

People Strategy 2016–21

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People Strategy Chief Executive's Foreword



I am delighted to present CCEA's first People Strategy.

While our Corporate Plan sets out the high level priorities and goals for the organisation, our People Strategy presents a clear picture of how we, as the people who work for CCEA, will achieve those goals.

Through this strategy we want to convey a simple set of aims in these areas:

Agility

CCEA needs to be agile. The devolution of education is resulting in differences in approach to curriculum, assessment and qualifications across the UK. This difference means our organisation has to be ready and able to adapt to new, specialised, unique environments and challenging circumstances. Our people must be able to adapt and respond to change, using the skills and behaviours that make them comfortable in this new environment.

Bridge

CCEA is a key organisation if Northern Ireland is to rebalance our economy. We need to act as a 'bridge' between education and employers, translating what is needed into how it can be achieved. We need to ensure that learners are learning what is needed in tomorrow's world, build confidence in the teaching workforce so that they can facilitate this learning and help employers become engaged in the learning process. Our people must use every opportunity to listen to the needs of employers and educators and wherever possible create new opportunities that bring those key stakeholders together.

Customers

CCEA has many customers, the most important being the learner. We need to strive to raise standards for our customers. We must be transparent and supportive to those who engage with us and welcome ideas that improve what we do. Our service standards must be impeccable if we are to give confidence in everything that we do. Our people must be customer focused, driven to providing the best engagement with customers that they can.

Digital

We must digitise as many of our services and approaches as we possibly can. This will enable us to achieve the above three aims more easily, reduce cost and remain as a modern public service. Our people must be digital ready and digital advocates, actively seeking to use technology at every opportunity.

To achieve these aims, we have developed a People Strategy focused on building on our current position with a dedicated and skilled workforce with the optimum combination of skills and performance levels required to deliver on our corporate goals. As we roll it out over the next five years, we aim to create an organisational structure and culture that promotes dynamic change, staff engagement, personal responsibility and openness.

In the weeks, months and years ahead, as we turn words into actions, this document will increasingly play a central role in our work. I urge you to read it.

Justin EdwardsChief Executive

Council for the Curriculum, Examinations and Assessment (CCEA)



CCEA's Purpose, Vision, Mission and Values

1.1 CCEA is a unique educational body in the UK, bringing together the three 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; and
- 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 and Entry
 Level Qualifications.
- 1.2 CCEA's vision for Northern Ireland is one where learners 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.
- 1.3 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.
- 1.4 CCEA's People Strategy is fully aligned with the CCEA Corporate Plan. CCEA, as a non-departmental public body (NDPB), is required to produce a three-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 that point the CCEA Corporate Plan, and subsequently this strategy, will be reviewed.

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

- 1.5 CCEA has four strategic aims:
 - Meeting the Needs of Our Sponsoring Department, Stakeholders and Customers;
 - b. Improving Quality and Standards in Everything We Do;
 - c. Leading Solutions for Education; and
 - d. Managing Resources in an Effective, Efficient and Economical Way.
- **1.6** CCEA's core values are:
 - selflessness
 - integrity
 - objectivity
 - accountability
 - openness
 - honesty
 - · leadership.



The Strategic Context

2.1 CCEA's Unique Place in the Education Sector

Following a considerable period of uncertainty, the future of CCEA as a standalone NDPB of the Department of Education is agreed. CCEA's 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 Northern Ireland Curriculum and CCEA qualifications optimise the opportunities for each learner in Northern Ireland and are reflective of the PfG targets of rebalancing the economy with increased entrepreneurship and innovation.

2.2 Skills

The opportunities facing CCEA in the near future are vast. The reforms to academic and professional and technical education are significant and will require the types of experience only CCEA can offer. The demands for people to undertake learning beyond the age of 16 increase each year, with skills as one mechanism to personal success. Global employers now choose countries based more on their skills supply and creative people are sought by every developing and developed country. CCEA's internal skills profile will be important, as well as ensuring we have equipped our people with the right skills for dealing with changing learner requirements.

2.3 Wider Context

The context within which CCEA operates today is one of economic constraint, globalisation, education policy devolution and modernisation through digital systems. Whilst much has been achieved through the

previous Human Resources Strategy, CCEA's landscape is now radically different. The People Strategy is one of a number of key organisational strategies that will enable CCEA to overcome the challenges and achieve our corporate aims.

2.4 Rebalancing the Economy

CCEA must now see itself as a key player, through its sponsoring department, in supporting the rebalancing of the economy. The NI economy is growing demonstrably in the fields of science, technology, engineering and maths. CCEA must become a bridge between educators and employers, translating the skills needs of employers into the language of educators.

2.5 Devolution of Policy

Education policy is also devolving across the nations, which brings new challenges. Northern Ireland must now 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 policies widen across the UK. 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.

2.6 Financial Austerity

Public services are now in the middle of the longest and most difficult period of economic pressure on public expenditure in over 50 years. CCEA's core grant was reduced by 11 percent in the 2015/2016 financial year alone, with some of this reduction being addressed through short-term, ringfenced funding. It is almost a certainty that austerity will continue applying continued downward pressure on CCEA's budget. Additionally, increasing prices and inescapable cost pressures could result in up to five percent less revenue each year for the life of this strategy.

2.7 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 to provide value for money and must strive to exceed the expectations of all stakeholders.



CCEA's Strategic Framework

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

<u>0</u>1

Raising Standards for All

02

Closing the Performance Gap, Increasing Access and Equality

Quality

Improving Quality and Standards in Everything We Do <u>Q1</u>

Defining Standards and Providing Assurance

Q2

Comparing with and Learning from Others

Solutions

Leading Solutions for Education <u>S1</u>

Sharing Thinking and Practice in Curriculum, Examinations and Assessment **S2**

Informing Our Solutions from Local, National and International Best Practice

Resources

Managing Resources in an Effective, Efficient and Economical Way

R1

Using Technology to Enable Solutions

R2

Recruiting and Developing Talented People

achieved and recognised

Supporting Objectives					
O3 Developing the Education Workforce	O4 Improving the Learning Environment	O5 Transforming the Governance and Management			
Q3 Building Advocacy in Stakeholders and Customers	Q4 Improving Value and Accuracy	Q5 Continuously Evaluating Our Performance			
S3 Delivering Highly Efficient Operations and Processes	S4 Connecting All That We Do	S5 Aiming to be the Provider of Choice for Educational Solutions	S6 Listening and Responding to Sponsoring Department, Stakeholders and Customers		
R3 Complying with Legislation and All Government and Departmental Policy and Procedures	R4 Understanding and Proactively Managing Risk	R5 Using Finance in an Efficient, Effective and Economic Way to Deliver Outcomes			



People Strategy Objectives

4.1 The people who work for CCEA form a critical foundation on which the organisation delivers its mission, vision, aims and objectives. For this reason, CCEA has a specific objective within the corporate aim of Managing Resources in an Effective, Efficient and Economical way. The objective is:

Recruiting and Developing Talented People: we will do this 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 organisation's objectives and we will aim to develop and nurture leadership and creativity throughout the organisation.

The CCEA People Strategy is focused, primarily, on the delivery of this objective, along with other objectives within the Managing Resources strategic aim.

4.2 The foundation for achieving CCEA's Corporate Plan and longer term aims will be the capability and capacity of its workforce. To realise these ambitions the People Strategy makes a strong commitment to developing staff in the knowledge and skills required for the future, to aligning human resources closely with the direction of the organisation and to engender a culture in which staff collaboration and engagement can prosper. CCEA has a highly committed and diligent workforce. As it has done in the past, CCEA will continue to cultivate strong values and a deep appreciation of optimising life chances for learners. The context in which CCEA operates is changing and the capacity profile of the organisation and the employees will continue to change. As a strategic requirement, leaders must be

- aware of the organisational profile that best meets the immediate, medium and longterm position of the organisation. They will 'workforce plan' to meet the need.
- 4.3 People are vital to the delivery of CCEA priorities, corporate plan, mission, vision and aims. The People Strategy supports the need to re-configure, reshape and reform how people work. Reconfiguration, reshaping and reforming will affect the structure of teams, processes and the management of knowledge and skills. The People Strategy will be closely aligned to and supported by CCEA's Information Systems/Services Strategy and plans for the digitisation of services.

CCEA will need to:

- be capable of delivering evolving portfolios of qualifications, curriculum and assessment for Northern Ireland learners to reflect the economic needs of the region and the wider national and international perspective and emerging trends;
- be adaptable in providing new products and services as requested by Northern Ireland government departments and the Executive Ministers, particularly the Minister of Education;
- meet the regulatory requirements as dictated by the Executive department(s), particularly those requirements of the Department of Education;
- continually consider modernisation of qualification provision for learners and ensure that stakeholders are persuaded to amend conventional approaches;

- be open to scrutiny and continue to have confidence in the data it produces around examinations, results, assessment and regulation;
- meet the General Conditions of Recognition as an Awarding Organisation, relevant ISO standards, Investors in People (IIP) Standards and Charter Mark standards; and
- continue to provide a public service that attains the highest standards of confidence from its stakeholders and optimises the life chances of all learners.

It is therefore predicted that there will be a shift in staffing profile in the organisation over the period of the People Strategy. The likely areas of change are set out in paragraphs 4.4 to 4.14 below.

- 4.4 There will be an increased need for CCEA staff with skills in key educational areas, including curriculum, education instruction, qualification development and assessment design. In addition, with devolution of education policy, particularly in relation to examinations and qualifications (general and vocational), CCEA will need to further develop and potentially expand regulatory skills. The changing work may mean that CCEA will need to use specialist expertise for shorter periods of time. Accordingly, CCEA will need improved contract management and resource management processes and skills.
- 4.5 We will work together to modernise our services and identify where we can deliver products and information more effectively to our customers through digitisation and automation of processes. Through this change CCEA will ensure that employees are retrained and provided with opportunities to develop in other areas of emerging business.
- **4.6** Modernisation will not happen without digital interventions. CCEA will continue

- to consider digital solutions to improve efficiency. Many of these may be bespoke to the unique needs of the organisation. Therefore, there is likely to be a continued investment in IT specialism. To compete in this market, CCEA may have to consider new resourcing models or sub-contracting the specific skill sets required. Where applicable CCEA staff will be given opportunities to develop their digital literacy skills, enabling greater adaptability across a broad range of tasks.
- 4.7 CCEA's people will be supported through this transition to gain confidence and experience in new ways of working. They will need to interface more with stakeholders (partners and customers) and create solutions to rapidly address stakeholder **challenges**. There will be a constant need to develop new or improved business processes and procedures to ensure that CCEA is successful. This will require investment in technology, stakeholder management, contract management and commercial skills. CCEA's leaders across the organisation will also have to demonstrate values and behaviours that encourage more agile ways of working and inspire confidence in our people to contribute ideas and solutions.
- 4.8 CCEA must also remain an employer of choice, attracting, acquiring, developing and retaining the best new and existing talent for the organisation. Without building on the talent we already have, CCEA cannot remain at the forefront of education in Northern Ireland. CCEA must adapt to ensure that it can attract and retain the best people and will aspire to be a 'best-in-class' employer.
- 4.9 CCEA will endeavour to put the right staff in the right place in the organisation to maximise the benefit for all. Empowerment will be the commitment from management. In short, creativity will be encouraged and innovation will be the responsibility of every member of staff. We will build on and enhance the collegiate and collaborative relationships that are part of CCEA's culture.

- 4.10 CCEA's people will have a clear understanding of their role, responsibilities and performance. CCEA will engage all people across the organisation through dignity and respect and will expect positive behaviours from all positions and roles. Executive leadership levels will have a responsibility to develop, and help staff develop, the skills they need to meet our corporate objectives. Staff in CCEA will be encouraged to contribute by:
 - making their voices heard;
 - contributing ideas and creative solutions; and
 - receiving constructive feedback from managers.

- **4.11** There will be ongoing collaboration on personal development through the performance and development process.
- **4.12** There will be a drive towards a **versatile workforce** that is customer aware.
- 4.13 CCEA will continue on the Investors in People journey and aspires to achieve Platinum status in the period of the People Strategy.
- 4.14 CCEA will continue to embed equality, inclusion and diversity as fundamental principles throughout its work and strive to provide a safe and healthy working environment that promotes staff well-being.





People Strategy Themes



5.1 Aligning Human Resources and Skills with Organisational Strategy

Vision

CCEA will maximise the efficiency and effectiveness of the organisation by ensuring that an optimum workforce profile is created to meet the economic and strategic challenges it faces.

CCEA will create an organisational structure to meet the strategic aims and ensure that corporate targets are met and corporate risks are minimised.

We will:

- deploy optimal and agreed organisationwide human resources within the context of budget savings year-on-year improving productivity;
- create short, medium and longer term (one, three and five-year) personnel profiles including succession planning;
- reconfigure and reshape functions in line with organisational strategy and the Information Systems/Services Strategy;
- ensure that all our people receive skills training and professional development to take the organisation forward and fulfil CCEA's corporate objectives; and
- develop and implement a digital skills training programme available to all staff and tailored to individual requirements where necessary.

Key measures of success and impact

 Agreed workforce plan created in first six months of the People Strategy to show a workforce profile on a one, three and five year projection, taking into account demographic factors such as portfolios

- of qualifications, services and known pressures that will face the organisation in the timeframe:
- Agreed workforce and contract for services plans in place on an annual basis;
- Develop, specify, procure and deliver projected development programmes to meet the identified workforce succession predictions in line with one, three and five year profiles;
- Develop, implement and evaluate an IT Resourcing Strategy to minimise the risk to the organisation in attaining its modernisation aspirations;
- Create an efficiency strategy to match the workforce profiling/modernisation agenda to show targets for improving productivity levels year-on-year over a five-year period. Each team to identify solutions and improvements in systems, to include establishing a common corporate approach to baseline productivity levels in Year One and then aiming to make year-on-year five percent efficiencies in time and resources over the following four years;
- Develop, implement and evaluate a framework to promote flexible, interdisciplinary team-working, job exchanges and secondments, providing opportunities for staff to broaden their experience, skills and knowledge;
- Delivery of an annual learning and development plan; and
- At least 80 percent of employees participating in learning and development activities per annum.
- Through the mechanism of an independent annual survey of managers the following indicators will be measured and improved each year:

- Managers believe that PSE/HR
 provide adequate and timely support
 in the recruitment and retention of
 staff.
- Managers believe that PSE/HR provide accurate professional and technical advice on Human Resource matters in a timely manner.
- Managers believe that PSE/HR provide appropriate and timely induction support for new staff.
- Managers believe that PSE/HR provide appropriate levels of support in regards to CCEA's HR procedures and policies.
- Through the mechanism of an independent survey of staff, the following indicators will be measured and improved each year:
 - Staff believe that PSE/HR provide adequate induction materials and support (new starts only).
 - Staff believe that PSE/HR provide accurate and timely advice in regards to CCEA's HR policies and procedures.
 - Staff believe that the recruitment processes are fair, timely and transparent.
 - Staff believe that the professional development offered by CCEA is appropriate to their role and responsibilities.

5.2 Developing High Quality Leadership and Management

Vision

To ensure that CCEA has a community of trusted and capable leaders and managers, who together create an environment where everyone can facilitate the achievement of CCEA's Corporate Plan and objectives. This includes supporting our leaders to guide their teams through future challenges and changes and empowering them to find creative solutions that are valued by our stakeholders.

We will:

- invest strategically in our people, to equip them to utilise a range of skills to influence and lead;
- foster a culture of empowerment of all CCEA's people to be creative and provide solutions that are highly valued by our stakeholders;
- create an environment that encourages cross-disciplinary thinking, ideas and proposals through our working practices and development programmes;
- introduce a mentoring framework across the organisation, share knowledge and experience, support the building of relationships between teams and encourage career progression; and
- promote a culture of ethical and moral behaviour in all staff at all times within the organisation and when dealing with stakeholders. Consistency and compliance will be evaluated.

Key measures of success and impact

 Development, implementation and monitoring of a leadership framework of values, competencies and behaviours;

- Externally undertaken assessment of leadership and management capacity at years one, three and five to demonstrate trends, and action plans implemented to ensure improvements. Standards should be, and remain, at least comparable with external 'best-in-class';
- Achieve Investors in People Platinum standard by the final year of the strategy (IIP Gold within 2 years of the strategy);
- Equitably and fairly develop and manage people via a revised appraisal system to be introduced in 2016/17. The system will encourage good performance and support performance improvement when required and include performance and competency measures;
- Introduction of a 360 degree feedback system and associated coaching and mentoring frameworks; and
- Through the mechanism of an annual survey of staff the following indicators will improve each year:
 - Staff are clear about the strategic direction of CCEA.
 - Staff are clear about their role and responsibilities within CCEA.
 - Staff recognise that all leaders demonstrate the values and behaviours stated in the leadership framework.

5.3 Attracting, Recruiting and Retaining Talent

Vision

To attract and retain the most talented educational, professional, specialist and administrative staff and contract for services personnel to support achievement of CCEA's strategic objectives.

We will:

- revisit all CCEA employer brand material for recruitment, selection and training of all contract types to ensure that it accurately reflects the strategic image of the organisation as an employer for the local and national markets (to be externally validated at years one, three and five from user experience);
- develop a recruitment and retention strategy in line with the one, three and five year organisational structure to reflect business need. This will include the use of alternative recruitment models to reflect the ebbs and flows of demand for expertise and to drive productivity and modernisation;
- produce an annual cycle of recruitment in line with the recruitment strategy, to facilitate transference from the education sector at key times throughout the year;
- utilise online recruitment to enhance the candidate experience;
- create a wider range of targeted attraction campaigns for recruitment, including the wide use of social media to promote opportunities;
- create social media profiles for all key roles, to demonstrate CCEA's talent and encourage others to connect and consider roles within CCEA:

- Ensure we attract staff internally and externally from the strongest possible talent pool and therefore have an adequate number of high-quality candidates for each vacancy;
- create additional contract offerings to encourage and retain a diverse range of interest groups;
- support new staff and contracted personnel through an induction process to enable them to become effective quickly in their new roles;
- provide mentors to new starts and newly promoted employees to ensure they are supported to quickly become effective in their new roles and have an appreciation of key processes and policies;
- introduce reverse mentoring arrangements for new starts by Year Two, to encourage professionals to share learning from other organisations as they enter CCEA;
- ensure pay and other terms and conditions are attractive to current staff and future candidates through regular benchmarking; and
- support staff retention through integrated approaches to career development.

Key measures of success and impact

- Delivery of annual workforce and contract for services resourcing plans;
- Evidence of an improved marketing strategy which has encouraged a skilled talent pool internally and externally via evaluation of applicants' experiences;
- A planned and scheduled recruitment programme available for a rolling 24 month period, which will have accounted for over 80 percent of the vacancies in

- the organisation (as per Recruitment and Retention Strategy);
- 100 percent of contract for services contractors are appointed, contracted, performance managed and discharged as per agreed protocols;
- There is a five percent replenishment in senior examining teams year-on-year as agreed with Education Directorates;
- Successfully manage the provision of IT resources within the organisation to meet the modernisation agenda;
- 80 percent of vacancies/posts are successfully appointed via the first recruitment campaign and within 12 weeks of clearance of business case;
- 95 percent acceptance rate for those offered a position with CCEA;
- Manage CCEA's knowledge and skills base through maintaining staff turnover rate in line with national averages; and
- Develop, implement and evaluate a Capacity Enhancement Strategy to support lateral transfer of knowledge and skills.



5.4 Engaging with Our People

Vision

To promote a culture in which engagement with colleagues at all levels is encouraged in order to build trust and commitment to CCEA's strategic aims, whilst also ensuring that all CCEA employees feel listened to, valued and well informed about matters affecting them.

We will:

- develop and implement CCEA's Employee Engagement Strategy to include Health and Safety Executive's (HSE) annual benchmarked staff survey, including an annual and clear action plan, with SMART targets, to improve any benchmarks that are below average in any one year;
- involve all staff in developing a revised set of CCEA core values and behaviours within the first year of this strategy;
- promote innovative interdisciplinary team-working and project work, providing opportunities for staff to broaden their experience, skills and knowledge whilst delivering strategic goals;
- provide opportunities for all staff to give their feedback and suggestions on developments;
- provide opportunities for staff development to ensure that they feel invested in and respected;
- treat staff as individuals with unique needs;
- engage with recognised unions at regular Joint Consultative and Negotiating Committee (JCNC) meetings as and when required on corporate and individual issues through constructive dialogue;

- develop an Internal Communications
 Strategy to be reviewed at years three and five for effectiveness to ensure that communications remain relevant and appropriate; and
- constantly assess cross-organisational relationships to ensure that there is a sense of cohesion, respect and empathy within the different disciplines.

Key measures of success and impact

- To develop a Culture For All Programme involving the reaffirmation of values for CCEA;
- The HSE Staff Survey will be undertaken annually (to include cross-organisational awareness) and findings benchmarked externally for assessment; action plans drawn up within three months of completion and deficiencies addressed to show five percent improvement targets year-on-year in areas of weakness;
- Employee engagement programme to provide for two adopted initiatives per annum to be implemented;
- Staff survey response rate of at least 70 percent of employees;
- Introduce an 'open ideas' scheme supported by a cross-organisational team to oversee the development and implementation of workable suggestions with the objective of undertaking two cross-organisational strategic projects per year to drive efficiency and effectiveness;
- Through the mechanism of an annual survey of staff the following indicators will be baselined and targets set for improvement each year:
 - Staff feel that CCEA's corporate communication is good.

- Staff feel that management share appropriate information to help with their job role.
- Staff feel they have the opportunity to feed views upwards and influence decisions.



5.5 Promoting a Culture of Inclusivity and Wellbeing

Vision

We are committed to promoting equality of opportunity and valuing different contributions and experiences. Our vision is to create an inclusive ethos in all of our work which celebrates the diversity of CCEA's stakeholders and staff.

We will:

- promote equality, inclusion and diversity as fundamental principles throughout the organisation;
- implement and embed CCEA's Equality Scheme and action plans to enable CCEA to embed good practice across all areas of its activities, as well as meet its legal obligations;
- identify strategies to ensure we foster a continued ethos of equality, inclusion and diversity across the workforce;
- continue to implement absence management strategies that support members of staff experiencing ill health and also address high levels of absence;
- ensure health and safety systems are in place that comply with legislation and promote best practice;
- ensure diversity in the partner portfolio to include contract for services;
- ensure that CCEA has a modern understanding of changing demographics in NI to maintain diversity parity; and
- Promote cross-organisational events that actively encourage physical health and lead to Corporate Social Responsibility (CSR) outcomes.

Key measures of success and impact

- All organisational policies equality screened and equality impact assessments undertaken when required;
- Implementation of CCEA's Equality
 Scheme, and full compliance with CCEA's requirements under Section 75 as well as contributing to wider social objectives;
- Staff absence levels of no more than an average of eight days per annum per employee reducing to a target of six days by the end of the strategy period;
- Implementation of an annual health and safety improvement plan and achievement of objectives against timetable;
- Achieve an accredited award for diversity in the workplace by Year Two;
- Engage with diversity representatives to ensure stakeholder position is fully reflected;
- Develop approaches to allow for adaptability in our recruitment models with emerging economic trends;
- Develop and implement a new Support Strategy for staff to allow for well-being to be constantly addressed in a changing environment and with indicators to be baselined and showing year-on-year improvement;
- Develop and implement a revised Corporate Social Responsibility (CSR) Strategy to ensure that each employee is given the opportunity of three working days per annum for CSR activities; and
- Identify and implement two crossorganisation fitness activities that encourage physical health and lead to CSR outcomes.





