

CQI AND IRCA STRATEGY 2030: SETTING OUT A PATH FOR THE NEXT DECADE IN QUALITY



Ian Mitchell,
Chair of the
CQI Board

of Trustees, outlines the CQI's new 2030 Strategy – building on the legacy of the CQI's first 100 years, as the profession enters a new era of societal, technological and geo-political change

In 2019, the Chartered Quality Institute celebrated its centenary – when we marked 100 years of change in the quality management discipline, the quality profession and the CQI. This century of change was driven by significant external trends in globalisation, technology, customer expectations and societal demands. It was a period where the profession, and the CQI, evolved from our roots in UK inspection to the broad global profession we are today.

Recognising that these trends will continue to require our profession and the CQI to evolve, the CQI Board of Trustees took the occasion of the CQI centenary to conduct a strategic review, in readiness for us to embark on our next century. The output is a strategy which defines how the CQI will lead the development of our quality management discipline and support the development of a

quality profession fit for the digital era of the 21st century.

We are not alone in this journey. As you may have read in recent editions of *Quality World*, our peer quality bodies around the globe

have also identified this need for change, from Asia to the Americas. All our national and global quality infrastructures are on journeys to adapt standards and conformity assessment to drive sustainable

Key macro environmental trends

The global trade challenge

The challenge of shifting global trade arrangements, emerging compliance requirements and new markets and supply chains, which will require organisations to adapt to new opportunity and risk.

The demographics challenge

The challenge of ageing populations putting pressure on skills and public services, and diversity in society, organisations and teams.

The technology challenge

The digital challenge of Industry 4.0 technologies (connectivity, quantum computing, big data and artificial intelligence) in transforming business models and systems, and the nature of work.

The personal value challenge

The challenge of providing value to customers and consumers in a digital age, combined with the pressure on organisations to satisfy the widening societal and stakeholder expectations.

CQI and IRCA Strategy 2030: Strategic themes

Strategic theme	In practice
 Align our operating model	Improve our systems, processes and people to deliver the strategy.
 Redesign offerings	Enhance value for our individual and corporate members through digital and expanded member services.
 Lead quality management practice	Invest in research and CPD to develop and demonstrate the value of the profession within the future world of work.
 Broaden the scope of the profession	Gain the support of allied professions in delivering excellence in governance, assurance and improvement.
 Grow our global influence	Become more actively involved and influential in the global quality community, recognising the complex global environment in which our members operate.

business performance. Our allied professions, from accounting to engineering, are considering a future where the focus of work moves to creating value from data and digital systems for organisations, customers and stakeholders.

In short, 100 years of existence is cause for celebration, but not complacency, and we must continue our journey as we enter this new age of Industry 4.0 and global change.

OUR STRATEGY REVIEW

Our strategic review process focused on a consideration of three ‘subjects of change’ – our quality management discipline, the quality profession, and the CQI itself – in the context of major external trends of global trade, technology, demographics and societal expectations (see ‘Key macro environmental trends’, left).

We also took into account the challenges faced by our members, both individual and corporate, such as the challenge of attracting people into the quality profession in a competitive employment market; our ongoing challenge to establish a culture in all organisations where everyone is focused on delivering and improving the quality of product, service and project; the fact that only a proportion of quality professionals are members

of the CQI or on the IRCA register, and the need for the CQI to deliver against its Royal Charter purpose and remain on a stable financial footing.

In conducting this process, I thank the CQI Membership Council for their support in reviewing this work; our members and partners, whose voices provided such valuable insight and food for thought; and the CQI Executive for their work in developing a strategy that we can all have confidence in.

A VISION FOR THE FUTURE

It is inevitable that the quality of outputs, and the systems that deliver them, will remain and even increase in strategic importance for organisational, sector and even national competitiveness. The trends identified also offer great opportunity for the profession to help organisations navigate change and transformation, but what we do and how we do it will need to change.

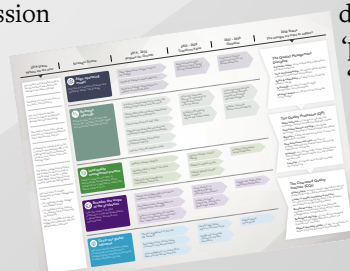
‘A vision for our discipline and profession’ (see page 14) sets out the scale of change that the profession and quality management discipline will need to embark upon to position ourselves as relevant and value-adding for this future. While our values of helping

organisations to do the right thing, to learn and to improve will remain, the quality management discipline – the methods and tools that make up our current body of knowledge – will need to be challenged and adapted at pace. Equally, the outlook and approach of the quality profession will need to change if we are to become the ‘trusted advisor’ and the ‘translator’ of technology into opportunity.

THE CQI 2030 STRATEGY

In order to lead and support the development of our discipline and the profession into this future, the CQI will, of course, also have to change significantly. Our 2030 Strategy describes how we will do this through the five strategic themes described above.

These visions of the future are as ambitious as the scale of change surrounding us, and we recognise that getting there will take us more than a few years. It is for this reason that our strategy extends over a 10-year period, through three distinct phases of ‘prepare for growth’, ‘transform value’ and ‘globalise’ – shown in more detail on the following pages.



Our systems and processes need to be more efficient and effective for members, volunteers and staff.

Increasing our surplus will allow us to invest in the profession.

We must improve member services to support professional development and networking.

We need to improve the way we promote our members' professional status and the work they do.

Increasing our market share (which is currently approximately 8% of UK auditing and quality professionals) will allow us to have a more wide-reaching impact.

The quality management discipline and profession needs our help to rapidly adapt to trends in global trade, digital technology, personal/ societal values and demographics.

We must work to change perceptions so quality management is seen as:

- An organisation-wide, strategic and competitive tool
- An essential business practice for reducing risk and improving performance

We aim to broaden the way we engage and collaborate with the global quality community.



Align operating model

Improve our systems, processes and people to deliver the strategy.

Make organisational changes to deliver the strategy.

Update IT, database, website platforms.

Develop a strategic marketing plan to support our corporate goals.



Redesign offerings

Enhance value for individual and corporate members through digital and expanded member services.

Transform member pathway for quality and auditing professionals around the world.

Refresh L&D model, introduce e-assessments and redevelop our qualifications.

Improve our assurance and audit offer.

Digitalise and personalise individual and collaborative experience for all members.

Introduce business improvement practitioner offering.

Improve corporate member model.



Lead quality management practice

Invest in research and CPD to demonstrate the relevance of the profession to organisations within the future world of work.

Establish research capability.

Develop assets to support the future world of work.

Align body of knowledge with Competence Framework.



Broaden the scope of the profession

Gain the support of allied professions in delivering excellence in governance, assurance and improvement.

Identify and engage target associations/ professions internationally.

Re-establish quality management as a competitive tool with UKQI.

Support our members and volunteer groups in broadening the scope within their organisations and sectors.



Grow our global influence

Get more actively involved in quality communities around the world, recognising the complex environments in which members operate.

Maintain engagement on ISO and BSI standards.

Build relationships with European community of quality associations.

Grow engagement via current IRCA Japan and international branches.

2023–2026
Transform Value

2027–2030
Globalise

2030 Status
The changes we want to support

Build and launch digital platform to support global learning and development.

Continue to improve support services for our global membership.

Grow CQI brand and take-up of CQI and IRCA membership primarily within UK sectors.

Grow CQI brand and take-up of CQI memberships primarily within target international regions.

Establish CPD offering aligned to research outputs and market needs.

Establish corporate advisory services offering.

Improve member content offering.

Globalise CQI research journal/conference.

Establish a research journal.

Establish globally focused content.

Focus primarily on engaging target UK associations/professions.

Engage with target global associations/professions.

Create non-quality professional offering for a global target audience.

Identify target global regions in line with UK plc.

Establish global quality group.

Engage with the global community of quality associations.

The Quality Management Discipline

A broader scope: will be embraced by organisations and allied professions.

Trust and guardianship: will support ethical decision-making and performance improvement.

Agility & adaptability: will adapt to the increasing speed of change.

Technology: will adapt to support digital transformation and improvement.

Strategic quality: will shift focus from the tactical to the strategic.

The Quality Profession (QP)

Global influence: will be able to operate in an increasingly complex and fast-moving global context.

Automation/Internet of Things: will embrace technology in the design of business models and systems.

Big data: will embrace data and analytics to drive into improvement at speed.

New behaviours and roles: will focus on strategic leadership, improvement and championing organisational conscience.

Diversity: will embrace wider scopes of experience, skills and backgrounds to deliver its wider breadth and new roles.

Learning: will maintain value through increased life-long learning.

The Chartered Quality Institute (CQI)

Global player: will serve society, organisations and the profession through a global perspective and presence.

Leader in quality management practice: will support the ongoing relevance of the discipline and profession through leading research.

Broadened scope: will help all professionals, organisations, sectors and nations employ quality management as a competitive tool.

Redesigned offerings: will provide the expanded, personalised and digital offering to support our members and volunteers.

Aligned operating model: will align our resources to deliver the above and ensure financial stability.