activity underway to move Train to Gain to

			Outdoor Education.	Apprenticeship provision
	Annual review of curriculum offer within context of student numbers, funding and facilities	March 2010	Ongoing – changes to funding regime impact upon curriculum offer	Ongoing – new government cuts programme announced for October 2010
	Development of HE strategy	December 2009	Strategy prepared and submitted to Corporation as part of successful IQER	Achieved
Productive partnerships and external links	Further prioritised development eg YPLA, SFA, Partner LAs, Job Centre Plus, Windsor Group, Children's Trust	Ongoing	Calendared meetings established with LSC successor organisations. Regular contact with Skills Active, SEMTA and Go Skills. Windsor Group / sub group development continuing. Close liaison with Job Centre Plus over redundancy programmes	Ongoing Principal Vice Chair of local Children's Trust. Further developmental work with Dorset Local Authority
	Further develop 11-19 New Forest Learning Partnership in preparation for Diploma delivery	February 2010	Gateway 4 application complete – development of protocols to enable future working	Limited uptake of Diplomas.
	Benchmarking and peer referencing with other colleges	March 2010	Further development of established networks – local benchmarking group; Tertiary Colleges Benchmarking group. Plans underway for moderation of lesson observations. Initial plans devised for Beacon activity with Richmond College	Peer referencing locally over lesson observation. Further activity with Eastleigh College exploring shared services.
	Further development of Tertiary Colleges Network	March 2010	Meetings attended with curriculum groups extended	Meetings attended with curriculum groups extended
Very effective and highly regarded work with employers	Achieve Training Quality Standard as measure of effectiveness	April 2010	Submission for New Standard prepared and submitted February 2010, with assessment in April 2010	TQS achieved
	Development of Employers Forum to support Diploma provision	March 2010	Highly successful January Employer Forum event at	Diploma provision now under threat. Employers Forum

			Chewton Glen with invitation to staffing relevant curriculum areas to build links.	maintained to develop links and explore further opportunities for working together
Very good support for students	Embed new arrangements following Tutorial re-organisation	Ongoing	Tutorial arrangements fully implemented including revision of support staffing in VI Form	Achieved
	Comprehensive Tutor training package	March 2010	Tutor Training activities included in October and March training days	Ongoing – further activity planned for 2010/2011
	Contribution to appraisal scheme for Personal Tutors devised by Tutorial Management Team and agreed by SFMT	May 2010	Proforma devised to be incorporated into appraisal process	Proforma being piloted
Inclusive culture	Continue embedding Single Equality scheme and develop reporting	Ongoing	Revision of scheme underway to meet demands of new Equality Act	Scheme revised
	Plan next One World Event	June 2010	Planning underway for next event. Celebration event for Chinese New Year February 2010 including Chinese Dragon and martial arts display	Ongoing
	Further develop partnership with Chengdu No 7 Middle School and develop partnership with Rwandan College	April 2010	Fundraising events for Rwanda partnership approaching £10k target	£10k target achieved
Outstanding value for money	Continue stringent monitoring of course costs	Ongoing	Direct Costs reported monthly at Finance and Risk Management meeting currently indicating just over target	Direct Costs at target for 2009/2010
	Maintain high quality audit record	Ongoing	All audits thus far unqualified.	Unqualified record continues
	Continue to develop procurement opportunities	Ongoing	Initial contact with procurement agencies did not indicate cost savings	Procurement options being considered alongside shared service discussion.

WHOLE COLLEGE: WHAT SHOULD BE IMPROVED?

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Provision of a revised detailed Property Strategy following LSC failure to fund the College Master Plan	Review of College Property Strategy to incorporate options within available financial 'envelope'	February 2010	Revision of Property Strategy underway	New Property Strategy approved by Corporation July 2010
Achievement rates on a small minority of AS courses at Level 3 and success rates on some BTEC Entry provision for 16 – 18 learners	Departmental reviews of achievement and success to be reported in and monitored through specific QIPs	February 2010	Comprehensive actions documented within departmental action plans, to stimulate necessary improvements	Achievement rates on BTEC Entry courses show substantial improvement compared to last year. AS achievement remains an issue for some subjects, although other colleges are reporting similar issues.

STUDENT VIEWS: WHAT SHOULD BE IMPROVED?

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
More social space at the main College sites	Improve social areas at Skills Centres	March 2010	Ongoing	Learners being brought to main College site to make use of LRC
	Provision of further canopied space on main site	December 2009	Canopy provided across new Public Services accommodation. Further investigation of covering of quadrangles underway	Quadrangle due for completion October 2010
	Revision of College Property Strategy	April 2010	Revision of strategy underway	New Property Strategy approved by Corporation July 2010
More computers	Provision of extra classrooms equipped with IT	October 2009	Two new IT suites provided in new accommodation	Achieved
	Provision of a further laptop trolley	February 2010	Provision on hold to be reviewed for 2010/2011	Laptop trolley for E Block October 2010
	Wireless network and powerpoint provision in LRC	October 2009	Upgrade of Wi Fi and Power Point provision completed	Achieved
Availability of parking at most sites	Upgrade of current car park at Brockenhurst main site	February 2010	Ongoing maintenance work completed. Improvement for access roads to be planned for Summer 2010.	Improvement works held while ATP being developed
	Review of parking permit allocation	February 2010	Revised pricing system implemented October 2010	Achieved
Cost of travel	Review of pricing of transport	January 2010	Transport pricing being incorporated in budget planning for 2010/11	Prices held to inflationary rise
	Completion of Student Support Fund Policy	December 2009	Policy in place and supporting students	Achieved
Increased refreshment facilities and wider choice of food	Revision of College Property Strategy	March 2010	Investment in extra IT facilities to extend Little Hard Brock into Brock Bytes Internet Cafe	Improved uptake of Brock Bytes indicated September 2010
	Feedback sessions with Hard Brock Café	March 2010	Sessions to be organised with Hard Brock Café Manager	Ongoing liaison with Student Union

CROSS-COLLEGE

LEADERSHIP AND MANAGEMENT				
AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Staff who teach, train or work intensively and frequently with learners up to 18 or vulnerable adults are not yet all trained to Local Safeguarding Children Board Level 2 in Safeguarding	Ensure appropriate training is in place for all levels of College activity	February 2010	Revision of Ofsted guidelines has suggested that staff are trained to an appropriate level. Core team now trained to Level 2 as per previous requirements. Online training package purchased to ensure all staff are updated across 2010	Significant uptake of on-line training by staff, with new staff now undertaking training following briefing at Induction
Lack of a revised detailed property strategy following LSC failure to fund the College Master Plan	Review of College Property Strategy to incorporate options within available financial 'envelope'	February 2010	Revision of Property Strategy underway	New Property Strategy approved by Corporation July 2010
Achievement rates on a small minority of AS courses at Level 3 and success rates on some BTEC Entry provision for 16 – 18 learners	Departmental reviews of achievement and success to be reported in and monitored through specific QIPs	February 2010	Comprehensive actions documented within departmental action plans, to stimulate necessary improvements	Achievement rates on BTEC Entry courses show substantial improvement compared to last year. AS achievement remains an issue for some subjects, although other colleges are reporting similar issues.
GOVERNANCE				
AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
More interaction with students. Governors would appreciate more direct interaction with the student body.	To ensure governors are invited to more student events where possible. To keep a log of these events. To encourage governors to	Target dates by every Corporation meeting. Report at Governance and Search meeting on increased interaction with students. Agenda every G&S meeting	A calendar of student events is being prepared in liaison with staff and students for consideration by Governors. Attendance at student events is now included on every	A calendar of student events was made available to Governors on my.brock. As reported at the G&S Committee meeting, Governors attended several

	attend the student body meetings as invitees. To ask the students what events of theirs they would like governors to attend and observe or participate.	and schedule of annual business.	G&S agenda and has been added to the schedule of annual business.	College events including SAR Validation Meetings, Cognis Presentation, Christmas and Easter Concerts, College Production, Presentation Evening, Hengistbury Head Launch and Change 4 Life BHF Charity Dinner.
Corporation members should not be satisfied with quorate attendance at Corporation meetings but achieve more challenging attendance targets.	Governors to try and attend all Board meetings including extraordinary meetings. As much advance notice as possible be given to members for extraordinary meetings. Governors to try and attend over 75% of meetings. Dates of meetings in advance to remain same where possible as change of dates at late notice can reduce attendance.	Target dates March 2010, July 2010, December 2010. To be monitored and reported on at all main Corporation meetings. March, July, December. To be added to the schedule of business as an agenda item at each Corporation meeting.	Governors' attendance at Board and Committee meetings is now being reported to every Governance & Search meeting. This is to check attendance trends early in the academic year. Committee attendance is very good. Corporation attendance is being monitored. The attendance records will be discussed at the G&S meeting on the 24 th February.	Governors' attendance has been added to the schedule of business as an agenda item at every main Corporation meeting and it was monitored and discussed at the Corporation meetings on 11 March and 6 July 2010. The Board attendance in 2009-2010 was: 65% on 15 December 2009 75% on 11 March 2010 75% on 6 July 2010 The extraordinary Board meetings were: 65% on 10 November 2009 60% on 10 February 2010 75% on 12 May 2010. The Board attendance target is 75%. The overall Board attendance for the year was 69.16%. Without the extraordinary meetings this would have been 71.66%

TEACHING AND LEARNING

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Provide training for all new staff in lesson observation	Provision of sessions	November 2009 and February 2010	Two sessions were run for identified new staff on 22 Oct and 19 Nov.	Staff who joined the college in the Spring 2010 term have been invited to the October and November 2010 sessions.
Ensure teaching and learning has a high profile in training	Ensure teaching and learning is top priority in Staff Development and Training Plan for 2009-10	August 2009	This is a priority on the Staff Development Plan for 2009-10.	This remained a priority and training sessions on the Training Days in 2010-11 will reflect this.
	Provide training opportunities on each training day	October 2009 and March 2010	Some opportunities provided for staff on October Training Day. Plans in place to incorporate specific teaching and learning themes, linked to training plans and areas for development identified in SAR. Relevant managers and Advanced Lecturers have been approached to provide ideas/training for the March Training Day.	Advanced Lecturers ran workshops on a variety of topics on the March 2010 training day.
	Provide additional and differentiated training on personal tutorial observations for existing and new Tutor Managers	December 2009 and February 2010	Additional training session was run by Quality Improvement Manager on 7 December. Follow up meeting held with two new Tutor Managers on 18 Dec.	A further training session on 'Writing effective observation forms will be taking place in November 2010.

Review the Advanced Lecturers' team for 2009-10	Produce report on Advanced Lecturers' focus for 2009-10	December 2009	Meetings have taken place in Dec with Head of Organisational Development. Presentation to SMT Jan 2010 and will be discussed at Advanced Lecturers' Conference on 2 Feb.	The role of the Advanced Lecturer was discussed at their Annual Conference and suggestions made on how to improve practice. Some additional hours were allocated to support staff in the Science and Technology Division as there is no Advanced Lecturer with these subject specialisms.
	Arrange a programme of group mentoring meetings	December 2009	Programme still has to be arranged. Several IfL CPD sessions have been run by Advanced Lecturers for mentees during Autumn term.	The Advanced Lecturers held workshops in the Summer 2010 term to help lecturers complete and upload their CPD to IfL.
	Report termly on impact on teaching and learning provided by Advanced Lecturers	January 2010 and April 2010 and July 2010	Report for Autumn term produced and sent to Head of Organisational Development on 8 Dec.	A Spring and Summer 2010 report was produced and shared with SMT and Advanced Lecturers.

QUALITY ASSURANCE

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Monitoring of the planning and implementation of peer, personal tutor and line manager observations. Consider re-designing lesson observation form for Higher Education courses.	Meet Simon Laycock and run training session on Personal Tutorial Observation scheme for Tutor Managers	Mid December 2009	Session was run on 7 December. Follow up meeting with two new TMs on 18 December	No action needed. Further training session will be run in 2010-11 for Tutor Managers on Writing more effective personal tutorial observations forms.
	Meet with Tutor Managers and discuss any revisions to Personal Tutorial form and moderation of observations.	1 st week in January 2010	No revisions necessary following discussion 7 December. Moderation of observations to be planned	A moderation plan was put into place in Spring Term 2010 and Fran Rhowbotham was appointed to carry out

			with Simon Laycock	moderations and complete reports. This will continue in 2010-11.
	Request and collate any recommendations to Internal/Line Manager observation form and revise, if required.	End January 2010	No revisions currently required. QIM to discuss with Advanced Lecturers at next meeting and arrange a working party to investigate revisions	Revision of the line manager observation form was discussed at the Unit Matrix meeting and PMA to design a new form by the end of September for introduction this term. A new revised Internal Inspection form has already been introduced.
Systems to monitor the standardisation process.	Meet with Sue Harverson and some Lead IVs/HODs and discuss ways to improve systematic system to monitor standardisation process.	Mid January 2010	Ongoing	A meeting took place with Sue Harverson and relevant middle managers were sent a redesigned Quality Audit template to comment on. The new form will be introduced in October 2010. A more structured schedule will be implemented during 2010-11.
	Follow up standardisation process when completing departmental quality checks which are carried out by QIM and Sue Harverson.	End March 2010	Quality Departmental check start week commencing 11 January and included in checklist	
Benchmarking of College staff development budget.	Contact Staff Development Officers in other colleges to discuss benchmarking.	January 2010	Len meeting with X-Pert HR benchmarking organisation on 1 February	LEn met with HR and Staff Development staff from Alton college to benchmark and discuss best practice in July 2010. LEn visited Sparsholt College HR department in May 2010.
	Send out invitations and arrange meeting with other college Staff Development Officers	End February 2010	Ongoing	Networking planned with other colleges for 2010-11.

EQUALITY AND DIVERSITY

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Some areas of the College remain inaccessible to wheelchair users.	Ensure input into development of Property Strategy and seek necessary revision to layout of SEC.	February 2010.	Plans devised to incorporate ramping into SEC	The system has been ordered and will be installed in October 2010.
Provision of LAs to support individual students is compromised by the reduction of ALS	Develop strategy with regard to the delivery of additional support and provide information to the LSC to support increase in provision	March 2010	Case submitted to LSC for increased provision of ALS	The LSC increased the funding to the college for the 6 th form, but reduced it for Adult Education. Overall impact was neutral.
Equality and diversity data with regard to student performance is analysed and reported too late in the year.	Revise procedures around provision of data and develop format to have data easily available and user-friendly, not requiring significant data handling skills.	June 2010	Ongoing	Stuart Sortwell has now been appointed and will be providing data as a matter of routine once he has understood his role.

RESOURCES

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Unsuitability of some teaching areas in terms of space and equipment.	Conversion of main hall stage into two learning spaces	September 2009	Conversion completed September 2009	Completed
	Investment in new temporary classrooms	September 2009	Five new temporary classrooms operational September 2009	Completed
	Expansion of facilities at other College sites	April 2010	Hengistbury Head Outdoor Education Centre acquired September 2009. Alternative locations for Skill Centres being Considered	New Skill Centre to be built at Marchwood to replace Hardley. Planned to be operational early 2011.
	Review funding opportunities for completing parts of the	April 2010	Submitted bid for Sport England Lottery Funding for	Bid submission approved by Sports England. £800k of

	original new build master plan		Sports Provision. Hampshire County Council funding being pursued for the proposed Nursery building	funding granted to provide new Artificial Pitch and Changing Rooms. Hampshire County Council funding has been withdrawn.
Insufficient flexibility of access to computer resources affects some teams.	Investment in IT suites in new learning spaces	September 2009	New IT suite installed in one of the new Temporary Classrooms October 2009	Completed
	Investment in wireless technology to wi-fi enable the whole main campus	October 2009	Wi-fi upgrade across campus in September 2009	Completed
There is a lack of student social space on the main College site.	Investment in additional social / catering space	September 2009	Internet Café created in room next to existing Little Brock Café in September 2009	Completed
	Investment in refuge area for vulnerable students	September 2009	Refuge area for vulnerable students "Inspirations" completed September 2009	Completed

ADMISSIONS AND PASTORAL CARE

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Tutorial provision at the college's skills centres does not follow the pattern at the Main Site and group tutorial activity in the centres is under-developed.	Develop tailored tutorial programme in consultation with skill centre staff.	June 2010	Preliminary discussion has taken place with relevant tutorial managers	
	Review arrangements for visits to skills centres by support staff.	January 2010	Regular visits from tutorial managers to sites, admin/support staff posts on each site, programme of visits from other support staff under way	Arrangements in place to be continued in new term
	Develop proposal for management board/steering group to oversee skill centre work/development.	March 2010	On SFMT agenda for Feb 10th	Agreement in principal
Arrangements for reviewing and managing tutor performance are in their early stages and are not integrated with the college	Review trial appraisal form.	February 2010	On agenda for Tutorial managers meeting Feb 8th	Reviewed and amended for June 2010. Linked to amended tutorial observation scheme
	Agree arrangements for	March 2010	As above	Implementation via new

appraisal system.	sharing tutor reviews with line managers.			observation scheme
	Share good practice in terms of managing under-performing tutors.	March 2010	On-going – to be focus of forthcoming Tutorial management development day	Discussion of issues completed and strategies agreed
The new tutorial management team require more specialist training in child protection, advice and guidance, management and counselling skills.	External child protection training for members of the team and completion of on-line package.	December 2009	Half the team have had external training in child protection – all are registered for on line training package	On line training completed by all tutorial managers
	Advice and guidance training to level 4 underway for team.	July 2010	Meeting has taken place to discuss NVQ qualifications in the light of matrix and a proposal has been tabled – hoping to start this before summer resources permitting	Nine tutorial managers on programme for NVQ 4 with completion planned for February 2011

CUSTOMER AND LEARNER SERVICES

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
The lack of 'SMART' and joined up systems to manage the complexity and immediacy required in relation to student data and finance.	Agree cross directorate priority and assign budget.	Agreed as a Directorate Priority at the Directorate Planning day on 19/11/09.	Cross directorate discussion still on-going. Visit to Torquay College scheduled to look at EBS Fees Module in operation.	SMARTPAY project approved and underway.
	Plan changes – timeframe, milestones, staffing, system changes etc.	Project specification/plan to be produced to identify actions and budget to implement changes by 1/1/10	Awaiting project plan related to finance and data systems. Temporary staff contracts extended to 31/3/10	Significant developments currently in progress. Temporary staff contracts extended to 31/12/10. EPOS tills in place, direct debits on offer and good take up. New Student Ledger and Travel Database about to be launched to join systems together

Accommodation needs development to offer suitable space for work undertaken across the learner services area.	Cash office development to be prioritised as part of above project.	Agreed by 1/1/10 In place for June 2010	Awaiting budget allocation from SMT to create space.	Cash office plan was not taken forward by SMT.
	Furniture improvements needed for Travel Office and Admin Office to accommodate additional staff	In place for Sept 2009	Working area improved in terms of staff working conditions. Security of till and working conditions on Student Info Counter still a concern. Electrical work completed	Security of till and working conditions in the area still a concern, as in overcrowding for students and limitations around number of work stations we can accommodate. Open plan arrangement put in place to make area more customer friendly, hopefully.
	Improvements to lighting and power in the area Lockable cupboards for data and personal effects of staff	By November 2009	Completed and has made a significant improvement to data security. One additional room secured for use by the Student Finance Adviser	Lockers in place for staff Lockable cupboards used throughout for data protection
	Confidential spaces for one to one discussions needed	By Sept 2009		Two work stations created in the Student Finance Office for confidential discussions
	Once Cash Office agreed, re-model and re-launch student services area with amended brief.	By May 2010	Awaiting Finance developments	Cash office plan was not taken forward by SMT. Area now dominated even further by money collection and review of purpose still required.
Coverage of learner services to ensure all students at all centres have similar access.	Develop the role of Student Support Administrator at Skills Centres Ensure that Skills Centre students have access to support services such as health, counselling, finance advice, EMA and travel support.	During 2009/10 From Sept 2009 onwards	Postholders attending team meetings at Brock site. Health and Well-being inputs to Hardley and NMSC and sessions planned for HH and Ultima. SFA involved at all sites.	Continuing practice. Also attend Open Evenings alongside the Brock-based team These have happened during the year though not as regularly as we would have hoped. Nurses have secured additional hours to

	Appoint Student Support Administrator at Hengistbury	By Head October 2009	SSA appointed to Hengistbury Head and developing services there and liaising with postholder at Hardley.	support this practice next year. New maternity cover post appointed for Hengistbury/Ultima based at Brock. Hopeful of further developments in embedding the role on these sites next year.
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HUMAN RESOURCES

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Service to managers is currently not sufficiently outward facing nor proactive.	3 New HR Staff joined Nov 2009. Set up initial meetings with SMT & HoDs	Nov & Dec 2009	HR Team Planning day took place in Jan – outputs include actions plans for a focus on customer service.	HR Assistants aligned with Business Partner areas to provide key contact for HR transactions.
	Plan is to adopt a Business Partnering approach starting with SMT and their Direct reports	Termly partnering meetings to commence wef 01/01/10	Business Partner meetings commenced and ongoing. Work has started on the content of a Management Development Programme, to be delivered to line Managers commencing in March.	Incremental Pay Meetings held with Middle Managers May-July.
Provision and availability of key HR data needs improvement in terms of timeliness and detail, to inform workforce development planning.	MI is currently being reviewed to understand who needs what data and how it used	Will feed into monthly Business Partnering Meetings commencing Jan 2010 Also HR Planning Session in Jan 2010.	Outputs from BP Meetings have improved data requirements. Outputs from Planning Day include actions to review data needs. Improvements have been made to the data for FARM meetings.	MDP rolled out - Strategy, Performance Management & Finance – 3 modules delivered March-May.

			Ongoing review 3-6 months	
The feedback process on the impact of HR needs further development.	Will utilise Business Partnering Meetings to gain feedback	HR Planning Session in Jan 2010 will cover a number of HR Processes and Service to the business	Outputs from BP Meetings and Planning Day indicate the need for a thorough review of processes, policies and service. This will be a long-term project and needs to link with the Strategic Plans of the College. Action taken from Leadership Team Meeting to scope plans on Performance Management. Currently prioritising workload and HR Plans and assessing skilled resource requirements.	An HR systems specialist has been recruited for an initial 6-month period to interrogate the CHRIS21 data. A new suite of improved FARM data in place for start of new academic year.
	Also review Good to Great Survey Results	Set KPIs and SLAs – Jan/Feb 2010	Results due in Feb. In light of the above, SLA's & KPI's will need to be developed once process reviews are complete.	A complete salary data spreadsheet has been developed as a part of the incremental pay process. We have also uncovered some pay anomalies, which have been corrected.

LRC

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Despite best efforts there remains a shortage of computing facilities at peak times in the IRC and this may have a negative learning experience for some students.	Internal walls from ILT Suite removed over summer 09 to provide 20 additional PCs for student use.	Sept 09	Additional 20 PCs have been well used by students	Despite these additional computers there were times when there were not enough PCs in the LRC to meet student demand. Requests for additional computing facilities were regularly received in the LRC Suggestions Box and at

				Focus Group sessions.
	10 new laptops were purchased to replace broken ones from previous year.	Sept 09	Laptops well used by students. Usage monitored by Heritage,	Loans of LRC laptops have risen by 24% over the previous year.
	2 additional Applemac computers were installed upstairs in the LRC	Sept 09	Apple mac computers upstairs have been well received by students and are in regular use	Students have requested additional access to Apple mac computers especially for graphics and photography work.
Insufficient group study facilities to meet student demand.	Issue raised with SMT. Exams still using LRC group study rooms for students with 'special' concessions.	Sept 09	Every effort made to relocate exams away from group rooms	Despite best efforts exams used some or all of LRC Group Rooms on 42 days throughout the year. This single issue generated the highest number of complaints from students.
	Group study room usage levels being monitored.	Sept 09	Usage levels continue to be monitored	Students continue to make good use of group study rooms. Weekly average use figures show 20% rise on previous year
	'Disappointment' log started Nov 09 to monitor number of students who were unable to use a group study room.	Nov 09	Data from log indicates that Tuesday proves to be the day the group rooms are under most pressure	Group rooms continue to be under pressure.
24% increase in foot fall numbers means that the LRC space is under significant pressure.	Issue raised with SMT Footfall numbers continue to be monitored	Sept 09	Cold weather has further increased footfall leading to increased pressure on space	Footfall data shows a 7% rise over previous year in the daily average number of people who entered the LRC
	New comfortable seating zone created with 8 seats in current journal / newspaper / fiction area	Sept 09	Well received by students who are using the space leisurely but appropriately	Continues to be well used. £400.00 worth of new fiction was added including some graphic novels as a result of requests from students.
	Following extensive resource review, printed collection rearranged and 6 additional study places created downstairs in the LRC	Sept 09	Additional study spaces have been popular with students and behaviour is good in this area	This area continues to be well used by students.

CURRICULUM DIVISIONS

COMMUNITY AND SERVICE INDUSTRIES

BUSINESS				
AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Low retention rates compared with SFC benchmarks on some courses.	Monitor student achievement and retention closely. Assess retention data at end of each term.	December 2009	March 2001 Retention rates generally above college averages. BTEC National Retention Rate for BTEC National is 89% at 3/2/10. Good and an improvement on 2008/09.	
	Introduction of Retailing unit in semester 2 to improve vocational relevance of course.	March 2010	Postponed – because a member of the Law team is under hours and we have had to offer a Law unit instead of Retailing to fully utilise staff resources.	Not complete due to financial constraints.
Lack of suitable dual purpose IT/Teaching classrooms for the delivery of vocational courses.	Discuss issues with HOD NFI. Request conversion of M30 into dual purpose room as per M26. in Ed Supplies budget – pro rata with increase in student numbers	December 2009	Discussed with HOD. Awaiting decision.	June 2010. Data to be checked. Not available at start of September.
Resource constraints in terms of educational supplies and staff development in the light of the recent growth in student numbers.	Discuss issues with HOD NFI. Request increase in Ed Supplies budget – pro rata with increase in student numbers	December 2009	Completed. Resources constraints may continue because of college budget issues.	Introduced on both the BTEC First and BTEC National courses. Contributed to a significant increase in numbers.

BUSINESS ADMINISTRATION

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Some subjects from the new OCR Text Processing qualifications had lower than average results.	Contact OCR for exam reports to analyse results in more detail to assess whether syllabus is being correctly interpreted by staff.	December 2009	Examination reports for WP1 have been studied and new syllabus correctly taught. Team have agreed other options for the students to take to achieve the Certificate/Award.	Results for WP1 much improved on last year. Pass rate of 94.4% with 76.5% high grades. Other option Bus Pres 1 taken up but not as successfully as hoped.
	Target entries for students more carefully based on the learning that takes place in lessons and ensure that they are offered alternative units if we believe they will be unsuccessful in a particular unit.	Ongoing	Examination papers currently being ordered for those students who pass mock examinations – others held back until they are fully prepared.	Overall results improved for skills examinations. Mock examinations held.
Business Administration courses are not recruiting as strongly.	Brief careers advisors. Prepare new information sheet. Ensure that interview team are fully aware of BTEC Level 3 Short Award and Personal Tutors. Aggressively market to current 1 st years and new students in summer term.	Nov 2009	Wendy Shemmell provided Careers Advisors with a flyer about Bus Admin courses at their session in the autumn term.	Numbers for the new OCR Level 2 Award In Bus & Admin and improved on last year by 4 students
	Update resources for open evening to identify that Business Administration is a key employment sector in this area.	Oct 2009, Jan 2010, May 2010	New displays have been prepared updating work place information and using more photographs.	Team will continue to develop resources for open evenings

	Produce handout for prospective students covering all Bus Admin courses to give overview of Business Admin courses offered Consider other qualifications for level 3 to appeal to a wider cohort of students.	Jan 2010	Flyer prepared for careers advisors has been adapted for prospective students. Staff are examining other qualification options for the BTEC eg OCR Diploma/Certificate in Administration which has been revised. OCR session attended by a member of staff.	Flyer to continue to be used on open evenings and for Careers Advisors Decision was taken to no longer offer the BTEC Level 3 Award and to instead move to the OCR Level 2 Award in Business Administration and Text Processing Award
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CHILDCARE AND HEALTH

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Retention and success rates on some courses are below GFE and SFC benchmarks.	Ensure students have a good understanding of the course content and the demands of the assessment process prior to starting the course. Analysis of exit interviews in relation to reasons for leaving the course/college to examine recurring trends and themes. Course Tutors for the vocational courses in the Department are focusing on retaining students as part of their tracking process and to identify any issues early.	Sept 09 Open Evenings Oct 09 Jan, May 10 July 10 (Taster Day)	Team emphasising the demands of the courses and in particular the need for the AS Health and Social Care students to complete voluntary work to gain experience and be able to apply theory to practice.	All students undertaking AS Health and Social have been advised by letter that they will be required to organise and complete some voluntary work in a care setting. Team have been involved in course confirmation. Grades and suitability of each student has been checked. Students have been supported with their study and career choices
	Focus Groups to evaluate the delivery and assessment of the units.	April 2010	Some have been completed.	
Students on some courses are not achieving high	Entry qualification for AS Health and Social Care		Information Sheet prepared for School Liaison Team	AS Single Health and Social Care and A2 and Social Care

grades based on their prior GCSE scores.	should be 5 GCSE at Grade C or above to include Mathematics and English Prepare an Information Sheet for School Liaison Team	Nov 09		high grades have improved from 40% to 52% and 23% to 42%. However, AS Double Health and Social Care award have not reached the national benchmark for high grades which are 43% compared to 54%.
	ALIS prediction grade should be shared with individual students	Sept / Oct 09	Potential grades shared with students. (Team minutes January 10)	This practice has been adopted by some lecturers. However, there is still room for improvement. Discussed at team meeting 1.9.10
Monitoring and tracking.	Course Tutors to track achievements with students Keep a central database of overall achievement.	Ongoing throughout the academic year	Electronic tracking sheets in the process of being prepared for BTEC course	All grades have been tracked and shared with students. Still need to develop electronic spread sheet.

HOSPITALITY

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Poor retention and success rates on BTEC National Diploma in Hospitality Supervision.	Meeting with BTEC staff to analyse the factors that cause this programme to have a poor retention and success rate and formulate an action plan prior to the February update. As part of this process the exit interview reason for leaving to see if any patterns emerge.	January 2010	Attendance & completion of work by 2 nd years still continues to be an issue despite individual tutorials with tutor manager. Further guidance to be given on time management. & assignment planner for next semester. Timetable reviewed as to study periods & breaks between classes. Plan for team building activity at end of year for 1 st years to promote good relations amongst group.	CT spoke with yr 2 btec and suggested that there is a very good chance of them going to do Penhale camp with the RN. The HOD at BTEC staff meeting emphasised the need to change the teaching style and look to get students out from the class room and use our industry partners to teach in and also for visits. This was thought of as a very good approach and will be built in to next years programme TT have been constructed to allow one day off per week

	Interview individual students to ascertain if there are any external or internal factors that are potentially preventing them completing the course.	June 2010	June 2010	
	Additional parents evening to inform the parents of the demands of the course and to develop the relationship between the CT and the parents.		Sept 2010	
Student attendance at staff meetings could be improved.	Student reps contacted by PT using new department outlook text message facility.	Xmas 2009	This is now in place	
Students' changing facilities are inadequate.	Head of department and Director of resources looked at alternative changing room accommodation that was within budget.	Completed		

IT KEY SKILLS

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Attendance at key skills lessons is below the College average – 81%.	Continue to liaise with personal tutors to encourage attendance at these lessons.	Continuous	Continue to liaise with personal tutors and lead tutors to encourage attendance at these lessons.	Ongoing
	Continue to email and phone students and parents when attendance is a concern.	Continuous	Emailing students and parents and contacting via telephone continues.	Ongoing
	Continue to place students on contract for failure to attend or irregular attendance if all others measures fail.	Continuous	Students are placed on contract and escalated for poor attendance if other measures fail to have effect.	Ongoing
The exam pass rate for level	For those students who the	To be offered as part of pilot	Pilot scheme in place.	Pre-entry exam results

one ICT key skills has decreased – was 87%, now 61%.	level one in ICT key skills proves to be too difficult then pre-entry in ICT functional skills will be offered as an alternative.	scheme – academic year 2009 - 10		excellent leads to progression to level one if relevant.
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TRAVEL AND TOURISM

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Low success rates on A2 Leisure Studies.	Low success rates on A2 Leisure Studies.	Leisure Studies course has now been removed from prospectus	Course no longer offered.	Course no longer offered.
Specific travel industry resources limit opportunities to undertake additional qualifications.	Specific travel industry resources limit opportunities to undertake additional qualifications.	Ensure all current facilities are used effectively	On-line resources and those in M7A store room are used effectively, as is travel centre. Kitchen in E40 used for Ski Chalet Host course and Hengistbury Head used for Rural Tourism unit.	On-line resources and those in M7A store room are used effectively, as is travel centre. Kitchen in E40 used for Ski Chalet Host course and Hengistbury Head used for Rural Tourism unit.

OUTDOOR EDUCATION

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Off site classroom facilities are not up to the required College standard and do not have internet access.	Fit cabling. Fit electrics.	18/12/09	Completed 19/12/09	Completed 19/12/09
	Source internet connection to College.	November 09	Completed	Completed
	Source budget for internet connection.	18/12/09	On-going	On-going

PUBLIC SERVICES

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Accommodation, resources, sports facilities and lack of access to IT can have a negative impact on the overall student learning experience.	Continue to highlight deficiencies and maintenance issues to Management through the SAR and helpdesk.	On going	New buildings in place and correctly resourced. Old huts H1, H2 and H3 are still in poor repair. Heater replaced in H2, but does not work. H3 still does not comply with DDA.	New buildings in place and correctly resourced. Old huts H1, H2 and H3 are still in poor repair. Heater replaced in H2, but does not work. H3 steps replaced after staff injury.
	Attempt to timetable groups in IT rooms.	On going	IT rooms are still limited. A dedicated Public Services IT room is required.	IT rooms are still limited a dedicated Public Services IT room is required. M8 now longer available. No IT room allocated
Low percentage of higher grades on courses with limited progression from 1 st Diploma to National Diploma courses.	Monitor high grades in semester 1.	February 2010	Good 1 st diploma this year with the likelihood of better progression. High grades are being monitored	Good 1 st diploma progression to Level 3 course.
Limited involvement in recruitment processes to further improve success.	Discuss opportunities to have a second interview with applicants.	February 2010	No involvement with recruitment allowed.	No involvement with recruitment allowed.

SPORT AND EXERCISE SCIENCE

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Value added data not fully understood and owned by all students.	Ensure that all personal tutors discuss target grades with their groups and what these mean.	Start from September 2009, ongoing	All groups have had target grades discussed and staff will also be reminded of this in the next BTEC meeting.	No further progress has been made however the recruitment of the new HOD roles in sport and exercise on 9.9.10 will ensure this process is further improved.
	Ensure BTEC students are aware of their target grades and record these on their	From first assignment submissions in October 2009	Students are now expected to record their target grades on every assignment	As previous update and again this will be further developed through 2010-

	assignment submission sheets.		submission sheet – a standard proforma is available within the department.	2011.
	Ensure staff record target grades on BTEC assignment feedback sheets so it is constantly referred to.	From first assignment feedback in October 2009	Staff now record target grades on assignment feedback sheets and are gradually adding to feedback to relate this more specifically to target grades.	As before – further work will be done on improving feedback to reflect this more specifically.
Lack of formal mentoring for new staff limits consistency across the department.	Write a department training booklet for new staff that helps them to know what they really need to know.	September 2009	A comprehensive booklet is now available and has been used with staff this year. This has also been requested by Lynn England for use across College.	The booklet has not yet been further developed.
	Ensure each new member of staff has a dedicated department based mentor to work with when they are in their first year.	From September 2009	All new staff were given a department mentor to work closely with them through the year, but especially at the start of the first term.	n/a
Lack of HE focus limits students in preparation and choice of HE.	Develop links with key local and national universities to enable good understanding of courses and universities.	Ongoing from October 2009	Links are starting to be developed, with some basic sports academy work happening with Brunel, Bath and some BTEC links with Solent and Bournemouth.	This will continue to be developed through 2010-2011.
	Arrange a series of trips to different universities for sports students to see what HE is like.	Ongoing from October 2009	This is starting to happen and a programme is being developed as links are made.	More progress to be made as the year progresses.
	Arrange sports matches and training at different universities to help talented Academy students to appreciate high level sporting performance.	Ongoing from October 2009	Netball students have played at Brunel University and all academy students were given the chance to visit Bath to experience a tour and training at the university, for those keen to study academically and play sport at HE.	We are now into a new year and hope to continue doing this again during 2010-2011.

CREATIVE AND CORE STUDIES

ENTRY AND LEVEL 1				
AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Success rates on some Introductory Diplomas.	Investigate the possible reasons for the patchy success rates and look for feasible solutions for each specific reason.	Ask Course Tutors to look at reasons for patchy success rate by Team meeting on 23 rd March. Then look for feasible solutions relating to the reason.	Investigation of detail of students who did not achieve full qualification last year.	Success rate significantly improved – 100% achievement recorded from summer 2010 across vocational programmes.
	Low literacy and Numeracy: Students who come into Int Dip courses, often have low literacy and numeracy which impacts on their other learning. Introduction of Functional skills courses may address this.	Staff to provide interim feedback on impact of new functional skills course by Feb half-term. Then create action plan.	Feedback being gathered on new functional skills courses	FS pilot complete. Results were patchy. Maths students will now be streamed. Tutors to consider lower levels of entry for IT and English.
	Students sometimes do not succeed because of their personal life issues e.g. unhappy home life; homelessness; low self-esteem – the new Tutorial Manager role is beginning to address some of these issues.	TWR to provide general info on numbers of students receiving advice and guidance on personal/home issues by Feb half term.	Update ongoing – full team meeting on 23 March	Continuation of close monitoring of students by Personal tutors and Tutor Manager
	To address student's disengagement from some courses - Instigate FLT curriculum plan: i) Presentation to Entry/Level 1 team ii) Staff investigate new courses to stimulate and engage learners, as part	Initial discussion at next team meeting. All staff to forward details of courses they are interested in delivering to JLa and CBU by Feb half-term. New Curriculum Planning to take place at March Training Day. i) Jan 12 th 2010	Presentation by JLa regarding proposed changes. Staff have contacted awarding bodies re availability of courses – awaiting appearance on QCF website.	New Foundation Learning curriculum in place.

	of FLT on catalogue.	ii) Feb 12 th 2010		
	Look at providing more mentoring for students. – contact PLu and TWR	Contact PLu and TWR Feb 26 th 2010	Mentoring hours to be investigated at end of half term, and allocated accordingly	Tba with PLu on his return.
	Investigate possibility of training staff in Anger Management, to provide specific help to students with Anger Management issues. Contact LEn	Contact LEn Feb 26 th 2010.	Distance Learning course arranged for Sept 2010.	LEn to feedback on costings etc.
The curriculum does not meet the needs of some students.	The curriculum has already been changed this year to the Int Dip in Voc Studies to give the students tasters of the variety of Int Dip courses.	Curriculum offer changed Sept 2009	Provision of Vocational Studies course to be evaluated at the end of the academic year.	Excellent results reflect successful implementation of Voc Studies course.
	Team to investigate the provision of more appropriate courses for Entry and Level 1	Initial discussion at next team meeting on January 12 th All staff to forward details of courses they are interested in delivering to JLa and CBu by Feb half-term. New Curriculum Planning to take place at March Training Day.	Awaiting arrival of new courses on QCF website.	New pathways in Public Service and bus/Retail were planned. (not running due to low intake)
	Investigate the possibility of adding short courses, more involvement in Enrichment – perhaps also looking at staff individual skills to put on specific enrichment classes aimed at Level 1 students. These to take place In common study periods.	Discuss at next Team Meeting 23 rd March.	Ongoing	Six week Workskills course being delivered across Cont Ed and Level one. Strong emphasis on Work placement preparation to ensure quality placements. Meeting with APh planned for Sept 10
Lack of student common room or 'chill out' area.	To investigate the cost and feasibility of providing a student "chill out" area	Input at next property strategy meeting – contact CPe	Requirements forwarded	Awaiting feedback.

MUSIC

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Results for AS Music History (G353) are significantly weaker than other units.	Ensure that all students are sufficiently knowledgeable about the subject matter; and are practiced for the examination.	Ensure that all six set works are covered before Christmas to ensure sufficient time for essay practice and a mock examination in the new year.	All six works have been covered and a mock is now scheduled. Revision classes – and conference calls – have now taken place and students have retaken the examination.	January resits have improved results. However, results in June 2010 still indicate that this is an area of weakness. Therefore Schemes of Work have now been modified to capture the benefit of experience in the examination: all students will take the examination for a first time in January 2011, allowing for a resit in June if necessary. More focus is now being given to traditional academic written work and aural analysis in the first term.

PERFORMING ARTS

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Value added for Drama is less than satisfactory.	Assess all student grades	Aug 2009	Done. Many students as a result of the practical grades have under-achieved.	Done.
	Contact exam board for remarks	Aug 2009	All grades are back and some have gone up. This was not as dramatic as we thought. Nationally the picture is the same. We have discussed the grades with a local chief examiner who has agreed to come to college to look at the students' work and give impartial advice.	Done. Visit took place and advice given. We put in place all the right ideas.

	Create plan for all A2 students	Oct 2009	Many A2 students have paid for a re-take of the practical unit. ASc has agreed to pay TWa to direct this unit. The exam has been arranged for March 2010. RWa has created a rehearsal schedule which suits all students. RWa/JLa and TGa to complete a plan and analysis of Drama (Feb 9 th 2010) RWa is now a practical examiner and has completed the examiner training. He has reported back to TWa and all the new AS students any useful feedback from this training to ensure we do all we can to avoid last years' grades. He is very clear what the students need to do this year to gain high grades.	All students re-did the practical exam. RWa and TWa worked with the students together. The Drama Review was followed by RWa, JLa & TGa with accountable actions. RWa was an examiner and had the training from Edexcel, throughout the exam period he was told by his Team Leader that his grading was accurate, he therefore had a good idea of how our students should achieve. Grades in Aug were similar to last years. We had re-marks done and no grade went up. The A2 re-sits all went down? Dismayed – changed board to AQA.
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PHOTOMEDIA

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Student performance on GCSE Media is well below national averages.	Meetings are being held with HoDiv, HoD & teaching staff. To discuss last years issues and a way forward for this year.	October 09 and on-going	Action Plan has been draw up and is in place. Students are now on the right course Staff changes have been implemented HoD has produced a schedule. Awaiting a SoW that addresses all relevant criteria and with correct timings. HoD feeding back on assignments etc produced by JTa so far these have all	Thus far, the capability procedure has been introduced to support staff teaching on GCSE media. This course has now finished the retention rate was dreadful but the students who completed achieved reasonably well. We are not running GCSE's in the Photomedia Dept' this academic year

			needed re-working.	
High grades and value added on A2 Film Studies are below average.	Staff feel the new syllabus will enable students to achieve to higher level Meetings are taking place	December 09 and on-going	Course leaders completing curriculum review as directed by JLa	High grades up by 23% ALPS has improved from 8 to 6 which is satisfactory ALIS has also improved from last years -0.2 to this years - 0.1

VISUAL ARTS

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
A/AS Graphics achievement and value added.	Strictly monitored & coordinated Unit marking across A/AS Graphics – Kgo & LWs to be given opportunity and priority to standardise, matching AO's and Criteria to achieve consistent BM through both cohorts.	First Formative Assessment week – w/c 7/12/09	All Deadline dates set – marking week Units 1 & 3 to commence- 8/03/10	Achievement/Success failed to attain QIP – see June 2010 results. Divisional application made for appeal/remark , concluded 27/09/10 Dept. awaits resulting report from Edexcel Exam. Board.
	Integrated cross dept. Standardisation attended by all CL's Sharing of marked c/work across disciplines and mark boundaries – IV by HoD. Report to DD	W/C – 11/01/10	Standardisation meeting held- 11/01/10 File – contains result sent to DD.	Compilation completed and part of Dept. SAR and on course ALIS data information.
	Attendance of Graphic staff to Standardisation meeting INSET – Edexcel examination board.		Feb. 2010 KGo has confirmed her appointment with Edexcel Moderation team.	KGo implemented re-submission of Sample C/Work – 27/09/10 and was present at 'exit interview' with APM.
Lack of access to certain specialist resources.	Continual update to accommodation and general storage issues. HoD has met with MHi this month –Dec.09 awaiting feasibility study regarding extending A3	Ongoing	Site visit made by MHi and Contractor – awaiting report. HoD met with CPe and JLa in relation to ' std. access to 'twilight ' studio time- action to install tel. link to reception – and monitor std . behaviour	Feasibility study confirms possible extension of A3 Telephone installed in A4 with direct connection to Reception.

			– unsupervised w/c 1/02/10	
	Develop 'indirect' screen printing process- augment general provision for specialist use & link to point 1.	Jan 2010	Specialist order received – as yet no time allowance for testing?	Tested and working – further develop to proceed and obtain permanent position / construct Exposure Box.
	'Chase' already provisioned PC and Data screen for A1 Consolidate SAR statement for move to Apple Mac- A6a Assign shelving and lining for both A6 cupboards.	ongoing	Order and Budget made – following up instillation date.	A1 Instillation Complete Apple Mac's now Assigned, awaiting instillation t/table.
Retention on most A level courses is below SFC benchmarks.	Continued TM and Staff contact – pastoral reference to Student Support.	ongoing	Ongoing – Unit Deadline marking completion will data ALIS return late Feb.	Ongoing
	Investigation of data in response to indicative evidence of why students 'leave college' Can these students who leave college be fairly counted against dept. SAR?	Await SMT directive early Jan. 2010.	Ongoing	Follow up required
	HoD to seek clearer TM Logging of course and college leavers- all such students should have a stipulated exit interview to ascertain any cause for concerns and possible curriculum improvements.	Ongoing.	As above.	As EMILY and ongoing.

CROSS-COLLEGE CURRICULUM DEPARTMENTS

COMPLEMENTARY AND BEAUTY THERAPY				
AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Success rates on some courses.	Development of tracking database - ITEC results on a Beauty shared drive tracking sheet.	Completed	Tracking sheet developed and in use by Fusee administrator.	All information is recorded and up to date on tracking sheet.
	The tracking sheet will identify overall retention, achievement and success rates at the end of the academic year.	Ongoing after each exam period	2 more students have passed the Beauty Specialists Diploma and 1 has one more exam to complete. All results are now recorded on the central tracking sheet	All students have now passed Beauty Specialist Diploma.
Lack of student resources on My.brock.	Provision of support to develop resources and add relevant tasks, assignments that are required elements to each course. This will enable students to access work and meet required deadlines.	Dec 2010	Training has taken place and there is information on the business unit but others areas still need to be developed	Tania Lovett has given some training on shared area and this continues to be developed and will be on going due to new changes in the syllabus.
	Tutors to agree dates of tasks and arrange deadlines and amendments and sign off when completed.	Dec 2010	Still to be actioned on My.brock	New changes in syllabus need to be added
	Add any websites, books and learning material that will aid learning.	Dec 2010	Still to be actioned on My.brock	Still need to be actioned
Lack of detailed knowledge about student achievement for course team to act upon.	As above. A shared drive tracking sheet will gather information and achievements will be entered.	Completed	The tracking sheet is held by Rowena at Fusee House and is not available yet on the shared area.	The tracking sheet is available and is up to date.

CONSTRUCTION				
AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Central College support systems and enrichment opportunities are not easily accessible at the Skills Centres which can impact on student and staff experience.	Centre staff develop most activities. However recommend enrichment officer to visit the centres to gain understanding or students and their requirements.	30.1.10		Centre staff continue to develop student enrichment, such as ice skating. Centre requires a fair share of the enrichment entitlement generated by the number of funded students.
Resources and facilities are at capacity during the day given the student/customer demand.	Meeting with SMT/ Construction team to discuss future plans	10.1.09	1.2.10	New facilities are being built in Marchwood ready for April 2011
Development of systems and resources around apprenticeship provision and employer engagement.	Action to assist with Key skills and on site assessment for plumbing	30.1.10	29.2.10	Continuing development of support for growing apprenticeships is required due to the rapid growth
ENRICHMENT				
AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Access to the full enrichment programme is limited due to timetabling and therefore some students cannot participate as they would wish.	To continue in groups such as the 'Timetable Group'.	On going.	On going. PAB mentioned timetables, to keep very aware of all changes. Attending tutor manager meeting to discuss working together to keep attendance to both up.	No change
	Follow options of student led Enrichments which can be run in the lunchtime – access to all.	Create proposal to Senior Management by 7 th December.	Proposal put forwards, accepted. First few proposals arriving.	Student led enrichments are now running successfully – x5 in Sept 10. They run in p.4 and lunchtime. One has requested a twilight slot.
	Set up a meeting to discuss	January 2010 in time for	Meeting to be brought	Due to student led

	ideas regarding timetabling options for the Enrichment Dept.	new intake Sept 2010.	together in March so as to avoid Exam time.	enrichment, participation has increased.
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ESSENTIAL SKILLS SFC

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Lack of clarity about remit of Essential Skills cross-college unit hinders decision making on staffing, assessment, placement of learners and curriculum offers.	Decisions need to be made on where Functional Skills will best fit within the structure of the College which will then enable coherent decisions to be made on staffing, assessment, placement of learners and curriculum offers.	May 2010	This is on-going and decisions will need to be made at senior management level.	Vice Principal of Sixth Form has agreed that Functional Skills will have its own department in the Sixth Form so this will allow much more clarity on the remit for Essential Skills.
Lack of aggregated information available on learner progression and systems for gathering and analysing data, including student feedback.	Work closely with MIS to ensure the information required by MIS is available.	March 2010	A list of courses included within Essential Skills has been prepared.	Student feedback was collected and submitted to MIS but results not yet available.
	Ensure MIS have clear information on the courses included within Essential Skills	June 2010	MIS have been provided with information on which students are taking Functional Skills this year.	Will continue to provide clear information to MIS on the Functional Skills running and their levels.
Success rates on Level 2 Numeracy courses need to be improved.	Ensure students are taking the most appropriate level.	November 2009	Revised policy for all students who have not achieved Level 2 in mathematics has been drawn up and implemented to ensure students are taking the most appropriate course and level.	Results for Level 1 Functional Mathematics have shown a marked improvement.
	Monitor attendance	Ongoing		Attendance has shown no real improvement this year so this will continue to be monitored.

14-19 Collaborative LEARNING PARTNERSHIP

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
<p>There is no centralised registration system which is accessible by the College and the partnership schools.</p>	<p>Meet with Partnership Operational Curriculum Group to discuss implementation of system such as SIMS</p> <p>Take forward recommendations to SMT</p>	<p>January 2010</p> <p>March 2010</p>	<p>Discussion re implementation of SIMS is on agenda for February Strategic group meeting.</p>	<p>This was discussed at the Operational Curriculum meeting in January. The response from the schools was that they were very happy with the system as we were operating at the moment. We are therefore continuing as at present with a database and e mail system; to be returned by 11.00 am on the day of the class to check for absentees.</p> <p>School are happy with operation of current system which is working well for both IF and Diploma classes.</p> <p>Diploma funding group is looking into implementing a common registration and learning system once all schools have adopted the same programme. As we now have only two IF classes, both Construction we will carry on with current system and probably tag on to any Diploma developments in order to keep a common system in operation in this office.</p>

SKILLS DEVELOPMENT

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
There are insufficient numbers of assistive technology loan items to meet demand from students.	Raise profile of the issue with SMT	October 2009	Paper and figures presented to SMT in November	Purchased six laptops for adult loans in August 2010.
	Include issue in funding negotiations for 09/10 allocation	November/December 2009	Discussions underway between SMT and funding body for 10/11 allocation	Small increase in ALS funding obtained for 2010/11, but not for capital expenditure.
	Monitor nature and type of student demands	Ongoing	Ongoing compilation of student data	Department continues to track student demand and to prioritise according to level of need.
Some members of staff are not clear about how to interpret the information that is available electronically.	Offer training sessions on next training day – arrange with LEn	December 2009	In planning stages.	EMILY Additional Support ILP demonstrated to new tutors at New Staff Induction.
	Cascade through personal tutor networks	February 2009	In planning stages.	Presentation to Tutor Managers at Tutor Manager meeting in June 2010.
	Presentations at divisional meetings	March 2010	In planning stages.	Scheduled for autumn term 2010.
There is a need to continue to raise further the Department's profile, particularly on my.brock, where e-resources could support both staff and students.	Include resources in training sessions noted above	December 2009 – March 2010	Resources on system and on individual profiles as of December 2009.	Resources demonstrated at New Tutor Induction (Sept. 2010) and at Tutor Manager Meeting (June 2010)

HUMANITIES

CROSS CURRICULAR STUDIES				
AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Students do not perform as well as expected based on their prior achievement in AS and A2 Classical Civilisation and AS Philosophy.	AS Philosophy students entered for Jan module 2010. Mock exams for AS Philosophy students in December.	Jan 2010.	Departmental meeting with senior AQA examiner Oliver Macadoo on 12 th January led to the following action points: - Modify A2 profile; - Stream AS students at source to allow for effective differentiated learning .	The strategy of having a January module for AS Philosophy, coupled with the department's acting on the advice of the senior examiner re exam technique and preparation has resulted in excellent AS results – a 91% pass rate and an ALPS rating of 4.
	AS Philosophy students to attend personalised learning seminar on study skills with JMU Thursday 10 th December.	Dec 2009.	Department to use March training day to plan and resource revised A2 syllabus profile and where necessary AS profile. Student progress is AS and A2 Philosophy to be discussed.	As above – the department has produced proformas designed to assist students in targeting relevant assessment objectives for the different types of questions.
	A2 Classics students with E grade sent letter home with advice on retakes. More regular testing of AS and A2 Classics students – greater use of past papers in lessons.	Jan 2010.	Regular testing of AS and A2 Classics students is assisting study skills as is greater use of past papers in lessons. Student performance monitored – where homework has not been forthcoming parents have been rung and SLAs issued. Comments on homework indicate where students need to improve so as to perform up to their predicted/target grade.	A2 Classics – a great success. A 100% pass rate and an ALPS rating of 4; 3 A* grades and 2 grades out of 27 students. Clearly the emphasis on exam technique and the completion of past questions in lessons has been productive. AS Classics, still not a success – department to undertake January Classics module, as this strategy has worked well for AS Philosophy.

<p>Success rates are below the GFE and SFC sector benchmark for AS Philosophy and AS Religious Studies.</p>	<p>AS Religious Studies students entered for Jan module 2010. Mock exams for AS Religious Studies students in December. See above for AS Philosophy students.</p>	<p>Jan 2010.</p>	<p>AS Religious Studies students regularly tested using past questions or equivalent. Student performance monitored – where homework has not been forthcoming parents have been rung and SLAs issued. See above for AS Philosophy.</p>	<p>AS Philosophy and AS Religious Studies success rates are now above GFE and SFC benchmarks; a testimony to the success of the aforementioned strategies – see left.</p>
	<p>More effective recruitment for AS Philosophy: – students with less than average GCSE score of 5.5 to be made fully aware of academic nature of subject. Use of chance graphs etc.</p>	<p>Nov 2009.</p>	<p>Open Evenings – prospective students now made fully aware of academic rigour inherent in subject. This line fully supported by AQA examiner Oliver Macadoo.</p>	<p>Unfortunately systemic failure resulting in the absence of ALIS grades for AS students at the beginning of the year and the absence of profiles for lead tutors has resulted in several students undertaking AS Philosophy who do not have the average GCSE score of 5.5. These students have been told that their target grades are subsequently low and that they have to apply themselves accordingly. The new subject profile for AS Philosophy does clearly state that students undertaking GCSE Philosophy must have an ALIS score of 5.5.</p>
	<p>More effective recruitment of AS Philosophy students at Open Evening – i.e. stress stamina requirements entailed by subject.</p>	<p>Nov 2009 and ongoing.</p>	<p>See above.</p>	<p>See above.</p>
<p>The proportion of students achieving high grades in AS and A2 Classical Civilisation is a concern.</p>	<p>Current A2 students made to reflect on poor exam performances of last year's A2 students, resulting in the main from non/incomplete submission of homework.</p>	<p>Jan 2010.</p>	<p>Current A2 student have produced much more work than last year's counterparts so far and thus should be more equipped for the June exams. More emphasis placed on how students can improve homework performances – thus</p>	<p>See above – high grades for A2 Classics were 43%, complete with a positive ALIS residual and an ALPS of 4.</p>

			encouraging reflection.	
	Greater use of differentiated mark schemes for in class and homework assignments, to allow high grade students to fulfil potential.	Ongoing	Differentiated handouts used to help students answer essay questions.	This was clearly effective in stretching the able students – 3 A* grades and 2 A grades out of 27 students.
	Greater use of model essays as a guide to exam performance	Ongoing	Model essays have been distributed to the students to allow them to reflect on what is required for A grade answers.	Again this was effective in motivating the able students.

ENGLISH

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Value added performance in English Language is less than satisfactory.	Students keep language terminology glossary notebooks to help with revision.	Started September 2009	AS students use glossaries in class and refer to glossaries when using terminology in writing their coursework.	ALIS residual for A2 Language has improved on previous year and over 3 yr rolling average since 2008. ALIS residual for AS Language has declined on previous year but improved over 3 yr rolling average.
	Students start working on coursework earlier in order to spend more time on exam preparation.	Started November 2009	AS students have completed first piece of coursework earlier than last year in order to dedicate more time to exam preparation. A2 students have dedicated IT time for the completion of coursework. 1:1 guidance and support and close communication between staff has enabled students to meet deadline for first piece of coursework. Work has begun on second piece of coursework - to be completed after half term in order to meet moderation requirements and enable focus	

			on examination preparation. Underperformance of all students has been dealt with through the College reporting system.	
	Lecturers have additional information and exemplars for the 2010 exam as distributed at an AQA meeting in November. Coursework feedback also was obtained in order to improve results.	Started November 2009	AS lecturers respond to coursework feedback and mark coursework according to moderation requirements. AS/A2 students provided with exemplars to provide guidance, inspiration and motivation.	
High grades in AS English Language & Literature, AS English Language and GCSE English are below benchmark for GFE and SFC.	Entrance criterion for AS Language increased from C to B in order to address some guidance issues.	Starting September 2010	AS L/L: terminology testing taking place; adherence to stricter deadlines taking place; Co-ordinator has provided guidance and support from Board representative in the form of a College seminar; underperformance had been dealt with through the College reporting system; Co-ordinator has provided exemplar material to guide and support staff. AS Language: as above re development of skills and lecturing staff following up reporting procedures closely - in addition to raising entry criterion. GCSE: Specification changed this year in order to provide greater focus on exams. Students will not receive pre-released material so focus will be on exams after half term. Deadlines for coursework will be enforced because WJEC require coursework sample at an earlier	ALIS residual for A2 Language has improved on previous year and over 3 yr rolling average since 2008. ALIS residual for AS Language has declined on previous year but improved over 3 yr rolling average.

			<p>date than in previous years. Significant problems re skills development still occur and LA support, as it exists, ranges from excellent to patchy. LA support itself is patchy. Skills Development support and LA support are a College issue and not an issue for the English department as such. All staff use the reporting system to address issues of attendance and performance. Lecturers alert all students to the significance of coursework and provide instruction on AOs and the requirements to achieve at grade C in coursework.</p>	
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GEOGRAPHY

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Accessibility of curriculum to overseas students	Specific targeting to attended PLT /workshops to assist accessibility (12 students now on course)	Ongoing throughout the year but specifically 4-6 weeks before the exams	2 have left the subject due to the demands of the written English	Only 2 Chinese students have progressed to A2 and one is re-sitting AS. Indications this year are that these students have better English skills.
		November 2009 April 2010	Will not know if the workshops have worked until the results on 11.0.10	Workshops have had some effect. Will advise, students if workshops are appropriate
Formalisation of guidelines on safety for 'A2' students, when introduced to G3b.	This will be done when the students start this part of the course. Which will be in June 2010	June 2010	Will not be done until June 2010	Students were given written guidelines on safety issues when introduced to G3b in June/July.
Low observation average grade for II (Average grade: 2.5)	To Improve average grade for next II	W/B 28 September 2009	Observations have improved this year from an average grade of 2.5 to now an average grade of 1.7	As update 1

HISTORY

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Some value-added scores are below average, indicating that the demands made on some individual students are insufficient.	The section will produce a greater range of materials aimed at stretching the more able students.	Throughout the year, on a topic basis.	Ongoing	A large range of primary and secondary sources have been prepared, particularly for second year coursework.
	There will be more testing. Testing has been incorporated into the schemes of work so that it is more formalised.	Testing has been incorporated into the schemes of work on a roughly three week basis.	Ongoing	Students have been given schemes of work which incorporate the tests.
	Individuals will be made more fully aware of their alis scores. Marking will reference progress as against alis scores.	Ongoing	This will be incorporated into the February progress review updates.	Introduction of master mark books will use colour coding for each assignment

INTERNATIONAL BACCALAUREATE

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Maths coursework marks moderated down.	Contact IB and request report.	24th October 2009 Report received November 20 th 2009	Spoken to MSa about changes to be made to coursework as a result of the report.	Results for May 2010 indicate coursework was moderated down by between 2-4 marks- similar to 2009.
	Implement guidance from report.	17 th December 2009	Implemented	Implemented
	Internal Moderation of coursework.	30 th January 2010	tbc	Completed
World literature marks moderated down.	Contact IB and request return of materials.	30 th September 2009 Scripts arrived in September	Materials read and LWe and PHa	HL World Lit marks 2010 still lower than exam performance.
	Internal assessment of returned scripts.	24 th October 2009 Internal assessment and discussion LWe/PHa completed in October	Closer interpretation of 'aspect' in title considered.	Scripts returned from May 2010 after remark.

		2009.		
	Contact with Henley College to establish guidance and support	December 17 th 2009	Ongoing	Head of Dept has contacted the IB for advice and will change the texts for 2010-11. Meeting with other providers in Oct and spec change from 2011.

LAW

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Success rates in AS Law are poor and below benchmarks for the sector	Re draft scheme of work to implement new AQA syllabus. This includes essential reading and exercises.	Sept 2009	Delivered Sept 2009 onwards – SoW fully implements new AS AQA syllabus.	AS Law Scheme of Work updated to take account of experience gained from delivery of syllabus in 2009/10. Appropriate deletions/additions made for 2010/11.
High grades in AS Law have declined and are below the benchmarks for the sector	Modify study packs to implement AQA changes Build in revision time into the scheme of work.	Nov 2009 January 2010	Study packs updated for delivery prior to January exam. Revision time allocated after return from Christmas break – new syllabus allowed time for revision but college closure due to snow in early January compromised delivery of revision sessions.	Study Packs for use in 2010/11 to incorporate observations from delivery of syllabus in 2009/10 Revision time and mock exams built into Scheme of Work for 2010/11 to give better structure to testing regime
Value added in AS Law has declined significantly	Implement some or all of the following as a pilot to assess the strategies which will have the biggest impact: Testing students weekly Focusing on four topics rather than five (students have to answer three questions from a guaranteed choice of 8 topics) – this	December 2009	Regular tests were implemented for at least 3 groups – initial results were poor and indicated weak preparation by students for descriptive answers. Students were set 5 sets of weekly tests in run up to Christmas break.	Analysis of specific answers via AQA Enhanced Results Service indicates that a significant minority of students answered questions in Summer 2010 on topics not covered in class. This had a detrimental impact on their overall grade with most students that did this

MODERN FOREIGN LANGUAGES

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
<p>High grades in AS and A2 Spanish are significantly below benchmark for General FE and Sixth Form Colleges and high grades in A2 French are significantly below Sixth Form College Benchmarks.</p>	<p>Spanish:</p> <ul style="list-style-type: none"> • Use College contract system as early as possible to identify at risk students • Liaise closely with tutor for students clearly underperforming 	<p>Term 1 review at team meetings</p> <p>Term1 review at team meetings</p>	<ul style="list-style-type: none"> • Rigorous use of traffic light system • Letter sent home detailing work outstanding • Students are systematically chased for any outstanding work. Language assistant sends messages to tutors of all students missing conversation classes. If 3 classes are missed they are put on contract and parents are contacted. 	<ul style="list-style-type: none"> • High grades (67%) have gone up in Spanish +9%(A to C) and +19% (A to B) high grades significantly above GFE (47%)
	<p>French:</p> <ul style="list-style-type: none"> • Identify under-performing students and setting them targets • Monitoring their attendance closely • Extra help to be given for written assignments • Wider and more thorough use of my. brock with access to extra and differentiated reading materials 	<p>Term1 review at team meetings</p> <p>Throughout the year, Review at team meetings</p> <p>To be set up in term 1 and reviewed/improved throughout the year</p>	<ul style="list-style-type: none"> • AS results were analysed and students were set targets matching their needs in all skills. • End of unit tests take place regularly and marked against their ITG. • Monitoring of attendance throughout the year using the traffic light system. In January all students had to discuss and record their attendance to their learning logs and reflect on their progress. A plan was put into place. • The review cycle and mind mapping was used to help revise each unit. • Preparation for conversation 	<ul style="list-style-type: none"> • Increase in High grades (76%) +13.90% (A to C) + 23.53% (A to B) • High grades significantly are above GFE (25%) • Alis Value Added changed from -0.3 to 0.3 + 0.6 compared to previous year

			<p>classes were sent by e – mail a week ahead for students to have time to prepare.</p> <ul style="list-style-type: none"> • Conversation lecturer chased lack of attendance for conversation classes with tutors and parents. • Building up skills for essay writing for Guided Studies option started in September. Examples of best practice were shared with the rest of the group • Extended and systematic use of My.Brock to make announcements and set deadlines. Differentiated work is available in reading/writing and oral. Use of My.Brock is underlined in all lessons. 	
<p>Students do not perform as well as expected in A2 Spanish based on their prior attainment.</p>	<ul style="list-style-type: none"> • Apply to Edexcel for remarks for students we feel have been harshly marked • Monitor all work against ITG • Students will produce one piece of written homework per week 	<p>To be set up in term 1 and reviewed throughout the year</p>	<ul style="list-style-type: none"> • A2 students targeted and sat January re-sits. • Home liaison directly with parents. • A2 beginners given clear targets to ensure they keep up with A2. • No coursework has resulted in the possibility more of regular written assessment. • Sample essays were sent to chief examiner. • One student's remark changed grade from C to B • Weekly writing tasks are set and marked against their ITG 	<ul style="list-style-type: none"> • Alps shows an increase of 2 (7 in 2009/5 in 2010) • A2 Spanish grades have gone up +9% (A to C) +19% (A to B) • Benchmarks

PSYCHOLOGY

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
AS high grade performance relative to 6 th Form College benchmarks has declined to be at the norm.	Extension activities and resources to be made available to all students via lesson plans and personalised learning time.	Ongoing throughout the year. Final opportunity to extend at AS level is May 2010.	<p>There have been many extension resources put on the shared area including multiple choice tests and crosswords.</p> <p>Copies of the original studies AS students have to learn, are for sale from the department and recommended by staff in class for high achievers especially. They are selling quite well.</p>	<p>The extension resources have now been put onto My.Brock for students to access in their PLT.</p> <p>Original studies will be sold again this year.</p>
	Staff to learn from January examinations by reviewing examiners reports and being examiners themselves. This knowledge to be disseminated through the team at meetings in Jan/Feb.	February 2010	Staff are currently marking exams to be feedback at the end of Feb. Currently we are using the ocr community website to keep on top of feedback from centres as well as from the board. Psychology meetings involve application of the mark scheme to common tasks eg the half mock in Feb where examiner's expertise is being utilised.	<p>Examiners have feedback their knowledge on the exams after marking the questions.</p> <p>This will continue at key points during the year eg when we are preparing to mark and feedback the mocks.</p>
	Review scheme of work to build more exam questions into scheme of work for period leading up to exams.	January 2010	More past papers now available. More application tasks and exam practice is being added and the new spec mark schemes are being used to feedback to students.	Exam papers of students have been requested for the team to learn more about the marking and also to use as marking exercises for the students.

SOCIOLOGY AND CRITICAL THINKING

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
<p>Success rates for GCE Sociology (AS and A2) are below benchmarks.</p> <p>Value-added data is significantly negative for AS and A2 Sociology.</p> <p><i>(As both of the areas for development are inter-linked, the action details apply to both.)</i></p>	<p>Identify A2 students who under-performed in their AS units and advise on January re-sits where appropriate.</p>	<p>September 20th 2009</p>	<p>Following the advice and guidance students received in September, many students decided to re-sit Unit G671 (the unit that many had struggled with last Jan).</p>	<p>The strategy of getting A2 students to re-sit their weakest AS unit as well as re-sitting their first A2 unit, resulted in a huge improvement in A Level grades this year:</p> <ul style="list-style-type: none"> • 98% pass rate • 47% High grades
	<p>In the second half of the Autumn term, one lesson per week will be designated for AS re-sit revision, which will be supported by a teacher.</p>	<p>Week beginning 9th November</p>	<p>The students were given supported revision time in class, and all felt that they were better prepared this time.</p>	<p>We are currently still awaiting Value-added data.</p>
	<p>Some may want to wait until they have their first A2 unit result in March.</p>	<p>March 2010</p>	<p>There were a few students who preferred this option – it tended to be those who other AS subject re-sits, and were concerned about putting themselves under too much pressure. We will review each student's progress when we get the results on March 11th.</p>	<p>As already outlined, our A2 Sociology students were able to re-sit units according to the advice and guidance given, and their achievement reflected the success of this approach.</p>
	<p>No AS students have been entered for an exam in January, due to overall poor performance last year. We have set more time aside on the scheme of work to focus on examination skills.</p>	<p>August 2010</p> <p>We will also be reviewing how students do in their Mock exams in the Spring term.</p>	<p>Students and staff have felt under less pressure during the Autumn Term, and the regular skills lessons seem to be facilitating the students' understanding of the assessment objectives they need to meet in their examinations. We will continue to review this</p>	<p>The picture at AS was less clear. The overall pass-rate of 67.29% had declined from last year (72.64%). However, the % of high grades had increased from 22.64% to 26.17%. It was also found that students performed more consistently across both units, which</p>

			strategy. Students have not yet had their Mock exams.	suggests the skill lessons we had incorporated were effective. This is an area that will be a focus of on-going development next year.
	All AS and A2 students will have regular one-to-ones to measure their progress against their ITGs	At the end of each term	On-going	This was very effective in raising A2 performance, but the department still needs to improve this with our AS students.

ASHE

ACCESS				
AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Retention rate for part-time learners is below benchmark	Personal tutors' meeting to discuss	15 th December 09	Issue discussed – reasons for withdrawal are financial and medical and as much help as possible is given.	All 6 second year students stayed with us and achieved their diploma this academic year (2009-2010)
	Raise the issue as a major point to discuss at the next Access team meeting.	27 th January 10	In discussion with full staff team, further issue raised concerned p/t students who had converted from f/t. The same reasons for that change in status eventually led to leaving the course. They received all assistance possible within the college. Withdrawal of students is not a reflection of teaching or support arrangements. Nonetheless college data shows higher withdrawal rates than national averages on equivalent provision. In year data monitoring will be used once the 'Insight' system is operational.	As before
	Raise the issue within the 2 tutor groups as a discussion topic for the part time learners to try and find out what extra help they would find useful.	Before Easter	tba in March 10	"Support for individuals in specific circumstances to help them stay on the course is good and does have a beneficial effect on students." (from course board with students 17/5/2010)
Students have poor quality accommodation.	Access is now roomed in BEC so the quality has improved a lot.	Achieved	Achieved	Achieved as before – no complaints about rooming from the students during the year 2009-2010
The college lacks readily	Talk to Simon Laycock about	15 th Dec 09.	Raised with student admissions	Situation is still

accessible careers guidance suitable for adults.	this as part of the review of adult careers for the college.		by LL Manager in November in context of HE & adult support and pending Matrix re-accreditation process. Identified as a priority action by student admissions manager but no progress to date. Course Coordinator signalled urgent need for careers advice for one individual in Jan. This need met by special arrangement but no system in place.	unsatisfactory
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ALDD

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
The development of the ILP needs to be continued to enable community tutors a clearer picture regarding a student's progress.	To see if we can set the data base up to put more information into the ILP for the tutors.	Dec 09	The database has now been set up to produce a community ILP which includes all the courses the student is on and who is teaching them.	The ILP is still evolving but the information on it is more helpful to the staff.
	To see if we are able to link ILP across the community classes.	April 10	It is very difficult to link all community ILP but we have been able to combine ILP if a tutor teaches a student in more than one session. We have also been able to give tutors the information regarding who else teaches the learner so that they are able to discuss any issues.	Same as last comment.
	To set up training for staff on target setting for ILPs	ongoing	This continues to be an ongoing target and gets addressed individually and as part of team development.	Same as last comment.

BUSINESS ENTERPRISE

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Quantitative and qualitative data is not always available on a timely basis.	Meetings arranged to include representatives from Finance and MIS.		Regular meetings (every 4-6 weeks) takes place and representatives from MIS and Finance are present for apprenticeships and Employment services	On going Meetings taking place
Learning support is not available throughout the year (a large number of learners have learning needs).	Changed the enrolment and end dates of recruitment to coincide with staff availability where possible.		Enrolment dates for care have been changed to take into account the holiday periods to maximise support availability.	On going

BUSINESS AND TECHNOLOGY

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Retention on longer IT courses is below national averages	Monitor absenteeism to prevent drop out; analyse reasons for drop out.	Ongoing	Awaiting introduction of 'Insight' system to provide ongoing monitoring information.	No changes to February update.
Employer engagement, though increased, remains limited.	Liaise with BDOs re iTQ qualification via Train to Gain.	Ongoing	One employer led course running with Hordle School. Significant numbers of learners recruited off redundancy programmes.	No further developments.
Lesson observations revealed a number of areas to be improved in teaching and learning.	Training and mentoring for the whole department via Advanced Lecturers	Completed by the summer term	Meeting arranged for 15 th March and Quality manager will suggest peer mentoring.	No further training has taken place to date.

CREATIVE ARTS

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
<p>The accredited figures show a drop from previous years: Photography success rate 46%; foundation level 10%; intermediate level a 7% drop from 2007-08 figure. Retention rate on L3 Photography was poor.</p>	<p>Staff Change for 2009-2010 in Photography subject.</p>	<p>Sept 2009</p>	<p>2 new appointments made in Sept 09, one of whom resigned after difficulties in Dec 09. Further appointment made Jan 10.</p>	<p>Achievement figures for accredited course indicate success for 100% of student in all 3 levels</p>
	<p>Improved course information sheets to be written together by all Photography and floristry tutor.</p>	<p>Dec 2009</p>	<p>Brief discussion in Nov 09 staff meeting and to be followed up by March 10</p>	<p>New course information sheet in use.</p>
	<p>All staff will be supported closely and invited to regular training meetings.</p>	<p>Sept 09 Dec 09 March 09 May 09</p>	<p>Extensive support provided by Coordinator, teacher training team and mentors to all new staff. Including assistance with schemes of work and lesson plans and class visits.</p>	<p>Extensive support provided by Coordinator, teacher training team and mentors to all new staff. Including assistance with schemes of work and lesson plans and class visits.</p>
<p>A relatively high proportion of students do not feel that the teaching environment is suitable for the course.</p>	<p>Highlight problems and discuss any possible improvements with area organisers.</p>	<p>Jan 2010</p>	<p>tba</p>	<p>Individual meetings with Sharon Mary and Fiona have solved some accommodation issues</p>
	<p>Review any changes with area organisers</p>	<p>May 2010</p>	<p>tba</p>	<p>Seating for floristry students in art room has improved. Upholstery is now in woodwork room at LCC however still some difficulties at New Milton solutions are limited due to access and class size.</p>
	<p>Review end of course survey for improvement.</p>	<p>Sept 2010</p>	<p>pending</p>	<p>61/404 students indicated an element of dissatisfaction marking between no view and strongly disagree that the room was suitable for the course. No more than 2 students in any one class indicate disagree or strongly</p>

				disagree. This will continue to be a focus for improvement 2011.
Approach to health and safety in classrooms is insufficiently systematic.	Meet with all Art and Craft staff discuss H/S	Dec 2009	Focus at Nov staff meeting.	
	Receive H/S feedback forms and discuss with Andrea Fisher	Feb 2010	pending	Meeting with Andrea Fisher Discussion Risk assessments and safe practice.
	Create H/S policy	Sept 2010		Good practice in place. To follow this up in 2011 and continue to improve.

ESSENTIAL SKILLS (ASHE)

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Information, Advice and guidance for adult skills for life learners about progression routes.	Bid to LSIS/CFBT for Action Research grant Sep 09.	Sep 09	Application made.	
	Bid accepted & attended Launch meeting in Birmingham Nov 09. DA to meet at Brockenhurst 26/11 to approve Action Plan.	Nov 09	Bid accepted.	June 2010 whole team IAG training by Rosie Andrews related to the project materials and general IAG paid from the project funds.
	Materials to be devised by Dec 09. Trialling will take place in Jan/Feb 2010 with dissemination March 09.	March 2010	Materials developed Dec 09. Trialling started 1/02/ 10. Tutor attended interim meeting in Birmingham. DA (Development Adviser) meeting 8 th Feb for update.	Materials available at centres for tutor use next year. Some amendments made to forms after SAR meeting July 19 th & will need to continue monitoring implementation.
New tutors and current tutors would like an induction/ departmental handbook	Meeting with core tutors.	Sep 09	Meeting held Sep 09	
	ILP redesigned at team meeting. Team meeting in Feb/March 2010 discuss contents of pack with tutors.	Oct 09	ILPs redesigned in draft form Oct 09.	Departmental handbook was supplied to tutors at SAR Day 19 th July 2010.
	Suggested contents to be submitted to Chris Dean to collate. Draft copy to be	July 2010		

	produced by SAR July 2010			
IT facilities need to be established at Greyfriars Community Centre	Tutor to speak to centre Manager. DCu to contact college IT department Sep 09.	Autumn term	No response from IT until chased in Nov – unable to help. Investigated whether Ringwood library had a separate room we could rent to replace Greyfriars room. They do not have one Oct/Nov 09	2 new used laptops have been supplied by IT. Internet access at Greyfriars, Ringwood is now established.
	Greyfriars charge £10 a year for us to access their broadband network.	November 09	November 09 SFL dept paid for access.	

HOSPITALITY AND TOURISM

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
A lack of dedicated administration support to underpin a growing department of Assessors and Apprentice and work based training targets.	Implementation of a share job plan with all staff connected to the recording and retention of data for the WBL and Apprentice programme. Malcolm Lillie has taken on the role of mentor to several of the new assessors.	Continuous	To ensure that the Work based training/ apprentice targets are met. To ensure that keen housekeeping is applied to the deliverance of the new cohort of evening classes to maximise the funds available to put back into the department in June 10	All assessors are to undertake Key Skills training and qualifications in November so as to enable the easy deliverance of Key skills to the growing number of Apprentice candidates. Administrative support has been withdrawn due to the move to Brock house by the part time assessor. This needs to be rectified asap.
A shortage of qualified assessors available to be able to deliver the high level of application and flexibility demanded by the department.	Development of a programme of “grow your own” assessors. These individuals have been hand picked from the industry, after having been trained to Level 3 by Brockenhurst and then asked if they would like to train to become and NVQ Assessor.	September 2009 onwards according to demand for the NVQ programme bearing in mind it can take from 3-6 months to train an Assessor	New assessor joined team from full time staff of Southampton City College. She possesses A & V awards already in food service delivery for the last 10 years.	Further Assessor Training has taken place and this has resulted in 2 new assessors being employed part time to handle the growth and development of the Apprentice programme

LANGUAGES

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Retention at level 1 A is still low.	Training with advanced Lecturer on promoting ways to maximise students' involvement and participation in lessons, to increase students' engagement and enjoyment to retain more students at lower level. Monitor students' attendance by centres and tutors and act appropriately with Students (phone calls/ sending homework/ emailing work...)	Term 1 Agenda of Meeting Throughout the year	Well received session on teaching and learning strategies ran in Nov 09 Awaiting introduction of electronic registers.	
Retention, achievement and success data, as well as student feedback, is not readily available and this impacts on decision making in the department.	Meetings with Richard Prosser to take place		Awaiting introduction of 'Insight' system	

PROFESSIONAL STUDIES

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Maintenance of MIS data which provides an up-to-date picture of retention and achievement in the department. Situation exacerbated by complexities of Train to Gain funding.	Meeting with key personnel in ASHE and support staff re data issues	Oct 09	Meeting on 16 th October with support staff. Meeting scheduled with consultant re data issues on 19th January	Insight programme installed and demonstration attended
	Meet with Richard Prosser re processing of HE data	Dec 09	Greenwich students now on MIS and procedure agreed – college enrolment forms go to MIS, Greenwich results to be forwarded to MIS to update student achievement	System in place

Part time adult students have difficulty accessing my.brock	Talk with Adult ed and MIS re registration of adult students and issuing of EBS numbers	Jan 10	IT development manager has arranged method of issuing passwords for adult students ahead of inputting on MIS. Passwords will no longer need to be changed frequently through the year.	No further update
	Talk with IT support re issue of temporary passwords	Jan 10		
Poor performance on the Advanced Certificate Counselling course.	New tutor in place	Sept 09	Student retention good. Students assessed for mandatory unit end January – awaiting results.	Good retention 7/8 and achievement 7/7 on advanced certificate
	All students interviewed	Sept 09	Interviews held on 3 rd September	
	Support for tutor Mentor and ITT course	ongoing	Anne Oldfield mentoring tutor and IVing student work	Anne Oldfield supporting tutor with new standards for Sept 10

SCIENCE AND TECHNOLOGY

BIOLOGY				
AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Achievement on GCSE Science.	Timetable personalised learning sessions: Focussing on ISA or exam questions.	From September 09	PL will now be used to target D grade students, who narrowly missed C grades in Nov module	PL is being used to prepare students for the ISA. After the Nov module this will be reviewed.
	Structured approach to behaviour management, with negotiated boundaries with students.	Disseminated and discussed with all staff who teach on the course November 09	On going attention to group management including reducing group sizes for PL	Group sizes have been reduced.
	Analysis of performance on GCSE units. Comparison with competitors.	Advice on coursework Management of coursework, to raise student achievement Dec 09	Close scrutiny of attendance & achievement. With amber agreements & targeted PL	A student spreadsheet has been set up to monitor homework and topic test achievement. Staff are using amber agreements and targeting PL.
Practical accommodation due to growth in student numbers.	Raise the issue with SMT.	Dec 09	AJo & DRo are attending a STEM conference to consider a way forward	M8 has been converted into a new lab.
	Convert S5 to one room.	Summer 2009	Complete and fully timetabled	Achieved.
	Look at room availability in the rest of the college- Derek Radden.	Dec 09	Room availability makes it difficult to deliver PL. Proposed 6 additional teaching spaces for 2010.	S5 is now timetabled for 6 Biology PL sessions.
Technician support has not kept up with growth in student numbers.	Increase technician hours by 10 per week.	October 2009	This taken place and will be presented as a staff bid for 2010.	Technician hours have been increased, on an hourly-paid basis
	Staffing bids	Feb 10	It is proposed to have a common science tech for 2010.	?

CHEMISTRY

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Retention on AS and A2 courses.	PL learning sessions for all students who are not achieving ALIS grade. Both AS & A2	From End of September after the first test	Carried out fully for AS. For A2 the limited time available and fewer students with general chemistry problems has lead to more 1 to 1 sessions in support.	Organisation of year 2 PL needs development. A/S PL had a positive effect on the pass rate in January. PL stopped in term 3 in preparation for exams – drop in pass rate for weaker students. Will now (2011) continue up to exams.
	Introductory 1:1 A2 to discuss realistic target grade and re-sit plan AS students to identify a target grade (in line with ALIS +1, and reassurance to work towards it)	Sept 09	A2 Have discussed targets with all students, will carry out a second 1:1 after March results. AS Targets assigned. Will update target grades and aims on March results.	Retention rates in both A2 and A/S improved. A2 1:1 sessions completed. However the A/S sessions were less successful with some students still not realistic to their approach to learning in the subject. The use of PL sessions needs to be consistent throughout the course
	Planned revision approach. Re-sit students 2 past papers A2 using modified exam papers (5 papers) Revision session for year 1, 6 sessions on various topics, directed to website. Send 1 hard copy + mock, specimen and 2 nd mock after Xmas Students to analyse their performance & target revision	Started 1 st December	Targets met. Will re-assess after March results, otherwise will repeat the provision for summer exams. Changes: A2 Will move start of revision forward next year – due to late date of A2 exam.	Past papers issued to both years in summer term Revision sessions/tutorials had poor turn-outs for both years, reducing impact on results. Actions 1 Materials to be improved for each topic session. 2 Attendance to be required for underachieving students.
Not all groups have all of their lessons in a Chemistry practical room.	Careful timetabling of groups, have prevented problems of too large a class in S5.	September 09	Due to increase student numbers 2 classes have lessons outside labs. S5 has had to be used for larger classes (20+).	Due to further increase of student numbers it is now not possible for all lessons to be in a lab. S5 in use for smaller

				classes (2 IB and 2 A2 groups). Action –rear bench needs to be removed to improve space.
	Development of plans to provide an additional large teaching E.g. S9/lab space.	Request to forwarded for input into plans Dec 09	Request for larger room to be available in S block.	S7 is now available; fume cupboard fixed and provides a key resource with expansion in chemistry numbers.

COMPUTING AND IT

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Value Added and high grades at A2 ICT are below GFE and Sixth Form College benchmarks.	New syllabus adopted for 2009/10, which includes more support for the course from OCR. Improved structuring of course, provision of text books and outline scheme of work to provide improved focus and enhanced learning for students.	Sept 09	Textbooks arrived and are being used. Most students have purchased their own copies. They are used to support homework tasks. They have also been invaluable to cover material for students absent due to illness.	Significant improvement in results for A2 ICT has resulted in an ALPS score improvement from 6 to 3 in one year. The corresponding ALIS value add score moved from -0.4 to +0.3 in one year
	Course teachers both attending 'getting started' workshop for new syllabus. This to improve understanding of what the exam board are looking for with new syllabus which will flow through into teaching of course.	December 09	Both teachers attended workshops in December. The recently appointed teacher also attended a workshop for AS syllabus. Input from the chief examiner has modified the way the students are being prepared for the exam.	Both new teachers have successfully taught the new syllabus and contributed to the overall results.
	More interim stage tests to be completed by students to underpin learning. Students to be measured against target grades and additional work/support given where necessary. Parents to be	Oct 09	These have been implemented in the second year of the course: remedial action, repeat of tests, letters home.	Successful implementation of this system has directly contributed the improvement in the results above.

	notified of significantly under performing students (U grade or 2 grades below target)			
Low and declining GCSE IT pass rate.	New experienced GCSE IT teacher brought into team to improve overall standard of teaching. Will be sharing experience and teaching practice with other members of the team.	Sept 09	Alternative strategies are also being piloted; one group will be put in for AIDA, the other for GCSE. Poor retention, due to students leaving College.	AIDA was successfully trialled and meant that some students have achieved a qualification where they otherwise would not. GCSE pass rate has improved significantly year on year. GCSE ICT and AIDA have, however, been dropped from the College offering for 2010-11 as part of a general reduction in the GCSE programme.
	Additional support resources being used to improve learning. New resources to encourage active learning purchased.	Sept 09	Videos , flash learning cards have been purchased and used to liven up the presentation style.	These were successfully implemented and contributed to the improvement in results indicated above.
Need for continued focus on raising aspirations and the performance of National Diploma students.	'Destinations' data is being publicised to 2 nd year students to help them raise their goals.	Oct 09	This was done at the beginning of term, to 1 st and 2 nd year students. interim results are very pleasing, students are largely achieving merits.	70% of students completing the BTEC National Diploma in July 10 have gone on to university. The highest percentage ever. Marks from 1 st year students are on average 15% up on the previous cohort.
	Computing & IT at university notice board to be set up in.	Oct 09	Notice board set up, in time for first Open Evening in October.	Notice board is maintained with up to date information and used frequently by students.
	Talk / visit to be set up with Portsmouth University to encourage 1 st year students to think about HE.	Mar 10	1 st February, 10.00 am at Brock	Excellent feedback from this and this was supplemented with visits from and trips to Bournemouth University. Both events will be running again next year.

MATHEMATICS

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Achievement rates in foundation tier GCSE Maths are well below GFE & SFC benchmarks for high grades.	Introduce functional skills as an alternative course to GCSE	Sept 09	These groups are working successfully. Students will be entered for entry level. Plans are being drawn up for larger scale September 10	All students below D grade are now studying Functional Skills at an appropriate level for their ability
	All students have been assessed using BSKB to identify the appropriate maths course, working closely with study skills. Most foundation groups have LA support.	September 09 & on going	Most lessons have LA support. The screening has worked well to ensure students are on appropriate course. Foundation groups are small to offer individual support.	Although Foundation groups had been targeted for support, achievement levels remained disappointing in the summer results.
	Introduction of new starter and summary techniques within lessons to engage students All students are provided with essential maths equipment in every lesson.	September 09	A considerable amount of material from GCSE coordinator has been put onto My.Brock. The vast majority have the essential equipment, which has had a positive impact on teaching, because common instructions can be given in lessons and exams went much more smoothly.	Resource material for these students has been extended with the purchase and integration of my maths onto the college system.
Significantly fewer students indicate that they find their Maths courses enjoyable and interesting compared to College courses overall.	Carry out a Maths A level survey to students, about what they like in the lessons, and what they think could be improved.	By end Dec 09	Focus group is taking place in February and the results will be shared with staff. Ideas will be shared at training day	New resources are now available on My.brock to enable and encourage staff to increase the variety of activities in their lessons.
	Peer observation, within maths and S & T, to gain new ideas.	By end of Dec 09	Limited observations have taken place so far.	Peer observation is ongoing. Staff are encouraged to share good practice across the team.

PHYSICS

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Relatively lower level of performance of 'home' female students on A/AS Physics courses.	Careful monitoring of female students.	October & on going	No mock due to snow in January. Individual guidance given to students about timing of entry for module exams	Female students both achieved a 100% pass rate at A2 and had a high grade performance 8% above the year group at 69%
	Encouragement for female students to attend PL sessions for individual help.	November to January, March to May	Good attendance at these sessions. PL sessions were available every lunch time to mark past papers & individual help offered.	Excellent attendance by female students clearly contributed to the high achievement level
	Peer mentoring by strong A2 students for weaker AS students.	November & on going	No progress as yet. Review after January module results	

TECHNOLOGY

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Insufficient challenge for more able students in Graphics and Electronics.	All staff are now monitoring achievement against ALIS.	From September and ongoing	Staff are monitoring students by grade, to raise expectations of staff	Used successfully and a factor in the improved results
	Extension work is now given out	From September and ongoing	Work is completed to a higher standard	Successfully implemented and it will be continued to be developed in the coming year.
	Exemplar work is used, to raise student aspiration.	Before module 1 assessments	This has been used for practical portfolio	Successfully implemented and will be continued next year.
Low retention rate on AS Graphics course.	Clear guidance was reinforced to school liaison group, prior to interviewing.	September 09 Poster for Open evening Jan & June	This took place. Full use of contract system. Positive approach to enlisting the support of parents & tutors.	Looking at new intake in Sept 2010, it appears that the C grade in English for Product Design is not always checked before students are accepted on course.

	Clear guidance was given to students who were identified as taking more than 2 practical subjects.	New students' day and induction week.	One to one meetings to identify time scales & organisation. Techniques to improve retention. Be proactive.	See above. One or two students were deterred from taking the course, but several continued through and generally underachieved compared with others (see ALIS grades) despite one to ones.
Insufficient attention given to ensuring that vocational students take more responsibility for their own learning, preparing them more fully for future training and employment.	Students have been issued with binders and dividers	September 09	Students have arrived with their materials at every lesson.	Successfully implemented. In particular students on Level 3 vocational course are now taking much more responsibility to bring appropriate equipment and to carry their notes. Results continue to be good in year 1. This will be continued into year 2 and new year 1.
	Course handbook has been updated, with clearer course expectations, which was re-stated during the induction week	September 09	This has set high expectations for all students and parents.	Attendance continues to be excellent (92% for year 1, and 95% for year 2).
	All staff are making a conscious effort to develop students responsibility for their own learning, and giving homeworks.	From September and ongoing	Incremental steps are taken to develop independent learning. A team approach ensures set homework is completed.	This will be continued into year 2 as well as repeated for new intake.

CORPORATE SERVICES

EXAMINATIONS				
AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Lack of entry and reporting systems integrated into a single student record system.	Ongoing: C&G S forms to be accessible via My.Brock	January 2010	Working with MIS and MLE teams to enable information to be accessible to all areas. Meetings have been / are being held with various team leaders and depts to advise/help with assuring all enrolments are correct, leading to accurate exam entries. Project on-going. Exams team contributing to planning activities.	Unfortunately the integrated system has fallen a little behind, however, MIS and MLE are still working on it. Work continues with departments to ensure all entry processes are being followed which means accurate entries being made to awarding bodies
	GCSE / A level entry forms to be accessible via Emily register system	Tested & ready for Sept 2010		
	Retirement of College TT system will enable all enrolment data to be maintained live within EBS.	September 2010		
Not all exam entries, online testing and some additionality is administered by the exams office.	Generic system being set up to roll out across college	July 2010	Ongoing meetings with depts to encourage / show how to use a generic system – e.g. class list entries, on-line S forms. Not yet fully accepted by all departments.	Meetings have proved beneficial, and areas involved have constant support to ensure quality is maintained
	Where possible bringing admin into exams office	July 2010	Temp admin staff member full time in exams office is improving the quality of service provided (e.g. taxi drivers). Staffing bid to be submitted for permanent post.	Have lost 5 th team member at the moment, but hoping to employ an apprentice
Communication with the College skills centres and other off site accommodation.	Visits to Hardley & New Milton planned for this month	November 2009	Visits made to Hardley and New Milton to establish relationships. On-going - working with them to ensure all processes are following the generic systems being put in place.	Contact has been maintained in these areas to assist/encourage correct practice as far as enrolments and exams are concerned

FACILITIES				
AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
The lack of a multi-year strategic development plan for the facilities service leads to some ineffective prioritisation of work.	Review King Sturge P.M. programme	12 th February 2010	12 th March 2010	Completed
	Add any omissions	26 th March 2010	26 th March 2010	Completed
	Submit to SMT	30 th April 2010	30 th April 2010	Completed. Funds directed elsewhere.
The continued growth of the College estate, both on the campus and other locations is putting current resources under pressure, which has an adverse impact on customer satisfaction.	Review requirements	18 th December 2009	9 th February 2010	Completed
	Compile proposal	29 th January 2010	19 th February 2010	Completed
	Submit to SMT	29 th January 2010	2 nd March 2010	Deferred until current requirements can be reassessed.
Staff are actively committed to the on-going development of a customer service ethos. However, the absence of any customer surveys or external audits has made it difficult to judge customer satisfaction.	Implement I.T. helpdesk job survey	29 th January 2010	26 th February	Not successful
	Estates office customer satisfaction sheet	11 th December 2009	complete	Not successful No returns
	Office review	25 th June 2010	25 th June	Start again

FINANCE

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Inappropriate accommodation makes staff reluctant to come to the Finance Office; they may consequently lack information to take necessary actions.	Accommodation options to be included in summer works plan 2010	July 2010	Review of activities currently under way 26 January 2010	Finance Department relocated to Brock House from September 2010. Use of on-line routines now being developed for 2010/11 to enable staff to access and process key forms etc
Lack of dissemination of knowledge by key staff increases risks as college is reliant on one member of staff.	Review of staffing structure, roles and processes to be completed to provide recommendations.	March 2010	Review underway 26 January	Interim Financial Accountant to be recruited in 2010/11 to facilitate the transfer of knowledge and to improve key processes.
Increasing volumes of work is leading to backlog of processing of information making it less reliable for decision making and causing staff frustration.	Review of staffing structure, roles and processes to be completed to identify options for addressing workload issues.	March 2010	Review underway 26 January	Interim Financial Accountant to be recruited in 2010/11 to develop and improve key processes.

HARD BROCK

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Facilities for adult evening and weekend classes are limited although some improvements have been made to 'holiday' provision.	New Business Plan	Sept 2009	Plan submitted to SMT On-going reviews in academic year 2009/10	Staff re-structure for Sept 2010 50 week Operation for 2010/11
	Improvements to Little Cafe	Sept 2009	Brock Bytes opened Oct 2009 Opening Hours extended On-going reviews in academic year 2009/10	Brock Bytes re-vamped for Sept 2010 Opening Hours maintained
	Review of Vending Provision	April 2010	New 'coffee vending' installed Sept 2010 On-going reviews in academic year 2009/10	Second 'coffee vending machine' installed Sept 2010 Positive feedback to 'new' machine

The size of current accommodation is insufficient to adequately serve the existing customer base.	New Business Plan	Sept 2009	Plan submitted to SMT On-going reviews in academic year 2009/10	Staff re-structure for Sept 2010 50 week Operation for 2010/11
	Staffing Restructure to include more members of staff at peak times	Dec 2009	Plan submitted to SMT Increase in staffing numbers Sept 2009 On-going reviews in academic year 2009/10	Assistant Manager appointed for Sept 2010 Staff re-structure for Sept 2010
More 'feedback' to customers about the changes that have been implemented after suggestions is required.	In House Training	July 2010	Improved My.Brock page	My Brock page under used. Facebook page a possibility
	Feedback Board	April 2010	Increased notice board provision Sept 2009 On-going reviews in academic year 2009/10	Advertising plasma screens installed Continued student liaison

MARKETING

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
The over reliance on the Head of Marketing which leads to difficulties in resourcing and the potential risk to the reputation of the College.	Review Marketing Department structure with HR.	January 2010	Meeting with HR (Nov 09) and recommendation agreed.	Marketing Team Structure being further revised to accommodate different working patterns for the Head of Marketing and to support new business development targets.
	Staff bid for identified roles/changes.	April 2010	Key roles identified and proposal drafted. Temporary Marketing Coordinator role appointed.	SMT approval of outline in July 2010. New structure expected to be implemented from 4 October 2010.
Mechanisms for soliciting and evaluating customer feedback are under developed.	Include market research in marketing strategy and planning documents.	November 2009	Updated 09/10 plans to include market research/analysis.	Completed.
	Evaluate campaigns as per plan and prepare report.	August/September 2010	Ongoing.	Target date revised to autumn term on return of Head of Marketing from leave of absence.
Need to develop further the staff awareness of agreed	Develop internal communication strategy with	September 2010	Ongoing.	Not yet progressed. Further feedback gathered through

procedures and standards around the use of marketing materials in external communications.	HR.			Good to Great process.
	Communicate process and procedures to staff via induction training and ongoing awareness activities.	Ongoing	Regular communication in staff newsletter. Induction training carried out with key staff (i.e. HR/Head of Org Development/PA to Principal). Further tools added to Marketing My.Brock pages.	Further information provided at new staff induction in September 2010.

MIS

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Resource planning (specifically staffing) for the work arising from the rapid increase in student numbers and different types of returns to the LSC has not been sufficiently rigorous. This has caused workload and prioritisation issues for the department.	Staffing requirements to be reviewed and benchmarked with other providers to reflect expected MIS Manager retirement at end of academic year.	December 2009	Review and benchmarking completed and proposal approved by SMT.	MIS Manager retired and new staffing structure in place with responsibilities allocated across Senior Data Analyst, Learner Info Mgr and TT & EBS Administrator.
	Amend job descriptions of existing staff as agreed.	January 2010	Learner Information Team Manager job description amended. MIS Officer post replaced with new Timetabling and EBS Admin position.	Complete
	Recruitment of replacement staff	April 2010	Advert for Senior Data Analyst to be placed early February.	Complete
	Staffing bid to be made for additional data processing staff.	May 2010		Staffing bid pending to SMT.
There is insufficient communication within the team leading to a lack of knowledge about some key procedures and processes. This affects delivery of the	Procedure guidelines to be produced and maintained regularly. To be posted on shared drive for use by temps etc. Regular team meeting to be	April 2010 and reviewed termly	Procedures are available on the shared drive and updated regularly	Schedule for on-going review of procedure documents to be prepared.
		September 2009	Meetings are currently	New accommodation in

<p>service during staff absence.</p>	<p>held – weekly.</p> <p>Greater use of the office whiteboard to ensure all team members are kept up to date with priorities and staff holidays.</p>	<p>September 2009</p>	<p>irregular but new proposal underway now the team structure changes have taken place.</p> <p>Whiteboard now being used effectively by the team.</p>	<p>Brock House enables more regular team discussions.</p> <p>Complete.</p>
<p>LLE systems are under developed so provide limited support to management for effective planning, monitoring and evaluation of courses for adults.</p> <p>Resource planning (specifically staffing) for the work arising from the rapid increase in student numbers and different types of returns to the LSC has not been sufficiently rigorous. This has caused workload and prioritisation issues for the department.</p>	<p>Meet with ASHE staff to further discuss data reporting requirements</p> <p>Undertake detailed mapping and analysis of ASHE processes</p> <p>Agree programme of process improvement arising from previous action items.</p> <p>Launch Insight reporting system.</p>	<p>October 2009</p> <p>February 2010</p> <p>March 2010</p> <p>February 2010</p>	<p>Meeting taken place. Further analysis to be incorporated into next action item.</p> <p>Review underway. Report and risk analysis due 5 February.</p> <p>Due to launch by 12 February</p>	<p>Complete. Some elements incorporated into SmartPay project. Others to be brought forward into systems development plans next year.</p> <p>Prototype launched. 1-1 sessions undertaken with several ASHE staff to ensure data is relevant and accurate. Other group intro sessions provided for all relevant staff.</p>
	<p>Staffing requirements to be reviewed and benchmarked with other providers to reflect expected MIS Manager retirement at end of academic year.</p> <p>Amend job descriptions of existing staff as agreed.</p>	<p>December 2009</p> <p>January 2010</p>	<p>Review and benchmarking completed and proposal approved by SMT.</p> <p>Learner Information Team Manager job description amended. MIS Officer post replaced with new Timetabling and EBS Admin</p>	<p>MIS Manager retired and new staffing structure in place with responsibilities allocated across Senior Data Analyst, Learner Info Mgr and TT & EBS Administrator.</p> <p>Complete</p>

	Recruitment of replacement staff	April 2010	position.	Complete
	Staffing bid to be made for additional data processing staff.	May 2010	Advert for Senior Data Analyst to be placed early February.	Staffing bid pending to SMT.

IT SUPPORT

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Internal communications within the section and between sections could be improved, including ensuring that all jobs are logged into Track-It. Use of more face to face contact where appropriate particularly for software installations which are specific to a department.	Design and implement a software request form for My.brock to allow staff to request software online.	Ongoing through 2009/10	Online form has been designed and placed on My.Brock, review during the year how this is operating.	The form has been on My.Brock but no-one has used it. We plan to promote our section on My.Brock more next year.
	Continue to initiate more face to face contact with customers. Morning Meeting, Workshops.	Ongoing through 2009/10	Morning Meetings are being attended each morning, workshops yet to be setup.	This is continuing to happen.
We need to implement a Quality Satisfaction Survey through the year and setup Focus Groups to enable students and staff to feedback their views on our services.	Arrange joint Focus Groups with the LRC.	June 2010	Awaiting Hilary from LRC to setup focus group meetings.	Student focus groups were arranged and completed, feedback has been included into the new SAR.
We need to improve methods by which customers provide feedback and make complaints by giving them the opportunity to fully test the fix / resolution before completion of a job.	Continue to implement the 10 day period for Track-It jobs, i.e. once a job is complete the Track-It job should remain open for a further 10 days to allow the customer time to feedback.	Ongoing through 2009/10	This is ongoing and seems to be working well.	This has been working well and is an ongoing process.

RECEPTION

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Accommodation constraints are still limiting the ability of the team to develop additional services including processing of outgoing volume mail and storage.	New furniture has improved the layout of Reception creating valuable space. Newly installed franking machine has increased the noise output significantly.	November/December 2009	Andrea Kennedy – Health and Safety Officer to arrange for noise assessment for new Franking Machine	Health and Safety Officer carried out “Noise at Work” assessment test on the franking machine. Individual assessment report is attached. Ongoing discussions regarding the need for a Post Room to accommodate the increasing post following several departments moving to Brock House

INFORMATION SYSTEMS DEVELOPMENT (formerly MLE)

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
The team are not pro-active about approaching teams that we do not have direct contact with to assist their decision making processes.	Part of Pete Stone’s new role is to look at processes across the college. This allow us to be more proactive about discussing opportunities with teams.	Ongoing	Underway. Current project list is fixed until September.	Hoping to start in October following the last development push.
	Continue to approach departments to work on their My.Brock areas.	Ongoing	Tan has continued work with other departments and will continue to do so until her maternity leave.	Ongoing – work done so far has been successful and feedback has been positive.
There are gaps in the knowledge base (self-help) system for lesser used areas of the system.	Move the existing partially completed knowledge base articles to the help area on My.brock	April	Will be started mid-February.	Existing knowledge base is out of date and has been abandoned. New articles have been created for most of it. This work will be ongoing as new systems are created.

	Prioritise the systems that will benefit most from better help documentation .	February	List compiled ready for work to start.	February marked this task complete.
	Add new knowledge base articles to the help area on My.brock	Ongoing	Underway. New articles have been added as needed.	As above – new articles are created as needed. Will be ongoing as new systems are built.
Further development of the My.brock team site is required to provide more information about what we do in the team.	Site to be split into technical documentation and “user-friendly” content	April	Underway. New my.brock site setup and part of the work is complete.	On hold as team may be restructured as part of Brock House move.

REPROGRAPHICS

AREAS FOR DEVELOPMENT	ACTION DETAILS	TARGET DATE FOR EACH ACTION	UPDATE 1 (February 2010)	UPDATE 2 (September 2010)
Systems for controlling and managing print output are currently underdeveloped and lack flexibility.	New volume b/w and colour copiers to reduce out sourced printing costs.	May/June 2010	Ricoh have visited department and quoted various new equipment configurations.	2 new Ricoh b/w machines installed and working effectively.
Marketing of the department’s services to external customers is under exploited.	Advertise facilities in local press etc	Asap	No action yet	Advert placed in adult Ed brochure
	Mailshot in newspapers?			