

Chichester College

DEVELOPMENT PLAN 2004/05

Action Plans

CROSS – COLLEGE ASPECTS

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MAINTAINING STRENGTHS

CHICHESTER COLLEGE
Development Plan 2004/2005

ACTION PLAN
Strengths

CROSS COLLEGE AREA | Leadership and management

Strength Ref. No.	Action to be taken	By whom	Target Outcome	By when	Progress Review
S1	Ensure continued involvement of all relevant stakeholders in strategic decision-making and preparation of strategic plan 2005 - 08.	SMG	Development of new strategic plan with appropriate input from staff, students, governors and other stakeholders.	June 2005	
S2	Continue to develop effective reporting mechanisms to support governor monitoring of college performance and effectiveness.	VP (Corporate Services); Director of Quality & Strategy	Revised procedures agreed with SMT and governors and implemented.	May 2005	
S3	Review and develop college's target setting procedures.	Director of Quality and Strategy	Establishment of clear, challenging, well understood targets for key aspects of college performance.	May 2005	
S4	Continue to develop international work, supported by support infrastructure.	Director of International Operations	Growth in international activity which contributes towards the college's social inclusion and positive diversity ethos.	Ongoing	
S5	Establish procedures for rigorous monitoring of retention and pass rates.	Director of Quality and Strategy	Prompt identification of retention and achievement issues, which require action for improvement.	May 2005	
S6	Continue to review all QA procedures for efficiency and effectiveness on an annual basis.	Director of Quality and Strategy.	Revised procedures agreed with SMT and implemented.	June 2005	

S7 / S8	Review financial procedures, where appropriate and implement any recommendation for improvement.	Chief Financial Officer	Continue to enjoy LSC grade A classification.	June 2005	
S7 / S8	Continue programme of financial management training/development activities.	Chief Financial Officer	Improved financial decision-making and management at all levels in college, to support greater efficiency and effectiveness in resources allocation.	June 2005	
S9	Maintains active participation in existing strategic partnerships and develop new partnerships and develop new partnerships which enhance opportunities for learners.	SMG	Expand network of strategic partnership to meet needs of learners, and contribute too achievement of college objectives.	Ongoing	
S10	Review and develop communication channels within the college.	SMG	Enhance further the quality of internal communications. Remedy ineffective/inefficient aspects of internal communications.	June 2005	
S10	Establish project team to review and recommend changes to structure of college internet web-site and intranet, and implement improvements.	Director of Quality and Strategy	Intranet, which provides appropriate information to staff in a timely and easily accessible way.	June 2005	
S11	Review the operation of the staff development function, and the procedure for prioritising expenditure of staff development funds.	Director of Quality and Strategy; Human Resources Manager	Provision of a range of staff development activities and opportunities which contribute significantly towards the achievement of the college's strategic objectives and its operational requirements	July 2005	

S12	Continue to develop customer and other stakeholder feedback mechanism.	Director of Quality and Strategy.	Improved feedback mechanisms, which provide high quality data from all stakeholders internal and external, which will enable the college to formulate plans to meet the concerns of respondents.	June 2005	
S13	Continue to develop the management of equality and diversity within the college, and its fit with SENDA and DDA.	Human Resources Manager	Effective, proactive and well monitored diversity strategy.	Ongoing	
S13	Continue to implement a programme of staff-development activities related to equal opportunities particularly implications of SEEDA and DDA.	Human Resources Manager	Greater awareness of SENDA and DDA, and their implications for their work, amongst all staff.	July 2005	
S14	Continue to review the position at Brinsbury, to ensure its alignment with and contributions to College strategy.	SMG; Director of Brinsbury Campus.	Further growth and development of Brinsbury's provision within the strategy of Chichester College.	Ongoing	

CROSS COLLEGE AREA | Curriculum

Strength Ref. No.	Action to be taken	By whom	Target Outcome	By when	Progress Review
S1 S2	Course Review and Evaluations and Programme Area Quality Reports to identify actions for further improvement in retention and pass rates for courses already above national averages	Programme Area Management Teams; Course Teams	Further improvement in retention and achievement rates already above national averages	Sept 04	
S3	Identify actions to improve further achievement of apprenticeship frameworks in areas where this is satisfactory.	Programme Area Management Teams	Improvement in achievement of apprenticeship frameworks in all areas of provision	Sept 04	
S4 S5 S6 S7 S9	Implement Chichester Learning Model, supported by appropriate staff development, to improve further the quality of teaching and learning	Directors; Programme Area Management Teams	Further improvement in the quality of teaching in learning in lessons in which it is already judged to be good.	Nov 04 Ongoing	
S8	Implement the Curriculum Support programme area action plan	Programme Manager Curriculum Support	Further improvement in the practical teaching of students with learning difficulties and/or disabilities	Ongoing	

S10	Implement Curriculum Support programme area action plan	Programme Area Manager, Curriculum Support	Further improvement in the arrangements and outcomes of the initial assessment process	July 05	
S11 S12 S14	Deliver staff development activities on aspects of assessment practice	Human Resources Manager; Director of Quality & Strategy	Further improvement in the quality of assessment practice in areas where this is already judged to be good.	July 05	
S13	Undertake review and redesign of the college's internal verification process, including briefings/staff development on new process	Director of Quality & Strategy	Consistent application of good internal verification practice across the college	July 05	
S16	Undertake review of student progress monitoring and reporting throughout the college	Director of Quality & Strategy; Director of Curriculum Development	Greater consistency in effectiveness of recording student progress, to support student achievement	July 05	
S17	Use curriculum planning process to ensure the curriculum offer in all areas has the breadth, depth and flexibility to meet the needs of students, employers and national and local LSC priorities.	Senior Management Group; Directors; Programme Area Management Teams	Curriculum provision with the breadth, depth and flexibility to meet the needs of students, employers and national and local LSC priorities.	July 05	

S18	Continue to maintain and, where appropriate, develop links/partnerships with local businesses, schools and external agencies	Senior Management Teams; Directors; Programme Area Management Teams	Effective links/partnerships which help the college to achieve its strategic priorities and the objectives of Sussex LSC.	Ongoing	
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CROSS COLLEGE AREA | ILT

Strength Ref. No.	Action to be taken	By whom	Target Outcome	By when	Progress Review
S1	ILT Champions to develop action plans for 1 hour a week remission time ILT Champions to develop ILT within their area to meet 30% target	ILT Champions; ILT Champions / ILT Manager	Structured programme for each Champion 30% of all lessons with ILT input	Dec 04 Sept 05	
S2	ILT Instructor to deliver minimum 25hours training per week to staff	Instructor / ILT Manager	All staff to receive some ILT training	June 06	
S3	All SoW and Assignments on VLE All students with access to Blackboard All staff trained to use Blackboard	ILT Instructor/ Champions / ILT Manager	100% of full time courses with material on Blackboard All students able to access Blackboard All staff able to upload resources onto Blackboard	Jan 05	
S4	Continued development of ILT Department	PM Comp & e-learn / ILT Manager	ILT to be a clear priority within all Programme Areas	Feb 05	

CROSS COLLEGE AREA | Workbased Learning

Strength Ref. No.	Action to be taken	By whom	Target Outcome	By when	Progress Review
S1	Continued development of Employer links to ensure all Employer engagement targets are exceeded	Workforce development management team; Programme Area managers	Continued evidence gathering to meet A4BC progress targets	Ongoing	May 05
S2	Robust management arrangements with clear targets set cross college	Training Framework Coordinator	Contract is met/exceeded and all staff focused on targets	31 July 05	Quarterly Review with LSC
S3	Adequate staffing to deliver workbased learning programmes	Training Framework Coordinator; Programme Area managers	All workplace assessments and reviews completed within agreed timeframes	December 05	Recruitment evenings to attract staff – Dec 04 and on a regular basis
S4	Cross college monthly meetings to focus on WBL delivery activity	Programme Area Mnagers; Framework Co-ordinators	Clear focus on achievements and progress to raise the achievement rates across college	January 05 and ongoing	Quarterly review in line with LSC contract reviews

S5	Explore International Apprentices and maximise growth and secure funding including acquisition	Director of Workforce Development; Director of International Operations	Target 1000 Apprentices by 2007	July 05 and ongoing	March 05
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CROSS COLLEGE AREA Resources

Strength Ref. No.	Action to be taken	By whom	Target Outcome	By when	Progress Review
S1 S2 S18	Continue to recruit and select teaching staff with high level of subject knowledge and expertise, and vocational experience	Human Resources Directors, PMs, CTMs	Teaching staff with a high level of subject knowledge and experience and where appropriate, vocational experience	Ongoing	
S1 S2 S18	Establish appropriate staff development budget to support the professional development of all staff	Chief Financial Officer, Human Resources Manager	Staff with the appropriate skills to carry out their roles effectively to support and develop the quality of the college's provision and services	Sept 05	
S1 S2 S18	Develop a staff training and development plan which priorities effect the staff development needs to support excellence and continuing improvement	Human Resources; Director of Quality & Strategy	Staff with the appropriate skills to carry out their roles effectively to support and develop the quality of the college's provision and services	Sept 05	
S3	Provide appropriate resource and motivational support to staff in the preparation of learning materials.	Deputy principal; Directors, PMs, CTMs	Student access to high quality learning materials on all courses	Ongoing	
S4 S5 S6	Review operation of roles which support development of teaching and learning quality, and implement any actions required to further develop the quality of this support.	Director of Curriculum Development; Director of Quality & Strategy	Improvement in quality of teaching and learning	Sept 05	

S8	Continue to implement rolling programme of PC replacement in line with college's ILT strategy.	Chief Financial Officer	Continuation of quality of ICT resources in open access and classroom areas.	Ongoing	
S9,S10, S11	Review and where necessary develop specialist facilities in science and engineering, sports and performing arts	Director of International Operations: Director of Workforce Development	Continuation of quality of science and engineering, sports and performing arts accommodation	Ongoing	
S12, S13, S14, S17	Review accommodation and resource quality in all areas and plan for improvements where appropriate	Deputy Principal	Property plan which accurately identifies resource weaknesses, and acknowledges and prioritises development needs.	Sept 05	
S15	Review and revise property plan	Deputy Principal	Property plan which accurately identifies resource weaknesses, and acknowledges and prioritises development needs	Sept 05	
S16	Review and develop policies and procedures to monitor and review health and safety issues.	Health and Safety Officer	Effective policies and procedures to monitor and review health and safety issues	Sept 05	

CROSS COLLEGE AREA | **Support for Students**

Strengths Ref No.	<u>Action to be taken</u>	By whom	<u>Target outcome</u>	By when	Progress Review
S1	Maintain representation	SSM/SU	100% Student union representation at key college forums	On-going	
S2	1. Review resource materials 2. Continue to develop staff skills	SSM/ Admission team	Improved feedback on 'Introduction to Course' student survey 2005/2006	On-going	
S3	Refine EMA procedures	Director of Student Services	Introduce electronic registration system		
S4	Maintain provision	SSM	<ul style="list-style-type: none"> ▪ 24 hour helpline number printed on all student ID badges ▪ Include in student diary ▪ Extra supervisory provision in all halls of residence 	Sept 05 Feb 05	
S5	Continue to refine the quality of the provision	SSM/ Accommodation team	<ul style="list-style-type: none"> ▪ Review existing stock of Property Leasing scheme to improve quality ▪ To raise quality of décor of residential halls at Brinsbury 	April 05 Aug 05	

ADDRESSING WEAKNESSES

CROSS COLLEGE AREA | Leadership and management

Ref	Action to be taken	Responsibility	Target Outcome/ Success Indicator	Target Completion date	Progress Review
W1	Identify additional ways in which good practice can be shared and disseminated across the college	Director of Quality and Strategy	More widespread dissemination of good practice developed in the college	July 2005	
W1	Review and develop appraisal process for managers, linked to leadership and management development programme	Human Resources Manager	Improved managerial performance of curriculum managers	April 2005	
W1	Continue delivery of leadership and management development programme for all college managers and aspiring managers	Staff development management team	Improved performance of managers	ongoing	
W2	Continue implementation of WBL action plan	SMG WfD management Curriculum managers	Improved WBL processes and more effective management control of work-based learning	July 2005	
W3	Review and redesign of teaching observation scheme in line with the Chichester Learning Model	Director of Quality and Strategy; Director of Curriculum Development	Greater emphasis in observation scheme on student learning and attainment	September 2005	Completed

W4	Implement systematic monitoring and analysis (leading to action planning) of the participation, take-up of support, retention and achievement of different age groups and types of students	Director of Quality and Strategy	Improved analysis to inform strategies to improve experience and achievement of different categories of student	July 2005	
W5	Revised guidance notes and briefing sessions to all curriculum managers on evidence analysis and judgement making for the purposes of programme area quality reviewing	Director of Quality and Strategy	Improved quality of analysis in programme area quality reports, and clearer, more comprehensive identifications of strengths and weaknesses	May 2005	
W6 W7	Revised guidance notes and briefing sessions to all course teams on action planning procedures and good practice	Director of Quality and Strategy	Improved, detailed action plans at course team level to address weaknesses identified during course review process	May 2005	
W6 W7	Implement programme of training for all course managers on action planning and monitoring	Director of Quality and Strategy; Human Resources manager	Improved, detailed action plans at course team level, and improved implementation and monitoring of action plans at course team level	June 2005	
W8	Implement procedure for closer monitoring of completion of annual appraisals	Human Resources Manager	All staff to receive annual appraisal, in line with college policy	July 2005	
W8	Implement more systematic procedures for monitoring the implementation of key processes	Director of Quality and Strategy; SMG	More effective implementation of key processes	February 2005	
W9	Identify additional ways in which good practice can be shared and disseminated across the college	Director of Quality and Strategy	More widespread dissemination of good practice developed in the college	July 2005	

W9	Implement programme of training and development for course managers on effective course management	Director of Quality and Strategy; Human Resources Manager	More effective management and operation of course teams	July 2005	
W9	Implement programme of training and development for staff on operating effectively within teams	Director of Quality and Strategy; Human Resources Manager	More effective course team operation	July 2005	
W10	Termly report by Programme Area Management Teams on attendance patterns, including actions being taken to address attendance issues	Programme Area Managers	Attendance rates in each curriculum area to improve to above the national average	January 2005 April 2005 July 2005	
W10	Managers to monitor punctuality systematically and report termly	Programme Area managers	Reduction in student lateness, as measured in a sample of classes	January 2005 April 2005 July 2005	
W10	Student punctuality to be emphasised more in teaching observations	Lesson observers	Reduction in lateness, as measured in a sample of classes	September 2005	
W10	Pursue the development of electronic registration system to provide accurate timely data on attendance for managers, to support faster action for improvement	VP (Corporate Services)	Attendance rates in each curriculum area to improve to above the national average	July 2005	
W10	Programme Area management Teams to implement actions to improve attendance within their areas	Programme Area Management Teams	Attendance rates in each curriculum area to improve to above the national average	July 2005	

W11	Implement a planned systematic process improvement programme	Director of Quality and Strategy	Increase in the effectiveness and efficiency of key processes, to raise customer satisfaction, reduce staff workload and create resource savings	January 2005	
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CROSS COLLEGE AREA | Curriculum

Weak Ref. No.	Action to be taken	By whom	Target Outcome	By when	Progress Review
W1 W2	Programme area management teams to report on progress of plans to improve retention and achievement on unsatisfactorily performing courses	Programme Area Management Teams; Directors	Reports of progress against action plans , and identification of issues still causing concern	Dec 03 and subsequently ongoing	
W1 W2	Set challenging targets for retention and achievement on all courses	SMG	Continue upward trend in retention and achievement	July 04	
W1 W2 W4	Implement strategies to enable continued improvement in A level achievement	A level management group; Programme Area Management Teams	Continuing upward trend in A level achievement	July 04	
W1 W2	Targeted actions to improve retention and achievement on courses where retention and achievement are below national averages, or showing a downward trend	Directors; Programme Area Management Teams	High and/or rising levels of retention and achievement on all courses	July 04	
W3	Continue use of key skills developers in each programme area, to support development of good practice in delivery and assessment of key skills	CTM Skills for Life; Key Skills Developers	Improvement in quality of key skills delivery and assessment, leading to improved pass rates in key skills	Sept 04	

W3	Establish quality improvement group to recommend improvements in college management and delivery of key skills	Director of Curriculum Development; CTM Skills for Life	Improvements in the arrangements for management and delivery of key skills across the college. Improved pass rates for key skills	March 05	
W5 W3	Appoint new post WBL Key Skills Trainer and Facilitator	SMT; Director of Workforce Development	Improved delivery and achievement of key skills to WBL learners	Jan 04	Appointed
W5 W3	Hold cross-college meetings to share ideas/good practice related to key skills and collection of evidence for WBL	Director of Workforce Development; CTM Skills for Life	Improve delivery and achievement of key skills to WBL learners	Feb 05	
W5 W3	Implement learner tracking system	Director of Workforce Development	Closer monitoring of the delivery of key skills and collection of portfolio evidence. All learners tracked for key skills progression. Improvements in framework achievements.	Sept 04	
W5	Develop reporting in CRE, programme Area Quality Report and SAR for more effective focus on WBL	Director of Quality and Strategy; Director of Workforce Development	Clearer focus on WBL issues and continuous improvement in WBL delivery and framework achievement	Sept 04	
W6	Termly report by Programme Area Management Teams on attendance patterns, including actions being taken to address attendance issues	Programme Area Managers	Attendance rates in each curriculum area to improve above the national average	July 05	

W6	Pursue the development of electronic registration system to provide accurate timely data on attendance for managers, to support faster action for improvement	VP (Corporate Services)	As above	July 05	
W6	Programme Area Management Teams to implement actions to improve attendance within their areas	Programme Area Management Teams	As above	July 05	
W7	Managers to monitor punctuality systematically and report termly	Programme Area Management Teams	Reduction in student lateness, as measured in a sample of classes	July 05	
W7	Student punctuality to be emphasised more in teaching observations	Lesson observers	As above	July 05	
W8	Identify teaching and learning issues on unsatisfactorily performing courses which require staff development/AP intervention and support	Programme Area Management Teams; Directors	Reports on progress against action plans, and identification of issues still causing concern	Sept 04	
W8 W9	Implement the Chichester Learning Model, with programme of staff development activities to support	Directors; Programme Area Management Teams	Improvement in the quality of teaching and learning, as measured by graded lesson observations, student feedback, improved retention and pass rates, and external verification	Sept 04	
W10	Appoint CTM with responsibility for development of ILT across the college.	Director of Curriculum Support		Dec.04	
W10	Each Programme Area to work towards 30% of curriculum delivered via ILT (develop plans)	Programme Area Managers	More extensive and effective use	Sept 05	

W10	Implement redesigned staff development programme for implementation of ILT.	Director of Quality & Strategy; Human Resources Manager	made of ILT in teaching and learning	Jan 05	
W10	Develop for the provision of resources to support development of ILT	Chief Financial Officer		Nov 04	
W11	Continue to implement the college's property strategy, which addresses these areas for improvement	SMG; Estates and Facilities Manager	Accommodation is developed and allocated to support the quality of teaching and learning, and to meet the educational needs of students	Ongoing	
W11	Monitor implementation of property strategy through the Accommodation Strategy Group and Strategic Management Group	SMG; Estates and Facilities manager	As above	Ongoing	
W12	Tutor briefing and training in the use of initial assessment outcomes to support completion of Individual Learning Plans	CTM Personal Tutoring	ILPs which take appropriate account of outcomes of initial assessment	Sept 04	
W13	Prepare briefing document for all staff on provision of assessment feedback to students.	Director of Quality & Strategy; Director of Curriculum Development	Improvements in practice in provision of assessment feedback to students.	March 05	
W14	Implement staff development activities on improving practice in internal verification	Director of Quality & Strategy ; Human Resources Manager	Improvement in IV practice	June 05	

W14	Establish process improvement project to review and redesign IV process	Director of Quality & Strategy	Improvement in IV practice	Jan 05	
W15 W16	Programme Managers/Curriculum Team Managers to monitor recording of student progress in all provisions.	Programme Managers; Curriculum Team Managers	Improvement in recording of progress of students on all programmes	Ongoing	
W17	Prepare briefing paper, and supporting staff development activities, on good practice in assessment	Director of Quality & Strategy; Director of Curriculum Development	Improvement in assessment practice.	July 05	
W18	Each programme area management team to review the scale and nature of its links with local employers, and identify a strategy for their effective development	Programme Area management Teams	Increase in the scale and improvement in the relevance and effectiveness of each programme area's links with local employers	July 05	

CROSS COLLEGE AREA | ILT

Weak Ref. No.	Action to be taken	By whom	Target Outcome	By when	Progress Review
W1	ILT Manager in place Nov 04	PM comp/e-learn	Dedicated manager for development of ILT	Sep 04	Completed
	Review of ILT strategy	PM / ILT Manager	Updated strategy with SMART targets for 3 year strategy	21/02/05	
W2	Increase training in Blackboard with fixed schedule. Direct contact and bookings with each programme area	ILT Instructor	All f/t courses with resources on Blackboard	01/09/05	
W3	ILT Champions to develop awareness of ILT and identify resource and training needs	ILT Champions	30% of all lessons include ILT input	30/06/05	
W4	1 hour remission bought out from fund. Mind mapping software purchased.	ILT Manager	Remission time provided for Champions Site licence purchased	01/09/04	Completed

W5	Action plans consolidated with software and training identified and purchased	IILT Manager	Fund spent	21/02/05	
W6	Resource requirements identified	ILT Champions	Purchased where fundable	30/06/05	
W7	ILT remission time reviewed. 1 hour per champion until end of academic year	ILT Champions/ ILT Manager/ PM Comp & e-learn	Proposal for further remission Submitted	22/04/05	
W8	Continue replacement programme across college Upgrade software	CFO CSU CSU	All kit replaced on rolling programme Software updated to XP	Ongoing Sept 05	

CROSS COLLEGE AREA | Workbased Learning

Weak Ref. No.	Action to be taken	By whom	Target Outcome	By when	Progress Review
W1	Ensure robust management of WBL through regular performance reviews	Training and Framework Coordinator	Contract targets met and exceeded in all areas of WBL	July 05	Monthly
W2	Monitoring and evaluation of achievement rates cross college	Training and Framework Coordinator; Programme Area Managers	Continuous improvement until floor targets of 50% in all areas are met	July 05	Monthly
W3	Key skill Co-ordinator to work cross college to embed Key Skills into Curriculum areas	Key Skills Facilitator for MA; Programme Area Managers; Training and Framework Coordinator	Improved Key Skill success rates	July 05	Monthly

W4	Effective Recruitment at Brinsbury Campus	Director of Brinsbury campus; Programme manager Land-Based; Programme Area managers; Training and Framework Coordinator	Increase Apprentice numbers to 70 on programme in funding	July 05	Monthly Brinsbury Development Meetings
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CROSS COLLEGE AREA Resources

Weak Ref. No.	Action to be taken	By whom	Target Outcome	By when	Progress Review
W1 W2 W3 W4	Continue to implement the college's property strategy, which addresses these areas for improvement	SMG Estates and Facilities Manager	Accommodation is developed and allocated to support the quality of teaching and learning, and to meet the educational needs of students.	Ongoing	
W1 W2 W3 W4	Monitor implementation of property strategy through Accommodation Strategy Group and Strategic Management Group	SMG; Deputy Principal	Accommodation is developed and allocated to support the quality of teaching and learning, and to meet the educational needs of students.	Ongoing	
W2	Develop off-site facilities for the provision of construction programmes	Deputy Principal; Estates & Facilities Mgr.	To meet the needs of growth in demand for construction courses	October 04	Completed
W5	Undertake audit of subject specific/specialist software, and formulate plan to develop the range of software required.	PM Computing, IT and E Learning	Access to subject specific/specialist software by students who require such facilities to support their achievement.	March 05	
W6					
W7	Create new post with specific remit to develop use of ILT across the College.	Director of Curriculum Development; PM Computing, IT & E Learning	30% of GLH on all full-time courses to be delivered using ILT.	Sept 05	

W8	Continue to implement rolling programme of PC replacement, in line with college's ILT strategy	Chief Financial Officer	All students have adequate access to IT facilities, to support achievement of 30% of GLH on all full-time courses to be delivered using ILT	Sept 05	
W9	Produce and implement costed plan for the sound proofing of areas, where noise leakage impacts upon student learning.	Estates & Facilities Manager	Reduce the impact of noise leakage on student learning in those areas identified by inspectors.	Sept 05	
W10	Develop and implement strategy for the development of classroom environments	Deputy Principal	All general teaching rooms to have appropriate stimulus materials on walls	Sept 05	

CROSS COLLEGE AREA | Support for Students

Weakness Ref No.	<u>Action to be taken</u>	By whom	<u>Target outcome</u>	By when	Progress Review
W1	Identification of non-attendance areas	SSM; CTM Personal Tutoring	<ul style="list-style-type: none"> ▪ 100% attendance of tutorial groups at Council meeting 	Jan 05	
W2	Identify and target, through close monitoring, those tutor groups where careers education is not being delivered through the tutorial programme.	CTM Personal Tutoring; CATs Team	<ul style="list-style-type: none"> ▪ Achieve careers education input to 100% tutor groups ▪ Raise student satisfaction rating in student survey 	July 05 July 05	
W3 a)	Introduce new strategies for Personal Tutorial system	Personal Tutor/Course Managers	<ul style="list-style-type: none"> ▪ Introduce new extended scheme of work ▪ Introduce revised tutorial documentation ▪ 20% of tutorials within each directorate to be observed 	Sept 04 Sept 04	
W3 b)	Embed tutorial observations into colleges teaching excellence programme			July 05	

