



Quality and Continuous Improvement Policy

Version 2.0 August 2023

Contents

Section A – Introduction	3
A.1 Purpose	3
A.2 Scope.....	3
A.3 Definitions.....	3
Section B – Policy Statement	4
B.1 Quality Assurance.....	4
B.2 Principles	4
B.3 Governance	5
B.4 Mission, Vision, Values and Principles	5
B.5 Planning Cycle.....	6
B.6 Policy Framework	6
B.7 Monitoring, Review and Improvements.....	6
B.8 Responsibilities	7
Section D – Governance	9

Section A – Introduction

A.1 Purpose

The purpose of this policy is to outline the Navitas Bundoora Pty Ltd (LTCA; La Trobe College Australia; The College) approach to quality assurance and the implementation of continuous improvement. The College is committed to quality assurance and continuous improvement in all aspects of its operations as an Institution of Higher Education provider

A.2 Scope

This policy applies to all staff and students undertaking their studies at the College, in courses listed on its current scope of registration. The College Senior Management Team and Managers are responsible for the management and implementation of this policy.

A.3 Definitions

Word/ Abbreviation	Definition
Confirmation of Enrolment/ CoE	An official document issued to an international student on a student visa to confirm that they have been accepted into a course of study at an Australian institution for a specific start and end date
Domestic student	A student who is an Australian citizen, an Australian permanent resident (includes holders of all categories of Permanent Resident visas including Humanitarian Visas) or a New Zealand citizen
Letter of Offer and acceptance agreement	A written agreement between the College and the student. Once signed and the fees paid this becomes a binding contract
Orientation	An information day/week that all students attend when commencing their program or course or non-award ELICOS course at the College
Immigration	Department of Home Affairs
International student	A student or applicant for admission to an academic program who is not a citizen of Australia or New Zealand, or who does not hold Permanent Residence status in Australia
ELICOS	English Language Intensive Courses for Overseas Students
FSDP	Foundation Studies and Diploma Programs
OSHC	Overseas Student Health Cover
PRISMS	Provider Registration and International Student Management System

Section B – Policy Statement

B.1 Quality Assurance

Students undertake learning transitions over time which may involve large-scale academic, social and environmental change. La Trobe College Australia aims to facilitate a positive and successful transition for all commencing students to their program of study and campus through orientation processes which provide academic, social, administrative and geographic familiarisation with the College located within La Trobe University grounds.

1.1 Quality assurance at the College will be developed and supported through policies, principles, actions, and procedures that assure quality through a continuous improvement philosophy. The aims of quality assurance are to:

- 1.1.1 Give internal and external stakeholders confidence in the management of operations, management, governance, and outcomes; and
- 1.1.2 Ensure the College meets both the expectations and performance measures in the higher education sector and national and transnational quality assurance standards.
- 1.1.3 The College's Quality Assurance Framework is designed around the four-stage Plan-Do-Check-Act (PDCA) cycle.



1.2 Beginning with strategic planning, this cycle of continuous improvement is overseen by governance bodies at the College and entails:

- establishing performance expectations at the level of the College and various work areas
- implementing mechanisms to achieve performance expectations
- monitoring performance results
- adjusting or maintaining mechanisms as appropriate.

B.2 Principles

2.1 Quality Management at the College:

- Underpins the management of the College as a whole; it is not a separate layer of management or process
- Relates directly to the College's mission, vision and values to ensure organisational 'fitness for purpose'

- Involves systematic strategic planning which incorporates effective business planning, and is informed by systematic performance monitoring and evaluation based on appropriate stakeholder feedback and data analysis
- Focuses on outcomes that meet the expectations and requirements of various stakeholders
- Drives ongoing performance improvement and sustainable growth
- Incorporates sound financial and risk management
- Recognises the professional responsibility of each team and individual so that collaborative responsibility for quality in any area of activity rests with the parties involved
- Applies equally and appropriately to all onshore and offshore operations
- Ensures that the College's quality management system is focused on meeting stakeholder requirements while also meeting relevant statutory and regulatory requirements

B.3 Governance

3.1 Governance Structure

3.1.1 The College's Governance Structure provides the framework for both administrative and academic decision making and oversight of quality assurance.

3.1.2 As required by the regulatory framework in which the College operates, academic governance sits apart from management of other aspects of the College. The La Trobe College Australia Academic Board assures academic quality.

- The Academic Board is the senior academic body, with delegated authority from the College Board of Directors to oversee and ensure the integrity of academic programs.
- The Chair of Academic Board and the College Director & Principal report to the Governing Body three times per year.
- The Learning and Teaching Committee is a sub-committee of the Academic Board and responsible for oversight of academic quality across the College. The Committee will provide advice to Academic Board and members of 'other committees/teams on strategic developments and innovations in learning, teaching and assessment, including the implications of changes in technology.
- The Course Advisory Committees provide discipline specific oversight of units and programs, and report to Academic Board.
- Membership of each committee includes College staff and students, as well as La Trobe University (LTU) staff.
- The Academic Governance Model enables all committees to contribute to the continuous improvement of the learning and teaching cycle.

3.2 Non-Academic Governance

The College Leadership Team is the senior management committee which oversees planning, policy, strategy, and quality assurance.

B.4 Mission, Vision, Values and Principles

The College's Mission, Vision, Values and Principles were developed with input from all staff and have been embedded in the College's strategic and operational plans.

B.5 Planning Cycle

5.1 The Navitas Corporate Plan informs the College's Strategic Plan which has a 3-year horizon and is annually reviewed. The following main themes are addressed with Key Performance Indicators to monitor progress against objectives:

- Increase Quality Student Outcomes
- Enhance Student Experience
- Sustainable Growth
- People and Culture
- Governance

5.2 Approval of Plans

The development and approval of the College Plans involves staff, relevant College committees and Navitas. The Navitas authority limits are articulated in a Board approved delegations' policy, which subsequently informs the College Delegations of Authority Policy. Objectives and strategies articulated in plans are further embedded in college activities through individual staff performance plans.

Plan	Annual Timeline	Responsibility	Endorsement/Approval authority
University Partnerships Australasia (UPA) Corporate Plan	July	CEO, UPA	Approver: Navitas, CEO
LTCA Strategic Plan	July	College Director & Principal	Approver: Executive General Manager, UPA
LTCA Learning & Teaching Plan	March	Academic Director and Program Managers	Approver: Academic Board
LCTA Budget	July	Commercial Finance, UPA Navitas	Endorsed by: College Director & Principal Approver: Executive General Manager, UPA
LTCA Individual Staff Performance Plans	July	Line Managers	Endorsed by Staff member and line manager

B.6 Policy Framework

The College's policy framework supports quality assurance processes. Policy reviews are informed by organisational changes, audit outcomes, feedback from evaluation mechanisms and/or changes to the external regulatory environment in which the College operates. Proposed policy changes are submitted to the Senior Management Team and Academic Board (if related to academic matters) for consideration. If a policy remains unchanged for a two-year period, a review is undertaken to ensure its ongoing relevance.

B.7 Monitoring, Review and Improvements

7.1 The College is subject to regular Audits (external and internal) of its compliance with its regulatory and legislative obligations. The College Director & Principal and the College Senior Management Team review the College's compliance via the following mechanisms:

- Policies, Procedures and Forms review schedule

- Academic policy review schedule is provided to the Academic Board at the first meeting of the year.
- Consideration and approval of college academic policies prior to them being submitted to the Academic Board. Improvement from feedback mechanisms (Staff and Students)
- Self-assessment of compliance against the regulatory and legislative framework that pertains to the College conducted biennially.
- Self-assessment is coordinated by the Quality and Compliance Manager and involves Academic, Administration, Admissions, Marketing and Senior Management
- Implementation of Internal/External Audit recommendations.
- Self-assessment of compliance against policies and procedures biennially.

7.2 External Audit

7.2.1 External stakeholder feedback, audits and reviews include:

- Institutional compliance with ESOS Act, National Code, Higher Education Standards Framework, Higher Education Support Act, Australian Qualifications Framework, TEQSA Act
- Independent External Review of the Governing and Academic Boards
- La Trobe University review of compliance against the agreement between the two entities.

B.8 Responsibilities

8.1 The College Director & Principal is responsible for:

- the content of this Policy and its operation within the College
- ensuring that a Quality, Risk and Compliance culture is embedded across the College.

8.2 College Director & Principal and Managers are responsible for:

- implementing relevant policies, objectives and procedures to achieve Compliance with obligations within their areas of responsibility
- reporting any material issues of non-compliance with a compliance obligation to the College Director & Principal as soon as a reasonable suspicion of a potential breach has been formed
- designing, implementing, and monitoring quality procedures/processes for work areas; and
- supporting other staff when conducting quality assurance activities in their work area.

8.3 The Quality and Compliance Manager is responsible for:

- Monitoring and reporting to the College Director & Principal the College's compliance with the Higher Education Standards Framework (Threshold Standards) 2021 and other legislation relevant to the higher education sector
- The management of the Quality Management System, which includes the Quality and Compliance folder, relevant templates.
- Ensuring that the College provides reasonable access to all areas, records and staff as required by the Registering bodies
- Contributing to non-financial submissions for the registration of the College as an Institute of Higher Education Provider and Accreditation of College programs.

8.4 All staff have a responsibility to recognise Quality assurance that is inherent in the functions and operational activities that they undertake daily in the College.

8.5 General

As an Institute of Higher Education provider, the College is required to comply with the following legislation, regulations and agreements:

- Australian Qualifications Framework
- ESOS Act/ National Code of Practice for Providers of Education and Training to Overseas Students
- National Standards for Foundation Programs
- English Language Intensive Courses for Overseas Students (ELICOS) Standards 2018
- Higher Education Standards Framework (Threshold Standards) 2021
- Higher Education Support Act (2003)
- Tertiary Education and Quality Standards Agency (TEQSA) Act 2011
- La Trobe College Australia – La Trobe University Agreement
- Relevant Enterprise Agreements, Fair Work Australia, National Employment Standards and other legislation which governs the employment of employees.

Section D – Governance

Policy Title	Quality and Continuous Improvement Policy	
Policy Owners	Quality Risk and Compliance Manager College Director and Principal	
Contact Persons	Quality Risk and Compliance Manager	
Key Stakeholders	LTCA SMT	
Approval Body	College Senior Management Team	26 March 2018
	LTCA Senior Management Team	15 August 2023
Relevant Legislation	Higher Education Standards The Education Services for Overseas Students (ESOS) Act (2000) The National Code of Practice (2018). Tertiary Education Quality and Standards Agency Act 2011	
Related Policies	Governance Charter Delegations of Authority	
Related Guidelines / Procedures	College Website College Mission, Vision and Values	
File information	File number	Version number V2.0
Date Effective	August 2023	Next Review Date August 2025
Amendment History		
Revision Date	Version	Summary of changes
26 March 2018	1.0	Updated policy document structure and template
April 2021	1.1	Further updates made to the document Refined sentences and structures, including adding references to LTU services
August 2023	2.0	Changes are to reflect current practice inclusive of policy and governance