

NORTHERN IRELAND COUNCIL FOR INTEGRATED EDUCATION (NICIE)

BUSINESS PLAN - 2021 to 2022 – FINAL



The NI Council for Integrated Education

The NI Council for Integrated Education (NICIE) is the organisation tasked by the Department of Education (DE) with promoting, supporting and growing Integrated Education (IE) by providing advice to parent groups and existing schools on the development and provision of IE. NICIE, which was established in 1987, is a charitable body, limited by guarantee and funded by DE since 1989. DE has a duty “to encourage and facilitate” Integrated Education under the Education (Northern Ireland) Order 1989.

The role of NICIE is to promote Integrated Education and to perform a wide range of roles in facilitating the development of Integrated Education in Northern Ireland for the public benefit.

NICIE’s aim, approved by DE, is to assist the development of Integrated Education in Northern Ireland.

The following broad areas of operation have been identified to support the achievement of the Department of Education’s strategic priorities (which are set out at Annex A):

- NICIE, in collaboration with DE, EA and other children’s authorities, as defined by the Children’s Services Co-operation Act 2015 (CSCA) will work to shape, where possible, educational policies in conjunction with other Government Departments, their Non-Departmental Public Bodies, community and voluntary providers and employers, with a view to improving the well-being of children and young people, as outlined in the CSCA (Children and Young people’s Strategy Outcomes are set out at Annex B)
- NICIE will provide advice and support to Integrated schools, through working with the EA, CCMS, CCEA, DE, ETI as appropriate, to contribute to raising standards in Integrated Education at (i) pre-school, (ii) primary and (iii) post-primary;
- NICIE will provide advice and support services to schools, parents and communities wishing to develop or expand Integrated Education provision at (a) pre-school, (b) primary and (c) post-primary school;
- NICIE will advocate on behalf of and support the development of the education workforce within the Integrated Education sector;
- NICIE will ensure that its workforce receives the professional development and support it requires, delivered in a cost-effective manner;

- NICIE will provide effective representation on behalf of the Integrated Education sector by engaging with stakeholders that contribute to the improvement of the learning environment;
- NICIE will provide strategic input to the area planning process to ensure that children and young people have access to high quality Integrated Education that is delivered in schools that are educationally and financially sustainable.
- NICIE should encourage schools within the Integrated sector to engage in Shared Education and working with the EA, CCMS, CCEA, DE and ETI as appropriate, provide advice and support to implement Shared Education with partner schools. At a date specified by the Department NICIE should provide details as to the extent to which it has exercised its powers.

The functions of NICIE

The functions of the Council for Integrated Education can be summarised as follows:

- To provide advice, assistance and information in relation to IE to voluntary, private sector and public bodies, to groups seeking to establish Integrated schools and to advocate for appropriate and high-quality sites and accommodation for the sector.
- To promote, facilitate and encourage the development of Integrated schools in a co-ordinated, planned, educationally efficient and cost-effective manner.
- To effectively represent the interests of the IE sector at all levels of the Area Planning process.
- To advise and provide guidance to Integrated schools on Integration in practice and the Integrated Ethos.
- To identify the training needs of the sector and, in conjunction with the Education Authority Sectoral Support, to contribute to the development of bespoke training for IE teachers and other staff, principals and governors.
- Working closely with the IEF, to identify and access sources of additional funding to support the development of NICIE and associated projects

The role of NICIE is to promote Integrated Education (IE) and to perform a wide range of roles in facilitating the development of IE for the public benefit. IE brings additional public benefits relating to peace and reconciliation through building good community relations between the adults and the students in IE.

NICIE Vision

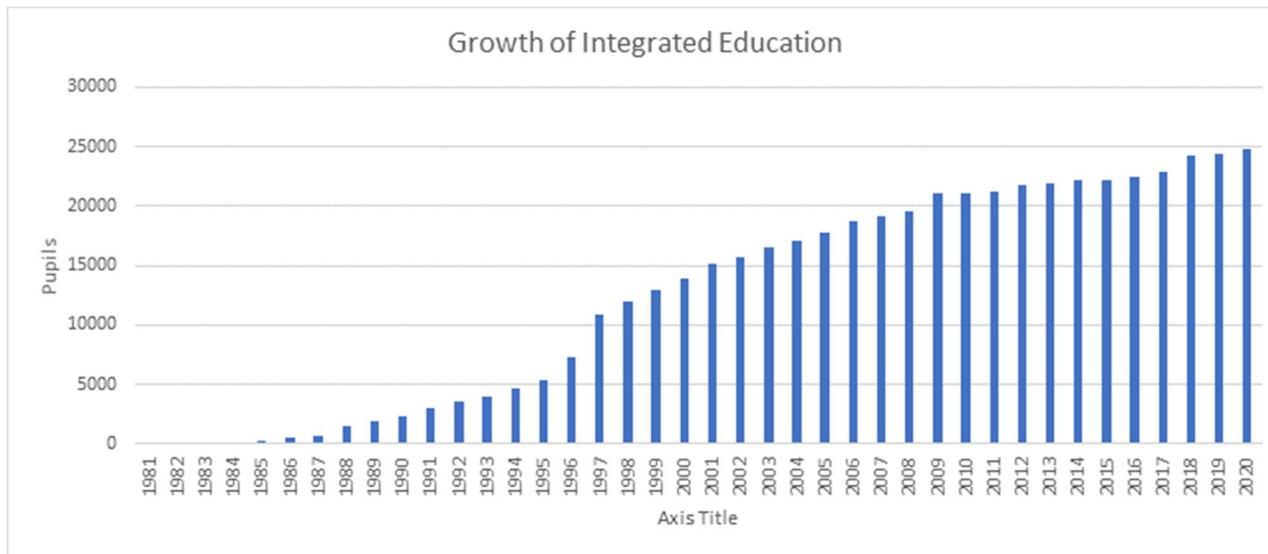
A society where children are educated together;

- confident to express their own identity and culture; and
- accepting of, and prepared to engage with, the identity and culture of others.

NICIE Mission

To promote reconciliation in Northern Ireland through Integrated Education

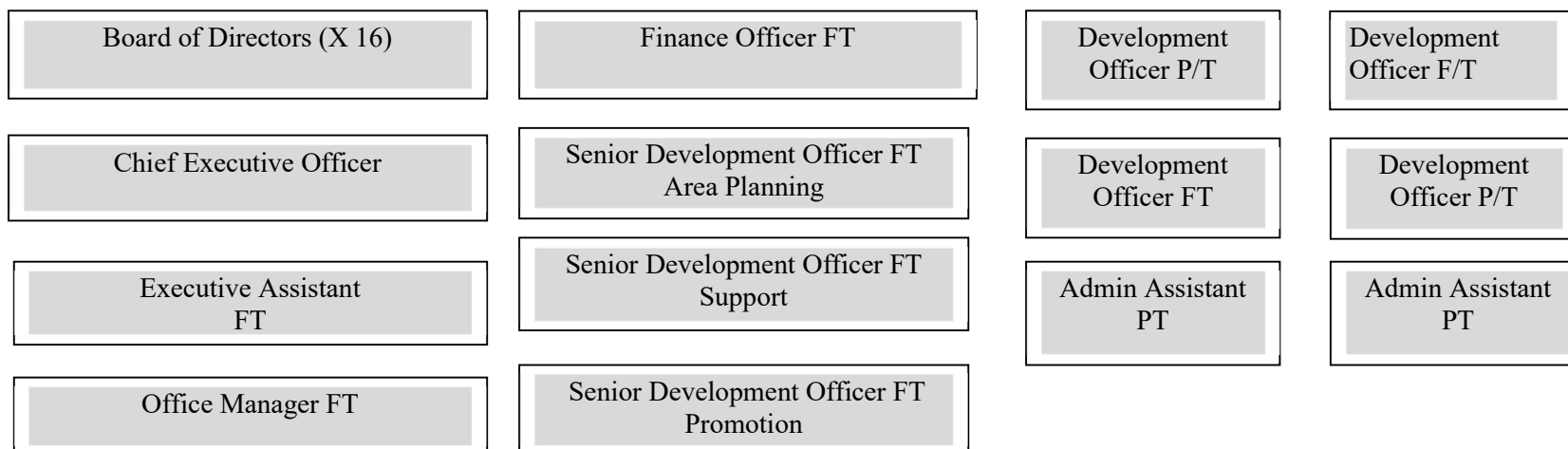
Since the Belfast (Good Friday) Agreement, the numbers of students being educated in IE has more than doubled. In 2021 24,900 students or 7.5% of the schools aged population attend Integrated schools as demonstrated below.



During the course of the 2020/21 year steps were taken to mitigate against the adverse impact of Covid-19 by enabling the Leaders of Integrated schools to network and share good practice weekly. NICIE continued to give advice, support and guidance to almost 40 schools exploring Transformation in partnership with the Integrated Education Fund (IEF). NICIE also continued promoting the development of IE and improving standards through access to and delivery of training and specialist advice with regard to Area

Planning and Transformation to Integrated Status for all levels i.e. pre-school, primary and post-primary in partnership with the Education Authority Sectoral support.

NICIE Organisational Chart



Strategic Priority 1 - Make learning accessible to all			
We give all children and young people access to pre-school, school and youth education provision			
1 NUMBER	2 WHAT WE WILL DO AND BY WHEN? Numbers refers to NICIE Strategic Plan	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S)
1.1	<p>3.1 Develop, facilitate and support a network of 68¹ sustainable Integrated schools throughout 2021/22 with key stakeholders and strategic partners.</p> <p>Create more Integrated places for students to meet demand.</p> <p>Through Area Planning, processes support a network of sustainable Integrated schools in partnership with EA and CSSC, facilitating growth and area solutions where appropriate.</p>	<p>NICIE seeks to deliver quality, all ability, Integrated schools for the future that enable students to have the opportunity to be proud of their identity and engage with and embrace the identities of others in NI.</p> <p>N of students in sustainable Grant Maintained Integrated schools in 2020/21/22.</p> <p>N of students in developing Transforming Integrated Schools.</p> <p>N of Integrated schools with sustainable 6th forms able to deliver the requirements of the Entitlement Framework at KS4 and 16+.</p> <p>N of area planning projects in progress (and stage).</p> <p>N of cross-sectoral projects in progress (and stage).</p>	3, 4, 8

¹ Seaview PS, Carrick Central PS, Harding Memorial PS and Brefne NS will Transform to Integrated status in September 2021

Strategic Priority 2 – Improve the quality of learning for our children & young people			
We ensure that education provision is of a high quality and supports learning and progression			
1 NUMBER	2 WHAT WE WILL DO AND BY WHEN? Numbers refers to NICIE Strategic Plan	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S)
2.1	<p>Throughout 2021/22 identify and share effective practice in 66 Integrated Schools working in partnership with EA.</p> <p>Facilitate Integrated schools to develop a strong Integrated Ethos tackling the issues of the past and ending sectarianism, promoting rights and respect for all.</p>	<p>All training sessions and facilitated events will be evaluated using a range of NICIE training & facilitation tools; surveys, attendance sheets, engagement, feedback forms from presenters and attendees.</p> <p>Each school will have their own self-evaluation as well as Independent Assessors report on the EIEA if they elect to participate.</p> <p>Measured by:</p> <ul style="list-style-type: none"> • N of schools achieving EIEA Award improved/enhance Integrated ethos objectives 2020/21/22 • Sharing best practice events 2020/21/22 • N of ETI reports citing Integrated practice • N of SDPs citing steps to improve Integration in practice • N of participants reporting change of attitude to their role, practice and policies 	1-8
2.2	Assess the impact on Integrated schools post-pandemic using ETI and survey data and provide support by July 2021.	<p>Analysis of those who did not engage and understanding barriers to engagement and possible support required.</p> <p>A post pandemic report on the learning of Integrated schools during lockdown and remote learning – lessons learnt and moving forward in</p>	3

		<p>recovery identifying how NICIE/APTIS intervention made people better off.</p> <p>A final report / resource to be disseminated with policymakers and the 65 schools² by September 2021.</p>	
2.3	Increase public awareness of Integrated Education through development and implementation of a communications strategy (by July 2021) contingent on available financial resources.	<p>Integrated Education is encouraged and facilitated through increased public awareness reported to NICIE Board quarterly, measured by:</p> <ul style="list-style-type: none"> • Increased reach on social media measured through analytics • Increased media profile measured through newspaper and other media appearances • Increased engagement with the NICIE website measured through analytics • Increase in demand for Integrated Education measured through 1st preference choice • Increase in numbers of schools exploring Transforming to Integrated Status/DPs submitted <p>LUCID TALK attitudinal survey results June 2021 compared to previous year A sample of adults in the school communities (parents, staff and governors) will report on the benefits of IE for them via an annual survey seeking their reflections on their lived experience in an Integrated setting.</p>	6, 7, 8

² N of Integrated schools in existence during academic year 2020/21

Strategic Priority 3 – Look after our children & young people

We support and promote positive physical and emotional health and wellbeing and support high-quality affordable childcare

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN? Numbers refers to NICIE Strategic Plan	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME (S)
3.1	Throughout 2021/22, NICIE, in collaboration with DE, EA and other children’s authorities, will work to shape and support educational policies with a view to improving the wellbeing of children and young people as outlined in the Children’s Services Co-operation Act (NI) 2015, and this will be reported on in the NICIE Annual Report 2021/22.	<p>NICIE’s contribution to the wellbeing of children and young people as outlined in the Children’s Services Co-operation Act (NI) 2015 to be documented in the NICIE Annual Report 2021/22.</p> <p>NICIE, as an infrastructure organisation, whose main purposes are:</p> <ol style="list-style-type: none"> 1. to support the 66 Integrated schools across NI 2. to support new and Transforming schools <p>will share and liaise with the Integrated school community to ensure that objectives are in line with the CYP outcomes for students.</p>	1 - 8
3.2	3.4 Grow pre-school provision of an Integrated management type where there is evidence of parental preference for this Provide support to schools to develop Cases for Change (CfC), submit to EA throughout 2021/22 and submit NICIE Commentaries by due date if CfC published.	A network of sustainable Integrated pre-school provision will be developed and maintained where reports identify unsustainability due to lack of pre-school transfer, NICIE will support primary schools to increase sustainability.	7, 8

Strategic Priority 4 – Support those who need more help with learning

Working with health & education partners, we deliver high quality services for children & young people, including those with Special Educational Needs

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4.1	<p>Throughout 2021/22 NICIE will support and challenge Integrated Schools to raise standards in outcomes for children and young people.</p> <p>A NICIE representative will sit on the Project Board of the Education Welfare Service Transformation.</p>	<p>N/% of children and young people on the Needs Register in Integrated schools.</p> <p>N/% of students on Free School Meals in Integrated schools.</p> <p>N/% of suspensions/expulsions in Integrated schools mapped over time.</p> <p>Evaluation from ETI on school’s use of the Engage Funding to support student learning in Integrated schools.</p> <p>N/% of Integrated schools that trained in Trauma Informed Practice.</p> <p>N/% of Integrated schools providing summer school provision for students 2021/22.</p>	1, 2, 3, 4

Strategic Priority 5 – Improve the learning environment

We promote equality of opportunity, respect for others, good relations and inclusivity and we provide modern, sustainable educational settings which are fit-for-purpose and facilitate shared learning

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN? Numbers refers to NICIE Strategic Plan	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S)
5.1	<p>Throughout 2021/22, NICIE will support DE in fulfilling its statutory duty to encourage and facilitate the development of Integrated Education and will provide a report to DE when requested.</p> <p>Communicate and exchange with Integrated schools through standing committees and correspondence.</p> <ul style="list-style-type: none"> •Respond to relevant consultations that emerge across the year, including the Independent Review of Education ensuring the 15 Independent Review of Integrated Education recommendations are addressed. •Produce relevant written reports and communications that capture emerging themes (if funding allows) •Commission and support relevant research (if funding allows) 	<p>DE better informed regarding demand for IE by:</p> <p>Increasing number of schools in NI seeking Transformation to Integrated Status</p> <p>Parent groups lobbying for more Integrated schools</p> <p>N of parents/N of schools registered on www.integratemyschool.com</p> <p>Parental testimonies gathered</p> <p>Children, Educators, stakeholders and decision makers benefit from learning emanating from Integrated Education measured by:</p> <ul style="list-style-type: none"> •Attendance and engagement amongst educators from the Integrated sector in key forums •Recommendations from Integrated Education in the final report of the Independent Review of Education Panel suggest that schools and stakeholders feel that their views and input has been recognised 	3, 5, 6, 7, 8

Strategic Priority 5 – Improve the learning environment			
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1 NUMBER	2 WHAT WE WILL DO AND BY WHEN? Numbers refers to NICIE Strategic Plan	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S)
		•Positive feedback and evidence of change in attitudes and behaviours from stakeholders who have engaged with Integration in Practice resource materials and Teacher Professional Learning sessions	
5.2	Throughout 2021/22 encourage and facilitate schools to Transform to Integrated status, including those with significant 'minority' enrolments, through workshops, bespoke support and marketing activities.	<p>NICIE seeks to encourage sustainable schools with potential to become Integrated to develop a more Integrated ethos and /or consider Transforming to Integrated Status.</p> <p>Increase in the number of strong <i>sustainable</i> schools exploring Transformation as analysed by DE Sustainability Baseline criteria.</p> <p>Schools exploring Transformation will exhibit an increase in 'balance' through engagement with NICIE measured by increase in enrolment of the minority community (Catholic /Protestant).</p>	4, 5, 7, 8
5.3	Throughout 2021/22, NICIE will support DE in fulfilling its statutory duty to encourage and facilitate the development of Irish Medium Education and will provide a report to DE when requested.	<p>NICIE will offer support to the new CnaG CEO and to other CnaG Officers throughout 2021/22.</p> <p>An evaluation of support to CnaG will be measured by a survey/ testimonial from NICIE to CnaG.</p> <p>NICIE collaboration with CnaG and a group working to establish an Irish Medium Integrated</p>	3, 7, 8

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		preschool in East Belfast will contribute to deliver the first provision of this kind in East Belfast within 2021/22.	
5.4	1.8 Support the involvement of Integrated schools in Shared Education Throughout 2021/22, NICIE will exercise its power to encourage and facilitate shared education, in line with legislation and DE's Sharing Works Policy and will provide a report to DE when requested.	N of Integrated schools engaged in Shared Education programmes. Integrated schools (Leaders, staff and students) reporting to NICIE on involvement in collaborative activities with other schools by March 2022. Analyse data from EA on the role Integrated schools play in Shared Education projects. Survey to Integrated Schools on SE experience, identifying any positive benefits/barriers to engagement. Report to DE by date requested.	3, 6, 7, 8
5.5	3.3 Increase the number of pupils in Integrated schools through increased enrolments and school expansions by supporting schools to access capital funding and assist in the development of capital projects-provide support to the schools to assist in the design and build process using NICIE Associates in partnership with DE throughout 2021/22.	Progress on Fresh Start capital build projects to meet the school community needs as reported bi-annually to NICIE by NICIE Associates and DE Infrastructure Directorate. Report Card will highlight benefits of new capital builds on Integrated school community via testimonials on perceptions of the school by	1-8

Strategic Priority 5 – Improve the learning environment			
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1 NUMBER	2 WHAT WE WILL DO AND BY WHEN? Numbers refers to NICIE Strategic Plan	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S)
		students and parents, increased enrolments and attitudes towards Learning and Teaching.	
5.6	Throughout 2021/22 NICIE will support GMI schools in submitting applications for consideration under any major works, school enhancement or minor works calls in line with the Departments Statutory Duty to encourage and facilitate the development of Integrated Education.	Number of GMI schools successfully accessing minor, School Enhancement Programme or major works investment.	1, 3, 4, 5
5.7	Identify NICIE area planning actions for 2021/22, which reflect Ministerial/ Departmental priorities in line with the Sustainable Schools Policy (SSP) by March 2022.	<p>N/% of sustainable Integrated primary schools in line with the SSP.</p> <p>N/% of sustainable Integrated post primary schools in line with the SSP.</p> <p>N/% of sustainable Integrated either new or developing schools in line with the SSP.</p> <p>% change in pupil numbers in sustainable Integrated schools because of approved DPs or other Area Planning intervention.</p> <p>% change in access to Entitlement Framework provision because of collaboration either within or between sectors.</p>	1, 3, 4, 5

Strategic Priority 6 – Tackle Disadvantage and Underachievement

We improve developmental and learning outcomes for all children & young people, with a particular focus on those who are underachieving, at risk of underachieving, or disadvantaged

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN? Numbers refers to NICIE Strategic Plan	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S)
6.1	<p>NICIE will contribute to improved community and social cohesion through the delivery of quality, Integrated Education.</p> <p>NICIE will promote positive opportunities for Integrated school leaders, governors, teachers and other staff to meet, learn and share good practice in Integration by March 2022.</p> <p>NICIE will engage with planners in areas where need has been established to see if a new Integrated school could be established or an existing school Transform to Integrated status.</p> <p>Facilitate a suite of Teacher Professional Learning in Anti-Bias Approaches to Education sessions for Leaders and staff in Integrated schools and those exploring Transformation with an emphasis on sectarianism and religion, sectarianism and culture, racism, sexual orientation and gender identity, sexism, disability, classism and ageism by March 2022.</p>	<p>NICIE will measure the outcomes of the engagement with the school Leaders via the following:</p> <p>Increase in the N of schools participating in the Excellence in Integrated Education Award (EIEA) 2020/21/22</p> <p>N of NICIE/APTIS opportunities for the sharing of good practice and measured via testimonials regarding impact of the intervention on the individual and the school community</p> <p>Specifically the learning experience from the Anti-Bias Approaches to Education courses will be evaluated via online surveys and course testimonials and a report shared with appropriate Directorate in DE</p> <p>NICIE will share relevant information and up to date research with the 65 schools represented – providing analysis and information presented in an accessible format to help inform decision-making processes at policy and local level measured by:</p>	3, 4, 8

Strategic Priority 6 – Tackle Disadvantage and Underachievement

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		<p>Research by UU https://www.ulster.ac.uk/research/topic/education/unesco-centre/research/transforming-education will show impact of Integrated Education on communities.</p> <p>The recent workforce survey https://www.ulster.ac.uk/data/assets/pdf_file/004/409459/TEUU-Infographic-01-Feto.pdf is an example of showing workforce cohesion compared to the results for maintained and controlled schools.</p> <p>NICIE will monitor survey data related to good relations including: Life and Times Survey Good Relations Indicators (TEO) Other relevant published research</p> <p>NICIE will monitor the Northern Ireland Good Relations Indicators Annual Update 2019 Infographic - Infogram specifically in relation to preference for mixed religion schools and workplaces.</p>	

Strategic Priority 7 – Support and develop our education workforce

We develop and deploy teachers, other education professionals and support staff effectively, promoting high standards and leadership and improving health & wellbeing

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN? Numbers refers to NICIE Strategic Plan	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S)
7.1	<p>Staff Absence Throughout 2021/22, to work with DE to implement the Managing Attendance Strategy for the Education Sector and reduce absence levels.</p>	<p>Achieve an absence target of 6.0% of available working days in 2021/22 for NICIE staff.</p> <p>Baseline of % recorded in 2020.</p>	3
7.2	<p>Encourage and facilitate strong and effective Leadership in Integrated Schools by building trust and collaboration with Integrated school leaders and teachers.</p> <p>Facilitate effective APTIS meetings.</p> <p>Encourage participation in APTIS meetings amongst the primary and post-primary principals.</p> <p>NICIE will make sustained contact with new, developing and established principals in Integrated schools through projects such as mentoring.</p> <p>Engage with those Principals who are not attending to find out how to improve that engagement.</p> <p>Facilitate the organisation of 2 APTIS conferences per year (November 21 and March 22).</p>	<p>Leadership in Integrated schools is better off by engaging with the Principles of Integrated Education (IE) creating a culture of quality, all ability, Integrated Education inclusive of culturally and religiously diverse students, families and staff.</p> <p>This will be demonstrated by evidence of Principals/Teachers who proactively engage in APTIS, Vice Principal, Teachers/Early Years and SENCos Committees.</p> <p>Satisfaction survey with principals who attend APTIS and if they feel, IE is making a difference. Where can this be improved upon and strategies in place to support.</p> <p>N of GMI schools who engaged with NICIE regarding recruitment of Foundation Governors and Principals against N of new GMI Principals recruited each year</p>	7, 8

Strategic Priority 7 – Support and develop our education workforce
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	<p>Facilitate the organisation of 1 Governor seminar.</p> <p>NICIE will support GMI school governors in the recruitment of Foundation Governors and school Principals.</p> <p>Survey Grant Maintained Integrated schools regarding NICIE’s role in supporting and representing them.</p> <p>NICIE will create metrics in line with SSP through which we can support sustainable Integrated schools around the following SSP criteria:</p> <ul style="list-style-type: none"> • Quality of education • Accessibility • Strong leadership & management <p>Conduct a survey of attitudes towards IE from the AlumNI Integrated AlumNI of young people who have gone through Integrated Education.</p> <p>All training sessions and facilitated events will be evaluated using a range of NICIE training & facilitation tools; surveys, attendance sheets, engagement, feedback forms from presenters and attendees NICIE will also create metrics to</p>	<p>Post-Governor seminar satisfaction/feedback forms will highlight how successful training was in relation to the outcomes set, areas of strength and areas that require improvement.</p>	

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	assess the impact of NICIE training and development with Integrated school communities.		
7.3	NICIE will encourage Integrated Schools to use the Performance Review and Staff Development (PRSD) scheme effectively for Principals to support school improvement and raising standards.	Evaluation of the use and experience of External Advisers	3, 7, 8
7.4	<p>2.2 Advocate for Integrated Education with DE, EA and other relevant decision-makers and stakeholders; provide them with timely advice; and respond to appropriate consultations throughout 2021/22.</p> <p>Integrated Education is represented on key educational forums throughout 2021/22.</p> <p>GMI schools will be given a voice on matters in relation to the following:</p> <ul style="list-style-type: none"> • Area Planning • Preschool Education Group • Governance • Finance • Integrated Ethos • Teacher’s Negotiating Council • Oversight Group • Suspensions and Expulsions • Teacher’s Negotiating Council 	<p>GMI and CI school leaders’ satisfaction with NICIE representation via annual audit highlighting any changes in level of knowledge, attitude to issue and skills.</p> <p>Schools will report on positive resolution to pertinent problems with NICIE’s contribution as a strategic partner and advocate.</p> <p>Report card will show: Progress on Planned Growth issue linked to the Common Funding Scheme for 5 schools to ensure sustainability</p> <p>Progress on issues for Transformed schools in relation to the Controlled Integrated Schools Scheme of Management to ensure non-partisan governance</p>	4, 5, 6, 7, 8

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	<ul style="list-style-type: none"> • Managing Attendance • Pensions • General Teaching Council of NI (GTCNI) • Local Management of Schools (LMS) • Recruitment and Selection of staff advertising platform solution • COVID 19 related groups (CEOS group, COLO, Cross Organisation Communications group, liaison with Command and Control, BREXIT preparation) <p>Relevant consultations will be responded to and submitted by dates required. Consultations will include:</p> <ul style="list-style-type: none"> • The Independent Review of Education • Programme for Government • PEACE PLUS • The Common Funding Scheme 	<p>Progress on the Controlled Integrated Schools Teacher’s Appointments scheme to ensure non-partisan governance</p> <p>Progress on NICIE’s advocacy for Integrated Education in the Independent Review of Education</p> <p>NICIE’s progress on application to PEACE PLUS Funding to support peace and reconciliation through Integrated Education</p> <p>NICIE will commit to creating metrics to demonstrate how NICIE will know if anyone is better off through NICIE Communications Strategy</p>	

Strategic Priority 8 – Effectively manage, review and transform our education system			
We deliver our corporate governance and finance responsibilities while seeking to improve efficiency, increase sustainability and introduce new ways of learning			
1 NUMBER	2 WHAT WE WILL DO AND BY WHEN? Numbers refers to NICIE Strategic Plan	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S)
8.1	<p>Accurate and Timely Accounts By the required date, to submit to DE & the Comptroller and Auditor General (C&AG) draft 2020/21 accounts in accordance with the Accounts Direction, Whole of Government Accounts (WGA) & Review of Financial Process consolidation pack and to prepare accounts with an unqualified audit opinion and within the timescales outlined by DE/ NIAO.</p> <ul style="list-style-type: none"> • Draft accounts submitted to DE by Account Direction date. • WGA returns made by the required date. • Review of Financial Process consolidation pack submitted by the required date. 	Accounts prepared to a high standard that do not subsequently result in qualification by the C&AG for reasons that are considered to be within the control of the accounting officer.	3
8.2	<p>Compliance Throughout 2021/22, ensure full compliance with all required procedures and approval requirements in relation to the delegated limits set out in the Financial Memorandum, business cases, economic appraisals, Post Project Evaluations, consultancy and procurement regulations and policy and other relevant NICS regulations.</p>	<p>All Business cases, consultancy and procurement compliant with relevant guidance, and have appropriate approvals within delegated authority and as required are submitted to the Department in a timely manner to allow full and proper scrutiny.</p> <p>Full adherence to the requirements of Better Business Cases NI guidance, DoF guidance, Construction & Procurement Delivery’s guidance notes and guidance issued by DE.</p>	3

Strategic Priority 8 – Effectively manage, review and transform our education system			
We deliver our corporate governance and finance responsibilities while seeking to improve efficiency, increase sustainability and introduce new ways of learning			
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8.3	Pay Remits Throughout 2021/22, to ensure that the pay remits align fully with public sector pay policy as detailed in relevant DoF guidance.	No breaches of Public Sector Pay Policy.	3
8.4	Budget Allocations Ensure that expenditure is contained within the agreed budget allocation with no overspend and an underspend of no more than 1% of the overall resource and overall capital budgets by year-end.	Budget contained with any underspend within the 1% limit with no overspend. All resource budget and capital budget allocations utilised within the parameters set out by DE.	3
8.5	Prompt Payment Throughout 2021/22, we will aim to maximise the payment of all non-disputed invoices within 10 working days of receipt of invoice and will ensure that 97% of all non-disputed invoices are paid within 30 days of receipt of invoice.	90% of all non-disputed invoices paid within 10 working days of receipt of invoice. 97% of all non-disputed invoices paid within 30 days of invoice date. Progress reported monthly.	3
8.6	Cash Management Throughout 2021/22, to ensure the monthly drawdown of cash is within 5% of the monthly forecast requirement.	Monthly drawdown of cash is within 5% of the monthly forecast requirement. Progress reported monthly.	3
8.7	To provide a forecast of the 2021/22 cash requirement for the Spring Supplementary Estimates in line with the Department's timescale and ensure the total annual cash drawdown does not exceed the limit subsequently agreed at Spring Supplementary Estimates.	Annual cash drawdown does not exceed the limit set at Spring Supplementary Estimates.	3

Strategic Priority 8 – Effectively manage, review and transform our education system

We deliver our corporate governance and finance responsibilities while seeking to improve efficiency, increase sustainability and introduce new ways of learning

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN? Numbers refers to NICIE Strategic Plan	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S)
8.8	<p>Effective Governance Throughout 2021/22, to ensure effective governance through full compliance with all required procedures (as detailed in the Partnership Agreement / Management Statement, Financial Memorandum (MSFM), as appropriate) and related governance guidance issued by DE.</p>	<p>All corporate governance decisions comply with Partnership Agreement and engagement plan or MSFM.</p> <p>Draft Business Plan, in-year and end-year Business Plan updates provided to DE within set timescales.</p> <p>Annual and Mid-year Governance Statements submitted and approved within set timescales.</p> <p>All new board members receive corporate governance training within 6 months of appointment, and all members to have regular (at least annual) review of their skills and knowledge (appraisals).</p> <p>An annual audit of Board skills and effectiveness completed by NICIE by October 2021.</p>	3

Department of Education Strategic Priorities

<p>1. Make learning accessible to all</p> <p>We give all children and young people access to pre-school, school and youth education provision</p>
<p>2. Improve the quality of learning for our children & young people</p> <p>We ensure that education provision is of a high quality and supports learning and progression</p>
<p>3. Look after our children & young people</p> <p>We support and promote positive physical and emotional health and wellbeing and support high-quality affordable childcare</p>
<p>4. Support those who need more help with learning</p> <p>Working with health & education partners, we deliver high quality services for children & young people, including those with Special Educational Needs</p>
<p>5. Improve the learning environment</p> <p>We promote equality of opportunity, respect for others, good relations and inclusivity and we provide modern, sustainable educational settings which are fit-for-purpose and facilitate shared learning</p>
<p>6. Tackle Disadvantage and Underachievement</p> <p>We improve developmental and learning outcomes for all children & young people, with a particular focus on those who are underachieving, at risk of underachieving, or disadvantaged</p>
<p>7. Support and develop our education workforce</p> <p>We develop and deploy teachers, other education professionals and support staff effectively, promoting high standards and leadership and improving health & wellbeing</p>
<p>8. Effectively manage, review and transform our education system</p> <p>We deliver our corporate governance and finance responsibilities while seeking to improve efficiency, increase sustainability and introduce new ways of learning</p>

Children and Young People's Strategy Outcomes
(in support of the Children's Services Co-operation Act (NI) 2015)

1	Children and young people are physically and mentally healthy
2	Children and young people enjoy play and leisure
3	Children and young people learn and achieve
4	Children and young people live in safety and stability
5	Children and Young People experience economic and environmental well-being
6	Children and young people make a positive contribution to society
7	Children and young people live in a society which respects their rights
8	Children and young people live in a society in which equality of opportunity and good relations are promoted