

Waltham International College Action Plan - Post QAA review

Recommendations	Completion Date	Action by	Area of Work	Success Indicators	Progress (with review date)	Evidence
Actions (In red)						
Recommendation 1						
<i>Ensure that decisions on academic standards and quality of learning opportunities are taken separately from those which relate to business and development (Expectation A2.1)</i>						
Revision of membership of SMT and Academic Board to reduce membership overlap	31-Jan-17	(Principal, Registrar, Academic Manager and Director of Curriculum and Quality)	Committee Membership	Differentiated committees to facilitate clear division between operational and academic matters	Revised structure Presented and approved in Academic Board meeting held on 14th December 2016	Committees and Board Minutes
Revision of the terms of reference of committees to separate academic and commercial decisions, to include issues of programme design/development, programme management, programme discontinuation	31-Jan-17	(Director of Curriculum and Quality)	TOR's	Clear separation in the terms of reference of the committee meetings	Revised Terms Of References(TOR's) Presented and approved in Academic Board meeting held on 14th December 2016	Meeting agendas and Minutes are reflecting the revised TOR's
Training for minute takers	31-Jan-17	Academic Manager	Meeting Minutes	Fuller and clearer minutes	Training session for minute takers was held on 23rd January 2016, clearer minutes are	presentation and recent minutes, attendance sheet
Revision of standard minuting templates, to include routine cross-reporting prompts	31-Jan-17	Academic Manager	Meetings Agenda's Template	Attendee satisfaction with larger and better templates	Template designed and accepted by senior staff via email. Training on this template and process of taking minutes completed on 22nd January	Email and Copy of Agenda
Production of template agendas for committees which promote and reinforce academic and commercial separation	31-Jan-17	(Academic Manager)	Meetings Agenda's Template	Standardised and consistent agendas that duplicate updated term of references	Standardised template Presented and approved Academic Board meeting held on 14th December 2016	Meeting agendas and Minutes are reflecting the revised TOR's
Merge assessment and standardisation boards	31-Jan-17	(Academic Manager)	Committee Membership	More concise and effective Board with clear terms of reference and function	New Board structure Presented and approved Academic Board meeting held on 14th December 2016. next Assessment	Assesment Board Meeting minutes
Briefing for members on the Board of Directors on conventional separation of responsibilities	31-Jan-17	(Principal)	Committee Membership briefing to Board of Directors	Briefing session held and all members are aware of changes to committee membership and term of reference	Session held on 6th January 2017 with Board of directors	January Board Meeting Minutes
Recommendation 2						
<i>ensure that academic governance structures are fit for purpose, function in accordance with the terms of reference and are consistent with internal policies and procedures (Expectation A2.1)</i>						
Revise academic governance and management structure, so that arrangements are responsive and flexible to needs, both current and in an expanded college	31-Jan-17	(Director of Curriculum and Quality and Academic Manager)	Committee Membership	Clear and responsive reporting structure while minimising duplication	Revised Structures presented and approved Academic Board meeting held on 14th December 2016	Revised Structure and TOR's
Revise quality assurance policies and procedures to ensure fitness for purpose. Approvals of revisions to be formal and clearly documented	31-Jan-17	(Director of Curriculum and Quality, Academic Manager and Registrar)	Quality Manual	Revised policies that are consistent and fit for purpose and signed off through the academic board	Policies Presented and approved Academic Board meeting held on 14th December 2016 Footnote: While policies were reviewed it became clear that some policies needs to be streamlined an rewritten this process have	1- Academic Board Meeting minutes. 2- Revised policies on new format with version control statement. 3- Version Control process and

College to develop mechanisms for better self-awareness, better self-scrutiny, better action-taking and better action evaluation	31-Jan-17	Academic Manager and Director of Curriculum and Quality	Quality Assurance	Continued review implemented as well as policies, committees and structures reviewed. To enable this process one day per trimester have been set aside specifically to focus on this.	Self Review Days arranged, one in December and March each with a schedule to conduct one in each quarter. Unscheduled random checks conducted by DCQ.	Self Review Days reports and Random Audit reports and action plans by the Director of Curriculum and Quality
Ensure that quality assurance policies and procedures are strictly adhered to	On Continuous bases	Director of Curriculum and Quality	Quality Assurance	Regular scheduled and unscheduled checks to ensure policies and procedures are implemented correctly and are effective.	Self Review Days arranged, one in December and March each with a schedule to conduct one in each quarter. Unscheduled random checks conducted by DCQ.	Self Review Day's reports and Random Audit reports and action plans by the Director of Curriculum and Quality
Recommendation 3						
<i>clearly record decisions on student progression, credit achieved and final awards (Expectation A3.2)</i>						
Recommendations regarding the award of credit, progression and awards to be conferred to be explicitly recorded both in the minutes of boards and in the underlying assessment spreadsheet that informs the meeting	27-Feb-17	Academic Manager	Meeting Minute – award of credit in spread sheet	Appropriate information is fully recorded in the meeting minutes in line with the terms of reference in addition successful external verification	Information Fully recorded in Assessment Board minutes	Assessment Board minutes
Recommendation 4						
<i>Clarify the respective roles of the deliberative and executive bodies in programme approval and ensure robust and documented information is used to inform decisions (Expectation B1)</i>						
Revise procedure to differentiate between executive and deliberative responsibilities for approval of new provision in order to ensure, <i>inter alia</i> , that any business case can be considered independently from academic merits	14-Feb-17	Director of Curriculum and Quality	Programme approval policy	Revised policy with clear differentiation between executive and deliberative responsibilities. Allow for distinction between strategic business fit and Academic merit	Revised Programme Approval Policy presented and approved in Auxiliary Academic Board Held on 8th of March 2017	Revised Structures and TOR's, Meeting minutes
Ensure that programme approval procedure contains the requirement for detail on market research, resource implications and a rationale for strategic fit	14-Feb-17	Director of Curriculum and Quality	Programme approval policy	Revised policy that includes requirement for detail on market research, resource implications and rationale	Revised Programme Approval Policy presented and approved in Auxiliary Academic Board Held on 8th of March 2017	Revised Programme Approval Policy and Procedure
Ensure that procedure and practice for programme approval require formal approval of the proposal by Academic Board	14-Feb-17	Director of Curriculum and Quality	Programme approval Policy	Revised Policy and procedure incorporate explicit formal Academic Board approval	Revised Programme Approval Policy presented and approved in Auxiliary Academic Board Held on 8th of March 2017	Revised Programme Approval Policy and Procedure
Ensure that students are involved in programme design, development and approval	14-Feb-17	Director of Curriculum and Quality	Programme approval policy	Revised Policy and procedure is in place that clearly indicates opportunity and requirement for student involvement	Revised Programme Approval Policy presented and approved in Auxiliary Academic Board Held on 8th of March 2017	Revised Programme Approval Policy and Procedure
The College to complete development of a periodic review process	14-Feb-17	Director of Curriculum and Quality		Periodic review process and policies developed and approved	Revised Programme Approval Policy presented and approved in Auxiliary Academic Board Held on 8th of March 2017	Revised Programme Approval Policy and Procedure
Ensure that programme design, development and approval processes are clearly and fully documented in proposal papers, research and meeting minutes	14-Feb-17	Director of Curriculum and Quality	Programme approval policy	Fully documented programme approval	Revised Programme Approval Policy presented and approved in Auxiliary Academic Board Held on 8th of March 2017	Revised Programme Approval Policy and Procedure

Recommendation 5						
<i>Ensure student representatives are given the opportunity to be fully involved in the consideration of comments and recommendations from external verifier reports (Expectation B5)</i>						
Student representatives to be formally elected rather than nominated by the college	31-Jan-17	Registrar	Elections	Student election facilitated by the registrar	Elections held on 7th Jan 2017	Election Result report, VLE screenshot
Student representatives to be formally trained	31-Jan-17	Registrar	Training of Student Rep	Students training sessions are planned, training material is available for the session	Student Rep trained on 26th January 2017	Training presentation
Elected student representatives to attend Board/committees for all of a Board/committee agenda except reserved business (typically discussion of identifiable students and forthcoming assessment materials)	14-Feb-17	Academic Manager	TOR's	Student Representatives participated in all relevant meetings	Students were invited to and attended all relevanty meetings (programme Committee, Student Staff Liaison, AcademicBoards) from December 2016 onwards	Meeting minutes
Recommendation 6						
<i>Ensure that policies and procedures on student engagement are fit for purpose, engage students as partners, are consistently followed and are evaluated for effectiveness (Expectation B5)</i>						
Ensure that student engagement processes are suited to the size and nature of the current student body	14-Feb-17	Academic Manager	Student engagement	Reviewed student engagement procedure in effect	Student Engagement Policy Presented and approved in Auxiliary Academic Board in March 2017	Student Engagement Policy,
Ensure that meetings of Staff Liaison Committee take place as mandated	14-Feb-17	Academic Manager	Staff liaison committee	Introduction of student/staff liaison meeting. Student representative for each course.	Committee was approved in academic Board Meeting held on 14th December 2016. First Staff Liaison meeting was held on 11th Jan 2017	Staff Liaison Meeting Minutes
Feedback on the student induction experience to be discussed by staff.	14-Feb-17	Registrar	Induction review to be discussed	Detailed feedback on induction (Sep 2016) discussed at the Academic Board. Report is available on VLE	Induction Feedback discussed in Auxiliary Board in March	Meeting Minutes
A system for personal tutoring by personal tutors to be established, clarified, broadcast and consistently operated	14-Feb-17	Academic Manager	System of personal tutoring	New Personal tutoring policy and procedure drafted and approved. Staff trained on new policy and procedure	Policy approved in the April 2017 nAcademic Board and students asked for feedback in the SSL meeting.	Meeting minutes
Formalising and monitoring process for student engagement incorporating current success indicators.	14-Feb-17	Academic Manager	Student engagement	Establishing a monitoring process for student engagement to be completed once a semester	Student Engagement Policy Approved in Auxiliary Academic Board in March 2017	Student Engagement Policy,
Recommendation 7						
<i>Ensure clarity and consistency in documentation outlining the purpose, roles and responsibilities of Assessment Boards and ensure that these are implemented fully (Expectation B6)</i>						
Revise the management of assessment in order to establish a single and clear one-stage or two-stage committee structure	14-Feb-17	Academic Manager and Director of Curriculum and Quality	Assessment board structure	One stage committee structure established and approved by the Academic Board	Presented and approved in academic Board Meeting held on 14th December 2016	December academic Board Meeting Minutes

Review, clarify, codify and consistently operate an assessment standardisation, double marking and moderation process	14-Feb-17	Academic Manager and Director of Curriculum and Quality	Assessment board structure	Reviewed assessment policy in effect and approved by external	Presented and approved in academic Board Meeting held on 14th December 2016	Revised Assessment Policy
Ensure that marks, grades and student progression are decided at committee in line with committee terms of reference (proper selection of arena)	14-Feb-17	Academic Manager	TOR's	Assessment and attainment clearly considered at the Standardisation and Assessment Board with full and inclusive minutes available	Full results included in Assessment and Standardisation meeting minutes held on 8th February 2017	Assessment Board Meeting Minutes
Ensure that the minutes of meetings considering individual marks and/or the unit grade fully record outcomes.	14-Feb-17	Academic Manager	Minutes	Assessment and Standardisation Board to include full and inclusive minutes	Full results included in Assessment and Standardisation meeting minutes held on 8th February 2017	Assessment Board Meeting Minutes
Recommendation 8						
<i>establish a clear process for recording and tracking the completion of actions arising from external verifier reports (Expectation B7)</i>						
Processes to ensure that all recommendations included in external verifier reports are addressed and actions communicated to the awarding body	14-Feb-17	Academic Manager	AMR Visit actions	New template for addressing, tracking, considering and conclusion of EV reports in use (starting with AMR)	1. New template was designed to ensure that all recommendations included in external reports are addressed and actions are communicated to awarding body. AMR (Pearson) visited on 11th May and completed action plan was sent on 1st April, EV action plan will be sent by 31st May 2017 as visit happened on 11th May.	Action Plan Template
All external reviews to result in action plans, to be incorporated into annual monitoring processes, and to include details such as deadlines, responsibilities or how the effectiveness of the actions will be evaluated.	14-Feb-17	Academic Manager	AMR Visit actions	New template for addressing, tracking, considering and conclusion of EV reports in use (starting with AMR)	External reviews and action plans incorporated in the Annual Review [AR] (formally AMR) and approved in the August 2017 Academic Board	Completed Annual Review report
External verifier reports, Academic Management Review Report and associated action plans to be considered at next meeting of Academic Board December 2016.	Dec-16	Academic Manager	Review reports in Ac.Board	New template for addressing, tracking, considering and conclusion of EV reports approved by Academic Board. Previous reports discussed and actions tracking in progress. Once compiled will be available on VLE	Template was presented and approved in December Board, previous EV reports also discussed in academic Board Meeting held on 14th December 2016	Meeting Minutes
External verifier reports to be subject to wider discussion and consideration, as required by Pearson (wider student and teaching staff committee participation)	14-Feb-17	Academic Manager	Meeting minutes template	EV reports explicitly discussed at programme committee with a summary at academic board	External Verifier report was discussed in May Academic Board, students and staff participated	Meeting Minutes

Recommendation 9						
<i>ensure that the annual monitoring process fully enables the identification and recording of actions for improvement and enhancement (Expectations B8, Enhancement)</i>						
Programme AMRs to be wider in scope, to discuss current and anticipated difficulties, and to propose actions and enhancements.	28-Feb-17	Director of Curriculum and Quality	TOR's, AMR Process	Reviewed internal AMR process and adjusted term of reference in Academic Board as well as Programme Committee	Annual Review replaced the former AMR and the full review was completed in August and Approved by the August 2017 Academic Board	Completed Annual Review report
Students representatives to be involved in the internal AMR process	28-Feb-17	Director of Curriculum and Quality	TOR's, AMR Process to involve students	Incorporation of student involvement in new internal AMR process	Students involvement illustrated in the Annual Review process	Completed Annual Review report
Academic Board to receive internal AMR reports and to approve action plans	28-Feb-17	Director of Curriculum and Quality	TOR's, AMR action plan approval	AMR reports reviewed by Academic Board and action taken as showed in the new Terms of Reference.	August 2017 Academic Board reviewed and approved the AR and Action plans	Completed Annual Review report
Reporting and analysis of student feedback to be in greater detail, and end-of-unit survey results to be included	28-Feb-17	Registrar	TOR's, AMR Process	In depth analysis of student feedback to identify trends. Report discussed in Programme committee and Academic Board and required actions taken.	Presented and discussed in Academic Board Meeting held on 14th December 2016 AND 1st Student Liaison Committee meeting was held on 11th Jan 2017	Student Feedback reports
Explicit links between annual monitoring activity and the College enhancement strategy to be established.	28-Feb-17	Director of Curriculum and Quality	AMR & Enhancement startaegy	Internal AMR linked with enhancement strategy	College enhancement strategy incorporated and linked to the annual review	Completed Annual Review report
Recommendation 10						
<i>identify and implement a mechanism for learning from informal complaints (Expectation B9)</i>						
The Complaints Policy and Procedure to state what external recourse students have once internal procedures have been exhausted.	28-Feb-17	Academic Manager	Complaint Policy	External recourse included in Complaints and Appeals policies	Presented and approved in academic Board Meeting held on 14th December 2016	Revised Learner Complaint Policy
College to operate a mechanism for recording issues raised at the informal as well as the formal stage.	28-Feb-17	Academic Manager	Record complaints	Log for informal complaints established	Presented and approved in academic Board Meeting held on 14th December 2016	December academic Board Minutes, Complaint log
College to improve procedures for analysing and acting on student complaints	Training session to be held on 26 th January 2017	Academic Manager	Staff training on complaint handling	Complaint procedures revised and all staff trained on complaint handling.	Staff was trained on 26th Jan 2017 on complaint handling.	Attendance sheet for training
Complaints procedure to be included in programme handbooks	28-Feb-17	Academic Manager	Programme handbook	Updated complaints procedure included in brief in the Programme Handbooks	Handbooks Approved in Academic Board.	Programme Handbook
Recommendation 11						
<i>clarify the responsibility for confirming appeal decisions and ensure that both the grounds for appeal and the process for dealing with upheld appeals are clearly articulated (Expectation B9)</i>						

academic appeals policy to be reviewed and revised in order to remove weaknesses in its operation, to establish clarity in responsibilities and procedure	28-Feb-17	Academic Manager	Appeal policy review	Revised Policy have been approved. Students have been made aware of the new policy and they are clear about the process.	Revised Policy Presented and approved in Auxiliary Academic Board in March 2017	Learner Academic Appeal Policy
College to review, codify and clarify the permissible grounds for academic appeal and to operate consistently	28-Feb-17	Academic Manager and Director of Curriculum and Quality	Appeal policy review	Appeals procedures and policy revised and all staff aware of procedure - Appeals policy Version 3	Revised policy Presented and approved in Auxiliary Academic Board in March 2017	Learner Academic Appeal Policy
Appeals procedure to be revised to contain no informal stage	28-Feb-17	Academic Manager	Appeal policy review	Informal appeals stage revoked - Appeals policy Version 3	Revised Poicy presented and approved in academic Board Meeting held on 14th December 2016	Learner Academic Appeal Policy
Appeals procedure to outline the steps to be taken when an appeal is upheld or outline what sanctions can be applied.	28-Feb-17	Academic Manager	Appeal policy review	Flowchart for appeals are accesible for students - Appeals policy Version 3	Revised Poicy presented and approved in academic Board Meeting held on 14th December 2016	Flow charts for the appeal process
Recommendation 12						
<i>ensure that College documentation, including policies and procedures, are fit for purpose and provide trustworthy information for stakeholders (Expectation C)</i>						
information audit to be conducted on all media, not just website: scrutiny to detail actions for removal of inaccurate, out of date and inconsistent information, and for addition of missing information.	28-Feb-17	Registrar	Published Information	Comprehensive and complete Audit done and inconsistencies, inaccuracies, dated and missing information flagged and addressed. New system of version control implemented.	All policies have been updated on new format with a version control statment be a part of each.	Public Information Audit statement Feb 2017
Actions following audit(s) to be implemented within one month of audit completion	31-Mar-17	Registrar, Academic Manager and Director of Curriculum and Quality	Published Information	Once identified information corrected within one Month of detection. New system of version control implemented.		Public Information Audit Action Plan
Website to be made complete, offering all policies and procedures	31-Apr-17	Registrar	Published Information	Updated comprehensive and complete website is live which is free from inconsistencies and inaccuracies. Review report of the audit has also shown positive outcome.		website link
Domain provider's performance to be reviewed, domain provider to be replaced if its performance is unsatisfactory	31-Mar-17	Principal	Published Information	Domain Provider has been replaced and performance reviewed. Regular service checks are conducted on monthly bases		the domain provider is still the same but the hosting and website developer has been changed
Programme handbooks and Definitive Programme Guides (containing the programme specification) to be updated.	28-Feb-17	Academic Manager	Handbooks	Integrated Current Programme Handbooks now in operation.	Handbooks Approved in Academic Board.	
College to establish and operate annual information audits and policy reviews. Results of audits to be more firmly discussed and energetically acted upon. Schedule of review dates to be made consistent with dates on policy documents, and to be operated promptly	31-Mar-17	Registrar	Published Information	Public information Committee established to deal with and oversee regular internal information Audits and Comprehensive Audit once per year. Review dates and version Control statements are available on each policy to keep a track updates.	All policies have been updated on new format with a version control statment be a part of each for a consistet policy review dates.	Action plan review, Version Control Process and version control statement
Recommendation 13						

Clarify the procedures for the systematic identification of enhancement priorities and mechanisms for monitoring and evaluation (Expectations Enhancement and B8).						
Development of the processes by which the College takes deliberate steps to systematically enhance student learning opportunities	28-Feb-17	Director of Curriculum and Quality	Enhancement	Student enhancement action plan is derived from Enhancement Strategy and Policy and is implemented and reviewed on quarterly bases	Enhancement plan signed off in Auxiliary Board in March 2017	Enhancement Plan
An Enhancement Strategy and Policy was developed and approved by Academic Board in August 2016 to be pursued and evaluated	Next evaluation by 31 August 2017	Director of Curriculum and Quality	Enhancement	Student enhancement action plan is in operation in line with the newly approved Enhancement strategy and Policy	Enhancement plan signed off in Auxiliary Board in March 2017	Enhancement Plan
Staff development activities to be more geared towards the enhancement of practice rather than briefing staff on requirements and responsibilities	28-Feb-17	Academic Manager	Enhancement	Time and funding made available to staff to pursue academic or subject related development for example HEA fellowship, new system developments etc	Enhancement plan signed off in Auxiliary Board in March 2017	Enhancement Plan
Internal AMRs to identify specific programme-level enhancements that could inform wider College activities and to reflection better on action rather than	28-Feb-17	Director of Curriculum and Quality	Enhancement	Revised AMR to include programme level enhancements	Programme Level Enhancements included in the Annual Review [AR] (formally AMR) and approved in the August Academic	Completed Annual Review report
More energetic pursuit of the current three areas for enhancement: externality (external speakers and visits); digital media integration; and practical skills enhancement. These areas to be better related to the systematic collection and consideration of information or how these explicitly link to the Strategic Plan and Enhancement Strategy	28-Feb-17	Academic Manager and Director of Curriculum and Quality	Enhancement	Three areas of enhancement incorporated in teaching and learning and linked to the enhancement action plan for example external speakers and visits, flipped classroom approach and business games.	Incorporated in Enhancement Plan 2017	Enhancement Plan
The College to develop comprehensive procedures which demonstrate that systematic evaluation of feedback, processes or enhancement initiatives takes place.	28-Feb-17	Academic Manager and Director of Curriculum and Quality	Enhancement	Developed a Procedure for collecting, analysing and disseminating feedback in relation to enhancement	the process is defined and also mentioned in all relevant policies to collect, evaluate and discriminate the feedback. outcome is published on VLE as well.	Staff Liaison Meeting Minutes, Feedback report Klaspad screenshot
Recommendation 14						
Clarify the procedures for the systematic identification of enhancement priorities and mechanisms for monitoring and evaluation.						
Clarify the complaints policy to ensure that an individual member of staff is not involved in more than one stage of the complaints procedure (Expectation B9)	01-Nov-17	Director of Curriculum and Quality	Policies	Policy adjustment to ensure no duplication and full transparency	Policy adjusted and approved in the August 2017 Academic Board	Complaints policy