



msletb

Bord Oideachais agus Oiliúna
Mhaigh Eo, Shligigh agus Liatroma
Mayo, Sligo and Leitrim
Education and Training Board

QUALITY IMPROVEMENT PROGRESS REPORT AND QIP 2020

Mayo Sligo Leitrim ETB

APRIL 2, 2020

Part 1: Overview of Quality Improvement Activities in 2019

Key areas of focus in 2019

1. Further develop technology enhanced learning in order to advance independent and collaborative learning opportunities.
2. Development and support of communities of practice in different subject areas to provide a space for teachers/tutors/instructors to develop and distribute knowledge and to promote learning and the advancement of competencies among participants.
3. Improve the physical learning environment in which teaching, learning and assessment takes place recognising the important role it plays in enabling inclusive practice.
4. Further development of a systematic approach in meeting staff professional needs.
5. Enhance supports to learners using an integrated approach while ensuring the voice of the learner is central to decision making by ensuring there are mechanisms in place for learners to make representations to the ETB.
6. Review and enhance the current practices relating to the consistent and impartial assessment of learners throughout MSLETB's FET provision.
7. Develop a 'GDPR culture' by training staff in compliance in order and promoting good practice to become engrained in daily working practices.

Detailed activities associated with each of these key areas are outlined in the 2019 QIP.

Main QA improvement achievements in 2019

A number of activities were carried out in MSLETB during 2019 to increase capacity among teaching staff including a 20-hour TEL Blended Learning Course which was devised in partnership with Tara 365 Learning and made available to all FET centres in MSLETB. The course is a blended learning course and participants have the opportunity further enhance their TEL skills outside of scheduled workshops with additional materials provided via MSLETB Moodle. The course is recognised by MSLETB as an approved CPD course and staff receive a certification of completion upon finishing the course which they can include on their personal CPD register (a function available on the Professional Development SCORE site). In 2019, 30 staff members successfully completed the course.

The development of three communities of practice, each covering a general subject area were initiated. The first of these was for staff teaching Payroll. Two workshops were held at the end of September/beginning of October to look at the new PAYE modernisation in Revenue and the changes to module learning outcomes in Payroll Manual and Computerised modules (5N1546 & 6N4005) as a result. The second community of practice event was held on 3rd October for teachers/tutors of Childcare where feedback was gathered on the proposed changes to ECCE awards set out by QQI and talk around the newly launched 'First Five' was given by Fiona Kelleher from Early Childhood Ireland. The third event was held for healthcare teachers/tutors (held in February 2020)

with a guest speaker, Carol Grogan, from HIQA and sections on infection prevention and the use of TEL in the healthcare classroom.

A huge amount of work was carried out in improving the physical environment with €576,000 spent on FET buildings in 2019 (not including capital projects). There are currently 34 building projects at various levels and stages of development with three major projects completed in 2019 including: a new FET centre in Market Yard, Carrick-on-Shannon; a new FET centre in Claremorris, Co. Mayo; and lifts installed in two existing buildings in Mayo. There was also the acquisition of additional space for the Further Education and Training Centre in Castle Street, Sligo.

A Professional Development Working Group was formed in 2019 and the SharePoint site dedicated to PD was further developed both of which contributed to the promotion of various opportunities to staff. A Professional Development Coordinator post was sanctioned and filled at the end of 2019. This fulfilled part of the MSLETB Professional Development Plan 2019 which included a range of PD activities and events including Technology Enhanced Learning, Programme Design and Validation and Assessing Learner Evidence along with Universal Design, Initial Assessment, Change Management and Managing Client Relationships carried out in conjunction with colleagues in other areas.

MSLETB worked with AONTAS in 2019 to host a Learner Forum event in Twin Trees Hotel in Ballina, Co. Mayo on 16th October. Sixty-five full-time learners attended this event and the report will be published on the MSLETB website once available. This event carried on from the success of the 2018 Learner Forum held in Sligo, the report from the event being shared at the beginning of 2019 by AONTAS with all participating learners and SOLAS. This report is available on SharePoint and also on the MSLETB website. MSLETB will continue to work with AONTAS in 2020 and are currently planning training for learners around participation in representative groups (at centre and ETB level).

The enhancement of current practices relating to the consistent and impartial assessment of learners throughout MSLETB's FET provision is a priority. To this end, the Quality Assurance Working Group, as part of MSLETB's revised governance structure, revised its terms of reference. One of the group's main responsibilities is the review of QA documentation: this may be by directly developing documentation and/or co-opting additional expertise along with making recommendations to the FET Quality Council on minor or major adjustments to the documentation. A priority of this group is to review and update the Assessment of Learners Policy and corresponding procedures. The review phase has been carried out and revised documentation will form part of MSLETB's integrated QA system due for rollout in September 2020.

Corporate Services in MSLETB has a dedicated Data Protection Unit staffed by a Data Protection Officer and Data Protection Research Officer (along with other Corporate Services staff who are available for guidance and assistance). A number of resources were made available in 2019 including: an online GDPR training tool which all staff are required to complete; a GDPR training/guidance manual which is tailored for use for different groups of staff; a dedicated section of the MSLETB website containing the suite of Data Protection policies; and ongoing staff updates and guidance in relation to data protection and security of personal data. In 2019, approximately 817 staff members received GDPR Training and a register of those who have completed this training is held in Corporate Services.

Barriers or challenges encountered in implementing the 2019 QIP

The largest task that MSLETB set itself in the 2019 QIP was the development of an integrated QA system with initial focus on the area of Assessment of Learners. This is the area in the 2019 QIP that has the majority of delayed activities. It was noted in the update of the 2018 QIP that the complex nature of collating an ETB-wide QA system became evident during its development. Taking from this experience, the QA Working Group set out to gather and assess all existing policies and procedures from the existing legacy arrangements. MSLETB had the opportunity to take part in the pilot phase of the Inaugural Review of Quality Assurance in Education and Training Boards and have taken the decision to look at their proposed integrated QA system through the lens of self-evaluation. This work is well underway with a proposed rollout date of September 2020.

Key areas of focus for quality improvement in 2020

The detailed update to the 2019 QIP identified activities which were not complete at 31 December 2019. These activities were carried forward into the new QIP for 2020 and assigned a revised timescale. Feedback and suggestions for the new QIP were sought from a number of groups in MSLETB including the FET Leaders and PLC Principals Group and the QA Working Group.

A consultation event was held as part of MSLETB's FET Business Development Day on 14th February 2020 where approximately 100 members of staff from a broad cross section of the ETB attended and took part.

A number of colleagues were consulted individually in relation to a number of proposed activities outlined in the QIP for 2020.

Following this engagement, a draft QIP for 2020 was circulated to these groups for final consultation and feedback. A final draft was approved by the MSLETB FET Quality Council at a meeting on 2nd April 2020.

Quality areas were chosen which address QQI's Core Statutory QA guidelines and other QA guidelines. The 2020 QIP focuses on 11 different policy areas:

Teaching and Learning

- Development of FET buildings and Infrastructure
- Health and Safety audit
- Level 1-5 Initial Assessment/ESOL assessment for learners prior to official commencement on programme
- Integrating Literacy module from WIT offered to staff

Public Information and Communication

- New MSLETB website
- ETB Newsletter
- Customer Action Plan

Self-Evaluation, Monitoring and Review

- Conduct in depth Self Evaluation of all aspects of FET Service as part of QQI's Phase one of Inaugural Review
- Establish review cycle for all validated programmes

Assessment of Learners

- Integrated ETB-wide QA System
- Local and programme specific External Authenticator briefings

Information and Data Management

- New Purchasing Portal
- PLSS Training
- Increased GDPR Training
- New IT Helpdesk System

Supports for Learners

- AONTAS Learner Forum Event – Co. Leitrim
- Disability Guidelines
- Integrate Literacy & Numeracy Supports into MSLETB Training Centres
- Collaboration between Guidance services in FET and Schools

Documented approach to QA

- Integrated QA Handbook for staff and learners
- Review & update retention of evidence procedures

Programmes of Education and Training

- Coordination of two projects funded under the Skills to Advance: Innovation through Collaboration Proposals
- Development of a Major Level 5 Business/Marketing/Sales Programme

Other parties involved in Education and Training

- Develop City and Guilds supercentre approach
- Collaboration with IT Sligo

Staff Recruitment Management and Development

- Implementation of Public Sector Equality and Human Rights Duty
- Guidelines and format for induction of new teaching and training staff- delivered quarterly
- Conduct a PD Survey to assess level of PD attainment in ETB
- Promotion of MSLETB Core Values

Governance and Management of Quality

- Review Governance structure to ensure compatibility with existing FET programmes and new generation apprenticeships where MSLETB is the lead Body
- Participate in comprehensive independent monitoring and evaluation of programme delivery for 2016 Apprenticeships programmes led by SOLAS

Part 2: Detailed Update on Activities in 2019 QIP

Quality Area	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark	Status	Update	Revised Timescale
Teaching and Learning	Incorporate TEL into teaching practice 20-hour workshop for tutors/teachers/instructors in 2019.	AEO and Assistant Manager/s with responsibility for TEL and CPD	Q4	Register of all staff who have completed the TEL course	Complete	A register of all staff who have completed the 20-hour TEL course has been completed. 30 staff members completed this course in 2019.	N/A
	Implement Blended Learning Policy informed by QQI Blended Learning Guidelines (2018)	Assistant Manager with responsibility for TEL/QA Steering Group	Q3	Policy published and disseminated to all centres and placed on SharePoint	Complete	BLP has been published and available to all centres through SCORE, MSLETB Communication Platform.	N/A
	Roll out use of Moodle to five centre-based courses and five community-based courses who previously did not use Moodle	TEL Steering Group	Q3	Moodle in operation supported by TEL Officer	Complete	MSLETB has added 8 new centres to our VLE: We have Drumshanbo Vocational School CTC, Sligo New Apprenticeship, Craft Butchery Youthreach, Sligo New Apprenticeship, Sales Moyne College VTOS Leitrim Mohill LTI	N/A
	Initiate the development of 3 communities of practice each	QMS Team Lead QAWG	Q4	Three COP established and two meetings held. MS Teams site created. Feedback	Complete	Three communities of practice established in the following subject areas: Payroll, Childcare	N/A

	covering one subject area. Initial workshop incorporating a stimulus guest speaker/SME			gathered from groups to inform planning		& Healthcare. Teams site created for each group.	
	Create banks of resources	QMS Team Lead QAWG	Q4	Three banks of resources developed and available on SharePoint	On Track	Resources from each CoP meeting available on SharePoint. It is hoped more resources will be developed through the CoPs and the banks will be continually updated.	N/A
	MSLETB will continue to strategically focus on physical learning environments throughout its FET building infrastructure	AEO with responsibility for buildings	Q4	Establish a pilot scheme involving three selected centres where there have been significant improvements to the learning environment	Complete	€576,000 spent on FET Buildings in 2019 (not including capital projects). The pilot scheme was extended to four centres: <ul style="list-style-type: none"> •New FET Centre in Carrick-on-Shannon •New FET Centre in Claremorris •Lifts installed in Kiltimagh FET Centre & Ballinrobe FET Centre 	N/A
Quality Area	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark	Status	Update	Revised Timescale
Public Information and Communication	Promotion and marketing of courses utilising social media	PR and Marketing Lead person	Q1	Analytics from various social media platforms used will enable MSLETB to identify	Complete	The use of a social media management platform allowed the team to manage all MSLETB social	N/A

	and other media in a streamlined fashion			most effective communication and marketing strategies as well as establishing a realistic picture of the audience that MSLETB is targeting		network channels and get weekly analytic reports. As a result, relevant audiences were reached through the use of targeted advertising.	
Quality Area	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark	Status	Update	Revised Timescale
Self-Evaluation, Monitoring and Review	Monitor Second providers with regard to QA adherence	QA Working Group	Q3	Monitoring is recorded and a synthesised report is submitted to the QA Steering Group.	Complete	Report completed and will monitoring will continue periodically.	N/A
	Implement programme and QA review on a pilot basis in three centres using resources developed in 2018	QMS Team Lead/Assistant Manager (QA)	Q4	Review report created for each centre with input and response from centre personnel to be submitted to the QA Steering Group	Delayed	MSLETB will be participating in the Inaugural Review of Quality Assurance in ETBs. Part of the self-evaluation process will be the implementation of centre self-evaluation and a tool has been designed and tested for this activity.	Q2 2020
	Update Self-Evaluation Tool (developed by FESS) currently in use in FE Centres	QMS Team Lead	Q2	Complete and available on SharePoint for use by all centres	On Track	Tool was further updated for use in MSLEB's self-evaluation process related to the Inaugural Review.	N/A

Quality Area	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark	Status	Update	Revised Timescale
Assessment of Learners	Review and update current practice relating to fair and consistent assessment of learners	QA Working Group	Q4	Rollout of updated assessment related procedures to ensure robust FET assessment protocols.	Delayed	MSLETB will be participating in the Inaugural Review of Quality Assurance in ETBs. MSLETB has taken the decision that the basis of the self-evaluation process and report will be the development of an integrated Quality Assurance Manual.	Q3 2020
	Review and update current practice relating to assessment instrument development, preparation and delivery.	QMS Team Lead	Q4	Flow charts and guidelines developed to assist teaching staff in the development of assessment instruments	Complete	Document complete and will form part of new integrated QA system pending approval.	N/A
	Provide exemplar portfolios, etc. to facilitate common standards across 5 components	QMS Team Lead	Q4	Five exemplar portfolios prepared and available on SharePoint	On Track	Material prepared and will be made available as part of new integrated QA system.	N/A
	Assessment Handbook for Teaching Staff	QMS Team Lead	Q3	Handbook distributed on SharePoint	Delayed	MSLETB will be participating in the Inaugural Review of Quality Assurance in	Q3 2020

						ETBs. MSLETB has taken the decision that the basis of the self-evaluation process and report will be the development of an integrated Quality Assurance Manual.	
	Assessment Handbook for Learners	QMS Team Lead	Q3	Handbook will be available for distribution in both hard copy and soft copy. There will be two versions of this handbook, one for learners at levels 1-3 and one for learners at levels 4-6.	Delayed	MSLETB will be participating in the Inaugural Review of Quality Assurance in ETBs. MSLETB has taken the decision that the basis of the self-evaluation process and report will be the development of an integrated Quality Assurance Manual.	Q3 2020
	Develop a plagiarism and assessment malpractice policy and related procedures.	QMS Team Lead	Q2	Plagiarism and assessment malpractice process published and briefings held	Delayed	MSLETB will be participating in the Inaugural Review of Quality Assurance in ETBs. MSLETB has taken the decision that the basis of the self-evaluation process and report will be the development of an integrated Quality Assurance Manual.	Q3 2020

Quality Area	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark	Status	Update	Revised Timescale
Information and Data Management	Review MSLETB Risk register to ensure QA risks and controls are adequately incorporated in to same	Director of FET	Q2	Risk register incorporates QA related risks	Complete	Section on Further Education and Training in MSLETB's Risk Register reviewed quarterly.	N/A
	PLSS Training Provided to all relevant FET staff ensuring contingency plans are in place to capture information needed for funders	FET Programme Coordinator	Q3	Register of all those who have attended PLSS training	Complete	PLSS training carried out on an individual and group basis across FET provision throughout 2019. Training Day for new staff members also conducted.	N/A
	Roll out of online GDPR training for all staff in MSLETB	Director of FET/ Corporate Services	Q3	Register of those who completed online GDPR Training – Resources available	Complete	<p>A register has been held of staff who have competed the GDPR Training. In 2019 approximately 817 staff have received GDPR Training.</p> <p>A number of resources are available including:</p> <ul style="list-style-type: none"> • Dedicated Data Protection Unit • Online training tool • GDPR Guidance Manual 	N/A

Quality Area	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark	Status	Update	Revised Timescale
						<ul style="list-style-type: none"> Dedicated section of MSLETB website 	
Supports for Learners	Create a position paper on how RPL is facilitated in MSLETB	QMS Team Lead/QA Steering Group	Q3	RPL Position Paper created and shared	Complete	Position paper created and shared. This will form basis of RPL policy and procedure in MSLETB.	N/A
	Commencement of initial assessment of all learners (level 1-3) on active inclusion programmes (Literacy, Numeracy, ESOL) to be rolled out as an ETB-wide practice for accredited courses.	AEO with responsibility for Active Inclusion	Q3 Q4	Assessment Tool created by SOLAS utilised and tutors trained in its use. Rollout of this assessment tool for use across ETB	Complete	Roll out of 1-3 Initial assessment tool- Training tool place on the 31st May 2019. Consultation sessions with Dr Liz McSkeane for Levels 4-6 that took place on the 14th May 2019. Assessment Workshops for ESOL also took place in 2019.	N/A
	In conjunction with AONTAS hold a Learner Forum event in Mayo region specifically looking at learner supports.	Assistant Manager (QA)/QA Working Group	Q3	Learner Forum event held and report generated and distributed – attendance noted	Complete	Sixty-five full time learners attended the Learner Forum event in Twin Trees Hotel in Ballina on 16th October 2019. This was hosted by MSLETB and independently facilitated by AONTAS funded by SOLAS.	N/A
	Disseminate the report from AONTAS on Sligo Learner	Assistant Manager (QA)	Q2	Report shared once agreed by AONTAS	Complete	Report from 2018 event shared in Q1 of 2019 by AONTAS with all	N/A

	Forum event held for full-time learners in 2018.			and SOLAS (SharePoint and MSLETB website)		participating learners and SOLAS. Shared by MSLETB with FET Leaders, placed on MSLETB website and internally on SharePoint and MS Teams.	
	Deliver training session to Senior Management Team to develop guidelines and policy for Learners with Disability/Equality and Universal Approach	AEO with responsibility for Active Inclusion	Q4	Meeting with Disability/Equality expert and Universal Approach SME to plan training and develop guidelines for CEFs, ALOs, Tutors.	Complete	<p>A selection of MSLETB staff participated in an ETBI Workshop on the Implementation of the guidelines on the Inclusion of People with Intellectual Disabilities in Adult Literacy Services in Sligo on 17th May 2019.</p> <p>Two Universal Design workshops delivered on 14th June and 21st June 2019 for a section of staff.</p> <p>Assessment in Dyslexia workshop held on 31st May 2019.</p>	N/A
Quality Area	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark	Status	Update	Revised Timescale
Documented Approach to QA	Portfolio of QA related forms and templates published and briefings held.	QA Working Group	Q1	Update QA related forms in use in FE centres (e.g. Feedback Sheet, Results Summary Sheet, etc.)	Complete	Forms updated and uploaded on SharePoint. Three briefings held between March and May.	N/A

				are available on the QA SharePoint page. New assessment related forms for use in Training Centres have been developed and approved with a central SharePoint page for access by staff. Briefings in relation to these new forms are scheduled for late March/Early April.			
	Review and update QA Handbook, circulate to relevant parties and review annually	QA Steering Group	Q4	QA Handbook disseminated. QA Handbook reviewed and updated versions made available on SCORE/SharePoint.	Delayed	MSLETB will be participating in the Inaugural Review of Quality Assurance in ETBs. MSLETB has taken the decision that the basis of the self-evaluation process and report will be the development of an integrated Quality Assurance Manual.	Q3
	Consult on and develop the MSLETB QA System – an overarching set of policies and procedures, to meet all QQI	QA Steering Group	Q4	QA System completed following consultation through focus groups, QA Working Group and ratified by QA Steering Group and FET Council.	Delayed	MSLETB will be participating in the Inaugural Review of Quality Assurance in ETBs. MSLETB has taken the decision that the basis of the self-	Q3

	reengagement requirements					evaluation process and report will be the development of an integrated Quality Assurance Manual.	
	Review and update current practice relating to the retention of evidence and QA procedure implementation to enable a consistent approach across all FET provision	QA Steering Group	Q3	New policy implemented with respect to retention of learner evidence	On Track	A review of current practice carried out resulting in recommendations for MSLETB's Record Retention Schedule. A single approved procedure will be released in Q3 2020 as part of MSLETB's integrated QA system.	N/A
Quality Area	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark	Status	Update	Revised Timescale
Programmes of Education and Training	Map non-QQI certification	QA Working Group	Q1	Map document with type, location and frequency of offering in MSLETB	Complete	Document completed and kept up to date by QA Office.	N/A
	Review Terms of Reference of Programme Approval Committee to incorporate a survey of current provision	QA Steering Group	Q2	Revised terms of reference	Complete	Terms of Reference updated.	N/A
	Register of licences/SLAs held for various software and programmes	Assistant Managers for TEL & QA	Q1	Register held	Complete	Licencing is managed through Azure.	N/A

Quality Area	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark	Status	Update	Revised Timescale
Other Parties involved in Education and Training	Build on relationships and agreements developed with third party awarding bodies	QA Working Group	Q4	Compliance with requirements from third party awarding bodies. City & Guilds Supercentre status granted.	Delayed	MSLETB are currently developing their City and Guilds supercentre approach.	Q4
Quality Area	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark	Status	Update	Revised Timescale
Staff Recruitment, Management and Development	Agree guidelines and format for induction of new teaching and training staff – delivered quarterly	HR/AEO with strategic responsibility for PD/QA Lead	Q4	Guidelines and format agreed. Record retained of those who attend and participate in induction.	Delayed	Discussions are ongoing in relation to the agreement and format of guidelines.	Q4 2020
	MSLETB actively promotes and participates in the FET PD Strategy 2017-2019 in the 7 key areas	AEO with strategic responsibility for PD	Q1	Input into MSLETB Annual PD Plans for 2019. Identify Professional Development opportunities both at a national and local level to meet QA training needs and advertise through line management and dedicated PD SharePoint page.	Complete	MSLETB Professional Development plan for 2019 had a number of activities which were attended by staff including: Communications Blended Learning Pilot, NUIM Programme Design & Validation, FESS Assessing Learner Evidence, 20-hour TEL programme (other PD participation is referred to under disability/universal design/literacy workshops)	N/A

						A Professional Development Working Group formed in 2019. PD SCORE site was updated during the year with all PD opportunities available. Local management promoted various opportunities to staff also.	
Quality Area	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark	Status	Update	Revised Timescale
Governance and Management of Quality	Hold a workshop covering governance for all management staff within FET and in the wider organisation including key positions such as heads of departments and Organisation Support and Development	QMS Team Lead/Assistant Manager with responsibility for QA	Q3	Workshop Facilitator to be appointed and attendance noted and feedback sought – existing governance structure reviewed as part of workshop.	Complete	<p>A workshop was held in June 2019 and was facilitated by Dr Trish O'Brien and covered the following topics:</p> <ul style="list-style-type: none"> • Review the context and purpose of FET QA Governance • Consider how FET QA Governance can be used to benefit the ETB • Examine the relationship between ETB and centre governance 	N/A

						<ul style="list-style-type: none"> Identify the practical steps towards implementing a FET QA Governance system 	
	Review Governance structure to ensure compatibility with existing FET programmes and new generation apprenticeships where MSLETB is the lead Body	QA Steering Group	Q3	Revised Governance diagram and organisational charts published on MSLETB website	Complete	Revised governance diagram complete and terms of reference for each group updated.	N/A



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*Mayo, Sligo and Leitrim
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QUALITY IMPROVEMENT PLAN 2020

Mayo, Sligo & Leitrim Education and Training Board

APRIL 2, 2020

Quality Improvement Objective	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark
Teaching and Learning	FET Buildings and Infrastructure Ongoing Development at Swinford FETC Development of Sligo TC – catering workshop, auditorium and Lab Test Centre Acquisition of additional space and development of same in FETC, Castle Street, Sligo Development of Quay Street, Sligo Re-housing / Development of Castlebar College of Further Education Upgrading the Achill OEC /FET Centre Re-develop Old Vocational School Mohill to FET Centre Upgrading North Connacht College. Expansion of Sligo College of Further Education Development of Ballina FET Buildings	AEO with responsibility for buildings/FET Director	Q4	Completed buildings, refurbished premises and plans developed for various FET centres.
	H&S Audit carried out on various buildings (Swinford FET, Market Yard, Castlebar FET, Sligo TC, CCFE) Reports, recommendations and next steps to be considered and progressed.	AEO with responsibility for buildings/Corporate Services	Q2	Health and Safety Report created and circulated. Action plan for 2020 developed.
	Development of a MSLETB Estate Management system. where all documentation, (Health & Safety records, plans, leases, record of upgrades) sourced online and available at one location	AEO with responsibility for buildings/Corporate Services	Q4	Online repository for Estate Management System.
	Level 1-5 Initial Assessment/ESOL assessment for learners prior to official commencement on programme	AEO with responsibility for Literacy	Q3	Initial Assessment Workbook for Levels 1-5 printed and distributed for September

	Offer WIT Level 6 module on Integrating Literacy to a cross section of teaching and learning staff. Blended Learning model	AEO with responsibility for Literacy	Q2	2020 term. Review of ESOL Assessments completed and aligned with CFER.
Quality Improvement Objective	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark
Public Information and Communication	Launch of new MSLETB website	Corporate Services	Q2	Ensure QA section of website is maintained and all items for public attention are updated regularly.
	Launch of ETB wide newsletter incorporating all areas of provision.	Marketing and Communications Sub Group	Q2	Issued twice per year Issue 1 – April 2020
	Customer Action Plan Approved by SMT Dec 2019 for dissemination to all staff.	Corporate Services FET Leaders/Line Mgrs	Q1	Confirmed at CE Meeting. Publish to Website
Self-Evaluation, Monitoring and Review	Establish a review cycle for all validated programmes	QMTL/Asst Manager/FET Reporting CEF	Q3/Q4	Review report created for discussion with QQI/ETBI/FET Reporting Officer.
	Establish structures to report on the implementation of outcomes of programme monitoring and review	QMTL/Asst Manager/FET Leaders/Learners/Teaching/Tutors/Instructors, support staff.		
	Conduct in depth Self Evaluation of all aspects of FET Service as part of QQI's Phase one of Inaugural Review.	Review Coordinator/QMTL/FET Leaders/Teachers, Tutors/Instructors, support staff.	Q2	Production of provider profile and self-evaluation report for QQI
	Host planning meeting and review team		Q4	Completed Visit and Close out Meeting with Review Team
Quality Improvement Objective	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark

Assessment of Learners	Develop an ETB wide QA system that will cover FE and Training. All policies and procedures to be included. This action runs in tandem with the self-evaluation and inaugural review activities	QAWG	Q3	New QA system circulated and rolled out to programmes
	Hold ETB specific workshop for all EAs hired in 2020. Hold as webinars (where possible) and streamline payment process for EAs.	QAWG/QMTL	Q2	Record of all EAs who participated in workshops
Information and Data Management	Install a purchasing portal for ETB wide use to enable centres to access real time access reports. Pilot in three or four centres initially. Rollout in Q4.	Director of OSD	Q3/Q4	Centre users will have ability to process invoices directly. Out-centres can access their centres creditor and receipts reporting via the portal in real time.
	Review MSLETB Risk register to ensure QA risks and controls are covered adequately.	Manager with responsibility for QA	Q3	Risk register on file
	PLSS Training Provided to all new staff.	FET Reporting CEF	Ongoing	Record of those who participated in training
	Data Protection Training and Record Retention sessions.	Corporate Services/DPO	Q4	Record of DPO visits to centres/services during 2020 to present on Data Protection and Records Management.
	Roll out of online ETBI training tool to all those not completed in 2019	FET Director/Corporate Services	Q3	Register of those who completed online GDPR Training
	Implement new Helpdesk System for IT support	Regional ICT Coordinator	Q4	Helpdesk linked to website and in operation
Supports for Learners	In conjunction with AONTAS hold a Learner Forum event in Leitrim for learners in all three counties specifically looking at learner experience of FET across all levels.	Guidance/SESG	Q2	Learner Forum event held and report generated and distributed– attendance noted
			Q3	

	Disseminate the report from AONTAS on Leitrim Learner Forum event held for part time and full-time learners in 2020	Asst Manager with responsibility for QA/Guidance		Report published and shared once agreed by AONTAS and SOLAS.
	Guidelines on Disability prepared by a SME for part time programmes.	AEO with responsibility for Literacy	Q3	Guidelines produced.
	Inter organisational collaborations between Guidance in FET and Guidance in post primary to assist the transition between post primary and FET	AEO with responsibility for Guidance/Director of Schools/Guidance Officers	Q4	Minutes of meetings and record of events planned.
	Review Support for Learners & Link portal	FET Quality Council	Q3	Supports published and linked on website
	Integrate Literacy and Numeracy Supports into MSLETB Training Centres	AEO with responsibility for Literacy & TC Managers	Q2	Embedded Literacy and Numeracy Supports into MSLETB Training Centres
Quality Improvement Objective	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark
Documented Approach to Quality Assurance	Review and Update QA Handbook, circulate to relevant parties and review annually	QAWG	Q3	QA Handbook disseminated.QA Handbook reviewed, and updated versions made available on SCORE/SharePoint
	Develop the MSLETB QA System -an overarching set of policies and procedures.	QAWG	Q3	QA System completed following consultation through focus groups, QA Working Group and ratified FET Quality Council.
	Ongoing review and update current practice relating to the retention of evidence and QA procedure implementation to enable a consistent approach across all FET provision	QAWG	Q3	Implementation of new policy with respect to retention of learner evidence.
Quality Improvement Objective	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark

Programmes of Education and Training	MSLETB along with 3 other ETBs, IBEC and Enterprise Ireland are collaborating with SOLAS on a “Skills to Advance” enterprise engagement project.	Area Training Manager TC	Q2	Established programme of skills development agreed to achieve scale and impact with a focus on the border region
	MSLETB to co-ordinate two projects funded under the Skills to Advance: Innovation through Collaboration Proposals . Project 1: MSLETB to lead along with three other ETBS to pilot the delivery the CRM (Customer Relationship Management System) for the FET sector. The focus is on the development of a sustainable and strategic approach to working in partnership with employers.	Area Training Manager TC Area Training Manager TC Employer Engagement Teams	Q4 2021	Pilot completed and findings shared
	Project 2: SMART Driving: - MSLETB to develop a three day programme for validation in collaboration with WWETB & Irish Road Hauliers Association titled “SMART-DRIVING” to provide training for professional drivers about new technologies and economical driving.	Area Training Manager TC Asst Manager with responsibility for Traineeship	Q4 2021	Special Purpose level 5 award submitted for validation. 300 HGV drivers will undergo the programme during 2020/2021 covering digital skills, eco smart, economical and safe driving
	Develop a Major Level 5 Business/Marking/Sales Programme to meet the needs of enterprise and learners seeking a entry pathway into Sales as a Career and as a progression route to the Sales Apprenticeship	Area Training Manager TC Programme Working Group & QA Coordinator	Q4	Programme submitted for Validation
Other Parties involved in Education and Training	Build on relationships and agreements developed with PSA and ECI.	TSO	Q3	Compliance with requirements from these third parties and collaboration to allow us to respond to labour market needs
	Develop City and Guilds supercentre approach.	QAWG	Q4	Online Meetings with City and Guilds and presentation of MSLETB’s QAS
	Collaboration with IT Sligo	Asst Mgr TC	Q3	MSLETB representation and participation in Higher Ed 4 All and other associated projects.

Staff Recruitment Management and Development	Agree guidelines and format for induction of new teaching and training staff- delivered quarterly	HR Head/AEO with strategic responsibility for PD/CEF with responsibility for PD/QA Lead	Q2 to Q4	Guidelines and format agreed. Record of those who attend and participate in these biannual inductions- content to include quality assurance elements
	Public Sector Duty: MSLETB will commence the implementation of the Public Sector Equality and Human Rights Duty. MSLETB are embarking on a programme of work to implement the Public Sector Duty.	HR/OSD	Q1	Training on the tools for 10 staff designed to support the assessment- 29-4-2020 Evidence based Assessment through the collection and analysis of data sets. A MSLETB Equality and Human Rights Values Statement which will set out the unique priorities for our ETB.
	Change Professional Development Working Group to an advisory Group, expand its membership and strengthen terms of Reference.	AEO with responsibility for PD and PD co-ordinator	Q3	MSLETB's Evaluation Report and project completion scheduled for release Nov '20. Professional Development Advisory Group in operation with expanded membership and revised terms of Reference
	Conduct a PD Survey to assess level of PD attainment	AEO with responsibility for PD and PD co-ordinator	Q2	Survey Findings collated and 2021 action plan informed.
	Promotion of Core Values	AEO with responsibility for PD and PD co-ordinator	Q3	Online Training Modules for staff to include: 1. Core Values 2. Goals training Core Values Training available to students
Quality Improvement Objective	Key Activities	Person/Group Responsible	Timeline	Measure/Benchmark

				<i>(How will you know if it was achieved)</i>
Governance and Management of Quality	Disband QA SG and introduce FET Quality Council.	Director of FET/Corporate Services, QMTL, Asst Manager with responsibility for QA	Q1	Minutes of QASG notes wind down of group. Minutes of inaugural FET QC on file.
	Review Governance structure to ensure compatibility with existing FET programmes and new generation apprenticeships where MSLETB is the lead Body.	FET Quality Council	Q4	Governance structure reviewed and ToR adjusted where necessary
	Participate in comprehensive independent monitoring and evaluation of programme delivery for 2016 Apprenticeships programmes led by SOLAS .	Area Training Manager/QAWG	Q3	External Monitoring Reports

Approved by MSLETB FET Quality Council on 2nd April 2020