



## QAA QSR Action Plan

Reference	
Title	QAA QSR Action Plan Publication
Status:	Final
Version (Date)	V2.0 (March 2022)
Author	Company Secretary / Principal
Reviewed/Updated	PEG
Received By:	BoD, COB
Approval By:	Academic Board
Previous Review:	V1.17 (October 2020); by the Board of Directors 13 November 2020 and supported for submission for approval to the Academic Board on 24 November 2020
Date Approval:	24 November 2020
Classification:	Public Information

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## 1. Abbreviations and Acronyms

AB	Academic Board
CAW	Covid-19 Action Working Party
HND	Higher National Diploma
HoDIT	Head of Data and Internet Technologies
HoPAM	Head of Programmes and Academic Monitoring
HoQA	Head of Quality Assurance
HoSE	Head of Student Engagement
HSC	Health & Social Care
LCC	London Churchill College
PEG	Principal's Executive Group
PPD	Personal & Professional Development
QAA	Quality Assurance Agency
QSR	Quality and Standards Review
SEG	Student Engagement Group
SMS	Student Management System
The College	London Churchill College
ToR	Terms of Reference
VLE	Virtual Learning Environment
WBL	Work Based Learning
WE	Work Experience
WEOM	Work Experience Operational Manual
WEP	Work Experience Policy
WPMM	Work Placement Management and Monitoring (Report)

## 2. Introduction

Following the Quality and Standards Review by the QAA in September 2019, the College has received the reports with findings and judgement against each area of the UKQC core practices. The report does not include any recommendation but includes findings which supported the QAA to reach the judgements. There are three core practices where LCC was judged as not met. The College wanted to ensure it learns from the review visit and has decided to produce an action plan, although it is a not requirement by the QAA. The College's action plan is produced in response to the findings with an intention for the College to bring about positive changes.

**Action Plan (V2.0) in response to Quality and Standards Review by the QAA, September 2019**

This action plan addresses the QSR points made by the QAA in their September 2019 report. The recommendation column within this action plan is extracted from the summary of findings of the draft QAA QSR report.

**Action Plan**

Recommendation	Actions to be taken	Target	Action by	Success indicator
<p>S3: Work Experience Management</p> <p>The College does not manage its relationships with placement providers to effectively discharge its responsibilities for enabling students to have appropriate opportunities to achieve required learning outcomes; ensure that staff, students and providers of work experience understand their respective roles and responsibilities in relation to work experience and learning outcomes expected; or have a robust approach to securing standards delivered in partnership with providers of work experience for those students on the HND in Health and Social Care. While it has relevant policies and procedures in place, these are not implemented as intended, giving rise to questions about the security of academic standards relating to the work experience unit on the HND in Health and Social Care and the credibility of the College's plans to expand the range of work experience opportunities.</p> <p>(see the summary of findings and reasons from the QAA draft report)</p>	<p>Revise the Work Experience Policy (WEP) to clarify the oversight of the management of standards.</p>	<p>March 2020</p>	<p>HoSE / HoQA</p>	<p>Academic Board ToR updated to include reviewing work experience completion data. BoD oversight and approval.</p>



	Produce a report for the AB after the management checks to assuring the extent which the College implemented the policies, procedures and processes included in the handbooks and College policies.	Nov 2020	HoSE / HoQA	<p>The WEOM will provide a resource for the termly Work Placement Management and Monitoring (WPMM) Report to Principal's Executive Group and the Academic Board, comprising with the implementation of the policy and management performance, outcome of employer survey, work placement monitoring, management checks and outcomes of the work placement arrangements;</p> <p>Report to the Academic Board whether the College implements the policies, procedures and processes included in the handbooks and College policies;</p> <p>Confirm that management checks result in a report which assures the Academic Board that the College's system is working effectively.</p>
	Develop and disseminate an Employer Handbook to the work experience provider/employer with additional guidance and training support.	March 2020	HoSE / HoQA	Employer Handbook approved by the Academic Board and disseminated to all relevant work experience providers /employers.
	Introducing disciplinary process for students who are unwilling to find /accept a suitable work placement within a certain time.	Oct 2020	HoSE HoDIT	<p>Report to Assessment and Progression Board and Academic Board to include:</p> <p>(a) list of students who are not willing to undertake the work placements and the disciplinary actions taken against them;</p> <p>(b) a numerical summary of students who have availed themselves of the opportunity to undertake work experience and confirmation of monitoring list.</p>
	The College needs to monitor work placement of all students who have not completed the	Nov 2020	HoSE	Confirmation of all categories is included in the SMS and summarised to Academic Board. The APB records all decisions regarding work experience completion.



	<p>relevant module including:</p> <p>(a) students who do not need the work placement provided by the College as they may already be in the relevant employment with appropriate employers;</p> <p>(b) students who have already completed the work placements;</p> <p>(c) students may be undertaking the work placements;</p> <p>(d) students to secure the placement despite actively seeking work placements.</p>			
	<p>Produce and implement a Work Experience Operational Manual (WEOM) to layout the process, procedures, operational activities pertaining to the delivery, management, oversight and audit of the work placement arrangements.</p>	<p>July 2020</p>	<p>HoSE / HoPAM</p>	<p>Implementation report shows the effectiveness of management of the Work experience elements.</p> <p>Audit report shows the positive confidence rating.</p> <p>Reporting arrangement to be emplaced to assure the Academic Board and management of the effectiveness of the work placement arrangements</p> <p>WEOM approved by the Academic Board and informed to the BoD</p>



<p><b>Q8: Work Experience Arrangements</b></p> <p>The College, working in partnership with its awarding organisation, does not have in place effective arrangements to ensure that the academic experience is high quality irrespective of where or how courses are delivered and who delivers them. This is because, although Pearson partnership agreements are clear and external examiner reports indicate that the academic experience for students is of a high-quality, the College does not have effective and comprehensive arrangements in place to ensure a high-quality work experience for those students for which this is a mandatory requirement of their programme (the HND in Health and Social Care) which therefore presents a risk to quality. Students do not always provide employers' details when they obtain work experience and some students are known to be undertaking work experience without appropriate contact with supervisors to conduct suitability checks, risk assessments and to provide support. In addition, it is not clear how the College processes assessment results for Unit 4 - Personal and Professional Development on the HND in Health and Social Care, in order to record the assessment as not being completed.</p> <p>(see the summary of findings and reasons from the QAA draft report)</p>	<p>Produce a Work Experience Operational Manual (WEOM) for Staff to ensure the standard of delivery.</p>	Feb 2020	HoSE and QA	WEOM approved by the Academic Board and informed to the BoD.
	<p>Conduct a suitability check of the placement / job in line with the learning outcomes of the relevant unit.</p> <p>Additionally, each work placements providers to be contacted to conduct employer suitability checks, risk assessments and maintain an employer visit checklist for all students including those with existing employment in relevant sector.</p>	July 2020	WBL Co ordinator	<p>Evidence of suitability checks received and recorded by the WBL</p> <p>Coordinator in advance and report to the PEG and AB. This enables the potential students of the College to know who their placement providers could be and what are the expectations of the placement.</p>
	<p>Maintain a list of health care providers who could provide LCC students placement opportunities and exemplar Job Descriptions of placements, for students to fully understand the time commitment and</p>	July 2020	HoSE / WBL Co-ordinator	<p>Incorporate the placement provider list in the current WBL database and dissemination of exemplar JDs through the induction pack.</p> <p>Carry out due diligence checks of the suitability of the placement/jobs and placement providers/employers.</p>



	skills development potential.			
	Review the assessment strategy and record procedures for HND H&SC Unit 4: Personal and Professional Development in accordance with Pearson requirements.	July 2020	HoPAM / H&SC Academic Staff	Assessment and Progression Board Minutes and documents recording the grades in accordance with Pearson requirement.
	Ensure work experience related assessment briefs provide clear instructions to students on how to declare the authenticity of work experience.	March 2020	Prog. Leader	Completed WBL Handbook and/or Assessment Brief declaration statement from the students.
	Ensure the H&SC Unit 4 and all appropriate units' assessor provides summative feedback on the reflection of work practice and integrity	March 2020	Unit Assessor	Internal Verifiers' confirmation to the academic department of summative feedback training inclusion.
	Work Experience Survey Plan for Students.	Feb 2020	HoDIT / HoSE	Work Experience Survey Plan included in WEOM and approved by the Academic Board.
	Strengthening the current database in the Student Management System to create a robust data management	Feb 2020	WBL Coordinator	Comprehensive arrangements are emplaced; the College is aware of the employers' details including the contact details for the supervisor when students obtain work experience / placements.



	for Work Experience provider details and record the students' work experience related activities.			Report confirming students undertaking work experience, regardless of who arranged the work placements, have been contacted to conduct suitability checks, risk assessments and to provide support.
<p><b>Q9: Retention Data</b></p> <p>The College does not support all students to achieve successful academic and professional outcomes. This is because, while it has appropriate mechanisms to support students who are engaged and fully committed to their programme and offers many opportunities for support, including the role of the personal tutor which is vital to this, enabling these students to achieve their academic and professional outcomes, there is a lack of concrete and timely action on attendance rates and non-completion, especially in relation to the HND in Health and Social Care, where failure to complete appropriate work experience means that students are not able to qualify for their award. Coupled with this finding is that of the College's inability to produce definitive student data and evidence-based plans for ensuring that all students are supported to achieve successful academic and professional outcomes. The team questioned the ability of the data the College collects to effectively monitor student retention and achievement with a view to supporting all students to achieve successful academic and professional outcomes and to put in place robust plans to mitigate risks to students being unable to complete.</p> <p>(see the summary of findings and reasons from the QAA draft report).</p>	Implementation of attendance and retention action plan to support all the students to achieve successful outcomes.	Jan 2020	HoPAM / HoDIT	Academic Board approval of the attendance and retention action plan.
	Review the attendance policy to engage more students actively.	April 2020	HoPAM	Academic Board approval of the revised policy.
	Established a formal guideline for data use in reporting including the students' demographic analysis	March 2020	HoDIT/ HoSE	Effective data use guidelines accepted by PEG in March 2020. Data submitted to PEG and AB using template showing constant monitoring of student attendance and achievement.
	A monitoring report to analyse the students who are in risk of non-continuation and identify appropriate actions to support.	March 2020	HoDIT	The current retention data indicates an upward trend. The provider non-continuation benchmark has been met. APB protocol taking decision aligned with the College policy for students who are not completing in time including H&SC students.
	To monitor work placement status of students so that the adverse status can be dealt with and reflected upon in the appropriate	November 2020	HoSE	Report on monitoring work placement status termly to the Academic Board.





	section of the Master Risk Register.			
	To emplace systematic data mining and data retrieval from the College's SMS allowing the College to effectively monitor student retention and achievement.	November 2020	HoDIT	Systematic Report on data retrieval showing student retention and attendance termly to the Academic Board. Further attainment and achievement report submitted termly to Academic Board and monthly to PEG
	To report on how at-risk students are identified and supported at the point of admission and during the programme	November 2020	HoPAM / HoDIT	Report including: (a) data analytics identifying students at risk (b) identifying what has been introduced into the curriculum in support of such students (c) the robust plans to mitigate risks to students being unable to complete.
<b>End</b>				