

COUNCIL FOR THE CURRICULUM, EXAMINATIONS & ASSESSMENT (CCEA)

BUSINESS PLAN - 2020 to 2021 - FINAL

Corporate Goal 1: Ensuring continuity of learning for children and young people during the COVID-19 pandemic				
1 Number	2 Commitment/Action	3 Performance Measure(s)	4 Links to which PfG Outcome(s), if any	5 Links to which CYP Outcome(s), if any
1.1	CCEA will participate in the Department of Education Restart programme as required and provide advice and response as commissioned by the Department.	Attendance at Programme Board and associated structures. Report(s) provided to the Department within agreed timescales.	1,3, 5, 6, 12	1-8

Corporate Goal 2: Improving the wellbeing of children and young people, including supporting those who are vulnerable or who have special educational needs

1 Number	2 Commitment/Action	3 Performance Measure(s)	4 Links to which PfG Outcome(s), if any	5 Links to which CYP Outcome(s), if any
2.1	<p>Throughout 2020/21, CCEA will provide high quality advice and resources to support schools in their delivery of the curriculum in the context of the post COVID-19 recovery.</p> <p>CCEA will review and adapt, where appropriate, existing resources to support recovery and contingency arrangements for blended or remote learning.</p>	<p>By 30 September CCEA will review ease of access to resources to support vulnerable children and young people, including children with special needs.</p> <p>By 30 September CCEA will package and working with partner organisations, promote resources to support vulnerable children and young people, including children with special needs.</p> <p>By 31 March 2021, CCEA will implement a communications plan to promote existing and new resources, including those to support vulnerable children and young people, including children with special needs.</p> <p>By 31 March 2021, scope and prioritise to implement the findings from the evaluation of Q Skills and QUEST in the SEN sector.</p>	3, 5, 6, 8, 9, 12	3, 7, 8
2.2	Throughout 2020/21, CCEA, in collaboration with DE, EA and other children's authorities, will work to shape and support educational	By a date specified by DE, a report provided to DE detailing evidence that this commitment has been achieved,	3, 5, 7, 8, 9, 12	1 - 8

Corporate Goal 2: Improving the wellbeing of children and young people, including supporting those who are vulnerable or who have special educational needs

1 Number	2 Commitment/Action	3 Performance Measure(s)	4 Links to which PfG Outcome(s), if any	5 Links to which CYP Outcome(s), if any
	<p>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 and in the context of emerging research and reports on the impact of COVID-19 and potential future impact of local or national restrictions throughout 2020/21 academic year.</p>	<p>and information provided on the impact of this action on the well-being of children and young people.</p>		

Corporate Goal 3: Increasing access and improving the learning environment for all				
1 Number	2 Commitment/Action	3 Performance Measure(s)	4 Links to which PfG Outcome(s), if any	5 Links to which CYP Outcome(s), if any
3.1	Shared Education Throughout 2020/21, CCEA will comply with its duty to consider shared education and will exercise its power to encourage and facilitate shared education, including in the context of post and potential future impact, in line with legislation and DE's Sharing Works Policy.	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 actions.	3, 5, 7, 9, 12	3, 7, 8
3.2	Throughout 2020/21, support DE in fulfilling its statutory duty to encourage and facilitate the development of Integrated and Irish Medium Education by delivering agreed projects and considering impact of COVID-19 and potential blended learning approaches in the delivery of these projects-	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 actions. By 31 March 2021, have developed resources for Key Stage 4 Gaeilge, in line with agreed plan and business case. By 31 March 2021, initiate and carry out activities to develop an Irish Medium Language Framework, in line with agreed plan and business case. By 31 March 2021, continue to engage with the integrated sector to determine where CCEA resources can support	3, 5, 7, 9, 12	3, 7, 8

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1 Number	2 Commitment/Action	3 Performance Measure(s)	4 Links to which PfG Outcome(s), if any	5 Links to which CYP Outcome(s), if any
		integrated and shared education curriculum delivery.		
3.3	Throughout 2020/21, to continue to improve the CCEA website, including support materials linked to the Supporting Learning initiative in conjunction with EA and other education bodies.	<p>Deliver a web engagement programme to extend the reach of our content to stakeholder, correlate our benchmark statistics with in-year questionnaire by March 2021.</p> <p>Deliver 2 new engagement features within the web service by March 2021.</p> <p>Continue to record web statistics throughout 2020/21 monitoring engagement and emerging trends.</p> <p>By March 2021, consult with Primary Expert Group about its use of CCEA resources and use the feedback to direct engagement with stakeholders.</p> <p>By March 2021, develop communications strategy to increase the use of CCEA primary resources that support the NI curriculum.</p>	3, 5, 6, 8, 9, 12	3, 7, 8
3.4	By March 2021, CCEA will have further developed its statistical awarding to manage prediction matrices and to maintain standards in qualifications with the rest of the UK.	Throughout 2020/21, qualification standards will be maintained between Northern Ireland and the rest of the UK using robust, quality assured prediction matrices to uphold public confidence.	3, 5, 6, 8, 9, 12	1-8

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1 Number	2 Commitment/Action	3 Performance Measure(s)	4 Links to which PfG Outcome(s), if any	5 Links to which CYP Outcome(s), if any
3.5	Throughout 2020/21, CCEA will provide guidance on key progression pathways for pupils across the key stages and a range of subjects, in the context of the NI Curriculum and CCEA qualifications.	<p>By 31 March 2021, produce pathways across three Areas of Learning – Digital, The Arts and Science - to support progression across key stages, in response to Curriculum Monitoring feedback.</p> <p>By 31 March 2021, to receive feedback on progression pathways from schools and other stakeholders to validate the pathways and to inform impact measurement in 2021/22.</p>	3, 5, 6, 8, 9, 12	1-8
3.6	Throughout 2020/21, CCEA will engage with practitioners and assessment experts to explore assessment practice and approaches that support the NI Curriculum.	<p>Throughout 2020/21 provide support to schools and DE in relation to the DE Assessment Project as per DE requests and subject to availability of resources.</p> <p>To commence a CAT pilot for both numeracy and literacy at KS3 in January 2021.</p>	3, 5, 6, 8, 9, 12	1-8
3.7	Throughout 2020/21, CCEA will use collaborative approaches to support the development of digital skills across the Key Stages, especially in the context of the impact of COVID-19 and potential re-escalation of restrictions.	<p>By 31 March 2021, package existing Digital Skills resources and promote their availability and target users including through education partner platforms.</p> <p>By January 2021, progress quality assurance of a bank of tasks which</p>	3, 5, 6, 8, 9, 12	1-8

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		<p>CCEA already have to enhance the provision.</p> <p>By 31 March 2021, identify examples of good practice for Using ICT and provide two case studies as exemplars.</p> <p>By 31 March 2021, progress the development of an interactive pupil resource for Key Stage 2, such as scratch to focus on the development of independent coding skills.</p>		
3.8	Throughout 2020/21, CCEA will deliver statutory assessment arrangements in Communication, Using Mathematics and Using ICT as required by the Department of Education.	By 31 March 2021, ensure that all CCEA requirements in support of statutory assessment arrangements, as required by the Department of Education, are delivered.	3, 5, 6, 8, 9, 12	1-8

Corporate Goal 4: Raising standards and tackling underachievement to ensure learners get the best possible education				
1 Number	2 Commitment/Action	3 Performance Measure(s)	4 Links to which PfG Outcome(s), if any	5 Links to which CYP Outcome(s), if any
4.1	Throughout 2020/21, CCEA will continue to develop new, technology enabled, methods of assessment, which provide confidence and supportive information to learners and teachers.	By 31 March 2021, complete two pilot exercises in Technology Enabled Assessment (Quantum) in Digital and Languages (French and Spanish) and report on the confidence provided to learners and teachers. The outcomes from the pilots will be shared with DE.	3, 5, 6, 8, 9, 12	3, 7, 8
4.2	Improve accessibility for all to resources to support independent learning for Mathematics and Numeracy in primary and post primary.	By 30 November 2020 develop three 'how to' sheets for Key Stage 3 and three mini step by step animations for Key Stage 2 to facilitate independent learning/revision of key mathematical methods which will also enable parental support.	3, 5, 6, 8, 9, 12	3, 7, 8

Corporate Goal 5: Developing the education workforce

1 Number	2 Commitment/Action	3 Performance Measure(s)	4 Links to which PfG Outcome(s), if any	5 Links to which CYP Outcome(s), if any
5.1	Staff Absence Throughout 2020/21, to work with DE to reduce absence levels.	Achieve an absence target of 6.0% in 2020/21 for CCEA staff.	12	3
5.2	During 2020/21, 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 2020/21 Action Plan.	12	3

Corporate Goal 6: Transforming the education system to ensure high quality, sustainable education for the 21st century				
1 Number	2 Commitment/Action	3 Performance Measure(s)	4 Links to which PfG Outcome(s), if any	5 Links to which CYP Outcome(s), if any
6.1	Accurate and Timely Accounts By the required date, to submit to DE & the Comptroller and Auditor General (C&AG) draft 2019/20 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.	Draft accounts submitted to DE by Account Direction date. WGA returns made by the required date. Review of Financial Process consolidation pack submitted by the required date. Accounts prepared to a high standard that do not subsequently result in qualification by the C&AG for reasons that are considered to be within the control of the accounting officer.	12	3
6.2	Compliance Throughout 2020/21, 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 procurement regulations and policy and other relevant NICS regulations.	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. Full adherence to the requirements of Northern Ireland Guide to Expenditure, Appraisal and Evaluation (NIGEAE),	12	3

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		DoF guidance, Construction & Procurement Delivery's guidance notes and guidance issued by DE.		
6.3	Pay Remits Throughout 2020/21, to ensure that the pay remits align fully with public sector pay policy as detailed in relevant DoF guidance.	No breaches of Public Sector Pay Policy	12	3
6.4	Budget Allocations Ensure that overall resource expenditure and overall capital expenditure is contained within the agreed budget allocations for the separate budget categories, with no overspend and an underspend of no more than 1% of each budget category by year-end.	Budget contained with any underspend within the 1% limit with no overspend, for each category (ie capital and resource). All budget allocations utilised within the parameters set out by DE.	12	3
6.5	Prompt Payment Throughout 2020/21, we will aim to maximise the payment of all non-disputed invoices within 10 working days of receipt of invoice and will ensure that 97% of all non-disputed	90% of all non-disputed invoices paid within 10 working days of receipt of invoice. 97% of all non-disputed invoices paid within 30 days of invoice date.	12	3

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	invoices are paid within 30 days of receipt of invoice.	Progress reported monthly.		
6.6	Cash Management Throughout 2020/21, to ensure the monthly drawdown of cash is within 5% of the monthly forecast requirement.	Monthly drawdown of cash is within 5% of the monthly forecast requirement. Progress reported monthly.	12	3
6.7	To provide a forecast of the 2020/21 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.	Annual cash drawdown does not exceed the limit set at Spring Supplementary Estimates.	12	3
6.8	Effective Governance Throughout 2020/21, to ensure effective governance through full compliance with all required procedures in the Partnership Agreement / Management Statement, Financial Memorandum (MSFM) and related governance guidance issued by DE.	All corporate governance decisions comply with Partnership Agreement and engagement plan or MSFM. Draft Business Plan, in-year and end-year Business Plan updates provided to DE within set timescales.	12	3

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1 Number	2 Commitment/Action	3 Performance Measure(s)	4 Links to which PfG Outcome(s), if any	5 Links to which CYP Outcome(s), if any
		<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>		
6.9	Throughout 2020/21, CCEA will provide all qualifications or curriculum information requested by regulatory authorities or government agencies in a timely manner.	<p>All regulatory requests met within the timeframe specified or agreed.</p> <p>All departmental requests met within the timeframe specified or agreed.</p>	5, 6, 12	3
6.10	Throughout 2020/2021, CCEA will meet all UK regulatory requirements with respect to CCEA qualifications.	Regulate Compliance with General Conditions of Recognition for all qualifications offered, in all jurisdictions (as required).	5, 6, 12	3
6.11	Throughout 2020/2021 we will provide clear information regarding the accuracy, validity, rigour,	All Joint Council for Qualification (JCQ), Regulatory and UCAS processing deadlines and outputs met for:	5, 6, 12	3

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	transportability, reliability and value of all qualifications we offer.	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		
6.12	Throughout 2020/2021 CCEA will information regarding the accuracy, validity, rigour, transportability, reliability and value of CCEA qualifications.	By 31 March 2021, All CCEA examinations and qualifications awarding will have been carried out accurately, fairly and in accordance with the General Conditions of Recognition.	5, 6, 12	3
6.13	Throughout 2020/2021 CCEA will provide accessible information regarding 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 2021, we will publish a 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 2020/2021 carry out proportional intervention with qualifications market and awarding organisation to ensure validity, reliability and rigour of all qualifications.	5, 6, 12	3

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1 Number	2 Commitment/Action	3 Performance Measure(s)	4 Links to which PfG Outcome(s), if any	5 Links to which CYP Outcome(s), if any
6.14	Throughout 2020/2021 CCEA will sustain all current accreditation in relevant external quality standards.	By 31 March 2021, CCEA will have maintained all relevant ISO accreditations.	5, 6, 12	3
6.15	Throughout 2020/21, CCEA will respond to the feedback from the curriculum monitoring programme and will carry out a survey to gather feedback from stakeholders on the opportunities, threats, strengths and weaknesses on curriculum delivery during the COVID-19 outbreak.	<p>By March 2021, take forward the next phase of curriculum monitoring and implement the action plan in response to Phase 1.</p> <p>By June 2020, soft release/publish Phase 1 Curriculum Monitoring Report and associated resources on CCEA website.</p> <p>By 31 October 2020, CCEA will hold a focus group for each key stage to carry out a SWOT analysis of the impact on curriculum delivery during the COVID-19 outbreak.</p> <p>By 20 December 2020, CCEA will review feedback from the focus groups, including education partners, and produce a summary and recommendations report for consideration.</p>	5, 6, 12	3
6.16	Throughout 2020/2021, CCEA will review and refine its collaborative arrangements with Education Authority (EA) (and other DE or other relevant	By March 2021, collaborate with EA and other education partners, as appropriate, to deliver actions outlined in the KS3 Curriculum project.	5, 6, 12	3

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	<p>bodies) for supporting education providers to best meet their needs, improve awareness and understanding of the Northern Ireland curriculum, support materials and assessment arrangements, with consideration of the impact of COVID-19 on impact of curriculum delivery and potential re-introduction of local or national restrictions.</p>	<p>By March 2021, develop a suite of online resources to support ITE.</p> <p>By 30 September 2020, CCEA will carry out analysis of the Home Learning Hub to include:</p> <ul style="list-style-type: none"> • Awareness of CCEA provision • Appropriate promotion through links with education partners • Prominence of the Home Learning Hub • Ease of use • Accessibility of resources • Gap analysis of provision • Support for independent learning <p>By 31 October 2020, review, refine, and promote draft June 2020 guidance and give consideration of links with broad and balanced curriculum resource</p> <p>By 31 November 2020, produce or adapt existing resource to provide bite-size summaries of information on each aspect of the Areas of Learning, Cross-curricular skills and Thinking Skills and Personal Capabilities and within each links to relevant resources.</p>		

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1 Number	2 Commitment/Action	3 Performance Measure(s)	4 Links to which PfG Outcome(s), if any	5 Links to which CYP Outcome(s), if any
		<p>By 30 September 2020 Promote the use of the Non-statutory Guidance, Learning, Teaching and Assessment in the Foundation Stage and other available resources and guidance for Foundation Stage.</p> <p>By 31 November 2020, review and promote existing resources that support Creative subjects such as Art and Design and also with Religious Education.</p> <p>By 30 October 2020, CCEA will review mathematics and numeracy resources and package and with partner organisations, promote/signpost resources to support development in mathematics and numeracy.</p>		
6.17	By end of March 2021, CCEA Regulation will have carried out a review into the use of non-general qualifications used in Northern Ireland.	A report on the Future of Vocational Qualifications will be completed and submitted to DfE.	5, 6, 12	3
6.18	CCEA Regulation is conducting a review into Modern Foreign Languages grading on behalf of DE.	By 31 March 2021, CCEA Regulation will submit a statistical report to DE on A level Modern Languages following its review of GCSE, and agree appropriate	5, 6, 12	3

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1 Number	2 Commitment/Action	3 Performance Measure(s)	4 Links to which PfG Outcome(s), if any	5 Links to which CYP Outcome(s), if any
	Agree how the recommendations from the Review of GCSE Mathematics will be implemented.	next steps for both GCSE and A level modern languages. By 30 September 2020, CCEA Regulation will agree with CCEA AO the findings and recommendations of the GCSE Mathematics Review. CCEA Regulation will also agree timeline of implementation of recommendations by this date.		
6.19	Throughout 2020/2021, we will ensure that our finances, people and resources are used in a safe and efficient way, minimising waste.	Estates plans delivered in line with the CCEA Estates Strategy.	5, 6, 12	3
6.20	To develop and publish an interim Corporate Plan for CCEA.	To prepare an interim CCEA Corporate Plan 2020-25 by 30 September 2020, pending publication of a Programme for Government and Department of Education corporate plan.	5, 6, 12	3
6.21	To assist the Department of Education to ensure that a new CCEA Chair is appointed.	To work with DE to ensure the appointment of a new CCEA Chair and 4 other Council members by 31 March 2021.	5, 6, 12	3
6.22	To assist in ensuring that a revised Management Statement and Financial	To liaise with DE to review the existing CCEA Management Statement and	5, 6, 12	3

Corporate Goal 6: Transforming the education system to ensure high quality, sustainable education for the 21st century

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	Memorandum (or similar agreement) is in place.	Financial Memorandum (or similar agreement) by 31 March 2021.		