

Follow-Up Report
National College of Ireland
May 2026

	Recommendation	Completed Actions	Completion Date	Commentary and Follow-Up Actions
1	The review team recommends that the self-identified 'next steps' developed in the ISER chapters are developed as more tangible sets of actions and prioritised with implementation timescales and assigned responsible parties to support their implementation.	a. Mapping exercise completed to embed ISER 'next steps' to drive progression and/or completion within the CINNTE and the Executive Strategic Implementation Plans.	August 2025	- All CINNTE Implementation Plan actions completed. - Review of achievements and lessons learned against the current Strategic Plan (2022–2027) to be completed in 2026. - Senior Leadership Team (SLT) to ensure ISER and CINNTE actions that remain ongoing are included in the next Institutional Strategic Plan and progresses as part of preparations for Delegated Authority from 2026/27 onwards.
		b. Implementation plan monitoring added as a standing agenda item for Academic Council and Executive Group meetings.	October 2025 onwards	Completed.
2	NCI should review the totality of action lines related to the strategic plan that are currently being progressed and monitored and consider how actions are	a. Governing Body workshop held to approve refined Executive strategic priorities for 2025-2027.	February 2025	Completed.
		b. SMART Executive strategic plan to be monitored quarterly by Executive Group and Governing Body.	October 2025 onwards	Completed. Progress monitored at each Executive Group (renamed as SLT), Academic Council and Governing Body Meeting.

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3	prioritised and factored into the action plan in an appropriate and timely manner. NCI should ensure that each of its strategic objectives is SMART, with clear indicators of performance, agreed milestones and targets to allow better tracking of progress and performance.	c. Annual review of the Executive Strategic Implementation Plan completed by Governing Body.	December 2025	- Completed. Annual reports against Executive Strategic Priorities presented to Governing Body and at all-staff meetings throughout 2025/26. - Review of achievements and lessons learned against the current Strategic Plan (2022–2027) to be completed in 2026. - Development of the next NCI Strategic Plan to commence in 2026/27 and will be desired to be SMART with agreed milestones and measurable targets of success and impact.
4	NCI must complete the vital review and revision and publication of its academic governance structures within the 2024 – 25 academic session, as planned, to ensure that all academic decision-making that should be the responsibility of an academic council and an appropriate set of committees and sub-committees is principally considered by or through that governance forum.	a. Academic Council approved a refresh of QAES Chapter 2 - Academic Governance Structures and Chapter 3 – Programme Quality. This included the terms of reference and membership of the new Academic Programmes and Quality Committee.	June 2025	- Completed. The Academic Governance and Programmes Quality sections of the QAES – to be renamed as NCI’s Quality Manual – were updated with changes implemented in line with the planned completion date prior to the start of the 2025/26AY. - Ongoing changes to Chapter 2 will be published following Academic Council approval. - The new Academic Programmes and Quality Committee is in place and its work around programmes and academic partnerships is formally ratified by Academic Council.
		b. Updates to the Terms of Reference and membership of Academic Council and its sub-committees approved by Academic Council.	December 2025	- Completed. Terms of Reference of the Academic Council and its three sub-committees have been reviewed and approved. - Each Committee will continue to review its Terms of Reference and Membership at its first meeting

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5	NCI should develop full Terms of Reference that clearly state the remit, constitution and operational practices of its academic council and each committee and sub-committee.			of each AY with any changes approved by Academic Council and published. A staff member in the Quality and Institutional Effectiveness (QIE) Team is responsible for ensuring consistency and accuracy in the information published on NCIs Academic Governance structures. • NCI's Preparations for Delegated Authority will include a review of Governance Structures against QQI Criteria.
6	NCI should ensure that the constitutions of the academic council and each of its committees and sub-committees provide appropriate and balanced representation across internal stakeholder interests to enable appropriate challenge and academic scrutiny.	c. Changes to Committee Terms of Reference and membership reported to Governing Body and QQI in the Annual Quality Report (AQR). Outcomes published on the NCI Website.	February 2026	• Completed. Each AQR acts as the formal report from Academic Council to Governing Body and QQI. It documents any changes made to the NCI Academic Governance Structures. • All NCI AQR reports will continue to be published on the NCI website.
7	NCI should ensure that the details of all academic committees are, and remain, up to date, accurate and complete, that they are published and accessible and that	d. Academic Council approved a restructuring of QAES policies and procedures aligned to QQI and ESG Part 1 requirements.	June 2025	• Completed. Academic Council approved a restructuring of the QAES/Quality Manual to enhance the accessibility of College Policies and Procedures aligned to QQI and ESG requirements. • A staff member in the QIE Team manages the development, maintenance and monitoring of College Policies. • Work will be undertaken throughout 2026 and 2027 to enhance the accessibility of approved College policies and procedures for staff and students internally. This includes promoting the use of plain English and the separation of policies

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8	they are housed in a location that acts as a ‘single source of truth.’			from procedures, templates and guidelines to maximise understanding and utilisation.
	NCI should, as an immediate priority and before the start of the 2025 – 26 academic session, in line with its planned intentions, ensure that all of the policies, procedures and other information in the QAES that falls within ESG Part 1 and/or QQI’s statutory QA guidelines is accurate, complete, accessible and functions effectively as a single source of truth.	e. QIE Website refreshed and relaunched providing the single source of truth for all academic governance and academic policies and procedures.	August 2025	Completed. Additional work underway to enhance the awareness and accessibility to the QIE website and Quality Manual as the single source of truth for all stakeholders throughout 2026.
		f. Academic Council approved the new Academic Programmes and Quality Committee (APQC) Terms of Reference which included oversight for academic quality, partnerships and risks.	June 2025	- Completed. Terms of Reference for the APQC were approved and this sub-committee of the Academic Council oversees the NCI Register of Academic Partners and any new requests for academic partnerships linked to programmes. - Academic Council approved at its May 2026 meeting new College Policies and Procedures for Academic Partnerships. These includes clear roles and responsibilities for due diligence processes and risk assessments of Academic Partnerships new and existing. - From 2026 onwards Annual Programme Monitoring processes and Quinquennial Programme Reviews will explicitly include a commentary on the quality, impact and experiences of academic partnerships. - From 2026 onwards the NCI Website will include a listing of NCIs academic partnerships.
20	NCI should revise its governance structures for oversight of the quality of delivery with other partners to ensure that academic matters relating to collaborative delivery, including academic risks, are considered by a sub-committee of academic council prior to being reported to that committee.			

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9	The review team recommends that NCI prioritises and expedites its work to determine the optimum balance of full-time faculty and associate faculty to support the overall NCI strategy and for effective learning on each programme, to initiate a plan to achieve this balance, and to monitor the contract regularisation and currency of expertise of associate faculty.	a. Stakeholder consultation completed on Faculty/ Associate Faculty workload allocation modelling prior to the model being finalised.	February 2026	- Completed. Consultation has taken place, led by the HR Director in collaboration with the Deans of School. A review of current workloads and allocations, including allocations for associate faculty, has been carried out for each School. As part of this exercise, it was noted that the staffing needs across programmes and the Schools are varied, and the College must remain reflective to the needs of programmes as well as external factors affecting recruitment. - Further work will continue throughout 2026/27 to refine the role and responsibilities of full and part time/associate faculty, particularly in relation to programme and assessment design and delivery in consultation with staff unions.
11	The review team recommends that NCI continues its work on developing a workload management model and expanding and improving its full economic costing model to ensure that the wellbeing and development of its staff is sustainable and assured.	b. New policies and procedures for workforce modelling approved by the Senior Management Team and launched.	May 2026	- Completed. A new policy and procedure for Faculty Workload Modelling have been developed, setting out a framework for the allocation, management and monitoring of academic workload. This provides clarity regarding contractual teaching expectations for faculty, to ensure transparency and consistency in workloads. - As part of preparations for Delegated Authority NCI aims to review and enhance its profile and utilisation of qualified faculty.
		c. Culture Project and stakeholder consultation process launched.	June 2025	Completed. The SLT identified the key cultural behaviours required to support the successful

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10	The review team recommends that a Performance Management and Development System is established for all College staff so that formal performance quality assurance is conducted and that development needs are recorded and addressed in a systematic, transparent and timely way.			introduction of Performance Management, including transparency, accountability, empowerment, and trust. The Culture Project was launched at the all-staff meeting in June 2025, where the key focus areas and goals for the project were shared.
12	The review team recommends that the communication of learning and development opportunities for all staff is improved and that staff participation in these opportunities is systematically monitored and analysed.	d. Consultation launched on a new performance management system to be implemented by 2027 in line with Strategic Plan targets.	November 2025	- Completed. Consultation process launched. Work will remain on-going throughout 2026 including consultations with Staff Union Representatives. Regular updates are also provided to SLT and GB. - NCI remains on track for implementation in 2027.
		e. New HR Learning Management System Launched	February 2026	- Completed. - The new HR LMS enables the College to support and monitor data on staff participation in training and development activities. In 2026/27 this will include Academic Integrity Training for faculty and Data Protection Training as a mandatory training requirement for all staff.
		f. Stakeholders consulted on preferred and most effective performance management framework and the KPIs to demonstrate alignment with institutional objectives.	March 2026	- Completed. The SLT have committed to co-designing with performance management framework with staff. - Alignment with the new NCI strategic plan objectives will be ensured once the new strategic plan is launched in 2027/28.

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13	The review team recommends that an updated and transparent promotion policy and framework for non-academic staff be introduced, comparable with that for academic staff.	g. Implement the processes and tools for assessing employee performance. Provide guidelines and templates to facilitate the appraisal process and ensure consistency and fairness.	May 2026	• Consultation completed within the Implementation Plan timelines. • Follow-on action to be undertaken throughout 2026/27 as the Performance Management Framework is finalised and implemented. This will enhance transparency and comparability for all staff development and performance (academic and non-academic).
14	The review team recommends that NCI seeks to expand the range of programmes which have accredited placement and/or work integrated learning.	a. NCIs Scope of Provision expanded to enable programmes to include a work placement opportunity to students through Erasmus +.	September 2025	• Completed. NCI successfully achieved extension of scope and validated two undergraduate BSc programmes in the School of Computing suite to include an Erasmus+ elective work-based option. • Erasmus+ placement opportunities will continue to be reviewed with the view to expansion in line with funded places allocated to NCI through the HEA.
		b. NCI Consultation initiated with key stakeholders to refresh policies and procedures around work placements and work integrated learning in alignment with updated QQI Guidelines.	May 2026	• Completed. NCI responded to the QQI Consultation on its draft guidelines for Work Integrated Learning. • An internal consultation was completed with key stakeholders internally as part of the Student Engagement and Innovation Project between January to May 2026. An update was provided to Academic Council in May 2026. • NCI new Policy and procedures will be finalised before the end of 2026 following the publication of the awaited QQI Guidelines.

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				• NCI's commitments to applied learning and work readiness in our programmes and graduates is anticipated to be further advanced in the next strategic plan.
15	The review team recommends that NCI expedites its work to ensure monitoring and review of its access and progression work is supported by timely and readily accessible data that enable staff to better understand impact, including as it relates to inter-sectionality within the student body.	a. Executive Group MIS data requirements gathering process completed and duplications identified prior to a prioritisation list being agreed for 2025-2027.	August 2025	• Completed. Data requirements were gathered from all key areas and collated for prioritisation and further work. • In January 2026, an IT Project and MIS Prioritisation Task Group was approved by the SLT. • The accuracy, completeness and accessibility of data on NCI students, programmes, graduates will be further advanced as part of preparations for Delegated Authority.
18	The review team recommends that NCI prioritises the further work of the MIS project team to fully support the institution's goal of making better data driven decisions.	b. New NCI student attendance and engagement policy and procedure approved by Academic Council and launched as part of our student retention and success strategy.	December 2025	• Completed. The new student attendance monitoring system went live to students January 2026, piloted against all full time PG students and year 1 UG students. Updated on the pilot have been provided to Academic Council and Governing Body. • A new Student Retention Working Group was established in 2026 and will ensure data is used to target supports and measure their impact.

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27	The review team recommends that NCI incorporates data and evidenced based approaches more systematically as integral elements of self-evaluation monitoring and review	c. Quantitative and qualitative data provided to academic leaders for utilisation in annual and cyclical programme monitoring and review processes to be undertaken throughout 2025/26.	October 2025	- Completed. Annual Programme Monitoring activities for 2025/26 have been completed. For programmes under the cyclical review for revalidation process, all review work was completed with finalisation through QQI on-going. - An analysis of the outcomes of Annual Programme Monitoring as well as recurrent themes from engagements with QQI panels throughout 2025/26 has been considered by the APQC and Academic Council in April/May 2026. - Refinements to improve the guidance, data and templates for each stage in the programme lifecycle management process will continue to be made throughout 2026/27 to enhance efficiency and effectiveness for faculty in programme design, delivery and review.
16	The review team recommends that NCI reviews the selection and appointment process for external examiners so that the eligibility of potential external examiners is considered and approved for recommendation by a subcommittee of academic council and that all those involved	a. QAES Chapter 4 (Assessment and Examinations) refresh launched, including a refresh of the external examiner system.	June 2025	- Completed. - Following consultation throughout 2025 Academic Council, in December 2025 approved an overarching policy on Assessment and Examinations as well as several sub-policies. - A new policy and procedure on External Examiners were also approved by Academic Council in December 2025. - A centralised database for external examiners was also established in 2026. New templates and guidelines will be released prior to the 2026/27AY.

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17	in the process are familiar with its details.			Formal roles and responsibilities for overseeing the appointment and reports of external examiners have been agreed including oversight by Academic Council and its sub-committees.
23	The review team recommends that NCI further investigates the causes of workload issues associated with learner results validation and verification and, where appropriate, reviews and refreshes the assessment and examination guidelines, taking care to maintain the robustness of their current processes. The LTAC should carry out thorough and ongoing monitoring, benchmarking, and analysis of learner results and outcomes and should do so at a	b. Academic Council approved refreshed QAES Chapters 2 and 3 including role of academic council and its sub-committees. The APQC will have responsibility for reviewing data and trends on student progression and achievement in advance of Academic Council.	May 2025	- Completed. The updated Quality Manual chapters and Terms of Reference for Academic Council and its sub-committees include responsibilities for reviewing data on programme quality and learner progression, achievement and graduate outcomes. - Significant work has been undertaken throughout 2025/26 and planned to continue into 2026/27 to enhance the integrity of NCIs online and on-campus assessment practices. This includes the use of online proctoring. - Preparations for Delegated Authority from 2026/27 include the benchmarking of internal data against HEA and QQ data to inform decision-making, programme and academic planning.

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24	level of detail that enables differential performance to be identified and explored; it should formulate follow-up actions based on this analysis. The provision of assessment information should be checked for consistency and accessibility.	c. Academic Council approves updated QAES Chapter 4 with outcomes published on the NCI website.	December 2025	- Completed. - The robustness, consistency and completeness of NCIs assessment and examination policies and procedures will remain under review throughout 2026/27 as a key part of preparations for Delegated Authority.
19	NCI should strengthen its approach to information and communication, particularly in light of its ambitions for growth. This should include developing a range of mechanisms to regularly test the effectiveness and impact of approaches to information and communication across all areas to support continuous improvement.	a. A refresh of QAES Chapter 10 – Public Information - completed and the updated Chapter approved by Academic Council and published on the NCI website.	May 2026	- Completed. New NCI policies and procedures for ensuring the accuracy and completeness of information published about NCIs portfolio of programmes against validation certification has been developed and is subject to consultation in May 2026 prior to being approved by the SLT. - Preparations for Delegated Authority include the establishment from 2026 onwards of clear roles and responsibilities for managing and monitoring programme data accuracy.
25	The College should enhance the clarity and accessibility of information on student services in student handbooks.	b. Review of student handbooks completed prior to the 2025/26 academic year by programme coordinators.	September 2025	- Completed. All student handbooks were updated for the academic year 2025/26. - A wider refresh to establish a new consistent format for all student handbooks was agreed in 2026 and will be utilised across all programmes from 2026/27 onwards.

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21	A specific, measurable plan with a well-defined set of targets should be put in place to enable progress to be tracked to support the achievement of NCI's research strategy, build awareness of its importance within NCI, and its potential impact both internally and externally.	a. Academic Council approved new Research Integrity Policy and Misconduct Procedures.	June 2025	Completed. New policies approved by Academic Council in June 2025 and launched for the 2025/26AY.
		b. NCI Research Website refreshed and relaunched.	July 2025	Completed and accessible on the NCI website.
		c. Researcher Portal launched.	October 2025	Completed. This internal resource will continue to be overseen by the Research and Innovation Committee and utilised to support and enhance research activities including research grant applications by NCI researchers.
		d. Researcher Register published.	May 2026	Completed and accessible on the NCI website.
22	NCI should establish a robust and systematic approach to the appointment, training and ongoing support of class representatives to maintain the excellent practice introduced in 2024 – 25.	a. Refreshed NCI/NCISU Partnership Agreement approved by Academic Council.	October 2025	Completed. The second iteration of the NCI/NCISU Partnership Agreement launched. The changes were reinforced the supports provided by NCI to the NCISU for the appointment and training of class representatives.
		b. Changes to the membership of Academic Council and its sub-committees to include additional student representatives approved by Academic Council and reported to Governing Body and QQI in the Annual Quality Report (AQR).	February 2026	Completed. The NCISU represents the student voice on Academic Council and its three Sub-Committees.
26	The review team recommends that NCI considers how it can further develop and enhance a "Students as Partners" approach in self-evaluation, monitoring and review activities. This should			

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	involve the inclusion of students in all governance fora including academic council committees and programme committees.			
28	NCI should ensure that matters arising from the oversight, monitoring and review of collaborative arrangements are specifically highlighted as part of its routine annual and periodic review process and reported to academic council to ensure that any good practice can be readily shared and any lessons to be drawn from any challenges or issues are identified and addressed.	a. Terms of Reference for the new Academic Programmes and Quality Committee approved by Academic Council with responsibility for oversight of partnership arrangements.	June 2025	Completed. Oversight of all new and existing academic partnerships rests with the APQC and is reported to and ratified by Academic Council.
		b. QAES update to be approved by Academic Council clarifying management and governance structures for academic partnerships including due diligence processes.	October 2025	- Completed. - A new Policy and Procedure on Academic Partnerships, including due diligence processes, was approved by Academic Council in May 2026 following consultation through the Student Engagement and Innovation Project.
29	NCI should ensure that the conduct of due diligence reflects the approach and processes set out in its QAES and should record the dates of due diligence as part of its register of collaborative provision. Should due diligence	c. Holistic refresh of Academic Partnership policies and procedures approved by Academic Council.	May 2026	- Completed. - New templates for academic partnerships, including due diligence assessments, will be available in advance of the 2026/27 AY. - A register of academic partnerships has been established and is accessible by staff with information also published on the NCI website for new and existing partners. - Templates for MOUs, MoAs, and Articulation Agreements will be developed and utilised from 2026/27 onwards.

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	not be undertaken, that fact and the reason for it, should be formally recorded.	d. Qualitative and Quantitative data on academic partnerships assessed and discussed within annual and cyclical programme monitoring.	November 2025 onwards	- Completed. Available data was provided to programme teams through the Annual Programme Monitoring (APM) and programme review and revalidation processes in 2025/2026. - From 2026/27 onwards qualitative and quantitative data on academic partnerships will be included in all annual programme and cyclical programme reviews.
		e. Annual report on Academic Partnerships considered by APQC and Academic Council.	February 2026	Completed. This was reported on at the APQC and Academic Council meetings in February 2026 and will remain a standing annual agenda item.