

Inaugural Review Action Plan

City of Dublin Education & Training Board

January 2023

Part 1a: Dissemination of Review Report Findings

To ensure that the panel report findings and recommendations were widely disseminated and understood, City of Dublin Education and Training Board (ETB) carried out the following actions: -

- Circulated the panel report to all FET Quality Teams (each centre has its own quality team who are responsible for QAE in their centres, these are part of the CITY OF DUBLIN ETB quality governance structures)
- Uploaded the report to the QA inaugural review section of the [Curriculum Development Unit](#) (CDU) and City of Dublin ETB websites and circulated the link to all staff via the Professional Learning and Development (PLD) weekly calendar and the monthly CDU newsletter.
- Blake Hodgkinson the Director of Operations and Quality held a briefing session with Q & A on the report and its findings. This session open to all staff via the PLD calendar, was recorded and is available on the CDU Moodle site.
- Briefed the Principals and Heads of Centres at their monthly management service sphere meetings (QAE) is a standing agenda item at each of these meetings) - CFE, TC, AES, ESP, Youthreach.
- Briefed the City of Dublin ETB board on the findings of the review.
- Briefed the Quality Team members at their monthly Quality Forum meeting.
- Discussed the relevant findings at the Quality Assurance Development Group (QADG) and Programme Management Development Committee (PMDC) and agreed several priority areas for enhancement arising from the findings.
- Discussed the findings and the Quality Assurance and Strategic Planning Council (QASPC) focusing on the proposed work priorities coming from the QADG and PMDC.
- Held a special meeting of the QASPC to review the plan and recommend it to the CE and Snr Leadership team for submission.

Part 1b: Construction of the City of Dublin Education and Training Board Quality Action Plan

To ensure the Quality Action Plan aligned with national and City of Dublin Education and Training Board (ETB) strategy and had a whole of organisation approach, the FET (Further Education & Training) Development team built on existing quality and planning structures to provide opportunities for greater stakeholder engagement. These included the following: -

- Created a template to support centre's quality teams to identify their three-priority enhancement actions and the expected deliverables and outcomes for 2022 /2023. These were based on 13 Quality areas that align with QQI's Statutory Quality Assurance Guidelines.
- Where centre priority actions areas aligned with the QQI action plan areas these actions were included.
- Held a consultation event with 80+ FET leaders from across the City of Dublin ETB (Education and Training Board). To ensure the plan aligned with national and organisational strategy this event included inputs from SOLAS, DFHERIS and QQI (Quality and Qualifications Ireland).
- Following the consultation, the action plan was updated to take on board feedback /inputs from the leadership teams and circulated to Centre Quality teams for comment.
- Discussed the action plan at the Quality Assurance and Strategic Planning Council, who recommended it to the CE and Snr Leadership Team (SLT).
- SLT signed off on the plan and agreed that it should be submitted to QQI.

Part 2: Planned Action to Address Review Report Findings

The QQI (Quality and Qualifications Ireland) panel made 29 recommendations for City of Dublin to action during this 5-year review phase, many of these mirror areas for enhancement identified by City of Dublin ETB (Education and Training Board) (Education and Training Board) and form part of its Quality Improvement Plans. Each centre produces an annual QIP and progress towards these improvements are tracked firstly by the centres Quality Team and then by the FET (Further Education & Training) (Further Education & Training) Development Team through the QIP process.

The 29 actions span across 13 key quality areas that align with QQI's Statutory Quality Assurance Guidelines outlined below. The City of Dublin ETBs QIP action areas also align with these headings. This helps assure that better alignment between centre and scheme wide actions and between the scheme action plan and local Quality Improvement plans(QIP).



Key Quality Enhancement Drivers

In developing this 5-year action plan, the City of Dublin ETB identified four key quality enhancement drivers that underpin embedding a culture of quality enhancement across the scheme. These underpin the City of Dublin ETB's own Quality Improvement Plans and the 29 actions areas identified by the QQI panel.

Stakeholder Engagement

- Engage and amplify Learner Voices - connected, respected and contributing
- Create opportunities for staff to meet, cooperate and input into decision making
- Co-creation of learning opportunities with industry and employers

Professional Development of Staff

- Launch and implement PLD strategy
- Launch and implement TEL strategy
- Embed a Universal Design for Learning approach in all aspects of our work

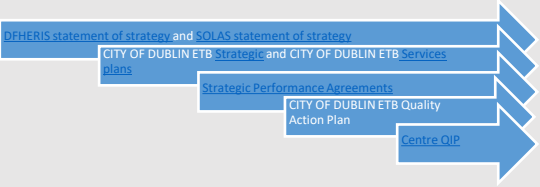
Secure Devolved Responsibility for programme development from QQI

- Update governance structures and clarify levels of authority
- Update bank of existing programmes (in partnership with ETB sector and QQI)
- Develop new programmes where needed

Evidence informed decision making

- Continue to embed a culture of reflective practice across the scheme
- Enhance the use of data to inform decision making including feedback
- Work with SOLAS and ETB sector to improve data management systems



	Recommendation ¹	Commentary ²	Planned Actions ³	Planned Completion Date ⁴
1a	Set key performance indicators (KPIs) to ensure that CITY OF DUBLIN ETB’s strategic objectives are achieved, and that these be reviewed and revised in a formalised way by CITY OF DUBLIN ETB	<p>In Q1 2022 City of Dublin will complete the review of its QA (Quality Assurance) governance structures and begin to use these to improve the integration and tracking of KPI (Key Performance Indicators) in the FET area with a particular focus on the SOLAS strategic performance agreement (SPA) and the QQI quality action plan.</p> <p>These actions must align with City of Dublin ETB’s strategy, service plans and nation FET strategies.</p> 	<p>Agree targets and performance indicators with SOLAS, link these with our strategic priorities and review/ monitor SPA targets through Strategic Planning Advisory Group (SPAG)</p> <p>Review / monitor QA action plan through the SPAG</p> <p>Establish time and purpose specific working groups to progress actions or advise on specific areas and have each of these report through the FET QA governance structures</p> <p>Update the centre Quality Improvement Plan (QIP) process to align with the Action plan tracking process.</p> <p>Give feedback to each centre on their action plan and its alignment with finding from the centre and scheme wide reviews</p>	<p>Targets and KPI’s to be agreed Q1 2023</p> <p>Update the terms of reference (ToR) of SPAG in Q1 2023</p> <p>Hold a minimum of 2 SPAG meetings per year</p> <p>Ongoing beginning with ‘one service’ working groups in Q1 2023</p> <p>Q4 2022</p> <p>Q1 2023 – then in Q1 each year</p>
1b	Work with staff and all stakeholders to inform and communicate the ideals of the City of Dublin ETB and its agenda	Branding, marketing, and internal/external communication about who we are, and what we can do was seen as a significant area for	Develop and implement a rebranding strategy for City of Dublin ETB	Publish branding strategy and guidelines Q1 2023

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 and the QQI quality assurance area it best relates to (insert 1-13 in line with the list above).

³ Add or remove rows as appropriate.

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



	Recommendation¹	Commentary²	Planned Actions³	Planned Completion Date⁴
		<p>strategic development as part of the self-evaluation process.</p> <p>Learners and staff recognised and identified with their own centres, but many did not know the extent of provision available across the organisation. This served as a block to learner progression as well as reducing opportunities for developing partnerships with other stakeholders.</p>		<p>Update and launch City of Dublin ETB website Q12023</p> <p>Rebrand material and documentation across the CITY OF DUBLIN ETB – Q4 2024</p> <p>Rebrand FET centres and service spheres – Q3 2024</p>
			<p>Based on feedback from stakeholders update the City of Dublin ETB stands for use at higher options and world skills event.</p> <p>Host a City of Dublin ETB wide stand rather than a Centre specific stand at these events (Ballyfermot TC to coordinate the City of Dublin ETB stand at World Skills, CDU (Curriculum Development Unit) to coordinate the Higher Options stand)</p>	<p>Q2 2023</p> <p>Q3 annually</p>
1c	Circulate City of Dublin ETB’s mission and strategy more widely to teaching and other staff and learners	City of Dublin ETB recognises that not only do the mission and values need to be communicated more clearly but that staff and other stakeholders need to be given opportunities to embed these into practice.	To support staff to reflect on how the mission and beliefs of City of Dublin ETB inform their practice a series of roundtable discussions will be tabled as part of the PL&D calendar. Minimum of 3 per year.	Ongoing beginning Q1 2023



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		City of Dublin ETB also needs to communicate how we achieve our mission, and the impact that has on learners and the social and economic development of the city.	Beginning in 2023 with the mission statement and beliefs Make the mission, beliefs, and strategy documents more prominent on the City of Dublin ETB new website	
1d	Consider mechanisms to include wider external expertise in strategic planning.	External expertise is utilised across the CITY OF DUBLIN ETB daily through partnership agreements and relationships at centre level. However, drawing on external non-sectoral expertise takes place less often at scheme level in City of Dublin ETB.	Include at least one external expert on each of the City of Dublin ETB QA governance groups	Q3 2023
			Buy in external expertise to support key developments beginning with developing a branding strategy for City of Dublin ETB	Branding Q4 2022 Others ongoing
2	Consider how to widen participation of all stakeholder representatives in the governance and quality structures of the City of Dublin ETB	The expansion in the technology and technical ability of staff and other stakeholders to utilise online platforms like teams /Zoom has expanded the possibilities of engaging staff from across the scheme and external experts in our governance and quality structures. Most QA meetings, briefings and consultation groups are now held online. This has the potential to ensure wider participation in decision-making. Each centre / service sphere has its own quality team. This team links directly to the governance structures and has the potential to bring a wider set of voices to quality	Update City of Dublin ETB's QA governance structures, beginning with the Programme Management Development Committee (PMDC) and the Quality Assurance Development Group (QADG). Update Terms of Reference and expand the membership of the PMDC and QADG including the development of topic specific working groups.	Q1 2023
			Review the role, membership and ToR of the Quality Assurance and Strategic Planning Council (QASPC) and the Strategic Planning Advisory Group (SPAG) and establish working groups to progress 'one service' working groups	Q2 2023



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		enhancements. Supporting that to happen is a key focus of this quality improvement cycle.	<p>Develop and implement an employer’s forum to support greater alignment between their needs and courses /development opportunities offered</p> <p>Develop and implement a structured approach to developing learner voice and leadership</p> <p>Implement a monthly QA forum meetings between FET QA team and centre quality teams and use these to consult on quality enhancement developments</p>	<p>Q4 2024</p> <p>Design for roll out in Q1 2024</p> <p>Q4 2022 Host 7 meetings in 2023</p>
3	CITY OF DUBLIN ETB build on established mechanisms created for the inaugural review process to continue to bring together staff to discuss important issues pertinent to quality assurance	<p>City of Dublin ETB FET is moving towards a ‘one service’ model. What this will finally look like is still emerging, but it will involve greater understanding of the various strands of CITY OF DUBLIN ETB’s provision and better alignment of these services to support seamless transitions for learners.</p> <p>Staff have expressed a strong desire to meet across centres and service spheres and to contribute to the strategic direction of the organisation. Creating spaces and mechanisms for this to take place in such a large complex organisation is challenging but CITY OF DUBLIN ETB is committed to ensuring it happens.</p>	<p>Create mechanism to involve staff and leadership in the development and implementation of the QA action plan (centre QIPs (Quality Improvement Plan), FET leadership QA consultation meeting),</p> <p>Host an annual gathering of FET leadership to explore areas pertinent to QA beginning with the QA action plan</p> <p>Host regular, open consultation meeting with staff and second providers on key QA issues. In 2023 this will include</p> <ul style="list-style-type: none"> • TEL (Technology Enhanced Learning) Strategy • PLD strategy • Learner survey <p>Continue to resource and support communities of practice</p> <ul style="list-style-type: none"> • Review annually to ensure they are responding to stakeholder needs 	<p>Q1 2023</p> <p>1st event Q4 2022 2nd event Q4 2023</p> <p>Minimum of two per year beginning in Q4 2022 with the QA action plan</p> <p>Ongoing with review taking place in Q2 each year</p>



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			Update the end of year Quality maintenance and engagement document, including the guidance for consultation with local stakeholders and review every 3 years.	Q1 2023, Q1 2026
4	City of Dublin ETB explore addressing their challenges with staff recruitment with others in the sector. The review team encourages CITY OF DUBLIN ETB to work with other ETBs to develop a solution that could possibly be applied nationally.	City of Dublin ETB work in partnership with the other 15 ETBs to collectively address sectoral issues. The Education and Training Board (ETB) Human Resources (HR) network will be utilised to address this issue.	City of Dublin ETB is part of the ETB HR network who are looking at recruitment and staff skills shortages. This issue will be raised and addressed as part of that national network	Ongoing
5a	CITY OF DUBLIN ETB implement mechanisms to ensure the induction programme for new staff is consistently applied and provided to all staff across the organisation in a timely manner	Staff recruited to CITY OF DUBLIN ETB require both a centralised induction programme into the organisation and a local induction programme into their centre and specific role.	Update the centralised induction programme for all new staff and host recordings of the presentations from the induction process on the CDU Moodle site for all staff to access	Q4 2022
			Create video content relevant for staff induction and store it on the CDU Moodle (ongoing starting Q3 2022)	Q2 2025
			Centres supported to develop and update their induction programmes – scheme guidelines produced and supported by video content	Q2 2025
5b	Explore mechanisms to enable allocation of time to all teaching practitioners to complete compulsory continuing professional development (CPD) in learning supports.	City of Dublin ETB recognises that key to rising the quality of education and training is tied to investing in the professional development of educators and other staff. To this end we are committed to ensuring that staff have access	Access to PLD for staff is included in Strategic plan for PLD 2022-2025 and will be considered in operational plan for PLD	PLD Strategic plan published Q2 2023 PLD Implementation plan published Q4 2023



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		to PLD they need to provide high quality education and training services.		
6	Strengthen City of Dublin ETB’s systems for programme development, approval and submission for validation and do this, where possible, in cooperation with other ETBs and other key stakeholders like QQI and SOLAS in order to create collaboration in the development of a solution that can be used sector-wide.	Many of the programmes currently used in FET have not been updated or revalidated for 10 years or more. However, courses delivered using these programmes have moved on significantly to ensure they remain industry relevant (content, other. Updating programmes and developing new programmes to respond to new demands is a key priority of CITY OF DUBLIN ETB during this QA enhancement phase.	<p>Validate a minimum of 3 new programmes per year.</p> <p>Engage with ETB sector, SOLAS and QQI to co-create programme development and validation processes including templates and sharing agreements</p> <p>Update PMDC membership and function, to incorporate apprenticeships and include working groups</p> <p>Recruit and train panel members to support programme validation (begin with the auctioneering revalidation)</p> <p>Recruit and train programme development and management QA staff for the CDU</p> <p>Replace 21 level 6 modules across all CITY OF DUBLIN ETB programmes with the 21 modules reviewed and updated as part of the validation of the level 6 digital media programme</p> <p>Develop partnerships with HE to co-create and offer programmes leading to degrees (2&2) beginning with Youth work - NUI Maynooth, digital media NCAD and PTEC – NCI (National College of Ireland)</p>	<p>Q4 2023</p> <p>Q1 2023</p> <p>Q2 2023 – auctioneering</p> <p>Q2 2024 – general pool</p> <p>Q2 2023</p> <p>Q3 2023</p> <p>Q4 2026</p>
7	City of Dublin ETB develop instruments to ensure that all	City of Dublin ETB is a ‘second provider’ of SOLAS’s craft apprenticeships. Regular contact	Offer to update the handbook for electrical apprenticeship	Q3 2024



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	programmes, in particular the training programme for electricians and other apprenticeships, are up to date to current industry and health and safety needs and regulations and that City of Dublin ETB establish processes to ensure that programme design and delivery are research-informed, industry-informed, and learner-informed (data-informed).	and feedback is given to SOLAS by CITY OF DUBLIN ETB staff delivering these programmes.	Carry out a risk assessment of delivering as a second provider under the QA of other organisations esp. as the number of private providers offering consortium apprenticeships is expanding. Propose risk mitigation measures.	Q3 2023
		Since the 2016 apprenticeships have begun CITY OF DUBLIN ETB also delivers a number of these as collaborating providers with other ETBs and organisations like FIT (Fast track to IT). Regular feedback is also a feature of this relationship.	Where City of Dublin ETB is a second or collaborating provider on programmes delivered across multiple sites, develop and implement a process of co-ordinating feedback to the programme board (EA reports, learner feedback etc.)	Q4 2024 Begin in Q1 2023 with ELC (Early Learning and Care) programme and replicate process across all programmes.
8	City of Dublin ETB establish a robust governance of programmes in and across centres with programme approval panels, programme boards to ensure ownership of programmes and the ability to iterate depending on research, industry needs, and learner needs.	The Programme Management Development Committee (PMDC) is the governance group with responsibility for Programmes in CITY OF DUBLIN ETB.	Secure devolved responsibility for programme development from QQI	Q4 2024
		In 2023 City of Dublin ETB plan to take on more devolved responsibility for programme development /updating this will include recruiting and training of validation panels in consultation with QQI.	Begin discussions on the process Begin application process Complete the process - devolved responsibility	Q1 2023 Q1 2024 Q4 2024
			Secure three QA staff to support the development and quality assurance of programmes in City of Dublin ETB	Q2 2023
			Establish and resource structures in City of Dublin ETB for developing and managing new apprenticeship programmes	Q2 2024
			Review and strengthen reporting relationships between staff charged with the QA of City of Dublin ETB programmes (apprenticeship and other non-CAS programmes) and the QA governance structures and FET Development Team.	Q4 2023



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9	City of Dublin ETB explore opportunities for internationalisation via movement of staff and students and also to develop joint programme offerings	<p>City of Dublin has a strong commitment to international exchange and learning from overseas partners.</p> <p>Mobility Each year City of Dublin ETB sends approx. 500 students and teachers on mobility projects throughout Europe. The pandemic affected this activity however; most centres extended their funding and hope to resume travel in 2023.</p> <p>Currently five CFE (Colleges of Further Education) City of Dublin ETB have their own VET accreditation, which will last until 2027. Two additional CFE and one Training Centre (TC) apply for mobility on an annual basis. Youthreach, Adult Education and the Prison Service have all been involved in job-shadowing mobility projects for staff.</p> <p>KA2 Transnational projects City of Dublin ETB is currently involved in two KA2 transnational projects</p> <ol style="list-style-type: none"> 1) Bridges= training for staff on enhancing Employer engagement 2) 2) DitraVET - Digital Transformation in VET. 	<p>Apply for VET accreditation for CITY OF DUBLIN ETB 'head office' if successful will allow City of Dublin ETB to increase our internationalisation engagement for the next 5 years</p> <p>Apply for funding to carry out an audit of mobilisations to establish participation levels of learners from diverse backgrounds (disability, gender, age, ethnicity, full-time/part-time etc.)</p> <p>Integrate the international desk with the wider FET development team to ensure greater alignment between international projects and FET development priorities around QA, learner support, PLD and TEL</p> <p>Apply for mobility funding to send members of the FET development team to visit VET centres in Europe to explore other models of QA and enhancement operating in VET</p> <p>Apply for Erasmus plus KA2 Transnational Partner application on the development of Entrepreneurship in VET</p> <p>Apply in partnership with DCU (Dublin City University) for Erasmus Alliance for a cooperation and innovation project on the development of micro credentials for the circular economy</p> <p>Support employer engagement and work-based learning options through the development of website with a Framework</p>	<p>Q1 2023</p> <p>Q3 2023</p> <p>Q4 2023</p> <p>Q1 2023</p> <p>Q1 2023</p> <p>Q4 2022</p> <p>Q1 2023</p>



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			and an eLearning platform. (KA2 Bridges programme)	
10	Develop a system to track the students' journey both within City of Dublin ETB and after that and that the ETB consider doing this in cooperation with other ETBs and other key stakeholders such as QQI and SOLAS to create synergy in the development and a solution that can be used at more than one ETB	<p>Making pathways into and through City of Dublin ETB FET provision clearer is part of the 'one service' approach being adopted by CITY OF DUBLIN ETB FET centres.</p> <p>Mapping and sign posting learner journeys is an important aspect of the one service approach and the unified tertiary education system strived for by the DFHERIS</p>	<p>Establish a working group to map and sign post pathways into and through City of Dublin ETB FET provision</p> <p>Use PLSS data and learner stories to understand and demonstrate these journeys</p>	<p>Q3 2023</p> <p>Q4 2024</p>
			Work with SOLAS and the ETB sector to secure solution to map learner journeys post FET – progression routes and impact	Q1 2026
11	Expand resources and use of multi-media tools to enhance the career guidance programmes and assist the service to develop their programmes to prospective learners, enabling the service to reach a wider cohort of learners, and facilitate learners in understanding the variety of programmes on offer to them through FET	Using multiple means of engaging and supporting learners and potential learners is a key focus of City of Dublin ETB's FET strategy.	<p>Investigate the use of multimedia tools in collaboration with TEL group</p> <p>List FET courses on CAO (Central Applications Office)</p> <p>Provide social media training to centre staff</p> <p>Develop a new interactive stand for use at recruitment fairs to support perspective learners to find out about FET options open to them - Higher options and world skills working group</p>	<p>Q1 2024</p> <p>Q3 2023</p> <p>Q4 2022</p> <p>Q3 2023</p>
			Establish working group to propose a model for the establishment of a central Career Guidance and Information Hub. This should be a central point of contact for all learners to have virtual and face to face	Q1 2023 – establish Q4 2023 – report



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			supports around exploring their career and study options.	
			Establish a working group to propose a model for the development of a city-wide approach to planning and marketing of FET provision, working towards consolidation and integration and a multi-location multi school of learning model including potential areas of thematic provision	Q1 2023 – establish Q4 2023 – report
12a	CITY OF DUBLIN ETB consider developing internal and external benchmarks to further develop the work on integrity and approval of learner results	City of Dublin ETB has robust QA processes in the area integrity and approval of learner results. However, during the review, several ways of enhancing work in this area was identified. These areas of work have been given to the QADG to progress on behalf of the Scheme with key deliverables and delivery dates agreed.	Establish a list of enhancements in QA of assessment, list deliverables and timelines for when each of these will be presented to the various governance structures (output KPI for integrity of learner results)	QADG deliverables Q2 2023
	provide both quantitative and qualitative data arising from learner assessment, and the learner experience of the process of integrity and approval of learner results	Using the learner voice to drive enhancements across the scheme is a key strand in the City of Dublin ETB Quality action plan for this improvement cycle.	Include benchmarks and KPIs (Key Performance Indicators) in the centres Quality Improvement Plans (issue template in Q4 2024, issue feedback in Q1 2023, track progress in centre quality teams)	Q4 2022
		In 2021, we introduced a centrally gathered learner survey with results/learner feedback available at centre level and aggregated across the scheme. In 2022, we built on that survey process with additional questions added so	Review and update the learner survey and use baseline questions to track trends and the impact of enhancements introduced	Q1 2023
			Review current methods of data collection and identify potential tools to digitise process	Q2 2023
12b and 15	The review team recommends that CITY OF DUBLIN ETB consider digitalising paper versions of the		Create mechanism for disseminating the data coming from the learner surveys and focus groups across the scheme	Q2 2023



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	learner evaluations so that the results are directly accessible and immediate	that learner feedback could inform the end of year review and future centre plans.		
13a	CITY OF DUBLIN ETB establish further mechanisms to address the challenges outlined in the SER, to ensure consistency of assessments for the same programme across centres and services	<p>Consistency of assessment across programmes is primarily an issue for the full-time programmes offered in Training centres, by their community providers and in the Colleges of Further Education.</p> <p>PLD (both training and facility based Communities of Practice) and the use of External Authenticators (EA) are seen as an ongoing enabling force to help address the challenge of the same programme being offered in multiple centres by different staff.</p> <p>The flexibility of being able to tailor assessments to meet the needs of learners and their various vocational areas is key to the success of many of City of Dublin ETB's FET programmes and something we are keen to maintain while ensuring consistency of assessments.</p>	<p>Regularise the early appointment of EA</p> <p>Use the same EA for programmes offered across multiple centres – begin with ELC and then expand into other high use programmes (business, healthcare etc)</p> <p>Pilot the use of a single EA across all Youthreach centres</p> <p>PLD for staff in areas of consistency of assessment and marking, brief design, Universally Designed assessment</p> <p>Create procedures handbook for AES and Youthreach</p> <p>Provide sample assessments for programmes on CDU Moodle site and encourage discussions on assessments at facility COPS</p> <p>Host a cross marking event for all level 5 business studies courses/teachers. To review historical anonymised scripts and assignments to enhance the shared understanding of the standard expected at each of the grades. (One of the largest programmes on offer in City of Dublin ETB centres)</p> <p>Update AS used in training centres and by second providers</p>	<p>Q2 2023</p> <p>Q3 2022 – ELC</p> <p>Expand this to at least two other programmes /service spheres in this cycle</p> <p>Provide annually</p> <p>Q3 2024</p> <p>Ongoing</p> <p>Q2 2023</p> <p>Begin Q4 2022 – complete Q4 2025</p>



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				then update on a 3-year rotating basis
13b	Establish further mechanisms to demonstrate parity of opportunity for all learners in all centres and services across City of Dublin ETB.	In Q4 2022 City of Dublin ETB recruited and established a learner support team. This team of five full time staff will support the development of a consistent learner experience across the scheme.	<p>Establish a Learner Support team</p> <p>Roll out student support service to all colleges of further education</p> <p>Develop centralised FET Learner Support Hub for learners on FET programmes building on existing resources through CDU Moodle and ETBI (Education and Training Board Ireland) Digital Library</p> <p>Review existing supports available to learners in City of Dublin ETB FET service spheres</p> <p>Provide all learners including learners in community providers with opportunity to give feedback (survey and focus groups)</p> <p>Establish a CITY OF DUBLIN ETB ‘student card’ for all learners</p> <p>Map and signpost learner journeys into and through City of Dublin ETB FET provision</p>	<p>Q4 2022</p> <p>Q4 2023</p> <p>Q3 2023</p> <p>Q1 2023</p> <p>Q3 each year</p> <p>Q3 2025</p> <p>Q4 2023</p>
14	City of Dublin ETB update the information and data management system and consider doing this in cooperation with other ETBs and other key stakeholders such as QQI and SOLAS to create synergy in the development and a solution that can be used at more than one ETB.	PLSS is the national data system for FET. City of Dublin ETB sit on the national steering group for PLSS. Will continue to input into the national PLSS steering group to guide the development of data systems.	<p>Get key staff trained in the use of Tableau</p> <p>Utilise Tableau to optimise interpretation of data. (Building up skills and asks)</p>	<p>Q1 2023</p> <p>Q4 2025</p>



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15	The review team recommends that City of Dublin ETB develop communication, marketing and branding strategy and promotional material reflecting the diversity of City of Dublin ETB learners:		See items listed in action 1 (branding strategy, website,) and action 11 (higher options stand, digital media etc.)	
16 – see 1	<ul style="list-style-type: none"> a. to ensure current and prospective learners are made aware of programmes; b. to strengthen the identity of City of Dublin ETB in terms of visibility to a wider public; c. to identify and promote examples of good practice across all its FET sectors d. to communicate wider awareness of its quality assurance relevant to a variety of Learners, industry, and the wider community in Dublin and at national level. 		Establish working group to advise on a marketing strategy for FET one service model	Q1 2023
			16.c: Identify examples of good practice in teaching, learning, TEL and PLD initiatives and create and disseminate related promotional materials	Q2 2023
			16.c COPs (Community of Practices) are promoting good practice across all FET sectors. Meetings restructured to ensure more sectoral cross over.	Q4 2022
			Update the QA section of the City of Dublin ETB and CDU websites to make them more accessible	Q4 2023
17	The review team recommends that City of Dublin ETB develop processes across all centres and services to standardise course descriptors	There are two sets of legacy programme descriptors leading to the same QQI CAS (Common Awards System) awards. (One set from FAS for Training centres - historically, work focused provision and one from the VEC – historically, education focused provision)	Update of CIA process for requesting permission to develop and offer a new course (based on a standardised programme descriptors)	Q1 2023
			Establish working group to help develop process for the allocation of courses across centres	Establish Q2 2023 Report Q4 2023



	Recommendation ¹	Commentary ²	Planned Actions ³	Planned Completion Date ⁴
		<p>All new, updated, and revalidated programmes are developed for use across all ETB centres with the Course Innovation Application (CIA) process used to allocate the use of a programme to centres as appropriate.</p> <p>All programme descriptors used across CITY OF DUBLIN ETB centres are standardised and securely stored either by TSO in Training centres on the CDU Moodle site.</p>	Revalidate all programmes for use across all FET provision (programme by programme basis)	Ongoing (completed when all CAS programmes are revalidated or updated in CITY OF DUBLIN ETB)
18a	Ensure that the physical learning environment continues to be a priority for CITY OF DUBLIN ETB strategy, related to wheelchair access and other special needs required for learners	<p>City of Dublin ETB is committed to accessibility and inclusion. Having suitable premise to operate from that are in the appropriate areas for the target groups is key to this.</p> <p>Property prices for rent or purchase in the city are prohibitive, securing capital funding to maintain and update premise is equally challenging but CITY OF DUBLIN ETB remains committed to raising the standard and accessibility of the learning environments.</p>	<p>City of Dublin ETB will continue to promote Universal Design across all FET sites, in its programme design and in sample assessment and updated TC AS.</p> <p>City of Dublin ETB will continue to apply for funding to maintain and update the learning environment</p> <p>Recruit a buildings manager for City of Dublin ETB</p> <p>Review the current building stock</p>	<p>ongoing</p> <p>Ongoing</p> <p>Q4 2022</p> <p>Q3 2023</p>
18b	Conduct a survey of all CITY OF DUBLIN ETB buildings and centres to assess disability access and where possible making funding applications to funding bodies to make improvements		<p>Create buildings masterplan (accessibility will be a key area of this plan)</p> <p>Apply for funding to address the findings of the building survey and masterplan</p>	<p>Q4 2023</p> <p>ongoing</p>
19	The review team recommends that City of Dublin ETB build on cross-	The professional learning and development (PLD) of staff is seen as a key enabler of	Develop and publish FET PLD strategy and operational plan	Q3 2023



	Recommendation ¹	Commentary ²	Planned Actions ³	Planned Completion Date ⁴
	centre Communities of Practice (CoPs (Community of Practices)) and learn from those which exist and are functioning well. The ETB is encouraged to engage in an overt action to formalise these with a key focus on gaps in professional learning.	<p>achieving CITY OF DUBLIN ETB’s quality action plan.</p> <p>Communities of practice are a key part of City of Dublin ETBs PLD strategy and operational plan with a commitment to continue to resource them into 2023 given on the basis of a review carried out in June 2022</p>	<p>Continually review operation of CoPs annually. Arising from the October 2022 review of COPS the following will take place in 2023/24</p> <ul style="list-style-type: none"> • Streamline CoPs. • Ensure consistency across CoPs. • Share examples of CoPs operating well. • Formalise times for CoPs to allow opportunities for centres to plan and staff to engage.) 	<p>Q1 2023</p> <p>Q1 2023</p> <p>Q3 2024</p>
20	Fully assess and address the learning needs of all learners in a comprehensive way across City of Dublin ETB and develop a visible and easily accessible policy to support equality, inclusion, and diversity, made available to all staff and students in all centres	<p>City of Dublin ETB provides educational opportunities for learners from level 1 – 6 on the NFQ. At levels 1- 3 (AES and ESP (Education Service to Prisons) (Education Service to Prisons)) courses are designed to meet the needs of the learners that present. The course offered can usually move at the pace of the learner and they are put forward for certification once they can demonstrate that they have met the learning outcomes.</p> <p>At levels 4 – 6 (CFE, TC Youthreach) courses are offered or designed to meet industry and learners needs and learners apply to enter these courses. The pace of the course does not vary much so the supports to the learners must be tailored to enable them to keep pace with the course and demonstrate that they have met the learning outcomes in the time allocated. Identifying early, ideally before they</p>	<p>Establish a learner support team to drive changes for all students.</p> <p>Continuously review data on learning needs of learners on entry to FET</p> <p>Create branding material that demonstrates diversity and actively sends messages of inclusion</p> <p>Build on the work of the CITY OF DUBLIN ETB IHREC Public Sector Duty Working Group to develop a policy and action plan on Equality, Diversity, and Inclusion</p> <p>Develop an EDI audit tool to support centres in implementing policy</p> <p>Implement the one good FET centre model working in partnership with Foróige</p> <p>Establish mental health first aid teams in the Youthreach centres and begin training of staff in mental health first aid</p>	<p>Q4 2022</p> <p>Q2 2024</p> <p>Q3 2023</p> <p>Q1 2024</p> <p>Q4 2024</p> <p>Q1 2023</p>



	Recommendation ¹	Commentary ²	Planned Actions ³	Planned Completion Date ⁴
		even start the course that a learner needs extra support is critical to ensuring that they successfully complete their course and progress to work or higher education.	Build on the partnership with TCD (Trinity College Dublin) to develop a Post-graduate Diploma in Equality, Diversity and Inclusion in FET and offer it as CPD for City of Dublin ETB FET staff First group of CITY OF DUBLIN ETB staff (28 people) who completed the post graduate certificate in 2021/2022 will graduate from the TCD course Continued emphasis on providing PLD opportunities for staff in accessibility, inclusion, and Universal Design for Learning (formal and informal, accredited, and non-accredited) including use of appropriate TEL tools to support Equality Diversity and Inclusion (EDI)	Q3 2023 Q1 2023 Q4 2025 – review actions
21	Disability Support Services are made available and integrated across all colleges and centres within City of Dublin ETB, to ensure parity of inclusion for all learners with special needs across all centres, and that all buildings are quality-assured so that they reach the highest standards to ensure that ease of access for learners with particular needs is enabled.	This is being addressed through our overall approach to learner supports (academic supports including disability supports) And developing a consistent approach across centres	Establish a learner support team to drive changes for all students Advocate through ETBI for the expansion of the Fund for Students with Disabilities across all FET programmes Create formal communication links between learner support team, City of Dublin ETB psychological services and the NLN (National Learning Network) Disability support service Implement and continue to review the rollout of the Disability Support Service across all FE colleges	Q4 2022 Ongoing with a view to securing expansion in 2024 Q2 2023 2023-24
22a	Implement initial introduction courses and online videos at the beginning of the academic year to support learners	City of Dublin ETB has a dedicated TEL team with TELMS (Technology Enhance Learning Mentoring Scheme) mentors appointed in	Create online introduction courses to support learners in the use of Moodle and MS 365	Q2 2023



	Recommendation ¹	Commentary ²	Planned Actions ³	Planned Completion Date ⁴
	in their use of Moodle and other online virtual learning environment (VLE) supports	<p>each centre offering full time provision. These mentors also work to create a bank of materials to support TEL across the scheme.</p> <p>City of Dublin ETB has an endorsed and supported TEL wheel. All the apps promoted in the wheel are supported by the TEL and PLD team with training and resources. This is now being backed up with learner induction videos and resources</p>	<p>Continue to build on the existing online induction courses and resources available to learners and ensure equity of access for all learners regardless of programme type. (i.e., expand the use of TEL tools to learners in all service spheres)</p> <p>Introduce a consistent user interface experience across all CFE regardless of VLE utilised</p>	<p>Ongoing</p> <p>Q3 2026</p>
22b	Further funding opportunities be explored to enable the City of Dublin ETB to make additional computers or other hardware technology available to learners, either in house or at the disposal of their personal use during the academic year.	<p>During COVID 19 emergency City of Dublin ETB made 1,295 laptops available to learners. As most learners using these laptops are with City of Dublin ETB for 9 months (1 academic year) wiping, updating, and re-issuing the laptops is a difficult and time-consuming task.</p> <p>But in this digital age it is vital that learners have access to digital equipment</p>	<p>REACH and student laptop loan scheme to be reviewed</p> <p>Explore mechanisms for managing, updating, and reissuing IT equipment</p> <p>Explore funding streams for maintaining and updating the software on the laptops to keep them current</p> <p>If appropriate secure funding to renew the laptops (they are all bought at the same time and will need replacing in the next 2 years)</p>	<p>Q4 2023</p> <p>Q2 2024</p>
23	The current infrastructure to support students through ESOL/language support to be further strengthened and developed to allow for a wider influx of students and an increased teaching staff with the relevant skills to promote the language support	Learner Support, PLD, TEL	<p>Review current language support available to students in FET</p> <p>Develop a consistent approach to language support across FET</p> <p>Identification of and training in TEL tools and accessibility options to support language development</p>	<p>Ongoing</p> <p>Q3 2023</p> <p>Q1 2024</p>



	Recommendation ¹	Commentary ²	Planned Actions ³	Planned Completion Date ⁴
	needs of students where English is not their first language		Employ staff at scheme level to support the Ukrainian response in CITY OF DUBLIN ETB PLD to liaise with Learner Support Team to support staff development in these areas.	Q1 2023 Ongoing
24a	That legacy assessments across City of Dublin ETB are evaluated to ensure that they meet quality assurance standards, are up to date, have comprehensive resource and address the needs of current programmes provided to learners	<p>The QA system for the FAS legacy programmes operated in the Training Centres is based centrally held assessments. These assessments were originally created by FAS. Until 2021 City of Dublin ETB did not have a mechanism in place for updating legacy assessment instruments. With this new agreed QA procedure in place TC can now develop and update AS for use on all their programmes.</p> <p>In addition, if the assessment instrument specified in the programme is not appropriate TC quality teams can also apply to the PMDC to have that changed. This creates considerable flexibility for TC to update and modernise their AS to meet industry needs.</p>	<p>Create a full list of Assessment Specifications (AS) that require updating</p> <p>Assign a staff member from the QA team to liaise with TC on the production of AS</p> <p>Provide training in assessment writing to TC and second provider staff involved in the development of AS</p> <p>See actions in 13 a</p>	<p>Q3 2023</p> <p>Q4 2022</p> <p>Begin Q4 2023 – provide annually</p>
24b	CITY OF DUBLIN ETB develop a policy whereby sample assessments are made available to all students, which are relevant and accessible in a timely manner across all centres.	<p>While this is the practice in most centres/on most courses the development of a policy underpinned by the principals of UDL (Universal Design for Learning) will further strengthen these practices.</p> <p>To ensure the implementation of this policy sample AS (assessments specifications) for use</p>	<p>Policy scheduled as part of the work of the QADG in 2023/2024</p> <p>Sample AS developed as part of updating process (see above)</p>	Q4 2024



	Recommendation¹	Commentary²	Planned Actions³	Planned Completion Date⁴
		in TC and with their community providers will also need to be developed.		
25	<p>Work with SOLAS and the ETB sector to ensure that the highest quality assurance standards, safety, and risk management standards are maintained, and to ensure that programme materials and assessments, including for apprenticeship programmes, are current and up to date and achieve the highest health and safety standards for City of Dublin ETB learners.</p> <p>Risk-management and health and safety standards should be addressed as a priority, in particular on the craft apprenticeship courses available through City of Dublin ETB</p>	This comment relates primarily to an antiquated handbook that is nationally created.	CITY OF DUBLIN ETB will advocate/ offer to update the material in the electrical handbook.	Q2 2024
26a	Develop a plan and timeline to implement the reforms in relation to industry engagement and work placements, as outlined in the SER (p.148), including formalising processes for delivery, monitoring of learner feedback and assessment of work experience,	Work-based learning, including traineeships and apprenticeships are in a rapid period of change in Ireland. City of Dublin ETB needs to clarify its position in relation to this type of provision including where and how they are offered across FET centres. Decide whether City of Dublin ETB should develop any new apprenticeships and if we are not going to take on the lead role decide how we as second providers manage the QA of these.	<p>Develop a proposal on the expansion of the employer engagement unit into a central apprenticeship, traineeship and employer engagement unit which will act as a focal point for all employer engagements across City of Dublin ETB and integrate existing engagements across the city.</p> <p>Work with the ETB sector to request QQI to retain PPD (Personal and Professional Development) and CPP (Career Preparation</p>	<p>Establish working group to explore options and develop proposal Q1 2023</p> <p>Report Q3 2023</p> <p>Q1 2023</p>



	Recommendation ¹	Commentary ²	Planned Actions ³	Planned Completion Date ⁴
		The CAS Work Experience programme modules need to be updated (level 5 and 6). These modules are used in most full awards offered in City of Dublin ETB.	& Planning) in the vocational pool of level 4,5 & 6 CAS awards.	
			Implement the updated level 6 work experience CAS module	Q3 2023
			Update Work experience module at level 5 for implementation from September 2024	Q4 2024
26b	Exploring mechanism to provide teachers who teach on work placement modules greater opportunities to develop communities of practice (CoP) either online or at regular face to face meetings to share together models of good practice related to work placement	Communities of practice are a key aspect of City of Dublin ETBs PLD strategy and operational plan.	CoP for Work placement priority in 2023 streamlining of CoPs. House resources/supports on CDU Moodle site	Q3 2023
			Create and promote models of good practice in work-based learning. The Employer Engagement unit will support the sharing of these across the scheme	Q4 2024
27	Processes are implemented to assess the student apprentice prior to starting their apprenticeship programme and, where necessary supplementary classes in maths are made available if required, to ensure that the apprentice can follow the curriculum as they progress through the apprenticeship phases.	As City of Dublin ETB will not know what craft apprentices will be allocated to them before it is not possible for City of Dublin ETB to assess learners before they arrive however, we can do some actions	Raise this recommendation with SOLAS	Q1 2023
			Develop 'skills to advance' maths course for apprentices and make it available to any interested learner /employers	Q2 2023
			Provide learning support in the training centres (in partnership with AES) – while they are on the phase 2 training in the centre	Q1 2023
28	Work with other ETBs to assist with the issues which arise for learners in relation to access to grants during their time studying within apprenticeship programmes	As apprentices are employed, they are not eligible for grants. However, they may be eligible for social welfare supports for example the family income support.	Produce an accessible document to support apprentices to access financial supports while in training.	Q4 2023



	Recommendation ¹	Commentary ²	Planned Actions ³	Planned Completion Date ⁴
		Where they are experiencing financial hardship, we can work with other ETBs to help address that.		
29	The development of the new management information systems is accelerated, and the current timeline revised, and that the City of Dublin ETB ensures staff are trained on its effective use.	PLSS is the national data management information system. This is managed by SOLAS with the ETB sector inputting data into it. City of Dublin ETB is on the steering committee and is committed to working with SOLAS and the sector to maximise the usefulness and impact of this resource.	<p>Work with SOLAS and other ETBs to explore how the national management information system (PLSS) can be better utilised</p> <p>Develop a centralised results capture system for non-CAS QQI awards See actions in 14</p> <p>Explore how VS ware, MIT etc can be integrated into PLSS</p> <p>Work with SOLAS to agree a consistent approach to data capturing and analysis</p>	<p></p> <p>Q3 2024</p> <p>Q3 2024</p> <p>Ongoing</p>