



**loetb**

Bord Oideachais agus Oiliúna  
Laoise agus Uíbh Fhailí  
*Laois and Offaly  
Education and Training Board*

LAOIS AND OFFALY EDUCATION AND TRAINING BOARD  
FURTHER EDUCATION AND TRAINING  
QUALITY IMPROVEMENT PLAN  
FOR  
JANUARY 2018 TO DECEMBER 2018

**Approved by Laois and Offaly ETB Senior Management Team on 21<sup>st</sup> December 2017**

## Introduction

This Quality Assurance Improvement plan represents the outcomes and areas identified for improvement by Laois and Offaly Education and Training Board (LOETB) following an Executive Self-Evaluation of governance and the management of quality assurance within the Further Education and Training services of LOETB, and the development of the ensuing report. This report systematically evaluates current governance and QA policies within the FET service against the new QQI statutory core and sectoral quality assurance guidelines, identifies gaps, and recommends actions that would support it in a process of on-going enhancement and improvement. These recommended actions are prioritised in terms of those which will be addressed in the first year of the improvement process.

This improvement plan is for the period January 2018 to-December 2018. Its purpose is to take the actions identified in the report of the first year of the improvement process, and express them as specific, measurable, achievable, realistic and timed actions. A lead person is identified who have responsibility for ensuring that the action is completed.

## Process for Approving the Plan

The Terms of Reference for the Executive Self-Evaluation (ESE) process was agreed nationally between the ETB FET Directors and QQI (see Appendix 1). The LOETB QA Manager was assigned as project lead to coordinate the project, and an external facilitator was identified to work with the project lead, the FET Director and QA team in advising and facilitating the process.

A governance questionnaire was completed to identify LOETB's current governance structures; this was evaluated by the external facilitator, a report was written and presented to the LOETB FET Director and QA Manager. The findings of the governance report were used to inform the governance section of self-evaluation report, while information was sought from representatives of the different services and projects to inform the rest of the report.

The findings of the self-evaluation process resulted in a series of recommended actions, which were reviewed and prioritised by the FET Director and the LOETB FET Senior Management Team. As a result, four high level goals and a range of associated actions were identified to be undertaken within the time scale of this improvement plan. The improvement plan was presented to the LOETB SMT, and signed off on 21<sup>st</sup> December 2017.

## Implementation and Monitoring

Within this improvement plan, a lead responsible person(s) is named for each of the planned outcomes and associated activities. The implementation of the plan will be monitored by the QA Department, which will report on the outcomes of the plan to the FET Management Team.

## 1. Governance

Quality Improvement Objective / Desired Outcome	Key Tasks/Activities	Lead Person Responsible for Implementation	Timeline	Measure / Benchmark
<b>1.1 Develop an enhanced governance structure which protects the integrity of academic processes and standards, considers risks and takes account of the results of internal and external evaluation.</b>	1.1.1 Formalise governance structure for LOETB FET Service	Chief Executive	Q1 2018	Formal Governance Structure
	1.1.2 Finalise Terms of Reference (TOR) for FET Senior Management Team (SMT)	Director of FET	Q1 2018	TOR & Membership published
	1.1.3 Finalise TOR and membership of FET Programme Provision Review Group	FET SMT	Q1 2018	TOR & Membership published
	1.1.4 Finalise TOR and membership of FET Programme Development Group	FET SMT	Q1 2018	TOR & Membership published
	1.1.5 Finalise TOR and membership of QA Forum	FET SMT	Q1 2018	TOR & Membership published
	1.1.6 Review TOR of the Results Approval Panel groups	QA Dept	Q1 2018	TOR & Membership published
<b>1.2 Improve the process for contracting third party providers</b>	1.2.1 Implement the new framework for tendering and awarding contracted training	Training Manager, Contract Training Officer	Q2 2018	New Framework in place.
<b>1.3 Review the FET Risk Register</b>	1.3.1 Review the Risk Register according to identified timelines, take necessary actions to reduce risk	FET SMT, FET Forum	Ongoing	Up-to-date FET Risk Register
<b>1.4 Put in place arrangements for oversight of non-QQI certification</b>	1.4.1 Map all non-QQI certification being delivered in FET centres	QA Dept	Q1 2018	List compiled
	1.4.2 Develop structures and procedures for ETB-level oversight of non-QQI certification	FET SMT / QA Dept	Q3 2018	Procedures & structures established

## 2. Excellent Experience for Learners

Quality Improvement Objective / Desired Outcome	Key Tasks/Activities	Lead Person Responsible for Implementation	Timeline	Measure / Benchmark
<b>2.1 Provide positive learning experiences and environments with suitable resources and premises</b>	2.1.1 Consult with centre/service managers to identify priority areas for improvement of resources and premises	FE Manager and Training Manager	Q2 2018	Identified Improvements to infrastructure identified and actioned
<b>2.2 Provide programmes which equip the learner with relevant knowledge and skills for lifelong learning, personal development, progression and employment.</b>	2.2.1 Continue to engage with employers in the development of traineeship models that are most appropriate for employers and trainees in Laois and Offaly	Chair of EE Sub-Group	Q2 2018	Continuous engagement
	2.2.2 Review existing progression pathways and identify additional progression opportunities	Chair of LI/R Sub-Group	Q2 2018	Pathways reviewed and opportunities identified
	2.2.3 Increase awareness and identify transparent pathways for FET learners	Chair of LI/R Sub-Group	Q2 2018	Pathways established
	2.2.4 Provide annual CPD calendar for FET staff	FET SMT	Q3 2018	CPD Calendar published on Staff Section of Website
	2.2.5 Engage expertise and internal resources to develop means of enhancing generic employability skills development among LOETB learners	Chair of EE Sub-Group	Q4 2018	Employability skills programme established
<b>2.3 Commitment to technology-enhanced learning to support independent and collaborative learning.</b>	2.3.1 Provide CPD for teaching staff on how to incorporate Office 365 into programme planning and delivery, e.g. workshops, collaboration sessions.	Chair of TEL Sub-Group	Q3 2018	CPD Calendar
	2.3.2 Staff CPD -Support interested staff in upskilling using options available through SOLAS e-college	Chair of TEL Sub-Group	Q3 2018	Staff engaging in CPD
	2.3.3 Complete SOLAS TEL Baseline and Action Plan	Chair of TEL Sub-Group	Q1 2018	Baseline and Action Plan completed

	2.3.4 Conduct survey of FET staff to capture the current capacity of staff in using technology	Chair of TEL Sub-Group	Q1 2018	Survey conducted
	2.3.5 Plan for the implementation of TEL strategy	Chair of TEL Sub-Group	Q2 2018	Implementation plan developed
<b>2.4 Provide relevant and timely feedback to learners and ensure that learner feedback is obtained at various stages of provision</b>	2.4.1 Introduce a common feedback process for learners across LOETB's FET Service	QA Dept	Q3 2018	Common feedback process established
	2.4.2 Agree a mechanism for evaluation of learner feedback	FET SMT	Q2 2018	Agreed mechanism for evaluation of feedback
	2.4.3 Formalise a policy regarding timely provision of feedback to learners	QA Dept	Q3 2018	Policy formalised
<b>2.5 A FET Service for all: Improve Access, Transfer and Progression arrangements for Learners</b>	2.5.1 Develop a LOETB Access, Transfer and Progression Policy	QA Dept	Q3 2018	Policy developed and implemented
	2.5.2 Research mechanisms for better tracking of progression	Recruitment	Q2 2018	Tracking plan established
	2.5.3 Introduce a common Induction Process for all learners	QA Dept	Q3 2018	Common Induction Process introduced and
	2.5.4 Formalise Policy and Procedures for Reasonable Accommodation for learners	QA Dept	Q3 2018	Reasonable Accommodation Policy developed and implemented in all centres

### 3. Excellent Education and Training

Quality Improvement Objective / Desired Outcome	Key Tasks/Activities	Lead Person Responsible for Implementation	Timeline	Measure / Benchmark
<b>3.1 Provide quality-assured programmes with high levels of achievement and accreditation by learners.</b>	3.1.1 Engage with learners and teaching staff to identify the barriers to programme completion / achievement of certification	FET SMT – Recruitment Team?	Q1 2018	Barriers identified
	3.1.2 Evaluate the findings of 3.1.1 above and put plan in place to reduce identified barriers	FET SMT	Q2 2018	Findings evaluated, plan established
	3.1.3 Provide regular QA updates and briefings on QA policy to FET teaching staff	QA Manager	Ongoing	QA Briefings calendar
	3.1.4 Introduce common Plagiarism policy; educate learners about plagiarism at induction stage	Chair of QP Sub Group	Q3 2018	Plagiarism policy developed; awareness training for learners at induction
	3.1.5 Roll out anti-plagiarism software in centres on an incremental basis	Chair of TEL Sub-Group	Q3 2018	Incremental roll-out: PLC centres prioritised
<b>3.2 Evidence-based planning, co-ordination and review.</b>	3.2.1 Introduce a process of consultation with FET Forum in new Programme Planning process	FET SMT	Q2 2018	Process established
	3.2.2 Formalise Planning and Approval Process	FET SMT	Q2 2018	Process formalised
	3.2.3 Establish formal Programme Review process for existing programmes which takes into account learner satisfaction, retention, completion, progression	FET SMT	Q2 2018	Process established
<b>3.3 Relevant, responsive, integrated and innovative programmes and initiatives.</b>	3.3.1 Collate document which provides examples of collaboration with employers which is already occurring within LOETB	Chair of EE Sub-Group	Q2 2018	Document collated
	3.3.2 Begin awareness raising campaign focussing on opportunities for employers to benefit from engagement with LOETB	Chair of EE Sub-Group	Q3 2018	Campaign commenced
<b>3.4 Reflective practice to support improvement and</b>	3.4.1 Facilitate the establishment of communities of practice / subject networks to allow for sharing of knowledge and resources	Chair of QP Sub-Group	Q3 2018	Establishment of communities of practice

<b>sharing of knowledge, skills and resources.</b>	3.4.2 Utilise the skills and knowledge of existing staff members to facilitate the sharing of knowledge through provision of briefings, mentoring, and snapshots of good practice	Chair of QP Sub Group	Q3 2018	Mentoring / practice sharing process commenced
<b>3.5 Improve the monitoring of delivery</b>	3.5.1 Expand a centralised system for monitoring the delivery of programmes across the ETB, in particular for the delivery of programmes by second providers	Chair of QP sub Group	Q2 2018	Monitoring system for second providers established and implemented

#### 4. Effective Communication and Collaboration

Quality Improvement Objective / Desired Outcome	Key Tasks/Activities	Lead Person Responsible for Implementation	Timeline	Measure / Benchmark
<b>4.1 Develop excellent internal and external communication systems.</b>	4.1.1 Further develop the LOETB Staff Resources section of website as a resource for staff to access information and resources	Chair of Comms Sub-group	Q3 2018	Increased functionality and resources on website for staff
	4.1.2 Provide a bank of briefing materials for teaching staff to include videos, interactive presentations, etc	Chair of Comms Sub-group	Q4 2018	Bank of resources made available
	4.1.3 Design an information document for all staff detailing LOETB FET services	Chair of Comms Sub-Group	Q3 2018	Internal information document published
	4.1.4 Organise a LOETB FET Service Awareness Campaign for both internal and external stakeholders	Chair of LI/R Sub-group	Q4 2018	Awareness Campaign launched
<b>4.2 Establish strategic partnerships with key stakeholders.</b>	4.2.1 Establish a coordinated approach to engaging with local employers	FET SMT	Q2 2018	Approach agreed and communicated to relevant staff members
	4.2.2 Ensure LOETB representation on relevant local committees and groups to enhance networking opportunities and improve engagement with stakeholders	FET SMT	Q2 2018	Representation by LOETB staff on relevant committees