

CCMS BUSINESS PLAN April 2017 to March 2018

1. Education priority: Improving the Wellbeing of Children and Young People

Number	COMMITMENTS/ACTIONS	KEY SUCCESS INDICATOR	Links to which PfG Outcome(s) if any
1.1	<p>Throughout 2017/2018 CCMS 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 .</p> <p>CCMS will support school leadership and Boards of Governors to ensure that their statutory duties in relation to the safeguarding and promoting the welfare of pupils at CM schools are effectively discharged. Staff from the CCMS Education Directorate will support schools in evaluating their arrangements for safeguarding.</p> <p>CCMS will support schools in the development and implementation of</p>	<p>By a date specified by DE, a report provided to DE detailing evidence that this target has been achieved and information on the impact of this action on the well-being of children and young people.</p> <p>CCMS policies and advice will reflect the Children Services Cooperation Act (2015).</p> <p>100% OF CCMS schools will have safeguarding arrangements in place in line with DE guidance.</p> <p>Most of (75%) CM schools will have policies and procedures in place to ensure effective inclusion.</p>	<p>3</p> <p>3</p> <p>5</p> <p>11</p> <p>14</p> <p>14</p> <p>14</p> <p><i>[Not sure what PfG outcome numbers are aligning to throughout this draft Business Plan]</i></p> <p><i>[point above not addressed, but can be revisited after PfG publication]</i></p>

	effective Inclusion policies.		
--	-------------------------------	--	--

2. Education Priority: Raising Standards for All			
Number	COMMITMENTS/ACTIONS	KEY SUCCESS INDICATOR	Links to which PfG Outcome(s) if any
2.1	<p>Throughout 2017/18 in line with CCMS's statutory responsibility to promote the effective management and control of CM schools by the Board of Governors, to provide advice and guidance to all CM schools in partnership with the Education Authority to have in place School Development Plans that meet statutory requirements.</p> <p>CCMS will support school leadership and Boards of Governors to ensure a rigorous process of school development planning, including the setting of appropriately challenging targets, in order to raise standards</p> <p>CCMS will monitor the GCSE and A level outcomes in all CM post-primary schools.</p> <p>CCMS will monitor the outcomes for all children in CM post-primary schools across a range of measures including the performance of boys and pupils on FSM.</p>	<p>100% of CM schools will have an ongoing, robust school development process in place.</p> <p>100% of CM schools will submit a compliant school development plan to CCMS/EA.</p> <p>CM school leaders and Boards of Governors supported to ensure that their statutory duties in relation to the safeguarding and promotion of welfare of pupils are effectively discharged.</p> <p>Most of (75%) of CM schools will meet or exceed the targets</p> <p>Achievements and standards in CM schools will continue to improve. (The average 5 A*- C grade 2015 was 51 % across all CM non selective schools.)</p> <p>The achievements and standards of all children will improve in line with the targets set by the individual schools.</p> <p>There will be a reduction in the gender gap (currently 10%) and children with FSM continue to sustain improvement and close the</p>	

		gap with non FSM pupils.(currently 12%)	
2.2	<p>Every School a Good School Throughout 2017/18, in collaboration with Boards of Governors and the Education Authority, to ensure: that all Catholic Maintained (CM) schools that are required to do so have an agreed action plan in place to address areas for improvement identified by ETI within the required timescales. Staff from the CCMS Education Directorate will work with school leadership and governors to monitor the out workings of the action plans and ensure appropriate pace and challenge is applied to the school improvement process.</p>	<p>100% of CM schools, awarded a Grade 3 or below in an ETI inspection will provide clear evidence of school improvement indicated by an improved outcome in a Follow Up inspection.</p>	<p>3 5 14</p>
2.3	<p>Throughout 2017/18 in collaboration with relevant Boards of Governors and the Education Authority, in line with agreed protocols, CCMS staff will monitor the quality of post inspection action plans and will work with school leadership and governors to monitor the out workings of the action plans and ensure appropriate pace and challenge is applied to the school improvement process</p>	<p>100% of CM schools win the Formal Intervention Process (FIP) will exit the process within the allotted timescale.</p> <p>With support from EA, schools assisted to address all safeguarding issues identified in ETI inspection reports.</p>	<p>3 8 10 11 14</p>

2.4	<p>Key Stage 4 – Entitlement Framework Working towards September 2017, and working with the Education Authority, to ensure compliance with statutory requirements for the Entitlement Framework in all CM post-primary schools to provide a broad, balanced, and economically relevant curriculum that can meet the needs and aspirations of all pupils</p> <p>CCMS to review the KS4 and post-16 curriculum offer for all CM schools.</p> <p>CCMS to take forward discussions with the leadership and Boards of Governors of those schools who are in breach of the EF.</p> <p>CCMS to work with schools and EA to develop solutions, including through ALCs and Area Planning processes to ensure all pupils have access to the EF.</p>	<p>By Sept 2017, all pupils should have access to a broad and balanced curriculum that meets the EF,</p> <p>Priority action plans will be in place to address the non-compliance.</p> <p>Draft 2018/19 Area Planning Action Plan to be informed by EF compliance data.</p>	3 6 11 14
2.5	<p>Early Years Throughout 2017/18: Support the implementation by the EA of a regional approach to the delivery of pre-school provision; and Support the implementation of the Getting Ready to Learn element of the Early Intervention Transformation Programme (EITP) and representation</p>	<p>Most (75%) of CM primary and nursery schools have policies and provision in place which reflects Getting Ready to Learn.</p> <p>CCMS represented on the EA’s Pre-school Education group (PEAG) and EITP Steering Group for Workstream 1 (and relevant sub-groups).</p>	3 8 8 14

	<p>on the EITP Steering Group for Work stream 1 and Early Years Task Group.</p> <p>CCMS staff from the Education Directorate will provide support for schools (nursery and primary) to ensure that the early years provision is of a high quality and reflects the key strategies.</p> <p>CCMS will monitor the effectiveness of the early intervention strategies in place in CM schools through discussions with school leadership and providing support for schools in measuring the impact of interventions.</p> <p>CCMS will consult with the principals of nursery schools and schools with nursery units and hold an annual conference to address current issues in early years provision identified by the consultation.</p>	<p>Most (75%) of CM schools will provide high quality early years provision.</p> <p>Most (75%) of CM schools will deploy a range of effective early intervention strategies which improve the outcomes for children in pre-school and Foundation Stage.</p> <p>Annual conference on early years held, with focus on current issues.</p>	14
--	--	---	----

3. Education Priority: Closing the Performance Gap, Increasing Access and Equality			
Number	Commitment/Action	Key Success Indicator	Links to which PfG Outcome(s) if any
3.1	<p>Extended Schools Throughout 2017/18, to ensure that Extended Schools' activities in CM schools are sufficiently structured and appropriately targeted to focus on raising standards and involving parents and community in the life of the school.</p>	Support provided to CM schools, the Education Authority and community organisations in planning and delivering Extended Schools activities, which are fully effective in supporting improvements in pupil outcomes and other outcomes consistent with Community Plans, ensuring that these activities are linked appropriately to priorities and targets as set out in School Development Plans for CM schools.	3 8 8 14 14
3.2	<p>Full Service Community Network Throughout 2017/18, to ensure that the allocated funding is used to support measures in accordance with the agreed 2017/18 FSCN Action Plan to address the needs of children (including raising standards), families and local community in the areas served by the West Belfast Partnership Board and Upper Springfield Development Trust.</p>	The agreed 2017-18 FSCN Action Plan successfully implemented. (Pending confirmation of funding allocation)	3 3 8 8 14 14

3.3	<p>Achieving Belfast and Achieving Derry - Bright Futures Throughout 2017/18, provide effective support for the implementation of these programmes.</p>	<p>Achieving Belfast and Achieving Derry – Bright Futures programmes successfully implemented in relevant CM schools.</p>	<p>3 3 8 8 14 14</p>
3.4	<p>Address Educational Underachievement Throughout 2017/18 in collaboration with Principals, Boards of Governors and the Education Authority continue to implement actions to ensure traction in delivering improvements in CM schools in outcomes at GCSE-level particularly in relation to the attainment of pupils entitled to free school meals and Looked After Children (LAC).</p>	<p>For FSME pupils and LAC, CCMS will use performance of all schools in the 2015/2016 academic year as a benchmark to monitor performance outcomes for all schools in the 2016/2017 academic year and for the sector as a whole.</p> <p>CCMS will engage in discussions with those schools which are under-performing against a) the previous year’s academic outcomes, b) the Northern Ireland average for similar schools, c) targets for performance as set in the school’s development plan and d) other measure impacting on pupil outcomes.</p>	<p>3 3 5 8 8 9 10 14 14</p>

3.5	<p>Address Educational Underachievement At Primary level throughout 2017/18 in collaboration with Principals, Boards of Governors and the Education Authority to ensure that schools track pupil progress in order to evidence appropriate pupil outcomes at the end of Key Stage 2 (KS2).</p>	<p>Improved outcomes at end of KS2 in CM primary schools including outcomes for FSME pupils and LAC.</p> <p>As part of the school development plan, targets set by schools tofor improvement the use of their own internal data.</p> <p>CCMS officers and associates will carry out an analysis of the achievement of targets in literacy and numeracy set by schools in their school development plan and engage in discussions with schools on those outcomes.</p>	5 3 14 14
3.6 (a)	<p>Area Planning Create a network of sustainable schools through a strategic area planning approach, alongside the Education Authority and other education sectors, in line with the regional strategy and Departmental policy framework.</p>	<p>Effective participation in the Area Planning Steering Group, Working Group, and Local Area Planning Groups.</p> <p>Secure and allocate sustainable and increased resources through negotiation with DE on baseline allocation to support operational delivery of Area Planning - in line with statutory duties as a planning authority and Departmental expectations to increase the pace of delivery - and support strategic Area Planning.</p> <p>Work collaboratively through the Area Planning Governance Structures with the EA and others to produce an Annual Action Plan for 18/19 by February 2018.</p> <p>Complete a review of Area Planning governance roles and responsibilities (within catholic maintained provision) in conjunction with the Catholic Schools Trustee Service (CSTS) and the Northern Ireland Commission for Catholic Education (NICCE).</p> <p>Initiate a review of the strategic, area-based outcomes for Catholic maintained provision by January 2018.</p>	3 5 14 14

(b)	Deliver 2017/18 Annual Action Plan which outline steps to be taken to address sustainability issues in schools and, where appropriate, to bring forward Development Proposals, supported by quality Cases for Change, in line with DE Development Proposal (DP) and Area Planning Guidance.	80% of CCMS proposals within the 17/18 Annual Action Plan on target.	3 5 11
3.6 (c)	Provide timely and quality Cases for Change or input to DPs as requested by the DE.	Review CfC template by September 2017 in light of Departmental guidance and lessons learned. Respond as required in a timely way to requests from DE. Ensure all Cases for Change are quality assured against DP Guidance before submission to DE.	3 5 11 14
3.7	Community Planning Effectively fulfil duties as statutory Community Planning partner to the 11 Council Area based Community Plans.	Contribute to the development and delivery of Community Plans in collaboration with the Education Authority and the Department of Education. Encourage active participation of schools in contributing to and benefiting from specific outcomes and actions of Community Plans. Liaise as appropriate with District Councils and engage in action planning phase with respect to Community Plans and provide effective representation on Community Planning fora.	3 5 11 14 14

3.8	<p>Integrated and Irish Medium Provision To support DE in fulfilling its statutory duties to encourage and facilitate the development of Integrated and Irish medium education.</p>	<p>By31 March 2018 a date to be notified by the Department provide a summary report, for each duty, of key activities during the business year. to meet this target</p> <p>Meet regularly with Comhairle na Gaelscolaiochta and NICIE in order to inform area planning and provide support to proposals currently in progress.</p>	5 9 14
3.9	<p>Special Educational Needs Throughout 2017/18 support Boards of Governors (BoG) in fulfilling their statutory duties in relation to special educational needs (SEN) provision.</p>	<p>Throughout 2017/18, support provided to CM schools in fulfilling their statutory duties in relation to meeting the special educational needs of pupils attending their school, including the duty to have regard to the Code of Practice on SEN, in regard to assessment and provision at school based stages of the Code.</p> <p>Throughout 2017/18, through effective engagement with BOGs, their policies in relation to the provision of education for children with SEN have been kept under review.</p> <p>Throughout 2017/18, through effective engagement with BOGs in collaboration with the EA, they are aware of the (not yet commenced) new duties on BOGs, as outlined in the SEND Act (NI) 2016.</p>	5 14

4. Education Priority: Developing the Education Workforce			
Number	Commitment/Action	Key Success Indicator	Links to which PfG Outcome(s) if any
4.1 (a)	<p>Performance Review & Staff Development</p> <p>To evaluate the operational effectiveness of the PRSD in all CCMS schools in the 2017/18 school year</p>	<p>Quality Assurance undertaken of all school documentation returned from External Advisors and Governor Reviewers for opt-out schools.</p> <p>Quantitative and qualitative analysis of PRSD undertaken in all CCMS schools including number completed, objectives agreed, number of External Advisors allocated schools and number of opt out schools.</p> <p>A representative sample of school Governors . completed a user satisfaction survey.</p>	11 14
4.1 (b)	<p>To ensure PRSD objectives and External Advisors are integral to school improvement measures in CCMS schools.</p>	<p>PRSD (Coordinator and External Advisors) integral to the delivery of school improvement as part of multidisciplinary CCMS team (Including Human Resources and Education) by using and sharing information available from all CCMS Directorates to better inform External Advisors when advising Principals and Governor Reviewers on suitable and challenging PRSD objectives.</p>	11 14

4.1 (c)	To ensure that the PRSD serves as a vehicle through which important policy initiatives are disseminated through schools.	PRSD objectives reflect CCMS Business Plan objectives particularly Raising Standards, Developing the Workforce and Delivering High Quality Education Services.	11 14
4.2 (a)	<p>Recruitment and Selection</p> <p>By 31 August complete a pilot exercise to appoint 5 / 6 school leaders using a revised draft competence based scheme for the appointment of Principals and Vice Principals.</p> <p>Recruit, train and accredit pilot Governors, a panel of Recruitment Advisers (not Assessors) and a new panel of independent chairs.</p> <p>Develop and disseminate a revised applicant information pack by 30 April 2017.</p> <p>Evaluate and amend the draft scheme using the lessons from the pilot exercise.</p>	<p>A test group of six schools selected in which to run a pilot scheme.</p> <p>The governors, advisers, chairs and officers that will be involved in the pilot are trained by 30 April 2017.</p> <p>Fully revised applicant information pack developed and disseminated.</p> <p>Revised competence based appointments scheme ready for launch in March 2018.</p>	11 14
4.2 (b)	<p>Develop the use of online recruitment portal to facilitate the streamlining of administration within CCMS.</p> <p>Utilise the online recruitment resource to develop the concept of reusable applicant / user profiles.</p>	<p>CCMS administers all recruitment, selection and employment contract activity through a central resource by 30 June 2017.</p> <p>Applicants will be able to develop their own profiles and notification preferences by 31 March 2018.</p>	11 14

4.3	Teacher Sickness absence:		
(a)	Throughout 2017/18 reduce teacher sickness absence in the Catholic maintained sector by reducing to an average of 5 days per annum.	Analysis and consideration of Teacher sickness absence figures. 2016/17 baseline data will be known in May/June.	11 14
4.3	CCMS to identify 20 schools in each phase with consistently higher absence rates and to run targeted workshops on Attendance Management by September 2017.	Schools identified by end of June 2017 Workshops held by end September 2017	11 14
4.3	CCMS to rollout focus management strategies for each teacher who has been absent for periods exceeding 20 days in each of the previous three years by June 2017 to have liaised with each teacher's school and agreed management action.	Teachers identified by 30 June 2017. Implementation of procedure monitored for effectiveness from July 2017 to 31 March 2018	11 14
4.3	CCMS to consider whether there is opportunity to avail of EA OH referral providers or whether it should tender for new service providers capable of providing a robust OH assessment by September 2017	Decision as to the way forward agreed through the finance and Personnel Committee by September 2017.	11 14

<p>4.4</p>	<p>Management of the Teacher Strategic Cost Base Reduction Programme :</p> <p>Throughout 2017/18 provide advice on the application and management of the teacher voluntary severance scheme:</p> <p>a) provide appropriate and timely advice to schools, Education Authority and DE on the management of school budgets and deployment of staff;</p> <p>b) work with DE, other employers, trade unions and schools in the development and application of procedures and apply a robust due diligence process to applications prior to submission to the Department; and</p> <p>c) work with teachers, schools, all other employers and Trade Unions on the teacher redeployment scheme.</p>	<p>Schools will show evidence of having addressed budgetary challenges in a manner which reflects realistic curricular need, due diligence in decision making, and, compliance with DE accounting procedures.</p> <p>The number of compulsory redundancies will have been kept to an absolute minimum through redeployment.</p> <p>All appropriate submission deadlines at both EA and DE levels will have been met.</p> <p>All Assurance Statements will have been thoroughly scrutinised and tested.</p>	<p>11</p> <p>14</p>
------------	--	--	---------------------

4.5	<p>Industrial Action: Maintain a stable and effective working environment through good industrial relations, dialogue and partnership working with employees, Trade Unions and other sectoral bodies</p>	<p>A revised negotiating and industrial relations framework for TNC reviewed and implemented in partnership with relevant stakeholders, TU and other sectoral representatives by a date agreed with NITC.</p>	<p>11 14</p>
4.6	<p>Flexible Deployment of Teachers:</p> <p>Develop a new policy aimed at the resolution of welfare, relationships, developmental needs to allow for the flexible deployment of teachers across the catholic maintained sector.</p>	<p>Draft policy is developed and consulted upon by 30 September 2017.</p> <p>Committee and Council approval by 31 December 2017.</p> <p>Policy disseminated and operational by 31 January 2018.</p>	<p>11 14</p>

4.7	<p>Teaching Principals:</p> <p>Develop a new policy aimed at reducing the numbers of Teaching Principals within the Catholic maintained sector.</p>	<p>Draft policy is developed and consulted upon by 30 September 2017.</p> <p>Committee and Council approval by 31 December 2017.</p> <p>Policy disseminated and operational by 31 January 2018.</p> <p>The numbers of Teaching Principal posts being advertised and filled will have dropped by 31 March 2018.</p>	<p>11</p> <p>14</p>
-----	--	--	---------------------

<p>4.8</p>	<p>Learning Leaders</p> <p>To support DE in the implementation of Learning Leaders Strategy through supporting schools to develop and disseminate good practice internally and through the work of school improvement clusters and by building professional learning communities through clustering and peer support for schools in the Formal Intervention Process.</p> <p>To build leadership capacity through regular contact for new principals with CCMS multidiscipline teams.</p> <p>To engage regularly with school leadership through termly principal meetings and consultation on key issues.</p>	<p>Most of (75%) of CM schools will be involved in a school improvement cluster.</p> <p>100% of newly appointed principals will have a regular support visit? (At least twice per term) from the Education Advisor linked to their school.</p> <p>The leaders in all schools entering FIP in 2017/18 will have a peer mentor in place.</p> <p>Termly principal meetings will be based on consultation on key issues and will have 60% or higher attendance from the target group.</p> <p>The profile of the Learning Leaders Strategy will be raised with most school leadership teams, cluster leaders and all involved in school improvement and CPD in the CM sector.</p>	
------------	---	--	--

5. Education Priority: Improving the learning environment			
Number	COMMITMENTS/ACTIONS	KEY SUCCESS INDICATOR	Links to which PfG Outcome(s) if any
5.1	<p>Shared Education To encourage and facilitate shared education, as defined in the Shared Education (Northern Ireland) Act 2016.</p>	<p>By a date to be notified by the Department, provide a summary report of the extent to which CCMS has exercised its power to encourage and facilitate shared education.</p> <p>Identify and collaboratively consider opportunities for shared education solutions as part of the Area Planning process.</p>	5 9 14
5.2	<p>Shared Education/Shared Campus Arrangements Throughout 2017/18 to actively participate with the Education Authority and other education sectors in delivering approved Shared Campus arrangements and shared education initiatives</p>	<p>Effective CCMS SRO representation appointed to support and collaborate with the Education Authority (EA) as joint Senior Responsible Owner in leading the work of the T:BUC Shared Education Campus (SEC) projects.</p> <p>Project Boards established to deliver approved Shared Campus/education facilities.</p> <p>In collaboration with the EA, projects effectively managed and progressed including, feasibility studies, business cases, Memoranda of Agreement and Campus Operating Agreements as approved by the Project Boards for T:BUC SEC projects.</p> <p>CCMS Associates to participate in and support the work programmes of the various Project Teams established to support the SEC Project Boards. Participate in and support the work programmes of the various project work streams and project boards established to deliver the Strule Shared Education campus.</p>	3 9 5 14 11 14

5.3	<p>Major Capital Works</p> <p>Continue to support the delivery of the new project board model for the delivery of approved major capital works.</p>	<p>Project Boards are established and in operation in line with DE and Central Procurement Directorate (CPD) procedures and guidance for Capital projects by end September 2017.</p> <p>Work with EA to formalise arrangements for project management, support and reporting.</p>	3 11 14 14
5.4	<p>School Enhancement Projects:</p> <p>Continue to support schools to access and deliver SEPs in line with agreed processes, criteria and deadlines.</p>	<p>All projects progressing in alignment with the appropriate agreed programme for the project.</p> <p>Agreed arrangements in place with DE and EA to address schools currently excluded due to gateway check identifying spare capacity.</p>	3 9 9 14 14
5.5	<p>Minor Works</p> <p>Continue to support schools to access Minor works in line with agreed processes, criteria and deadlines.</p>	<p>Evaluation of current procedures and processes in conjunction with DE & and EA by December 2017.</p> <p>All Minor works bids submitted in line with deadlines and criteria set by DE.</p>	3 14 14

6. Education Priority: Delivery high quality education services			
Number	Commitment/Action	Key Success Indicator	Links to which PfG Outcome(s) if any
6.1	Budget Allocations In 2017/18 plan for the containment of expenditure within budgetary limits with an under-spend of not more than 1%.	Budget contained with any under-spend within the 1% limit. *This is conditional on the budget allocation to CCMS for 2017/18*	14
6.2	Accurate and Timely Accounts To submit to DE and the Comptroller and Auditor General (C&AG) draft 2016/17 accounts in accordance with the Accounts Direction and Whole of Government Accounts (WGA) returns by the required date, both prepared to a high standard that does not subsequently result in qualification by the C&AG for reasons that are considered to be within the control of the Chief Executive Officer.	Draft accounts submitted to DE by the Account Direction date; WGA returns made by the required date; and final accounts are unqualified.	11
6.3 (a)	Prompt payment Throughout 2017/18, ensure that 97% of all non-disputed invoices are paid within 30 days of terms date.	97% of all non-disputed invoices paid within 30 days of terms date.	14
6.3 (b)	Throughout 2017/18, maximise the payment of all non-disputed invoices within 10 working days.	Percentage of all non-disputed invoices paid within 10 working days of invoice date.	14

6.4 (a)	Cash Management Throughout 2017/18, to ensure that monthly drawdown of cash is within 5% of the monthly forecast requirement.	Monthly drawdown of cash is within 5% of the monthly forecast requirement.	14
6.4 (b)	To provide a forecast of the 2017/18 cash requirement for the Main Estimates 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.	14
6.5	Compliance In 2017/18 full compliance with all required procedures and approval requirement in relation to the delegated limits as set out in the Financial Memorandum, Business Cases, Economic Appraisals, Post Project Evaluations, Consultancy and Procurement, including the Northern Ireland Guide to Expenditure, Appraisal and Evaluation (NIGEAE), Department of Finance (DoF) guidance, Central Procurement Directorate's (CPD) Guidance notes and guidance issued by DE.	All business cases consultancy and procurement are fully compliant with requirements of relevant guidance and have appropriate approvals within prescribed timelines and delegated authority.	14

6.6	<p>Effective governance</p> <p>Ensure effective governance through full compliance with all required procedures in the Management Statement and related governance guidance issued by DE</p>	<ul style="list-style-type: none"> • End-year and mid-year Governance Statements submitted to DE by the required dates; • All new Board members have received the required corporate governance training within 6 months of their appointment; • Annual Board Skills Audit and Effectiveness Review completed. 	14
6.7	<p>Public Sector Pay Policy</p> <p>Throughout 2017/18 ensure that the pay remits align fully with pay policy thresholds as detailed in relevant DoF guidance.</p>	No breaches of the Public Sector Pay Policy.	14
6.8	<p>Education Administration</p> <p>Throughout 2017/18 support the Education Authority where appropriate in the development of regionalised services and harmonized processes and procedures</p>	Development of, and agreement with the EA and CCMS Council on and required Service Level Agreements by 31 st December 2017.	14
6.9 (a)	<p>Review of CCMS:</p> <p>Implement any agreed restructuring of CCMS as a result of the external review, including the appointment and induction of all new staff as appropriate.</p>	New organisational structure in place and fully operational by 31 st August 2017.	14

6.9 (b)	Review of CCMS: Provide the financial oversight and the support necessary to deliver the relocation of CCMS offices.	All office moves are finalised as soon as possible into the new financial year.	14
6.10	CCMS Staff Absence Rate By March 2018, review baseline absence rate figures and agree a target to reduce CCMS staff sickness absence, if appropriate.	Absence rates for the organisation calculated during the year using an agreed methodology. Baseline figures for CCMS staff absence in the 2017/18 year established and reported to DE. Target reduction for 2018/19 agreed with DE, if appropriate.	