



CCEA Corporate Plan 2007–2010

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Chairman's Foreword

The 2007 – 2010 CCEA Corporate Plan clearly sets out how we will take our work forward into the latter part of the decade. Through its six strategic themes it shows where our priorities will lie and how we will go about achieving them. It will play an essential role in helping us maintain our focus on what is to be achieved in the fields of curriculum, examinations and assessment.

In drafting this plan the Council and Senior Management of CCEA faced a major challenge. We are not just putting in place a set of priorities for our own organisation, but, in the areas of curriculum, examinations and assessments, priorities for the early years of Educational and Skills Authority (ESA), to be established on 1 April 2008.

Now more than ever we require a clear set of organisational priorities and the mechanisms to deliver them. The efficient running of examinations and assessments, the delivery of quality training and support to schools, and maintaining a first class service to the local community cannot stop. The Review of Public Administration and the setting up of ESA cannot be used as an excuse for a relaxation in standards or effort.

At the time of writing the newly elected Northern Ireland Assembly members are taking their seats at Stormont. Clearly the many challenges facing education will be high on their list of priorities.

This is a time of great opportunity and challenge for the education system in Northern Ireland. Already the wheels of change are in motion to roll out a programme of reform, which, if properly managed has the potential to bring great benefits for our whole community. We, the staff and Council of CCEA, stand ready to play our part in realising those benefits.

David McKee
Chairman
Council for the Curriculum, Examinations and Assessment.

April 2007

CCEA's Vision

CCEA's mission is to enable the full potential of all learners to be achieved and recognised.

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

CCEA's vision for Northern Ireland is one where its most important resource, its people, are equipped functionally and emotionally to be able to exploit the opportunities presented locally and globally and in a changing world. It is a vision where its people embrace and face with confidence the challenges of the 21st Century, whatever they are now and turn out to be. It is a vision where they are active citizens who continue to challenge and to clarify their own ideas and values.

To achieve this means developing transferable knowledge, understanding and skills. It means encouraging personal behaviours which lead to the development and maintenance of stable home and workplace relationships based on trust and respect. It means finding ways through education that will contribute to societal cohesion and a respect for individual and group diversity within that cohesion.

CCEA's 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. CCEA's vision is one where education provision reflects the needs of individual learners, the community and the Northern Ireland economy. CCEA's vision is one where access to learning opportunities is available to all. It is one where structural arrangements are determined by educational needs.

CCEA also has a vision for educational providers - that they exhibit in a transparent way the very highest standards of corporate governance and accountability in their stewardship of public resources. CCEA has a vision where customers and stakeholders are at the centre of educational providers' thinking and where their needs and expectations are met, where the end users of qualifications, particularly employers and higher education, have confidence in the integrity of the qualifications system.

CCEA's Corporate Plan provides the organisation with the strategic direction to achieve its vision.

Overview of the CCEA Corporate Plan 2007–2010

The 2007–2010 Corporate Plan has been developed as part of a consultative process involving inputs from a wide range of staff, customers and stakeholders. It will be reviewed on a twice yearly basis and will take the form of a three-year rolling plan so that it takes account of changing conditions on an annual basis.

The plan links its contents to CCEA’s overall Mission and addresses the following key elements:

- What CCEA wants to achieve in 2007–2010
- How CCEA intends to achieve this
- What the results of this work will be over 2007–2010

CCEA has identified a number of strategic themes which provide the focus for what it intends to achieve over 2007–2010. The plan describes what actions CCEA must take to address and achieve each of the identified strategic themes.

1. Providing Leadership in the formation of Educational Policy

CCEA will pro-actively develop advice on educational policy to shape the Northern Ireland educational environment.

2. Developing Relationships & Partnerships

CCEA will be a value-adding partner to all Departments and external bodies that have an interest in educational policy development or delivery.

3. Developing Products, Markets & Services

CCEA will develop and bring to market a range of new products and services that are attractive and cost-effective to a wide range of customers and stakeholders. In doing so CCEA will ensure that its products and services observe and maintain important linkages between the curriculum, examinations and assessment.

4. Optimising the Use of Technology

CCEA will directly contribute to the deployment of technology that adds real value and enrichment to the experience of learners and CCEA customers.

5. Managing Delivery, Accountability & Quality

CCEA will implement and maintain best practice in accountability and performance management and will deliver products and services that exceed customers' quality expectations.

6. Demonstrating Corporate & Social Values

CCEA will meet and exceed its responsibilities in relation to equality, targeting social needs and human rights.

Delivery Against Previous Corporate Plan

The previous Corporate Plan covered the period 2006–2009 and was the basis for CCEA's Operational plan for the 2006/2007 financial year.

Details of CCEA's performance against the Operational Plan for 2006/2007 can be found in the Performance Management section of CCEA's website. This gives a detailed breakdown of CCEA's performance in delivering its strategic vision.

The Performance Management section of our website contains a variety of documents and reports that set out the standards of performance that CCEA endeavours to meet and/or report on the extent to which CCEA meets these standards. Some of the standards of performance are set internally and are subject to continual review and improvement. Other standards are externally set and independently measured and monitored.

Critical Success Factors including Actions and Targets to Deliver Strategic Aims in 2007 –2010

Critical Success Factors

As part of the annual policy development and review Critical Success Factors (CSFs) are identified from a review of past performance and customer and stakeholder contact and consultation. CCEA has five CSFs at macro level as follows:

- market share;
- error free processing and systems;
- budget management;
- people development and satisfaction; and
- corporate and social responsibility.

These CSFs serve as drivers for resources and effort. Their detailed outworkings are reflected in this Corporate Plan in actions and targets set against strategic themes.

Operational Objectives

At a lower level of detail and over a 12 month horizon CCEA will also develop a series of operational objectives. These operational objectives will be detailed annually in the Operational Plan which is published on our website and which will inform the way CCEA is structured, organised and equipped over any 12 month period.

The Operational Plan will provide extensive detail on the actions that CCEA is engaged in each year, the resources that will be deployed to carry them out, and the specific measures established to evaluate the success of those actions.

CCEA will measure its success in achieving its strategic objectives on an ongoing basis. This will be done through a review of its Operational Plan activities and targets, which will be set on an annual basis and monitored quarterly; the corporate plan on a twice yearly basis; and the CSFs annually.

The linkages to DE's 3 year plan for the education sector is given at Appendix 2.



1. Providing Leadership in the Formation of Education Policy

CCEA's role and responsibilities in relation to the development of educational policy are set out in its remit. The approach adopted by CCEA as it exercises leadership in this area will be to do so in a way that places the needs of learners in the Northern Ireland education system at the forefront of its thinking. During the period of the corporate plan CCEA will provide leadership as it:

- prepares for the transition to the Educations and Skills Agency (ESA);
- works in partnership with other educational providers and stakeholders to roll out revised curriculum and assessment arrangements, including the Pupil Profile;
- provides advice to the Department of Employment and Learning (DEL) in relation to skills qualifications development including moving to a single skills qualification regime in Northern Ireland, taking account of national developments such as functional skills;
- works with DE and DEL in developing 14-19 policy in Northern Ireland, taking account of similar developments in England and Wales, Scotland and the Republic of Ireland;
- works with other regulatory bodies and providers in the reform of vocational qualifications in particular and 14-19 developments in general.
- contributes to the shaping and implementation of 14-19 qualifications.



Strategic Theme 1: *Providing Leadership in the Formation of Educational Policy*

What We Want to Achieve in 2007–2010

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
1. Provision of Leadership in the Formation of Educational Policy	1.1 To be the leading educational policy advisory authority in Northern Ireland and be recognised as such by existing and new customers and stakeholders	1.1.1 To pro-actively produce original and well researched policy advice for DE and DEL that informs Departmental decision making and planning	1.1.1.1 To be the provider of choice for educational policy advice to Departments, employers, partners and stakeholders
	1.2 To pro-actively develop educational policy that is well informed, evidence based and is specifically relevant to the Northern Ireland educational environment	1.2.1 To represent CCEA on external panels and project teams involved in educational policy formation 1.2.2 To initiate pilots/trials to support curriculum, assessment and qualification development 1.2.3 To be seen to deliver to and exceed the requirements of CCEA's sponsoring departments	1.2.1.1 To ensure full representation and attendance at all external panels and project teams 1.2.2.1 To provide an objective and informed evaluation report on pilots. In line with agreed deadlines 1.2.3.1 To consistently deliver Policy advice to DE and DEL on time, to budget and

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
Provision of Leadership in the Formation of Educational Policy (cont.)	1.3 To produce policy advice that is based on the needs of the learner; that promotes high levels of educational attainment and that supports personal, social and economic development	<p>for the quality and timeliness of advice submitted</p> <p>1.3.1.To conduct Northern Ireland research on proposals for increasing stretch/ challenge within GCEs</p>	<p>requiring no formal re-work</p> <p>1.3.1.1 To consult appropriately with Parents, teachers and learners in the communication process that accompanies major policy change</p>
	1.4 To ensure that the implementation of the new curriculum and the associated assessment framework deliver real value to learners, teachers, parents and society	<p>1.4.1 To work with education partners in the Programme Management Board to ensure the timely and effective implementation of the new curriculum and associated assessment framework</p>	<p>1.4.1.1 To implement the new NI curriculum and assessment arrangements within the timescale set by the Department and with the input and approval of PMB partners and all stakeholders</p> <ul style="list-style-type: none"> • Foundation Stage- General Learning Areas Statutory for Year 1 by 2007/2008; Year 2 by 2008/2009 • Key Stage 1 general Learning

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
Provision of Leadership in the Formation of Educational Policy (cont.)			<p>Areas Statutory Years 3/4 by 2009/2010</p> <ul style="list-style-type: none"> • Key Stage 2 – General Learning Areas Statutory Year 5 by 2007/2008; Statutory Year 6 by 2008/2009; Statutory Year 7 by 2009/2010 • Key Stage 3 –General Learning Areas and LLW Statutory Year 8 by 2007/2008; Statutory Year 9 by 2008/2009; Statutory Years 8-10 by 2009/2010; • Key Stage 4 – New requirements statutory Year 11 by 2007/2008; Year 12 by 2008/2009 <p>1.4.1.2 To progress Pupil Profile :-</p> <ul style="list-style-type: none"> • Implementation in 2007/08 (Years 1 & 5); • 2008/09 (Years 2,6 and 9) • 2009/010 Primary profile in all years (Years 1-7) • 2009/10 In post primary (Years 8 to 12)

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
Provision of Leadership in the Formation of Educational Policy (cont.)		1.4.2 To work with C2K and appropriate technology partners to support the selection, funding and implementation of the assessment and reporting framework that must be in place to underpin the new curriculum	1.4.2.1 To ensure timely and adequate support from C2K and appropriate technology partners to support the selection, funding and implementation of the assessment and reporting framework to underpin the new curriculum
	1.5 To consult with all appropriate stakeholders in relation to the development of major areas of policy- with a particular emphasis on communicating to parents the impact of the curriculum and Pupil Profile	1.5.1 To undertake consultation with stakeholders in a range of media	1.5.1.1 To complete consultation relating to the revision of: <ul style="list-style-type: none"> GCE specifications April 2007
	1.6 To provide leadership in ICT	1.6.1 To review, refine, update and issue authorised ICT Strategy, that addresses: <ul style="list-style-type: none"> Curriculum 	1.6.1.1 To provide an agreed, authorised, funded and audited ICT strategy that fully supports the corporate

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
		<ul style="list-style-type: none"> • Assessment • General and Vocational Qualifications • Corporate requirements • Accessibility <p style="padding-left: 40px;">Bid to DE for appropriate funding</p>	<p>objectives</p> <p>1.6.1.2 To lead the technical development of Examinations and Assessment</p>



2. Developing Relationships & Partnerships

CCEA defines partnerships as a relationship of two or more bodies conducting business for mutual benefit.

CCEA enters into partnership arrangements in respect of: policy collaboration; qualifications regulation; development programmes; delivery of production services; and advisory and guidance services. CCEA, therefore, works with a wide range of partners for different purposes. During the period of the corporate plan CCEA will work in partnership with:

- DE, DEL and DCAL in order to ensure that CCEA's corporate plan aligns with and supports their plans for the education sector;
- a range of key educational providers, including the Education and Library boards and C2K, in order to deliver the implementation of revised curriculum and assessment arrangements;
- other qualifications regulatory authorities in England, Wales, Scotland and the Republic of Ireland in order to ensure that frameworks for the development of qualifications are robust and that quality assurance mechanisms are in place to protect the interests of customers and learners;
- its customers in order to ensure that its products and services meet their needs and expectations and provide value for money;
- employers and the business community in order to take advice on the full range of its work in respect of curriculum, assessment and qualifications;
- organisations that can help it deliver on the commercial opportunities it envisages over the next three years and which can help it to optimise the application of technology.



Strategic Theme 2: *Developing Relationships & Partnerships*

What We Want to Achieve in 2007–2010

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
2. Development of Relationships & Partnerships	2.1 To be a value adding partner to all Departments and external bodies that have an interest in educational policy development or delivery	2.1.1 To play an active role in all cross-sector partnerships and be instrumental to their planning and decision making	2.1.1.1 To develop Service Level Agreements between CCEA and all external partners involved in delivery of services during 2007/2010
	2.2 To fully align CCEA’s strategic objectives with DE’s and DEL’s strategic plans	2.2.1 To identify and develop areas of strategic importance for collaborative working within education sectors and with other Departments	2.1.1.2 To identify Partnerships interested in the development of Curriculum based resources
			2.2.1.1 To identify and develop areas of strategic importance for collaborative working
		2.2.2 To review CCEA strategy on a quarterly basis,	2.2.2.1 To complete Quarterly reviews in relation to

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
Development of Relationships & Partnerships (cont.)		involving DE and DEL in the process	strategy
		2.2.3 To pro-actively and regularly engage with existing stakeholders to determine their satisfaction with CCEA	2.2.3.1 To increase overall customer satisfaction levels by 0.5%
	2.3 To learn from other organisations' successes and engage in collaborative ventures	2.3.1 To develop a comprehensive benchmarking programme that compares CCEA's performance against leading organisations from both the public and private sector	2.3.1.1 To ensure all Business Units complete external benchmarking exercise on an annual basis
		2.3.2 To undertake liaison with all appropriate parties involved in economic development and education for employment through the Learning for Life & Work Committee and the overall work of the Council	2.3.2.1 To establish effective links with key stakeholders in the community especially employers
	2.4 To provide accreditation	2.4.1 To link with QCA and	2.4.1.1 To complete criteria for

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
Development of Relationships & Partnerships (cont.)	<p>arrangements that ensure public confidence in qualifications</p> <p>2.5 To develop a strategic business partnership for the development of General Qualifications delivery</p>	<p>DELS to maintain and develop accreditation criteria and codes of practice</p> <p>2.5.1 To develop and achieve a commercial business relationship</p>	<p>revised GCEs by November 2007</p> <p>2.5.1.1 To increase the volume of subjects included in 'on screen marking' and number of centres submitting coursework electronically</p>



3. Developing Products, Markets & Services

The context for the development of CCEA's products, markets and services is increasing customer, stakeholder and sponsoring body expectations. In addition, in the competitive environment of qualifications provision CCEA faces increased marketplace competition from new commercial entrants acquiring existing awarding bodies and investing in technology to improve their levels of service. Added to this is a falling school population and demands from employers for skills relevant to their needs in the workplace.

CCEA's approach to developing products, markets and services is to respond to this challenging backdrop creatively and proactively. In the lifetime of the corporate plan CCEA will:

- ensure through market research and the deployment of customer facing systems, that its products and services meet the needs of direct and indirect customers;
- deploy technology internally and externally for the benefits of customers in order to ensure that products and services are delivered effectively and efficiently and provide value for money;
- embark on a major programme of qualifications reform leading to the delivery of new and revised specifications and support materials that meet the needs of learners, employers and higher education;
- ensure the suite of qualifications is linked appropriately to the new Curriculum and Entitlement Framework and meets the needs of all stakeholder groups.



Strategic Theme 3 : Developing CCEA's Products, Markets & Services

What We Want to Achieve in 2007–2010

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
3. Development of CCEA's Products, Markets & Services	3.1 To achieve sustained growth in market share in CCEA's GCE, GCSE and Vocational Qualifications products with the aim of being considered by students, teachers, parents and employers to be the provider of choice for all of the qualifications that it offers	3.1.1 To complete and gain accreditation for a full revision of all existing GCE and GCSE specifications to make them more relevant and attractive to customers	3.1.1.1 To ensure that all accredited revised specifications are in centres – along with appropriate support materials no later than :- <ul style="list-style-type: none"> • September 2007 for GCE • September 2008 for GCSE
		3.1.2 To identify and maximise funding and income generation opportunities	3.1.2.1 To increase qualifications fee income by 3%
		3.1.3 To allocate Business Development, Sales and Marketing resources to each targeted growth area	3.1.3.1 To increase each targeted growth area by 1%
		3.1.4 To review existing products' and services'	3.1.4.1 To achieve increase in

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
Development of CCEA's Products, Markets & Services (cont.)		<p>market shares and target key areas of growth potential on an annual basis</p> <p>3.1.5 To devise a business development strategy for each key area identified on an annual basis</p> <p>3.1.6 To identify new markets through the provision of services to a diverse customer base</p> <p>3.1.7 To grow CCEA's qualifications business outside of NI</p>	<p>market share of 5% by 2009 based on 2005/2006 GCE and GCSE examination entries</p> <p>3.1.4.2 To increase the number of entries in ACETS (lifelong learning and skills based) qualifications by 7%</p> <p>3.1.5.1 To developed as appropriate Business development strategies during 2007/08</p> <p>3.1.6.1 To implement the customer excellence programme with completion of current phase by 2007/08</p> <p>3.1.7.1 To grow the qualifications business outside Northern Ireland in 2007/08 by 2%</p>

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
	3.2 To provide comprehensive curriculum and assessment planning and support resources to all primary and post–primary schools	<p>3.1.8 To make a value adding contribution to the work and education interface to develop and bring to market a range of new services</p> <p>3.2.1 To develop a full range of support materials and resources to accompany the revised specifications</p>	<p>3.1.8.1 To develop structures which facilitate cost effective engagement between schools and employers</p> <p>3.2.1.1 To identify and develop a prioritised range of support materials in line with the Specification Development Programme and Qualifications Modernisation Board</p>



4. Optimising the Use of Technology

CCEA strives to exploit technology in order to benefit customers and to make internal operations more effective. To this end it has an in-house ICT Department that develops software for operational processes and manages the ICT infrastructure. It has a Multimedia Business Unit that develops cutting edge products and services for internal and external customers.

During the period of the corporate plan, CCEA will:

- further develop an agreed ICT strategy;
- embrace and embed the use of technology in support of teaching and learning across curriculum, assessment and qualifications;
- explore how the teaching and learning experience can be supported and enriched through the application of technology;
- deploy technology to facilitate on-line assessment and reporting so that it reduces the administrative burden of teachers and enriches learning experiences;
- strive to offer e-Services that are convenient, simple to use, satisfactory and inclusive;
- improve through the use of technology the administrative and processing arrangements for examinations;
- ensure regulatory arrangements for qualifications take account of e-developments;
- provide more information and services on-line and make them increasingly more accessible and user friendly.

Strategic Theme 4 : *Optimising the Use of Technology*

What We Want to Achieve in 2007 – 2010

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
Optimise Use of Technology	4.1 To develop e-capability in the delivery and support of curriculum and assessment	4.1.1 To trial and deploy the use of online assessment and reporting incorporating the Pupil Profile in accordance with the timetable for the implementation of the curriculum	<p>4.1.1.1 To implement, supported by resources and services from C2K and technology providers, the Pupil Profile and accompanying adaptive assessment in support of the revised curriculum in accordance with the PMB approved timetable leading to:-</p> <ul style="list-style-type: none"> • Implementation in 2007/08 (Years 1 & 5); • 2008/09 (Years 2,6 and 9) • 2009/010 Primary profile in all years (Years 1-7) • 2009/10 In post primary (Years 8 to 12) <p>4.1.1.2 To design and develop on line KS2+3 ICT</p>

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
Optimise Use of Technology (cont.)	4.2 To employ technology in the delivery and support of high stakes qualifications	<p>4.1.2 To build collaborative partnerships (C2K ; BBC BECTA; LTS) on an ongoing basis</p> <p>4.1.3 To establish a quality standards service for products and services to support curriculum assessment and examinations</p> <p>4.2.1 To continue to develop high stakes qualifications for online delivery</p> <p>4.2.2 To trial and deploy technology to achieve efficiencies in examination processing activities and other CCEA delivered processes and services</p>	<p>Assessment by 2009/10</p> <p>4.1.2.1 To develop and maintain Collaboration partnership</p> <p>4.1.3.1. To ensure all targets are met in line with Awarding Body Performance Indicators</p> <p>4.2.1.1 To deliver pilot online high stakes qualifications/ assessment in one subject (or components) by June 2007</p> <p>4.2.2.1 To streamline existing examination processes by achieving resource releasing efficiency gains over a 3 year payback timescale from investment in technology</p>

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
Optimise Use of Technology (cont.)	4.3 To progress towards online delivery of all information and services	4.3.1 To develop CCEA's existing website	4.3.1.1 To include in CCEA website expanded range of subject micro-sites and enhancing two-way communication across the website from 2005/2006 onwards 4.3.1.2 To achieve 10% annual growth in number of website hits 4.3.1.3. To delivery 95% of products and services electronically
	4.4 To develop regulatory arrangements that provide flexibility to develop e-assessment while ensuring maintenance of standard	4.4.1 To work with regulator colleagues in England, Wales and Scotland 4.4.2 To engage effectively with the Awarding Body wide Minerva Project as a stake holding member	4.4.1.1 To ensure the Code of Practice is in place for summer 2007 examinations 4.4.2.1 Development of Agreed Data: <ul style="list-style-type: none"> • Models ABs and NAA (07) • Full AB/Minerva interface/impact analysis

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
			(07) <ul style="list-style-type: none"> • ABs complete full governance processes and resources (07) • Project implementation (08)



5. Managing Delivery, Accountability & Quality

The context within which CCEA manages delivery, accountability and quality is one where the public sector in Northern Ireland is subject to increasing scrutiny and expectation on the part of government and customers. Specifically, the Review of Public Administration, the work of the Public Sector Reform Unit and the ongoing application of VFM requirements represent a challenge to the public sector, one that CCEA welcomes and embraces. During the period of the corporate plan CCEA will strive to be recognised as the most effective and efficient public sector organisation in the United Kingdom. To achieve this it will:

- meet all corporate governance requirements and seek to go beyond these, where possible;
- deploy externally assessed business improvement and quality systems designed to provide an objective evaluation of the organisational health of the business;
- develop its staff to their full potential, including behavioural development, so that they are able to and do deliver the very best possible services to customers, stakeholders and sponsoring bodies;
- seek to improve its processes so that they are fit for purpose, lean and take full advantage of technological solutions;
- benchmark its delivery, accountability and quality systems against best in class organisations and effect improvement, where necessary;
- embed continuous improvement within the core business activities of Curriculum, Examinations and Assessment within the organization.



Strategic Theme 5 : Managing Delivery, Accountability & Quality

What We Want to Achieve in 2007–2010

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
5. Management of Delivery, Accountability & Quality	5.1 To embed quality and risk management within all of CCEA’s processes to ensure that the organisation pro-actively takes steps to safeguard against risks that might prevent the achievement of its mission	5.1.1 To develop a transition strategy that will take advantage of the opportunities presented by RPA and at the same time manage any associated risks 5.1.2 To undertake a commitment to periodically and routinely appraise structures critically	5.1.1.1 To ensure appropriate mitigation measures related to RPA are reflected in the CCEA Risk Register 5.1.1.2 To ensure an RPA transition strategy is produced by June 2007 by TMT supported by PSE 5.1.2.1 To ensure structural changes within CCEA are consistent with RPA intentions 5.1.2.2 To ensure communication channels are established and implemented

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
Management of Delivery, Accountability & Quality (cont.)	5.2 Demonstrate agile, accountable, informed and clear decision making across the organisation	5.1.3 To continue to deploy the revised risk management framework across the organisation and to continue, through the work of the Audit and Risk Committee, to provide a risk framework that supports the production of a full annual Statement of Internal Control	5.1.3.1 To reduce overall risk ratings across all business units by March in each year
		5.1.4 To comply fully with the requirements of the Freedom Of Information Act and Data Protection Legislation	5.1.4.1 To ensure all requests for information under FoI are met within the timescales of the act
		5.2.1 To ensure the organisation meets all statutory, legal and social obligations	5.2.1.1 To ensure Internal Audit and NIAO recommendations are implemented within agreed timescales
		5.2.2 To ensure CCEA's Ensuring Quality Decision Making	5.2.2.1 To implement CCEA's revised 'Ensuring Quality

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
Management of Delivery, Accountability & Quality (cont.)		procedure during 2006/2007 to make it a more agile and clear process.	Decision Making' procedure during 2007/08
		5.2.3 To embed further a formal project management methodology within CCEA during 2006/2007	5.2.3.1 To achieve 97% progress against project plan in respect of curriculum and assessment deliverables and budgetary projections
		5.2.4 To communicate effectively information about the work of CCEA through the media	5.2.4.1 To increase positive media cover by 0.5% 5.2.4.2 To achieve successful delivery of 75% of planned messages via the media.
		5.3 To work towards becoming the best public sector organisation in Europe as defined by the EFQM Business Excellence Model	5.3.1 To maximise development opportunities for staff and roll out to all staff a revised Performance Management framework 5.3.2 To deploy national and

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
Management of Delivery, Accountability & Quality (cont.)		<p>internationally recognised quality models across the organisation as vehicles for driving continuous improvement</p> <p>5.3.3 To develop and implement performance management arrangements across the organisation at corporate, operational and individual level</p>	<p>reaccreditation with no non-compliances twice yearly</p> <p>5.3.2.2 To achieve re-accreditation of Charter Mark on an annual basis</p> <p>5.3.2.3 To achieve independent assessment against the Business Excellence Model rating of:</p> <ul style="list-style-type: none"> • 675 during 2007/2008 • 725 during 2008/2009 <p>5.3.3.1 To achieve all corporate, operational and individual Performance Indicators in each year</p> <p>5.3.3.2 To achieve 100% target in annual awarding body performance indicators in each year</p>

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
Management of Delivery, Accountability & Quality		<p>5.3.4 To embed a common corporate behavioural culture based on CCEA's corporate values and code of ethics</p> <p>5.3.5 To develop arrangements to ensure that strategic partners share CCEA's vision</p> <p>5.3.6 To conduct annual surveys and focus groups to assess customer satisfaction</p>	<p>5.3.3.3 To increase customer charter performance by 5% in each year</p> <p>5.3.3.4 To maintain annual staff turnover level of 2-5%</p> <p>5.3.3.5 To maintain annual staff absence to an average of 6 days per person</p> <p>5.3.4.1 To train all staff with a shared vision and behaviours within the workplace</p> <p>5.3.5.1 To develop contracts, memoranda of understanding and partnerships with those who share CCEA's vision</p> <p>5.3.6.1 To ensure that students, teachers, parents and employers consider CCEA to be the provider of choice</p>

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
	5.4 To stay within financial resources available in the context of government guidelines	<p>5.3.7 To introduce the 7 Principles of Public Life to staff induction programmes from 2005/2006 onwards.</p> <p>5.4.1 To manage resources effectively and efficiently and invest in benefits-driven improvement programmes</p> <p>5.4.2 To deliver agreed objectives and priorities within agreed resource allocation</p>	<p>for all qualifications</p> <p>5.3.6.2 To ensure 100% satisfaction expressed by Students, teachers and parents in respect of CCEA specifications, support materials, qualifications and assessments</p> <p>5.3.7.1 To ensure the Principles of Public Life are demonstrated by all staff with minimal breaches of these principles</p> <p>5.4.1.1 To achieve in a timely manner all resource allocation, financial management and efficiency targets set by the Department</p> <p>5.4.2.1 To ensure certification of annual accounts by NIAO by 31st October each year</p>

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
		<p>5.4.3 To secure the necessary funding, service delivery and support arrangements with key providers especially C2K and PMB partners</p> <p>5.4.4 To monitor in a phased and planned way performance against budget</p> <p>5.4.5 To use the balanced scorecard approach to undertake regular high level monitoring of key organisational performance data</p>	<p>5.4.3.1 To secure all necessary funds, service delivery and support arrangements by end 2007/2008 financial year</p> <p>5.4.4.1 To stay within 2% of allocated budget</p> <p>5.4.5.1 To ensure performance measurement is carried out in line with EFQM model</p>
	5.5 To meet the highest standards of exam provision as indicated by regulatory requirements	5.5.1 To undertake self assessment against regulatory requirements	5.5.1.1 To complete Examinations Annual self-assessment exercise and ensure action plan is identified and implemented
	5.6 To manage, deliver and provide accountability of ICT	5.6.1 To develop an ICT Corporate Governance	5.6.1.1 To maintain accreditation against the following

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
	services	framework which will be externally validated	standards <ul style="list-style-type: none"> • TickIT • ISO 27001 • ISO 20000



6. Demonstrating Corporate & Social Values

CCEA's mission *To enable the full potential of all learners to be achieved and recognised* is clear evidence of its focus on making a significant corporate input to the health of Northern Ireland society. Its products and services support the mission as do its people.

Outside of this core business, and as a responsible corporate entity and a public sector organisation, CCEA has an acute sense of corporate and social responsibility and over the years has been engaged in a number of non core business activities that have facilitated its staff in making a wider contribution to society. During the period of the corporate plan, CCEA will:

- develop and implement a corporate and social responsibility strategy;
- work with partners in the voluntary sector and with charities in order to maximise the contribution it can make to the greater good of Northern Ireland and its people;
- seek to support and shape through its behaviours local, regional, national and global economies;
- ensure its staff live its values and adhere to its Code of Ethics as they go about their day to day work;
- seek opportunities through the deployment of quality systems and standards to ensure that CCEA embeds corporate and social values in its day to day operations.



Strategic Theme 6 : *Demonstrating Corporate & Social Values*

What We Want to Achieve in 2007– 2010

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
6. Demonstrate Corporate & Social Values	6.1 To deliver work that will have a positive impact on society	6.1.1 To ensure that all CCEA policy development undertaken for the Departments undergoes Equality Impact Assessment	6.1.1.1 To carry out Equality Impact Assessment as required
	6.2. To be a customer-focused organisation recognised for its service to community	6.2.1 To develop a CSR strategy and associated action plan by January 2007	6.2.1.1 To undertake at least 5 volunteering events with a maximum of 250 person days for the year 6.2.1.2 To increase charitable donations by 10% 6.2.1.3 To maintain accreditation under ISO 14001 on a twice yearly basis 6.2.1.4 To increase CCEA's Society score in EFQM external assessment by 10 points in, 2007/08 and

CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
Demonstrate Corporate & Social Values (cont.)	6.3. To recognise diversity and equality and demonstrate integrity at all times	<p>6.3.1 To ensure that CCEA's website is fully accredited under the recognised accessibility models</p> <p>6.3.2 To attract and support a diverse workforce by developing inclusive practices and policies</p>	<p>2008/09.</p> <p>6.3.1.1 To achieve full accreditation under recognised accessibility models</p> <p>6.3.2.1 To increase Staff perception that CCEA is an Equal Opportunities Employer to:</p> <p>(a) 95% by 2006/2007 (b) 97% by 2007/2008 (c) 99% by 2008/2009</p> <p>6.3.2.2 To ensure that CCEA premises is fully compliant with the Disability Access legislation</p> <p>6.3.2.3 To ensure that CCEA workforce is representative of the community for all grades and Section 75 groupings</p>



CCEA STRATEGIC PLAN 2007 -2010			
Strategic Objective	What we want to achieve	How we want to achieve it ACTIONS	What the results will be TARGETS
Demonstrate Corporate & Social Values (cont.)			6.3.2.4 To reflect societal change in both our staffing and the products and services we offer

Resource Requirements 2007 -2010

A profile of the resources required to deliver this Corporate Plan is shown below along with the accompanying assumptions and notes.

It is noted that the Priorities and Budgets : Programme for Government and the associated PSA targets and spending plans do not extend beyond 2007/2008 and that, therefore, the financial projections and accompanying assumptions will be subject to further change and review.

	Actual Budget 06/07 £'000	Forecast Budget 07/08 £'000	Forecast Budget 08/09 £'000	Forecast Budget 09/10 £'000
DE FUNDING				
Baseline	22,669	22,999	23,689	24,400
Project	5,694	6,255	5,855	5,555
Capital	527	268	268	268
TOTAL	28,890	29,522	29,812	30,223
% Change vs Last Year		2%	1%	1%
EARNED INCOME				
Exams	7,140	7,714	7,828	8,063
Paper Sales	165	167	80	60
Multimedia	104	60	40	40
Miscellaneous	64	78	80	40
DEL Funding	867	346	357	368
TOTAL	28,890	29,522	29,812	30,223
% Change vs Last Year		2%	1%	1%

ASSUMPTIONS AND NOTES



General

Assumptions and Notes

All figures are estimates based on current and will be subject to annual review.

The figures assume CCEA's functions remain the same over the period and make no allowance for the possible changes under RPA.

The trends reflected in the figures are:

- Examinations income growth will continue to slow down as we reach saturation point within the Northern Ireland market

- Paper sales income will reduce as we offer more of this material on-line

- Project spend will reduce as we move towards completion of Pupil Profile and Revision of Specifications

- Funding of capital will remain static with in year bids required for any capital investment project

Appendix 1 : 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 (NDPB) reporting to the Department of Education (DE). Its establishment has resulted in a unique educational body in United Kingdom terms in that it brings 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, CCEA's 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 the 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;
- conduct the Northern Ireland transfer procedure tests;
- publish and disseminate information relating to curriculum, assessment and examinations;
- develop and produce teaching support materials for use in schools; and
- carry out research and development.

In addition, CCEA has a remit for the development of educational technology and the production of multimedia resources.

Management of CCEA

CCEA receives core funding from the DE. It supplements this income in a variety of ways, primarily through qualifications entries fees. CCEA also receives funding from the DEL for regulatory work and project activity associated primarily with vocational qualifications.

CCEA reports to a Council which consists of a Chairman and 9 to 17 members. The Chairman and Council members are appointed following advertisement by the DE and typically represent all sectors of education, business and commerce. They serve for a period of three years but may apply for reappointment for a further term.

CCEA's management structure and people

CCEA is organised into four broad areas: Chief Executive's Office, Corporate Services Education Policy and Education Operations. Within each area there are discrete business units that may be further subdivided into operational teams.

CCEA employs approximately 340 permanent staff. CCEA also employs approximately 3,000 practising teachers as examiners, moderators and markers and approximately 1,000 examination invigilators to ensure that examinations are conducted in accordance with a mandatory Code of Practice. In addition, at peak times, up to 300 temporary staff are employed to assist with processing the transfer test, assessment and examinations.

Customers and stakeholders

CCEA has direct and indirect customers. Its most obvious direct customers are schools and further education colleges and the teachers and lecturers who work within them. The DE and the DEL are also direct customers. CCEA provides services to both Departments and receives in return resources that enable CCEA to fulfil its remit. CCEA is also accountable to them in terms of our performance.

However, CCEA recognises that the purpose of its products and services is to benefit learners. Although learners (and, where these are young people, their parents also) are indirect customers, they are at the very heart of CCEA thinking.

In 2003, CCEA conducted a review of its customer and stakeholders. It revealed that outside of these groups, there are many other stakeholders from the educational community and beyond, including other government departments and the world of business and commerce, which it must and will take into account and consult with as it conducts its work.



Competitors

CCEA operates in a competitive environment. Its most visible competitors are those UK awarding bodies it competes with for examination entries. CCEA, however, differentiates itself on the basis of its consistent provision of high-quality, cost effective and value-adding products and services in all aspects of its curriculum, examinations and assessment activities.

Appendix 2

How this Plan supports the 3 Year Plan for the Education Sector

CCEA’s Mission Statement and overall Corporate Plan are directly aligned to the aims and outcomes outlined in both the Public Service Agreement (PSA) target specified for the Department in the Programme for Government (Priorities and Budget 2006-2008)and in the Department of Education’s sectoral strategic plan.

CCEA is directly aligned to PSA Objective A and its associated outcome for the citizen which the Programme for Government specifies as follows :-

PSA Objective A
To ensure that young people, through participation at school reach the highest possible standards of educational achievement that will give them a secure foundation for lifelong learning and employment; and develop the values and attitudes appropriate to citizenship in an inclusive society.

Outcome for Citizen
A high quality education system that allows all young people to reach their full potential.

CCEA notes the associated targets for educational attainment that relate to this objective and is fully committed to playing its part in supporting the Department in meeting this PSA objective. This alignment to a common overall objective is borne out in

- a) CCEA’s mission which is “To enable the full potential of all learners to be achieved and recognised”
- b) The pages that follow which contain a table that highlights how CCEA’s plan will directly enable each of the strategic aims in the DE sectoral strategic to be achieved.

The table contains the latest version of the 3 Year Plan for the Education Sector and alongside this plan it references the specific CCEA strategic themes- all of which are described in detail in the sections within this Corporate Plan – that are most relevant to supporting and delivering on each element of the 3 Year Plan.

Department Of Education Aim	How the CCEA Corporate Plan will support the achievement of this Strategic Aim		
	CCEA STRATEGIC AIM	ACTION No.	ACTION
1.1 To promote the value of education.	Providing Leadership in the formation of Educational Policy Developing Relationships & Partnerships	1.1.1 1.2.1 2.2.1 2.1.1	Pro-actively produce original and well researched policy advice for the DE and DEL that informs Departmental decision making and planning Represent CCEA on external panels and project teams involved in educational policy formation. Identify and develop areas of strategic importance for collaborative working within education sectors and with other Departments. Play an active role in all cross-sector partnerships and be instrumental to their planning and decision making.
1.2 To create a desire for learning.	Providing Leadership in the formation of Educational Policy	1.4.1	Work with education partners in the Programme Management Board to ensure the timely and effective implementation of the new curriculum and associated assessment framework
2.1 To provide flexible learning opportunities that meet the varying needs and abilities of all young people.	Optimising the Use of Technology Providing Leadership in the formation of Educational Policy	4.2.1 1.4.2	Continue to develop high stakes qualifications for online delivery. Work with C2K and appropriate technology partners to support the selection, funding and implementation of the assessment and reporting framework that must be in place to underpin the new curriculum

Department Of Education Aim	How the CCEA Corporate Plan will support the achievement of this Strategic Aim		
	CCEA STRATEGIC AIM	ACTION No.	ACTION
2.2 To raise educational attainment for all young people.	<p>Providing Leadership in the formation of Educational Policy</p> <p>Development of CCEA's Products, Markets and Services</p>	<p>1.4.1</p> <p>1.2.2</p> <p>1.3.1</p> <p>3.1.1</p>	<p>Work with education partners in the Programme Management Board to ensure the timely and effective implementation of the new curriculum and associated assessment framework</p> <p>Undertake initial trials/pilots on functional skills within GCSE specifications for English, Mathematics and ICT</p> <p>Conduct Northern Ireland research on proposals for increasing stretch/ challenge within GCEs</p> <p>Complete and gain accreditation for a full revision of all existing GCE and GCSE specifications to make them more relevant and attractive to customers.</p>
2.3 To foster the personal development of young people, including an understanding of their rights and responsibilities within society.	Providing Leadership in the formation of Educational Policy	1.4.1	Work with education partners in the Programme Management Board to ensure the timely and effective implementation of the new curriculum and associated assessment framework
2.4 To foster creativity and provide	Providing Leadership in the formation of Educational	1.4.1	Work with education partners in the Programme Management Board to ensure the timely and effective implementation of the

Department Of Education Aim	How the CCEA Corporate Plan will support the achievement of this Strategic Aim		
	CCEA STRATEGIC AIM	ACTION No.	ACTION
young people with the knowledge and skills for life, employment and further learning.	Policy		new curriculum and associated assessment framework
3.1 To ensure equality of access to education and youth service provision and to facilitate parental choice as far as possible.	Providing Leadership in the formation of Educational Policy Optimise Use Of Technology Demonstrating Corporate & Social Value	1.4.1 4.1.1 6.1.1 6.1.2	Work with education partners in the Programme Management Board to ensure the timely and effective implementation of the new curriculum and associated assessment framework Trial and deploy the use of online assessment and reporting incorporating the Pupil Profile in accordance with the timetable for the implementation of the curriculum. Ensure that all CCEA policy development undertaken for the Departments undergoes Equality Impact Assessment Develop a CSR strategy and associated action plan by August 2006

Department Of Education Aim	How the CCEA Corporate Plan will support the achievement of this Strategic Aim		
	CCEA STRATEGIC AIM	ACTION No.	ACTION
		5.3.5 5.1.3 5.2.2 5.2.3	<p>Develop and implement performance management arrangements across the organisation at corporate, operational and individual level</p> <p>Embed a common corporate behavioural culture based on CCEA's corporate values and code of ethics</p> <p>Develop arrangements to ensure that strategic partners share CCEA's vision</p> <p>Continue to deploy the revised risk management framework across the organisation and to continue, through the work of the Audit Committee, to provide a risk framework that supports the production of a full annual Statement of Internal Control</p> <p>Revise CCEA's Ensuring Quality Decision Making procedure during 2006/2007 to make it a more agile and clear process.</p> <p>Embed further a formal project management methodology within CCEA during 2006/2007</p>
4.3 To have highly skilled and motivated teachers, youth workers and support staff.	Managing Delivery, Accountability & Quality	5.1.2 5.3.1	<p>Undertake a commitment to periodically and routinely appraise structures critically.</p> <p>Maximise development opportunities for staff and roll out to all staff a revised Performance Management framework</p>

Department Of Education Aim	How the CCEA Corporate Plan will support the achievement of this Strategic Aim		
	CCEA STRATEGIC AIM	ACTION No.	ACTION
4.4 To have high quality leadership and governance across the education and youth service.	Managing Delivery, Accountability & Quality	5.1.1 5.2.1	Develop a transition strategy that will take advantage of the opportunities presented by RPA and at the same time manage any associated risks Ensure the organisation meets all statutory, legal and social obligations