

Quality Improvement Policy

Issue Date: 05.04.2019

Purpose of the policy

ELATT aims to provide the very best quality of service delivery possible. As an organisation working with people from disadvantaged communities we recognise that not only do people have a basic right to high quality services but that services need to be of a high quality in order for us to effectively meet those needs.

To provide staff guidelines on ELATT's Quality Improvement Policy and to show how the range of quality initiatives fit together.

Scope of the policy

This policy covers all aspects of our work, including internal and external services. All staff and volunteers should be aware of this policy.

Definitions

Quality Improvement in this policy is defined as any activity that is planned to make a significant contribution to increasing the effectiveness of our services to learners.

Responsibility for the Procedure

- All staff have a responsibility to be aware of action points in plans and how to implement them. All staff should strive to achieve and promote the highest quality of service at all times.
- Responsibility for Quality Assurance falls with the Management of Service Delivery and the Quality Improvement Co-ordinator.
- The Chief Executive has overall responsibility for the Common Inspection Framework and subsequent development of the Self Assessment Report and Quality Improvement Plan.

Requirements of the Policy

External Quality Standards

Ofsted – The Common Inspection Framework

This tool covers all activities funded through ESFA, GLA and ESF contracts. However, the standards of the EIF are to be followed throughout our provision. Delivery of the standards is the responsibility of the Service Delivery teams and managers. Progress will be reported to the trustees.

IAG National Principles (matrix Standard)

This will cover all our information, advice and guidance activity and will be co-ordinated by the Vocational Curriculum Manager. Progress will be reported to the trustees. Our matrix accreditation is reviewed on a 3 year cycle.

Investors in People

The IiP Indicators quality assure our business, leadership and people management strategy, management of human resources, staff training and development, performance measurement and continuous improvement. Our IiP recognition is reviewed on a 3 year cycle.

Internal Quality Systems

The Course Tutor Handbook

This collection of documents contains the policies, processes and procedures governing all aspects of the Learner Journey and Service Delivery at ELATT.

These processes include:

- Marketing and outreach
- Student Admissions
- Course Induction

- ILP Process
- Student Financial Support
- Observation of Teaching and Learning
- Internal Moderation

Business Planning Cycle

Business Planning

Business Planning is the annual process of whole-organisational planning for the new financial year in line with ELATT's 5-Year Organisational Strategy and our Key Performance Indicators.

- Business Planning occurs in May/June in time for the new ELATT financial/academic year in September.
- All departmental planning needs to contribute to Business Planning during the same period

Business Planning Review

The Business Plan will be reviewed in July in time for the new ELATT financial year in September. All departmental review needs to contribute to Business Planning review during the same period.

Curriculum Planning

Curriculum Planning takes place in June in order to plan for the delivery of all service delivery contracts for the coming academic year (September to August).

- Planning should inform the Course List in time for recruitment for new courses.
- It should show the number of expected starts at each stage of the year.
- It should show the number of expected achievements at each stage of the year.
- Planning should include room and staff timetabling.
- Planning should inform revision of the Course Tutor Handbook
- Planning should inform major periods of exams and Skills for Life testing

Curriculum Planning must use the following sources to ensure that it is well-informed:

- Internal assessment data, such as the Self Assessment Report and Quality Improvement Plan
- External assessment data, such as Ofsted, Matrix and liP
- Details of funding targets
- Details of new initiatives in adult education, sourced from the ESFA or professional networks

Review of the Curriculum Plan

The Curriculum Plan should undergo interim reviews each quarter before Curriculum & Quality Committee meetings. This is to ensure that we are well informed as to our performance on contract targets.

The Curriculum Plan is to be reviewed annually as part of the Business Planning process in June in time for the new ELATT financial/academic year in September

Quality Performance Management

Performance Data

Data concerning all courses will be presented to all service delivery staff and managers on a monthly basis. This information will inform planning and course delivery.

Performance data consists of:

- Enrolment by gender, ethnicity and disability
- Retention %
- Attendance %
- Success %
- Achievement %

Learner Feedback

Learner feedback is carried out through online surveys and focus groups:

- Online surveys are carried out during courses and analysed in December and June.
- Learner Focus Groups are held at various points within a course.
- Data from this research is used to inform quality planning and future course delivery.

Observation

Observation by Service Delivery Managers occurs at least twice a year for all tutors, across our service delivery. We run two Observation Cycles throughout the year. Staff are seen once each in each cycle.

- The first cycle is from Sept – Feb (developmental, i.e. ungraded)
- The second cycle is from Mar – July (graded)
- Observation leads to an agreed Action Plan highlighting training needs and opportunities to share best practice.

Lesson Planning

Tutors will have evidence of planning for each session. They will produce formal lesson plans for each observed session and for a sample of non-observed sessions for each course, unless otherwise agreed by the Curriculum Managers in individual circumstances.

One-to-ones

1:1 meetings between staff and Line Manager occur on a 4-6 weekly basis.

In these meetings, Action Plans and appraisal targets are monitored and reviewed, staff development goals are set, and coaching takes place in order to improve quality.

Team Meetings

Team Meetings are held on a monthly basis after Performance Data is released.

In these meetings, team targets against the QIP are monitored and reviewed, good practice is shared, and staff are consulted on initiatives and direction in order to ensure quality of delivery.

Course Review and Evaluation should also be covered at appropriate time during the year.

Management Team Meetings

Management Team Meetings occur monthly.

Issues arising from Management Reports are discussed and actions agreed upon.

A list of the resultant actions, with responsibilities and deadlines, are distributed by the Chief Executive to the Management Team.

Committees

Each Department will report to its associated Committee on a quarterly basis.

The Committee will be chaired by a member of the Board of Trustees.

Minutes of these meetings, and other relevant documentation, should be distributed to all Trustees 1 week prior to the next Board meeting

Service Delivery Managers will report on the progress of the QIP to the Curriculum & Quality Committee
Committees ensure that delivery mechanisms are monitored objectively and promote active involvement of the Board of Trustees.

Board of Trustees

After the Committee meeting, the Chair of the Committee will then report back above the line at quarterly Board meetings.

This is to ensure that the Board is informed, integrated and active in the pursuit and monitoring of quality at ELATT.

Quality Improvement Actions

Self Assessment Report

Our self assessment cycle of the previous academic year begins in October.

A month of staff and learner consultation will lead to the completion of the final SAR in December. This will be available to staff, learners, funders and other stakeholders in December.

Quality Improvement Planning (QIP)

The Quality Improvement Plan will be developed from the preceding Self Assessment Report. Within the QIP we will set ourselves challenging targets to raise our delivery standards in areas of strengths, weaknesses and norms.

The QIP will set targets across the year (September – August)

Implementation of the QIP will be monitored and updated quarterly at Senior Management Team meetings

Progress on the QIP will be monitored quarterly by the Curriculum & Quality Committee

Quality Improvement Strategy

The Service Delivery Managers will look at a sample of 20% of Individual Learning Plans in Spring and Autumn of each year. From this statistics will be drawn that outline the quality of learner experience and implementation of policy in the Course Tutor Handbook. Service Delivery Managers will draw up training and action plans on an individual and team basis as a result.

Review

This policy will be reviewed annually by the management team. Results of inspections and assessments against the individual systems will form part of the review and evaluation.