

Consolidated Action Plan (CAP) following QAA Higher Education Review 2016/2017, Internal Annual Monitoring 2017, UoG Continuous Enhancement Review 2017/2018, & Internal Processes from 2017/2018

KEY: *QAA recommendations in bold italics* **Red Actions are yet to be started** **Amber Actions are in Progress** **Green Actions have been completed**

Acronyms: HOA- Head of Administration; HoC- Head of Curriculum; QAC- Quality Assurance Consultant; MM- Marketing Manager, ERC- Equipment & Resource Coordinator, BAPL- BA Programme Leader ACB- ACB, SMT- Senior Management Team, UoG- University of Gloucestershire, RFO- Resources & Facilities Officer
ACB oversees the Action Plan progress and assigns actions to other committees or subcommittees

Action (in red, amber or green)	Completion Date	Action by	Success Indicators	Progress Notes (with review date)	
AREA 1: QAA Action Plan 2017/2018 and Remaining Recommendations From 2016/2017					
Recommendation 1					
<i>Work with the awarding body to revise and expand current academic regulations to ensure they are fully comprehensive (Expectation A2.1)</i>	<i>All actions by 1 March 2017</i>	HoA, HoC,	ACB	New policies and academic framework developed in collaboration with the Director of Quality and Academic Services at UoG, students and staff consulted and ACB approved the new policies and procedures.	In collaboration with UoG, new Academic Framework and Progression Policy developed and approved by ACB on 12/4/18. (review to take place in 2nd ACB of 2019)
Recommendations for June 2017					
Recommendation 4					
<i>Monitor and evaluate the impact of attendance patterns on the development and achievement of all students (Expectation B4)</i>	<i>All actions by 1 June 2017</i>	HoC, BAPL, HoA	ACB	Measures in place to improve attendance, engagement and achievement across all cohorts. Evaluation takes place at ACB and student support arrangements, including pastoral care and	New mechanisms put in place by ACB on 12/4/18- start and mid module assessment/attendance briefing by HoC/ PL, timetable scheduling restructured to relieve pressures of several modules at

					support services. This item to be a continual ongoing process and to form a key area for enhancement at the school	once, personal tutors system to be trialled through summer and reviewed at ACB August 16th 2018. Attendance a standing item on ACB and regularly evaluated.
Recommendation 6						
	<i>Develop a more proactive approach to the identification and support for students with additional learning needs (Expectation B4)</i>	All actions by 1 June 2017	HoC, BAPL, HoA	ACB	Clear policy in place, as well as support from UoG on the processes the school should follow. Students are clear on the mechanisms that exist to support them if they require additional learning support.	Process of evaluating student writing in place for the start of each new academic year. Personal tutorial system to be trialled during summer 2018 with intention of rolling it out fully for start of 2018/2019. Full procedures in development with colleagues at UoG.
Recommendation 7						
	<i>Review and improve student representation within its deliberative structures (Expectation B5).</i>	All actions by 1 June 2017	HoC, HoA	ACB	Student reps attend all ACB meetings. Course Committee function and reps system clear to students, mechanisms of feeding back to student community robust and clear. Students report satisfaction with the processes by which they engage with the quality assurance and enhancement.	Reps now regularly attend all ACBs, Course Committee has been defined. School to redraft Reps guidelines and issue handbook, and create new ways of updating student community with responses to feedback. (review to take place during Internal Annual Monitoring September 2018)
AREA 2: Actions arising from Internal Annual Monitoring- Courses						
	Action (in red, amber or green)	Completion	Action by	Reporting	Success Indicators	Progress Notes (with review date)

		Date		Committee		
2.1	Enquire further with students why some rate inadequate the schools efficiency and organization	7th June 2018	HoC/HoP/ HoA/BAPL	Course Committee	Procedures developed to ensure students more satisfied with efficiency and organization.	Student feedback has indicated that methods of communication with students, and of between staff and tutors could be improved. Whatsapp being trialled for comms to students, improvements made to module guides, and assessment briefings at specific points in module delivery.
2.2	Look at ways of improving response rates to online surveys, including question type and length	8 th February 2018	HoA	ACB	Improvement on 50% response rate to at least 90%, shorter questionnaires with more relevant questions .	New system in place of collecting paper feedback as opposed to online. Increase in response already at 100%- average of 85-90% achieved in last round of feedback for O17 L4 Term 2. (review to take place during Internal Annual Monitoring September 2018)
2.3	Review mechanisms for improving first attempt progression	16 th August 2018	HoA/HoC	ACB	In line with items 1.X, 3.24, 4.1 a full procedural document and policy for reassessment developed alongside UoG.	Completed and approved by ACB 12/04/2018. (review to take place in first ACB held in 2019 to gauge the effectiveness of new procedures)
2.4	Continue to seek mechanisms to improve attendance.	16 th August 2018	HoC/HoA/ BAPL	ACB	In line with items 2.5, 2.6, 4.2, attendance patterns monitored on a modular basis, a proactive approach to identifying attendance issues and a strategic approach to course structure to improve	New mechanisms put in place by ACB on 12/4/18- start and mid module assessment/attendance briefing by HoC/ PL, timetable scheduling restructured to relieve pressures of several modules at

					overall student engagement.	once, personal tutors system to be trialled through summer and reviewed at ACB August 16th 2018. Attendance a standing item on ACB and regularly evaluated.
2.5	Review the scheduling of the 16mm module	8 th February 2018	HoC, HoP, BAPL, PC	ACB	In line with 2.4, 16mm module to run on it's own with other modules scheduled before or after. Improved student engagement at level 5 with better attendance across all modules.	New structure agreed at ACB 9/2 (review of structure to take place upon completion of the module in September 2018)
2.6	Review the module structure of the modules in general, with particular reference to level 5.	8 th February 2018	HoC/BAPL/HoP/PC	ACB	Agreed policy of maximum number of modules to run at once, set in accordance with reassessment rules.	New structure agreed at ACB 9/2 (review to take place in first ACB held in 2019 to gauge the effectiveness of new procedures)

AREA 3: Actions arising from Internal Annual Monitoring- Institutional

Item No.	Action (in red, amber or green)	Completion Date	Action by	Reporting Committee	Success Indicators	Progress Notes (with review date)
3.1	Bringing into the School a strategic approach to developing courses in Factual moving image BA and MA courses.	14 th June 2018	HoC/BAPL/HoP	ACB	Factual filmmaking a key aspect of education across all courses.	Documentary module increased to 30 CATS on BA courses. Mechanisms in place for BA grad films to be documentaries. Both achieved through minor modifications process Feb 2018. (review to take place in first ACB held in 2019)
3.2	Research and Development into potential courses to see if courses are feasible. Pathways at Level 6?	16 th August 2018	HoC/BAPL/HoP	ACB	Decision taken whether to diversify level 6 offer, in line with 3.1, and PGD tasked with new module development.	Mechanisms in place for BA grad films to be documentaries. Achieved through minor modifications process Feb 2018.

						(review to take place in first ACB held in 2019)
3.3	Continue to enquire final revalidation process for MA doc stream Nov 17 for the enquiry.	12th June 2018	HoA/HoC	ACB	Clear guidance provided by UoG for the updated processes for proposed changes to existing MA courses.	MA modifications to take place through standard UoG processes, no revalidation required. To be completed by June 12th ACB. (Review to take place in August 14th ACB before commencement of new courses)
3.4	Incorporate Factual Filmmaking more into the BA modular structure	14 th June 2018	HoC/BAPL/ HoP	ACB	In line with items 3.1, 3.2, 3.6, 4.5 factual filmmaking a stronger aspect of BA courses.	Documentary module increased to 30 CATS on BA courses. Mechanisms in place for BA grad films to be documentaries. Both achieved through minor modifications process Feb 2018. (review to take place in first ACB held in 2019)
3.5	Reduce overall number of assessment points on BA and MA courses in line with UoG Academic Regulations	7th June 2018	HoC/BAPL/ HoP	ACB	Analysis completed and all modules contain appropriate number of assessment points.	MA ongoing as per 3.3, BA completed and now with 1 assessment per 15 CAT module and 2 per 30 CAT module.
3.6	Review structure of Level 6 to cater for an increased factual film element/pathway	16 th August 2018	HoC/BAPL/ HoP	ACB	In line with items 3.1, 3.2, 3.6, 4.5 factual filmmaking a stronger aspect at level 6 with consideration given to a documentary as a grad film.	Documentary module increased to 30 CATS on BA courses. Mechanisms in place for BA grad films to be documentaries. Both achieved through minor modifications process Feb 2018. (review to take place in first ACB held in 2019)
3.7	Enquire with building management about it's legal responsibility for emergency lighting, fire detection and sprinkler system	1 st March 2018	RFO	Operations & Resourc	Building management statement issued and subsequent health and safety risk assessments	Internal Health & Safety checks completed by Ellis Witham. Staff Fire Training taking place on

				es	undertaken.	5/06/18 (review to take place during Internal Annual Monitoring September 2018)
3.8	Press building management for a weekly fire alarm test	Completed 1 st November 2017	RFO	Operations & Resources	Weekly fire tests in place.	Completed, weekly test now takes place at 11am on Mondays
3.9	Continue with First Aid training for the O17 cohort and check all first aid kits are fully stocked	November 2018	HoC/BAPL/HoP	Operations & Resources	O17 cohort first aid training complete and first aid kits fully stocked.	All first aid kits fully checked and restocked. O17 & O18 students receiving first aid training in Oct/Nov 2018
3.10	Continue to urge building management about the importance of installing a defibrillator in the building	August 14th 2018	RFO	Operations & Resources	Defib kit installed through joint tenant agreement or building management purchase.	Not a legal requirement, so discussions will continue.
3.11	Update existing facilities and purchase appropriate resources for better quality student presentations	1 st March 2018	RFO/ERC/Principal	Operations & Resources	Appropriate resources in place to ensure students are able to make presentations that meet the requirements of the assessment.	New mobile presentation projector stand purchased for student presentations. (review to take place during Internal Annual Monitoring September 2018)
3.12	Continue to plan and employ filmic details for the interiors and general décor in line with iSpace designs	1 st March 2018	RFO	Operations & Resources	Various rooms around the campus redecorated in keeping with film theme.	Renovations completed throughout school in March 2018.
3.13	Arrange further Filemaker Training for all staff	7th June 2018	PC/SMIFPL	Quality Assurance	All necessary staff report they have had sufficient filemaker training.	SMIFPL completing further updates of Filemaker by end of April/early May 2018. Training to take place after completion.
3.14	Renew appraisals for staff and revise current appraisal form	12 th April	HOA/Principal	Human Resources	New appraisal form developed and in use.	All staff appraisals completed by March 2018

		2018		es		
3.15	Deploy New member of staff for the Head of Marketing role	1 st February 2018	Principal/CEO	Human Resources	New marketing staff in place.	New marketing team in place January 2018
3.16	Refresh internal video training courses for staff	7th June 2018	HoA/Principal/RFO	Human Resources	Updated training videos in place for numerous topics.	HoA to write scripts for videos and agree shoot dates with resource team, taking into account graduation films during the summer.
3.17	Ensure staff fire training and first aid certification is renewed	7th June 2018	RFO	Human Resources	Legally required number of staff have first aid and fire safety training.	First Aid training booked for 6th June 2018. Fire safety training booked for 15th June 2018
3.18	Review the line management chart and roles and responsibilities.	1 st February 2018	HoA/Principal/CEO	Human Resources	All staff understand and agree with their roles and responsibilities.	Completed during the appraisal process March 2018.
3.19	Review and strengthen the recording of Quality standards and actions	8 th February 2018	HoA	ACB	Staff regularly record and update actions completed and initiatives put in place which have a positive impact on quality and standards.	CAP updates part of monthly reporting meetings. Enhancements to be added as standing item on ACB agenda. (review to take place during Internal Annual Monitoring September 2018)
3.20	Make posters to inform students on the <u>deposit</u> policy for consumables.	1 st February 2018	ERC	Operations & Resources/ Course Committee	Students are clear on what the deposits are for securing certain facilities and resources, and what they can expect to pay for.	All students have been updated and Resource team has clear policy in place for deposits. Completed October 2018. (review to take place during Internal Annual Monitoring September 2018)
3.21	Formalise the process of booking facilities to external organisations	1 st February 2018	ERC	Operations & Resources	SMT agrees a strategy for renting out facilities to professional organisations and works towards making this beneficial to students.	HoP has clear policy in place for booking kit to external hires, including students who are using school kit for personal projects. (review to take place during

						Internal Annual Monitoring September 2018)
3.22	Continue the development of student community construction strategies to include cross-cultural themes.	7th June 2018	HoC/BAPL	ACB/ Course Committ ee	Further workshops timetabled across all cohorts to address student approaches to community and cultures.	Student led social events to be facilitated by the School during summer 2018, with the intention of ensuring they become a regular occurrence from 2018/2019
3.23	Continue to improve information transmission to students and student attention to the information.	7th June 2018	PC/RFO	ACB/ Course Committ ee	Research completed into preferred methods of communication with students and students report an increased clarity on their understanding of information.	At ACB on 12th April 2018, reps feedback indicated that use of Whatsapp for important messages may be useful. School agreed to trial over summer to see if rollout takes place from 18/19 ACY. (review to take place during Internal Annual Monitoring September 2018)
3.24	Pursue the conversation with UoG on sustainable BA progression rules where students fail a first attempt.	12 th April 2018	HoA	ACB	In line with items 1.X, 2.3, 4.1 a full procedural document and policy for reassessment developed alongside UoG.	Completed and approved by ACB 12/04/2018
3.25	Remind staff of the policy updates and where they are located on Moodle.	8 th Februa ry 2018	HoA	ACB	Policy updates form part of Training Thursdays programme.	Completed, via email and during monthly reporting meetings
3.26	Reinforce staff performance in service standards for students.	7th June 2018	HoA/Princi pal	Human Resourc es	Customer Service Charter developed and agreed amongst all staff and tutors.	Once staff SOP's completed, all departments to set themselves service standards as part of their departmental handbooks.
3.27	Reinforce classroom etiquette on mobile phones and laptops for students	7th June 2018	HoC/BAPL/ HoP	Operatio ns & Resourc es/ Course Committ	Fewer incidents of students being distracted by their personal devices, better engagement reported back by tutors, classroom etiquette posters in all rooms.	Ongoing

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3.28	Explore and employ funding opportunities for students.	7th June 2018	CEO/MM/HoA	Finance	Possible alternative funding opportunities through funding bodies and charitable organisations approached through SMT.	BC looking into Leverhulme Trust and other funding agencies for potential students with financial difficulties.
3.29	Make the bursary process clear and transparent for all.	12 th April 2018	CEO/HoA/MM/Principal	Finance	Bursary policy to differentiate between applicants and existing students and policy makes clear selection processes.	ACB approved new scholarship text for the website on 12/4/18
3.30	Continue to operate a reasonable adjustment policy with regard to student's religious obligation.	Ongoing	HoA/Principal	Operations & Resources	Religious observances continue to be taken into consideration on an individual basis throughout a student's time at CFS, where appropriate.	

AREA 4: Actions arising from Course Enhancement Review: UoG

	Action (in red, amber or green)	Completion Date	Action by	Reporting Committee	Success Indicators	Progress Notes (with review date)
4.1	Agree enhanced progression policy with UoG	12 th April 2018	HoA	ACB/Partnership Board	Full policy and procedure in place, agreed with UoG colleagues and disseminated to all students and staff.	Completed and approved by ACB 12/04/2018
4.2	Monitor attendance patterns and engagement with PPD	7th June 2018	HoC/HoA/BAPL	ACB/Partnership Board	Improved attendance across all modules and groups, with PPD tutorials highlighting student's increased understanding of the effect attendance has on their attainment.	New mechanisms put in place by ACB on 12/4/18- start and mid module assessment/attendance briefing by HoC/ PL, timetable scheduling restructured to relieve pressures of several modules at once, personal tutors system to

						be trialled through summer and reviewed at ACB August 16th 2018. Attendance a standing item on ACB and regularly evaluated
4.3	Evaluate impact of assessment reduction on student attainment	7th June 2018	HoC/HoA/BAPL	ACB/Partnership Board	Fewer failures at level 4 and Level 5 as a more strategic approach to assessment setting takes effect from O17 Level 5 onwards	Fewer reassessments recorded for O16 level 5 than in previous year. To monitor for O17 L4 at next ACB on 12/6/18
4.4	Evaluate effect of induction week on cohort cohesion and engagement	7th June 2018	HoC/BAPL	ACB/Partnership Board	Better group cohesion and student community participation; feedback indicates students are working well together and have formed a strong community bond.	Ongoing
4.5	Improve response rates to surveys through incentivisation and reiteration.	8 th February 2018	HoA	ACB/Partnership Board	Response rates above 90% with data captured relevant and useful for course enhancement and development	New system in place of collecting paper feedback as opposed to online. Increase in response already at 100%- average of 85-90% achieved in last round of feedback for O17 L4 Term 2. Feedback sessions now included in all module guides. (review to take place during Internal Annual Monitoring September 2018)
4.6	Develop Factual Elements in BA Courses	16 th August 2018	HoC/BAPL/HoP	ACB/Partnership Board	Greater emphasis placed on factual filmmaking in both BA courses, with plans in place to expand the course modules to capture the importance the school places on factual.	Documentary module increased to 30 CATS on BA courses. Mechanisms in place for 2017/2018 cohort BA grad films to be documentaries. Both achieved through minor modifications process Feb 2018. (review to take place in first ACB held in 2019)

AREA 4: Actions arising throughout the Academic Year 2017/2018

	Action (in red, amber or green)	Completion Date	Action by	Reporting Committee	Success Indicators	Progress Notes (with review date)
5.1	Inform all students of new developments in policies, via email and through course handbooks.	11th May 2018	HoA	ACB	Feedback from students indicates that they have understood the new policies and have access to all the information they need.	All students emailed with details of new policies and course handbooks updated to reflect changes.
5.2	Develop policy and initiate trial period for the Personal Tutor System.	16th August 2018	HoA/BAP L/HOC	ACB	New policy and procedures in place, with regularly scheduled tutorials and feedback from students indicates the effectiveness of the new approach.	New policy developed and tutors assigned. Students to receive first personal tutorials by the end of June 2018. ACB to review system based on student and staff feedback on 18th August
5.3	Monitor effectiveness of new attendance management software linked to filemaker timetabling programme. Develop automated processes for notifying students of their attendance and how they have access to the information.	16th August 2018	HoA/BAP L/HoC	ACB	New system provides detailed reports on student attendance and allows for a more efficient process of recording and managing student attendance data on a modular level.	
5.4	Effectiveness of new timetable structure monitored and evaluated after term 3 for O17 cohort.	October 2018 ACB	HoC/BAP L/HoA	ACB	ACB undertakes a full evaluation of the new structures, alongside UoG colleagues, and reports on the effectiveness.	
5.5	Effectiveness of new PRP and Timetable structure measured on regular student feedback, attendance, achievement and engagement with modules.	October 2018 ACB	HoC/BAP L/HoA	ACB	Ongoing feedback from students, as well as indicative data, demonstrates the effectiveness of the new PRP and timetable structure. ACB	

					agrees any new measures or continues with existing structures.	
5.6	Monitor and Evaluate the effectiveness of the start and mid-point module assessment briefings	October 2018 ACB	HoC, BAPL, HoA	ACB	Students report increased understanding of assessments. Tutors report better support from staff. Increase in student achievement, attendance; and reduction in number of failed modules across all BA programmes.	