Cenit College QA1.1 Governance and Management of Quality

01 901 2014 enquiries@cenitcollege.ie www.cenitcollege.ie

Contents

1 Governance And Management of Quality 4
1.1 Introduction 4
1.2 Policy Ownership 4
1.3 Purpose 4
1.4 Scope 5
1.5 Policy Statement 5
1.6 Cenit College Governance Overview 5
2 Definitions & Responsibilities 6
2.1 Definitions 6
2.2 Corporate Governance Responsibilities 7
2.2.1 Board of Directors 7
2.2.2 The Senior Leadership Team 9
2.3 Academic Governance Responsibilities 11
2.3.1 Academic Committee 11
2.3.2 Programme Board 14
2.3.3 New Programme Development Team 17
2.3.4 Quality Assurance Committee 19
2.3.5 Results Approval Panel 22
2.3.6 Disciplinary Committee 24
2.3.7 Appeals Committee 24
2.4 Management and Administrative Staff 26
2.4.1 Executive Director 27
2.4.2 Director of Technology, Compliance and Risk 27
2.4.3 Head of Business Development 28
2.4.4 Head of Finance 28
2.4.5 Head of Training 28
2.4.6 Training Delivery Manager 29
2.4.7 Head of Quality 29
2.4.8 HR Partner 30
2.4.9 Programme Lead 30
2.4.10 Examinations Officer 31
2.4.11 Learner Support Officer (LSO) 32
2.4.12 Tutors 32
2.4.13 IDT Manager 33
3 Principles and Procedures of Quality Assurance 33

3.1 Embedding a Quality Culture 33
3.2 Quality Framework 35
3.2.1 Planning 35
3.2.2 Implementation 35
3.2.3 Monitoring and Self-Evaluation 38
3.2.4 Continuous Improvement 38
3.2.5 Publication 39
3.2.6. Document Controls 39
4 Monitoring & Review 40
5 References and Related Policies 40
5.1 References 40
5.2 Related Policies 40
6 Version Control 41
6.1 Next Review Date 43
7 Appendices 44
Figure 1.1 Cenit College Governance Structure 44
Figure 1.2 Principles of Cenit College QA Framework 45
Figure 1.3 Quality Assurance Framework 46

© 2026 Cenit College. All rights reserved. No part of this publication may be reproduced or shared in any form without prior written permission of the copyright owner, except where permitted by law. AI tools may have been used to develop some of the materials in this presentation.

1 Governance And Management of Quality

1.1 Introduction

Cenit College recognises that effective governance and management of quality are fundamental to the achievement of its mission, strategic objectives, and commitment to delivering high-quality, learner-centred education and training. The College has established governance and management structures that support clear accountability, informed decision-making, and the continuous enhancement of academic standards, learner outcomes, and institutional effectiveness across all areas of its operations.

Quality is embedded within the College's governance framework and is the responsibility of all members of the College community. Through robust quality assurance and quality enhancement arrangements, Cenit College seeks to ensure that its programmes, services, and operations are consistently monitored, evaluated, and improved in line with evolving learner, stakeholder, regulatory, and sectoral needs.

In accordance with the QQI Core Statutory Quality Assurance Guidelines, the College maintains governance and management arrangements that:

- Ensure appropriate separation between academic and commercial decision-making.
- Clearly define responsibilities and accountabilities for the development, approval, delivery, monitoring, and review of programmes and services.
- Provide effective oversight of teaching, learning, assessment, learner support, quality assurance, and related activities.
- Support transparency, integrity, evidence-based decision-making, and continuous quality enhancement.

These arrangements apply across all College activities and modes of provision, including classroom-based, blended, and online learning.

The College's Strategic Plan 2026–2030 affirms its commitment to maintaining and enhancing a culture of quality and continuous improvement, supporting compliance with QQI requirements, and ensuring that governance and management processes effectively underpin the delivery of high-quality educational experiences and positive learner outcomes.

1.2 Policy Ownership

The owner of this policy is the Board of Directors.

1.3 Purpose

This policy outlines the framework through which Cenit College governs, manages, monitors, and enhances the quality of its educational provision and support services. It ensures that quality assurance processes are effective, transparent, and aligned with statutory, regulatory, and awarding body requirements, while supporting continuous improvement and learner success.

1.4 Scope

This policy applies to all governance, management, quality assurance, and quality enhancement activities within Cenit College. It covers all educational provision, learner support services, and operational functions, across **classroom-based, blended, and online modes of delivery**.

The policy applies to all staff, management, governance bodies, committees, learners, and relevant stakeholders involved in the design, delivery, oversight, monitoring, and continuous improvement of the College's programmes and services. It supports compliance with QQI requirements and promotes a culture of quality, accountability, and continuous enhancement.

1.5 Policy Statement

Cenit College is committed to ensuring that effective governance and management arrangements are in place to support the quality, integrity, and continuous enhancement of its educational provision. In alignment with QQI's quality assurance requirements, the College will:

- Maintain a robust quality assurance framework that supports the achievement of its mission, strategic objectives, and learner-centred approach.
- Ensure that governance, management, and decision-making processes are clear, transparent, and accountable.
- Comply with all applicable statutory, regulatory, and awarding body requirements, including those of QQI.
- Promote a culture of quality, integrity, accountability, and continuous improvement across all areas of the institution.
- Involve learners, staff, governance bodies, and external stakeholders in quality assurance and enhancement activities, as appropriate.
- Monitor, review, and evaluate the effectiveness of quality assurance processes to support evidence-based decision-making and continuous enhancement.
- Ensure that quality assurance arrangements apply consistently across all programmes and services, including classroom-based, blended, and online delivery.
- Support the ongoing development of staff and governance bodies to fulfil their roles and responsibilities in maintaining and enhancing quality.

1.6 Cenit College Governance Overview

Cenit College is committed to ensuring a governance structure that is efficient, effective and has an overarching responsibility for quality running through all levels of the organisation. We believe our resources have been adequately allocated to each committee and board. The **Board of Directors** is responsible for the corporate governance of Cenit College and for managing its strategic direction. It appoints the **Academic Committee**, which is responsible for both the academic standards and quality assurance of all academic-related activity. There is a clearly defined academic governance structure which outlines the committees and sub-committees' roles and responsibilities, and what they are responsible for and to whom / which unit of governance they report.

Our academic governance embodies the principle of externality. This ensures external stakeholders such as subject matter experts and external members of the Academic Committee play an integral part of our quality systems and the continuous improvement of our educational practices.

The Board of Directors is chaired by the Board Chairperson, and the Academic Committee is chaired by an independent expert. This ensures the separation of academic and corporate decision making and thus that the integrity of the academic process is not affected.

This governance structure is outlined in Section 7 Appendix A, Fig 1.1.

2 Definitions & Responsibilities

2.1 Definitions

Academic Governance
The systems, structures, policies, and processes through which the College maintains oversight of academic quality, academic standards, programme development, teaching, learning, assessment, and learner outcomes.

Continuous Improvement
The ongoing process of evaluating and enhancing policies, procedures, programmes, services, and practices to improve quality, effectiveness, and the learner experience.

Governance
The framework through which the College is directed and controlled, including the allocation of authority, accountability, and responsibility for decision-making and oversight.

Learner-Centred Approach
An approach that places the needs, participation, achievement, wellbeing, and success of learners at the centre of educational planning, delivery, support, and quality assurance activities.

Quality Assurance (QA)
The planned and systematic arrangements established by the College to assure stakeholders that the quality of education, training, services, and related activities meets agreed standards and regulatory requirements.

Quality Culture
The shared values, attitudes, commitment, and behaviours that support quality, accountability, evidence-based decision-making, and continuous enhancement across the College.

Quality Assurance Framework

The integrated system of governance structures, policies, procedures, monitoring activities, reporting arrangements, and enhancement mechanisms through which the College assures and improves quality.

Stakeholders

Individuals or groups with an interest in, or impact on, the quality of the College's activities, including learners, staff, governance bodies, employers, professional bodies, awarding bodies, partner organisations, and regulatory authorities.

Provider

Cenit College, as the body responsible for the governance, management, quality assurance, and delivery of its educational provision and related services.

Public Information

Information published by the College relating to its programmes, services, quality assurance arrangements, policies, procedures, and performance, which is accurate, accessible, and transparent.

Monitoring and Review

The systematic collection, analysis, and evaluation of information to determine the effectiveness of programmes, services, policies, procedures, and quality assurance arrangements, and to identify opportunities for improvement.

Blended Learning

A mode of provision that purposefully combines face-to-face and online learning, teaching, assessment, and learner support activities.

Online Learning

A mode of provision in which learning, teaching, assessment, and learner support are delivered primarily through digital technologies and online platforms.

2.2 Corporate Governance Responsibilities

2.2.1 Board of Directors

The primary purpose of the Cenit College Board of Directors is for the corporate governance of the college. The Board delegates the day-to-day management of Cenit College to the Senior Leadership Team (SLT). Academic Governance is delegated to the Academic Committee. The Board of Directors is supported by both committees who also deliver reports on to the Board. The Board of Directors has ultimate responsibility for all the

decision making in the college. It will drive the organisations strategic direction along with the overall delivery of quality to all the stakeholders.

The Board of Directors consists of the following members:

- Chairperson
- Executive Director
- Non-Executive Director -1
- Non-Executive Director -2

Cenit College's Board of Directors holds its meetings on a quarterly basis with all members being required to attend. They are responsible for overseeing the strategic, management and operational development of the organisation.

Responsibilities of the Board of Directors include:

1. Strategic Planning

The Board is responsible for setting the strategic direction of the company. This includes:

- Defining the company's long-term vision, mission, and objectives.
- Approving and reviewing strategic plans developed by the executive team.
- Monitoring progress against strategic goals and adjusting direction as needed based on internal performance or external market conditions.
- Ensuring that strategic decisions align with the company's values, stakeholder interests, and sustainability considerations.
- Supporting innovation and long-term growth while balancing short-term operational performance.

2. Financial Oversight

The Board must ensure the financial health and sustainability of the company. This includes:

- Reviewing and approving annual budgets and financial statements.
- Monitoring financial performance and ensuring appropriate controls are in place.
- Overseeing capital allocation and investment decisions.
- Ensuring compliance with financial reporting standards and company law (including obligations under the Companies Act 2014).
- Appointing external auditors and reviewing audit findings and recommendations.
- Assessing financial risks and ensuring the availability of adequate funding and liquidity.

3. Risk Management

The Board is responsible for the oversight of Risk Management and ensuring resources are available to mitigate any possible risks.

4. Ensuring Legal and Ethical Compliance

The Board must ensure the company complies with all applicable laws, regulations, and ethical standards. This includes:

- Ensuring compliance with Irish company law, employment law, health and safety regulations, data protection (GDPR), and sector-specific legislation.
- Ensures that Cenit College permits the practice of whistleblowing and promotes ethical conduct, anti-bribery, and does not engage in any practices that will result in a conflict of interest.
- Upholding governance best practices and ensuring transparency and accountability in decision-making.
- Ensuring that the company operates with integrity and fosters a culture of corporate responsibility and ethical leadership.
- Oversee stakeholder engagement and ensure environmental, social, and governance (ESG) factors are considered in company operations.

5. Other Responsibilities include:

- To govern Cenit College, giving due consideration to risk, based on strategic goals and objectives
- Oversight on quality within the company is informed by the quality reports delivered through its delegated committees.
- To act in the most ethical interests of the college stakeholders, particularly with the protection of enrolled learners' policy
- Work with its delegated teams to enable informed decision making.

2.2.2 The Senior Leadership Team

The Senior leadership Team is responsible for implementing the organisation's strategic plan and overall responsibility for administration and operational activity within Cenit College. They will report to the Board of Directors.

The members of the Senior Leadership Team are as follows:

- Executive Director
- Director of Technology, Compliance & Risk
- Head of Finance
- Head of Training
- Head of Quality
- Head of Business Development

Cenit College's Senior Leadership Team holds meetings on a monthly basis or more frequently should the need arise. The quorum for the meeting is five.
Responsibilities of the Senior Leadership Team (SLT) are as follows:

Strategy

- Development of the company's strategic plans and submitting for approval to the Board of Directors.
- Drive the implementation of the organisation's strategic plans and objectives.
- Identifying progress of the strategy and ensuring the strategic implementation is being done according to the plan.

Risk Management

The Senior Leadership Team is responsible for identifying, assessing, and mitigating key risks to the business. This includes:

- Establishing a robust risk management framework across operational, financial, strategic, and reputational domains.
- Regularly reviewing and updating the company's risk register and mitigation strategies.
- Ensuring that insurance, contingency planning, and crisis management measures are in place.
- Promoting a culture of risk awareness and ethical decision-making at all levels of the organisation.
- Monitoring emerging risks such as regulatory changes, cyber threats, and supply chain disruptions.

Health and Safety

- Oversight on Health and Safety within the Organisation
- Approving the organisations Health and Safety plans
- Ensure compliance with Health and Safety regulations
- Reporting to the Board of Directors on Health and Safety.

Human Resources

- Oversight on Human Resources including the Staff planning, recruitment, Induction, Training and Development
- Contingency Planning for Human Resources
- Ensuring adequate Human Resources to meet the operational activities of Cenit College.

Financial

- Oversight on the Financial Activities including the correct allocation of resources for programme and staff development.
- Consider new business opportunities.
- Budget allocations
- Monitor KPI's and income and expenditure of all activities.

Quality

- Approval of Corporate Policies.
- Monitoring corporate quality and considering opportunities for process improvement
- Reviewing internal and external feedback on corporate policies and making recommendations for changes to those policies and procedures
- Work with the Academic Committee to ensure approved programmes are adequately resourced.

Other

- Manage the administration and organisational activities of Cenit College on a day-to-day basis.
- Capacity Building and Organisational Development
- Consider feedback from staff, managers and external stakeholders and consider solutions as required.
- Manage resource issues escalated up the organisational structure.
- Prepare reports and information for consideration, advise and decision by the Board of Directors and the Academic Committee.

2.3 Academic Governance Responsibilities

2.3.1 Academic Committee

2.3.1.1 Scope

The Academic Committee is responsible for the oversight of education and training related activities within Cenit College, including classroom, online and blended learning activities. The establishment of an Academic Committee ensures that there is separation between corporate and academic decision making.

2.3.1.2 Committee Members

The Academic Committee will be selected on the basis of expertise under the terms and conditions as set out in the QQI Statutory Quality Assurance Guidelines (2016) in compliance with the Qualifications and Quality Assurance (Education and Training) Act 2012. It consists of the following members:

- **Chairperson** – a person who is external to the business and who during their tenure will have no other interest or function with Cenit College. This person must be an academic expert who has familiarity and experience with QQI requirements. They should have a qualification of level 8 or higher on the National Framework of Qualifications and at least 10 years' experience in the field of tertiary education or relevant industry experience.
- **2nd Independent Professional** with similar qualifications and experience to the chairperson but does not have to be an academic. This second independent person can be from industry. During their tenure will have no other interest or function with Cenit College. They will act as deputy chair.
- **Head of Quality** Cenit College who is an expert in the quality assurance process both within Cenit College and of the relevant and related QQI quality assurance process.
- **Head of Training** is responsible for overseeing the education and training operational activities of the organisation. The Head of Training also oversees the examinations office.
- **Tutor representative** – two in total.
- **Learner representative** – two in total.
- **Executive Director,** the Executive Director will attend by invitation only, as the committee sees appropriate to issue such invitation.

- **Academic Committee Secretary** This secretary takes notes and can also be one of the other members of the committee.

The committee can request the attendance of any other person to attend the meetings to assist with the matters arising for discussion in that meeting.

2.3.1.3 Terms of Office

- Members of the committee will serve terms of three years. Officers can be re-elected after this period for one further term.
- Committee members will be briefed on specific policies and guidelines that affect their duties (i.e. GDPR and security and handling of meeting records and material).
- The Academic Committee will meet at least twice per year. Should circumstances require, there can be additional meetings convened (for example, new programme approval).
- The secretary will prepare an agenda which will be distributed at least 10 days in advance of the meetings. Reports and documents and the previous meeting minutes will accompany this agenda.
- The quorum for the meetings will be 5 with at least one independent person.
- From time to time, it may be deemed necessary for sub-committee members to attend these meetings for specific agenda items.
- After the meeting, the draft minutes of the meeting will be sent to the chairperson for approval. Upon approval they will then be distributed to the committee members via email.

2.3.1.4 Terms of Reference

The Committee provides independent oversight for Cenit College affairs in the following areas:

Academic Oversight

- Advising Senior Leadership Team:
    - On strategic academic planning proposals and the resources needed to support these plans.
    - Preparation of an annual report on academic activity for submission to the Cenit College Board of Directors.
- Overseeing Sub-committees:
    - Management of the sub-committee's activities
    - Review reports, outcomes and proposals from all the Academic Committee sub-committees and make any amendments or improvements.
    - Formation of new sub-committees as required.
- Reviews cases of academic misconduct and plagiarism where it has been escalated from a disciplinary hearing. In this respect it will make a final decision on the outcome and recommend penalties. It is expected that it would be rare to have such incidents escalated.

- Be informed of current policies and procedures and related requirements in external bodies (e.g. regulatory bodies, academic awarding bodies and other relevant bodies).

Quality Assurance and Enhancement

- Approve academic policies and procedures as required by QQI and other awarding bodies.
- Review and approve any updates or amendments to the Cenit College academic quality assurance system – as recommended by the Quality Committee.
- Review reports from any academic awarding body i.e. programme or institutional reviews etc. and take any required action.
- Advise and guide on how the external academic relationships to Cenit College can be managed.

Teaching, Learning and Assessment

- Approve the Cenit College teaching and learning strategy and monitors its implementation.
- Notes the examination results.
- Review disciplinary reports.

Programme Development and Monitoring

- Review updates from the programme review committee and feedback from the awarding bodies and make recommendations on these.
- Review and approve new programmes for development.
- Define, monitor, and review the Cenit College's programme development strategy.
- Internal programme approval and recommendations prior to programme validation/revalidation application.
- Compile an annual report to the Cenit College Board of Directors on programme development, monitoring and review carried out by the Academic Committee during the preceding year.
- Ensure the consistency of academic standards across all Cenit College programmes.
- Evaluate the annual report of programme monitoring outcomes and act on any QA or other matters arising from the report.

Student Experience

- Review relevant complaint reports.
- Review reports on Learner Supports and approve any new processes or support offering.

2.3.1.5 Meeting structure

The meeting structure is as follows:

- Recall, review, and approval of the minutes of the previous meeting and any matters arising thereon.

- Agenda for the current meeting.
- Apologies from absent members.
- Attendance noting.
- Academic Leadership and the Quality of Cenit College's teaching and learning.
- Feedback from the programme review committees.
- RAP reports completed.
- Learner feedback and issues related to academic standards as they apply to learners (complaints, plagiarism etc.).
- Proposals for new programme development.
- Report and review on new QQI, other awarding bodies or education/training regulations.
- Any relevant issues from quality assurance policies.
- Any other business.
- Setting of the date for the next meeting.

All items will be reviewed individually, and appropriate actions assigned or delegated.

2.3.1.6 Sub Committees

There are a number of sub-committees that will ensure there is a separation of the day-to-day activities of Cenit College. Each sub-committee has its own function and powers. These committees consist of:

- Programme Board
- Quality Assurance Committee
- Results Approval Panel

2.3.2 Programme Board

A Programme Board is established for each programme area in Cenit College. It is a sub-committee of the Academic Committee. Currently Cenit College has the following programme boards:

- Project Management
- Leadership and Management
- Accounting
- Information Technology
- Personal and Professional Development
- Healthcare

The Programme Board is represented on the Academic committee through the Quality Manager and the Head of Training.

2.3.2.1 Scope

The Programme Board has responsibility for the continuous enhancement of current programme offerings. It reviews the programme(s), recommends and enhancements that are in line with the overall quality of the programme, the validation requirements and programme specific improvements. It will then review staff reports on how these enhancements were carried out.

In doing so, it considers the experience of the Cenit College team associated with the programme, the learners' learning process and experience.

2.3.2.2 Members

- **Head of Training** – who acts as Chairperson of the committee. Signs off on the final programme report.
- **Programme Lead** – the subject matter expert on the programme.
    - Contribute to the draft report prepared by the programme co-ordinator.
    - Prepares the final report to be sent to the Academic Committee.
- **Programme Co-ordinator** – arranges programmes reviews with learners, tutors, assessors, and administrators in order to provide feedback that will lead to potential programme enhancements. The programme coordinator is the main point of contact for the tutor on all issues on a programme (i.e., facilities, IT, learner behaviour, etc.). Their responsibilities include:
    - Approve the suitability of the premises and facilities.
    - Provide learners with access details.
    - Gather all admission documents for approval.
    - Handle learner correspondence
    - Monitor the programme through tutor and learner feedback forms at intervals through the course instruction and at the final completion of all course requirements.
    - Monitor the tutors teaching process as relevant.
    - Manage exam day/skills day registrations.
    - Gather information for programme monitoring and report to Programme Board
    - Report to the Head of Training as relevant.
    - Prepare a draft report for discussion at the programme board meeting.
- **Head of Quality** – ensures that all programme management activities are carried out in accordance with the Cenit College quality procedures.
- **Learning Support Officer** – provides reports on learning supports.
- **Tutors** – tutors will provide input on the quality and activity from their perspective. This gives the programme management committee a deeper perspective of how each programme is managed. The number of tutors depends on the programme itself. If it is a minor award, there may be one tutor. For a major award, there two to three tutors or more if required will be required.
- **Learner Representative** - From time to time the committee may call on a learner representative from the programme, employers and a subject matter expert who may be external to the programme.

The programme lead will generally act as secretary.

2.3.2.3 Terms of Office

- Members of the committee will serve for the duration of the programme. Tutor and Learner representatives will be representative of the current programme offering.

- Committee members will be briefed on specific policies and guidelines that affect their duties (i.e. GDPR and security and handling of meeting records and material).
- The Programme Board will meet on a quarterly basis and review all programmes that have been completed in that period. Should circumstances require, they can meet more frequently.
- The secretary will prepare an agenda which will be distributed at least 10 days in advance of the meetings. Reports and documents and the previous meeting minutes will accompany this agenda.
- The quorum for the meetings will be 5 with at least the Head of Training, Programme Lead and Quality Manager present.
- After the meeting, the draft minutes of the meeting will be sent to the chairperson for approval. Upon approval they will then be distributed to the committee members.

2.3.2.4 Terms of Reference

- Monitor the implementation of programmes of study as defined in the programme approval document.
- Consider the outcome of the individual programme reviews and make recommendations for future action arising from the review reports. The Learner and Tutor feedback forms are used.
- Review annually the structure, content, entry requirements, curriculum, and assessment strategies of the programme to ensure:
    - The currency of the programme content
    - Assessment methods and teaching and learning is effective, and adjustments are made as appropriate.
    - Monitor and review learner supports.
    - Monitor Learner outcomes, progression, and retention performance indicators.
    - Review outcomes of External Authentication
    - The maintenance of academic and professional standards for the respective programmes, ensuring they conform to the requirements of the respective academic programme awarding bodies.
    - Review of feedback and reports from tutors, learners, and other stakeholders (resources, supports, etc) and take the appropriate action. (Learner Feedback forms)
    - Participate in awarding body reviews.
    - Review any changes to the results.
    - Convene the results approval panel (RAP).
    - Reviews reports of any programme or assessment evaluations, develop the proposed improvements for approval of the Academic Committee.
    - Review any statistical trends in relation to the programme.
    - Conduct benchmarking.

- Report to the Academic Committee on the outcome of the programme review. (See QA5.9.7 Programme Review) via the Programme Review Report and make appropriate recommendations.
- Make recommendations to the Academic Committee for the development of new programmes.
- Where the development of a new programme is approved, the Head of training will appoint a new programme development team that will consider all aspects of the validation process together with the Quality Manager. When this programme has been validated by the awarding body the management of the programme will be handed over to the Programme Board.

2.3.2.5 Meeting structure

The meeting structure is as follows:

- Recall, review, and approval of the minutes of the previous meeting and any matters arising thereon.
- Agenda for the current meeting.
- Apologies from absent members.
- Attendance noting.
- Discussion on topics put forward for the meeting under the following headings:
    - Governance and Management of Quality
    - Learner experience
    - Learner numbers, absenteeism and exits
    - Learner performance
    - Assessment feedback
    - Tutor Feedback
    - Course Monitoring feedback
    - Future development/enhancement plans
    - Any other information as deemed necessary.

2.3.3 New Programme Development Team

Once there has been a tentative agreement for the development of a new programme, the Head of Training will appoint a New Programme Development Team. This team will last for as long as the development process takes and will terminate when the programme has been developed. When the programme is scheduled to run, the responsibility for the programme lies with the Programme Board.

2.3.3.1 Team Members

The New Programme Development team will consist of Subject Matter Experts (SME), Programme Lead (can also be the SME), QA representative, Instructional Designers. SMEs may be internal or external to Cenit College and are most often tutors. External SMEs may include employers or employees of organisations. Policy QA10.1 Other Parties Involved in Education and Training deals with due diligence conducted on these external SMEs.

A minimum of three people must attend these meetings, one of whom must be an expert in quality assurance. Members are elected by the Head of Training.

- **Programme Lead** – who acts as Chairperson of the committee and manages the new programme development process.
- **Subject Matter Expert(s) –** Who inform, guide, and construct the programme content.
- **Instructional Designer** – who inform the instructional design of the programme.
- **QA representative** – who ensures that the programme is developed in accordance with Cenit College QA policies and standards.

Periodically there may be a need to invite other people to the Development team as appropriate.

2.3.3.2 Terms of Office

- The New Programme Development team will serve for the duration it takes to develop the relevant new programme including validation.
- Team members will be briefed on specific policies and guidelines that affect their duties.

2.3.3.3 Terms of Reference

QQI and other awarding body validation

- Developing a programme prototype and validation pack for approval by the Academic Committee and Senior Leadership Team.
- The programme development team will prepare the proposal for the QQI validation in the required format, to be presented to the Academic Committee for approval. Once approved by the Academic Committee, this will be included in the documentation sent to QQI for validation.

Programme Development and Design

- Overseeing programme planning and design initiatives.
- Supporting the continuous improvement of quality on the new programme development process.
- Supporting the quality of the content, assessment and support for the programme being developed.

- Ensure programmes being developed prepare students for professional or academic outcomes.
- ensuring that course content is current, accurate, relevant to course objectives, representative of the body of knowledge covered in the course, and where relevant, appropriate to the position of the course within the program of studies in which it is embedded.

Quality Assurance

- Adhering to all QA policy and procedures on programme and assessment development.
- Supporting the continuous improvement of quality on the new programme development process and providing feedback to the quality assurance manager.

2.3.3.4 Meeting structure

Project meetings will be held on a frequent basis which will provide for effective and efficient management of the programme development process. These project meetings will consist of the entire team and will:

- Review the current milestones and objectives.
- Measure actual performance against milestones.
- Note the next milestones.
- Review any outstanding issues and their current status.
- Consider new current issues and act.

Informal meetings will be held on an as need basis.

2.3.4 Quality Assurance Committee

Cenit College seeks to ensure a quality culture is embedded and present throughout all its activities and processes. Quality assurance is maintained and enhanced through the **Quality Assurance (QA) Committee**. During the bi-annual Academic Committee meetings, a formal review of the academic quality assurance takes place. Feedback on academic quality is provided through the Head of Quality.

2.3.4.1 Scope

The QA committee is responsible for the day-to-day implementation of quality assurance within Cenit College. This committee will report to the Academic Committee with the Head of Quality represented on the Academic committee. The QA committee is a sub-committee of the Academic Committee.

2.3.4.2 Committee Members

The QA committee will consist of the Head of Quality, Head of Training, Training Delivery Manager, and others who the committee deems appropriate for the items for discussion. A minimum of three people must attend these meetings one of whom must be the Quality Assurance Manager.

- **Head of Quality** – who acts as Chairperson of the committee.
- **Head of Training** – reviews the entire training department and ensures the procedures are fit for all programmes on offer.
- **Examinations Officer** – responsible for an update on the assessment quality assurance process.
- **Programme Leads** – who ensure course specific documents are in line with programme requirements and report back to the committee regarding changes needed.
- **Secretary** – who records the minutes of the meetings.

2.3.4.3 Terms of Office

- The QA Committee will meet quarterly.
- The quorum is a simple majority with the Quality Manager present.
- Committee members will be briefed on specific policies and guidelines that affect their duties (i.e. GDPR and security and handling of meeting records and material).
- The secretary will prepare an agenda which will be distributed at least one week in advance of the meetings. Reports and documents and the previous meeting minutes will accompany this agenda.
- From time to time, it may be deemed necessary other members to attend these meetings for specific agenda items.
- After the meeting, the draft minutes of the meeting will be sent to the chairperson for approval. Upon approval they will then be distributed to the committee members via email.

2.3.4.4 Terms of Reference

- Oversight on the Cenit College Quality Improvement Plan.
- To develop a quality audit schedule and subsequently monitor it. There will be an annual quality audit, conducted by the QA Manager and a report of which is sent to the QA committee for review. Additionally, during the year there will be interim audits, conducted at least once per year on each operational area.
- The QA Committee review each audit; ensure issues are documented in the Cenit College quality improvement plan.
- Report any major quality issues to the Cenit College Senior Leadership Team via the Management Quality Report.
- Reviews and updates the quality assurance documentation as appropriate.
- Submit any proposed changes to the quality assurance documentation for approval to the Academic Committee as appropriate. These changes will be informed by the interim and annual quality audits and stakeholder feedback.

- Ensuring that the QA manual is developed, maintained, and made available to all stakeholders. This includes notification of updates or amendments. The Quality Manual is used by the Quality Assurance committee to guide and inform their work to support the academic quality of Cenit College in its entirety.
- To receive, consider and respond as appropriate to Minutes from any committee or sub-committee where there is involvement from the QA committee.
- Guiding and supporting all Cenit College staff on relevant Quality Assurance Policies, practices and procedures and foster a culture of quality within Cenit College. Methods used to foster a quality of culture include:
    - The QA policies and procedures are produced as a result of a collaborative process between all stakeholder, and all stakeholders are included in the feedback process.
    - Staff are inducted, trained, and encouraged to think in a "systems" way that has at its core values of quality and problem solving.
    - Staff are encouraged to have a sense of ownership of the quality process.
- To ensure the quality and standards of the programmes and awards are aligned to internal and external benchmarks.

2.3.4.5 Meeting structure

The meeting structure is as follows:

- Recall, review, and approval of the minutes of the previous meeting and any matters arising thereon.
- Agenda for the current meeting.
- Apologies from absent members.
- Attendance noting.
- Discussion on policy topics under the following headings:
    - Governance and Management Policy
    - Programmes of Education and Training
    - Teaching and Learning
    - Staff Recruitment Management and Development
    - Teaching and Learning
    - Assessment of Learners (including oversight of the RAP report)
    - Learner Supports
    - Information and Data Management
    - Communication

- External factors that affect Cenit College QA policies and procedures
- Self-Evaluation, Monitoring and Review

2.3.5 Results Approval Panel

2.3.5.1 Scope

The Results Approval Panel will review the results of all assessments and will convene after the internal and external verification has taken place. This panel is convened for QQI and other awarding body programmes.

2.3.5.2 Members

Head of Training (Chair), with overall responsibility for overseeing the assessment, verification, and results approval process.

Programme Coordinator, responsible for presenting programme-specific assessment outcomes and relevant quality assurance information.

Examinations Officer (Secretary), responsible for coordinating meetings, maintaining records, documenting decisions, and communicating approved outcomes.

The Chair may invite additional attendees, as required, to support the Panel's deliberations and provide relevant expertise. Such attendees may include:

- Tutor/Assessor
- Programme Lead
- External Authenticator/External Examiner
- Other members of staff with relevant knowledge of the assessment, verification, or learner support processes.

Invited attendees shall provide information and clarification as required but shall not normally participate in the final approval of results unless designated as Panel members by the Chair.

2.3.5.3 Terms of Office

- The committee meetings are held after each round of internal and external moderation has taken place.
- The Head of Training and Examinations Officer must be present.
- Committee members will be briefed on specific policies and guidelines that affect their duties (i.e. GDPR and security and handling of meeting records and material).
- The secretary will prepare an agenda which will be distributed at least one week in advance of the meetings. Reports and documents and the previous meeting minutes will accompany this agenda.

2.3.5.4 Terms of Reference

- Review and approve learner assessment results, ensuring that results are fair, valid, reliable, and consistent with approved assessment regulations and procedures.

- Confirm that all required quality assurance processes, including internal verification and external authentication/external examination (where applicable), have been completed and appropriately documented.
- Ensure that learner results have been fully quality assured and formally approved by the appropriate personnel prior to submission to QQI or any other relevant awarding body.
- Review recommendations arising from Internal Verification and External Authenticator reports and ensure that any required actions are addressed before results are approved.
- Ensure that appropriate assessment records, grading documentation, and supporting evidence are available and maintained in accordance with College policies and regulatory requirements.
- Review and address any assessment-related irregularities, including suspected academic misconduct, errors in assessment processing, or other issues that may affect the integrity of results, referring matters to the appropriate College process where required.
- Confirm the accuracy and completeness of assessment outcomes before results are released to learners.
- Provide relevant assessment and results information to the Appeals Committee and other authorised bodies as required.
- Liaise with the Quality Assurance Committee to ensure that the assessment, verification, authentication, and results approval processes are implemented in accordance with Cenit College quality assurance policies and procedures.
- Identify any trends, risks, or issues arising from assessment outcomes and make recommendations for quality enhancement where appropriate.
- Prepare and submit a Results Approval Panel Report, including recommendations and actions arising from the meeting, to the Academic Council/Academic Committee for oversight and review.

2.3.5.5 Meeting structure

The meeting structure is as follows:

- Agenda for the current meeting
- Apologies from absent members
- Attendance noting
- Discussion on topics put forward for the meeting under the following headings:
    - Quantitative analysis
    - QQI and other changes that might the assessment process
    - Results approval Panel Report(s) (RAP)
    - Discussion and recommendations

2.3.5.6 *Reporting Relationship*

The Results Approval Panel reports to the **Academic Committee** and provides assurance that assessment outcomes have been subject to appropriate quality assurance processes and are ready for release and certification.

2.3.6 Disciplinary Committee

2.3.6.1 Scope

The Disciplinary Committee is responsible for dealing with issues of academic malpractice or plagiarism.

2.3.6.2 Membership

Membership of the disciplinary committee is as follows:

- Head of Training who will act as chair.
- Two other members of Cenit College, who will be nominated by the Chairperson and who will be relevant to the disciplinary issue at hand.

2.3.6.3 Terms of Reference

The terms of reference of the disciplinary committee are as follows:

- Read and understand the issue being heard.
- Conduct the hearing in an unbiased and objective manner.
- Recommend a course of action having due regard to the information provided and in line with the Cenit College policies on Assessment malpractice and the learner code of conduct and disciplinary procedure.
- Report on disciplinary process and their outcomes to the Academic Committee.

2.3.6.4 Meeting structure

The meeting structure is as follows:

- Agenda for the current meeting
- Attendance noting
- Ensure that all in attendance have read the information provided.
- Ensure all in attendance are familiar with the Cenit College policies on academic malpractice and plagiarism.
- Discussion on the issue
- Agreement of the actions that need to be taken

Meetings will be held on an ad hoc basis as the need for a disciplinary hearing arises.

2.3.7 Appeals Committee

2.3.7.1 Scope

The Appeals committee deals with appeals.

2.3.7.2 Membership

Membership of the Appeals Committee is as follows:

- Cenit College Senior Leader who will act as chair.
- Two other members of Cenit College, who have not been involved in the issue being appealed and who will be nominated by the Chairperson and who will be relevant to the appeal at hand.

2.3.7.3 Terms of Reference

The terms of reference of the appeals committee are as follows:

- Consider all appeals for which there is legitimate grounds for appeal:
    - non-admission to a programme of study via initial access, transfer, progression or RPL (Recognition of Prior Learning).
    - outcome of a request for reasonable accommodation.
    - outcome of a formal complaints investigation
    - outcome of a Disciplinary hearing.
    - outcome of an Academic Malpractice hearing.
    - Assessments outcomes or processes.
    - any other situation where an outcome can be appealed.
- Conduct the hearing in an unbiased and objective manner and in line with Cenit College QA policies.
- Recommend a course of action where the appeal is accepted.
- Report on appeals and their outcomes to the Academic Committee or the Managing Director as appropriate.

2.3.7.4 Meeting structure

The meeting structure is as follows:

- Agenda for the current meeting
- Attendance noting
- Ensure that all in attendance have read the information provided.
- Ensure all in attendance are familiar with the Cenit College policies on academic malpractice and plagiarism.
- Discussion on the issue
- Agreement of the actions that need to be taken

Meetings will be held on an ad hoc basis as the need for an appeal hearing arises.

2.4 Management and Administrative Staff

This section sets out the roles and responsibilities of the Management and Administrative staff. The diagram on the next page, shows their membership of the respective governance structures.

Governance Unit	Frequency	Executive Director	Director of People & Quality	Director of Technology, Compliance & Risk	Business Development Manager	Financial Controller	External Member	Independent external advisor	2nd Independent external advisor	Head of Quality	Head of Training	Operations Manager	IDT Manager	Assistant Training Mgr./ Programme Leads	Learner Support Co-ordinator	Programme Co-ordinator	Examinations Officer	Tutor representative	Learner representative
Board of Directors	Quarterly	x	x	x	x	x	X												
Academic Committee	Bi-annual							x	x	x	x			x				x	x
Senior Leadership Team	Monthly	x	x	x	x	x				x	x	x							
Quality Committee	Quarterly									x	x			x			x		
Programme Board	Quarterly									x	x		x	x	x	x		x	x
RAP Committee	3-4 times										x			x		x	x		

= invited member = changes = chairperson

2.4.1 Executive Director

The Executive Director is responsible for overseeing the activities of Cenit College and is responsible for liaising with stakeholders and driving the strategic growth and development of the organisation and has overall responsibility for the performance of the business. The Executive Director presides over the Senior Leadership Team.

2.4.1.1 Responsibilities

- Provides strategic leadership to the organisation.
- Approves the strategic plans.
- Manages relationships with external stakeholders.
- Appoints other executive team members.
- Leads the development of corporate strategies and has oversight on their implementation.
- Represents the organisation externally.
- Overall responsibility for the strategic growth and development of Cenit College.
- Provides oversight on the financial functions within Cenit College and approves financial reports.
- Managing the public tender process across all Cenit College functional areas.
- Overall responsibility for the legal compliance of the organisation.

2.4.2 Director of Technology, Compliance and Risk

The Director of Technology, Compliance & Risk is a member of the Senior Leadership Team and reports to the Executive Director.

2.4.2.1 Responsibilities

- Contributes to the company strategic plans on Technology, Systems and Data Management
- Provides oversight on the Technology, Systems and Compliance and Risk functions within the organisation.
- Liaise with external stakeholders for Technology, Systems and Compliance and Risk
- Oversight on operations management of Cenit College eLearning Projects
- Ensures all blended learning platforms are fully supported, and IT resources are adequately provided on each programme.

2.4.3 Head of Business Development

The Head of Business Development is a member of the Senior Leadership team and reports to the Executive Director.

2.4.3.1 Responsibilities

- Contributes to the company strategic plans on Business Development and Marketing

- Provides oversight on the Business Development and Marketing functions within the organisation.
- Liaise with external stakeholders for Business Development and Marketing.

2.4.4 Head of Finance

The Head of Finance is a member of the Senior Leadership Team and reports to the Executive Director.

2.4.4.1 Responsibilities

- Responsible for oversight on the finance function within Cenit College.
- Preparation of final financial accounts for filing and audit.
- Assisting the Board of Directors in the preparation of budgets and cash forecasts.
- Providing adequacy of resources for current training and education provision and monitoring income & expenditure on programmes. Analysing and report to the Board of Directors & Mgt.
- Responsible for managing the finance staff.
- Preparation of monthly and yearly management accounts.
- Monthly and annual financial reporting including highlight of any issues.
- Oversight on the payments of all tutors and suppliers.
- Oversight on Credit Control.
- Payment of any PAYE or other government levies.
- Contributes to quality audits

2.4.5 Head of Training

The Head of Training is a member of the Senior Leadership Team and reports to the Executive Director. The role has oversight of all programmes in Cenit College. The role is responsible for Blended, Online and Classroom delivery.

2.4.5.1 Responsibilities

- Managing the delivery of training programmes and ensuring compliance with policies & procedures.
- Responsible for the managing of resources (HR, Materials and Financial) across all training programmes, including those online.
- Preparing and delivering reports on training activity and outcomes.
- Appointment of the New Programme Development team.
- Initial oversight on all programme proposals.
- Oversight on the assessment process - blended, online and classroom.
- Chairs the Programme Boards and Results Approval Panel and all related activity.

2.4.6 Training Delivery Manager

The Training Delivery Manager(s) is reports to the Head of Training and is responsible for the day-to-day training delivery operations for their respective unit or contract.

2.4.6.1 Responsibilities

- Report to and work closely with the Senior Leadership on their respective operational area.
- Manage the operational area on a day-to-day basis. Line manage staff dedicated to their area.
- Develop KPI's to measure and monitor performance within the operational area.
- Keeping up to date with advances and innovation related to the respective operational area.
- Ensuring any contractual obligations are met in the respective operations area.
- Monthly reporting requirements
- Complaint handling and escalation

2.4.7 Head of Quality

The Head of Quality is a member of the Senior Leadership Team and reports to the Executive Director. The Head of Quality has responsibility for the Quality Assurance and enhancement within Cenit College. This role is responsible for the QA across all delivery modes: Blended, Online and Classroom.

2.4.7.1 Responsibilities

- Chairs the Quality Committees on all quality assurance related activity.
- Ensures that all appropriate Cenit College policies and procedures are in place and are property implemented.
- Updates and manages the Quality Improvement Plan.
- Communicates quality assurance policies and procedures to all staff
- Manages internal quality assurance reviews and monitoring.
- Manages awarding body reviews, communications, and updates.
- Works with all managers to develop, monitor and implement quality improvements in their respective areas.
- Oversees the validation of new programmes and assessments. Through internal audits reviews and monitors the quality of all of the Cenit College programmes and assessments.
- Has oversight on the quality of Cenit College's processes and procedures.
- Ensures that all policies, procedures, and quality related manuals are updated recent information and updates are disseminated across the organisation.

- Conducts internal audits
- Conducts a review of policies and procedures every two years in tandem with the relevant stakeholders.
- Provides monthly reports to the Senior Leadership team.

2.4.8 HR Partner

The HR Partner reports to the Executive Director.

2.4.8.1 Responsibilities

- Provides oversight on the HR, Organisational Development functions within the organisation.
- Liaise with external stakeholders for HR, Organisational Development

2.4.9 Programme Lead

All programmes within Cenit College are assigned a programme lead who is responsible for the academic oversight and development of the respective programme. They report to the Head of Training. They are Subject Matter Experts (SME's)

2.4.9.1 Responsibilities

- Managing new programme developments and leading the new programme development team.
- Oversight of the enhancement of existing programmes and assessments to ensure currency, accuracy, and relevance.
- Contributes to the review and evaluation of programmes.
- Adhering to Cenit College quality assurance standards.
- Providing expertise where relevant throughout the delivery of the programme.
- Working with other industry experts to identify programme enhancements.
- Considering any feedback from learners, tutors or external stakeholders.
- Keeping abreast of trends in the related industry area.
- Contribute to the Programme Reports (for review meetings).

2.4.9.2 Programme Co-ordinator

The programme coordinator facilitates the effective and efficient delivery of Cenit College programmes through administrative activities. This includes blended, online, and face-to-face delivery. They report to the respective Training Delivery manager.

2.4.9.3 Responsibilities (where appropriate).

- Point of contact for the learners on designated programmes.
- Co-ordinating the approval of venues if applicable – works with facility manager to ensure adequacy.
- Provide the facilities manager with a checklist for materials and equipment.

- Ensure all materials and equipment have been delivered, installed, and provided as requested – this includes any technologies and resources required for online elements of programmes.
- Course scheduling and timetabling
- Provide learners with access details (online and classroom).
- Updating the administration systems for programme details and reports.
- Monitor the programme through tutor and learner feedback forms at intervals through the course instruction and at the final completion of all course requirements.
- Manage exam day/skills day registrations.
- Gather information for programme monitoring and report to the Programme Board.
- Adhering to Cenit College quality assurance standards

2.4.10 Examinations Officer

The Examinations Officer provides administrative support for all exam related activities within Cenit College. The Examinations Officer reports to the Head of Training.

2.4.10.1 Responsibilities

- Adhering to all Cenit College Quality Assurance policies and procedures.
- Provision of assessment information to tutors, learners and programme leads.
- Co-ordinating assessment venues, invigilators and proctors.
- Preparation of assessment packs for distribution for assessments.
- Ensuring the assessment materials and evidence is stored securely.
- Maintenance of the examination's office log.
- Providing administrative support to external authenticators.
- Updating the administration systems with relevant assessment reporting requirements.
- Managing learner records and results.
- Updating the relevant awarding bodies results systems with learner results for approval
- Member of the Quality Committee and Results Approval Panel

2.4.11 Learner Support Officer (LSO)

The Learner Support Co-ordinator is responsible for the co-ordination of learner supports (online and classroom based) within Cenit College. The Learner support co-ordinator reports to the Head of Training.

2.4.11.1 Responsibilities

- Adhering to all Cenit College Quality Assurance policies and procedures.

- Co-ordinating learner supports based on Learner Support Request forms.
- Work with the tutors, programme leads and programme co-ordinators to ensure the ongoing effectiveness of learner supports.
- Keeping abreast with the latest development in learner supports (Including online supports and support technologies).
- Provision of reporting and key statistical information on learner supports.
- Member of the Programme Board.

2.4.12 Tutors

2.4.12.1 Responsibilities

- Deliver programmes with a focus on engaging and motivating the learner.
- Ensure all learning outcomes identified on the programme specification are achieved.
- Engage in new teaching and learning methods for implementation in the relevant delivery environment.
- Keep abreast of technological trends in teaching and delivery.
- Contribute to new programme development where appropriate.
- Ensure currency of programme content.
- Grading of assessments and providing feedback to learners in a timely manner.
- Conduct the relevant assessments as appropriate.
- Provide the required support to learner to enhance their educational experience and assist them in achieving their learning objectives.
- Contributing to various academic sub committees
- Contributing to Communities of Practice.
- Partake in the peer review process.

2.4.13 Design and Development Manager

The Design and Development Manager is responsible for the design of blended and online programmes and the research and implementation of tools and technology for blended and online learning. Leads a team of IDs. The IDT Manager reports to the Director of Technology, Compliance & Risk.

2.4.13.1 Responsibilities

- Research trends, tools, and technologies for blended and online learning and provide such information via monthly reports to the Senior Leadership team. Testing of those tools and technologies. Overseeing the implementation of those approved as appropriate.
- Leads a team of Instructional Designers, who:

- work with the SMEs via storyboards to guide and develop online content and design.
- Evaluate modes of access and interactions such as tests and quizzes. Process these using the online platforms authoring tools.

- Multi-media tools: Brainstorm in the context of aesthetics (size, font, design & experience) placement, frequency of use of media tools &content format ensuring learners are not over-whelmed. Familiarity with educational technology.
- Processing content (such as text, audio, video) for the online platform's storyline.
- Familiarity with User Experience (UX) to holistically comprehend learner's interactions and responses to content when transmitted over a range of devices.
- Unit testing and working with official QA (testers) to troubleshoot issues and resolve.
- Working with the appropriate staff to ensure online assessments are appropriate for the learning medium, easy to access, process and obtain results.
- Contributing to new programme development where appropriate.
- Liaising with all staff and stakeholders involved in the teaching and learning process and providing feedback where relevant.
- Providing relevant support to stakeholders involved in the programme/content creation process.
- Quality Assurance: Responsible for ensuring the Cenit Online Provision is implement and monitored according to the college's quality standards. Contributing to quality audits.

3 Principles and Procedures of Quality Assurance

3.1 Embedding a Quality Culture

Cenit College is committed to embedding a culture of quality throughout the organisation, with quality assurance and continuous enhancement at the core of its governance, management, academic, and operational activities. In accordance with **QQI's Core Statutory Quality Assurance Guidelines** and informed by relevant QQI policies and guidance relating to governance, programme validation, monitoring and review, and the delivery of blended and online learning, the College recognises that responsibility for quality rests with the provider and is shared by all members of the College community.

Quality is embedded across the College through the following principles and practices:

- Quality assurance and continuous improvement are reflected in the College's Mission, Vision, Values, and Strategic Plan.
- Staff, learners, governance bodies, and relevant stakeholders actively contribute to quality assurance and enhancement through consultation, committee representation, feedback mechanisms, and review processes.

- Policies, procedures, and quality assurance processes are developed, implemented, and reviewed through a consultative, evidence-based approach to ensure they remain effective, transparent, and fit for purpose.
- Clear documentation, process maps, reporting structures, and guidance materials support understanding, accountability, and consistent implementation of quality assurance procedures.
- A continuous improvement approach is applied through the systematic collection and analysis of learner feedback, stakeholder feedback, programme performance data, surveys, monitoring reports, and internal and external review outcomes.
- Quality assurance procedures are integrated into the normal activities of the College, ensuring that quality enhancement is embedded in day-to-day practice while avoiding unnecessary administrative burden.
- Quality assurance policies, procedures, and supporting documentation are published and accessible to staff, learners, and other stakeholders, promoting transparency and confidence in the College's quality assurance arrangements.
- The Senior Leadership Team ensures that appropriate resources, training, and supports are available to facilitate the effective implementation, monitoring, and enhancement of quality assurance processes.
- An organisation-wide approach to quality assurance promotes shared ownership, accountability, and a collective commitment to maintaining and enhancing quality across all areas of the College and across all modes of provision, including classroom-based, blended, and online learning.

The effectiveness of the College's quality culture is monitored through its governance and quality assurance structures, including the Quality Assurance Committee, Academic Council, and Senior Leadership Team. This includes the review of learner and stakeholder feedback, programme monitoring and review reports, quality assurance reporting, internal and external audits, quality improvement plans, and other performance indicators.

Through these arrangements, Cenit College seeks to foster a transparent, learner-centred, and enhancement-led quality culture that supports excellence in teaching, learning, assessment, learner support, and institutional effectiveness, while ensuring ongoing compliance with applicable QQI requirements and expectations.

3.2 Quality Framework

The Cenit College Quality Framework is founded on the principles of:

- Planning
- Implementation
- Monitoring and Self-Evaluation
- Continuous Improvement
- Outcomes.

The principles of Cenit College QA Framework and the Quality Assurance Framework can be found in Section 7 Appendices, figure 1.2 and figure 1.3

3.2.1 Planning

Quality assurance and enhancement are part of Cenit Colleges key strategies and strategic planning. They are linked to the organisations Mission and Vision. Any changes to our strategic goals must reflect our existing quality assurance system. Where they do not, new quality assurance policies need to be developed. The planning stage also ensures that there is a solid Governance structure with clearly delineated roles and responsibilities.

3.2.2 Implementation

Policies have been developed and implemented across 11 key areas as outlined in the QQI Core Statutory Quality Assurance Guidelines (2016). These are as follows:

1. Governance & Management of Quality
2. Documented Approach to Quality Assurance
3. Programmes of Education and Training
4. Staff Recruitment, Management and Development
5. Teaching and Learning
6. Assessment of Learners
7. Learner Supports
8. Information and Data Management
9. Public Information and Communication
10. Other Parties involved in Education and Training
11. Self-evaluation, Monitoring and Review

Within each of these 11 policy areas are the associated policies and procedures. These policies are supported by policy specification templates to ensure consistency in the look, format and development of all our policies. This template outlines, the policy owner, purpose, scope, roles and responsibilities, policy statement, procedures, monitoring mechanisms and version history associated with each policy. Diagrams have been used to visually explain relevant process. Each policy contains reference to supporting policies where relevant.

Furthermore, the policies are supported by forms, records, resources and procedures.

Cenit College Quality Assurance Areas **Aligned to the QQI Core Statutory Quality Assurance Guidelines (2016)**		**Policy Documents**
1	Governance and Management of Quality	• Governance and Management of Quality • Risk Management

2	Documented Approach to Quality Assurance	• Documented Approach to Quality Assurance
3	Programmes of Education and Training	• Programme Development and Management • Updating Programmes and Course Material • Learner Access, Transfer and Progression • Recognition of Prior Learning • Blended Learning
4	Staff Recruitment, Management and Development	• Staff Planning, Recruitment and Selection • Staff Induction • Staff Training and Development • Peer Review of Teaching Staff • Staff Appraisals
5	Teaching and Learning	• Teaching and Learning • Learner Complaints • Communities of Practice
6	Assessment of Learners	• Assessment of Learners • Assessment Security • Conducting an Exam • Use of bilingual Dictionaries • Managing Issues arising in Examinations • Skills Demonstrations • Written Assessments • Quality Assuring Assessments • Internal Verification • External Authentication

		• Results Approval Process • Academic Appeals • Reasonable Accommodation • E-Proctoring • Assessment Malpractice • Benchmarking of Results
7	Support for Learners	• Academic Supports • General Supports • Reasonable Accommodation • Personal Mitigating Circumstances • Student Code of Conduct and Disciplinary Procedure • Protection of Enrolled Learners (PEL)
8	Information and Data Management	• Information and Data Management • Information Management • Data Protection • Data Access Request
9	Public Information and Communication	• Public Information and Communication
10	Other parties involved in Education and Training	• Other parties involved in Education and Training
11	Self-Evaluation, Monitoring and Review	• Ongoing monitoring of programmes and QA framework

3.2.3 Monitoring and Self-Evaluation

QA policy area 11 outlines in detail the Cenit College systems of QA monitoring and self-evaluation.

Cenit College is committed to and is actively engaged in ongoing monitoring and self-evaluation. This is achieved through the following mechanisms:

Programme Monitoring and Review

- External Authenticator Feedback
- Self-evaluation
- Tutor, learner, and other stakeholder reviews
- Outcomes and actions from committees and boards
- Ongoing programme review
- Data Analysis and review
- Review, monitoring, and evaluation of KPIs

Quality System Monitoring

- Policy and Procedure monitoring mechanisms
- QA Audits
- External Audits

3.2.4 Continuous Improvement

Continuous Improvement is achieved through monitoring and self-evaluation. It is aided and assisted by the Quality Improvement Plan (QIP) that is maintained and updated by the Head of Quality. Corrective action of any issues spotted in our quality systems through feedback or other appropriate mechanisms ensures Cenit College are continuously improving our quality systems. Embedding a culture of quality assurance in our staff also ensures continuous improvement of our quality systems.

3.2.5 Publication

The Cenit College QA policies and procedures are available on our website. Furthermore, Cenit College publishes the outcomes of our review activities with awarding bodies. Relevant policies are available in the learner and tutor handbooks.

3.2.6. Document Controls

Within Cenit College there exists a strict document ownership and control system. This ensures the continuous quality and integrity of our documents and an integral reference point for implementing our quality procedures.

The activities which the QA manager uses to monitor the effectiveness and integrity of our processes are:

- course reviews

- post course review
- any other relevant reviews along with internal audits.

Additionally, the Head of Quality has the responsibility for maintaining the records of quality assurance, monitoring the effectiveness of the record keeping along with the policies and procedures to ensure an efficient and effective QA system within Cenit College. Thereby ensuring that the QA system that works for the overall benefit of the college and each course. The Head of Quality will update the Quality Assurance Committee on these activities.

There is a periodic review of all the documents by the document owner to ensure that any external factors (i.e. government or stakeholder policy changes, operational changes or matters arising from audits) are reflected in the current documents.

The following sources are reviewed and monitored by the QA committee:

- Learners' surveys, feedback, and complaints
- Minutes and reports of the Programme Board meetings
- Minutes and reports of the Programme review panel meetings
- Reports of the Internal and external audits (IV and EA)
- Use of premises, intellectual property, materials, and equipment as a general rule.
- Course specific policies on the use of premises, intellectual property, materials, and equipment are controlled by the programme leader and aligned to the overall company policy with course specific variations as required to operate and deliver a good quality programme.

All documents are stored on a dedicated QA network drive. Documents related to specific courses will contain a link on our administration system under that programme, referencing the relevant QA document. This enables the programme leader to access this for reference.

The Head of Quality works with all the relevant parties to ensure the following:

- Documents are maintained.
- Version control is accurate and updated in accordance with changes.
- A control document is maintained to inform users of the changes made and the date and the requestor.
- Obsolete documents are archived.

4 Monitoring & Review

This policy is monitored by the Head of Quality through the mechanisms outlined in QA11.1 ‘Self-evaluation, Monitoring and Review’ and the actions from the Governance Meetings.

5 References and Related Policies

5.1 References

- QQI Core Statutory Quality Assurance Guidelines (QG1) Quality and Qualifications Ireland
- QQI Policies and Criteria for the Validation of Programmes (QP17)
- QQI Policy on Monitoring (QP9)
- QQI Quality Assurance Guidelines for Providers of Blended and Fully Online Programmes (QG8)
- Principles and Operational Guidelines for the Recognition of Prior Learning in Further ad Higher Education and Training
- Recognition of Prior Learning in irish Further Education and Training (FET) (2017) recognition-of-prior-learning-in-fet.pdf
- Other relevant QQI policies, criteria, and guidance documents as amended from time to time.
- Teaching Council Ireland The Teaching Council
- Department for Education and Skills Department of Education and Youth

5.2 Related Policies

All Cenit Policies.

6 Version Control

Version	Date	Description	Originator	Approved by
1	20/01/2022 28/03/2024	Approval of Policy QQI Approval	QA QA	Board of Directors QQI
2	17/04/2025	Updates to Governance structure due to change of ownership. Role updates & titling to match designated roles & titles.	Director of People and Quality	Board Of Directors

3	15/01/2026	Fig 1.1 updated to reflect internal changes to the business	HoQ	Board of Directors
4	05/06/2026	Updates throughout policy to reflect new job titles. Section 1.6.7.3 - reword to formal complaints investigation	HoQ	Board of Directors
5	30/10/2026	Strategic and operational review completed. Updated policy throughout to reflect revised organisational structure and job titles. • Revised Section 1.1 Introduction to align with the College Strategic Plan 2026–2030. • Updated Sections 1.3 and 1.4 to explicitly confirm the inclusion of blended and online learning within the policy scope. • Added Section 2.1 Definitions. • Updated Section 2.3.4.4 to reflect revised QA Committee Terms of Reference. Updated section 2.4. 8 HR Partner role • Amended Section 1.6.7.3 to clarify the process for formal complaints investigations. • Revised Section 3 and replaced Sections 3.1–3.4 with a new "Embedding a Quality Culture" section to reduce duplication and improve clarity. • Added Section 5 References and Related Policies. • Added Section 7 Appendices.	HoQ	Board of Directors

6.1 Next Review Date

September 2027

7 Appendices

Figure 1.1 Cenit College Governance Structure

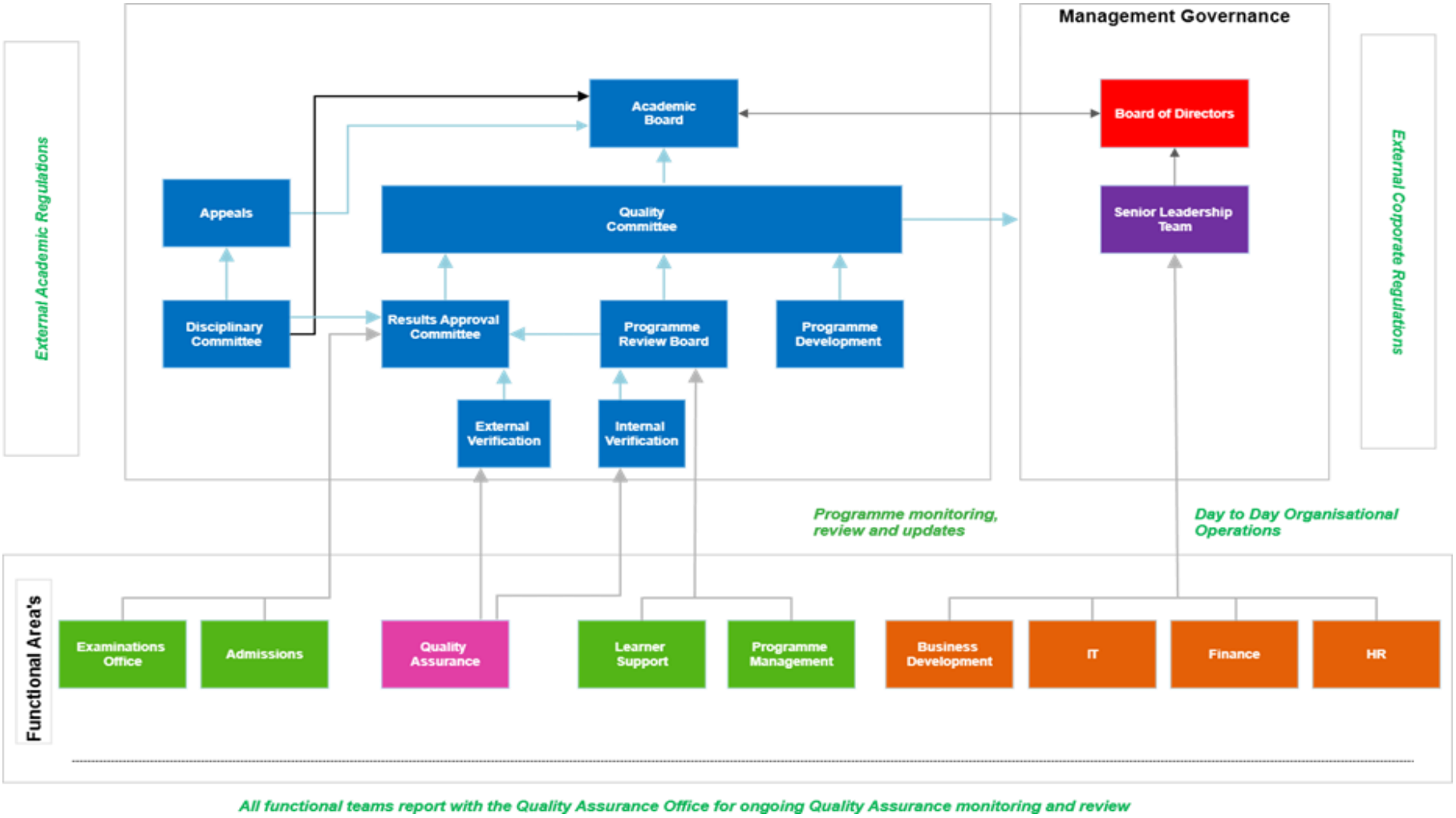


Figure 1.2 Principles of Cenit College QA Framework

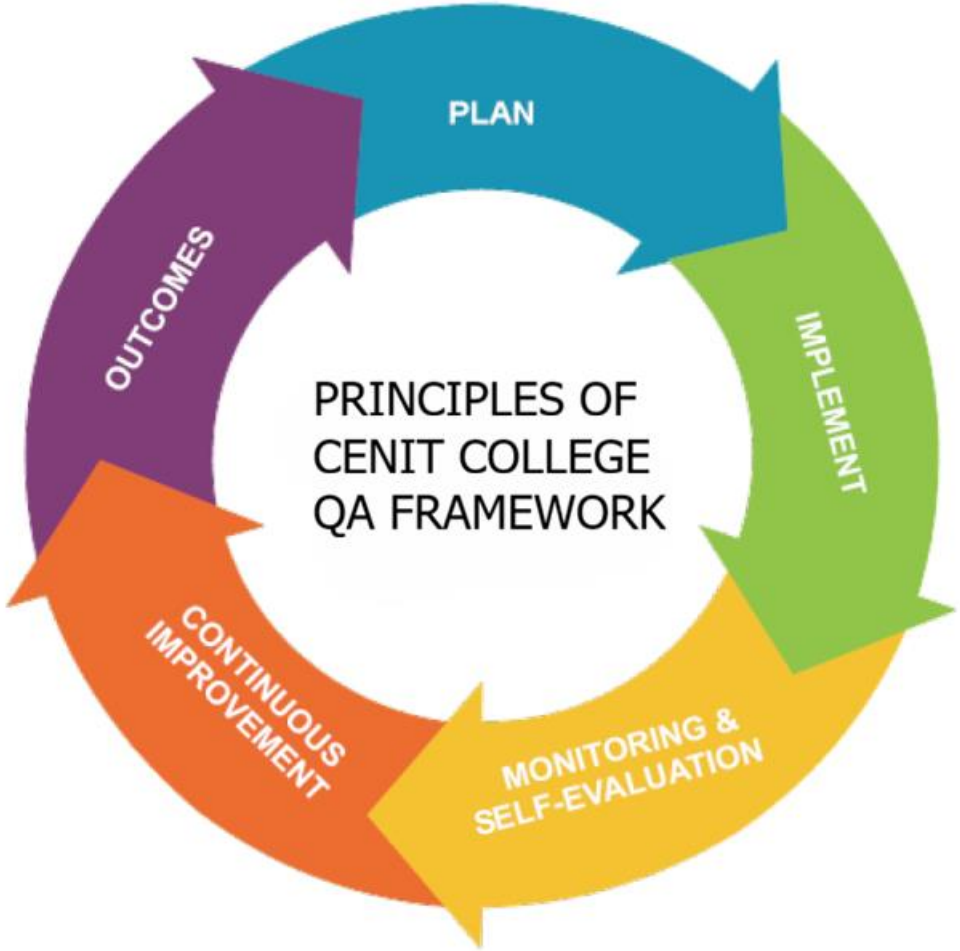
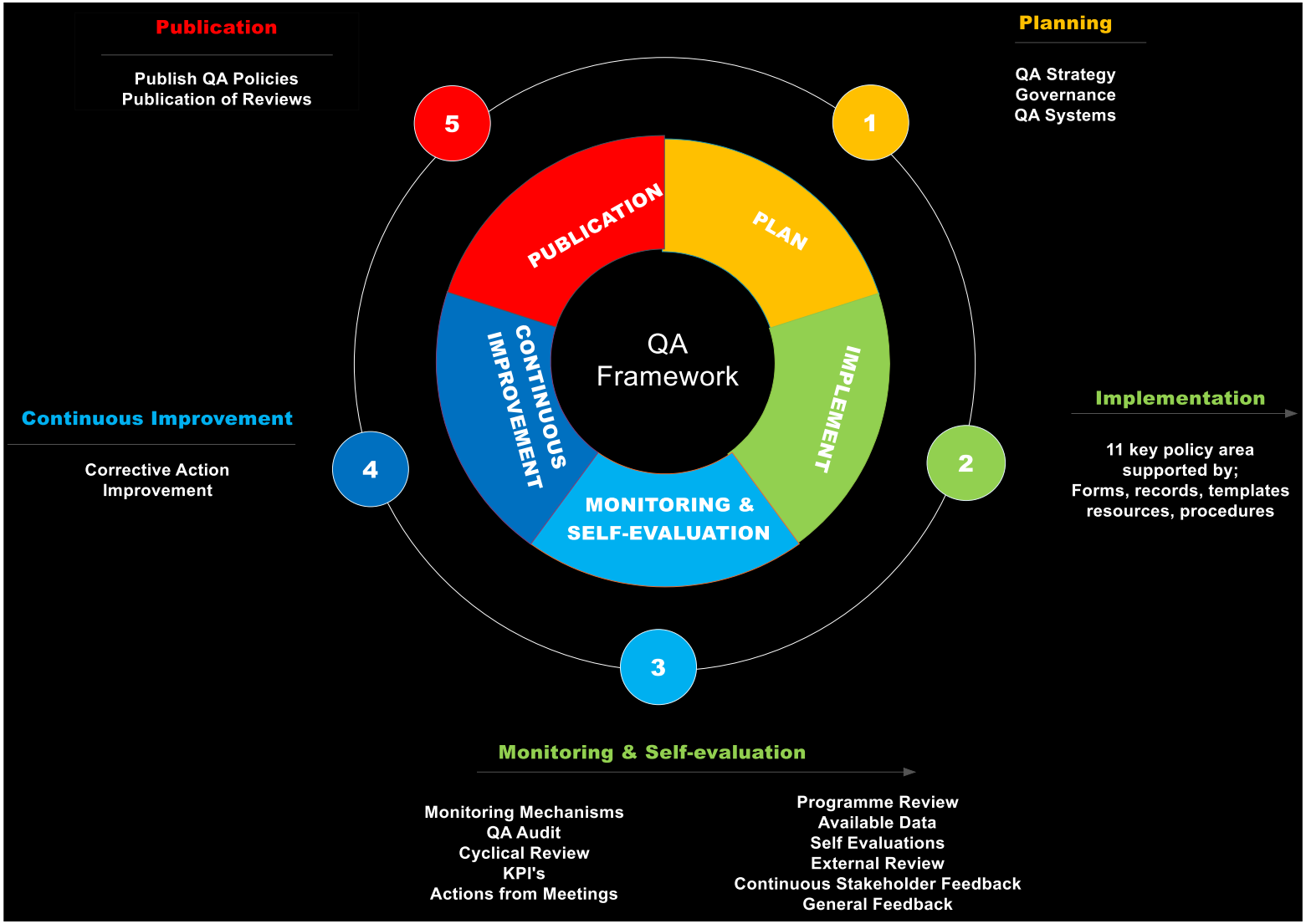


Figure 1.3 Quality Assurance Framework



CENIT COLLEGE

Get in Touch

Telephone: 01 901 2014

Email: enquiries@cenitcollege.ie

Website: www.cenitcollege.ie

Follow Us