



Southwark Adult Learning Service

Post-inspection Action Plan

2009 – 2011

Context and background

Southwark Adult Learning Service had a full Ofsted inspection in May 2009. A team of seven included two HMI and five sector subject area inspectors.

Summary of grades awarded

Effectiveness of provision	Satisfactory: Grade 3
Capacity to improve	Satisfactory: Grade 3
Achievement and standards	Satisfactory: Grade 3
Quality of provision	Satisfactory: Grade 3
Leadership and management	Satisfactory: Grade 3
Equality of opportunity	Contributory grade: Satisfactory: Grade 3

Sector Subject areas

Arts, media and publishing	Satisfactory: Grade 3
English for speakers of other languages	Satisfactory: Grade 3
Literacy and numeracy	Satisfactory: Grade 3
Community learning	Satisfactory: Grade 3
Family learning	Satisfactory: Grade 3

Key Strengths

- Good personal support for learners
- Strong internal and external partnerships to promote social inclusion
- Strong commitment to improve the quality of provision
- Good staff development

Key areas for improvement

- Quality of teaching and learning
- Risk assessment of learners' activities
- Complete implementation of quality assurance systems
- Capturing and effectively using management information.

How this plan was developed

This action plan has been prepared by the SALS leadership and management team in consultation with tutors and administrative staff. Management and curriculum teams have taken account of inspection finding and identified action for sustaining recognized strengths and correcting/ addressing areas for improvement.

Links with other plans

This plan links with the Southwark Adult Learning and Skills Strategy, Southwark Family Learning Strategy and Southwark Skills for Life Strategy.

Monitoring, review and evaluation

Timely and effective completion of actions will be monitored by responsible officers as identified in the plan.

Monitoring and evaluation will be through the implementation of the quality assurance framework. This is led by the deputy head (quality and contracts).

Overall responsibility for evaluation is that of Head of Service

Judgments about the impact of actions, improvements secured and progress secured will be central to the self-assessment report.

Finance

The cash cost of implementing the actions are identified in the plan (as estimates). Most actions will be funded through the core budget. Key actions requiring significant financial investment include:

- 1) improving the quality of teaching and learning
- 2) capturing and effectively using management information.

Estimated cost of these essential actions is:

- 1) £250K

This is being sought from central London LSC

- 2) £200K

This is being sought from Southwark Council.

1. Key strength Identified: Good personal support for learners

Objective: Sustain the good personal support for learners

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Timely production of up-to-date, accurate course information sheets linked to the website	- 3% increase in enquiries	Termly quality audit of information sheets	Updated info available 3 weeks before start of new term	August 2010	Team Leaders + FLM	
Provide course information at all partners' premises	Potential and current learners at partner providers access consistently good information	As part of monitoring visits & reporting	Autumn Course Guide sent out August 2009	Revision August 2010	Deputy Head of Service	

2. Key Strength Identified: Strong internal and external partnerships to promote social inclusion.

Objective: Nurture the strong internal and external partnerships to promote social inclusion

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Continue to promote SALS clear vision for social inclusion. Sustain borough-wide presence Stay focused on priority neighborhood & groups	Build SALS' visibility within and outside the council	As part of self-assessment reporting	Establish contact with corporate comms. August 2009 agree ALS campaign Oct 2009	Review August 2010	Head of Service	
Build on shared course offer with other Council departments sections.	5% increase in internally shared provision within council	As part of self-assessment reporting	Brief leisure terms about shared offer September 2009	Review August 2010	Deputy head of Service.	

3. Key strength identified: Strong commitment to improve the quality of provision

Objective: Implement identified quality improvement actions on time

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Implement the quality assurance calendar of actions	Learners benefit from good learning experience	Team leaders' meetings	Termly reviews	August 2010	Deputy head	
Sustain the through approach to self-assessment	Thorough accurate timely identification of what is working and what needs to improve	Termly SAR reviews	Timely course evaluations	December 2009	Head of Service	
Audits of registers, ILPS, course reviews, standardisation meetings Build an evidence box of completion of actions	Documented evidence of actions completed	Team leader's meetings	Set up folders for evidence October 2009	Review evidence base August 2010	Head of Service	
Conduct a programme of quality assurance briefings	- 50% increase in staff awareness of quality matters	Team leaders' meetings	Publish calendar of briefings September 2009	Review effectiveness of briefings August 2010	Head of Service	

4. Key strength Identified: Good staff development

Objective: Build on current good staff development

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Highlight – CPD needs through performance review and appraisal	Staff professionally developing and updating	Thorough performance review and appraisal	Brief team leaders/managers September 2009	September 2010	Line Managers	
Identify CPD opportunities through LSIS, NIACE, JISC	5% move CPD opportunities identified	Part of self assessment	2 per term	August 2010	Head of Service	
ILT self-assessment rigorous observation Define CPD priorities	Staff develop in priority areas	Team leaders meeting appraisals	Invite team leaders/managers to propose CPD priorities October 2009	Review effectives August 2010	Head of Service	
Explore development arrangements through peer provider review group	ALS staff benefit from wider good practice	Team Leader's Meetings	Initiate CPD dialogue with peer review group September 2009	CPD cycle completed August 2010	Deputy Head of Service	

5. Key area for improvement identified: Quality of teaching and learning

Objective: Improve the quality of teaching and learning satisfactory to good

Action	Impact “so what”	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Publish plan for observation of teaching and learning	Teaching and learning observed systematically	Moderation of lesson observations	October 2009	August 2010	Head of Service	
Implement observation of teaching and learning (OTL)	Learning sessions fudged for effectiveness	Moderation meetings	November 2009	August 2010	Head of Service	
Formalise peer observations of teaching and learning	Tutors team leaders clearer about peer OTL purpose	Moderation meetings	Written guidelines for peer OTL by November 2009	Peer OTL formalised August 2010	Head of Service	
Moderate observations of teaching and learning	OTL: judgments challenged scrutinized to ensure rigour	Moderation meetings	Moderation meeting schedule set by November 2009	OTL moderated by August 2010	Head of Service	
Strengthen planning of learning sessions	More effective planning of learning	Through OTL	Revised lesson plan template by 2009. Tutors make use of improved planning template by December 2009	August 2010	Deputy Head	
Check lesson plans SOW. Learning materials using set qualifications	Teaching and learning resources are relevant current and appropriate	Through termly quality audits	Produce written criteria for quality by December 2009	Sample documentation checked by August 2010	Team leaders/managers	

5. continued

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Set up processes for identification and sharing of good practice	Examples of good practice identified and shared	Team leaders' meetings	"Good practice" item added to meetings agenda October 2009	Processes set up by August 2010	Head of Service	
Raise tutor awareness re: "excellent teaching"	Tutors know move about what makes excellent teaching	Through OTL	Publish written characteristics of "Excellent Teaching" December 2009	Review December 2010	Head of Service	
Produce written guidance for giving useful feedback about learner work	Learners know what needs to improve and how	Audit samples of marked work	Research characteristics of good feedback October 2009	August 2010	Head of Service	
Arrange expert guidance re excellent teaching	Teachers move aware of characteristics of excellent teaching	Through OTL	Explore availability of former HMI November 2009	August 2010	Head of Service Head of Service	
Review quality of learning materials	Improved relevance currency presentation of learning materials	Audit samples of learning materials	50% curriculum area audited by March 2010	October 2010	Team leaders, managers	
Encourage tutors to make better use of LSIS teach and learning programme resources	Up to date resources feed into teaching and learning	Through appraisals & OTL	5% staff have participated in LSIS Training December 2009	Review September 2010	Head of Service	

6. Key area for improvement identified: Capturing and effectively using management information

Objective: To capture and make effective use of management information

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Enrich the experience of learning	More learners have improved learning experience	Course evaluation reports	Identified enrichment activities November 2009	Review December 2010	Tutors Team leaders Managers	
Implement expectations of new ofsted inspection framework	Improved teaching and learning	OTL reports	New inspection frame	Review December 2010	Head of Service	
Make learning move relevant by using everyday themes	Learners able to relate learning to life and work	Through OTL & SAR	Team leaders to identify themes November 2009	Review August 2010	Team leaders managers	
Explore work shadowing opportunities with "ofsted excellent" providers	20% more tutors have observation grades improved	SAR	Identify X 3 "ofsted – excellent" providers November 2009	December 2010	Head of Service	

7. Key area for improvement identified: Complete implementation of quality assurance systems

Objectives: To complete the implementation of quality assurance systems

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Prepare and publish and annual calendar of quality monitoring visits	Sub- contracted provision monitored more regularly	SAR	October 2009 draft calendar	December 2009	Head of Service	
Revise the quality monitoring procedure (for sub-contracted partners)	Strengthened monitoring procedure	SAR	November 2009 revised procedure	December 2009	Head of Service	
Update the QA calendar of activities	Staff clearer about QA completion actions and dates	QA audits of registers, enrolment forms	Publish revised calendar November 2009	Fully implement calendar of actions by August 2010	Deputy head of service	
Update the Quality Assurance and Improvement Framework	Framework reflects learning from Inspection	Through OTL and self assessment	Brief team leaders re revisions	Sept 2009	Deputy head of service	

8. Key area for improvement identified: Capturing and effectively using management information

Objective: To capture and make effective use of management information

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Identify Standard data reports required for service	Identified set of standard data reports to plan monitor evaluated service	Termly reports	Agree reports with MIS consultants August 2009	October 2009	Head of Service	
Strengthen MIS team	Enhanced capability to produce timely data reports	Timely LSC returns	Agree work plan with MIS consultant June 2009	August 2009	Head of Service	
Obtain costed options for managing MIS	Financial cost of MIS arrangement is clear	Report to Head of CLLL	Have written proposals August 2009	October 2009	Head of Service	
Seek financial resource to fund MIS improvement	Finance secured to fund MIS support	Report to Head of CLLL	Brief Head of CLLL September 2009	October 2009	Head of Service	
Develop analysis of performance of different groups of learners	Success rates of different groups of learners clearer	Termly data (MIS) Reports	Agree different groups of learners with MIF consultant by August 2009	Review August 2010	Head of Service	
Use information (from above) to improve Performance of under-achieving groups	5% increase in success rates of particular groups	Termly Data (MIS) reports		Evaluate August 2010	Head of Service	

9. Key area for improvement: Risk assessment of learners' activities

Objective: To implement satisfactory risk assessment of learners' activities

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Produce written guidelines for risk assessment of learners' activities	Tutors and learners clearer about risks and mitigation actions	Through check of lesson plans	RA guidelines researched September 2009	October 2009	Head of Service	
Introduce quality audits of risk assessment of learners activities	Learners' activities are properly risk assessed	Through observation of lessons	QA Audit checklist by January 2010	August 2010	Head of Service	
Arrange further risk-assessment guidance for team leaders	Team leaders, managers better informed re: RA	Team leaders' meeting	Agree H & S advisor support corporate H & S – September 2009	August 2010	Head of Service	
Revise lesson plans to include more detailed RA of learning activities	Risks and mitigation actions identified for learning activities	Quality Audits of lesson plans	Initial revision by August 2009	Review August 2010	Team leaders managers	
Audit lesson plans for RA thoroughness	Identifiable risks and mitigations actions down	Meetings with H & S advisor	Sample of 50% curriculum area lesson plans audited by September 2009	All curriculum areas audited by March 2010	Team leaders, managers	
Check effectiveness of RA in lessons	Improved safety arrangements is lessons	Through OTL	Risk assessment guidelines produced by September 2009	August 2010	Team leaders managers	

10. Identified area for improvement: Underdeveloped arrangements for safeguarding and protecting children and vulnerable adults.

Objectives: Ensure adequacy of arrangements for safeguarding and protecting children and vulnerable adults

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Review recruitment and selection process to make it safer	Reduced risk of unsuitable appointments	Safeguarding review meeting	Selection process updated June 2009 Induction reviewed September 2009 CPD plan includes safeguarding December 2009	September 2009	HR Deputy Head Line Managers	
Allocate senior management responsibility for safeguarding	Known senior manager responsible for safeguarding	Safeguarding review meetings	Identify manager August 2009 Role implemented September 2009	September 2009	Head of Service	
Appoint one other designated person with responsibility for safeguarding	100% increase in designated person resource	Safeguarding review meetings	Another safeguarding designated person announced October 2009	December 2009	Head of Service	
Arrange expert safeguarding staff training	Raised awareness about safeguarding duties	Safeguarding review meetings	Arrange training by August 2009	September 2009	Head of Service	
Train staff in safeguarding matters	Increase in staff awareness re: safeguarding matters	Safeguarding review meetings	LSIS safeguarding and safer recruitment training August 2009	Review training undertaken August 2010	Head of Service	

Arts, Media and Publishing

11. Strength Identified: Good development of practical skills

Objectives: Sustain the good development of practical skills

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Build on current good practice in teaching	5% more learners develop good practical skills	Self assessment report	AMPs Team leaders' meetings arranged October 2009	Review August 2010	Team leaders	
Continue to engage learners as progress in learning	Continuation of development of practice skills	Through OTL	Amps team leaders identify examples of skills development	Review August 2010	Team leaders & tutors	

Arts, Media and Publishing cont.

12. Strength Identified: High Standard of artifacts in fashion & upholstery.

Objective: Build on high standards of artifacts in fashion & upholstery

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Display artefacts in more visible ways	5% more learners produce artefacts of high standards	Team leaders meetings	Team leaders bring October 2009	Review August 2010	Team leaders for Fashion & Upholstery	
Promote the high standards through team briefings	5% more tutors achieve the high standards of artefacts	Team leaders meetings	Set up team briefings November 2007	Review August 2010	Team leaders	

Arts, Media and Publishing cont.

13. Strength identified: Good specialist advice offered by tutors.

Objectives: sustain the good specialist advice offered by tutors

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Sustain pool of specialist tutors	10% increase in number of good caliber tutors	Team leaders' meetings	List of specialist tutors obtained from HR by September 2009	Review August 2010	Deputy Head of Service	
Advertise for more specialist tutors on "Talent " & council websites	20% increase in marketing presence for good candidates	Team leaders meeting	HR staff briefed by October 2009	Review August 2010	Deputy Head of Service	
Brief tutors/team leaders on re: stretch goals	Tutors/better able to agree challenging goals	Quality audits of sample ILPS	Stretching goals briefing awarded by October 2009	Review August 2010	Head of Service	
Agree move challenging goals with move advanced learners	More advanced learners are appropriately stretched	Audit sample of ILPS	Tutors agree move challenging goals with advanced learners December 2009	Review August 2010	Tutors Team leaders	

Arts, Media and Publishing cont.

14. Key area for improvement identified: Insufficiently co-ordinate curriculum management.

Objective: Develop coordinated curriculum management

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Hold a set of scheduled team meetings (with agenda & minutes)	Curriculum areas have a more "joined-up" approach	Agenda & minutes of curriculum team meetings	Publish schedule of meetings by October 2009	August 2010	The team leaders	
Develop clear progression routes between curriculum areas	More shared delivery of curriculum	Audit of courses	2 new progression routes identified by December 2009	Review August 2010	Team leaders	

Arts, Media and Publishing cont.

15. Area for improvement identified: Insufficient use of creative activities and resources in learning sessions

Objective: Increase the use of creative activities and resources in learning sessions

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Include creative activities in 70% lessons plans	More learners benefit from creative activities	Audits of sample lesson plans OTL	Team leaders include 2 new activities per lesson by January 2010	August 2010	AMPs team leaders	
Add creative resources to 60 % lesson plans	More learners benefit from creative resources	Audits on SOW OTL	Team leaders include 2 new resources by February 2010	August 2010	AMPS Team leaders	
Assess the use of creative activities in learning sessions	5% more learning sessions have creative activities	OTL	Team leaders briefed by Sept 2009	Sept 2010	Deputy Head of Service	

English for speakers of other languages

16. Strength Identified: High entry level success rates in ESOL skills for life qualifications

Objective: Sustain high entry level success rates in ESOL skills for life qualifications

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Continue effective initial assessment of learners	5% increase in learners to appropriately placed on ESOL courses	Check retention and pay rates	SFL team briefing re: 1 early September 2009	Review august 2010	Progression Team Leader	
Sustain effective teaching practices	5% increase in learners benefiting from good teaching	Through OTL	SFL Tutors identify set of effective teaching practices January 2010	Review August 2010	Progression team leader	

English for speakers of other languages cont.

17. Identified Strength: Good support for learners in learning sessions

Objective: Sustain the good support for learners in learning sessions

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Include examples of good support at team meetings	Examples of good practice are identified and shared	Through OTL	Schedule of OTL published by October 2009	August 2010	Progression team leaders	
Check lesson plans for good mix of learning and teaching activities	Learning sessions are planned to support learners well	Through OTL	Schedule of OTL published by October 2009	August 2010	Progression team leader	

English for speakers of other languages cont.

18. Identified area for improvement. Insufficient use of ILT to develop learner's skills

Objective: To increase the use of ILT to develop learner's skills

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Identify ILT training needs	ILT training needs known	Team leaders meetings	ILT meetings with SFL tutors by September 2009	August 2010	Progression Team Leader	
Arrange training for SFL Tutors	Tutors trained up in use of ILT	Through OTL	ILT training schedule agreed September 2009	August 2010	Progression Team Leader	
Judge use of ILT in teaching	Learners develop ILT skills	Though OTL	OTL plan for October 2009	September 2010	Progression Team Leader	

English for speakers of other languages cont.

19. Identified area for improvement: Narrow range of programmes

Objective: To widen the range of programmes

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Introduce evening ESOL classes	10% more learners access ESOL evenings	Self assessment review	Appoint ESOL evening tutors December 2009	August 2010	Progression Team Leader	
Introduce ESOL classes focusing on male learners	10% increase ESOL male learners	Self-assessment review	Produce curriculum plan for ESOL for males January 2010	August 2010	Progression team leader	
Increase ESOL subcontracted provision by 5%	3% more learner's access ESOL	SLA reviews	Agree increase with 2 providers by November 2009	August 2010	Deputy Head of Service	
Deliver ESOL from 2 new locations	Learners from new locations access ESOL	SLA reviews	Identify 2 new venues by December 2009	August 2010	Deputy Head of Service	

English for speakers of other languages cont.

20. Area for improvement identified: Inadequate system to analyse data

Objective: Improve system to analyse data

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Develop MIS to analyse SFL data	SFL staff have useful data breakdown	Course evaluations SA	Agree work plan with MIS consultant September 2009	August 2010	Head of Service	
Use information to plan deliver and evaluate SFL provision	SFL provision better planned delivered and evaluated	SAR	Use numerical learner dates for mid-year review January 2010	August 2010	Progression Team Leader	

Literacy and numeracy

21. Key strength Identified: High numeracy success rates are accredited courses

Objective: Sustain high numeracy success rates an accredited course

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Identify 5 success factors contributing to the high numeracy success rates	Distillation of actors contributing to high success rates	Reports from progression team leader	Progression team leader briefed by October 2009	List produced November 2009	Progression Team Leader	
Determine key steps to sustain the success factors (as above)	High success rates sustained	Report from progression team leader	Numeracy staff briefed by November 2009	Key steps documented by November 2009	Progression team leader	
Check partners' safeguarding arrangements	Safeguarding arrangements meet requirements	Monitoring visits SAR	Includes safeguarding assessment in monitoring visits December 2009	December 2009	Head of Service	
Assess impact of safeguarding actions	100% learners are safe and protected in the learning environment	Through self-assessment	Revise SAR format December 2009	January 2010	Head of service	
Train designated persons (in safeguarding)	30% increase in safeguarding	Safeguard review meeting	September 2009	Train completed by December 2009	Deputy Head of Service	
Train Safeguarding facilitators	100% increase in trained safeguarding facilitators	Safeguarding review meetings	Training attached November 2009	Review January 2010	Deputy Head of Service	

Literacy and numeracy cont.

22. Key Strength Identified: Good support for learners

Objective: To embed the good support for learners

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Embed in-lesson tutor support	More learners take advantage of in lesson support	Through OTL reports	Produce written guidelines by November 2009	Review effectiveness by August 2010	Head of Service	
Build on peer support practices	Peer support benefits more learners	Through OTL reports	Brief team leaders re: peer support by November 2009	New peer support learners agreed by January 2010	Head of Service	

Community Learning

23. Strength Identified: Good standards of work

Objective: Sustain good standards of work

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Continue to enroll learners on programming suited to their level and aspiration	5% increase in learners attainment of gird standards of work	QA/QI monitoring visits	Entry criteria for specific courses updated October 2009	Annual review August 2010	Deputy Head of Service	
Keep learners interested through effective planning appropriate activity	Sustained good standards of work	QA/QI monitoring visits	Voluntary organisation partners briefed by December 2009	Annual review August 2010	Deputy head of service	
Build on identified current good practices in teaching and learning	10% more good practices shared between partner providers	Through OTL reports	Arrange good practice workshop by January 2010	Annual review august 2010	Deputy head of service	
Strengthen skills development through practical activities	5% more learners acquire new skills	Through DTL reports	Revise OTL frameworks by November 2009	OTL of partners by August 2010	Deputy Head of Service	

Community Learning cont.

24. Strength identified: Good teaching for health and fitness

Objectives: To sustain the good teaching for health & fitness

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Sustain cleanly set objectives in lesson planning	5% more learners clear about purpose of learning activities	Quality audits of lesson plans	Lesson plan samples audited by February 2010	Self-assess by August 2010	Team leader for health & fitness	
Continue to plan to meet the needs individual learners	Needs of individual learners met	Self assessment report	Course reviews by March 2010	Self assess by August 2010	Team leader for health & fitness	
Nurture the positive learning environments	100% learners feel safe and supported	Course evaluation reports	Display H & S posters by February 2010	Self assessment report by December 2010	Deputy Head of Service	
Continue to engage learners in effective management Health & Safety	100% learners are safe and protected from harm	Feed back from learners	Learner representatives meet with designated safeguarding managers	Review August 2010	Deputy head of Service.	
Invest in teachers CPD	100% learners benefit professionally updated teachers	Performance Appraisal & Review	Initial CPD briefing by October 2009	Review CPD effectiveness in August 2010	Head of Service	
Review and evaluate teaching practice regularly	Effectiveness of teaching and learning assessed	Through OTL	Publish calendar of OTL activities by November 2009	Teaching and learning evaluated by December 2010	Head of Service	

Community Learning cont.

25. Strength Identified: Very effective engagement of learners with particular needs

Objectives: Sustain the very effective engagement of learners with particular needs

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Renew (or not) (at least) annually partnerships engaging learners with particular needs	100% learners with particular need engaged effectively	QA/AI monitoring visits	Revised SLAs (with defined quality targets) issued by November 2009	Annual review of partners by August 2010	Deputy Head of Service	
Continue supporting (financial and practical) the partner organizations	Partner organisations continue to improve for the learners	Annual provider performance review	Funding allocation agreements issued by October 2009	Annual review of partner performance by August 2010	Deputy Head of Service	
Assess engagement of learners with particular needs at monitoring visits	Clearer picture of effectiveness of engagement	Monitoring visits	Revise monitoring criteria by Nov 2009	Monitoring reports August 2010	Deputy Head of Service	

Community Learning cont.

26. Key area for improvement Identified: Insufficient use of systems in subcontracted provision to record learners progress

Objectives: Implement the use of systems in subcontracted provision to record learners: progress

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Introduce a system in subcontracted provision to record learners progress`	5% more learners' progress recorded systematically	Partner providers monitoring visit reports	Publish RAPA guidelines by November 2009	Review RARPA effectively by August 2010	Family Learning Manager	
Check effectiveness of implementation through audits	Timely identification of weakness strengths of RARPA	RARPA Audit reports	Produce RARPA Audit calendar by November 2009	RARPA report by August 2010	Family Learning Manager	
Include checks on use of systems in monitoring visits	Use of systems assessed regularly	Monitoring visits	Revise monitoring form by Nov 2009	Check systems by Aug 2010	Family Learning Manager	

Community Learning cont.

27. Key area for improvement identified: Insufficient use of data to develop management decisions

Objectives: Base management decisions more clearly on use of data

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Analyse performance of different groups of learners	Performance of difficult groups of learners clear	Termly data (MIS) reports	Different groups of learners specified by November 2009	August 2010	Head of Service	
Evaluate progress of different groups of learners	Any differences in performance between different groups are known	Termly data (MIS) reports	Check regularity of reports January 2010	August 2010	Head of service	
Make more explicit use of data to inform management decisions	Course delivery based on effectiveness demand	Course reviews evaluations	Mid-year curriculum revision February 2010	End of year evaluation August 2010	Deputy Head of Service	
Base contract renewals on provider performance data numerical data (success rates) monitoring reviews externally validated SAR	100% learners benefit from sound provision	Monitoring visits Self assessment reports	In year monitoring	Review August 2010	Deputy Head of Service	

Community Learning cont.

28. Key area for improvement identified: Insufficient monitoring of performance of sub-contractors

Objectives: To improve monitoring of performance of sub-contractors

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Publish a calendar of monitoring review visits	Subcontracted provision monitored for quality	Self assessment report	Calendar of monitoring visits published October 2009	Monitoring visits by November 2010	Deputy head of Service	
Check subcontractors safeguarding procedures before agreeing SLA	Safeguarding arrangements checked on time	SLA audits	Partners informed of safeguarding requirements by October 2009	Annual review August 2010	Deputy Head of Service	
Subcontractors to submit an "in-course" evaluation Introduce "in-course" Performance monitoring	Quality related matters identified before course ends	Termly reports for partners to Deputy Head	Partners briefed re: new performance monitoring arrangements October 2009	Annual review by August 2010	Deputy head of service	
Check SLA targets are being met.	Achievement of targets known on time	Termly reports from partners to Deputy Head		Annual review by August 2010	Deputy head of service	

Family Learning

29. Key Strength Identified: Very good achievement of learners' goals

Objectives: Nurture very good achievement of learners' goals

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Build on current learning opportunities (course & activities)	5% increase in learners' achievements	Course review & evaluation	ILPs monitored Nov 2009, February 2010, July 2010	August 2010	Family learning manager	
Embed good ILP practice	5% increase in learners with good ILPs	Quality audits of ILPs	Identify good ILP practice by December 2009 – identify poor practice by December 2009 correct poor practice by May 2010	August 2010	Family learning manager	

Family Learning cont.

30. Key Strength Identified: Good planning of courses and teaching to meet learners' needs

Objectives: Sustain good planning of courses and teaching to meet learners' needs

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Sustain good course planning	Up-to-date SMART course plans	Curriculum review Team leader's meetings	Yearly curriculum plan published by September 2009	August 2010	Family Learning manager	
Keep up good planning for teaching and learning	Appropriately detailed useful SOW lesson plans and handouts	Quality audit of teaching and learning resources	Schemes of work in place by September 2009	August 2010	Family Learning manager	

Family Learning cont.

31. Key Strength Identified: Good partnerships to support learners

Objectives: Nurture good partnerships to support learners

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Review effectiveness of current partnerships	Clarity about better performing partners	Partnership reviews	Publish list of current partners by September 2009 Remove any poor performers September 2009	August 2010	Family learning manager	
Build on the good partnerships through continuation of delivery	5% more family learning delivered	Partnerships reviews	Arrange dates for partnerships meetings	August 2010	Family learning manager	
Explore new potential partners	10% new partners identified	Family learning self assessment report	Initial search by December 2009	Review Sept 2010	Family learning manager	

Family Learning cont.

32. Key area for improvement identified: Inadequate processes to record and monitor learners' progress

Objectives: Develop effective processes to record and monitor learners' progress

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Identify ofsted recognized good practice in processes to record and monitor learners progress	Learners benefit from having progress recorded and monitored	QA audits of ILPS	Produce a set of good practice examples by November 2009 Disseminate (the above) by January 2010	January 2010	Family learning manager	
Produce and disseminate written guidelines re: good practice to record and monitor learners' progress	Tutors benefit from clear guidance	Team leader meetings	Research good practice October 2009	January 2010	Family learning manager	
					Family learning manager	
					Family learning manager	

Family Learning cont.

33. Key area for improvement identified: Underdeveloped curriculum management.

Objectives: To develop curriculum management.

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Identify learning needs of families	Course offer match needs	Team leaders meetings	Review learning needs analysis questions by October 2009	Review December 2009	Family learning manager	
Develop forward curriculum plans to meet learning needs of families	Responsive curriculum plans in place	Curriculum review reports	Calendar of activities for families learning month by September 2009	October 2009	Family learning manager	
Ensure delivery meets the numerical and quality contractual targets	Quality and numerical targets	Curriculum review repairs	Brief family learning manager re: quality & quantity targets	August 2010	Family learning manager	
Map all courses to ECM outcomes	ECM outcomes met	Family learning review	Initial map of courses VS ECM outcomes proceed by October 2009	November 2010	Family learning manager	
Tailor courses to meet ECM outcomes	Learners benefit from ECM outcomes	Family learning review	Check SOW for ECM responsive venues December 2009	August 2010	Family learning manager	
Develop teaching & learning resources	Family learning resources are enriched	Resources QA audit		August 2010	Family learning manager	

Family Learning cont.
33. cont.

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Implement observation of teach learning process	Strengths and area for improvement in teaching and learning identified	OTL reports		August 2010	Family learning manager	

Generic

34. Key area for improvement identified: Inadequate procedures for health and safety

Objectives: Implement satisfactory procedures for health and safety

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Ensure lessons and learning activities have documented appropriate risk assessment appropriate to age group, activity, learning objectives, particular needs	Learners will work in a safer environment	Audits of lesson plans and OTL	Risk assessment audit in November	August 2010	Team leaders and managers	
Conduct quality audits of risk assessments	Learners work in a safe environment	Audits of lesson plans and OTL	Risk assessment audit in November	August 2010	Deputy head of service / head of service	
Carry out risk assessment of venue in advance of course delivery	Only safe venues are used for delivery		Provide written guidance to team leaders and managers Checklist completed	3 weeks prior to course beginning 3 weeks before course starts		
Evaluate H & S in the SAR	Adequacy of health and safety is thorough and accurate	SAR reviews	Health and safety review meetings Updates at monthly team leader meetings	August 2010	Head of service	

Analyse performance of learners from different ethnic backgrounds	Performance of learners from different ethnic backgrounds is better known	Termly MIS reports	Brief MIS consultant by October 2009 Install software tool by start of academic year	September 2010	Deputy head of service	
Analyse performance of learners by gender	Performance of learners from different ethnic backgrounds is better known	Termly MIS reports	Brief MIS consultant by October 2009 Install software tool by start of academic year	September 2010	Deputy head of service	
Analyse performance of learners by disability	Performance of learners from different ethnic backgrounds is better known	Termly MIS reports	Brief MIS consultant by October 2009 Install software tool by start of academic year	September 2010	Deputy head of service	
Take corrective action to improve performance of under achieving groups of learners	Improved achievement of under-achieving groups of learners	SAR				

Generic

35. Area for improvement identified: **Insufficient use of ILT to support teaching and learning.**

Objectives: Strengthen use of ILT to support teaching and learning.

Action	Impact Criteria	Monitoring & Evaluation	Milestones	Completion Date	Lead Responsibility	Action completed (with date)
Raise tutors' awareness of ILT resources available locally	Learning opportunities are more interesting through the use of ILT.	OTL	Further ILT training opportunities are provided for tutors.	August 2010	Head of service	
Train tutors in the use of ILT resources	Learning opportunities are more interesting through the use of ILT.	ILT champion training schedule OTL	ILT training opportunities are taken up by tutors.	July 2010.	Head of service	
Assess tutors in the use of ILT to improve teaching and learning	Learning opportunities are improved through the use of ILT.	OTL	Improved use of ILT is observed	August 2010	Team leaders	
Arrange work shadowing opportunities with ofsted judged good it providers	Good practice in the use of ILT is brought back to SALS	Report back at Team leaders meetings	Identify 2 good providers by November 2009.	July 2010.		
Strengthen role of ILT champion	Use of ILT is strengthened in lessons.	ILT update at team leader meetings. Through SAR.	Provide further ILT training opportunities for tutors.	August 2010		
Explore further ILT funding bids	More funding for ILT secured	SAR	Research and submit ILT bids.	March 2010	Deputy head of service.	
Encourage name	5% increase in	SAR	Identify 2 former	Review TA	Team leaders.	

former achievers to return as teaching assistants	former achievers returning as teaching assistants.		achievers by December 2009.	effectiveness by August 2010		
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