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# PROGRESS REPORT

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Quality Improvement Progress Reporting and Activity 2020

Longford and Westmeath ETB

27th March 2020

Longford and Westmeath Education and Training Board  
Marlinstown Business Park  
Mullingar  
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## PART 1: Overview of Quality Improvement Activities in 2019

### Key Areas of focus prioritised by LWETB for quality improvement activity in 2019

- Expansion of the QA team in LWETB.
- More staff involvement in QA throughout LWETB.
- Delivering briefing sessions on QA developments.

### LWETB's Main QA Improvement Achievements in 2019

- Expansion of the QA team in LWETB.
- Membership of the Quality Oversight Group QOG was expanded and presented to the CE for approval.
- Membership of the Quality Governance Group QGG was established and recommended to the CE for approval.
- Membership of the Programme Governance Group PGG was established and recommended to the CE for approval.
- FET Policy on Governance approved.
- LWETB Quality Statement was presented to CE for approval and prepared for framing for presentation to individual LWETB Centres.
- Implemented Policy on Governance.
- The development of Internal Verification Procedures and IV Report template progressed.
- An Internal Verification Focus Group was convened with participation of representatives from all programmes being delivered in LWETB.
- Generated a Quality Improvement Action Plan based on the Executive Self-Evaluation Report ESER and QIP 2018.
- Created a Work plan to manage the design and approval of Policies and Procedures.
- Agreed the annual schedule of Governance meetings.

### Barriers and Challenges Encountered in Implementing the Quality Improvement Plan (QIP) during 2019

- The scale of work that is involved in trying to align 6 quality systems into one.
- The additional workload that is required to start the process and to continue moving forward.
- Resourcing existing QA systems which have to be maintained while the new QA System is developed.
- The range of competing responsibilities that exist for FET management.

- The learning curve which is required to instigate changes to systems which already exist.
- Change management process.
- The delay in the sanctioning of new QA posts relating to the

### Key Focus Areas for Quality Improvement Activity in 2020

In light of the Covid-19 pandemic that has emerged a number of the original key focus areas will have to be looked at a later stage. The areas of risk analysis, contingency planning and information sharing must take precedent to tackle this global problem. Developing procedures around learner assessments looking at all scenarios for completion, submission and grading are key priority.

- Implementing the Quality Improvement Plan 2020.
- Focus on mapping the project requirements for the QQI Inaugural Review.
- Formal regular communication with all LWETB staff on the progress of Quality Assurance will be established in early 2020.
- Development of Charter for Communities of Practice working towards programme review and development.
- Establishing of Working Groups including the development of Terms of Reference and a suitable Working Group Record Template.
- Gain approval for the Terms of Reference for the Working Groups.
- Engaging with LWETB staff to promote Working Groups as a means for their participation in QA
- Begin development of the LWETB Assessment Handbook.
- Engaging with more staff across LWETB in order to encourage and support involvement in QA.
- Delivering briefing sessions on QA developments.
- Delivering training on IV Procedure and IV Report Template.
- Consultation with staff when new policies and procedures are developed.
- Further development of QA SharePoint site with access for all staff.
- Engaging with colleagues on the Quality Network around work on the EA National Database.
- Reviewing current assessment procedures with a view towards a locally devised and managed system.

### PART 2: Detailed Update on Activities in the Quality Improvement Plan (QIP)

Included in Part 2 is an update which provides a detailed analysis of the progress made on the QIP during 2019.

See Appendix 1 QIP 2019: which is included as an attachment showing what the proposed plan for 2019 was.

### PART 3: Quality Improvement Plan 2020

For Part 3 and included as an attachment is the proposed LWETB QIP for 2020 which will be

See Appendix 2 QIP 2020, attached.

## PART 2: Detailed Update on Activities in the QIPs

QIP No.	QIP Category	Key Tasks/Activities	Lead	Timeline	Measure/Benchmark <i>[how will you know it was achieved]</i>	Status	Update	Revised Timescale
1	FET Quality Assurance Governance and Management	LWETB will engage with the PMO and DES on the Organisational Design Phase II to establish a new organisational design appropriate to LWETB.	CE / All Directors	2017-2020	New organisational design	Delayed	Ongoing through OSD. No action required by QA.	2022
2	FET Quality Assurance Governance and Management	LWETB will conduct a review of the LWETB organisational structure and reflect on evolving needs with a view to implementing a renewed LWETB organisational structure.	All Directors	2017-2022	New LWETB organisational structure	Delayed	Ongoing through OSD. No action required by QA	2022
3	FET Quality Assurance Governance and Management	LWETB will review the physical environment of schools and centres.	All Directors /	2017-2022	Annual maintenance plans / building upgrade plans	On Track	Work is ongoing on all LWETB buildings. Physical environments will be reviewed by the PGG on validation and revalidation of programmes in 2019/2020	2022
11	FET Quality Assurance Governance and Management	LWETB Appeals Committees to be identified for all FET centres (see QIP item 47)	All Directors	2017-2018	Appeals Committees for all FET centres.	Delayed	To be commenced and assigned to QGG in 2019. <b>Processes for IV (in progress), EA and RAP to be developed in advance of the appeals process.</b>	<b>Q4 2021</b>

12	FET Quality Assurance Governance and Management	LWETB will support and participate in interagency collaboration.	FET Director / FET Managers / FET Leaders	2017-2018	Active members of local committees	Complete	LWETB has a high level of representation on many interagency groups and committees. However, this is currently undocumented and the scope of participation is not adequately represented. The scope of membership will be researched and documented	Documentation of membership assigned to Policies & Procedures Work plan Q3 2019. To be looked at in Q4 2020
14	FET Quality Assurance Governance and Management	LWETB will establish working groups to review and evaluate various elements of the Quality Assurance system in operation presently e.g. the six Quality Assurance agreements in operation need to be consolidated into one in the context of the new QQI statutory QA guidelines.	All Directors / Managers	2017-2018	Quality Assurance Working Groups formed. Reports to QAIG who in turn reports to the QA SMT with findings / recommendations.	Complete	Governance groups in place with structures agreed for the creation of working groups as required. <b>Mechanism to establish working groups approved at QOG 11.02.2020</b>	n/a
18	FET Quality Assurance Governance and Management	LWETB will enhance links with relevant local and national bodies, agencies and stakeholders to enhance FET services.	Director FET / Director Schools	2017-2022	Links with Stakeholders and Agencies	Complete	LWETB has a high level of representation on many interagency groups and committees. However, this is currently undocumented and the scope of participation is not adequately represented. The scope of membership will be researched and documented	Documentation of membership assigned to Policies & Procedures Work plan Q3 2019. Migrated to <b>Work plan 10. (Other Parties Involved in Education and Training)</b>

19	FET Quality Assurance Governance and Management	LWETB will support collaborative management through forum representation, leaders meetings and events.	All Directors / Staff	2017-2022	Minutes of leader's meetings Forum representation Membership of Directors at National, Regional and Local Fora.	Complete	LWETB has a high level of representation on many interagency groups and committees so this action is deemed complete. However, this is currently undocumented and the scope of participation is not adequately represented. The scope of membership will be researched and documented	Documentation of membership assigned to Policies & Procedures Work plan Q3 2019. Migrated to <b>Work plan 10. (Other Parties Involved in Education and Training)</b>
20	FET Quality Assurance Governance and Management	LWETB will establish an FET Enterprise Engagement team to develop the relationship between schools/FET and enterprise/employers.	Director FET / Director Schools	2017-2018	Enterprise Engagement Team	On track	Ongoing. The team structure has been established and requires roll-out. <b>Actively recruiting for the role of Enterprise Engagement Facilitator.</b>	<b>Q3 2020</b>
21	FET Quality Assurance Governance and Management	LWETB will create cross functional and cross location teams to address current and anticipated needs of LWETB and in so doing identify areas of potential efficiencies.	All Directors	2018-2021	Cross functional groups to provide summary of actions taken by LWETB	Complete	Ongoing. Examples include the collaboration of ICT and procurement, the new governance units, and the FET management group. These will be incorporated on the Committee & Group Representation Document	<b>N/A</b>
23	FET Provision and Delivery	LWETB will work with the DOSD forum to develop appropriate Health and Safety policies and procedures.	All Directors	2017-2019	H&S Policies embedded in LWETB operations manual	Delayed	Ongoing at CE and Director level. No action required by QA. LWETB has engaged with the process but there are national factors which have led to the delay here.	<b>To be reviewed in 2020</b>

24	FET Provision and Delivery	LWETB will review programmes in line with national and international best practice to evaluate performance, reviewing our objectives, structures, programmes and priorities in order to match best practice and to meet changing patterns of national policy and local need or demand.	FET Director / FET Managers / FET Leaders / QAIG	2017-2022	Programme Review reports	On track	This will be undertaken in line with revalidation of programmes in 2020 by the PGG.	n/a
25	FET Provision and Delivery	Review the use and implementation of a standard assessment template for non-centralised assessments.	QAIG	2017-2018	New Assessment template agreed	Delayed	This was not identified as a priority area for LWETB. Assigned to the QGG to be addressed in late 2019/2020	Q3 2020
27	FET Provision and Delivery	LWETB will provide support and professional development for staff with leadership roles and/or posts of responsibility across the organisation through Professional Leadership Training.	All Directors	2017-2020	Professional Leadership Training	On track	Engaged with SOLAS rollout.	n/a



28	FET Provision and Delivery	To consolidate the promotion and recruitment for all FET programmes.	FET Director / FET Managers / FET Leaders	2017-2022	Consolidated resources for promotion and recruitment of all LWETB programmes	On track	To be included in learner admission policy.  To be included in Public Information and Communication Policy	n/a
29	FET Provision and Delivery	Offer more workshops on career choices and promote services of the Adult Guidance Service to all learners.	FET Director / FET Managers / FET Leaders	2017-2019	Increased workshops and promotion of service	Complete	Work is ongoing in this area. Marketing Working Group Established.	n/a
30	FET Provision and Delivery	The Access, Transfer and Progression policy to be expanded to all programmes by LWETB.	FET Director / FET Managers / FET Leaders / QAIG	2017-2020	Access Transfer and Progression Policy agreed and implemented	On track	To be addressed in 2019 when QGG addresses Access, Transfer and Progression Policy. Now to be addressed in 2020	n/a
31	FET Provision and Delivery	Expand the relationship with third level institutions and colleges to enhance formal progression routes for learners.	FET Director / FET Managers / FET Leaders	2017-2020	Formal progression routes with third level institutes.	On track	To be addressed in 2019 when QGG addresses Access, Transfer and Progression Policy. Now to be addressed in 2020	Q4 2020
32	FET Provision and Delivery	LWETB will implement the new QQI standard for FET.- DUPLICATE OF 22	Duplicate of 2.1	Duplicate of 2.1	Duplicate of 2.1	On track	Ongoing. Policies and Procedures Work plan in operation to track progress	n/a

33	FET Provision and Delivery	Design New Apprenticeship and Career Traineeship Programmes with a team working approach within LWETB and with other ETBs.	Director FET	2017-2022	New Apprenticeships and Traineeships offered.	On track	LWETB is not currently solely developing apprenticeship programmes. Opportunities to develop/deliver programmes will be explored when they arise. Proposals in place for new traineeship programmes for which sanction has been sought from SOLAS.	2022
34	FET Provision and Delivery	LWETB will work with SOLAS to strategically build capacity for work-based learning in the areas that include education and training needs identification with industry, curriculum design, integrated delivery of on and off-the-job training, quality assurance and enterprise engagement and mechanisms to underpin expansion with robust ongoing monitoring and evaluation.	FET Director / FET Managers / FET Leaders	2017-2020	New Apprenticeships and Traineeships offered.	On track	LWETB is not currently solely developing apprenticeship programmes. Opportunities to develop/deliver programmes will be explored when they arise. Proposals in place for new traineeship programmes for which sanction has been sought from SOLAS.	2022

35	FET Provision and Delivery	LWETB will develop one Quality Manual for all FET providers within its centres to include a Staff Handbook on roles and responsibilities etc. 09.05.2018 - Following QAIG meeting this point has been revised to "LWETB will provide Staff information on roles and responsibilities on SharePoint".	QAIG	2018-2019	LWETB Quality Manual 09.05.2018 - Following QAIG meeting this point has been revised to "Staff information available on SharePoint"	Delayed	General Staff meeting with Charlie Mitchell on 03.07.18 advised that this has been commenced as a project. Agreed by QOG on 21.11.18 that this is not the remit of QOG. <b>In progress to be reviewed in Q4 2020.</b>	2020
36	FET Provision and Delivery	LWETB will work with other ETBs to review programmes as part of a sectoral approach to programme reviews.	FET Director / FET Managers / FET Leaders	2018-2022	Sectoral Programme Review reports	On track	This will be undertaken in line with revalidation of programmes in 2020 by the PGG.	n/a
37	FET Provision and Delivery	LWETB will develop a Teaching and Learning Policy and Guidelines for all LWETB Services.	Director Schools / School Leaders / FET Director / FET Managers / FET Leaders	2018-2019	LWETB Teaching and Learning Policy and Guidelines	Delayed	To be addressed in 2019 when QGG addresses a Teaching and Learning Policy	<b>Q3 2021</b>

38	FET Provision and Delivery	To implement revised Assessment Procedures in line with the outcome of the sectoral review of the current National Assessment Procedures Handbook.	QAIG	2018-2019	National Assessment Procedures Handbook agreed	Delayed	The National Handbook will be implemented as required by the QGG	Q2 2021
39	FET Provision and Delivery	LWETB will review the findings of the sectoral review on External Authentication and implement changes to the process as required.	QAIG	2018-2019	Implementation of revised EA Terms of Ref agreed Revised EA Report Revised EA Rates	On track	The review has not been finalised. ETBs may need to implement their own structures on EA. <b>Revised EA rates approved.</b>	Q1 2021
40	FET Provision and Delivery	LWETB will explore the possibility of applying a different approach to the RAP meetings depending on the level of the certification being approved.	FET Director / FET Managers / FET Leaders / QAIG	2018-2019	New Results Approval Process agreed New Terms of Reference / Minutes Template	Delayed	Currently being addressed by the QGG in <b>2020</b>	Q4 2020
41	FET Provision and Delivery	LWETB will develop an overall Communication Strategy to incorporate ICT, Public Relations.	All Directors	2018-2019	LWETB Communication Strategy	On track	Ongoing at CE and Director level. No action required by QA.	2020
43	FET Provision and Delivery	LWETB will review staff skillset and develop staff CPD Plan (see item 26 and 42)	All Directors	2020-2025	CPD Plan for Staff	On track	Engaged with SOLAS rollout. <b>March is the planned date for the 2020-2025 PD strategy</b>	Q1 2020

44	Learner Experience	LWETB is focused on the creation of learner charters that best describe the standard of service learners can expect when engaging with LWETB.	Director Schools / School Leaders / FET Director / FET Managers / FET Leaders	2018-2020	LWETB Learners' Charter	Complete	To be addressed by the QGG when developing Learner Information Policy 9.2. Completed.	n/a
45	Learner Experience	A dedicated learner portal will be made available to learners which provides learners with information on all aspects of their learner experience with LWETB.	FET Director / FET Managers / FET Leaders / QAIG	2018-2019	Learner portal online	On track	Moodle has been discussed as a potential solution. Some staff are currently using Moodle.	n/a
46	Learner Experience	Review and improve, where necessary, the implementation of the Induction process throughout all programmes in LWETB.	FET Director / FET Managers / FET Leaders / QAIG	2018-2019	Revised Induction process rolled out to all FET centres	Delayed	Quality Assurance Learner Assessment Reference Handbook has been developed with ETBI and this will form part of the revised learner induction process. <b>One of three main areas of PGG work to be completed.</b>	2021
47	Learner Experience	A standardised approach to appeals will be developed and implemented within LWETB (see item 11)	FET Director / FET Managers /	2018-2019	Revised Appeals Process rolled out to all FET centres	On track	To be commenced. Assigned to QGG	2021

			FET Leaders					
48	Learner Experience	A Customer Complaint policy will be explored within LWETB.	FET Director / FET Managers / FET Leaders / QAIG	2020	Revised Customer Complaints Policy will be developed	On track	Ongoing at CE and Director level. Policy will be referenced by FET QA. PGG is currently reviewing learner feedback mechanisms.	n/a
49	Learner Experience	LWETB is focused on the creation of learner and parent mechanisms that support learner and parent voice. LWETB will explore mechanisms to establish parent/learner feedback that inform and support delivery of quality education in schools/FET services. Duplicated in item 50.	Director Schools / School Leaders / FET Director / FET Managers / FET Leaders	2017-2022	LWETB Parent and Learner Mechanisms that support student and parent voice	On track	Options for learner feedback to be explored by PGG in 2020	n/a

50	Learner Experience	LWETB will expand its tools/surveys for learners and parents to provide/receive feedback on learner progress. Repeat of item 49.	All Directors / School Leaders / FET Managers / FET Leaders	2017-2021	Surveys and tools developed	On track	Options for learner feedback to be explored by QGG in 2020	n/a
51	Learner Experience	LWETB will develop a framework for ICT to enhance communication, information sharing and networking internally and externally.	CE / All Directors	2017-2020	LWETB ICT Strategy & Action Plan	On track	Ongoing at CE and Director level. No action required by QA.	n/a
52	Information and Data Management	LWETB will invest in ICT infrastructure across all of its centres.	FET Director / FET Managers / FET Leaders	2017-2022	LWETB rollout of ICT infrastructure	On track	Ongoing at CE and Director level. Linked to Learning Environments 5.4 and will be incorporated into programme reviews in 2019/2020. No action currently required by QA.	n/a
54	Information and Data Management	LWETB will input data using appropriate systems which provide statistics on FET learner outcomes for LWETB, SOLAS and DES purposes.	FET Director / FET Managers / FET Leaders	2017-2022	Verified set of statistics on learner outcomes	On track	LWETB is engaged with relevant bodies on this.	n/a

55	Information and Data Management	LWETB will develop an ICT Strategy with particular focus on the use of ICT in learning as part of an LWETB ICT Strategy and Action Plan.	Director Schools / School Leaders / FET Director / FET Managers / FET Leaders	2018-2021	LWETB ICT Strategy & Action Plan	On track	Ongoing with OSD.	n/a
56	Information and Data Management	LWETB will consider the rollout of SharePoint and Moodle as ICT enhancements in teaching and learning across all FET programmes.	CE / All Directors	2017-2020	Rollout of ICT applications in all centres	On track	To be included in draft policy preparation in Teaching and Learning Policy by the QGG in 2019/2020	n/a
57	Learner Experience	LWETB Equality and Diversity Working Group to be considered.	All Directors	2019-2020	Equality and Diversity Working Group established	On track	To be included in draft policy preparation in Teaching and Learning Policy by the QGG in 2019/2020	Q4 2020
58	Learner Experience	An Organisational Equality Policy to be created at a National level.	All Directors	2019-2020	Equality Policy established	Not started	Responsibility of OSD.	Q4 2020



59	FET Provision and Delivery	Review the Course Proposal Forms in light of revised QA guidelines (eg inclusion of staff development requirements) and review implementation of a standard Course Proposal Form across all centres across programmes leading to all other awarding bodies apart from QQI awards.	QAIG	2019-2020	New Course Proposal Form template agreed	Delayed	This will be undertaken by the PGG in 2020	2020
60	Information and Data Management	A strengthened communication structure could address potential gaps in reporting trends up the line and across the ETB sector.	FET Director / FET Managers / FET Leaders	2019-2020	New communication channels open reporting to QAIG / QASMT	Complete	Complete. This refers to the Governance Structures which have now been implemented and will be included in the Governance Policy	n/a
61	FET Provision and Delivery	Explore the implementation of Internal Verification on the Conduct of the Assessment Process in Further Education programmes.	QAIG	2019-2020	Conduct Internal Verification agreed	On track	This will be considered by the QGG in 2019/2020 when developing Policy 6 on Assessment	Q4 2020

62	FET Provision and Delivery	Explore the implementation of Cross Moderation across all Further Education programmes.	FET Director / FET Managers / FET Leaders	2019-2020	Implementation of Peer Review agreed	On track	This will be considered by the QGG in 2019/2020 when developing Policy 6 on Assessment	Q4 2020
63	FET Quality Assurance Governance and Management	LWETB will identify strategies to address the risks of failing to implement continuity planning.	All Directors	2019-2020	Continuity Planning provisions in HR Strategy	Delayed	Responsibility of OSD. Will impact courses and can be factored into the programme validation process. Actively recruiting over the past year for various roles.	2020
64	FET Provision and Delivery	A Recognition of Prior Learning policy to be piloted.	FET Director / FET Managers / FET Leaders	2019-2022	Recognition of Prior Learning Policy agreed and implemented	On track	Policy to be developed by the QGG in 2019/2020 when developing 3.2	Q4 2020