



CCMS
Council for Catholic
Maintained Schools

CCMS BUSINESS PLAN 2022/23

LEGISLATIVE FRAMEWORK

Established under the auspices of the Education Reform (Northern Ireland) Order 1989, the purpose of the Council for Catholic Maintained Schools (CCMS) is the provision of an upper tier of management for the Catholic maintained sector with the primary objective of raising standards in Catholic maintained schools. CCMS is a Non-Departmental Public Body (NDPB) sponsored by the Department of Education (DE).

The 1989 Order cites the following as Council responsibilities to:

- employ all such teachers as are required on the staff of Catholic maintained schools;
- advise the Department or a board on such matters relating to Catholic maintained schools as the Department or board may refer to the Council or as the Council may see fit;
- promote and co-ordinate, in consultation with the trustees of Catholic maintained schools, the planning of the effective provision of such schools;
- promote the effective management and control of Catholic maintained schools by the Boards of Governors of such schools;
- with the approval of the Department, provide, or secure, the provision of such advice and information to the trustees, Boards of Governors, principals and staff of Catholic maintained schools as appears to the Council to be appropriate in connection with the Council's duty; and
- exercise such other functions as are conferred on it by the Education Orders.

Subsequent Orders have conferred additional responsibilities on the Council - the duty to encourage and facilitate Integrated, Irish-Medium and Shared Education.

Our Vision

Our vision is that CCMS will enable a culture of excellence in education and that the Catholic maintained sector will provide a world-class education where everyone, whatever their background, has the opportunity to achieve their full potential and live a more fulfilled life. Our Catholic maintained schools will provide a distinctive and positive contribution to our communities and contribute to a more productive economy.

Our Mission

To **lead** change and development, **empower** our school communities and **influence** policy to raise standards, enhance access and improve the educational experience for all young people.

BUSINESS PLAN - 2022 / 2023 - FINAL

DE 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	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
1.1	Progress DE temporary variations responses in line with area capacity considerations and progress area proposals identified in Operational Plan 1 by March 2023. [linked to action 5.5]	<p>N/% change in sustainable CCMS primary schools in line with the Sustainable Schools Policy.</p> <p>N/% change in sustainable CCMS post-primary schools in line with the Sustainable Schools Policy.</p> <p>N/% of pupils in sustainable CCMS schools.</p>	1, 3, 8
1.2	By March 2023, CCMS will have reviewed the position of its Post-Primary schools to establish level of Entitlement Framework Compliance at KS4 and Post 16 and identified any actions required by schools that are not fully compliant.	<p>% of schools compliant with Entitlement Framework at KS4 and Post-16.</p> <p>% of students in schools compliant with Entitlement Framework at KS4 and Post-16.</p>	1, 3, 8

DE 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	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
2.1	Throughout 2022/23, CCMS will provide targeted support to Catholic maintained schools where underachievement/underperformance in standards has been identified, providing guidance and challenge to school leaders and governors.	<p>CCMS will monitor the provision in schools using information collated by the CCMS Locality Teams, ETI inspection outcomes (once Inspection resumes), ETI Monitoring visits, pupil attendance, GCSE, A level and equivalent outcomes, the number of suspensions and expulsions, community involvement.</p> <p>% of schools with SDPs.</p> <p>Schools in FI/FUI processes are supported by CCMS Officers to have appropriate action plans/improvement strategies in place toward exiting the process.</p>	1 - 8
2.2	By March 2023, CCMS will have supported 100% of Catholic Maintained Schools in the Formal Intervention or follow up process and will have received high quality, focused action plans, post-inspection, for approval.	Dependent on availability of outcomes all schools in FIP or follow-up process have robust action plans and processes in place for monitoring and evaluation, which are agreed with Governors and can demonstrate	1 - 8

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
		<p>improvement of at least one level of effectiveness since the original inspection.</p> <p>% of schools identifying barriers to learning and having robust and SMART action plans to guide their response.</p> <p>% of schools responding to barriers in the learning process by implementing and continually improving quality processes to overcome those identified.</p> <p>% of schools demonstrating student improvement via internal assessment tracking data.</p> <p>Number of schools identified by CCMS Multi-disciplinary Locality team RAG report and risk analysis. All schools identified will have received support from named officers.</p>	

DE 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	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
3.1	Throughout 2022/23, CCMS, 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 will provide a report to DE when requested.	<p>Monitor the challenges experienced by children in Catholic maintained schools to inform work with school leaders on the impact of intervention strategies on well-being.</p> <p>Number of children supported by Wellbeing Fund.</p> <p>CCMS to support schools with wellbeing initiatives.</p> <p>CCMS officers to continue to advise schools on the appropriate services they could access to support pupils.</p> <p>% Reduction in the numbers of suspensions and expulsions – joint work with EA and CCMS Officers.</p>	1 - 8
3.2	Throughout 2022/23, CCMS will work with DE on responding to the COVID-19 pandemic to	CCMS support officers linking with their schools to provide support and guidance for COVID-19 issues for 22/23.	1 - 8

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
	<p>support schools in providing a safe learning and teaching environment.</p>	<p>CCMS Officers acting in their COLO capacity to respond to Covid related individual school queries.</p> <p>CCMS personnel representing school leaders' views at appropriate boards and working groups to ensure appropriate guidance is developed for 22/23.</p> <p>Officers will have supported efforts to manage and contain critical situations in schools.</p> <p>Schools will have managed responses in a proportionate and safe way so as to minimise impacts on learning and teaching.</p> <p>Appropriate Officers continue in their COLO Covid Link Officer role.</p>	

DE 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

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
4.1	Throughout 2022/23, CCMS will through direct engagement with school leaders, support and challenge all schools to continuously raise standards in outcomes for all children in Catholic maintained nursery, primary and post-primary schools across a range of measures including the performance of boys, Children Looked After pupils, and pupils on FSM.	Continued reduction in the gap in attainment for boys, Children Looked After and for children entitled to free school meals, data to be shared by DE/ETI.	1 – 8
4.2	CCMS officers will work closely with the officers from the Education Authority's Children and Young people's Directorate to support placement and provision for children with additional needs, and those with Special Educational Needs by September 2022 or as soon as possible after the need has been identified.	<p>% or No. of children with additional and special educational needs supported either in appropriate specialist placements or mainstream classes in CCMS schools.</p> <p>100 % of schools using TSN planner (data held by DE).</p> <p>Evaluation from ETI on School's use of Engage II Funding to support pupil learning.</p>	1 - 8

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
		<p>% of schools providing summer schemes for young people. (funding dependent)</p> <p>CCMS officers will have assisted EA with identification of suitable CCMS schools who can accommodate additional SEN provision.</p>	

DE 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	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
5.1	Throughout 2022/23, CCMS will support DE in fulfilling its statutory duty to encourage and facilitate the development of Integrated and Irish Medium Education and will provide a report to DE when requested.	<p>CCMS will have contributed effectively to a sustainable network of schools working with the IME and Integrated sectors through the area planning structures, helping to ensure that the availability of school places in the Integrated and IME sectors reflects the needs of each sector and helping to develop cross-sectoral options.</p> <p>CCMS will have worked in partnership with Comhairle na Gaelscoileacta on developing IME units within Catholic maintained schools.</p> <p>N change in IME units in CCMS schools.</p> <p>N change in pupils in IME units or in Irish medium-CCMS schools.</p> <p>Number of DPs (and stage) for IM provision in CCMS schools and corresponding increase in number of children and young people accessing Irish-medium education in units in CCMS schools.</p>	3, 7, 8

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
5.2	<p>Shared Education Throughout 2022/23, CCMS will comply with its duty to consider shared education and 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 outlining the actions undertaken, when requested.</p> <p>CCMS Education and Building and Development Officer support provided for SEC projects and participation in Strule Project and Programme Boards.</p>	<p>N/% change in Catholic maintained schools (and pupils) engaging in Shared Education programmes.</p> <p>Work on the Shared Campuses progressed in line with the submitted business cases for each project.</p> <p>SEC Project schools will be supported by CCMS on achieving the benefit realisation plan as expressed in their respective business cases.</p>	3, 7, 8
5.3	<p>Throughout 2022/23, ensure Catholic maintained schools have access to investment to improve the learning environment, assisting Trustees to access capital funding and progressing CCMS schools in any capital or SEP programmes. CCMS will have a named officer in each major capital scheme.</p>	<p>Number (and %) of CCMS schools receiving capital and SEP funding and with improved facilities.</p> <p>Submissions entered by CCMS for our schools should a capital call open in 2022/23.</p> <p>CCMS support for Senior Responsible Owners on major capital & SEP projects, to ensure appropriate governance of projects.</p>	3, 4, 5, 8

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
5.4	Throughout 2022/23 CCMS will engage with DE in prioritisation of minor works schemes.	<p>Engagement with DE via quarterly meetings.</p> <p>Number of CCMS schools successfully receiving minor works investment.</p>	3, 4, 5, 8
5.5	Progress identified CCMS area planning proposals, which reflect Ministerial / Departmental priorities, from Operational Plan 1, by March 2023.	<p>N (in year change) of pupils in sustainable CCMS primary schools as a result of area planning proposals.</p> <p>N (in year change) of pupils in sustainable CCMS post primary schools as a result of area planning proposals.</p> <p>% access to EF provision as a result of area planning proposals.</p> <p>Number of area planning projects in progress (and stage).</p> <p>Number of cross-sectoral projects in progress (and stage).</p>	1, 3, 8

DE 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	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
6.1	Throughout 2022/23, CCMS will continue to advise schools to have appropriate plans in place to provide for a range of measures including the performance of boys and pupils on FSME.	There will be a reduction in the gap in attainment for boys, Children Looked After and for children entitled to free school meals. % of schools using TSN planner.	1 - 8

DE 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	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
7.1	<p>Staff Absence Throughout 2022/23, 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% of available working days in 2022/23 for non-teaching CCMS staff.</p> <p>Achieve an absence target of 9.3 working days lost in 2022/23 for teaching staff.</p> <p>Expenditure on substitute teaching costs (absence related) will be reduced on previous year.</p> <p>The number of referrals to Occupational Health assessment will have increased by at least 10% on the previous year.</p> <p>The numbers of retirements and terminations on the grounds of ill health will have increased from previous year.</p>	3
7.2	<p>Learning Leaders</p>	<p>There will be increased awareness and implementation of the Learning Leaders</p>	3

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
	Throughout 2022/23, support DE in the implementation of Learning Leaders Strategy through supporting schools to develop and disseminate effective practice internally and through the work of school improvement clusters and by building professional learning communities.	<p>Strategy in the work of CCMS and in Catholic maintained schools.</p> <p>There will be evidence of increased teacher participation in professional learning communities and clear pathways for Teacher Professional Learning in all School Development Plans.</p> <p>CCMS officers will contribute to the Learning Leaders Oversight Group and will assist with disseminating key elements of emerging proposals on the strategy, as appropriate, in their work with schools and governors.</p>	
7.3	<p>Empowering Improvement Project (ETI) During 2022/23 CCMS will continue to provide advice and guidance to Maintained schools where middle leaders have participated in the Empowering Improvement Project.</p>	CCMS Officers will raise awareness of the project and assist colleagues in ETI in terms of resource development, where requested/possible.	3
7.4	<p>Performance Review and Staff Development (PRSD) Throughout 2022/23 CCMS will promote and give effective leadership to the strategic and operational delivery of the PRSD Scheme and be proactive in its approach to a review of the use and effectiveness of PRSD.</p>	<p>100% of school leaders will have engaged in their own PRSD reviews and led its delivery across their own schools – subject to any other agreements on workload post Covid.</p> <p>Evaluation of the PRSD review outcomes for school leaders.</p>	3

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
		Evaluation of the use and experience of External Advisers.	
7.5	<p>Leadership Recruitment By 31 March 2023 CCMS will have fully embedded its revised scheme for the recruitment and selection of all school leaders and will have developed a feedback scheme to enable evaluations of user experience at Governor and applicant levels.</p>	<p>100% of leadership appointments will have been made using the revised scheme.</p> <p>CCMS will have begun to better align the appointment of new school leaders with the DE's Learning Leaders Strategy.</p> <p>100% of schools using the new scheme will have undergone awareness raising and school specific development.</p> <p>Summary and analysis of feedback results will be reported in CCMS's Annual Report 2022/23.</p>	3
7.6	<p>Teacher Recruitment By March 2023 CCMS will have conducted a full review of the recruitment and selection criteria currently used for all teaching (non-leadership) posts.</p>	<p>BoGs, school leaders, Initial Teacher Education providers, Trade Unions and other employers will have been consulted.</p> <p>Revised guidance will have been developed.</p>	3

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
		Greater opportunity for the placement of new and recently qualified teachers.	
7.7	<p>Use of Temporary Teachers – Inc NISTR By March 2023 CCMS will have raised awareness and will have issued revised guidance on the use of short term placements and other temporary arrangements.</p>	<p>CCMS will have developed a process to identify substitute teachers who are accruing time without formal contracts of employment.</p> <p>Interventions and challenge in place to address the extension of temporary contracts to comply with TNC Circular 2016/1 – The Appropriate Use of NISTR.</p> <p>The numbers of teachers benefiting from conferred permanency will be reduced on the previous year.</p>	3
7.8	<p>Phased Retirement for School Leaders By 31 March 2023, CCMS will have developed guidance for school Governors on the implementation of the scheme allowing for the phased retirement of teachers with a particular emphasis on the management of applications from those in school leadership positions.</p>	<p>Greater stability in the transitioning of school leadership.</p> <p>All applications for phased retirement will be subject to time bounding.</p>	3

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
7.9	<p>Teachers' Terms and Conditions Throughout 2022/23, CCMS will support DE, EA and other partners in delivering on agreed areas of review and negotiation.</p>	<p>CCMS officers will have made a positive contribution to all relevant working groups and to specific pay and workload reviews.</p>	3
7.10	<p>Positive Employee Relations Throughout 2022/23, at a local level CCMS officers will work with Governors, teachers and Trade Union representatives to positively and actively resolve disputes as quickly as possible, following the appropriate procedures.</p>	<p>Collaborative working relationships enhanced and evidenced by formal evaluation of user experience across the people involved in employee relations work (Governors, teachers, union officials).</p>	3

DE 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	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
8.1	<p>Transformation and Review Throughout 2022/23, CCMS will support DE, EA and other partners in delivering on agreed areas of transformation and supporting the independent review of education.</p>	<p>Collaborative working relationships enhanced to support the agreed areas of transformation or reform and the New Decade New Approach independent review of education.</p> <p>CCMS contributed successfully to the mainstreaming of prioritised transformation projects within the annual business plan.</p> <p>CCMS will have outlined its vision for an education system which supports the learning and progression of all children and young people.</p>	3, 8
8.2	<p>Corporate Plan CCMS will re-visit its draft Corporate Plan to ensure that it reflects Programme for Government and Departmental priorities and its own vision to support the raising of standards for all by March 2023.</p>	<p>Supporting the long-term vision for CCMS and the positive contribution of Catholic education to raising educational standards and young people's emotional health and well-being.</p>	3

1 NUMBER	2 WHAT WE WILL DO AND BY WHEN	3 HOW WILL WE KNOW IF ANYONE IS BETTER OFF?	4 LINKS TO WHICH CYP OUTCOME(S) [See Annex A]
8.3	<p>Resource Plan By 31 July 2022 CCMS will conduct an analysis of business objectives and priorities and, subject to DE approval, will identify its medium term resource requirements.</p>	<p>CCMS will have submitted a comprehensive Business Case, compliant with all best practice approaches, and developed in consultation with DE officials.</p> <p>Linkages between DE Corporate Plan and CCMS' annual plan are strengthened in line with PfG.</p> <p>Improved communication with stakeholders and partners enhancing educational opportunities.</p> <p>CCMS' medium term resource requirements will enable CCMS to support Catholic maintained schools in raising standards and improving learning outcomes for children and young people.</p>	3

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