

# Estates Strategy Report 2016

# CCEA: Estates Strategy

Final Draft of Report - September 2016

This Strategy sets out our vision for CCEA's estate.

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# Section 1

## **CCEA's Purpose, Vision, Mission and Values**





# CCEA's Purpose, Vision, Mission and Values

CCEA is a unique educational body in the UK, bringing together the 3 areas of curriculum, examinations and assessment.

CCEA's remit is to:

- Advise government on what should be taught in schools.
- Monitor standards, ensuring that the qualifications and examinations offered by awarding bodies in Northern Ireland are of an appropriate quality and standard.
- Award Qualifications - As Northern Ireland's leading awarding body we offer a diverse range of qualifications, such as GCSEs, including the new GCSE Double Award specifications in vocational subjects, GCE A and AS levels, Entry Level Qualifications, and Graded Objectives in Modern Languages.

CCEA's vision for Northern Ireland is one where young people are equipped both functionally and emotionally to be able to exploit the opportunities presented throughout their lives. CCEA will enable achievement of emerging government aims through creativity, whilst enhancing our credibility and influence.

CCEA's mission is to enable the full potential of all learners to be achieved and recognised by providing high quality curriculum resources, assessment and a qualifications portfolio.

CCEA's Estates Strategy is fully aligned with the CCEA Corporate Plan. CCEA, as an NDPB, is required to produce a 3 year corporate plan. In order to align the corporate plan with the Programme for Government (PfG), CCEA Council has agreed to hold the current corporate plan as draft, until such point as a new PfG is available and our sponsoring department (Department of Education) has written a new departmental corporate plan. At which point the CCEA Corporate Plan, and subsequently this strategy, will be reviewed.

This strategy has been approved by the Council and has a biannual review planned with the CCEA Finance Committee.

CCEA has 4 strategic aims:

- Meeting the Needs of Stakeholders and Customers;
- Improving Quality and Standards in Everything we Do;

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- Leading Solutions in Education; and
- Managing Resources in an Effective, Efficient and Economical Way.

CCEA's core values are:

- Selflessness;
- Integrity;
- Objectivity;
- Accountability;
- Openness;
- Honesty; and
- Leadership.

# Section 2

## Strategic Context







# The Strategic Context

## **Wider context**

The context that surrounds CCEA today is one of economic constraint, globalisation, education policy devolution and modernisation through digital systems. This is the first estates strategy drawn up by CCEA. The Estates Strategy is one of a number of key organisational strategies that will enable CCEA to overcome the challenges and become successful in achieving our corporate aims.

## **Rebalancing the economy**

CCEA must now see itself as a key player, through its sponsoring department, in supporting the re-balancing of the economy. The economy is demonstrating areas of growth and it is well documented that these are in the Science, Technology, Engineering and Maths areas. CCEA must become a bridge between Educators and Employers, translating the skills' needs of employers into the language of educators.

## **Devolution of Policy**

Education policy is also devolving across the nations, bringing new challenges as Northern Ireland must define its own way forward in qualifications in much the same way as it has been doing for the curriculum since it was refined over 10 years ago. CCEA will be asked to take more of a role as the differences between qualifications and assessment polices widen across the UK. Current evidence of this divergence is now apparent with the NI Assembly Executive Minister's announcement on grading. CCEA will be asked increasingly for objective and evidence based opinion and this will require high level thinking skills, data analytics and high value research.

## **Financial Austerity**

Public services are now in the middle of the largest and most difficult period of economic pressure on public expenditure in over 50 years. CCEA's core grant was reduced by 11% in the 2015/2016 financial year alone; with some of this reduction being addressed through short-term ring fenced funding. It is almost a certainty that austerity will continue and, with it, continued downward pressure on CCEA's budget. Added to this, is increasing prices and inescapable cost pressures, which could leave CCEA in a net position of between 3-5% less revenue each year for the life of this strategy.

## 2

**Value for Money services**

The economic pressure felt by CCEA will also be felt by other publicly funded organisations, such as schools. In this environment CCEA will come under increased scrutiny in regards to whether it offers value for money and must strive to exceed expectations of all stakeholders.

**CCEA's unique place in Education sector**

From 2007 to 2012, CCEA faced a considerable period of uncertainty as it prepared to merge with the Education and Skills Authority. Decisions have been made that CCEA would not become part of the agreed Education Authority and a legislative framework has been established which reflects the political agreement. The future of CCEA as a stand-alone Non Departmental Public Body of the Department of Education is agreed and its statutory duties are likely to become all the more important if education policy divergence continues. There is likely to be an increased focus on ensuring that the NI Curriculum and the CCEA qualifications optimise the opportunity for each learner in NI and are reflective of the PfG targets of rebalancing the economy with increased entrepreneurship and innovation.

**Skills**

The opportunities facing CCEA in the near future are vast. The reforms to academic and vocational learning are significant and will require the types of experience only CCEA can offer. The demands for learners to undertake learning beyond 16 increase each year and people see skills as the mechanism to personal success. Global employers now choose countries on their skills' supply over financial benefits and creative people are sought by every developing and developed country. CCEA can choose from a variety of opportunities, however, equally important will be our internal skills profile and ensuring we have equipped our people with the right skills for changing learner requirements.

# Section 3

## Strategy Principles





# Introduction

## Abstract / Overview

This Strategy sets out our vision for CCEA's estate.

- It has been designed to deliver an estate consistent with our strategic objectives as outlined in the CCEA Corporate Plan.
- Our estate is divided across four main sites. It has evolved over 20 years and consists of mainly modern office accommodation. Our buildings shape the experiences of our staff and visitors. They are invaluable elements of our sense of place. At the same time they present us with some significant challenges in meeting the needs of fulfilling our responsibilities in a way that is sustainable.
- Today our estate is large, encompassing 4 buildings with a gross area of 6900 square metres. These facilities serve the CCEA permanent staff of around 370, 150 temporary members of staff and approximately 20000 visitors/ contracted agents.
- From 2012/13 to 2015/16 we invested over £887K in our estate, financed from capital (£527k) and revenue grants (£360k for maintenance) from Department of Education. The suite of capital projects we have undertaken includes the following:
  - Refurbishment of toilet facilities;
  - Installation of new air conditioning units;
  - Replacement of smoke extract fan system;
  - Replacement of plant/equipment; and
  - New access control system which will help to improve security across its four sites.
- Our vision for the CCEA's estate and the landscape in which it is set is that it should be of a quality which befits an organisation that is seen as Northern Ireland's leading awarding body. The estate has not only to be functional but should also be pleasant, attractive and welcoming. It must:
  - Support world-class education services;
  - Be secure;
  - Promote the CCEA's achievements and brand;
  - Provide a stimulating environment for working;
  - Contribute to the quality of the experience we offer our staff and visitors;

## 3

- Be aesthetically pleasing;
  - Meet the highest standards of environmental sustainability; and
  - Engage the public at large with the work of CCEA;
- To optimise how we use space we must seek to achieve greater use of IT solutions within the overall estates planning process. Our priorities for delivery over the next 5 years are set out in this context. They have been influenced by our commitments to protect our important assets, to deliver value for money for our stakeholders and to operate sustainably.

# Section 4

## Strategy Objectives







# Strategy Objectives

## Challenges

This Strategy sets out our vision for CCEA's estate.

## Introduction

The following are challenges related to the CCEA Estate:

- Reduced availability of capital grants from public sources.
- Changes in the funding of our core grant are reducing operating cash flows in the early years of this Estates Strategy.
- Increased inflationary pressure is likely to put increasing financial pressure on facilities and services.
- Energy costs and related carbon charges are likely to increase much faster than our income streams and are beyond our direct control.
- To improve connectivity and access for staff and visitors within the CCEA sites.
- The need to significantly reduce our environmental impact and energy usage given the age and condition of some of our current estate.
- Changes to project specifications that require adaptable accommodation and space.

## Opportunities

The following are opportunities relating to the CCEA estate:

- To bring the organisation together on one site with approximately 370 members of staff. The preferred location would be in the Greater Belfast area with access to the main transport links including bus/train and motorways which is a key requirement identified in the staff consultation exercise carried out in September 2016. The new location should provide capacity for limited staff car parking (as is the case currently)

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and some visitor parking capacity. However, the Digital Strategy should facilitate less travel to meetings thereby reducing the need for expansive visitor provision;

- Department of Education, the Education Authority and other major landowners are also affected by the challenges identified above and will be looking to maximise the value of their assets which includes rationalisation programmes. This provides us with exciting opportunities to work in partnership with other institutions to achieve strategic objectives;
- Exploitation of our site to increase opportunities to access our estate, events, professional development, training, demonstrations and exhibitions;
- To ensure that the future CCEA estate will support the organisation's People Strategy and the Digital Strategy by providing office accommodation that supports the need to re-configure, reshape and reform how people work, as well as allowing for the digitisation of services; and
- The development of a Building Management System (BMS) which will allow integration, automation and optimisation of the services that manage the environment of the buildings concerned.

# Section 5

## **Strategy Aims**





# Strategy Aims

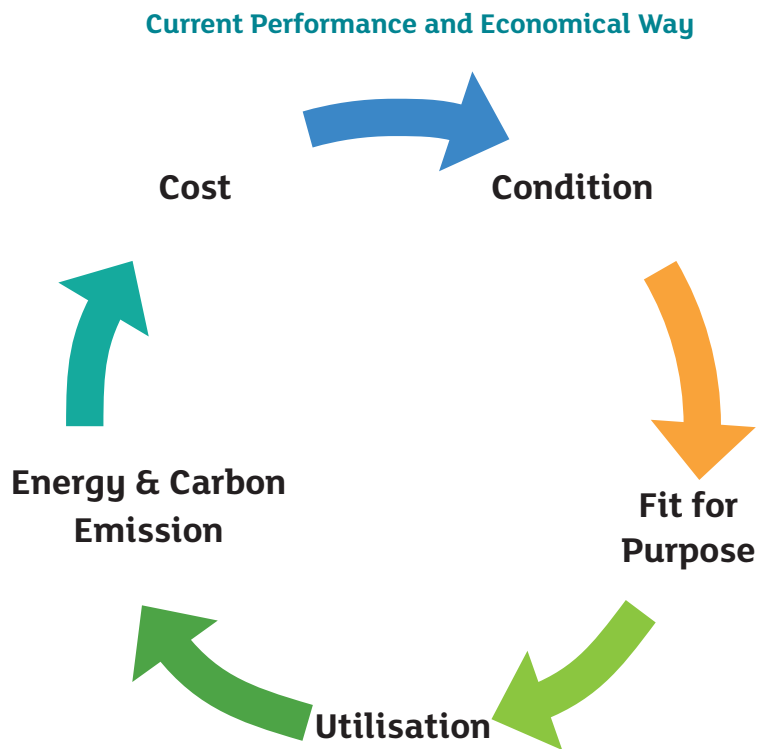
The Estate Strategy will support and interconnect with the other organisational strategy's over the next 5 years and provide a strategic framework to achieving all overarching aims within which development can take place, and will identify opportunities for change in terms of the availability of space and funding.

- These specific aims are: -
  - To provide all parts of CCEA with flexible accommodation which is of a quality, size and functionality appropriate to the activities to be delivered and which supports CCEA's vision but will conform to wider public service standards;
  - To provide accommodation which enables staff to maximise productivity and which is seen to be offering value for money;
  - To provide accommodation that will support the organisations workforce plan for years 1, 3 & 5 as outlined in the People Strategy;
  - Sustainable access to the CCEA estate by public transport for CCEA staff and visitors will be a key priority;
  - To manage out the current CCEA estate constraints which render it not ideally suited to requirements. The capital investment and maintenance programmes will be informed by priorities and objectives for research, development and the educational services to be provided, and that all buildings will be adaptable in order that they remain viable in a continually modernising environment. CCEA will use the estate to improve the inter-relationships between directorates and teams through physical co-location, in order to facilitate interdisciplinary work within and across structures.
  - To ensure the most efficient use of space and utilise additional capacity to meet growth spikes and project based pressures;
  - To promote equality, diversity, and social responsibility;
  - To continue to reduce energy use and where possible look at sustainable energy providers;
  - To continue to reduce carbon emissions;
  - To enable CCEA to realise the environmental value of waste minimisation and resource efficiency;
  - To consider a capital programme in support of the renewal of accommodation and the creation of adaptive capacity by 2021 (end of current leases);
  - To recognise the importance of our estate locally, nationally and internationally;
  - After the cost for human resources, the financial commitment for the provision and maintenance of the estate is the highest in any organisation. It is therefore important that the estate provides the optimal physical environment in an efficient

## 5

manner for the staff who are expected to work within the facilities;

- CCEA's core business of assessment requires that there is a level of confidence in the security of the information the organisation holds. Estate provisions must therefore reflect the requirements for the secure development, retention and management of information held both electronically and in paper form.



- The CCEA estate has four buildings. CCEA leases all of its property.
- The estate and its constituent parts will be analysed in terms of **the five 'challenges'** identified above: condition (age / value), fitness for purpose, utilisation, energy (usage & carbon emissions) and cost.
- It is proposed that SIB is engaged to undertake independent analysis on the current performance of our existing estate. This is part of an estate rationalisation project currently underway across all governments departments in Northern Ireland

## Solutions - S4: Connecting all that we do

### Condition

CCEA currently lease 4 sites in the greater Belfast area and they are as follows:

**29 Clarendon Road** – CCEA's main office is home to approximately 250 permanent members of staff, up to 300 temporary members of staff at various times during the year and is host to approximately 20000 visitors per year attending examination related meetings. The building is 4645 metres square in total and this is made up of the following:

- 26 Cellular Offices and 9 open plan offices totalling 2990 square metres of space;
- Conference room facility 258 metres square;
- Processing/storage area;
- 18 meeting rooms;
- 5 blocks of toilets consisting of male/female & disabled facilities consisting of 373 square metres;
- Reception Area; and
- Canteen Facility.

**2 Clarendon Road** – William Ritchie Building provides office accommodation to approximately to 100 members of staff. CCEA occupy the ground, 1st floor and 3rd floor of the building totalling 1007 square metres and this is made up of the following:

- 12 Cellular Offices and 4 open plan areas totalling 833 metres square;
- 3 blocks of toilets consisting of male/female & disabled facilities consisting of 65 square metres; and
- 3 kitchens.

**33 Clarendon Road** – Belfast Telegraph House provides office accommodation to approximately to 40 members of staff. CCEA occupy the ground, totalling 400 square metres and this is made up of the following:

- 5 Cellular Offices and 1 open plan areas totalling 280 metres square;



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- 1 blocks of toilets consisting of male/female & disabled facilities consisting of 24 square metres; and
- Kitchen.

**Unit 9/10 Grange Park, Mallusk** - The Mallusk centre provides office accommodation to approximately 20 members of staff in an office/warehouse facility totalling 1300 square metres and is made up of the following:

- Office area of 353 square metres;
- Warehouse area of 877 square metres;
- Confidential area;
- Print Room; and
- 1 blocks of toilets consisting of male/female & disabled facilities consisting of 35 square metres.

### Fitness for Purpose

Fitness for purpose (also known as functional suitability) measures how effectively the space supports current business activities.

Categories for fitness for purpose are:

**Very Good;** the building fully supports current business needs.

**Good;** provides a good environment for the current function in all or most respects.

**OK/Fair;** provides a reasonable environment for current functions in many respects but have a number of shortfalls.

**Poor;** the building fails to support some current functions. There are some operational problems with this space.

**Very Poor;** the building fails to support current functions and is unsuitable for current use. There are major operational problems with this space

	Location	Size	Design/Layout	DDA Compliant	Car Parking facilities/Public transport integration	Security	Energy Efficient
<b>2 Clarendon Road</b>	Excellent – located in docks area of Belfast with easy access to all main transport routes	Good - Currently at full capacity.	Fair – BHC control access to all building plant & machinery. Layout is a mixture of open planned and cellular offices	Good – Assessment carried out by Disability Action in 2010 with all actions closed out. Due for reassessment in 2016	Poor – Limited car parking facilities within the Harbour Estate	Good – Building has access control on main doors and all confidential areas. Access to site controlled by BHC security personnel	Good – Gas heating
<b>29 Clarendon Road</b>	Excellent - located in docks area of Belfast with easy access to all main transport routes	Fair – Lack of suitable meeting room facilities result in significant number of meetings being held externally each year	Fair – Due to the design of the building, some plant & machinery is inaccessible. Layout is a mixture of open planned and cellular offices	Good - Assessment carried out by Disability Action in 2010 with all actions closed out. Due for reassessment in 2016	Poor - Limited car parking facilities within the Harbour Estate. Insufficient spaces to cope with estimated 20,000 visitors per year	Good - Building has access control on main doors and all confidential areas. Access to site controlled by BHC security personnel	Fair – Oil heating
<b>33 Clarendon Road</b>	Excellent - located in docks area of Belfast with easy access to all main transport routes	Good – Short term arrangement to facilitate approx 40 members of staff	Good – Ground floor only leased to house approx 40 members of staff	Due for assessment in 2016	Poor - Limited car parking facilities within the Harbour Estate	Good - Building has access control on main doors and all confidential areas. Access to site controlled by BHC security personnel	Good – Gas Heating
<b>Mallusk</b>	Good – Located in industrial area with reasonable access to main motorway routes	Good – Warehouse facility at full capacity.	Good - Mixture of warehouse and office facility suitable for current requirements	Good - Assessment carried out by Disability Action in 2010 with all actions closed out. Due for reassessment in 2016	Good – Adequate space for staff members. Limited demand for car parking facilities for visitors	Good - Building has access control on main doors and all confidential areas. Access to site controlled by BHC security personnel	Good – Gas Heating

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**Space Utilisation**

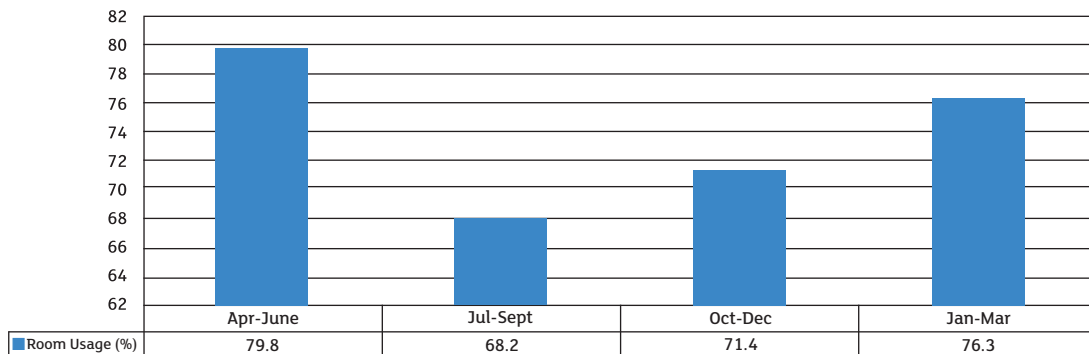
Based on the rate of occupancy and the rate of frequency (numbers of hours used compared with number of hours available), the following classifications are used for analysing meeting room usage at CCEA sites:

- utilisation rate of less than 25% as 'poor';
- 25 - 50% as 'fair';
- 50-75% as 'good and
- 75% and above as excellent.

The target for CCEA will be 75% and above and this will be monitored on an annual basis to assess performance.

CCEA will look to invest in technology which will provide greater visibility to users on the rooms that are available and the times they are available for. This will help ensure that the resources available are used to the maximum. The procurement of suitable software to manage room bookings will be delivered as part of the organisations Digital Transformation Programme.

**Room Usage 2015/16 (%)**



**Resources – R3: Complying with legislation and all government and departmental policy and procedures**

**Energy & Carbon Management**

ISO 14001 is an internationally recognised environmental management standard which focuses on improving an organisation’s environmental performance. This standard focuses on the prevention of pollution, legislative compliance and continual improvement.

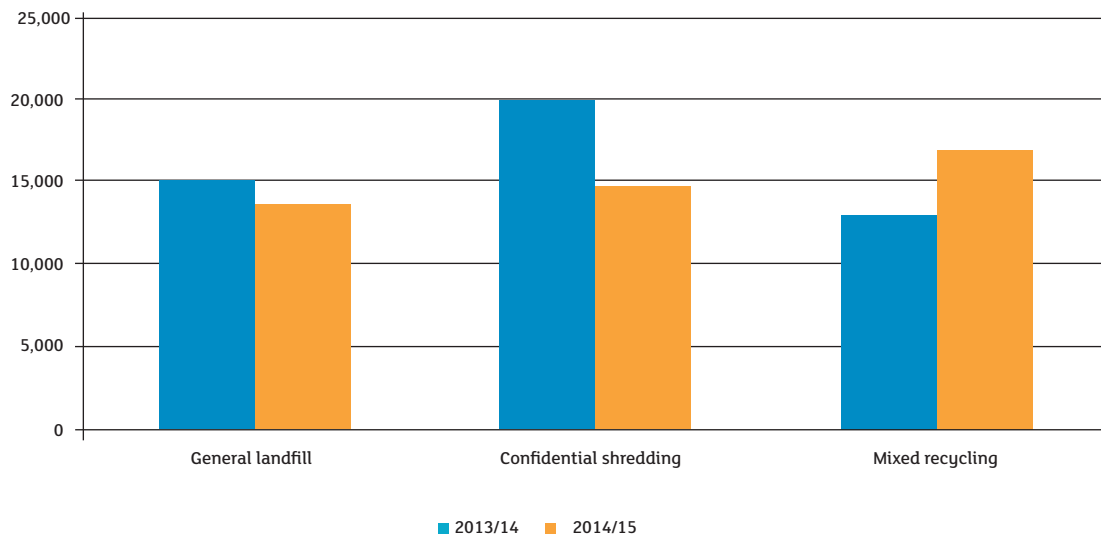
The benefits of ISO 14001 can be seen by all staff. These range from cost savings through

efficiencies in energy usage and reduced waste. Whilst CCEA’s recycling campaigns including paper and cardboard through to mobile phones and print cartridges contribute to the support of local charities.

The standard enables environmental objectives and goals to be set that all members of staff can contribute towards and assures all stakeholders of CCEA’s commitment towards being an environmentally responsible organisation.

CCEA acknowledges the importance of both the moral and business demands of environmental performance and has been successfully accredited with ISO 14001 since August 2006. Re-accreditation of the standard is subject to twice yearly assessment visits.

**CCEA Waste Costs (£)**



**Resources – R4: Using Finance in an efficient, effective and economic way to deliver outcomes**

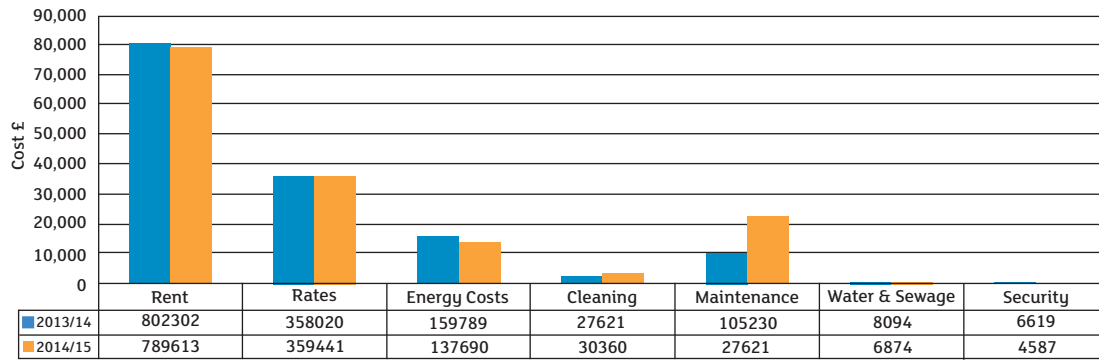
**Cost Funding the Estates Strategy**

The Estates Strategy will be financed through a combination of internally generated funds and capital grants.

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Actual Building Costs for 2013/14 & 2014/15 are as follows;

**CCEA Building Costs**

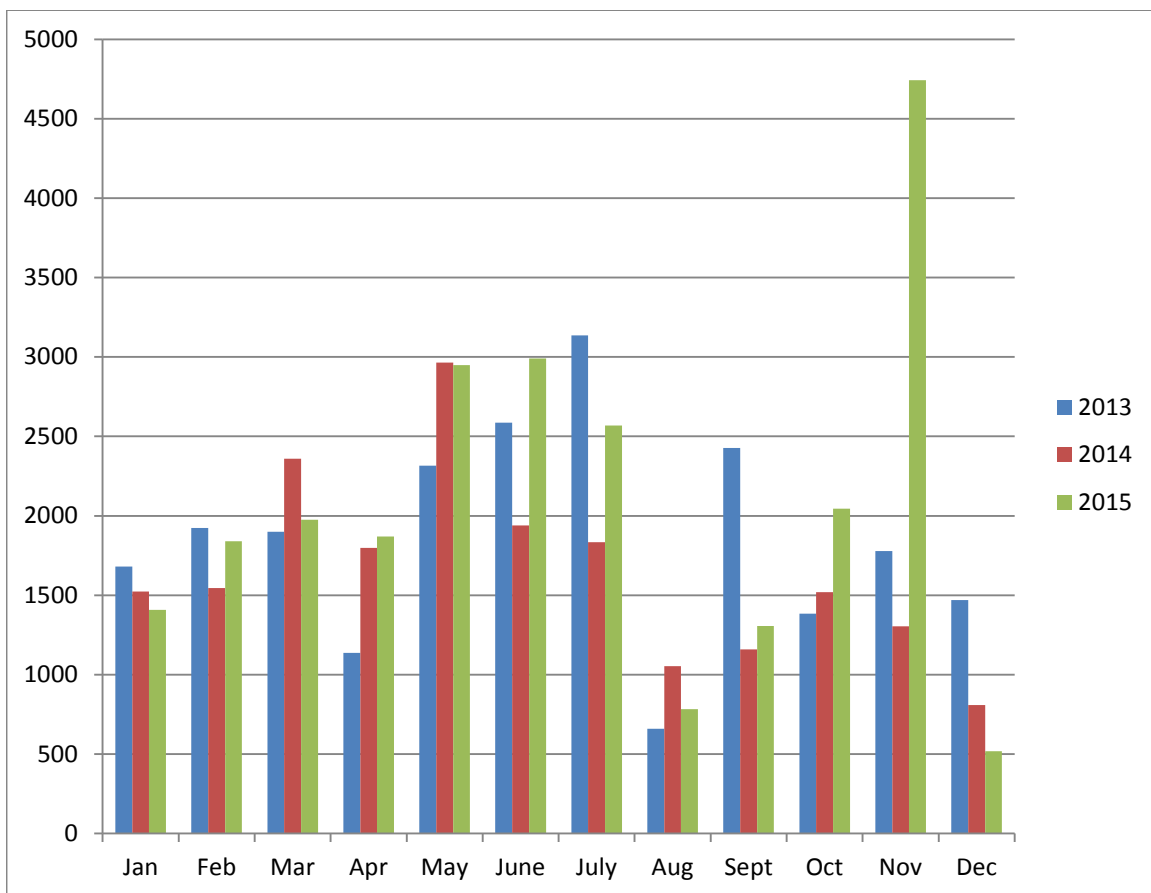


## The Estate Strategy 2016 – 2021

### Staff and Visitor Numbers

- CCEA does not anticipate growth of Staff with an establishment of 370 FTE currently but a likely minimal reduction circa 340 in 2021; and
- Visitor Numbers in 2015 increased to 24993 due to ongoing work on the Revision of Specifications project. These figures, when scrutinised, show seasonal spikes around exam series etc.

Visitor (including examiner and contract staffing) numbers are forecast to remain constant over the 5 year period but may reduce due to reconfiguration of meetings.



#### Total Number of Visitors Per Year

2013 - 22394

2014 - 19809

2015 - 24993

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## Key Enablers

The key enablers of our vision will be:

- Renewal and development of the CCEA estate through the implementation of this strategy.
- Promoting a culture of space awareness and a flexible approach to space usage across the CCEA.
- Promoting a culture of energy and carbon awareness, and environmental sustainability.
- Locating activities where they are most efficiently and effectively delivered to our users.
- Prioritising improvements to deliver strategic and/or financial benefits and enhanced sustainability.
- Well-planned rolling programmes of asset renewal, maintenance and compliance works.
- Planning the capital investment programme holistically, underpinned by business plans.
- Providing excellent governance and management of estate development projects.
- Embedding the use of estate performance indicators to inform decision-making.

## CCEA Workforce

CCEA will be required to provide suitable accommodation for staff and visitors over the next five years and beyond.

A number of strategic developments are underway including:

- Move to a high performance, highly efficient organisation.
- Move along a modernisation roadmap to introduce technology based solutions into the provision of examinations and qualifications.
- To provide, enhanced, dynamic work environments for the modern employee where they will be able to operate locally, remotely and in a versatile and efficient way in serving the organisation.
- To improve the interconnectedness with stakeholders via enhanced virtual and physical provision of work space and meeting space.

## PROJECT TIMELINE

People Strategy

- **February 2016**

Configuration of Year 3, 4, 5 & 6 Staffing Requirements agreed

- **October 2016**

Establish Inter Agency Working Group – DE/SIB/EA/CCEA/DFP

- **October 2016**

Development of Scoping Document for Physical Infrastructure Requirements Post 2021

- **December 2016 commencement**

Engage SIB to Identify Suitable Short List of Sites to Meet Accommodation Requirements

- **December 2016 commencement**

Undertake Preliminary Economic Appraisal Development

- **December 2016 commencement**

Preliminary proposals for site options identified

- **September 2017**





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