CDETB Further Education and Training

Quality Assurance Governance

and

Strategic Planning Structures

1. Governance, Planning and the Management of Quality Assurance (Q.A.)

1.1 The Chief Executive and the Senior Management Team have overall responsibility for the strategic planning, measurement and implementation of a quality assured further education and training service. The Chief Executive is accountable to the Board of CDETB and his/her responsibilities are set out in the Further Education and Training Act (2013).

1.2 The role of the Quality Assurance and Strategic Planning Council and its Subgroups is to provide expertise and advice to the Senior Management Team on all aspects of the planning, development and delivery of all FET provision within CDETB.

1.3 In establishing this governance structure, the Chief Executive is enhancing the consultative and decision-making mechanisms to facilitate purposeful integration of CDETBs' existing Strategic Planning and QA Governance Groups. In doing so, the Chief Executive is mindful of:

1. *Getting the appropriate balance struck between corporate oversight and centre responsibility by allowing decisions within a system of governance to be made at the most appropriate level.*

2. *Embedding QA procedures in the annual cycle of planning and self-evaluation at centre/ head office level.*

3. *Supporting the delivery of commitments in the CDETB-SOLAS Strategic Performance Agreement.*

4. *Resourcing the corporate oversight function.*

5. *Ensuring all CDETB QA governance and strategic planning structures are aligned with CDETB FET strategy and mission by the bi-annual review of their Terms of Reference, Membership Profile, and Processes of all Governance Groups.*

1.4 Oversight at corporate (Head Office) level will be maintained while also ensuring devolved management and responsibility for QA and Strategic Performance at (multiple local) centre-level by:

1. *Expanding of the role and function of the FET Development Unit and Employer Engagement Unit to ensure they have the capacity and ability to respond to the maintenance and enhancement of QA and Strategic Performance in CDETB centres and services.*

2. *Establishing continuous feedback and feedforward communication and information links between the governance groups and local centre activity and performance, e.g. Reports from Results Approval Panels, End of Year Course Reviews, Examination Boards and Programme Boards.*

3. *Adopting CDETB QA policies that establish clear standards applicable in all CDETB FET centres and services and in identified areas for central procedures, centres and services will continue to be supported to implement locally approved procedures that meet the agreed QA standards. This will allow an appropriate level of flexibility which reflects the diversity of Further Education and Training throughout CDETB.*

2. QA Governance Structures, Organisation and Administration

Title	QA Governance Structures, Organisation and Administration
Date	**14 March 2019**
Approved	**CDETB QA Steering Group**
Effective From	**May 2019**
Review	**May 2021 (bi-annual review)**
Summary	**CDETB is committed to undertaking a review of its Governance Structures and Terms Of Reference for Governance Groups bi-annually.** From 2015 – 2018, CDETB guaranteed corporate governance of its education and training quality assurance systems, policies, and procedures by the operation and recommendations of 3 Quality Assurance Groups: (1) The Quality Assurance Steering Group (2) The Further Education and Training Steering Group (3) The Programme Management Committee These governance structures: (a) Reflected the wide diversity of CDETB Further Education and Training provision; (b) Were aligned to CDETB FET Strategy; (c) Had representative membership of CDETB Colleges of Further Education, Training Centres, Youthreach, Adult Education Service, Educational Service to Prisons, and other services at management and staff level.

The CDETB Senior Management Team (SMT) acknowledged the contribution of college/training centre/service management and staff to these Groups and the role of each Group in the development and linkage of quality assurance at centre level for multiple programmes and services, with the oversight and governance at corporate (CDETB Head Office) level.

Following an Executive Self-Evaluation process, CDETB identified key priority areas such as:
- Quality Improvement Planning;
- Corporate monitoring/audit of QA processes including Self-Evaluation at centre-level; and
- Further development of the role and operation of the QA Governance structures.

These priorities would ensure that CDETB QA governance remained learner centred, aligned to FET strategy and responsive to learning/improvement to establish good QA practice.

Therefore, it is proposed that the current governance structures will be re-structured as follows:

The QA Steering Group and the FET Steering Group will evolve into the **FET Quality Assurance and Strategic Planning Council (QASPC)**. The purpose of this Council will be to reflect on the CDETB QA Plan and Strategic Performance Plan and associated actions/initiatives and to advise and make recommendations to the Senior Management Team (SMT) on the strategic planning and the quality of the Further Education and Training provision in CDETB.

This will be achieved by providing the SMT with the relevant information and data to enable them to have an oversight of and make well-informed decisions. This will be achieved by governance and reporting structures which focus on issues, trends, and analysis of data from all Governance Groups and from Management Information Systems such as PLSS, RAPs, Certification data, FARR, self-evaluation reports, and Strategic Performance Agreement templates.

Strategic planning will be informed by the strategic direction of current provision consistent with national economic and educational and training requirements as highlighted by SOLAS, as well as by local industry and socio-economic demographics.
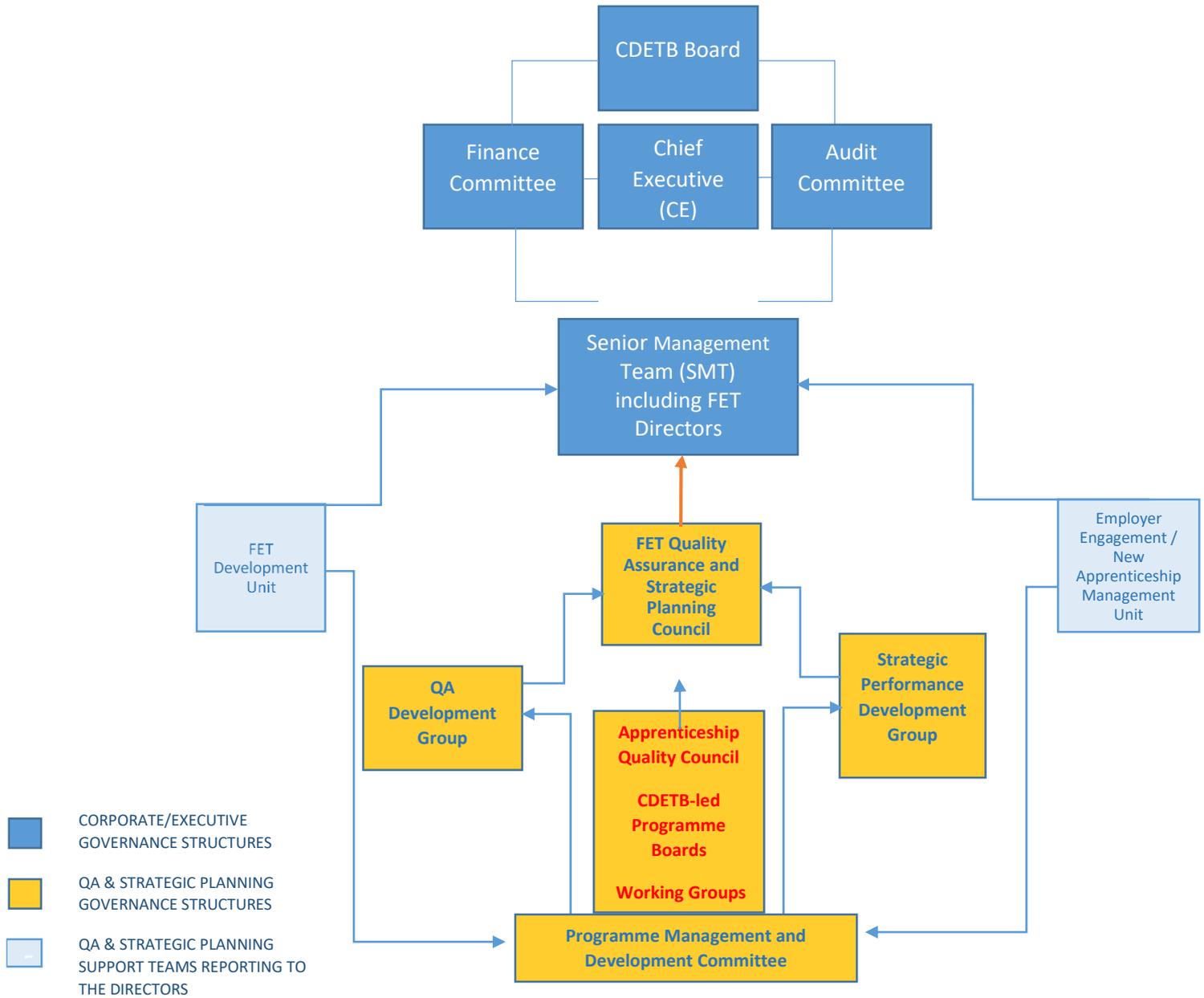
The **FET Quality Assurance and Strategic Planning Council (QASPC)** will form Subgroups reporting into it as required. The Groups required are as follows:

a) The **Quality Assurance Development Group (QADG)** will focus on the development and enhancement of the QA Policy and Procedures.

	b) The **Strategic Performance Development Group (SPDG)** will have overall responsibility for monitoring and supporting the achievement of agreed CDETB-SOLAS FET targets.
	c) The **Programme Management and Development Committee (PMDC)** will focus on the need to manage the existing QQI programmes and to recommend and oversee development of new programme proposals. This will enable quality assured programme development and facilitate the re-validation of existing programmes in a strategic manner within the context of CDETB Strategic Planning. Programme development will be monitored by this group.
	d) **CDETB-led programme boards** will report on the quality and delivery of validated programmes for which CDETB is the lead/ co-ordinating provider.
	A designated FET Director to Chair or Co-chair each Group and FET Development Officer to support each Group will be identified. Agendas and minutes will be maintained and available for circulation.

CDETB Quality Assurance Governance and Strategic Planning

CDETB Board

Finance Committee

Chief Executive (CE)

Audit Committee

Senior Management Team (SMT) including FET Directors

FET Development Unit

FET Quality Assurance and Strategic Planning Council

Employer Engagement / New Apprenticeship Management Unit

QA Development Group

Strategic Performance Development Group

Apprenticeship Quality Council

CDETB-led Programme Boards

Working Groups

Programme Management and Development Committee

Legend:
- CORPORATE/EXECUTIVE GOVERNANCE STRUCTURES
- QA & STRATEGIC PLANNING GOVERNANCE STRUCTURES
- QA & STRATEGIC PLANNING SUPPORT TEAMS REPORTING TO THE DIRECTORS

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3. FET Quality Assurance and Strategic Planning Council

Terms of Reference of the Quality Assurance and Strategic Planning Council (QASPC)

Role	The main function of the **FET Quality Assurance and Strategic Planning Council (QASPC)** is to advise and make recommendations to the SMT on the quality, development and improvement of all aspects of the further education and training offering of the CDETB. The Council will assist the SMT to establish a clear vision for the future development of FET in CDETB, by examining the education and training needs of the city of Dublin and ensuring the current range of CDETB provision is appropriate to the needs of learners, employers and other stake holders such as QQI, SOLAS, DES etc. The QASPC will support the SMT to protect, maintain and develop the standards of education and training programmes and assessment, so as to ensure that as far as possible, all learners receive an equivalent high quality learning and assessment experience. The QASPC will act as guarantor of quality and consistency for programmes and assessment for which QQI or other awards are made. The QASPC will provide support and oversight for the implementation of the Strategic Performance Agreement. The Council will be established for an initial 3-year period (October 2019 – October 2022) and will be reviewed on a bi-annual basis (May 2021). The role and membership of the Council will be kept under review.
Accountable to	The QASPC receives its mandate and defined responsibilities from the Chief Executive (CE) of the CDETB, reports to the Senior Management Team (SMT) and operates within the corporate/executive governance structures of the CDETB. The QASPC will ensure that recommendations made support the CDETB Further Education and Training strategy for the city of Dublin.
Membership	**Chair:** FET Director Co-chair **Support:** Development Officers from the FETD Unit **Members:** FET Directors **and CDETB nominations will be proposed by the Chief Executive from each of the following:** ✓ Principal/Head of Centre (4-6) ✓ Training Centres (4) ✓ Educational Service to Prisons (2) ✓ Youthreach (2) ✓ Adult Education Service (2) ✓ QA Development Group (1) ✓ Programme Management and Development Committee (1) ✓ Strategic Performance Development Group (1)

	✓ Employer Engagement Unit (1) ✓ Local Centre Quality Team Representative (1) A member may represent more than one area such as another Governance Group and their service sphere. The composition of the QASPC will be approved by the SMT. Membership profile will be reviewed on a bi-annual basis and also when a member leaves the Group (for example due to Retirement). When a vacancy arises, the new member will be nominated by the FET Director by taking into account fair representation of all service spheres and QA structures within CDETB. **External Members:** The Chief Executive or FET Director(s) may from time to time appoint non-CDETB members who can bring an external perspective, such as employers or experts in FET or in quality systems, or persons with expertise from other education institutions or other ETBs. **Sub-Committees:** The Quality Assurance and Strategic Planning Council may establish a Working Group or thematic group to manage the FET Course Approval Applications processes for: (1) New Course Approvals (2) Requests to Change Course Title
Meetings Schedule	**Meetings:** Aligned with academic year start dates, at least **three times per year as a minimum,** with additional meetings as required. All meetings will be supported by a set agenda with minutes of recommendations recorded.
Working Methods	(1) A quorum of 50% of members + 1 additional member is required. (2) The meeting agenda and supporting documentation will be circulated to members at least one week in advance of scheduled meetings. (3) The agenda will have standing items including – Risk; Updates from Subgroups; Recommendations to SMT (see Appendix 1: Agenda Template). (4) Meeting outcomes are recorded and circulated in draft form within 2 weeks of a meeting (see Appendix 2: Minutes Template). (5) Recommendations for consideration by the SMT will be made by the QASPC using a prescribed template (see Appendix 3: Recommendations Template). (6) Recommendations are made by consensus or by the exercise of a vote; the Chairperson has the deciding vote in the event of a tie. (7) Should it prove necessary for the QASPC to make a recommendation at a time when a meeting cannot be called, then a proxy quorum may be obtained by email for approval in principle. In that instance, the summary documentation, pertaining to the recommendation will be circulated by email, and then detailed documentation pertaining to the decision will be presented to the group at the next meeting for formal approval. (8) Recommendations of the QASPC will be made to the SMT who will consider all proposals and make the final decision.

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	(9) Minutes will be comprehensive and approved at the subsequent meeting. When approved, minutes will be published on the CDETB intranet. (10) At the discretion of the Chair, an incorporeal meeting may be held where reports can be circulated and accepted by the QASPC without a meeting. (11) The business of the Council will be organised by the FET Development Officer in consultation with the Chair, in accordance with the terms of reference.
Responsibilities	## 1. Oversight, Monitoring, and Review 1. Oversee the further development and implementation of the quality assurance policies and procedures of CDETB. 2. Oversee the further development and implementation of the Strategic Performance Agreement of CDETB. 3. Review the reports of Groups, Subgroups and Working Groups and make recommendations on implementation. 4. Bring forward recommendations to the SMT on improvements to QA policy and procedures. 5. Bring forward recommendations on areas for programme development including new Apprenticeship and Traineeship proposals to the PDMC. 6. Bring forward recommendations on implementation of actions in the Strategic Performance Agreement. 7. Review all of the above to ensure delivery/support for the Quality Assurance Improvement Plan, Statutory Review and the Strategic Performance Agreement. 8. Ensure that consultation has occurred with appropriate internal and external stakeholders on new developments in QA procedures and/or programme initiatives/development/applications. 9. Liaise with the FET support units and services, e.g. QA, Employer Engagement, PLSS and receive relevant reviews, reports and updates. 10. Review, on a bi- annual basis, the terms of reference, workings and membership of multi-level Working Groups. 11. Contribute to the strategic planning of further education and training services delivered or supported by CDETB. 12. Provide a concise annual report to the CE and SMT, which gives an overview of the work of the Council and makes recommendations to the CE and SMT as appropriate. 13. Bring issues of Risk in relation to further education and training to the attention of the CE and SMT. ## 2. FET Course Approval Applications Processes 2.1 A Working Group can be established to manage these processes: (a) New Course Applications (b) Requests to Change Course Title 2.2 A nominee from an applicant centre should be impartial in the decision-making process for an application from their own centre; and impartial in the decision-making process for an application from a centre to which they or a member from their centre have objected to by way of the consultative process or otherwise.

2.3 Recommendations of the Working Group are issued to the QASPC who makes final recommendations to the SMT.

2.4 Final SMT Course Approval decisions are issued to the centres by the FET Director.

2.5 Appeals Process

a) Decisions of the Senior Management Team in relation to centre applications may be appealed directly to the Chief Executive. There are two grounds for appeal:
   (i) The decision itself
   (ii) The means (the procedure) by which the decision was made
b) That an applicant did not provide sufficient information is not a ground for appeal but it may be open to the applicant to re-apply.
c) An applicant/other affected party has 1 week from the date the decisions were issued or where they were notified earlier to submit an appeal to the Chief Executive.
d) Once an appeal is lodged, the relevant Governance Group (e.g. Working Group or QADG or SMT) will submit the rationale for the recommendation/final decision to the Chief Executive. The status quo will be maintained until there is an outcome to the appeal. The outcome of the appeal must be issued within 10 working days of receipt of the appeal.

3. Assessment Responsibilities

1. Review the end of year report from the FETD Unit on the summary of issues arising from External Authenticator reports and Centre Results Approval Panel reports.

2. Seek to confirm that assessment procedures have taken place in line with QA assessment processes and procedures. Refer matters arising to the relevant Working Group for action and report.

3. Ensure that recommendations are made on any corrective actions to be carried out following the centre-based results approval process.

4. Request progress reports from SMT on actions recommended.

4. Other CDETB-led Programme Boards-and Apprenticeship Council specific Responsibilities

1. Consider reports and updates from other programme CDETB-led Programme Boards
2. Fulfil any reporting requirements to external bodies on programme activities.
3. Make recommendations to the CE and SMT in relation to the management of the CDETB validated programmes.
4. Make recommendations on the possible development of new programmes/apprenticeships/ traineeships to the PDMC.

	5. Recommendations Recommendations of the QASPC will be made to the SMT who will consider all proposals and make the final decision. Where relevant, centres will be informed of final SMT decision by the FET Director.
Operations	The main operations of the **FET Quality Assurance and Strategic Planning Council** include: 1. Report its activities to the SMT. 2. In preparation for meetings, it is encumbent on members to read documents, policy papers and to consult appropriately in advance of meetings. 3. Members should present the views of the group/sphere that they represent as well taking a strategic/organisation view of issues. 4. The Council will make strategic recommendations to the SMT in relation to ALL proposals that are referred to them. 5. Recommendations to the SMT should require little further consultation by the SMT and will be made using a prescribed template (see Appendix 3) that will include benefits, risks and a recommendation to either approve or reject proposals. 6. Establish specific Working Groups (e.g. FET Course Approval Working Group) and/or thematic consultation groups to assist the Council in fulfilling its functions.

3.1 The Quality Assurance Development Group

Terms of Reference of the Quality Assurance Development Group
(QADG)

Role	**1. Scope**
	The Quality Assurance Development Group (QADG) will make recommendations to the **FET Quality Assurance and Strategic Planning Council (QASPC)**. Its' role is to review and develop the QA policies and procedures operating in CDETB, and ensure that all procedures are robust and consistent across the provision in CDETB. In developing or amending QA procedures, every effort will be made to engage relevant stakeholders.
	2 Rationale
	The QA Improvement Plan sets out the strategy for CDETB to move from 21 legacy QA systems and procedures to 4 QA systems and procedures for Colleges of Further Education, Training Centres, the Adult Education Service & Educational Service to Prisons, and Youthreach. The QADG will work with all centres in reviewing current best practices and establish procedures that can be applied consistently across the FET provision in CDETB.
Accountable to	The **QADG** receives its mandate and defined responsibilities from the Chief Executive (CE) of the CDETB, and reports to the Senior Management Team (SMT) and operates within the corporate/executive governance structures of the CDETB. The QADG will ensure that recommendations made support the CDETB Further Education and Training strategy for the city of Dublin.
Membership	**Chair:** FET Director or nominated Head of Centre **Support:** Development Officers from the FETD Unit **Members:** FET Directors **and CDETB nominations will be proposed by the Chief Executive from each of the following:** ✓ Principal/Head of Centre (4) ✓ Training Centres (2) ✓ Educational Service to Prisons (1) ✓ Youthreach (1) ✓ Adult Education Service (1) ✓ Programme Management and Development Committee (1) ✓ Strategic Performance Development Group (1) ✓ Employer Engagement Unit (1) ✓ Local Centre Quality Team Representatives (up to 4) A member may represent more than one area such as another Governance Group and their service sphere. The composition of the QADG will be approved by the SMT. Membership profile will be reviewed on a bi-annual basis and also when a member leaves the Group (for example due to Retirement). When a vacancy arises, the new member will be nominated by the FET Director by taking into

	account fair representation of all service spheres and QA structures within CDETB. **External Members:** The Chief Executive or FET Director may from time to time appoint non-CDETB members who can bring an external perspective, such as employers or experts in FET or in quality systems, or persons with expertise from other education institutions or other ETBs. **Sub-Committees:** The Quality Assurance Development Group may establish a Working Group or thematic group to review or develop a new policy paper or procedure paper based on good practice as required.
Meetings Schedule	**Meetings:** Aligned with academic year start dates, at least **twice per year as a minimum** with additional meetings as required; meetings supported by a set agenda with minutes of recommendations recorded.
Working Methods	1. A quorum of 50% of members + 1 additional member is required. 2. The meeting agenda and supporting documentation will be circulated to members at least one week in advance of scheduled meetings (see Appendix 1, Agenda template). 3. Meeting outcomes are recorded and circulated in draft form within 2 weeks of a meeting (see Appendix 2: Minutes Template). Minutes are approved at the subsequent meeting. 4. Recommendations for consideration by the QASPC will be made by the QADC using a prescribed template (see Appendix 3: Recommendations Template). 5. Recommendations are made by consensus or by the exercise of a vote; the Chair has the deciding vote in the event of a tie. 6. Should it prove necessary for the group to make a recommendation at a time when a meeting cannot be called, then a proxy quorum may be obtained by email for approval in principle. In that instance, the summary documentation, pertaining to the recommendation will be circulated by email, and then detailed documentation pertaining to the decision will be presented to the group at the next meeting for formal approval. 7. Recommendations of the QADG will be made to the QASPC who will consider all proposals and make the final recommendation to the Senior Management Team. 8. At the discretion of the Chair, an incorporeal meeting may be held where reports can be circulated and accepted by the QADG without a meeting.
Responsibilities	## 1. Core Responsibilities 1. Make recommendations to the FET Quality Assurance and Strategic Planning Council for the revision of existing procedures or the development of new QA procedures. 2. Review proposed draft legislation (Green or White Papers) relevant to FET and develop a draft CDETB position for consideration by the Quality Assurance and Strategic Planning Council. 3. Make recommendations for staff Professional Development where it is necessary or desirable for the improved delivery or development of programmes.

	4. Participate in the QA Statutory Review, with oversight of the implementation of Quality Assurance Improvement Planning, and involvement in self-evaluation processes.
	2. Recommendations
	Recommendations of the QADG will be made to the QASPC who will consider all proposals and make the final recommendation to the Senior Management Team. Where relevant, centres will be informed of SMT decisions by the FET Director.

3.2 Strategic Performance Development Group

Terms of Reference of the Strategic Performance Development Group (SPDG)

Role	The Strategic Performance Development Group (SPDG) is set up to provide a mechanism to assist with the FET Strategic Planning in CDETB and to support the implementation of the CDETB-SOLAS Strategic Performance agreement. The SPDG will make its recommendations to the **FET Quality Assurance and Strategic Planning Council (QASPC)**. The SPDG will support, monitor and assist CDETBs' commitments to deliver the Strategic Performance Agreement and the Quality Assurance Improvement Plan.
Accountable to	The **SPDG** receives its mandate and defined responsibilities from the Chief Executive (CE) of the CDETB, and reports to the Senior Management Team (SMT) and operates within the corporate/executive governance structures of the CDETB. The SPDG will ensure that recommendations made support the CDETB Further Education and Training strategy for the city of Dublin.
Membership	**Chair:** FET Director or nominated Head of Centre **Support:** Development Officer from the Employer Engagement Unit **Members:** FET Directors **and CDETB nominations will be proposed by the Chief Executive from each of the following:** ✓ Principal/Head of Centre (4) ✓ Training Centres (2) ✓ Educational Service to Prisons (1) ✓ Youthreach (1) ✓ Adult Education Service (1) ✓ QA Development Group (1) ✓ Programme Management and Development Committee (1) ✓ Employer Engagement Unit (1) A member may represent more than one area such as another governance group and their service sphere. The composition of the SPDG will be approved

	by the SMT. Membership profile will be reviewed on a bi-annual basis and also when a member leaves the Group (for example due to Retirement). When a vacancy arises, the FET Director will nominate the new member by taking into account fair representation of all service spheres and QA structures within CDETB. **External Members:** The Chief Executive or FET Director may from time to time appoint non-CDETB members who can bring an external perspective, such as employers or experts in FET or in quality systems, or persons with expertise from other education institutions or other ETBs. **Sub-Committees:** The Strategic Performance Development Group may establish a Working Group as required.
Meetings Schedule	**Meetings:** Aligned with academic year start dates, at least **twice per year as a minimum** with additional meetings as required; meetings supported by a set agenda and minutes of decisions
Working Methods	1. A quorum of 50% of members + 1 additional member is required. 2. The meeting agenda and supporting documentation will be circulated to members at least one week in advance of scheduled meetings (see Appendix 1, Agenda Template). 3. Meeting outcomes are recorded in minutes and circulated in draft form within 2 weeks of a meeting (see Appendix 2, Minutes Template). Minutes are approved at the subsequent meeting. 4. Recommendations for consideration by the QASPC will be made by the SPDG using a prescribed template (see Appendix 3: Recommendations Template). 5. Recommendations are made by consensus or by the exercise of a vote; the Chair has the deciding vote in the event of a tie. 6. Should it prove necessary for the SPDG to make a recommendation at a time when a meeting cannot be called, then a proxy quorum may be obtained by email for approval in principle. In that instance, the summary documentation, pertaining to the recommendation will be circulated by email, and then detailed documentation pertaining to the decision will be presented to the group at the next meeting for formal approval. 7. Recommendations of the SPDG will be made to the QASPC who will consider all proposals and make the final recommendation to the Senior Management Team. 8. Final decisions by the SMT where relevant will be issued to centres by the FET Director. 9. At the discretion of the Chair, an incorporeal meeting may be held where reports can be circulated and accepted by the SPDG without a meeting.

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Responsibilities	**1.** Core Responsibilities
	1. Data Analysis.
	2. Ensuring local centres are delivering commitments as agreed in the Strategic Performance Agreement.
	3. Monitoring local and scheme outcomes in relation to the Strategic Performance Agreement.
	4. Monitoring Head Office and corporate outcomes in relation to the Strategic Performance Agreement.
	5. Ensuring that education and training provision (current, new and amended) are aligned with the Strategic Performance Agreement.
	6. Establishing ways to support CDETB to deliver on non-education/training actions outlined in the Strategic Performance Plan.
	7. Reviewing the Strategic Performance Plan and ensureing that future agreements are fit for purpose.
	8. Meeting needs as identified by various groups e.g. Regional Skills Forum.
	9. Reviewing and analysing relevant education and training strategies and policies.
	10. Where appropriate, creating CDETB position papers and overseeing their implementation.
	2. Recommendations
	Recommendations of the SPDG will be made to the QASPC who will consider all proposals and make the final recommendation to the Senior Management Team. Where relevant, final SMT decisions will be issued to centres by the FET Director.

3.3 Programme Management and Development Committee

Terms of Reference of the Programme Management and Development Committee (PMDC)

Role	**1. Scope**
	The Programme Management and Development Committee (PMDC) is set up to provide the necessary corporate governance and oversight for modifications to existing CDETB programmes and programme modules (to include all programmes except apprenticeships and traineeships which operate according to Apprenticeship Quality Council terms of reference) and the development of new CDETB programmes, programme modules[1] and awards.
	The PMDC will also take in applications for support to develop programmes and programme modules leading to non-QQI and non-CAS awards where such programmes are to become CDETB programmes.
	The PMDC will make its recommendations to the **FET Quality Assurance and Strategic Planning Council (QASPC)**.
	2. Rationale
	CDETB recognises that its programmes are a significant resource asset. This resource asset must be managed effectively to protect its relevance and sustainability. Key to achieving quality assurance in terms of programme management, is the requirement that programmes are developed in line with strategic vision and obligations to stakeholders; including those to learners, staff, awarding bodies, strategic partners in industry and the community and voluntary sector, and other partners within further and higher education.
	The PMDC will ensure its recommendations support the CDETB Further Education and Training strategy for the city of Dublin and are aligned with the CDETB-SOLAS Strategic Performance Agreement.
Accountable to	The **PMDC** receives its mandate and defined responsibilities from the Chief Executive (CE) of the CDETB, and reports to the Senior Management Team (SMT) and operates within the corporate/executive governance structures of the CDETB. The PMDC will ensure that recommendations made support the CDETB Further Education and Training strategy for the city of Dublin.

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[1] Programmes and programme modules are developed by CDETB and can be shared with other ETBs. CAS and non-CAS awards must be developed in conjunction with QQI. Once a new QQI award is developed, which is relevant for CDETB programme offering, a new CDETB programme must be developed and validated to lead to that award. Current validated CDTEB programmes in general lead to QQI Major Awards while CDETB programme modules in general lead to QQI Minor Awards. The Minor Awards can be considered as the building blocks of Major Awards for the Common Awards System (CAS) Awards.

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Membership	**Chair:** FET Director
	Support: Development Officer from the FET Development Unit
	Members: Principal/Head of Centre from each of **CDETB service spheres and a nominee from each of the Quality Assurance structures as follows:**
	  ✓ Principal/Head of Centre (4)
	  ✓ Training Centres (2)
	  ✓ Educational Service to Prisons (1)
	  ✓ Youthreach (1)
	  ✓ Adult Education Service (1)
	  ✓ QA Development Group (1)
	  ✓ Strategic Performance Development Group (1)
	  ✓ Employer Engagement Unit (1)
	
	A member may represent more than one area such as another governance group and their service sphere. The composition of the PMC will be approved by the SMT.
	
	Membership profile will be reviewed on a bi-annual basis and also when a member leaves the Committee (for example, due to Retirement). When a vacancy arises, the FET Director will nominate the new member by taking into account fair representation of all service spheres and QA structures within CDETB.
	
	External Members: The Chief Executive or FET Director may from time to time appoint non-CDETB members who can bring an external perspective, such as employers or experts in FET or in quality systems, or persons with expertise from other education institutions or other ETBs.
	
	Sub-Committees: Following approval of a Programme Proposal, a Working Group Sub-Committee may be set up to support the development of a programme. A Working Group can also be established where the PMDC is of the opinion that an application needs further investigation involving PMDC and non-PMDC members i.e. subject experts. CDETB centre management personnel can be invited to join this Working Group which will report back to the PMDC. The application will be referred back to the PMDC with the report for PMDC approval or non-approval.
	
	A PMDC Working Group may be set up comprising of some members of the PMDC where sufficient information is present but an application requires further deliberation. A brief report from the Working Group and the application must be referred back to the PMDC for approval or non-approval by the PMDC. This can be done by email where necessary.

Meetings Schedule	**Meetings:** Aligned with academic year start dates, at least **twice per year as a minimum** with additional meetings as required; meetings supported by a set agenda and minutes of decisions
Working Methods	1. A quorum of 50% of members + 1 additional member is required.

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	2. The meeting agenda and supporting documentation will be circulated to members at least one week in advance of scheduled meetings (see Appendix 1: Agenda Template). 3. Meeting outcomes are recorded and circulated in draft form within 2 weeks of a meeting (see Appendix 2: Minutes Template). Minutes are approved at the subsequent meeting. 4. Recommendations for consideration by the QASPC will be made by the PMDC using a prescribed template (see Appendix 3: Recommendations Template). 5. Recommendations are made by consensus or by the exercise of a vote; the Chair has the deciding vote in the event of a tie. 6. Should it prove necessary for the group to make a recommendation at a time when a meeting cannot be called, then a proxy quorum may be obtained by email for approval in principle. In that instance the summary documentation, pertaining to the recommendation will be circulated by email, and then detailed documentation pertaining to the decision will be presented to the group at the next meeting for formal approval. 7. At the discretion of the Chair, an incorporeal meeting may be held where reports can be circulated and accepted by the PMDC without a meeting.
Pre and Post Meeting	A. Process and Procedure Pre-PMDC Meeting 1. All Centre requests to modify or develop programmes/programme modules should be completed fully using the relevant Programme Application form. The FETD Unit works on this aspect with centres. 2. All fully completed requests will be circulated to all centres for comment prior to going to the PMDC for consideration. Comments submitted will also accompany the related request, along with centre responses, to the PMDC for consideration. 3. After the PMDC is convened, recommendations will be brought forward to the QASDG and final SMT decisions will be issued to centres by the FET Director. B. Process and Procedure Post-PMDC Meeting 1. The FET Development Unit works with centres on programmes/ programme modules approved for development or update. The FET Development Unit ensures programmes/programme modules once developed are evaluated under agreed processes and procedures. 2. The FET Development Unit then applies to the PMDC for such programmes to be forwarded for validation by the relevant awarding body. 3. The FET Development Unit works with centres on award proposals approved for development and when appropriate, takes those award proposals to ETBI for consultation with other ETBs. After consultation with ETBI, the FET Development Unit brings the award proposal to the relevant awarding body. 4. Where a PMDC decision requires a programme module/s to be added on to a validated programme, the FET Development Unit completes this modification to the validated programme on the CDU Curriculum Moodle website.

Responsibilities	Core Responsibilities
	1. Make recommendations to the FET Strategic Planning and Quality Council for the development and support of new programmes which are consistent with the mission and strategic plan of CDETB and the CDETB-SOLAS Strategic Performance Agreement, and which are informed by the relevant CDETB QA and planning Subgroups.
	2. Review and approve programme documentation prior to its submission to the awarding body for validation
	3. Approve programme and organisational review documentation prior to its submission to the awarding body
	4. Make recommendations for staff development where it is necessary or desirable for the improved delivery or development of programmes
	To manage the development of new programmes, programme modules and awards in line with existing quality assurance guidelines and oversight of modifications to existing programmes will require the PMDC:

1. Programme Development

    1. To review and make recommendations on all CDETB centre/Head Office applications to:
        i. Modify existing programmes and programme modules within current CDETB Programmes of Education and Training policy and QQI Validation context for programmes leading to QQI awards.
        ii. Consider recommendations from QASDP to develop new CDETB programmes and programme modules
        iii. Consider CDETB proposals for new CAS and non-CAS QQI awards both major and minor, and non QQI Awards where relevant.
        iv. Ascertain resources required to develop programmes/ modules and make recommendations.
    2. To receive FET Development Unit applications to:
        i. Put forward developed programmes and programme modules for validation by the relevant awarding body.
        ii. Put forward award development proposals for consultation with other ETBs through Education and Training Boards Ireland (ETBI) where and when appropriate.
        iii. Put forward award development proposals to the relevant awarding body.
    3. To review all applications listed above thoroughly ensuring agreed processes and procedures have been adhered to (audit function).
    4. To decide whether to approve/not approve applications.
    5. To project manage the curriculum development and report to the QASPC.

2. Proposal Monitoring

The PMDC may decide an application does not come within any of the categories listed above. The PMDC may refer such applications back to the FET Development Unit for processing through a more appropriate decision making structure[2].

3. Applications Process

A nominee from an applicant centre should be impartial in the decision-making process for an application from their own centre; and impartial in the decision-making process for an application from a centre to which they or a member of staff from that centre have objected to by way of the consultative process or otherwise.

However, any Principal/Head of Centre can present the case to the PMDC, regardless of their membership of any governance group (including the PMDC).

4. Appeals Process

Decisions of the Senior Management Team in relation to centre applications may be appealed directly to the Chief Executive. There are two grounds for appeal:

1. The decision itself
2. The means by which the decision was made (the procedure employed)

That an applicant did not provide sufficient information is not a ground for appeal but it may be open to the application to re-apply.

An applicant/other affected party has 1 week from the date the decisions were issued or where they were notified earlier to submit an appeal to the Chief Executive.

Once an appeal is lodged, the decision-maker, (PMDC, QASPC or SMT) will submit the rationale for the recommendation which is the subject of the appeal to the Chief Executive. The status quo will be maintained until there is an outcome to the appeal. The outcome of the appeal must be issued within 10 working days of receipt of the appeal.

5. Recommendations

Recommendations of the PMDC will be made to the QASPC who will consider all proposals and make the final recommendation to the Senior Management Team. Where relevant, centres will be informed of the final SMT decision by the FET Director.

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[2] It may be more appropriate for the application to be sent to the FET Director who makes decisions in consultation with the QASPC on applications related to delivery of courses

3.4 Apprenticeship Quality Council

Terms of Reference of the Apprenticeship Quality Council (AQC)

Role	The Apprenticeship Quality Council will have overall responsibility for all new apprenticeship programmes where CDETB is the Co-ordinating Provider, operating as a sub-committee of CDETB's existing FET Quality Assurance and Strategic Planning Council. The AQC will assist with planning, co-ordination, development and oversight of new apprenticeship programmes and protect, maintain and develop the standards of apprenticeship programmes. The AQC will set up sub-committees to manage new apprenticeship programmes.
Membership	**Chair**: FET Director (or designated member) **Secretary**: ETB Quality Officer (or equivalent staff designated by FET Director) **Members:** ✓ CDETB Principal/Head of Centre where the programme is being delivered (or nominee). ✓ Staff members from CDETB College(s)/Centre(s) and/or Quality Assurance Officer and any other member the Quality Assurance Development Group may appoint ✓ An Authorised Officer ✓ The National Programme Coordinator ✓ At least two representatives from the National Programme Board (NPB), at least one of which would be from industry. **External Members:** ✓ The Chief Executive or FET Director may from time to time appoint non-CDETB members who can bring an external perspective such as employers or experts in FET or in quality systems or persons with expertise from other ETBs.
Accountable to	The CDETB FET Quality Assurance and Strategic Planning Council
Meetings Schedule	The Apprenticeship Quality Council has responsibility for all New National apprenticeships where CDETB is the coordinating provider. It will establish a sub group for each New National Apprenticeship where CDETB is the coordinating provider and will meet at least twice a year aligned with programme start dates and the meeting dates of reporting boards.
Responsibilities	**1) Apprenticeship Programme, Oversight, Standards and Quality Assurance** 1. Review provider structures that are in place for the delivery of apprenticeships. 2. Receive reports from the NPB and oversee their processes. 3. Consider reports from the Consortium Steering Group. 4. Make proposals and implement changes for quality. 5. Review External Authenticator reports and National and Provider Examination Board (NEB) reports to confirm that assessments have taken place in line with QA assessment processes and procedures.

6. Ensure that any corrective actions recommended by the NEB are carried out following the national results approval process.

2) Programme Development

1. Consider proposals for the development of new apprenticeship programmes consistent with CDETB strategy.

2. Ensure that previous programme validation panel reports for new apprenticeship programmes and programme evaluation reports are considered for new apprenticeship programme development.

3. Consider and recommend new apprenticeship programme proposals to the FET Quality Assurance and Strategic Planning Council.

4. Oversee periodic reviews of apprenticeship programmes in line with the requirements of QQI and other competent authorities as appropriate.

(3) Programme Monitoring, Enhancement and Review

1. Consider reports from the NPB and oversee programme implementation, development and review.

2. Approve systems for approval of new Collaborating Providers.

3. Receive recommendations from the National Programme Coordinator for new Collaborating Providers and ensure that proposals conform to the requirements of the programme.

4. Make recommendations to the CDETB FET Director for approval of suitable Collaborating Providers. Once approved by the FET Director ensure that suitable Memoranda of Agreement are in place.

5. Consider reports from external and internal stakeholders, and make recommendations and take action where appropriate. Stakeholders may include apprentices, employers, mentors and staff. The AQC may initiate a consultation process to obtain feedback from stakeholders, e.g. from apprentices. Reports generated by the NPB will also feed into the AQC.

6. Consider /approve proposals from the Consortium Steering Group for new members and partnerships.

7. Consider programme reviews and make recommendations regarding staff training, resources or assessments for the improved delivery and/or development of the programme.

8. On foot of reports seek to have a review or to further investigate issues as appropriate. Where required, the AQC will consult with other relevant authorities.

9. Where this process identifies changes the AQC may make recommendations, agree changes and ensure that they are carried out.

Operations	The main operations of the Apprenticeship Quality Council include: • Report its activities to the FET Quality Assurance and Strategic Planning Council. • Act as guarantor of quality for programmes for which QQI or other awards are made. • Determine its own operating procedures and set up temporary working groups to address specific apprenticeship quality assurance enhancements. • Determine its own Standing Orders, which may include the establishment of sub-groups to expedite its business. As part of its Standing Orders, it shall establish quorums for itself, the NPB and any sub-groups formed. The business of the AQC will be organised by the secretary in consultation with the Chair, in accordance with the Standing Orders. The AQC will nominate a contact person to the FET Quality Assurance and Strategic Planning Council.

Reports	The following will be submitted by the NPB: **Annual Reports** 1. Consolidated Admissions Report 2. External Authenticator Report 3. Annual National Programme Board Report 4. Consolidated Apprentice Feedback 5. Employer Feedback Report 6. Staff and Mentor Feedback Report 7. Consolidated Apprentice Graduate Report **Following Examinations** 1. National Examination Board Reports 2. External Authenticator Report 3. External Appeals Report **Biannual** ✓ Reports from National Programme Coordinator *In some cases, at the discretion of the Chair, an incorporeal meeting may be held where reports can be circulated virtually and accepted by the Council without the Council having to meet.*

CDETB

An Bord Oideachais agus Oiliúna Chathair Bhaile Átha Cliath
City of Dublin Education and Training Board

Appendix 1: AGENDA TEMPLATE

<Meeting> Agenda

Location: [Centre Address or Room Number]

Date: [Meeting Date]

Time: [Meeting Time]

Standing Items:

1. Minutes from previous meeting
   ➢ Matters Arising

2. Updates from Subgroups/Working Groups

3. Risk Register Items

Other Items

- Agenda detail 1
- Agenda detail 2
- Agenda detail 3

4. Recommendations to relevant Group or SMT

5. Next Meeting

Appendix 2: MINUTES TEMPLATE

<Meeting> Minutes

Organisation of Meeting

A meeting of [Governance Group name] was held at [Location] on [Date]. Attendees included [list attendee names]. Members not in attendance included [list names].

Item	Discussion/Recommendation	Action By [insert centre/name]

Development Officer   Date of approval

November 2019

Appendix 3: RECOMMENDATIONS TEMPLATE

Recommendations from

<insert Group/Subgroup/Working Group name>

Organisation of Meeting

A meeting of [Governance Group name] was held at [Location] on [Date]. Attendees included [list attendee names]. Members not in attendance included [list names].

Recommendation	Benefits	Risks	Decision By SMT (proposal approved/not approved)

FET Director   Date of approval

November 2019