

Document Title	Strategic Planning
Policy Area	Area 1: Governance and Management of Quality Assurance
Document Code (version #)	QAP1-4 (V2.0)
Applies to	<input checked="" type="checkbox"/> All <input type="checkbox"/> Specific (<i>all staff involved in the development and review of QA policies and procedures at SQT</i>)
	<input checked="" type="checkbox"/> Staff only <input type="checkbox"/> Learners only <input type="checkbox"/> Staff and Learners

Document Owner	Managing Director
Approved by	Board of Directors

Approval date	12/3/19
Effective date	13/3/19

Related legislation, policies, procedures, guidelines and local protocols	<ul style="list-style-type: none"> - Core Statutory Quality Assurance Guidelines (2016), QQI - Sector Specific Independent/Private Statutory Quality Assurance Guidelines (2016), QQI - Qualifications and Quality Assurance (Education and Training) Act 2012 - European Association for Quality Assurance in Higher Education (ENQA), et. al (2015), Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)
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1. PURPOSE

This policy establishes a framework for developing, implementing, reviewing and ongoing monitoring of SQT's Strategic Plan. The framework integrates with the relevant governance units to ensure input to the planning process.

2. SCOPE/APPLICATION

The strategic plan applies to all functions within the organisation, both academic and operational.

3. POLICY

It is SQT's philosophy that the strategic framework is an ongoing, live process and operates under the PIRI principle of Plan, Implement, Review & Improve, as set out in Figure 1 below.

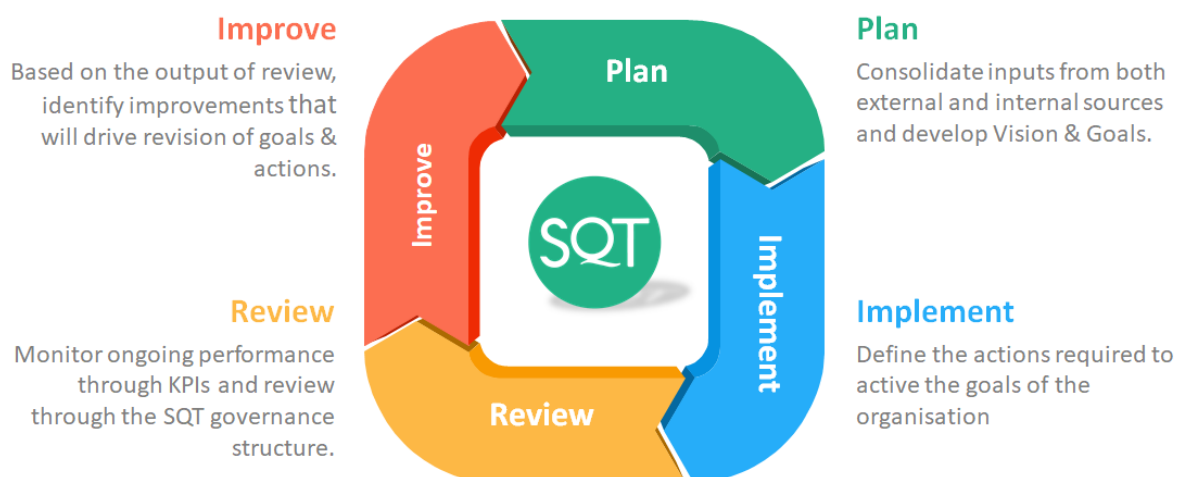


Figure 1: Strategic Planning Principles

4. RESPONSIBILITY

The following responsibilities apply with respect to strategic planning:

- The Managing Director has overall responsibility for gathering and collating the external inputs and developing the plan for review by the Board of Directors. On approval by the Board, the Senior Management Team have responsibility for the implementation of the plan and its effective monitoring.
- The Academic Council advises the Board of Directors through the planning process on strategic academic planning proposals.
- The Board of Directors have overall responsibility for reviewing and approving the strategic plan including its vision and goals.
- The Operations Management Team plans, reviews and monitors day-to-day operations in line with the organisations strategic plan.

5. STRATEGIC PLANNING FRAMEWORK

SQT's strategic planning framework seeks to ensure there is a clear vision for SQT and a formal process to ensure that it is delivered upon. Figure 2 below sets out the overall structure of the planning process.

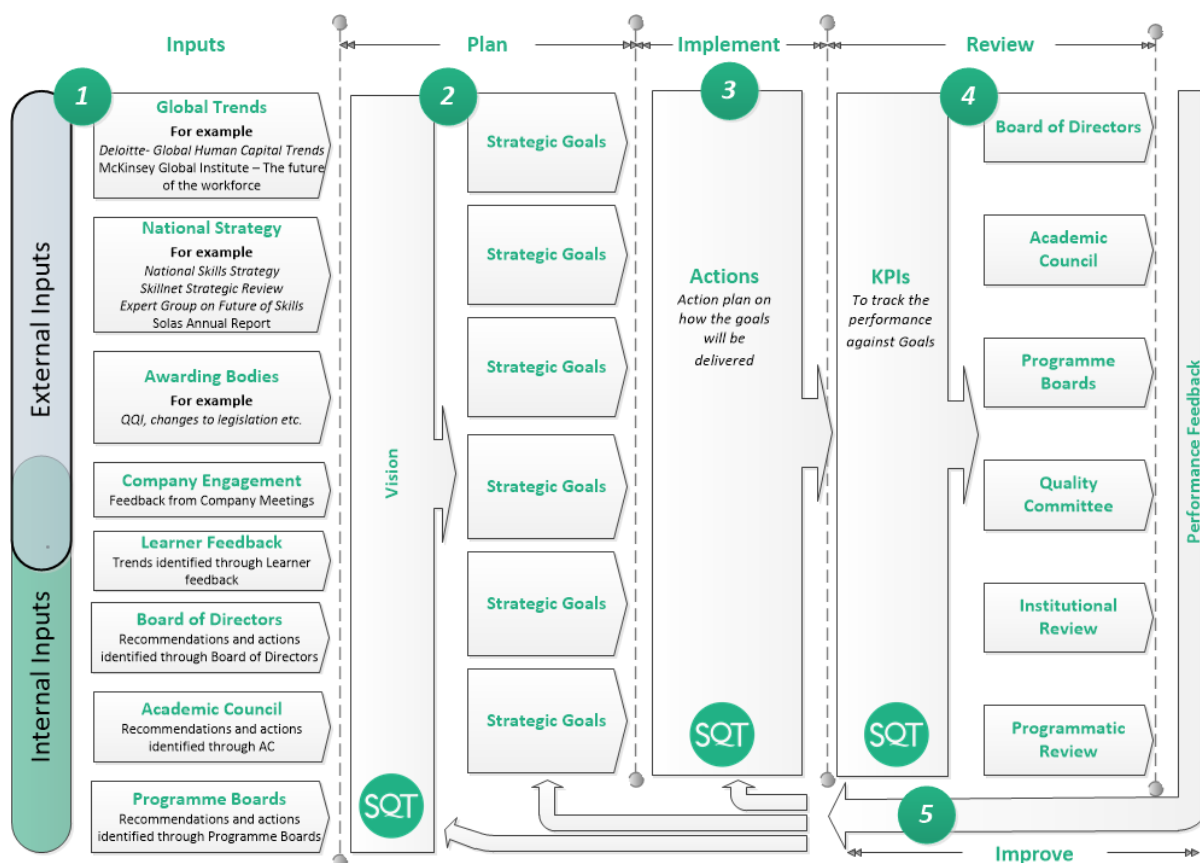


Figure 2: Strategic Planning Framework

- Inputs** – SQT's learner cohort is primarily employed and are developing their skills to meet the needs of their specific industry. With that in mind, SQT monitors the external environment to understand the needs and changes from the macro industry trends to the needs of specific organisations and learners. This external input is combined with internal inputs from various governance units and changes to regulatory requirements.
- Planning** - This input is consolidated to develop the overall vision and goals of the organisation by the Senior Management Team. This is then reviewed and approved by the Board of Directors.
- Implementation** – The vision and goals of the organisation are implemented through detailed action planning. The plan sets out the actions required to achieve the goals and/or the KPIs (metrics) that must be achieved.
- Review** – Progress of the plan is reviewed and monitored through tracking KPIs at appropriate intervals and review of those KPIs by the appropriate governance units.

5. **Improve** - Variances to the KPIs are identified during the review and decisions are made to adjust/change or take new actions in order to correct those variances. This provides for an ongoing cycle of improvement as SQT moves forward in achieving its strategic plan.

6. POLICY MONITORING

Responsibility	Frequency	Methods
Managing Director – document update	Per QA audit schedule	- Review of documentation as set out in QAP2-1: Ongoing Review and Update of QA Documents.
Operations Management Team & Senior Management Team	Monthly	- Review of progress of strategic actions against agreed KPI's.

7. DOCUMENT CONTROL

Version No	Approval Date	Description of Revision	Originator	Approved By
1.0	12/3/19	New Document.	Senior Management Team	Board of Directors
2.0	13/6/19	Responsibility of Managing Director updated.	Senior Management Team	Board of Directors