

Performance Delivery Agreement
between the
Department of Education and Skills
&
Quality and Qualifications Ireland (QQI)

2019

Date: 13th March 2019

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1. Introduction and Context

This is the fifth management and accountability agreement between the Department of Education and Skills (referred to in this document as “the Department”) and Quality and Qualifications Ireland (referred to as “QQI”). It is an important feature of the Agreement each year to set out the purpose of the Agreement; the respective roles and functions; the mutual commitments and the services and activities planned by QQI for the coming year. The purpose of the Agreement is to:

1. Set out the respective roles and responsibilities of both parties;
2. Provide clarity on the strategic and operational aspects of the organisations' relationship;
3. Provide a basis and framework for the delivery of high quality services and to set in place for 2019, the parameters and timeframe within which those services will be delivered by QQI;
4. Establish structured arrangements for communications, reporting and liaison;
5. Facilitate continued improved communication, engagement and co-operation between both organisations.

This Agreement has been developed in accordance with the relevant statutory provisions, national strategies and Government policies, as well as the Code of Practice for the Governance of State Bodies and the QQI Corporate Plan.

This Agreement is not a legally binding agreement or a contract and is not exhaustive in its identification of responsibilities. It does not in any way limit any additional actions or policies being implemented between the two organisations. The Agreement does not supersede any specific agreements between the two organisations in relation to particular work areas.

Both organisations will ensure that all relevant staff are familiar with the Agreement and its implications and that all dealings between the two organisations are conducted in accordance with its principles and provisions.

1.2. Duration of Agreement

The services and activities to be delivered as part of this Agreement will be finalised at the first PDA review meeting of each year with a view to ensuring appropriate linkages are in place between the Agreement and QQI's Corporate Plan.

The Agreement will be reviewed on an annual basis. The content of this Agreement may be amended or modified as required and provided mutual agreement is obtained from both signatories.

1.3. Flexibility and Amendment of Targets

Both parties recognise that it may become necessary to change, modify, add to or otherwise alter, agreed performance targets during the course of this agreement. A necessity for amendments may be prompted by changes in e.g. proposed legislative amendments, government/ministerial priorities or policies, prevailing operating circumstances and/or broader political, economic, financial or related priorities.

Where amendments become necessary, the Department will engage in meaningful and timely consultations with QQI. Such consultation will include consideration of any increase or reduction in effort required to achieve amended targets and any related impact on total output requirements. In the course of all consultations, the Department will be cognisant of the resources required by QQI to deliver additional priorities or the need to deprioritise some objectives if additional delivery requirements emerge. The Department also acknowledges that there may be co-dependencies in some instances where the delivery of objectives also require the commitment of other stakeholder agencies or national objectives under the remit of the Department. At all times, QQI is committed to working with all stakeholders in delivering the Department's objectives for the education and training system.

1.4. Reporting and Liaison Structures

In addition to regular meetings and ongoing dialogue between management in the relevant areas of responsibility in the two organisations, three meetings at senior management level, including the CEO, will be held to review progress on the implementation of the strategic objectives outlined in this Agreement. The three meetings will take place in Quarters 1, 2 and 4.

QQI will agree an Oversight Agreement with the Department and QQI will comply with the Oversight Agreement. QQI notes that this Performance Delivery Agreement operates within the parameters of the Oversight Agreement.

1.5. Compliance Notification

Where QQI becomes aware of non-compliance or potential compliance issues in respect of any obligation, this should immediately be brought to the attention of the Department by the nominated liaison person or the Chief Executive of QQI.

The Department brings to the Board's attention, if necessary on an exceptional basis through the Chair, any strategic issues essential for the Board's oversight of QQI's performance of which the Board may otherwise be unaware.

2. Respective Roles and Functions

Education and training is central to individual, societal and economic development and is a vital component for overall national development. The Department and QQI have a common mission of supporting lifelong learning and assuring the quality of the delivery of education and training. Their respective roles are set out below.

Department of Education and Skills

The mission of the Department of Education and Skills, set out in the Department's National Strategy for Higher Education to 2030, the Further Education and Training Strategy 2014-2019 and the Department's Action Plan for Education 2019 is to facilitate individuals through learning to achieve their full potential and contribute to Ireland's social, economic, and cultural development.

Its key functions in relation to lifelong learning, quality assurance and qualifications are:

- To support Government in determining national policy relating to lifelong learning, quality assurance and qualifications;
- To support Government in developing the legislative framework to ensure that national policies relevant to the quality assurance of further and higher education and training can be implemented;
- To provide high quality opportunities for upskilling and reskilling that meet the needs of individuals and the labour market;
- To provide high quality learning, research and innovation opportunities in the higher education sector;
- To be accountable to the Oireachtas for the public funding assigned to QQI;
- To hold QQI accountable for the performance of its functions.

Quality and Qualifications Ireland

QQI is an independent agency with autonomous responsibility for its own operations. Its qualifications and external quality assurance policies and methodologies are influenced both by national legislation and European models such as the European Standards and Guidelines. It develops these in consultation with further and higher education and training institutions and the wider qualifications system. However, its processes, procedures, decisions and judgements are not influenced by third parties.

QQI is governed by a Board. The Board cultivates and relies on the cooperation, expertise and independent judgement of its members in order to provide the necessary leadership to support the success of the agency in delivering on its functions.

QQI has responsibility for the external quality assurance of further education and training and higher education and is responsible for the National Framework of Qualifications. QQI also validates programmes and makes awards within the NFQ for further and higher education and training providers without their own awarding powers. The functions of QQI as defined in the Qualifications and Quality Assurance (Education and Training) Act, 2012 (referred to as "the Act") include:

- To approve the quality assurance procedures of providers of further and higher education and training, other than universities;
- To review and monitor the effectiveness of the quality assurance procedures of providers of further and higher education, including universities;

- To promote, maintain and further develop the National Framework of Qualifications;
- To advise the Minister in relation to national policy on quality assurance and enhancement in education and training;
- To establish a code of practice for the provision of education and training programmes to international learners and authorise the use of an International Education Mark by providers who comply with the code.

Under its new Statement of Strategy 2019-2021, QQI's priorities are:

QQI's priorities	which link to/support the Department's Strategy/Action Plan for 2018
<ul style="list-style-type: none"> • Integrity of the National Framework of Qualifications 	<i>Goal 1, Improve the Learning Experience and the Success of Learners</i>
<ul style="list-style-type: none"> • Integrity of the National Framework of Qualifications 	<i>Goal 2, Improve the Progress of Learners at Risk of Educational Disadvantage or Learners with Special Educational Needs</i>
<ul style="list-style-type: none"> • Analysis and Impact 	<i>Goal 3, Help those delivering Services to continuously improve</i>
<ul style="list-style-type: none"> • Integrity of the National Framework of Qualifications • Analysis and Impact • Collaboration and Engagement 	<i>Goal 4, Build Stronger Bridges between Education & the Wider Community</i>
<ul style="list-style-type: none"> • Organisational Capacity 	<i>Goal 5, Improve National Planning and Support Services</i>

It is acknowledged that QQI also operates the ACELS Scheme for English language providers on a contractual basis at the request of the Department.

Qualifax, the national learners' database, is maintained by QQI at the request of the Department.

In addition, QQI plays a key role in providing policy advice to the Minister and the Department on the current status of the further and higher education and training system and in the development of future education and training policy. QQI may undertake to conduct research into relevant matters, raising policy issues with the

Department where it considers action is required, and will ensure that the Department is kept fully informed of or involved, where appropriate, in all initiatives/developments under consideration in this context. This should include, where appropriate, the participation of the Department in any working groups or processes established to progress work in a particular area. QQI will also ensure that there is prior consultation with the Department on draft policy documents in advance of final approval or publication.

Internationally, QQI is involved in a number of projects, initiatives, agreements and networks with the aim of improving the quality of education and training across Europe and the world. Currently QQI's contribution to European and international initiatives includes its role as the national contact point for the European Qualifications Framework for Lifelong Learning (EQF); as the National Academic Recognition Information Centre (NARIC); as the National Europass Centre; through participation in the national Bologna steering group; as the national contact point for and member of ENQA; as one of the national contact points for ESCO (European Skills/Competencies, qualifications and Occupations) and currently provides the secretariat to EQAVET (for the period 2016-2019). QQI is the national reference point for the European Quality Assurance in Vocational Education and Training. At the request of the Department, QQI supplies the Irish representative to Thematic Peer Group B on the recognition of qualifications, established following the Bologna Process Ministerial Meeting in Paris.

Mutual Commitments

Both parties are committed to the promotion of partnership, responsiveness and mutual co-operation in their ongoing interactions.

The Board of QQI has responsibility to support the delivery of QQI's Strategy. In doing so, the Board maintains oversight of the overall performance of QQI and provides any input necessary to ensure the delivery of the organisation's long-term strategy. In this role, the Board through the Chair, contributes to the PDA engagement process and in this context addresses issues which may have an impact on QQI's performance or on the effectiveness of the relationship with the Department of Education and Skills.

Both parties undertake to ensure that no unnecessary delays arise in respect of decision making, responses to correspondence, information requests or related matters. In relation to parliamentary questions or other parliamentary business, QQI will provide appropriate material within the specified timeline. The Chief Executive's Office in QQI will be copied on all such requests. In addition, QQI will continue to inform the Qualifications Unit when making requests to the Minister to attend QQI events. When such requests are accepted, QQI will supply appropriate briefing and speech material to the Qualifications Unit within the specified timeline.

Both parties commit to keep each other fully apprised and updated on any relevant emerging issues or planned public announcements or publications. A progress report will be prepared by QQI to complement the PDA review meetings in 2019. The Department will be cognisant of the demands placed on QQI in delivering the

service and activity commitments set out in this Performance Delivery Agreement and will support QQI wherever practicable.

Multi-Annual Strategic Planning

In accordance with the Act, QQI delivers its strategic goals and objectives on a multi-annual basis. QQI's Strategy Statement 2019-2021 sets out the approaches and outcomes to be achieved by the end of 2019. The Statement was submitted to the Minister having been approved by the Board on 22 June 2018.

3. Service Commitments and Measures 2019

The following section provides an overview of the key services and activities for 2019 which, when delivered in conjunction with the 2020 and 2021 plans, will contribute to a realisation of QQI's mission for the three-year period up to and including 2021.

It is acknowledged that, in addition to commitments below, QQI continues to devote considerable resources to important areas of work which are not central to its statutory mandate.

Strategic Priority 1: Develop, promote and protect the integrity of the NFQ			
	Business Commitment	Activity	End date
a	We will regulate access to the NFQ for awarding bodies & 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)	Commencement of legislation (+ 6 months)
		Commence re-referencing of the NFQ to European Qualifications Framework (EQF).	Q2
b	We will streamline our system of standards and awards to permit providers to deliver flexible, responsive & nationally benchmarked programmes of education and training leading to our awards	Publish a Green Paper on Qualifications	Q2
		Consult with stakeholders on future approaches	Q4
		Publish findings of study on role of qualifications in recruitment	Q1
		Progress the development of broad standards for consultation at NFQ levels 1-4 (and guidelines on their use) in the following domains: Core Competences; Science, Horticulture and Agriculture; Construction and Engineering; Fine Arts, Crafts and Design; Hospitality and Personal Services; Language; Retail, Administration and Office Work; Care and Community Work and ICT	Q4
		Publish Early Learning and Care Standards at NFQ Levels 5 – 6	
	Consultation version	Q1	
	Final version	Q3	

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	Commencement of legislation (+ 6 months)
		Implement ministerial regulation for due diligence of providers	Commencement of legislation (+ 6 months)
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 code of practice and procedures for International Education Mark (IEM) English Language Education (ELE) authorisation for English language education providers	Commencement of legislation (+ 6 months)
		Publish a code of practice and procedures for IEM higher education authorisation for higher education providers	Commencement of legislation (+ 6 months)
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	Launch the Irish Register of Qualifications (commencing with QQI awards)	Q2
		Publish 'Ten years of the NFQ to EQF referencing'	Q2
		Publish guide to New Zealand and Irish qualifications	Q2

Strategic Priority 2: Use our unique position as the agency that spans all post-secondary education & training to analyse and demonstrate the impact of measure taken to improve the quality of education and training for the benefit of learners			
	Business Commitment	Activity	End date
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	Publish report (part II) on evaluation of provider-led programme approval in higher education	Q3
		Publish Guidelines for National University of Ireland (NUI) on their review of linked providers	Q2
		Publish the progress report on implementation of quality improvement plans in the Education and Training Boards (ETB) sector	Q3
		Publish Annual Institutional Quality Report summary	Q3
b	We will provide guidance to and evaluate providers to stimulate and promote	Publish analysis of, and response to, consultation feedback on the Green Paper on Assessment	Q3-4

	quality enhancement in education and training provision	Following statutory consultation, develop handbook and procedures for quality assurance reviews in the Education and Training Boards	Q3
		Re-confirmation of membership of the European Association for Quality Assurance in Higher Education (ENQA) following evaluation of QQI	Q3
c	We will rigorously analyse and report on the outputs of our qualifications system to inform education and labour market decision-makers.	Review the open data available on our website	Q2
		Publish study on trends and developments in certification practice	Q3

Strategic Priority 3: To support a high-quality education and training system through mutually beneficial strategic partnerships			
	Business Commitment	Activity	End date
a	We will strive to inform and influence policy through our relationships with government, public funders and other stakeholders	Approve Communications Strategy	Q1
		Implement the next phase of the Memoranda of Understanding direct engagement with the Higher Education Authority (HEA) and SOLAS	Q1-Q4
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 forum for professional bodies to consider synergies between quality assurance and professional accreditation	Q1
		Publish papers on professional accreditation and academic recognition (i) Fact-finding (ii) Issues paper	(i) Q1 (ii) Q3
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	Sponsor quality enhancement discussion events to enable providers to respond to transparency and improvement	Q1-Q4
		- Host Apprenticeship Conference	Q2
		Publish a report on points of engagement with employer, industry and business sectors	Q4
d	We will engage with learner representative bodies to encourage best practice in providers	Support National Student Engagement Programme (NStEP) event for learners and providers in the higher education and training sector	Q1

		Engage with and support the National Further Education and Training (FET) Learner Forum	Q1-Q4
e	We will work with our EU colleagues and other international partners to influence European quality and qualifications policy & to inform our work here in Ireland	Host annual five country (England, Scotland, Wales, Northern Ireland and Ireland) meeting on qualifications	Q1
		Complete Erasmus-funded European Network of Information Centres-National Academic Recognition Information Centres (ENIC/NARIC) recognition projects	Q1-Q4
		Participate in Thematic Peer Group (TPG) - Bologna follow-up to the Paris Communiqué on the Lisbon Recognition Convention	Q4
		Contribute to EQF Advisory Group, ESCO (European classification of Skills, Competences, Occupations and Qualifications) Working Group and UNESCO world-wide reference levels	Q4
		Implement Joint Europass/National Co-ordination Point (NCP) action plan	Q1-Q4
		Host European Union (EU) Initiatives Reference Group meeting	Q4

Strategic Priority 4: To build internal capacity to sustain, improve and communicate our performance			
	Business Commitment	Activity	End date
a	We will continue to support and develop our people to build and foster a flexible, engaged, adaptable and motivated executive	Achieve the KeepWell Mark for the organisation	Q1
		Complete the workforce planning report	Q2
		Implement an enhanced Performance Management and Development System (PMDS)	Q1-Q4
b	We will formulate and seek agreement for a transparent and sustainable funding model, underpinning confidence in the execution of our strategy	Implement an enhanced financial management system	Q2
		Conduct an analysis of capital spend requirement for the three-year strategy (2019-2021)	Q1-Q4
		Submit proposal on funding model to Department of Education and Skills	Q2

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	Publish a business informed Information and Communications Technology (ICT) Strategy	Q2
		Review QQI's project management system and capability	Q4
		Implementation of an enhanced ICT function	Q1-Q4
		Review and update the customer charter and action plan in consultation with relevant stakeholders	Q3
		Launch an online Validation of HE Programmes fees calculator for providers	Q2
		Review of fees following legislation	Commencement of legislation (+ 6 months) and Ministerial consent
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.	Implement a governance compliant audit cycle	Q1-Q4
		Review QQI's risk management system and benchmark with best practice public sector models	Q4
		(i) Review General Data Protection Regulation (GDPR) compliance and (ii) implement required changes and enhancements	Q2 Q3-4
		Review compliance requirements and actions under Public Sector Duty	Q3
		Develop a QQI Corporate Governance Manual	Q4
		Implement a strengthened and enhanced procurement function and approach in QQI	Q1-Q4

Potential Risk Factors

It is important to note that some elements of the Plan are contingent on factors outside QQI's control – namely, the enactment of amending legislation by the Oireachtas (see Section 6.3).

Corporate Governance and Financial Accountability Framework

Corporate Governance

QQI will ensure that appropriate governance and assurance mechanisms and structures are in place in QQI in accordance with the Code of Practice for the Governance of State Bodies 2016.

4. Funding of QQI

The Department will allocate funding to QQI for the performance of its functions in accordance with the Financial Accountability Framework and Financial Policies and Procedures. QQI shall keep proper records and in particular adhere to Section 23 of the Act.

Monies will be advanced to QQI in line with agreed procedures which are set out in the grant allocation letter which issues from the Department each year. These procedures will be kept under review to ensure they remain fit for purpose. QQI will provide financial reports and statistical data as required, including data to support the preparation of budget and performance assessment and reporting.

The Performance Delivery Agreement will provide an opportunity to look at funding from a multi-annual perspective with a view to achieving a closer connect between QQI's future activities and the necessary grant aid year on year.

The Department in each financial year will advance to QQI such a sum from monies sanctioned by the Department of Public Expenditure and Reform which is not greater than the sum required for the purpose of defraying expenditure incurred by QQI in the performance of its functions under the Act, taking into account the projected income from fees and other sources expected by QQI in each year. It is acknowledged that fee income is difficult to predict.

The 2019 Budget Allocation for QQI confirmed by the Department is €4.579m. The Chief Executive is the accountable person responsible for requesting the drawdown of these funds from the Department. The funds will be drawn down in accordance with the schedule agreed between QQI and the Department. The Department will hold copies of the original signature of the Chief Executive as well as three mandated substitutes.

It is the responsibility of QQI to prepare accurate estimates of funding requirements. The Department will consider these estimates within the context of available funding but it may not be possible to meet the full funding requirements of QQI in any given year. In such instances QQI will be expected to manage within the allocated budget and prioritise its actions accordingly.

5. Audit, Risk, Control and Compliance

5.1. Written Procedures

QQI shall comply with the Public Financial Procedures published by the Department of Finance and at all times keep appropriate records.

QQI will ensure that there are written financial procedures in place which reflect, and are in compliance with, the requirements of the Public Financial Procedures and other relevant financial regulations and guidelines and reflect the updated requirements of Department of Public Expenditure and Reform circular 13/2014. These procedures will be kept under ongoing review having particular regard to the findings of the annual internal review of the effectiveness of QQI's system of internal controls and audits. QQI is committed to complying with the Public Spending Code and to providing specific details relevant to QQI as appropriate and where applicable.

5.2. Risk Management and Compliance

QQI will adopt and maintain a structured approach to risk and control and, where appropriate, enhance its risk management and keep it under continuous review for improvement. This should include:

- an annual review of the effectiveness of QQI's system of internal controls, including financial, operational and compliance controls and risk management must be carried out as soon as possible following the end of each financial year;
- detailed procedures must be in place, outlining QQI's control procedures and the in-built control and financial monitoring, control and verification checks implemented to ensure accountability and compliance with best financial practice;
- where specific issues have or will emerge, QQI will keep the Department informed of efforts to address and resolve these matters. QQI will submit a report to the Department on the resolution of any such issue and the actions that have been taken to prevent any reoccurrence;
- QQI will establish a quality assurance system to measure customer satisfaction, and highlight opportunities to improve work processes.

6. Financial Accountability Framework

6.1. Objective

The objective of this Financial Accountability Framework, operating as an integral part of the wider Performance Delivery Agreement, is to ensure that there are appropriate structures in place in QQI to provide for the necessary assurances to the Department of Education and Skills in respect of any funding advanced to QQI for the performance of its functions/administration of the agency.

6.2. Financial Procedures

QQI will have written financial procedures in place which reflect, and are in compliance with, the requirements of the Public Finance Procedures and other relevant financial regulations and guidelines. These procedures will be kept under

ongoing review having particular regard to the findings of the annual internal review of the effectiveness of QQI's system of internal controls and audits.

6.3. Management of Resources

QQI will, on an ongoing basis, assess and review the deployment of its resources, ensuring appropriate skills development through effective training plans. QQI will comply with the arrangements for the Delegated Sanction Agreement for the recruitment and promotion of staff, workforce planning requirements and relevant employment law. Should performance or compliance issues arise from the loss of skills or staff, QQI will immediately bring this to the attention of the Department.

The staff numbers in QQI will remain in line with the Delegated Sanction Agreement of December 2015 which comprehends a WTE at or below 78.

In preparation for the enactment of the revised Legislation QQI will complete a workforce planning exercise by end Q2 2019. This exercise will be used to inform the Department of any additional financial, ICT and staff resources that may be required to implement QQI's significant new or expanded responsibilities such as additional functions including the Learner Protection Fund and the evaluation of a provider's corporate fitness. Any additional demands will need to be considered within the confines of the Delegated Sanction Agreement and in the context of available resources.

In the course of all consultations, the Department will be cognisant of the resources required by QQI to deliver additional priorities or the need to de-prioritise some activities if additional delivery requirements emerge.

6.4. Monitoring and Reporting

QQI will put in place monitoring and verification arrangements to ensure best practice is followed and financial controls are adhered to, in order to safeguard the public funding provided from the Exchequer. QQI will effectively manage the public monies provided, ensuring that agreed savings are delivered.

QQI will submit an annual set of accounts and report on activity as provided for in the Qualifications and Quality Assurance (Education and Training) Act 2012.

7. Governance

The governance objectives of this Agreement are to ensure that QQI:

- follows the strategic direction laid out by the Department by ensuring the delivery of the agreed services and activities and the achievement of the agreed targets.
- effectively performs its statutory functions.
- has a proper accounting framework for the monies advanced to it by the Department and that appropriate structures are in place to provide assurance to the Department.
- has standards and codes of practice to ensure integrity and professionalism and to maintain its reputation in the performance of its functions and ensuring that such standards are adhered to by its staff.

QQI will ensure that it has appropriate governance and assurance mechanisms and structures in place. QQI will ensure that it adheres to the Code of Practice for the Governance of State Bodies and that such circulars as may issue from time to time from the Departments of Finance/Public Expenditure and Reform are implemented, where appropriate. QQI shall, in accordance with *Section 25* of the Act, submit to the Minister an annual report not later than 30 June each year.

In line with the Code of Practice for the Governance of State Bodies – August 2016, QQI will comply with Department of Public Expenditure and Reform Circular 02/2016 requiring State bodies to comply with expenditure approvals on IT and telecommunications projects, systems and infrastructures.

QQI will also ensure adequate and appropriate data collection and analysis systems in support of the delivery of its remit. This will include appropriate data sharing arrangements with relevant stakeholders, consistent with the General Data Protection Regulation and national legislation.

QQI will ensure that it complies with all relevant Statutory Obligations which affect the corporate governance of QQI.

8. Review Meetings

The overall engagement of QQI and the Department will be governed by PDA Review meetings, which will be additional to the regular meetings and ongoing dialogue between management in the relevant areas of responsibility. The purpose of the PDA Review meetings will be to review the overall performance of this Agreement, to review the performance of each party and to set future medium and long-term strategies for developing the relationship.

In general, the PDA Review meetings will take place three times per year, with the meetings below to take place during the period covered by this Agreement.

Type of Meeting	Level of Attendance	Date
PDA Review	Senior Mgt DES/QQI	End Q1 2019
Mid-year PDA Review	SG/QQI Chair/Senior Mgt DES/CEO	End Q2 2019
Progress 2019 and Draft PDA 2020	Senior Mgt DES/QQI	Early Dec 2019

9. Change Process

Both parties are cognisant of the implications for resourcing arising from the amended Legislation and effecting the continuing change process in QQI. QQI will review progress to date in Quarter 1 and reassess its priorities for the remainder of the year as necessary.

10. Sign Off and Review Arrangements


This Performance Delivery Agreement covers the period from January to December 2019. This Agreement is jointly signed by the Assistant Secretary of the Department of Education and Skills with responsibility for Higher Education and Qualifications and the Chief Executive of QQI. The agreement is renewed on an annual basis.

Both organisations will ensure that all relevant staff are familiar with this Agreement and its implications, and that all relevant dealings between the two organisations are conducted in accordance with its principles and provisions.

This Performance Delivery Agreement will be fully reviewed at the end of 2019.

The performance of QQI will be reviewed periodically on the basis of achievement of the deliverables set out in section 3 of this Agreement. Where QQI becomes aware of non-compliance or potential compliance issues in respect of any obligation, this should immediately be brought to the attention of the Department by the nominated liaison person or the Chief Executive of QQI.

Signed on behalf of the Department of Education and Skills:




William Beausang
Assistant Secretary
Department of Education and Skills

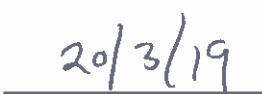


Date

Signed on behalf of Quality and Qualifications Ireland:



Padraig Walsh
Chief Executive
Quality and Qualifications Ireland



Date