

Inaugural Review Action Plan

Waterford and Wexford Education and Training Board

August 2022

Part 1: Dissemination of Review Report Findings

Waterford and Wexford Education and Training Board welcomed the commendations and the recommendations contained within the Review Panel's Report received in June 2022. The report was noted to the Board, and the document was reviewed in detail by the Senior Management Team, the Further Education and Training Management Team, the Quality Assurance Steering Group and the Further Education and Training Forum in the period after its issue. The report was also issued to the members of the WWETB Self-Evaluation Steering Group for comment and feedback. The Review Team Report is available for all stakeholders to view via the WWETB official website.

The Review Panel's report was seen as an endorsement of both WWETB's assurance of quality provision, and of the organisation's self-evaluation process, with many of the Review Panel's commendations and recommendations reflecting the findings in WWETB's self-evaluation report. The organisation has been planning for many of the actions associated with the subsequent Review Panel's recommendations and as this plan shows, several of these actions are already complete.

This Action Plan serves as commitment to both the QQI review process as a whole, and to our learners and stakeholders as we continue to maintain quality and strive for excellence in all areas of our FET provision. A work plan has been drafted in association with the recommendations, and the recommendations have been risk-assessed to establish a priority and assist with timelines. Actions have been refined into specific categories of business and responsibility for, management and oversight of the various actions has also been established. WWETB commits to having recommendations actioned by the end of 2024.

Part 2: Planned Actions to Address Review Report Findings

	Recommendation ¹	Commentary ²	Planned Actions ³	Planned Completion Date ⁴
1	The review team recommends that WWETB develop a detailed action plan that clearly identifies the 'action owners' with realistic timelines. This is particularly relevant for some of the more significant actions identified in the SER which will require major investment and additional resources.	The 26 Review Team recommendations have been noted to the WWETB Board, analysed by the Senior Management and the FET Management Team as well as presented to FET Coordinators and shared with all FET staff. WWETB Quality have drawn up a comprehensive action plan detailing the actions from the self-evaluation, review and outstanding QIP items. Actions have been given timelines and responsibility assigned. The actions are risk-assessed to establish priority.	Develop Action Plan.	Complete
			Risk assess actions to establish priority actions.	Complete
			Assign responsibilities for actions and timelines for completion of same.	Complete
2	The review team recommends that WWETB review and update the mission statement to ensure it fully reflects the key pillars of their next Strategy Statement 2023-2027. Theme: Governance/Strategy Responsibility: SMT	Mission statement will be review as part of the development of the 2023-2027 Statement of Strategy.	Review as part of Statement of Strategy Development	Q1 2023
			Consultation with Stakeholders as part of Strategy Development	Q3 2022
3	The review team recommends that WWETB establish key performance metrics to enhance future annual service plans. Theme: Data Responsibility: FET Management	This action was completed in January 2022. A WWETB FET Programme Data Management Policy was drafted and ratified in January which included a draft procedure for analysing key data sets against considered benchmarks. A reporting process is in place and has been initiated into the WWETB FET system.	Selection of key metrics to be agreed by FET Management Team	Complete
			Use Key Metrics in Data Reporting for FET provision	Complete/Ongoing

¹ A number of recommendations may be combined where they are addressed by a common action.

² Provide an overview of the ETB's plans to address the recommendation.

³ Add or remove rows as appropriate.

⁴ This should be no later than 5 years following the publication of the review report.

	Recommendation ¹	Commentary²	Planned Actions³	Planned Completion Date⁴
4	<p>The review team recommends that WWETB develop a new method of engagement with stakeholders (internal and external) to further enhance its capacity to identify emerging needs and to develop services to address same.</p> <p>Theme: Programme Development Responsibility: FET Management</p>	<p>Actions have been put in place to meet this recommendation since the Review. The WWETB Service to Business Unit (STB) have been implementing Sectoral workshops to meet the aim. The workshops have been developed to engage with regional sectors, establish sectoral needs and develop compatible programmes. The workshops run in conjunction with the South-East Regional Skills Fora and WWETB QA. The format for the workshops includes a panel of speakers, focus group sessions and bespoke questionnaires.</p> <p>WWETB STB- have also introduced an enhanced Benchmarking Service- This service includes a comprehensive training needs analysis of company/organisation.</p> <p>STB are also now offering the ‘Step up and Grow’ Mentoring & Coaching programme for companies and organisations. This programme includes an organisational impact study. The organisation commits to investigating the ‘SEED’ project as a means to better track and monitor relationships with employers, particularly for FE.</p> <p>STB are now working with Schools via the WWETB FET Roadshow to promote the FE& T opportunities to the stakeholder group. This initiative includes the opportunity to avail of Female Apprenticeships Scholarships.</p> <p>STB has enhanced the engagement with national fora and events.</p>	Continue Rollout of Sectoral Workshops STB	Completed/Ongoing
			Continue Rollout of ‘Step-Up and Grow’, Enhanced Benchmarking Service and School’s FET Roadshow	Completed/Ongoing
			Investigate ‘SEED’ project for suitability, appropriateness.	Q3 2023
			Agree Terms of Reference for Learner Forum Group	Q4 2022
			Form Learner Forum Group	Q1 2023
5	The review team recommend that WWETB take a more strategic approach to		Include Quality as a core pillar of the WWETB Strategy Statement	Q1 2023

	Recommendation¹	Commentary²	Planned Actions³	Planned Completion Date⁴
	<p>quality assurance. Based on the size of the organisation and the diversity of provision, the QA overarching function needs to operate at a higher executive level and be integrated within the senior management strategic planning and monitoring process.</p> <p>Theme: Governance/Strategy Responsibility: SMT</p>	<p>Quality will feature as one of the pillars of the WWETB Strategy Statement 2023-2027. In addition to this, 'Quality' will be defined throughout the strategy document as an underpinning feature in all elements of WWETB function and provision and as such will form part of the planning for and realisation of all WWETB's commitments and responsibilities.</p>	<p>'Quality' to be included as a standing item on SMT Agendas</p>	<p>Q4 2022</p>
6	<p>The review team recommends that WWETB use a broader database, for example, sector comparisons with other ETB and/or their European VET counterparts to inform the setting of benchmarks. This would offer an external element to the evaluation of the Quality Assurance Framework to include the effectiveness of policies and procedures</p> <p>Theme: Data Responsibility: FET Management</p>	<p>WWETB formally addressed this action with SOLAS at the April Strategic Performance Agreement meeting, as support and collaboration is required at a national level to achieve this action.</p>	<p>Investigate EU VET Benchmarks</p> <p>Discuss National Benchmarks & provision of national data with SOLAS</p>	<p>Q4 2023.</p> <p>Q1 2023</p>
7	<p>The review team recommends that WWETB, in the absence of a national framework for PMDS in the sector, consider developing a formal Continuous Professional Development (CPD) system to support staff and to enhance their skills and qualifications as they progress through their careers.</p> <p>Theme: PLD Responsibility: SMT/FET Management</p>	<p>WWETB continues to develop and enhance its professional learning development facility for FET staff and practitioners. A planned response to this recommendation is to form a Teaching and Learning and Assessment committee. Part of the work of this committee will be to identify areas for staff development and training. A term of reference is in draft format. A second action is to raise and discuss the recommendation at a national level so all sectoral implications and opportunities can be considered.</p>	<p>Raise and discuss at DFET Forum</p> <p>PLD to be included as part of Statement of Strategy Development</p> <p>Form a Teaching and Learning Forum.</p> <p>Review Organisational PLD Policy and FET PLD processes.</p>	<p>Q4 2023 (after Review Process for FET sector ends)</p> <p>Q4 2022.</p> <p>Q4 2022.</p> <p>Q4 2022</p>

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8	<p>The review team recommends that WWETB develop systematic processes to share good practice developed in parts of the organisation to support the quality and enhancement of all provision, for example, the innovative programme developments and the structured learner support services on apprenticeships programmes could better inform WWETB's approach to programme development and enhancement in other sections of their FET provision.</p> <p>Theme: Comms. of Practice Responsibility: FET Management</p>	<p>To meet this recommendation, WWETB intends to form a FET Teaching, Learning and Assessment Network. This network will bring together key functions within the organisation such as Quality Assurance, Technology-enhanced Learning, Professional Learning & Development, Learner Support, FET Management Personnel, Programme Development and Review Coordinator, Learning Practitioners, Information Technology services and the newly formed Learner Forum will feed in where appropriate. Among the roles of the network will be to identify best practice models both within and outside the organisation, and subsequently to organise support and development plans for practitioners and for learners where appropriate to implement best practice models.</p>	Finalise terms of reference for WWETB FET Teaching, Learning and Assessment Network	Q4 2022.
			Form WWETB FET Teaching, Learning and Assessment Network	Q4 2022.
			Investigate and develop plan for future communities of practice in collaboration with TLA, TEL, PLD.	Q4 2023
9	<p>The review team recommends that WWETB develop as part of their QA framework a structured approach, with an appropriate infrastructure, that is fully resourced, to support curriculum/programme development across their FET provision.</p> <p>Theme: Programme Development Responsibility: FET Management</p>	<p>Actions to meet this recommendation are underway. Currently there are plans recruit a Programme Development & Review Coordinator post with FET provision. The successful candidate will be part of the QA Team and will join key WWETB fora such as the QASG and the Teaching, Learning and Assessment Network. WWETB QA personnel are part of a national working group representing ETBs that will review all elements of the current process and documentation for redevelopment and formally liaise with QQI on December 16th.</p>	Recruit a Programme Development Officer	Q4 2022
			Engage in national ETB working Groups	Q4 2022
10	<p>The review team recommend that WWETB build QA capacity in order to seek</p>	<p>This recommendation emerges as common across all ETBs that have currently engaged in the</p>	Engage in national ETB working Groups	Q4 2022

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	devolved responsibility, from QQI, for programme development and approval. Theme: Programme Development Responsibility: FET Management	review process. As a result, there is formal collaboration between ETBs, QQI, ETBI and FESS to review/adapt the programme development validation process. WWETB QA personnel are part of a national working group representing ETBs that will review all elements of the current process and documentation for redevelopment and formally liaise with QQI on December 16 th .	Participate in sectoral engagement with QQI regarding devolved responsibility	Q4 2024
11	The review team recommends that WWETB carry out review of their current FET provision to enhance the development of their next Strategic Plan 2023-2027. WWETB's FET amalgamated services are now embedded in the organisation, and it would be timely to review the provision to ensure WWETB continues and grows in their ability to action strategic priorities identified in their Self Evaluation Report (SER). Theme: Governance/Strategy Responsibility: SMT	This recommendation has been undertaken as part of the development of the 2023-2027 Strategy Statement. A widespread consultation plan is in place. The 2022- 2024 Strategic Performance Agreement will be reflected in the Strategy Statement. The FET College of the Future is an example of WWETB's response to amalgamation of services to action strategic priorities.	Develop, issue and collate the responses from, Strategic Plan consultation tools. Completion of SPA with SOLAS Investigate the implementation of the FET College of the Future Model	Q1 2023 Q4 2022 Q4 2023
12	The review team recommends that WWETB develop formal systems to promote and track internal and external access, transfer and progression opportunities between and from each of their FET provisions. Theme: Data Responsibility: Quality	The internal systems (including PLSS & Tableau) are in place to enable us to track and report internal and external access, transfer and progression. The tracking of external access, transfer and progression will require collaboration with external agencies. The role guidance and marketing in the promotion of external access, transfer and progression opportunities will be further developed.	Implement a system for enabling the tracking of internal progression and a function for the display of the progression data. External- Work with SOLAS, SETU and HE	Complete

	Recommendation¹	Commentary²	Planned Actions³	Planned Completion Date⁴
13	The Review Team recommends that WWETB consider additional processes that could further enhance the overall QA monitoring and review process. Theme: Quality Responsibility: Quality	This recommendation has been discussed as part of Quality Team meetings. A number of actions are in the process of being introduced and will be reviewed after a 12-month period: <ul style="list-style-type: none"> - Increased amount of QA briefings both online and on location. - Briefings for contracted EAs prior to authentication - An interim annual data reporting process. QA Team contact Centre and FET managers with key data analysis - Reintroduce Monitoring Visit on Contracted Training Programmes 	Reintroduce monitoring visits where appropriate	Q4 2022
			<ul style="list-style-type: none"> - Increased amount of QA briefings both online and in location. - Briefings for contracted EAs prior to authentication - An interim annual data reporting process. QA Team contact Centre and FET managers with key data analysis 	<ul style="list-style-type: none"> - Develop FET Data Management Policy
14	The review team recommends that WWETB develop a data strategy policy, to include clear organisational performance indicators, and that the ETB further develop their use of performance data in support of strategic decision-making. Theme: Data Responsibility: Quality	The aforementioned FET Data Management Policy and procedures now play an important role in the review of performance and an annual report will be issued by the QA Team to FET Management. The selected indicators will aid the FET Management Team in evaluating FET provision in relation to the SOLAS Strategic Performance Agreement.	Develop procedure for collation and sharing of FET programme data	Completed
			Implement benchmarks for key data indicators	Completed
			Put in place additional PLSS Coordinator	Completed
15	The review team recommends WWETB a) continued investment in the data team and b) ongoing training to improve data literacy and interpretation across the organisation. Theme: Data Responsibility: FET Management	a) WWETB have further invested the Data Team since the inaugural review by resourcing it with an additional PLSS coordinator. Their role is to further the support and training to WWETB Data inputters to continue to improve data accuracy. Their role also involves data retention. b) Briefings on data usage and the FET data processes are now embedded into the	Secure licensing for appropriate Data collection and analysis tools	Completed
			Continue implementation of QA Briefings in FET Programme Data Management.	Completed/Ongoing
			Continue implementation of scheduled PLSS training for WWETB data inputters.	Completed/Ongoing

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		WWETB FET system. Data management is an item on the induction programme for FET Managers and Coordinators. Training on PLSS continues to be rolled out as part of the QA briefing schedule.		
16	<p>The review team recommends that WWETB continue to develop and enhance their communications strategies to support the effective promotion of educational services at organisation and centre level, for example, improve the consistency of industry links across the FET provision, increase student voice participation at Centre and ETB level, develop systematic learner, staff and external stakeholders feedback structures and organise information events for key external stakeholders.</p> <p>Theme: Communications Responsibility: FET Management</p>	<p>Marketing of WWETB services and Communications will form part WWETB's Strategic Statement 2023-2027. WWETB continues to develop opportunities for engagement with stakeholders. events- See recommendation 4 for list of STB initiatives that have been established to meet this recommendation.</p> <p>WWETB plans to enhance opportunities for the learner voice to be heard in conjunction with Quality governance through the formation of the WWETB Learner Forum.</p> <p>WWETB have launched a FET Fair concept and/event to help achieve the recommendation. The inaugural event occurred in May 2021 after a promotional campaign. The process and event were subject to evaluation.</p> <p>WWETB intends to investigate to prospect of widescale review surveys annually on foot of the success (scale)of the response from learner, staff and stakeholder engagement for the Review process.</p>	<p>Continue Rollout of Sectoral Workshops and stakeholder events- STB</p> <p>Strategize for the development of Communications and Marketing in the Strategy Statement 2023-2027</p> <p>Establish WWETB FET Learner Forum</p> <p>Capitalise on the WWETB FET Fair process.</p> <p>Develop a system for annual consultation of learners, staff and external stakeholders to inform quality improvement.</p> <p>Agree Terms of Reference for Learner Forum Group</p>	<p>Completed/Ongoing</p> <p>Q1 2023</p> <p>Q4 2022</p> <p>Completed/Ongoing</p> <p>Q2 2024</p> <p>Q4 2022</p>
17	<p>The review team recommends that WWETB increase 'learner voice participation' in the QA governance and oversight processes and develop a system that is suitable and consistently</p>	<p>This recommendation has been considered at the April & May FET Management meetings, by the QA steering group and at FET forum (25th March). There were many considerations to be applied and ultimately the most appropriate means of</p>	<p>Complete enlisting process for WWETB Learner Forum.</p> <p>Review the effectiveness of the WWETB Learner forum- (short survey of stakeholder groups)</p>	<p>Q4 2022</p> <p>Q3 2023</p>

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	<p>implemented to capture and act on learner feedback, to include the learner experience, capturing and acting on learners' feedback during the programme and not only at the end of the programme.</p> <p>Theme: Learner Voice Responsibility: Quality</p>	<p>effectively achieving the recommendation was realised. WWETB will initiate a Learner Forum, with representation from each WWETB provision type. A Terms of Reference has been drafted and will be brought to FET Management Team in September. Further consultation will follow as appropriate. The Learner Forum will feed directly into the Quality Assurance Steering Group and the Teaching, Learning and Assessment Network.</p>	<p>Finalise and Rollout Learner Support Fund</p>	<p>Q1 2023</p>
18	<p>The review team recommends that WWETB provide a more cohesive approach to the provision of learner supports, to ensure all learners have appropriate access to learning support services, to include counselling and psychotherapy services if deemed necessary.</p> <p>Theme: Learner Supports Responsibility: FET Management</p>	<p>The organisation views this an imperative action, and much work has been happening in the past 12 months to respond to the challenge of providing a more cohesive approach to learner support across FET provision.</p> <p>WWETB are developing a cross-FET Learner Support Fund in order to support learners that can't currently access the FSD (Fund for Students with Disabilities) as they are not PLC learners. WWETB are planning cross-FET Learner Supports Services function. This team will be responsible for an integrated and consistent learner support service including disability, academic, and health and wellbeing supports.</p> <p>WWETB will roll out a system where each FET centre has access to a counsellor who can refer learners to external services if deemed necessary.</p>	<p>Develop plan for Learner Support Services Unit including a formal mapping of supports available across provision.</p> <p>Implement plan for counsellor access across FET Programmes</p>	<p>Q2 2023</p> <p>Q4 2023</p>
19	<p>The review team recommends that WWETB include a Teaching, Learning and</p>	<p>The approval for the establishment of this group as part of the governance structure has been</p>	<p>Draft Terms of Reference</p> <p>Agree Terms of Reference</p>	<p>Q4 2022</p> <p>Q4 2022</p>

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	<p>Assessment group as part of the QA governance structure (see SER (p. 35, figure 2.3) to enhance the quality of teaching, learning and assessment within the ETB.</p> <p>Theme: Quality Responsibility: Quality</p>	<p>granted via the FET Management team (March 2022?) The group will comprise of WWETB FET practitioners from each provision type, Quality Assurance Office, PLD Coordinator, Digital Learning Coordinator, Programme Development and Review Person (pending), Access and Inclusion Officer and a FET Manager.</p>	<p>Complete enlisting process for WWETB Learner Forum.</p>	<p>Q4 2022</p>
20	<p>The review team recommends that WWETB make provision to formally facilitate staff to collaborate under the concept of “Communities of Practice” as stated in the SER on (p. 49) and to support a culture where individuals engaged in Professional Learning and Development (PLD) further share their learning with their peers in a more formal way as stated in the SER on (p. 108).</p> <p>Theme: Communities of Practice Responsibility: FET Management</p>	<p>The Teaching, Learning and Assessment Group outlined in recommendation 19 will take on the responsibility to investigate opportunities and strategies to promote and support communities of practice across FET.</p>	<p>Investigate strategies and opportunities to promote and support communities of practice</p>	<p>Q2 2023</p>
21	<p>The review team recommends a review of the various aspects of learner support to ensure that there is a holistic, integrated, and consistent offer that can meet the changing demands of their range of learners and ensure there is clear referral and reporting mechanisms between services and their courses. This includes ensuring the services are well promoted and can be accessed confidentially and safely.</p> <p>Theme: Learner Supports Responsibility: FET Management</p>	<p>WWETB are developing a cross-FET Learner Support Fund in order to support learners that can't currently access the FSD (Fund for Students with Disabilities) as they are not PLC learners. WWETB are planning cross-FET Learner Supports Services function. This team will be responsible for an integrated and consistent learner support service including disability, academic, and health and wellbeing supports. WWETB will roll out a system where each FET centre has access to a counsellor who can refer learners to external services if deemed necessary.</p>	<p>Finalise and Rollout Learner Support Fund</p>	<p>Q1 2023</p>
			<p>Develop plan for Learner Support Services Unit</p>	<p>Q1 2023</p>
			<p>Expand Adult Guidance Team</p>	<p>Complete</p>

	Recommendation¹	Commentary²	Planned Actions³	Planned Completion Date⁴
		The Adult Guidance Team is to be expanded to help meet this recommendation,		
22	The review team recommends that WWETB develop an organisational led learner support system that integrates with and supports centre/programme-based learner support systems. Theme: Learner Supports Responsibility: FET Management	WWETB are planning cross-FET Learner Supports Services unit. This team will be responsible for an integrated and consistent learner support service including disability, academic, and health and wellbeing supports. WWETB will investigate centre and programme-based staff with responsibility for learner supports who will link with and work in collaboration with the new Learner Supports Services unit on the provision of an integrated organisational learner support system.	Finalise and Rollout Learner Support Fund Develop plan for Learner Support Services Unit	Q1 2023 Q1 2023
23	The review team recommends that WWETB develop a system that can monitor, and review, learner supports on a regular basis to ensure they continue to meet evolving learners' needs. Theme: Learner Supports Responsibility: FET Management	The WWETB data analyst and access officer with work to develop a system that can track monitor, and review learner supports provision. This will include investigation of potential changes to the PLSS or the development of a proprietary system. The new Teaching Learning and Assessment group will have responsibility for monitoring learner supports on a regular basis to ensure they continue to meet evolving learners' needs. WWETB will develop an annual learner review system to include learner supports.	Develop system to track monitor, and review learner supports provision. Implement Teaching, Learning and Assessment Network Develop a system for annual consultation of learners to include learner supports	Q4 2023 Q4 2022 Q2 2024
24	The review team recommends that WWETB develop a process that leads to the use of quantitative data that can be integrated into the decision-making processes at organisation and centre level. Theme: Data Responsibility: FET Management	This action was in progress during the review period and completed by January 2022. A WWETB FET Programme Data Management Policy was drafted and ratified in January which included a procedure for analysing key data sets against considered benchmarks. A reporting	Introduce process for systematic compilation and review of quantitative data Conduct a review of the policy and procedure.	Complete Q3 2024

	Recommendation¹	Commentary²	Planned Actions³	Planned Completion Date⁴
		process is in place and has been initiated into the WWETB FET system.		
25	The review team recommend that WWETB prioritise resourcing programme development in their next Statement of Strategy (2023-2027). Specifically, the team recommends, that WWETB resource and devise a timeframe to marry the centre led operational work with a broader strategic approach to programme monitoring and review. Theme: Governance/Strategy Responsibility: SMT	Resourcing Programme Development capacity will feature in the Strategic Statement 2023/2027 and actions to meet this recommendation are underway. Currently there are plans to issue calls for expression of interest in a new Programme Development Officer post with FET provision and to recruit for same. The successful candidate will be part of the QA Team and will join key WWETB fora such as the QASG and the Teaching and Assessment Forum	Recruit a Programme Development Officer	Q4 2022
			Review the current WWETB Programme Development, Approval, Review and Validation Policy.	Q2 2023
26	The review team recommends that WWETB embed the culture of using data and regional information to inform strategic decisions. Consideration should be given to an overall strategic input process (across the WW Region); such an approach may be more beneficial in terms of the overall strategic direction of the ETB rather than just a local operational view. Theme: Data Responsibility: FET Management	WWETB formally addressed this action with SOLAS at the April Strategic Performance Agreement meeting, as support and collaboration is required at a national level to achieve this action.	Collaborate with SOLAS on strategic goals.	Completed with ongoing review
			Investigate collaboration opportunities with Higher Education bodies regarding strategic approaches to provision and innovation.	Q4 2024
27	The Review team recommends that WWETB give access to their QA digital resources, for example their QA SharePoint to the second providers that are delivering programmes under WWETB QA system. Theme: Quality Responsibility: FET Management	As a public organisation processing large amounts of data, much of its personal data, the ETB has strict procedures for the protection of files including the use of specific platforms for business that have been appropriately vetted and risk assessed. Use of many of these approved platforms have protocols for user accessibility with domains external to the organisation having	QA and IT departments to meet formally on this action	Completed
			Viability and risk assessment of action to be carried out by IT	Q1 2023
			Implement solution	Q2 2023



	Recommendation ¹	Commentary²	Planned Actions³	Planned Completion Date⁴
		<p>specified levels of access to the WWETB network appropriate to security risks and monitoring. The WWETB IT department understand the need for the functionality and accessibility suggested in the recommendation and are working on an appropriate solution. However, the need to safeguard data and the WWETB network will be given priority.</p>		