

Corporate Goal 1: Improving the wellbeing of children and young people				
1	2	3	4	5
Number	Commitment/Action	Key Success Indicator	Links to which PfG Outcome(s), if any	Links to which CYP Outcome(s), if any
1.1	Throughout 2019/20, CCEA, in collaboration with DE, EA and other children’s authorities, will work to shape and support educational policies with a view to improving the wellbeing of children and young people as outlined in the Children’s Services Co-operation Act (NI) 2015.	<p>By a date specified by DE, a report provided to DE detailing evidence that this commitment has been achieved, and information provided on the impact of this action on the well-being of children and young people.</p> <p>By 30 June 2019, information published outlining how wellbeing is addressed in the NI Curriculum, supported by CCEA resources.</p> <p>By 31 March 2020, to produce resources on preventative strategies within the curriculum, such as financial capability and self-esteem, to address social issues such as homelessness.</p> <p>By 31 March 2020, to complete and launch a suite of resources to support skills development and active citizenship in the context of drama.</p>	3, 5, 7, 8, 9, 12	1 - 8

		<p>By March 2020, to provide guidance and resources to support Relationships and Sexuality Education, including:</p> <ul style="list-style-type: none"> - launch of RSE hub - updating existing CCEA resources- publication of a progression framework; - provision of additional guidance and resources as identified in the initial audit. - programme of engagement with schools and other key stakeholders to provide feedback on the published resources. 		
1.2	<p>By October 2019, CCEA will have successfully implement new GCSE Grading structure and completed awarding.</p> <p>Throughout 2019-2020 communicate the new A* to G grading project effectively to all stakeholders.</p>	<p>All GCSE and GCE grades issued accurately.</p> <p>Regulator accepts awards at maintenance of standards.</p> <p>Public understanding of the changes in grading have improved due to CCEA communication and advice.</p>	3, 5, 7, 12	3, 7, 8
1.3	<p>Throughout 2019-2020, CCEA will provide guidance on key progression pathways for pupils across the key stages, in the context of the NI Curriculum and CCEA qualifications.</p>	<p>By 28 February 2020, to produce information exemplifying subject progression within the context of the Northern Ireland and across key stages.</p> <p>By 31 March 2020, to provide guidance and resources on progression in a range of curriculum contexts, including the development of curriculum planning guidance at Key Stages 4 and 5.</p>	3, 5, 7, 12	3, 7, 8

		<p>By 31 March 2020, to provide guidance and examples of progression in the Thinking Skills and Personal Capabilities within subject contexts.</p> <p>By 28 February 2020, complete a review of qualifications offered, which identifies possible subject/sector areas for the development of general and non-general qualifications.</p>		
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Corporate Goal 2: Raising standards for all				
1	2	3	4	5
Number	Commitment/Action	Key Success Indicator	Links to which PfG Outcome(s), if any	Links to which CYP Outcome(s), if any
2.1	Throughout 2019-2020, CCEA will engage with education providers to develop assessment practice and approaches that support the NI Curriculum.	By 31 March 2020, support provided to schools and DE as requested in relation to the Assessment Transformation project, including consideration of the need of Irish-medium schools, within available resources.	3, 5, 7, 12	3, 7, 8
2.2	Throughout 2019-2020 CCEA will use collaborative approaches to provide guidance and materials to support the development of digital skills education across the Key Stages.	By 31 March 2020, online teaching and learning units developed to support the development of digital skills education. By 31 March 2020 CCEA KS3 Digital resources provided via an online/distance learning package. By March 2020, case studies and exemplification of practice provided in relation to CCEA's Coding in the Classroom programme to demonstrate impact.	3, 5, 7, 12	3, 7, 8
2.3	Throughout 2019/20 to deliver statutory assessment arrangements in Communication, Using Mathematics and Using ICT as required by the Department of Education.	By March 2020, ensure that all CCEA requirements in support of statutory assessment arrangements, as required by the Department of Education, are delivered.	3, 5, 7, 12	3, 7, 8

Corporate Goal 3: Closing the performance gap, increasing access and equality				
1	2	3	4	5
Number	Commitment/Action	Key Success Indicator	Links to which PfG Outcome(s), if any	Links to which CYP Outcome(s), if any
3.1	<p>Shared Education</p> <p>CCEA will comply with its duty to consider shared education and will exercise its power to encourage and facilitate shared education, in line with legislation and DE's Sharing Works Policy, through the following key actions in 2019/20:</p> <p>Support EA in developing the Shared Education Pupil Pathway, in collaboration with relevant bodies.</p> <p>Develop CPD opportunities for embedding Shared Education, working with the EA and other relevant bodies.</p>	<p>By a date specified by DE, a report submitted to DE detailing evidence of how this commitment has been achieved and information on the impact of the actions.</p> <p>By 31 March 2020, to provide a toolkit and exemplification of Shared Education, delivered through subject contexts across the key stages, including addressing sensitive and controversial issues.</p> <p>By 31 March 2020, to work with EA (and other relevant bodies as required) to develop CPD opportunities for embedding Shared Education in curricular contexts, including at Key Stages 4 and 5.</p>	3, 5, 7, 9, 12	3, 7, 8
3.2	Throughout 2019/20, support DE in fulfilling its statutory duty to encourage and facilitate the development of Integrated and Irish Medium Education.	By 31 March 2020, a report provided to DE detailing the steps taken to meet this commitment.	3, 5, 7, 9, 12	3, 7, 8

		<p>By 31 March 2020 to have developed resources for Key Stage 4 Gaeilge, in line with agreed plan and business case.</p> <ul style="list-style-type: none"> • Project Board and Advisory Group set up • Contract awarded • Initial chapters trialled in schools <p>By March 2020, to initiate and carry out activities to develop an Irish Medium Language Framework, in line with agreed plan and business case.</p> <ul style="list-style-type: none"> • Project Board and Advisory Group set up • Grant/contract awarded • Phase 1 research completed <p>By March 2020, to continue to engage with the integrated sector to determine where CCEA resources can support integrated and shared education curriculum delivery.</p>		
3.3	By 31 March 2020, redesign and relaunch CCEA website, with clearer curriculum mapping and content access from across the key stages.	<p>Positive feedback from parents, learners, employers and teachers that the website is more accessible and easier to understand.</p> <p>Increase website access from 7.8 Million unique views to 8.5 Million unique views.</p>	3, 5, 7, 9, 11, 12	3, 7, 8

3.4	Throughout 2019/20, CCEA will work to ensure that all pupils have access to the curriculum	<p>By 31 March 2020, CCEA will engage with the SEN sector to evaluate the use of Quest and Q Skills assessment frameworks.</p> <p>By 31 March 2020, CCEA will develop and trial proposals for a recognition award scheme suitable for learners with PMLD.</p> <p>By 31 March 2020, CCEA will develop exemplar curriculum activities and case studies for aspects of Special Educational Needs in response to requirements identified.</p>	3, 5, 7, 9, 12	3, 7, 8
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Corporate Goal 4: Developing the education workforce				
1	2	3	4	5
Number	Commitment/Action	Key Success Indicator	Links to which PfG Outcome(s), if any	Links to which CYP Outcome(s), if any
4.1	Throughout 2019-2020, CCEA will develop guidance and approaches for influencing strategic leaders within the context of the Learning Leaders strategy.	By 31 March 2020, CCEA will have conducted the following pathfinder projects to pilot Learning Leaders approaches across a range of key stages: (i) Foundation Stage, (ii) Digital Skills and (iii) Mathematics and Problem Solving.	3, 5, 7, 9, 12	3, 7, 8

Corporate Goal 5: Improving the learning environment				
1	2	3	4	5
Number	Commitment/Action	Key Success Indicator	Links to which PfG Outcome(s), if any	Links to which CYP Outcome(s), if any
5.1	By February 2020, CCEA will have published two research and statistics reports that inform the public of validity and reliability of our qualifications.	By 24 December 2019, Publish Report One: Insights report into the trends and performance outcomes of the Summer 2019 examination series and improve chief examiners reports in line with data from insights. By 31 March 2020, disseminate Report Two: Report into the reliability of controlled assessment at GCSE.	3, 5, 7, 12	3, 7, 8
5.2	Throughout 2019/20, CCEA will continue to develop new, technology-enabled, methods of assessment, which provide confidence and supportive information to learners and teachers.	By 24 December 2019, we will have completed one pilot exercise in Technology Enabled Assessment, reporting on the confidence provided to learners and teachers.	3, 5, 7, 11, 12	3, 7, 8

Corporate Goal 6: Delivering high-quality education services				
1	2	3	4	5
Number	Commitment/Action	Key Success Indicator	Links to which PfG Outcome(s), if any	Links to which CYP Outcome(s), if any
6.1	<p>Accurate and Timely Accounts</p> <p>By the required date, to submit to DE & the Comptroller and Auditor General (C&AG) draft 2018/19 accounts in accordance with the Accounts Direction, Whole of Government Accounts (WGA) & Review of Financial Process consolidation pack and to prepare accounts with an unqualified audit opinion and within the timescales outlined by DE/ NIAO.</p>	<p>Draft accounts submitted to DE by Account Direction date.</p> <p>WGA returns made by the required date.</p> <p>Review of Financial Process consolidation pack submitted by the required date.</p> <p>Accounts prepared to a high standard that does not subsequently result in qualification by the C&AG for reasons that are considered to be within the control of the accounting officer.</p>	12	3
6.2	<p>Compliance</p> <p>Throughout 2019/20, ensure full compliance with all required procedures and approval requirements in relation to the delegated limits set out in the Financial Memorandum, business cases, economic appraisals, Post Project Evaluations, consultancy and</p>	<p>All Business cases, consultancy and procurement compliant with relevant guidance, and have appropriate approvals within delegated authority and as required are submitted to the Department in a timely manner to allow full and proper scrutiny.</p> <p>Full adherence to the requirements of Northern Ireland Guide to Expenditure, Appraisal and Evaluation (NIGEAE), DoF guidance, Construction & Procurement</p>	12	3

	procurement regulations and policy and other relevant NICS regulations.	Delivery's guidance notes and guidance issued by DE.		
6.3	<p>Pay Remits</p> <p>Throughout 2019/20, to ensure that the pay remits align fully with public sector pay policy as detailed in relevant DoF guidance.</p>	No breaches of Public Sector Pay Policy.	12	3
6.4	<p>Budget Allocations</p> <p>Ensure that expenditure is contained within the agreed budget allocation with no overspend and an underspend of no more than 1% of the overall resource and overall capital budgets by year-end.</p>	<p>The budget contained with any underspend within the 1% limit with no overspend.</p> <p>All resource budget and capital budget allocations utilised within the parameters set out by DE.</p>	12	3
6.5a	<p>Prompt Payment</p> <p>Throughout 2019/20, we will aim to maximise the payment of all non-disputed invoices within 10 working days of receipt of invoice.</p>	<p>90% of all non-disputed invoices paid within 10 working days of receipt of invoice.</p> <p>Progress reported to DE monthly.</p>	12	3
6.5b	<p>Prompt Payment</p> <p>Throughout 2019-2020, we will aim to ensure that 97% of all non-disputed invoices are paid within 30 days of receipt of invoice.</p>	<p>97% of all non-disputed invoices paid within 30 days of invoice date.</p> <p>Progress reported to DE monthly.</p>	12	3

6.6	<p>Cash Management</p> <p>Throughout 2019/20, to ensure the monthly drawdown of cash is within 5% of the monthly forecast requirement.</p>	<p>The monthly drawdown of cash is within 5% of the monthly forecast requirement.</p> <p>Progress reported monthly.</p>	12	3
6.7	<p>To provide a forecast of the 2019/20 cash requirement for the Spring Supplementary Estimates in line with the Department's timescale and ensure the total annual cash drawdown does not exceed the limit subsequently agreed at Spring Supplementary Estimates.</p>	<p>Annual cash drawdown does not exceed the limit set at Spring Supplementary Estimates.</p>	12	3
6.8	<p>Effective Governance</p> <p>Throughout 2019/20, to ensure effective governance through full compliance with all required procedures in the Management Statement, Financial Memorandum and related governance guidance issued by DE.</p>	<p>All corporate governance decisions comply with MSFM.</p> <p>Draft Business Plan, in-year and end-year Business Plan updates provided to DE within set timescales.</p> <p>Annual and Mid-year Governance Statements submitted and approved within set timescales.</p> <p>All new board members receive corporate governance training within 6 months of appointment, and all members to have regular (at least annual) review of their skills and knowledge.</p> <p>An annual audit of Board skills and effectiveness completed by CCEA.</p>	12	3

6.9	Staff Absence Throughout 2019/20, to work with DE to reduce absence levels.	Achieve an absence target of 6.0% in 2019/20 for CCEA staff.	12	3
6.10	During 2019/20, to work with DE to implement the Managing Attendance Strategy for the Education Sector.	All meetings of the Education Sector Managing Attendance Forum attended and a meaningful contribution made to the delivery of the 2019/20 Action Plan.	12	3
6.11	Throughout 2019-2020, CCEA will provide all qualifications or curriculum information requested by regulatory authorities or government agencies in a timely manner.	All regulatory requests met within the timeframe specified or agreed. All departmental requests met within the timeframe specified or agreed.	3, 5, 6, 12	3, 5, 7
6.12	Throughout 2019-2020, CCEA will meet all UK regulatory requirements with respect to CCEA qualifications.	Full compliance with all qualifications GCOR.	3, 5, 6, 12	3, 5, 7
6.13	Throughout 2019-2020 we will provide wider public confidence in accuracy, validity, rigour, transportability, reliability and value of all qualifications we offer.	All Joint Council for Qualification (JCQ), Regulatory and UCAS processing deadlines and outputs met for: Marks capture, Grading, Results issued and Post result outcomes delivered. https://www.jcq.org.uk/exams-office/key-dates-and-timetables/key-dates-in-the-examination-cycle-2019-20 .	3, 5, 6, 12	3, 5, 7

6.14a	Throughout 2019-2020 CCEA will provide wider public confidence in the accuracy, validity, rigour, transportability, reliability and value of CCEA qualifications.	By 31 March 2020, all CCEA examinations and qualifications awarding will have been carried out accurately, fairly and in accordance with the General Conditions of Recognition.	3, 5, 6, 12	3, 5, 7
6.14b	Throughout 2019-2020 CCEA will provide wider public confidence in the accuracy, validity, rigour, transportability, reliability and value of qualifications used in Department of Education funded programmes by evaluating the validity, rigour and reliability of qualification provision on a risk basis.	By 31 March 2020, we will publish a regulatory statement in conjunction with our Annual Report and Accounts, which provides an overview and assessment of the CCEA regulated qualifications market in Northern Ireland. Throughout 2019-2020 carry out proportional intervention with qualifications market and awarding organisation to ensure validity, reliability and rigour of all qualifications.	3, 5, 6, 12	3, 5, 7
6.15	Throughout 2019-2020 CCEA will complete proposal for the 'Future of Qualifications' technical advice to the Department of Education and commence socialising of the proposals with the wider education system.	By 31 March 2020, continue to work with Department of Education on the development of options for the 'Future of Qualifications'.	3, 5, 6, 12	3, 5, 7
6.16	Throughout 2019-2020 CCEA will sustain all current accreditation in relevant external quality standards.	By 31 March 2020, CCEA will have retained IIP status and relevant ISO (9001, 14001 & 18001) kite marks.	3, 5, 6, 12	3, 5, 7

6.17	Throughout 2019-2020, CCEA will respond to the feedback from the curriculum monitoring programme.	<p>By September 2019 to have completed discussion and engagement with Department of Educaion on the key findings of the curriculum monitoring programme.</p> <p>By October 2019, to have shared key findings from the curriculum monitoring programme and developed in conjunction with the Department of Education an action plan in response to findings from curriculum monitoring</p> <p>By March 2020, to have provided case studies of models of connected learning.</p> <p>By March 2020, to have provided guidance and examples of integrating the cross-curricular skills in a range of subject contexts.</p>	3, 5, 6, 12	3, 5, 7
6.18	Throughout 2019-2020, CCEA will review and refine its collaborative arrangements with Education Authority (EA) (and DE or other relevant bodies) for supporting education providers to best meet their needs, improve awareness and understanding of the Northern Ireland curriculum, support materials and assessment arrangements.	<p>By 31 March 2020, CCEA will make effective use of technology, including webinars, videos and pilot a partnership to deliver resources for schools online via distance learning packages, supporting teacher professional learning in line with the Learning Leaders Strategy. In agreement with partners.</p> <p>Arrangements for collaborative working with partners EA and CCMS CEO and DE meetings. Outcome will include joint</p>	3, 5, 6, 12	3, 5, 7

		conferences and events and desemenation of resources as appropriate.		
6.19	By March 2020, CCEA will have carried out a review into the use of non-general qualifications used in Northern Ireland.	A published report into the use of non-general qualifications in Northern Ireland, evaluating their use by different providers.	3, 5, 6, 12	3, 5, 7
6.20	By March 2020, CCEA regulation will carry out a review of the use of moderation and verification arrangements used in qualifications.	A published report into the use of verification and moderation arrangements used in Northern Ireland qualifications.	3, 5, 6, 12	3, 5, 7
6.21	Throughout 2019-2020, we will ensure that our finances, people and resources are used in a safe and efficient way, minimising waste.	Estates plans developed in line with the CCEA Estates Strategy.	3, 5, 6, 12	3, 5, 7