



QQI

Quality and Qualifications Ireland  
Dearbhú Cáilíochta agus Cáilíochtaí Éireann

# Corporate Plan 2020

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Corporate Plan 2020

# Introduction

This, the seventh corporate plan published since our establishment in November 2012, is the second plan which directly contributes to the priorities and actions set out in our *Statement of Strategy 2019-2021 – Adding Value to Qualifications*.

We have a broad range of legislative and other functions relating to qualifications and quality assurance and the Corporate Plan reflects this diversity. In 2019, we saw the passage into law of the Qualifications and Quality Assurance (Education and Training) (Amendment) Act that conferred new functions on QQI, some of which were commenced in 2019 and others that are expected to be commenced in 2020.

QQI is intent on fulfilling our statutory functions by developing, promoting and protecting the integrity of the National Framework of Qualifications; by analysing and demonstrating the impact of measures taken to improve the quality of education and training; by collaborating and engaging strategically with our key stakeholders and building our internal capacity to sustain, improve and communicate our performance. Collectively, these are the key priorities outlined in our Statement of Strategy.

QQI continues to place significant importance on its relationships with government departments and agencies, professional and regulatory bodies, providers and institutions and the representative bodies of learners and institutions. We look forward to working collaboratively with our stakeholders towards the successful delivery of the activities contained within the 2020 Corporate Plan and how they deliver on the priorities and actions contained in our *Statement of Strategy 2019-2021 – Adding Value to Qualifications*.

# Our Vision

We are committed to working enthusiastically and purposefully towards a vision of Ireland that offers extensive high-quality education and training opportunities, enabling learners to fulfil their potential through achieving qualifications that are widely valued nationally and internationally.

# Our Mission

QQI sustains public confidence in the quality of education and training, promotes trust in the National Framework of Qualifications and drives a culture of continuous improvement by education and training providers.

# Our Values

Our approach to our own work and how we work with our partners is governed by clear values and associated behaviours.

We believe we have a **shared responsibility** with others to ensure confidence in and continuous improvement of the quality of education and training. We believe that the attainment of our goals and objectives is best pursued collaboratively and constructively with our diverse set of partners and providers. We value collaborative effort for mutual benefit.

We are committed to working with **objectivity and transparency**. This underpins our decision-making and our policies, procedures and activities. These are evidence-based, informed by national and international good practice, and conducted in a manner which is openly transparent and engenders trust.

We are committed to making a difference to our partners, providers and our people. We value **achievement and impact** – the successful pursuit of goals and objectives which culminate in impacting positively and substantively on our operating environment.

We are committed to **learning and innovation** in our organisation to continuously improve our services.

# Corporate Plan 2020

QQI's Strategy Statement 2019-2021, Adding Value to Qualifications, sets out the organisation's key priorities and actions necessary to enhance confidence in the quality of Irish education and training, both nationally and internationally, and the indicators against which we will measure our impact.

These priorities focus on the Integrity of the National Framework of Qualifications, Analysis and Impact; Collaboration and Engagement; and Organisational Capacity. Our Corporate Plan for 2020 identifies the activities to be undertaken this year which will help us realise our strategic priorities.

<b>Strategic Priority 1</b> Develop, promote and protect the integrity of the NFQ		<b>Activity</b>	<b>End date</b>
a.	We will regulate access to the NFQ for awarding bodies and qualifications and maintain, develop and promote the NFQ as the central feature of a flexible, responsive system for quality assured qualifications in Ireland	Establish statutory scheme for the inclusion of awards in the National Framework of Qualifications (NFQ)	Q4*
		Establish the process for listing awarding bodies and including their awards in the NFQ	Q4*
		Publish final report on the re-referencing of the NFQ to European Qualifications Framework (EQF) and self-certification of comparability with the Qualifications Framework – European Higher Education Area (QF-EHEA)	Q4
b.	We will streamline our system of standards and awards to permit providers to deliver flexible, responsive and nationally benchmarked programmes of education and training leading to our awards	Publish Green Paper on Qualifications	Q1
		Consult on the Green Paper on Qualifications and host associated event(s)	Q1-4
		Convene a stakeholder group to advise on Quality and the Qualifications System	Q2
		Consult with stakeholders on draft broad standards (Core and Vocationally Specific) at NFQ levels 1-4	Q4

*\*Subject to resourcing*

Strategic Priority 1		Activity	End date
c.	We will regulate access to QQI awards to private education and training providers and provide security to their learners through the introduction of a statutory learner protection fund	Establish the statutory learner protection fund	Q4*
		Submit QQI advice to Minister for Education and Skills on regulations on Corporate Fitness	Q1
d.	We will authorise the use of the International Education Mark (IEM) by providers of higher education and English language education (ELE) to international learners	Publish a statutory code of practice for English Language Education (ELE)	Q4*
		Publish procedures for International Education Mark (IEM) authorisation for English language education providers	
		Publish a statutory code of practice for international education in higher education providers	Q4*
e.	We will provide comprehensive information and be recognised as an authoritative voice on high-quality education and training provision and qualifications available in Ireland	Publish five-year trends report on QQI Awards	Q1
		Launch the Irish Register of Qualifications	Q1

Strategic Priority 2		Activity	End date
Use our unique position as the agency that spans all post-secondary education and training to analyse and demonstrate the impact of measures taken to improve the quality of education and training for the benefit of learners			
a.	Our independent evaluations of providers and our research and analysis of provider-led evaluations will be used to provide high-level advice to policymakers and funders on quality in the education and training system	Conduct mid-term thematic analysis of Cinnte reviews	Q3
		Commence inaugural review of Quality Assurance of Education and Training Boards	Q3
		Publish Annual Institutional Quality Report (AIQR) summary (Insights on Higher Education)	Q3
		Establish AIQR model for Private HE Providers	Q4*
*Subject to resourcing			

Strategic Priority 2		Activity	End date
a. <i>cont.</i>		Publish Policy for Cinnte Review of Private Higher Education Providers	Q3*
		Develop Terms of Reference and Handbook for Cinnte Private HE Reviews Cycle	Q4*
		Publish a schedule of work for Thematic Analyses of External QA Activities	Q2
		Publish Thematic Analysis on re-engagement of providers	Q3
b.	We will provide guidance to and evaluate providers to stimulate and promote quality enhancement in education and training provision	Publish response to consultation feedback on the Green Paper on Assessment	Q1
		Publish QQI analysis of report (part II) on evaluation of provider-led programme approval in higher education	Q2
c.	We will rigorously analyse and report on the outputs of our qualifications system to inform education and labour market decision-makers.	Publish a programme of work on data analysis	Q1

Strategic Priority 3		Activity	End date
To support a high-quality education and training system through mutually beneficial strategic partnerships			
a.	We will strive to inform and influence policy through our relationships with government, public funders and other stakeholders	Finalise second Memorandum of Understanding (MoU) with the National Forum for the Enhancement of Teaching and Learning in Higher Education	Q1
		Finalise second Memorandum of Understanding with SOLAS	Q1
		Respond to relevant public consultations relating to education and training	Q1-4
		Establish a Social Media Plan	Q1
*Subject to resourcing			

Strategic Priority 3		Activity	End date
b.	We will engage with government departments, agencies, social partners and professional recognition bodies to contribute to coordinated policy in relation to skills requirements, regulations and associated occupational standards and qualifications	Host a series of events with Professional Bodies to develop common expectations	Q2-4
		Publish a report on points of engagement between the education and training sector and employers, industry and enterprise and business sectors	Q4
		Conduct a Survey of QQI Stakeholders	Q1
c.	We will work with providers and awarding bodies to promote shared responsibility for a high-quality education and training system that stimulates transparency and improvement	Hold enhancement events on (i) Staff development/CPD (conference - 13 February 2020) (ii) Implications of the new legislation (IoT's transition to designated awarding bodies); (iii) Thematic Analysis of Programme Approval and Re-approval (IOTs; Universities and Professional Bodies)	Q1-4 Q1 Q1 Q3
		Deliver Programme for Engaging with Providers on Essay Mills (National Academic Integrity Network)	Q1-4
d.	We will engage with learner representative bodies to encourage best practice in providers	Support the National Student Engagement Programme (NStEP) and the Further Education and Training Learners Forum	Q1-4
e.	We will work with our EU colleagues and other international partners to influence European quality and qualifications policy and to inform our work here in Ireland	Participation of Executive staff in peer QA Agency governance and in international reviews	Q1-4
		Complete Erasmus-funded European Network of Information Centres-National Academic Recognition Information Centres (ENIC/NARIC) recognition projects 2020	Q1-4
		Participate in Thematic Peer Group (TPG) - Bologna follow-up to the Paris Communiqué on the Lisbon Recognition Convention 2020	Q2
		Contribute to EQF Advisory Group, ESCO (European classification of Skills, Competences, Occupations and Qualifications) Working Group and UNESCO world-wide reference levels	Q1-4
		Implement Joint Europass/National Co-ordination Point (NCP) action plan	Q1-Q4
		Host national European Union (EU) Initiatives Reference Group meeting	Q4
		Participate in annual five country (England, Scotland, Wales, Northern Ireland and Ireland) event in Belfast	Q1





<b>Strategic Priority 4</b> To build internal capacity to sustain, improve and communicate our performance		<b>Activity</b>	<b>End date</b>
a.	We will continue to support and develop our people to build and foster a flexible, engaged, adaptable and motivated executive	Implement recommendations arising from KeepWell Mark assessment in 2019	Q1-4
		Commence preparatory work to achieve the next level of the KeepWell Mark for the organisation	Q4
		Roll out of a comprehensive recruitment and induction programme in keeping with the recommendations from the workforce planning report	Q1-4
		Develop a succession and talent management plan	Q1
		Review and update Workforce Plan	Q2
		Develop a Training and Development strategy for the organisation informed by the skills gap analysis and PMDS	Q2
		Deliver a management training programme	Q2
		Implement recommendations arising from the HR Strategy and from the Staff Engagement Survey	Q1-4
		Develop a phased-based action plan for future accommodation needs in consultation with relevant partners	Q3
		Establish a protocol for internal communications (in association with HR)	Q1
b.	We will formulate and seek agreement for a transparent and sustainable funding model, underpinning confidence in the execution of our strategy	Complete FMMM (Financial Management Maturity Model) assessment and develop a programme of enhancements	Q2
		Conduct an analysis of capital spend requirements for the three-year strategy (2019-2021)	Q3
		Commence multi-annual Budget process	Q2-3
		Publish updated Financial Information Packs for panel members	Q2
		Publish an updated explanatory information booklet on fees	Q3
		Implement plan for new funding model to inform 2021 budget estimates	Q1

<b>Strategic Priority 4</b> <i>cont.</i>		<b>Activity</b>	<b>End date</b>
c.	We will invest further in our ICT infrastructure and internal capability as a means of further improving organisational productivity and enhancing service levels to our clients	Implement Information and Communications Technology (ICT) Strategy, including development of software for new functions	Q1-4
		Develop a Fees Calculator for validation of further education and training programmes	Q4
		Implement customer charter action plan	Q1-4
		Propose fees for new functions	Q4*
		Award contract for redesign of the QQI website	Q2
		Implement recommendations arising from Review of ICT Security	Q1-4
		d.	We will demonstrate best practice in relation to our functional and corporate governance in line with the Code of Practice for the Governance of State Bodies and adherence to relevant legislative and regulatory obligations.
Complete review of Risk Management Policy	Q1		
Conduct external review of QQI Governance Structure	Q2		
Develop a Management Assurances Framework	Q3		
Deliver procurement training for relevant staff	Q1		
Complete progress report on Strategy Statement 2019-2021	Q1		
Implement an updated Data Protection plan to strengthen GDPR compliance	Q1-4		
Implement the Crisis Communications Plan	Q1-4		
Re-establish the Programme Office	Q2*		

\*Subject to resourcing

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