CAVAN AND MONAGHAN EDUCATION AND TRAINING BOARD

CMETB Quality Improvement Plan

2020-2021

Document last updated 07/10/2021

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1.0   Introduction

This Quality Improvement Plan represents the outcomes and improvement activities identified for CMETB following the completion of the Quality Improvement Plan review process, 2019. The plan has been designed for the two-year period January 2020-December 2021.

The CMETB approach to the Quality Improvement Plan is the development of a progress monitoring system, where measurable performance indicators and key result areas, both qualitative and quantitative, are developed and monitored on an ongoing basis through the CMETB Governance structure. The CMETB Governance structure which comprises a FET Management and Quality Council supported by a Quality Assurance Subgroup and a Programme Development and Implementation subgroup was first introduced in January 2019. A key responsibility of these structures is to manage performance against the delivery of the Quality Assurance Improvement Plan as it is linked to delivery of the CMETB FET strategic objectives and the SOLAS Strategic Framework 2020-24.

From the initial baseline assessment derived from the ESER, 2018 and further developments in 2019, information and data are systematically collected to ensure that outputs are in line with strategic objectives. This data is reviewed on a quarterly basis as part of the aforementioned CMETB Governance processes. In this context, this plan has been designed with due consideration of core statutory quality assurance guidelines and their requirement of enforced separation of responsibilities whilst ensuring sufficient oversight of education and training activities.

CMETB acknowledges that a successful Quality Assurance system will be "*efficient, well communicated and integrated into the normal activities of the provider*" (QQI Core Statutory Quality Assurance Guidelines, April 2016/QG1-V2, p2). These reference points are continuously considered and reviewed in CMETB activity on an ongoing basis. The plan is published on the CMETB website after each yearly review.

In order to ensure we embed a quality culture within CMETB, the oversight groups acknowledge that the totality of the CMETB teaching and learning community must be working in a coherent and cohesive way towards implementing the quality agenda. These supporting structures advocate that *"quality is accepted as a responsibility for all to deliver and improve on.*" In this context, the assignment of specific quality assurance responsibilities is based on the *"subsidiary principle"* i.e., that QA matters ought to be handled by the lowest, or least centralised, competent authority.

Policies, procedures and supporting processes are being developed and considered in line with quality assurance *"feedback and feed forward paths"* to maximise communications and transparency. Microsoft TEAMs has evolved into an important communication medium and administrative support system in this regard, particularly given the impact of the COVID-19 Crisis.

It is a recognised requirement that a *"balanced, holistic, organization wide approach is taken to quality assurance where continuous improvement is key and where procedures are integrated into the normal activities of the ETB."* [1] These parameters underpin the management of Quality Assurance in CMETB and have been found to support the success of the Quality Improvement Plan to date. In this context, this document is laid out in such a way as to reference the Strategic Priorities and Enabling Themes as set out in the Future FET: Transforming Learning – The Further Education and Training Strategy 2020-2024.

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2.0 Key Areas of focus prioritised by the ETB for quality improvement activities in 2020/21

As detailed earlier, the original Quality Improvement Plan submitted by CMETB was a two-year plan. This worked well for CMETB in terms of continuity and the rolling of activity that, in particular, knows no end point but is the subject of continuous improvement. The plan therefore for the next period is a two-year rolling plan also. The key areas identified for focus are as follows:

2.1 Development of integrated policies and procedures with a view to integrating all policies and procedures under a CMETB framework.
2.2 Embedding TEL in CMETB teaching, learning and management activity.
2.3 Ongoing Programme review/audit using integrated MIS tools.
2.4 Further development of the learner voice through CMETB processes.
2.5 Inaugural review.

In addition, CMETB will continue to enhance activity in areas previously targeted including:

2.6 Embedding, reviewing and enhancing the new FET QA governance structures.
2.7 Integrated planning, implementation and management of CMETB programme related activities.
2.8 Staff and Stakeholder consultation and communication to deliver ongoing quality, relevant curriculum.
2.9 Development and testing of English Language Programme to Migrant Learners in conjunction with SOLAS.

For reference, these are identified in the third column of the tables detailed in Appendix 1 of this document. They are then aligned to FET Strategic Priorities and Enabling themes in columns 1 and 2 and so become the Key Performance Indicators of the strategy in the plan. These are further subdivided into key result areas and details with respect to timelines, responsibilities and measurement provided as best estimates as to how this plan would be executed.

As per QQI guidelines, the following traffic lighting system has been applied to the review of progress in the appended plan (See Appendix 1).

Status	Update	Revised Timescale
Complete	Description of the actions completed.	N/A
On Track	Description of the actions taken to date.	N/A
Delayed	Description of the actions taken to date and the factors/challenges contributing to the delay.	Required
Not Started	Reason work on the activity has not commenced.	Required

References:

(1) Core Statutory Quality Assurance Guidelines developed by QQI for use by all providers. April 2016/QQI – V2. Section 1-3 Embedding a Quality Culture, Page 8-9.
(2) O'Brien, Dr Trish, Report on Governance & Quality Management Questionnaire for CMETB, 23.01.2018, page 2

Draft 1 - June 20
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Review of Progress (Appendix 1)

Future FET Strategic Framework - Priority Area Reference	Quality Improvement Objective/Desired Outcome (KPI)	Key Result Areas (KRA) No 1	Responsible Person(s)	Timeline	Measure/Benchmark [how will you know it was achieved]	Status/Update	Revised Timeline
Enabling Themes – Staffing & Structures	-Quality Cross FET Provision (Standardisation of policies and procedures)	**Development of integrated CMETB policies and procedures towards a CMETB Quality Assurance Handbook**	FET Director, Director of QA, QA Working Group, Service Managers	18.06.2020	Incremental approach to building chapters Priority chapters set out in QAH development timeline	Devised and agreed 18.06.2020 First 4 chapters to be drafted for review Qtr. 3 2021	2022 Reprioritised chapters based on immediate requirements
				24.08. 2020	QA Assessment Reference Docs agreed	Reference documents agreed and Malpractice Document under review	Dec 2021 Malpractice document revisited
				24.08.2020	QA Working comparison of policies across CMETB (Audit of Service Policies)		
				TBC	List of policies identified from BL Governance & Policy list task group	Operational structure written	Completed Sept 2020
				Commence 30.06.2020	Policy for Writing & Agreeing Policy	Draft written	To be taken to QA Working Group Nov

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				TBC	Development of centralised repository for QAH	Outline agreed with working group; part of communications tender	Sharepoint developed and Launched Oct 2021

Future FET Strategic Framework - Priority Area Reference	Quality Improvement Objective/Desired Outcome (KPI)	Key Result Areas (KRA) No 2	Responsible Person(s)	Timeline	Measure/Benchmark [how will you know it was achieved]	Status/Update	Revised Timeline
Strategic Priorities - Skills -Inclusion	-Upskilling the workforce -Consistent Learner support -Digital literacy	**Embedding TEL in CMETB teaching learning and management activity to include the development of Blended Learning Framework and Policies**	TEL Co-ordinator, PD Co-ordinator, FET Director, PDI Working Group	03.2020	TEL strategy developed for CMETB	Complete	
				04.2020 03 & 04 2021	PD plan and calendar developed to support KRA	Ongoing – TEL & PD plans for 2020 developed & adapted in context of evolving Covid-19 crisis. Additional TEL Plan devised in association with Alternative assessment requirements March/April 2021	

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				Sept 2021	Integrated TEL and PL&D Programme for Autumn 2021 developed and underway	
				March 2021		PD Coordinator has completed Trial Training Needs Analysis with QA Team in anticipation of the roll out of the national strategy
				06.2020	TEL Champions assigned to services	

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				Summer 2020	Training Plan for use of TEL in the classroom (Staff Induction)	Series of webinars in all aspects of Microsoft Teams delivered and recorded for access on CMETB Stream	
				06.2020	Training Plan for TEL for use by administrative staff	Plan devised and delivered over a two-month period June and July	
				03.2020	Roll out of Teams for online meetings	Precipitated by Covid-19; All staff have access to Microsoft teams	
				June 20 & October 20 March 21	Additional PD in MOS	MOS Word delivered in Summer 2020, MOS Excel commenced in September 2020 in parallel with QQI Level 5 Spreadsheets bridging programme which will feed MOS Excel programme in Q1 2021.	

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				Aug 20	Development of QA Operational Framework for Blended Learning	**Complete**	
				Dec 20	Development of Blended Learning Strategy and Blended Learning Policies	Blended Learning policies to be devised in association with new Audio and Music Production Award and in line with ETBI. **May attach to another programme** Blended Learning Strategy Developed and under review	March 2022 Dec 2021
				Aug 20	Devise a checklist for Tutors delivering emergency learning online	Complete	

Colour coded to indicate progress. i.e**. Green** complete, Yellow on track**, Orange** delayed or **Red** not started

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Future FET Strategic Framework - Priority Area Reference	Quality Improvement Objective/Desired Outcome (KPI)	Key Result Areas (KRA) No 3	Responsible Person(s)	Timeline	Measure/Benchmark [how will you know it was achieved]	Status/Update	Revised Timeline
Enabling Themes – Digital Transformation	- Data Driven -Management Systems	**Programme Review and audit using MIS Tools such as QBS/QHub/PLSS**	QA Compliance Office, Data Reporting Office, Service Managers	03.04.2020	Review of all CMETB Centre Validations	Complete	
				28.04.2020	Review of report 8 from QQI	Complete	
				31.07.2020	Audit of CMETB Awards Portal	Complete	
				31.07.2020	Integrate checks on programmes with PLSS	**Ongoing**	
				01.05.2020	ESF Audits and Submissions	Complete and submitted	Expected for next audit approx. Apr 2021
				Ongoing	Self-Sampling Audits	Audit team established TORs being drawn up\n\nPLSS Advisor has sent out first samples for review, due back 26th March 2021	

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Colour coded to indicate progress. i.e **Green** complete, Yellow on track, **Orange** delayed or **Red** not started

Future FET Strategic Framework - Priority Area Reference	Quality Improvement Objective/Desired Outcome (KPI)	Key Result Areas (KRA) No 4	Responsible Person(s)	Timeline	Measure/Benchmark [how will you know it was achieved]	Status/Update	Revised Timeline
Enabling Themes – Learner and Performance Centred	- Learner Engagement	**Development of learner voice**	FET Director, QA Director, Communications Officer, Research Facilitator, TEL Officer	02.2020	-Conduct benchmarking learner survey	Completed	
				30.03.2020	-Hold CMETB Learner Forum	Was put on hold due to Covid 19. Will now be held the 23.03.2021	Complete
				09.06.2020	-AONTAS Learner Forum, June 2020	Complete with 16 learners	Complete
				March 2021	-Establishment of Learner Advisory Network	Three meetings held with 2021 group	
				Dec 2021 Jan 2021	Learner questionnaire and advisory network for 2021/22	Questionnaire sent out Learner Forum	
				11.2020	-Follow up Learner survey Temperature checks	Completed March 2021	

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				Qtr 2 2021 Qtr 2 2021 Jan 2022	Learner presence on governance structures?	Learner representatives to participate in Aontas Advocacy training day . Investigate suitability of LIFT Programme Disperse Learners to governance groups	18th October 2021 Nov 2021
				Qtr 1 2021	#ThisisCMETB communications campaign to connect with learners	Posters and Infographics and Video montages developed	Complete

Colour coded to indicate progress. i.e. **Green** complete, Yellow on track, **Orange** delayed or **Red** not started

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Future FET Strategic Framework - Priority Area Reference	Quality Improvement Objective/Desired Outcome (KPI)	Key Result Areas (KRA) No 5	Responsible Person(s)	Timeline	Measure/Benchmark [how will you know it was achieved]	Status/Update	Revised Timeline
Enabling Themes - Staffing & Structures	- (Evaluation of) Quality Cross FET Provision	Inaugural Review	FET Director, QA Director, Research Facilitator, Service Managers, All staff	30.06.2020	- Produce Project Timeline		
				05.2020	-Staff briefing documentation	Completed – staff induction and inaugural review and PowerPoint put online	
				Feb – Aug 2020	- Conduct primary research to include learner survey, governance team survey, staff survey	Complete	
				06.2020	COVID focus groups and online surveys, Stakeholder surveys	Complete	
				Feb – Dec 2020	-Development of illustrative case studies	Commenced	
				15 Oct 20	-FET communications updates	Complete	
				06-08 2020	-Review of effect of alternative assessments on grade profile 2019 v 2020 -Desk research	PLC complete	

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				May 2021	-CMETB Profile Document		
				Sept 2021	-Agreement of plan	Agreed at panel planning visit	
				Oct 2021	-Submission of plan	Draft plan submitted to QQI	
				Oct 2021	- Preparation for panel visit	Briefing sessions weeks 2 and 3 OCT	On track
				Nov 2021	-Hosting of panel review	1st to 5th Nov	On track
				March 2021	Conduct research to include employer/stakeholder feedback		

Colour coded to indicate progress. i.e. **Green** complete, Yellow on track, **Orange** delayed or **Red** not started

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Future FET Strategic Framework - Priority Area Reference	Quality Improvement Objective/Desired Outcome (KPI)	Key Result Areas (KRA) No 6	Responsible Person(s)	Timeline	Measure/Benchmark *[how will you know it was achieved]*	Status/Update	Revised Timeline
Enabling Theme – Staffing & Structures	-Future staffing framework -Quality Cross –FET provision -Cross FET Funding/Guidelines	**Embed, review and enhance FET QA Governance Structures**	FET Director, FET Mgt. Team, Subgroup Participants, QA Team	03.2020	Review Governance Structures	Complete	
				03.2020	Engage in a process of Governance team member feedback	Complete	
				03.2020	Reinforce what Governance means through communications plan – video, presentations at FET Meet via a Quarterly Newsletter supported by relevant metric	Draft video developed, missing some members 4 ConexUs Newsletters published	
				Ongoing	Addition of Governance groups – Blended Learning; QA Working Group; Apprenticeship Programme Board and Examinations Board	Exam Board and Programme Board for OEM now operational	

Colour coded to indicate progress. i.e**. Green** complete, Yellow on track, **Orange** delayed or **Red** not started

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Future FET Strategic Framework - Priority Area Reference	Quality Improvement Objective/Desired Outcome(KPI)	Key Result Areas (KRA) No 7	Responsible Person(s)	Timeline	Measure/Benchmark [how will you know it was achieved]	Status/Update	Revised Timeline
Strategic Priorities – Skills - Pathways Enabling Themes – Capital Infrastructure	-New vocational propositions -Upskilling the workforce -Delivering on Apprenticeship -Meeting Critical Skills needs Pathways from schools to FET Pathways within FET Pathways from FET TO HE Facilitating lifelong pathways - Flagship Developments	**Integrated planning, implementation and management of CMETB programme related activities**	FET Director, FET MGT &QC, Director of QA, PDI Subgroup, QA Subgroup, Apprenticeship Steering Group, Trainee Steering Groups	04.2020	-Programme Proposal process and documentation update	Complete	
				04.2020	-Programme Approval process and documentation update	Complete	
				05.2020	-Programme reactivation process and documentation development	Complete	
				04.2020	-Blended Learning programme framework developed	Complete	
				05.2020 – 12.2020	Set up implementation teams and deliver on tasks	To be developed as part of Audio and Music Production Award or similar	March 2022
				12.2020 Sept 2021	Labour Market Justification developed through Skills Analysis, embed in programme applications and reviewed as part of SOLAS processes.	Submitted to SOLAS	

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					Oct 2020 – Nov 2020	Process for giving feedback regarding marking rubric to enhance transparency for learners	Draft Document developed	
					Apr 2021	Development of differential validation programme for ELC Level 5 and Level 6	Submitted at the end of April 2021	
					Sept 2021	Pilot commenced with Adult Education for Level 5		
					Sept 2021	Development of Audio and Music Production Level 6 Non Cas award for validation	March 2022	

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Future FET Strategic Framework - Priority Area Reference	Quality Improvement Objective/Desired Outcome (KPI)	Key Result Areas (KRA) No 8	Responsible Person(s)	Timeline	Measure/Benchmark [how will you know it was achieved]	Status/Update	Revised Timeline
				Jan – June 2021	Wellbeing Wednesday Plan to be rolled out for access by all CMETB staff	3 webinars held. Another scheduled	
Enabling Themes – Staffing & Structures	-Quality Cross FET provision and consultation	**Staff and stakeholder consultation and communication to deliver ongoing quality curriculum and provision**	FET Directors, Centre Managers, Communications Manager		-Development of case studies with stakeholders	In progress as part of Inaugural review process	
				March 2020 ongoing	FET Breakfast held FET Meet to be postponed until after the summer	**FET Breakfast held 15.04.2021** **12th Oct 2021**	
				Sept 2020 - ongoing	-Communications plan 4 editions published to-date	QA to be communicated through ConexUs Newsletter. One edition published and to be continued quarterly Blended Learning Video devised Learner survey infographics available	
				Ongoing	-Ongoing Communication to Staff via FET Briefings	FET Brief presentations 15th Oct	

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					06.2020	-External voice on PPC/PAC and Steering groups External chairs engaged	Achieved	
					01.09.2020 01.09.2021	-QA Subgroup analysis (EA/RAP report feedback)	Complete for 2020 And up to Sept 2021	
						-Programmatic development /review collaboration with staff	Has been put on National Agenda via CMETB	
		Staff induction training to cover key aspects of quality provision including the difference in QA processes i.e. TQAS process vs Standard Centre process				-Devise three-part workshop for staff induction		
						-Trial with mixed group of new staff and staff training mentors	Completed 6th & 13th March 2020	
						-Revise with feedback received from trials Put sessions online for staff to access	Session 1 now on line	
						Promote uptake with staff		

Colour coded to indicate progress. i.e. **Green** complete, Yellow on track, **Orange** delayed or **Red** not started

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Future FET Strategic Framework - Priority Area Reference	Quality Improvement Objective/Desired Outcome (KPI)	Key Result Areas (KRA) No 9	Responsible Person(s)	Timeline	Measure/Benchmark *[how will you know it was achieved]*	Status/Update	Revised Timeline
		Publish of Good practice Guidelines for Initial & Ongoing Assessment of English Language Competency for Migrant Learners	FET Directors, Director QA, Research facilitator	Dec 2020	Plan and Guidelines to be published and shared by SOLAS after peer review process is completed	Guidelines currently with publisher for typesetting	
Strategic priorities - Inclusion	-Embed Inclusive practice - Prioritise Target Cohorts	**-Operational roll out of Good practice Guidelines for Initial & Ongoing Assessment of English Language Competency for Migrant Learners**	FET Directors, Director QA, Research facilitator	TBC by SOLAS	-Plan and timetable delivery for test programme	On hold due to Covid-19 delaying launch of research report	Currently discussing options with SOLAS for launch of report in Q4 2020.
					-Recruit three cohorts	On hold – waiting for feedback from SOLAS	
					-Deliver programme		
					-Evaluate		
					-Devise rollout plan		

Colour coded to indicate progress. i.e**. Green** complete, Yellow on track, **Orange** delayed or **Red** not started

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New Governance Structures (Appendix 2)

CMETB FET Quality & Management Council

Planning, Development and Integration Subgroup

Quality Assurance Subgroup

Apprenticeship Programme Board

Blended Learning Working Group

QA Working Group

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