



Quality Improvement Leadership and Management 2015/16

| Improvement activity linked to SAR/new | Actions and steps required | Who/When | Summary of Progress | Green (ahead) Amber (ongoing) Red (behind) |
|---|---|--|--|--|
| 1. Support for staff in identifying and supporting learners with mental health issues | Review the extent of the problem and produce a paper outlining the issue Discuss with staff the best options to support them in dealing with issues Implement solutions identified as part of this plan | AG AG AG Feb 2016 | Discussion of issue has taken place at management team. Agreed this is still a significant issue, particularly as the manager in this area will be made redundant in the service reorganisation. 11/12/15 | Amber |
| <p>POSITION STATEMENT – This is an increasing area of concern for the service particularly following the reorganisation where considerable capacity in this area will be removed</p> <p>IMPACT OF ACTIVITY - Given reductions in management capacity in this area the impact on staff on the front line needs careful monitoring.</p> | | | | |

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| <p>2. Introduce performance review system for sessional staff</p> <p><i>(Carried forward)</i></p> <p>Teaching and Learning</p> | <p>a) Consider how this could be implemented and design a process</p> <p>b) Pilot system in one area (VPA)</p> <p>c) Review and roll out to rest of service</p> | <p>Head of Service</p> <p>June 2016</p> <p>September 2016</p> | <p>Basic schematic now sent out to managers for further discussion. This includes a recommendation for how we should deal with PDR for sessional staff. 11/12/15</p> <p>Ensure all staff who teach more than 10 hours per week have a full PDR carried out.</p> | |
| <p>POSITION STATEMENT; PDR continues to be a challenging area for very part-time staff</p> | | | | |
| <p>IMPACT OF ACTIVITY - IS IT A STRENGTH OR CONTINUED AREA FOR IMPROVEMENT</p> <p>Has it impacted on other areas of learner journey?</p> | | | | |

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| <p>3. Improve data reporting and use of data in all aspects of service delivery</p> <p>Achievement</p> | <p>a) Meet with MIS manager to develop a timetable of data to be shared with managers</p> <p>b) Quarterly data reports to be produced for management team and discussed</p> <p>c) Embed data reporting into the SAR cycle following discussions with MIS manager.</p> | <p>AG/PE Jan 2016</p> <p>April 2016</p> <p>Feb 2016</p> | <p>Initial meeting has taken place with data manager. A joint meeting with NYCC has also been convened to consider how the two services could work more closely on data management. 11/12/15</p> | <p style="background-color: #f4a460;"> </p> |
| <p>POSITION STATEMENT: Data is accurate and robust but not timely. IMPACT OF ACTIVITY - IS IT A STRENGTH OR CONTINUED AREA FOR IMPROVEMENT</p> | | | | |

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| 4. Each quarter analyse destination data and produce report for managers "Preparing for OFSTED inspection" data <i>Destination</i> | See actions above for completion of this improvement | Jan 2016 AG | There has been some progress in this area in terms of data reporting but there continue to be some concerns about the timeliness of data and the resources needed to produce data at short notice. Further work with the software supplier is needed to resolve these issues | |
| <p>POSITION STATEMENT</p> <p>IMPACT OF ACTIVITY - IS IT A STRENGTH OR CONTINUED AREA FOR IMPROVEMENT</p> <p>Has it impacted on other areas of learner journey?</p> | | | | |

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| <p>5. Improve Learner destination tracking and develop agreed procedures for tracking learners</p> <p>Destination</p> | <p>Agree how this is going to be tackled at management team and then ensure action is taken to implement agreed measures</p> | <p>Strategy Manager 04/16</p> | <p>This has now been completed. 11/12/15</p> | <p>Green</p> |
| <p>POSITION STATEMENT</p> <p>IMPACT OF ACTIVITY - IS IT A STRENGTH OR CONTINUED AREA FOR IMPROVEMENT</p> <p>Has it impacted on other areas of learner journey?</p> | | | | |

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| 6. Improve feedback from a range of sources Assessment | a) Make a list of all partners/stakeholders, obtain their feedback and ensure it is used. b) Introduce alternative methods to get learner feedback on an information and more regular basis c) Introduce trial telephone interviews on a sample of learners | Head of Service 03/16 | Checking with other managers to see if this is still a live action or whether other events have overtaken this. | Amber |
| <p>POSITION STATEMENT <i>Progress reviews explore next steps both in short term and longer term as well as extension of learning outside of the classroom.</i></p> <p>IMPACT OF ACTIVITY - IS IT A STRENGTH OR CONTINUED AREA FOR IMPROVEMENT Has it impacted on other areas of learner journey?</p> | | | | |

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| <p>7. Success rates for 16-18 functional skills programmes</p> <p>Success rates for 16-18 provision in general</p> | <p>Monitor actions plans in Functional skills QIP.</p> <p>Regular meeting with FS and SM to review 16-18 attendance and retention</p> <p>Regular monitoring of success rates meetings set up and reports back as part of regular reporting</p> | <p>AG/SR/CG/ FH</p> <p>Review 01/16</p> <p>Review 05/16</p> | <p>Action plan to reorganise Routes to Success developed and shared with AG 11/12/15</p> <p>Regular meeting schedule established for report back on progress with Foundation learning programme.</p> <p>Head of service met with all managers to discuss progress. This includes significant redesign of the programme.</p> <p>Regular review meetings are now in place. 18/01/16</p> | |
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| <p>8. Inconsistent use of elearning and other technology to support learning And Insufficient investment in the use of new technologies to improve outcomes for learners</p> | <ul style="list-style-type: none"> Identify an annual revenue budget that is ring fenced to purchase elearning equipment and hardware Develop a process for identifying where the most cost effective deployment of Resources would be Monitor the use of resources and impact on learning | <p>AG/AP 12/15</p> <p>01/16</p> <p>06/16</p> | <p>Budget of £20k identified for 2016/17 financial year. Recognition that this is not sufficient and plans to increase this year on year. 11/12/15</p> <p>Process for identifying resources developed and shared with managers 11/12/15</p> <p>Form for managers to fill in sent out for completion and discussion at 02/16 MT</p> | |
| <p>POSITION STATEMENT:</p> <p>Over the last few years the service has fallen behind in keeping up to date hardware as budget have been very tight. There is now a need to invest.</p> <p>IMPACT OF ACTIVITY - IS IT A STRENGTH OR CONTINUED AREA FOR IMPROVEMENT Has it impacted on other areas of learner journey?</p> | | | | |

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| <p>9. <i>Some teaching where no improvements have been demonstrated</i></p> <p><i>Some whole class teaching that is very teacher led</i></p> <p><i>Too many observations are restricted to subject specialists meaning innovative practice is stifled and good practice is not shared</i></p> | <p>Review the OTL process to see which of the three areas for improvement identified are to be taken forward</p> <p>Develop plans as a result of action above</p> | <p>FH – 03/16</p> <p>FH – 03/16</p> | <p>OTL processed reviewed and some minor changes made. Still further work needed to share skills across the service. Moderation of the OTL process still not systematic. 03/16</p> | <p style="background-color: #f4a460;">Amber (ongoing)</p> |
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| 10. Further improvement needed in recording and feeding back learner suggestions | <ul style="list-style-type: none"> • Use the service brochure to introduce You said – we did section • Develop a process for collating suggestions from learners • Develop further processes to be proactive in collecting learner suggestions • Introduce clearer recording of complaints | AG – June 2016 | A small section was dedicated to “you said we did” in service brochure 11/12/15 Clearer and shared complaints process now in place. Review of complaints to be shared at MT. 04/16 | |
| 11. Lack of systematic process to collect and then act on suggestions from learners | See actions above | AG – 03/16 | Learner feedback has improved and the service has implemented a system to record and then feedback learner suggestions. It is too early to judge the impact of this work. 07/01 | |
| <p>POSITION STATEMENT Whilst the service is good at making changes as a result of learner feedback, it is not well recorded or consistent. Complaints are dealt with consistently but not recorded.</p> <p>IMPACT OF ACTIVITY - IS IT A STRENGTH OR CONTINUED AREA FOR IMPROVEMENT Has it impacted on other areas of learner journey?</p> | | | | |

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| 12. Marketing of the service offer could be improved, both internally and externally | <p>Identify a clear and ring-fenced marketing budget including expenditure on the L4E brochure</p> <p>Include marketing of the service as a priority area for discussion at MT</p> | AG – 09/15 | <p>Budget for marketing clearly identified for financial year 2016/17. Separate cost centre identified for spend and monitoring</p> <p>Marketing is now a regular item on the MT agenda 11/12/15</p> | |
| <p>POSITION STATEMENT: <i>Marketing of the service is good generally and significant improvement has taken place as a result of the new service brochure. Distribution of material still remains a challenge.</i></p> <p>IMPACT OF ACTIVITY -IS IT A STRENGTH OR CONTINUED AREA FOR IMPROVEMENT <i>Has it impacted on other areas of learner journey?</i></p> | | | | |

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| 13. <i>There are some missed opportunities for further funding</i> | Clear and regular reports back on performance are developed Regular meeting with relevant staff to discuss funding opportunities | AG - 12/15 AG – 12/15 | See above A schedule set of meetings to discuss funding opportunities has been set up. First one taking place 19/01 | |
| 14. <i>And Maximisation of contracts in some areas – 24+ loans and 16-18 apprenticeships</i> | A clear process and procedure for monitoring and then taking action on loans funding and 16-18 apprenticeships is developed | AG - 12/15 | Performance management processes are now in place for all funding streams to manage performance. 11/12/15 | |
| <p>POSITION STATEMENT <i>Generating new income streams to replace current funding is a clear service priority as is maximising current funding streams</i></p> <p>IMPACT OF ACTIVITY -IS IT A STRENGTH OR CONTINUED AREA FOR IMPROVEMENT <i>Has it impacted on other areas of learner journey?</i></p> | | | | |

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| <p>15. Some areas of the service lack a rigorous performance management framework</p> | <p>Develop a framework and process for performance management in community learning</p> | <p>AG Sept 2016</p> | <p>Targets have now been agreed and performance management meetings scheduled. There has been some slippage in the process for academic year 2016/17.</p> <p>This action has now been completed with some new measures agreed as part of the quality monitoring process</p> | <p>Green</p> |
| <p><i>POSITION STATEMENT</i> <i>Long term strategic involvement and partnership work</i> <i>IMPACT OF ACTIVITY -IS IT A STRENGTH OR CONTINUED AREA FOR IMPROVEMENT</i> <i>Has it impacted on other areas of learner journey?</i></p> | | | | |

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| 16. Actons from Matrix assessment | These are part of a separate action plan embedded below L:\GROUP\Comm Ed Entrust\YORK LEARNING\MATRIX FOLDERS FEB 2015\Action plan - Updated December 2015.docx | AG – 12/15 | Progress reported to management team where discussion has taken place. Most of the actions are included within actions above | Green (ahead) |
| <p><i>POSITION STATEMENT</i> Long term strategic involvement and partnership work IMPACT OF ACTIVITY -IS IT A STRENGTH OR CONTINUED AREA FOR IMPROVEMENT Has it impacted on other areas of learner journey?</p> | | | | |