

## Three-Year Corporate Plan

1 April 2019 - 31 March 2022

---

ETI: Promoting Improvement in the Interest of all Learners



The Education and Training Inspectorate  
Promoting Improvement

Providing inspection services for:

Department of Education  
Department for the Economy  
and other commissioning Departments



## THE EDUCATION AND TRAINING INSPECTORATE CORPORATE PLAN 2019-22

### FOREWORD

Through inspection and public reporting, the Education and Training Inspectorate (ETI) has a pivotal role in maintaining and developing the quality of provision and achievement in pre-school, school, further education, work-based learning (including European Social Fund projects), youth and teacher education settings and provides up-to-date, evidence-informed advice to the Department of Education (DE) and the Department for the Economy (DfE). The ETI also undertakes inspection for the Department of Agriculture, Environment and Rural Affairs (DAERA), the Criminal Justice Inspection Northern Ireland (CJI) and the Home Office.

The ETI maintains a constant focus on raising educational standards for all; works to develop a culture of self-evaluation and engages closely with other public bodies to support the achievement of the objectives of the Northern Ireland Programme for Government/Outcomes Delivery Plan.

The ETI is an organisation:

- whose professional purpose is rooted in the primacy of the learner; and in the promotion of quality and improvement;
- whose members, in their dealings with others and each other, live out the core values of Truth, Dignity, Service and Example;
- which values and maintains its impartiality and independence;
- whose members recognise the unique contribution which inspection can make to raising standards and improving the life chances of learners;
- which is confident (but never complacent) of its particular, special place amongst the education, youth and training organisations in Northern Ireland; and
- that seeks always to improve and to secure value for money in the exercise of its functions.

The ETI's Three-Year Corporate Plan for the period 2019-2022 is complemented and supported by its:

- Annual Business Plan;
- Monitoring and evaluation process; and
- Annual Business Report.

During the period of the three-year Corporate Plan, ETI will:

- carry out inspection and evaluation activities in a manner consistent with “the principles of inspection”, outlined in “The Government’s Policy on Inspection of Public Services (Office of Public Service Reform, 2003) to promote improvements in provision, standards and achievements for all learners (see Appendix 1);
- report on the effectiveness of current educational policy and provide timely, evidence-informed advice to Departments to support policy development, including change to existing policy. In doing so, ETI will seek to promote joined-up government through sharing our knowledge, understanding and experience across the Departments and other Public Bodies; and
- work to ensure that the members of ETI are highly valued and motivated and well-placed to respond to significant changes in the education, youth and training sectors.

The ETI's Three-Year Corporate Plan will support the DE's Corporate Plan for Education which outlines the strategic direction for DE and the wider education service, and sets out the key priorities and objectives during the period that it covers (<https://www.education-ni.gov.uk/corporate-and-business-planning>).

Noelle Buick

**NOELLE BUICK**  
Chief Inspector



## Our Vision, Our Mission

*Promoting improvement in the interest  
of all learners*

Truth

Dignity

Our Core  
Values

Service

Example

## OUR STRATEGIC GOALS

1. Promote improvement in the quality of education and training through inspection.

2. Engage effectively with learners, parents, organisations and stakeholders about all aspects of inspection.

3. Provide transparent, risk-based, value for money inspection models.

4. Develop the ETI workforce and IT infrastructure to provide excellent customer service.

# OUR PLAN TO DELIVER THE ETI MISSION AND VISION

PERSPECTIVE	GOALS	CORPORATE OBJECTIVES		ACTIONS			
<p><b>VALUE FOR MONEY</b></p>	<p>1. Promote improvement in the quality of education and training through inspection.</p>	<p>1. To effectively report on inspection outcomes through independent, impartial inspection and evaluations.</p>	<p>2. To inform policy advice and stakeholders in relation to education and training matters in a way that meets their needs and understanding.</p>	<p>1. Continue to effectively govern, strategically plan and prioritise the work of ETI.</p>	<p>2. Continue to publish reports that promote improvement and inform stakeholders about the quality of education and training.</p>	<p>3. Continue to provide timely, evidence-based, policy advice.</p>	<p>4. Continue to promote improvement and inform inspection planning through district inspection work.</p>
<p><b>CUSTOMERS / STAKEHOLDERS</b></p>	<p>2. Engage effectively with learners, parents, organisations and stakeholders about all aspects of inspection.</p>	<p>3. Continue to engage stakeholders to inform our planning and continuous improvement.</p>	<p>4. Continue to prioritise contemporary themes for inspection and evaluation.</p>	<p>5. Engage external expertise to improve the quality of communication with stakeholders and increase awareness of the work of ETI.</p>	<p>6. Further improve communication and increase involvement of parents / carers, teachers and learners.</p>	<p>7. To make more effective use of external evaluations of the work of ETI to better inform corporate and business planning and reporting.</p>	<p>8. To continue to engage with commissioning departments to ensure the work of ETI is aligned to government priorities and informs relevant policy development.</p>

PERSPECTIVE	GOALS	CORPORATE OBJECTIVES		ACTIONS			
<b>3. INTERNAL BUSINESS PROCESS</b>	3. Provide transparent, risk-based, value for money inspection models.	5. Continue to develop risk-based, value for money, inspection models that have maximum impact on improving the quality of education and training.	6. Continue to deploy the ETI workforce as effectively and efficiently as possible while maintaining an appropriate work/life balance.	9. Continue to review and develop inspection models which are transparent, risk-based & value for money.	10. Continue to develop appropriate corporate / cross-phase reporting & dissemination mechanisms.	11. Continue to provide inspection and professional support services that meet the changing needs of ETI.	12. Continue to deliver the schedule of inspections, evaluations and other activity prioritised in the ETI annual business plan.
<b>4. LEARNING &amp; GROWTH</b>	4 Develop the ETI workforce and IT infrastructure to provide excellent customer service.	7. Continue to recruit, train and develop the ETI and IST workforce to best deliver corporate and business planning priorities.	8. Continue to develop and maintain appropriate IT / business management system to deliver priorities.	13. Improve systems to capture workforce skills and development needs to better inform staff development and recruitment.	14. Continue to implement a programme of staff development to meet the personal development and business needs of ETI.	15. To review and more effectively align ETI fora to the objectives of the 2019/22 corporate plan.	16. Continue to recruit and plan the induction and training of new inspectors and staff to meet the future business needs of ETI.
				17. Implement a digital transformation programme to realise the benefits of the inspection management software replacement system.	18. Continue with staff engagement to maximise internal communication.	19. Continue to develop, maintain and manage an IT infrastructure to meet the current and future business needs of ETI.	20. To improve linkages between personal development plans/performance agreements and the corporate objectives/staff development.

# DELIVERING A QUALITY SERVICE

## APPENDIX 1: THE TEN PRINCIPLES<sup>1</sup> WHICH UNDERPIN ETI'S INSPECTION PROCESS

Inspection will:

- promote improvement;
- focus on the provision for learners and their achievements and standards;
- take a user perspective;
- be proportionate to risk;
- encourage self-evaluation leading to improvement;
- be evidence-based;
- be transparent, sharing the criteria used for evaluation;
- be open about the processes involved;
- have regard to value for money; and
- be continuously reviewed based on experience, post-inspection evaluations and feedback.
- 

---

<sup>1</sup> Adapted from, and reflecting, the principles of inspection outlined in 'The Government's Policy on Inspection of Public Services' (Office of Public Service Reform, 2003).

© CROWN COPYRIGHT 2020

This report may be reproduced in whole or in part, except for commercial purposes or in connection with a prospectus or advertisement, provided that the source and date thereof are stated.

Copies of this report are available on the ETI website: [www.etini.gov.uk](http://www.etini.gov.uk)

## Three-Year Corporate Plan

1 April 2019 - 31 March 2022

