



*Rewarding Learning*

# CCEA Corporate Plan 2015–18

DRAFT



# Foreword



I am pleased to present CCEA's Corporate Plan for 2015–18. This plan is a draft corporate plan and has not been agreed by the Department of Education. This plan will be reviewed in light of a new Programme for Government and Department of Education corporate plan, after which it is envisaged it will be adopted as the full 3 year corporate plan for CCEA.

In drafting this report, we have been mindful of the challenges facing education in Northern Ireland and beyond. The global economy is changing rapidly. New opportunities and challenges appear at an ever-increasing pace. At the same time, educators are working to design programmes of work that meet their learners' needs while facing ever-tightening budgets.

We exist to serve the education community in Northern Ireland and to play our part in enabling all learners to achieve their full potential and be recognised. We have recently appointed a permanent Chief Executive. This is important as we prepare for the significant challenges ahead.

Our 2015–18 plan aims to underpin and support the work of the Department of Education and the Northern Ireland Executive. It has four strategic themes:

- Meeting the Needs of Stakeholders and Customers;
- Improving Quality and Standards in Everything We Do;
- Leading Solutions in Education; and
- Managing Resource in an Effective, Efficient and Economical Way.

We want to support educators to equip learners with the knowledge and skills they need to succeed in life and work in the twenty-first century. Over the next three years, we will review our GCSEs and GCEs to ensure these and other qualifications are challenging and relevant, preparing learners for life and work in the twenty-first century.

Our top priority is to listen carefully to customers and stakeholders to ensure that we are providing the right support to schools and colleges to enable them to design curricula that meet their learners' needs and measure progress in attainment.

It is critical that we continually look to improve and modernise our processes and services, reflecting best practice at home and internationally.

We aim to achieve all of this at a time when we will have to make significant savings. We must also work to retain and develop our most important resource: our people. We are determined to embrace these challenges and, working in partnership with customers and stakeholders, I am determined that we will do so.



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# Introduction and Strategic Context

## Background to CCEA

### History

The Northern Ireland Council for the Curriculum, Examinations and Assessment (CCEA), which was established on 1 April 1994, is a non-departmental public body reporting to the Department of Education (DE). We remain a unique educational body in the United Kingdom in that we bring together the three areas of curriculum, assessment and examinations.

### Remit, Duties and Functions

CCEA's duties and functions are detailed in the Education (NI) Order 1998 (Articles 73 to 80). In summary, our role is to:

- continually review all aspects of the curriculum, examinations and assessment for grant-aided schools and colleges of further education;
- undertake statutory consultation on proposals relating to legislation involving curriculum, examinations or assessment;
- advise DE on matters concerning curriculum, assessment, examinations and external qualifications;
- develop qualifications, conduct qualifications and assessments and moderate relevant qualifications and assessments, ensuring that educational standards are recognised as equivalent to those upheld by other similar UK bodies;
- accredit and provide advice on approval of qualifications;
- publish and disseminate information relating to curriculum, assessment and examinations;
- develop and produce teaching support materials for schools; and
- carry out research and development.

We receive core funding from DE. We can supplement our income with fees from the provision of qualifications. We also receive some funding from the Department for Employment and Learning (DEL) for projects mainly involving vocational qualifications.



## The Council

CCEA has a council that consists of a chairperson and between nine and thirteen members. The Minister for Education appoints the chairperson and council members, following public advertisement by DE. Council members typically represent all sectors of education, business and commerce. They usually serve for a period of three years, but may apply for reappointment for a further term.



## Management and Structure of CCEA

CCEA is organised into four broad areas:

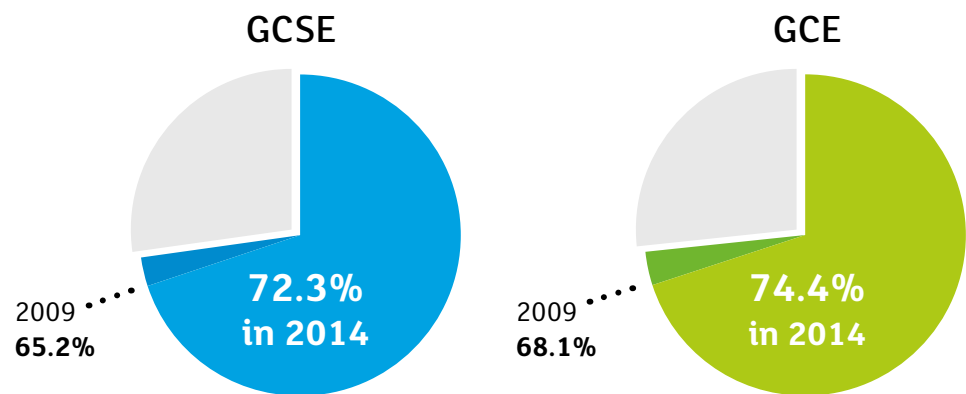
- Chief Executive's Office
- Corporate Services Directorate
- Education Strategy Directorate
- Qualifications Directorate

Each area has discrete business units that can be subdivided further into operational teams.

We employ approximately 360 permanent staff. We also employ approximately 4500 practising teachers as examiners, moderators and markers, as well as approximately 1000 invigilators to ensure that examinations are conducted in accordance with a mandatory Code of Practice. At peak times, we employ up to 5000 temporary staff (including teachers) to help process examinations and assessments.



## CCEA Market Share

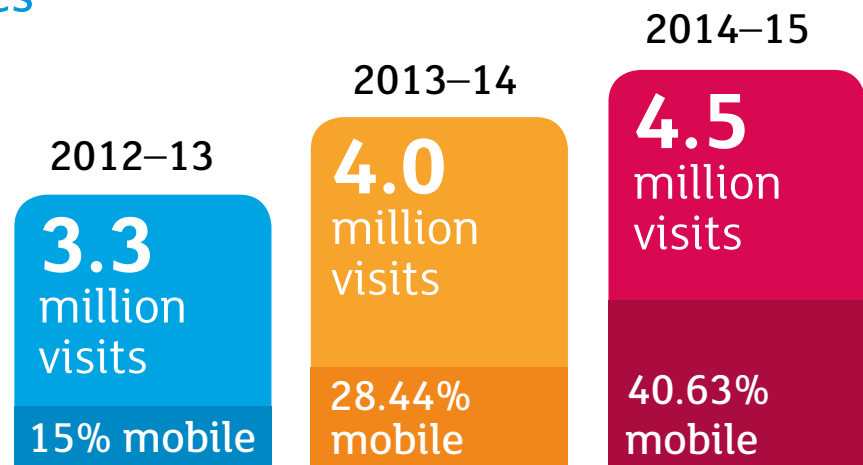


In an open market, between 2009 and 2014 our market share grew from:

- 65.2% to 72.3% in GCSE
- 68.1% to 74.4% at GCE.

## CCEA Web Statistics

Total Visits



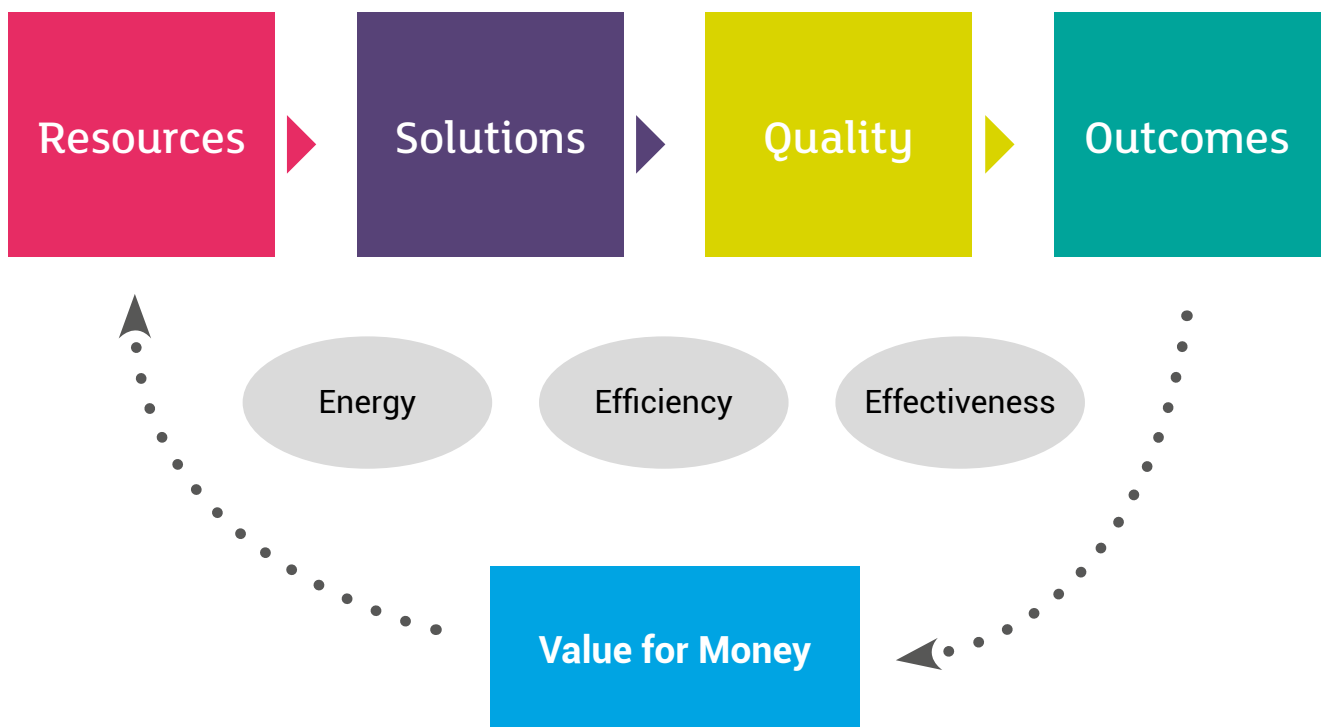
## Customers and Stakeholders

CCEA has direct and indirect customers. Our most obvious direct customers are schools, further education colleges and the teachers and lecturers who work within them. DE and DEL are also direct customers. We are accountable to them for our performance. We provide services to both departments and in return receive resources that enable us to fulfil our remit.

We have many stakeholders from the educational community and beyond. These include other government departments, learners and employers that we must, and will, take into account and consult as we conduct our work.

## Developing Our Plan

Our Corporate Plan 2015–2018 uses the balanced scorecard as well as best practice recommendations from the Department of Finance and Personnel (DfP) and the Northern Ireland Audit Office (NIAO) with regard to public body corporate planning. This model allows us to make the best use of the resources we receive to deliver value for money services to our customers.



The CCEA Corporate Plan is the highest-level strategic and planning document with all other documents throughout the organisation complementing it as and when they are created or revised. These documents will follow the same strategic themes and outline their contribution to the key objectives in our Corporate Plan.

We have developed the Corporate Plan 2015–2018 as part of a consultative process, involving participation from a wide range of staff, customers and stakeholders. This is a rolling plan that we will review to take account of any changing circumstances, in particular, Executive agreement of the next Programme for Government and a revised Corporate Plan for the Department of Education.



## Teacher Training Events

**1,801** TEACHERS



ATTENDED **86**  
TRAINING AND  
SUPPORT EVENTS  
AT PRIMARY LEVEL

**1,062** TEACHERS



ATTENDED **49**  
TRAINING AND  
SUPPORT EVENTS AT  
POST-PRIMARY LEVEL.



## Programme for Government

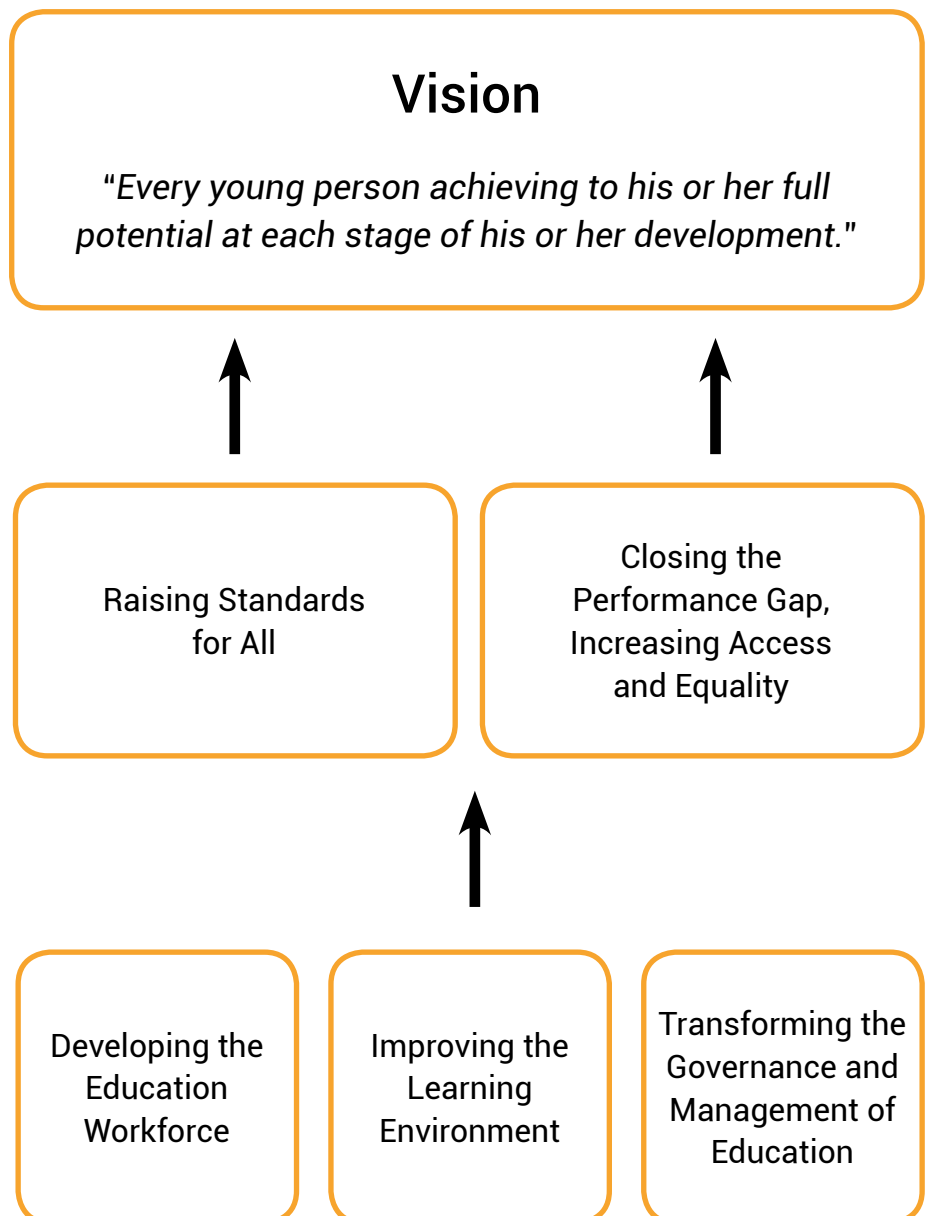
When forming this plan, CCEA took account of and reflected the Programme for Government (PfG) for 2011–2015. This sets out the priorities and commitments agreed by the Executive and included in the Corporate Plan for Education.

The Programme for Government (PfG) clearly recognises the importance of good education and the significant part it plays in helping to grow the economy, tackle disadvantage and build a shared community for the future. It also recognises the need to invest in young people to ensure that they can contribute to society.

Our mission, vision and values support the priorities set out in the Corporate Plan for Education 2012–2015. They focus on every young person achieving their full potential by providing a high quality curriculum resources, assessment and qualifications portfolio.

## Department of Education Corporate Plan for Education

CCEA's Corporate Plan reflects and supports the vision for education and the strategic priorities outlined in the Corporate Plan for Education 2012–2015 (see below). It provides us with the strategic direction to achieve our vision.



# Our Corporate Plan

This plan consists of a mission, vision, values and strategic themes. A range of corporate objectives underpin the strategic themes. We have identified four strategic themes that provide the focus for what we intend to achieve over the next two years. The plan describes the actions we must take to address and achieve each of the identified strategic goals.

# Our Mission

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

This mission places learners at the centre of CCEA's thinking and serves as the starting point for our vision for education and the part education can and should play in the social, economic and political well-being of Northern Ireland.



# Our Vision

Our vision for Northern Ireland is one where its young people, one of its most important resources, are equipped both functionally and emotionally to be able to exploit the opportunities presented throughout their lives, locally and globally, in a rapidly changing world. It is a vision where these young people embrace and face the future with confidence, as active citizens who continue to challenge and clarify their own ideas and values.

Our vision for education is one where:

- education supports intellectual, social, moral and spiritual development and fosters a love for learning in young people and adults alike;
- education provision reflects the needs of individual learners, the community and the Northern Ireland economy;
- learning opportunities are available to everyone and all our young people can develop skills that enable them to compete for jobs here and elsewhere;
- educational providers exhibit, in a transparent way, the very highest standards of corporate governance and accountability in their stewardship of public resources;
- customers and stakeholders are at the centre of educational providers' thinking and their needs and expectations are met; and
- end users of qualifications, particularly employers and higher education, have confidence in the integrity of the qualifications system.

# Our Values

As a publicly funded arm's length body of the Department of Education (DE), we are committed to delivering our responsibilities in line with the core values of the seven principles of public life (Nolan Principles). These are:

selflessness;  
integrity;  
objectivity;  
accountability;  
openness;  
honesty; and  
leadership.

# Strategic Framework and Strategy Map

## Our Mission

To enable the full potential of all learners to be

### Outcomes

Meeting the needs of our Sponsoring Department, Stakeholders and Customers

### Overarching Objectives

**Q1**  
Raising Standards for All

**Q2**  
Closing the Performance Gap, Increasing Access and Equality

### Quality

Improving Quality and Standards in Everything We Do

**Q1**  
Defining Standards and Providing Assurance

**Q2**  
Comparing With and Learning From Others

### Solutions

Leading Solutions for Education

**S1**  
Sharing Thinking and Practice in Curriculum, Examinations and Assessment

**S2**  
Informing Our Solutions from Local, National and International Best Practice

### Resources

Managing Resource in an Effective, Efficient and Economical Way

**R1**  
Using Technology to Enable Solutions

**R2**  
Recruiting and Developing Talented People



achieved and recognised

Supporting Objectives			
<p><b>Q3</b> Developing the Education Workforce</p>	<p><b>Q4</b> Improving the Learning Environment</p>	<p><b>Q5</b> Transforming the Governance and Management</p>	
<p><b>Q3</b> Building Advocacy in Stakeholders and Customers</p>	<p><b>Q4</b> Improving Value and Accuracy</p>	<p><b>Q5</b> Continuously Evaluating Our Performance</p>	
<p><b>S3</b> Delivering Highly Efficient Operations and Processes</p>	<p><b>S4</b> Connecting All That We Do</p>	<p><b>S5</b> Aiming to be the Provider of Choice for Educational Solutions</p>	<p><b>S6</b> Listening and responding to Sponsoring Department, Stakeholders and Customers</p>
<p><b>R3</b> Complying with Legislation and All Government and Departmental Policy and Procedures</p>	<p><b>R4</b> Understanding and Proactively Managing Risk</p>	<p><b>R5</b> Using Finance in an Efficient, Effective and Economic Way to Deliver Outcomes</p>	

Intelligence and Information as Enabler

Strategic  
Theme

1

# Meeting the Needs of Stakeholders and Customers

We will:

realise our mission and vision by aligning our work with the strategic goals of our sponsor department (Department of Education); and

shape and support education policy by ensuring that our primary outcomes are those of the sponsor department and therefore all resources, solutions and outputs are focused on delivering these outcomes.

# Key Objectives

We will work towards:

## 1 Raising Standards for All

by providing leading products and services in the areas of curriculum, assessment and examinations that encourage growth, provide personal benefits, recognise attainment, support assessment of progress and are designed to meet existing and future skills needs;

## 2 Closing the Performance Gap, Increasing Access and Equality

by developing and providing the advice, tools, products and services needed in the Northern Ireland education system to enable all learners, including those with special education needs (SEN), to realise their full potential through curriculum, examinations and assessment;

## 3 Developing the Education Workforce

by supporting educational professionals to deliver effective curriculum, examinations and assessment and raise standards;

## 4 Improving the Learning Environment

by building and supporting a culture that fosters opportunities for sharing and collaboration, improving cohesion within the education system for the benefit of all learners; and

## 5 Transforming Governance and Management

by ensuring that governing and managing the work we do is **modern, accountable and learner-centred** and that we deliver services **efficiently and effectively** in support.

Strategic  
Theme

2

## Improving Quality and Standards in Everything We Do

We will:

develop standards and improve the quality of services and products in the fields of curriculum, examinations and assessment by benchmarking locally, nationally and internationally, to ensure comparability and build confidence in the products and services we provide to stakeholders, customers and the learners we serve; and

define and communicate standards required to operate in Northern Ireland, as well as providing assurance that our products and services meet or, where appropriate, exceed these standards.

# Key Objectives

We will work towards:

## 1 Defining Standards and Providing Assurance

by assuring the standards of examinations, qualifications and assessment, using national and international benchmarks, to ensure transferability, currency and portability of outcomes; we will also provide **assurance** that **accreditation** in Northern Ireland is comparable with other European jurisdictions and communicate effectively with stakeholders, customers and service users;

## 2 Comparing with and Learning from Others

by ensuring that all our products and services enable learners to be supported to achieve to their full potential and actively encouraging the sharing of best practice, within the wider education landscape, to ensure effective provision and provide a critical friend to underperformance. We will develop products and services to meet the needs of the entitlement framework;

## 3 Building Advocacy in our Stakeholders and Customers

by providing high quality solutions to ensure that educational professionals and the education sector regard us as a provider of high quality advice, service and solutions that raise standards in education;

## 4 Improving Value and Accuracy

within our products and services and strive to increase the value of the services we provide to wider society and economy;

## 5 Continuously Evaluating our Performance

by comparing and benchmarking our performance against other similar providers wherever possible and, when appropriate, making public how our standards and service compare and using these comparisons to inform and improve our performance in the other key objectives.

Strategic  
Theme

3

## Leading Solutions in Education

CCEA is an organisation that innovates and provides solutions for education. We will:

seek to become a leader in educational thinking and provide solutions that can benefit all learners;

seek to become a significant point of contact for educational solutions by providing highly valued evidence-based advice and researching informed and creative answers to challenges and issues in education;

strive to connect our solutions, services and products to derive value for money and high impact; and

aim to build and share a wealth of information from educational best practice and industry views.

# Key Objectives

We will work towards:

## 1 Sharing Thinking and Practice in Curriculum, Examinations and Assessment

by seeking to be recognised as the central point of information sharing in regards to best practice in education, using our knowledge and research as a leading and valued voice in education to provide products and services that a range of stakeholders and customers can use for the benefit of learners;

## 2 Informing our Solutions from Local, National and International Best Practice

to be recognised as a leader in education by developing solutions, products and services and evaluating, understanding and embedding local, national and international best practice;

## 3 Delivering Highly Efficient Operations and Processes

by delivering our services through innovative, efficient and effective processes, functions and services that are refined to deliver best value and best in class and using technology to enable us to reduce cost and improve effectiveness;

## 4 Connecting All That We Do

by ensuring that all our solutions, products and services are connected so that stakeholders, customers, staff and learners can clearly understand and benefit from products that, wherever possible, re-use solutions already developed to reduce time to market and development costs; we will achieve this by improving internal and external communications;

## 5 Aiming to be the Provider of Choice for Educational Solutions

by responding to our stakeholders', customers' and practitioners' needs and ensuring that we have an adequate range of partners to support our capability; and

## 6 Listening to our Sponsoring Department, Stakeholders and Customers

by considering the views and opinions of stakeholders, customers and learners on our solutions, products and services, to ensure that what we do is relevant and adds value.

Strategic  
Theme

4

## Managing Resource in an Effective, Efficient and Economical way

We will:

manage our resources effectively, efficiently and economically within the constraints of legislation and statutory requirements;

achieve this through this Corporate Plan and by ensuring that resources are planned and managed to enable outcomes; and

ensure that we adopt the best practice thinking in governance and risk management and comply with all relevant legislation and regulatory requirements.



# Key Objectives

We will work towards:

## **1 Using Technology to Enable Solutions**

by using and embracing technology, wherever appropriate, to enable change and deliver effective, efficient and economic products and services;

## **2 Recruiting and Developing Talented People**

by securing, developing and maximising the knowledge, skills and capability of our workforce to ensure organisational success within a culture that promotes diversity, respect and equality; where required, we will develop our people or secure new talent to ensure that we achieve our organisational objectives and aim to develop and nurture leadership and creativity throughout the organisation;

## **3 Comply with Legislation and all Government and Departmental Policies and Procedures**

by demonstrating effective governance decisions at all levels of the organisation, observing financial regularity and providing assurance by maintaining appropriate systems, records and regulation;

## **4 Understanding and Proactively Managing Risk**

by maintaining and regularly reviewing a structured risk management framework across the organisation, to reduce overall risk and ensure alignment with the departmental risk management framework; we will provide robust reporting and recording of all risks through management review processes; and

## **5 Using Finance in an Efficient, Effective and Economic Way to Deliver Outcomes**

by securing and aligning financial resources appropriately to achieve organisational success and using finance to deliver outcomes and optimise value for money by ensuring that expenditure aligns with the strategic themes and objectives of this document; we will manage our financial resources with regulatory prudence, diligence and accuracy to protect the public interest.





