

DEPARTMENT OF EDUCATION BUSINESS PLAN 2019/20

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A. Introduction

This Business Plan sets out the Department of Education's planned high level commitments and actions for the 2019/20 year. It has been prepared in the context of the ongoing absence of a Minister and devolved political institutions and within the continuing challenging budgetary position. The absence of a Minister and Executive may affect the delivery of some actions in the Business Plan. This Business Plan will be subject to revision once there is greater clarity around the political and longer-term budgetary situation, including the appointment of a Minister of Education.

The continuing industrial action by teachers' unions is having a disruptive effect on the operation of schools and particularly so in relation to school improvement and development. The Department and teachers' employers have asked the unions to end industrial action but they will not do so until the dispute is fully resolved. Therefore, the industrial action continues to impact on the statutory duty of the Education and Training Inspectorate (ETI) to monitor, inspect and report on the quality of education and the professional practice of teachers in 2019/20.

B. Programme for Government and Children and Young People's Strategy

The Department of Education's Business Plan for 2019/20 flows from the draft Programme for Government and draft Children and Young People's Strategy. Although both remain in draft form and therefore subject to change, when finalised and published they will set the strategic context for all the Department's work going forward. In the absence of the NI Executive it is planned to publish the Children and Young People's Strategy 2018-2028 as a cross-departmental strategy during 2019/20.

Programme for Government

This Business Plan supports the framework of outcomes and indicators in the draft Programme for Government. The draft Programme for Government sets out the priorities an incoming Executive is likely to pursue to improve the wellbeing of all citizens and, using an outcomes-based approach, the most significant actions it is likely to take to address those priorities. Progress towards outcomes will be measured primarily through a series of population level indicators, with each outcome having a small set of supporting indicators.

The Business Plan describes how the high-level issues that the Department of Education will address in 2019/20 (its Strategic Objectives) contribute to Programme for Government outcomes. Key Success Indicators show how the Department will monitor progress against the Strategic Objectives.

While the Department of Education has a role to play in various Programme for Government outcomes and indicators, its main focus is on Outcome 12: **We give our children and young people the best start in life**. The Children and Young People's Strategy is the strategic framework around which all departments will work towards achieving this outcome. Its role in supporting a range of outcomes is evidenced throughout the Business Plan. The Programme for Government Outcomes Framework is set out at Annex A.

A key aspect of the Programme for Government is the need for government departments to work across boundaries. In some areas the Department of Education is leading on the improvement of population-level indicators and in others the Department will play a supporting role. The Department has already established partnerships with other government departments to help deliver on the Programme for Government's outcomes. The Department also acknowledges the important role of its Non-Departmental Public Bodies in supporting these outcomes.

Children and Young People's Strategy 2018 - 2028

The Children's Services Co-operation Act (2015) requires all government departments to co-operate to improve the well-being of all children and young people in Northern Ireland, and requires the Executive to adopt a strategy which would provide a framework around which departments would achieve and report progress on improvements. A draft strategy was agreed by the previous Executive and has been consulted upon. The Department intends to publish the strategy on a cross-departmental basis during 2019/20. The Strategy links directly to the draft Programme for Government outcomes and is the Executive's plan to make life better for all children and young people. While the Department is responsible for developing, monitoring and reporting on the new Children and Young People's Strategy, the Strategy will outline how all Executive departments will work co-operatively to improve the well-being of children and young people and deliver positive, long-lasting outcomes. The strategy aims to improve the well-being of children and young people across eight outcomes as follows:

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

The Department's Business Plan identifies how the work of the Department intends to deliver improved well-being across many aspects of children's lives.

C. The Transformation Programme

The Education Transformation Programme is well established and involves a series of projects aimed at delivering better outcomes for children and young people, ensuring they can thrive in a modern and rapidly changing economy. The Transformation Programme also seeks to support the delivery of a more sustainable, effective and efficient system of education. The work involves collaboration with the Education Authority, the Council for Catholic Maintained Schools, the Council for the Curriculum, Examinations and Assessment and a wide range of other stakeholders.

The Programme has three core workstreams each comprising a number of individual projects. These workstreams are: increasing efficiency and effectiveness; improving outcomes through transformation; and improving the delivery of services for schools and pupils. The Programme will seek to inform proposals and policy options for a future Minister of Education, building on the many existing areas of success and excellence within the system.

D. Department of Education Vision and Corporate Goals

Our vision is for:

“A system that is recognised internationally for the quality of its teaching and learning, for the achievements of its young people and for a holistic approach to education.”

Our Corporate Goals

This Business Plan reflects the key priorities and objectives for the Department of Education under the following six corporate goals and 18 Strategic Objectives:

DE's Corporate Goals	DE's Strategic Objectives 2019/20
1. Improving the wellbeing of children and young people – through ensuring that all of our children and young people grow up in a society that provides the support they need to achieve their potential.	1. To implement the Children's Services Co-operation Act (CSCA).
	2. To enhance the level of parental involvement in the learning and development of children and young people.
	3. To improve outcomes for families and children through high quality affordable childcare.
	4. To support and promote positive emotional health and well-being in children and young people.
2. Raising standards for all – through high quality early years provision, excellent teaching and learning in the classroom and effective provision of youth and other	5. To strengthen and develop pre-school, school and youth education provision.
	6. To ensure optimum delivery of the statutory curriculum in the interests of children and young people.

<p>children’s services, ensuring that all young people enjoy and do well in their learning and their achievements and attainment are appropriately recognised and celebrated, including through qualifications.</p>	
<p>3. Closing the performance gap, increasing access and equality – addressing the underachievement that can hold our children and young people back; ensuring that young people who face barriers or are at risk of social exclusion are supported to achieve to their full potential; and ensuring that our services are planned effectively on an area basis to provide children and young people with full access to high quality learning experiences, both in school and out of school.</p>	<p>7. To expand the network of sustainable schools.</p>
	<p>8. To encourage, facilitate and promote shared education and encourage and facilitate integrated and Irish-medium education.</p>
	<p>9. To improve developmental and learning outcomes for children and young people who are underachieving.</p>
	<p>10. To ensure tailored or specialist support is provided to those children and young people who need it.</p>
<p>4. Developing the education workforce – recognising the particular professional role of early years’ providers, teachers and school leaders in delivering an effective, age-appropriate curriculum and raising standards and also the important role of other education professionals and those who support them.</p>	<p>11. To secure the greatest effectiveness of the education workforce.</p>
	<p>12. To develop capacity and increased coherence in the arrangements for teacher professional learning.</p>
<p>5. Improving the learning environment – making sure that strategic investment supports the delivery of the area plans; that the premises in which young people grow and learn are safe, fit for purpose and conducive to learning; and that the environment provides opportunities for sharing and for building a more cohesive society.</p>	<p>13. To progress Shared Education Campuses and the Strule Shared Education Campus Programme.</p>
	<p>14. To deliver effectively a prioritised capital works programme within timescale and budget.</p>

6. Delivering high quality education services – ensuring that the arrangements for governing and managing education here are modern, accountable and child-centred and that education services are delivered efficiently and effectively in support of schools.	15. To deliver efficient and effective high quality services across the education sector.
	16. To deliver the Department’s corporate and finance responsibilities effectively and appropriately.
	17. To have in place effective governance and accountability arrangements for the oversight of the Department’s arm’s length bodies.
	18. To have in place an agreed DE Transformation Programme.

E. Department of Education Business Plan 2019/20 - Commitments/Actions

Corporate Goal 1: Improving the wellbeing of children and young people					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
1. To implement the Children's Services Co-operation Act (CSCA).	1.1 Finalise the Children & Young People's Strategy (CYPS) by June 2019.	2 - 12	1 - 8	By March 2020, all departments will be working co-operatively towards achieving the 8 outcomes in the CYPS. The CYPS Delivery Plan will have commenced implementation focusing on the actions departments are taking forward to improve children and young people's well-being across the 'Areas of Greatest Focus' identified in the CYPS.	Children and Young People's Services
	1.2 Develop and implement monitoring and reporting structures across all Departments on the Children's Services Co-operation Act (CSCA).	2 - 12	1 - 8	Monitoring and reporting mechanisms in place for reporting on the Act by October 2019.	Children and Young People's Services
	1.3 Secure agreement on Children and Young People's Strategy Delivery Plan for all Departments.	2 - 12	1 - 8	Children and Young People's Strategy Delivery Plan published by December 2019.	Children and Young People's Services
	1.4 Disseminate guidance and provide support on the Children's Services Co-operation Act to all children's authorities.	12	1 - 8	By March 2020, children's authorities will have an understanding of their duties under the Children's Services Co-	Children and Young People's Services

Corporate Goal 1: Improving the wellbeing of children and young people					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
				operation Act. Reporting structures will be developed by children's authorities to measure the extent to which they are effectively enacting their duties to improve the well-being of children and young people.	
2. To enhance the level of parental involvement in the learning and development of children and young people.	1.5 Deliver the Getting Ready to Learn Programme.	12	3	Over 75% of Department of Education funded pre-school education settings participating in the Getting Ready to Learn programme during 2019/20.	Youth, Early Years and Childcare
3. To improve outcomes for families and children through high quality affordable childcare.	1.6 Finalise the Executive Ten Year Childcare Strategy (subject to Executive approval).	3, 6, 12	3, 5	By March 2020, complete development of policy objectives and associated actions and costs on early education and childcare proposals for Ministerial consideration.	Youth, Early Years and Childcare
4. To support and promote positive emotional health and well-being in children and young people.	1.7 Make a Commencement Order for the Addressing Bullying in Schools Act (NI) 2016.	3, 5, 12	3, 7, 8	Addressing Bullying in Schools Act (NI) 2016 effectively commenced by September 2019 and implemented.	Inclusion and Well-Being
	1.8 In collaboration with health and education partners, agree an	4, 8, 12	1, 3, 4, 5, 6	1. Establish a baseline for the percentage of pupils who are	Inclusion and Well-Being

Corporate Goal 1: Improving the wellbeing of children and young people					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
	emotional health and wellbeing framework for future delivery of coherent and complementary services and supports.			<p>positive in response to survey questions across wellbeing domains.</p> <p>2. Framework agreed by December 2019.</p>	

Corporate Goal 2: Raising standards for all					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
5. To strengthen and develop pre-school, school and youth education provision.	2.1 Promote improvement in the quality of provision for all children and young people by delivering the Education and Training Inspectorate 2019/20 business plan.	12	3	Achievement of inspection commitments for pre-school, school and youth provision inspections identified in the Education and Training Inspectorate 2019/20 business plan based on a risk-based approach.	Education and Training Inspectorate
	2.2 Ensure that administration and management of all actions following school inspection are completed in line with Every School A Good School policy and within agreed timeframes.	12	3	By March 2020, increase in the proportion of schools where the quality of education has been evaluated as good or better, ensuring all schools in the follow up inspection process improve by at least one grade.	Curriculum, Qualifications and Standards
	2.3 1. Complete a data capture exercise collating all relevant information about current post-16 education in schools. 2. Research and analyse approaches to post-16 education in other jurisdictions including the	12	3	Draft policy proposals on post-16 education in schools for Ministerial consideration completed by March 2020.	Curriculum, Qualifications and Standards

Corporate Goal 2: Raising standards for all					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
	concept of transition programmes. 3. Complete the development of draft policy proposals on post-16 education in schools for Ministerial consideration.				
	2.4 1. Ensure provision of a sufficient level of funded pre-school education. 2. Consult on potential changes to the pre-school admissions regulations.	12	3	1. All target age children whose parents want a funded pre-school education place and fully engage with the admissions process are able to access a place by September 2019. 2. Complete public consultation by November 2019.	Youth, Early Years and Childcare
	2.5 Ensure effective youth services are delivered and funded in line with published youth policy to improve the lives of young people across Northern Ireland.	12	3	EA proposals for new local and regional youth funding scheme align with published policy.	Youth, Early Years and Childcare

Corporate Goal 2: Raising standards for all					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
6. To ensure optimum delivery of the statutory curriculum in the interests of children and young people.	2.6 1. Work with the Council for the Curriculum, Examinations and Assessment to complete proposals for the future of Key Stage 4 qualifications, drawing on expert reports and international best practice. 2. Assess the impact of the GCSE grading changes in summer 2019 and, if appropriate, make recommendations on future grading arrangements.	12	3	By March 2020, develop a set of proposals for Ministerial consideration on the future of qualifications for 14-16 year olds (Key Stage 4).	Curriculum, Qualifications and Standards
	2.7 Develop recommendations for new arrangements for Key Stage Assessment.	12	3	By March 2020, completed proposals on statutory Key Stage Assessment for Ministerial consideration.	Curriculum, Qualifications and Standards

Corporate Goal 3: Closing the performance gap, increasing access and equality					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
7. To expand the network of sustainable schools.	3.1 By 30 June 2019 develop a new model to improve Managing Authority reporting of Annual Area Plan commitments.	12	3	Annual Action Plan project milestones identified, monitored and met on time and quality of evidence presented by proposer(s) in support of published Development Proposals.	Area Planning, Admissions and Shared Campuses
	3.2 Update analysis of impacts based on 2018/19 census data, develop communications strategy (including question/answer materials) and advise schools of arrangements for implementation of approved change to method of accounting.	12	3	Policy Top Management Group approval for method of accounting for stated children in primary and post-primary schools secured by December 2019.	Area Planning, Admissions and Shared Campuses
8. To encourage, facilitate and promote shared education and encourage and facilitate integrated and Irish-medium education.	3.3 1. Evaluate the 2018/19 Shared Education pilot. 2. Using lessons learned from the pilot evaluation, develop proposals for an extended pilot for 2019/20 academic year. 3. Extend the Shared Education pilot across all school partnerships involved in the	3, 9, 12	8	1. Evaluation report on the 2018/19 Shared Education pilot produced by 31 May 2019. 2. All school partnerships involved in Delivering Social Change Shared Education Signature Project participating in an extended pilot in 2019/20.	Promoting Collaboration, Tackling Disadvantage Directorate

Corporate Goal 3: Closing the performance gap, increasing access and equality					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
	<p>Delivering Social Change Shared Education Signature Project in 2019/20, subject to availability of funding.</p> <p>4. Carry out interim evaluation of the 2019/20 extended pilot.</p>			3. Interim evaluation report on the 2019/20 extended Shared Education pilot available by 31 March 2020.	
	<p>3.4</p> <p>1. Support the Northern Ireland Council for Integrated Education in its objectives to increase the number of children and young people accessing integrated education in sustainable and viable schools, in line with parental demand.</p> <p>2. By 30 September 2019, provide a Departmental response to Comhairle na Gaelscolaíochta Sectoral Plan on the Development of Irish-medium education.</p>	3, 9, 12	8	In line with parental demand, increase the number of children and young people accessing integrated and Irish-medium education in sustainable and viable schools.	Promoting Collaboration, Tackling Disadvantage Directorate
9. To improve developmental	3.5	3, 5, 12	3, 6	1. On an annual basis reduce the gap by 0.2% points	Promoting Collaboration,

Corporate Goal 3: Closing the performance gap, increasing access and equality

Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
<p>and learning outcomes for children and young people who are underachieving.</p>	<ol style="list-style-type: none"> 1. Take forward a range of targeted programmes designed to support those most in need; complete research into educational underachievement; and prepare paper for approval on educational underachievement as a result of social disadvantage. 2. Agree with the Education Authority a programme to reduce educational underachievement. 3. In collaboration with the EA, take forward a youth intervention programme and with the Council for the Curriculum, Examinations and Assessment, curriculum interventions for schools designed to promote active citizenship / lawfulness. 			<ol style="list-style-type: none"> between Free School Meals Entitlement (FSME) and non-FSME school leavers achieving 5+ GCSEs (A*-C) including equivalent qualifications, including GCSE English and Maths. 2. Based on the most recent data available, at least 70% of pupils at level 2 will achieve 5+ GCSEs (A*-C) including equivalent qualifications, including GCSE English and Maths. 	<p>Tackling Disadvantage Directorate</p>

Corporate Goal 3: Closing the performance gap, increasing access and equality					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
	3.6 Provide Early Years Sure Start support from as early as possible.	12	1, 2, 3	<p>1. Register at least 80% of (0-3 year old) children that are entitled to register with Sure Start by 31 March 2020.</p> <p>2. Register at least 70% of children registering with Sure Start during the year (1 April 2019 - 31 March 2020) before their 1st birthday.</p>	Youth, Early Years and Childcare
10. To ensure tailored or specialist support is provided to those children and young people who need it.	3.7 Finalise SEN Regulations and launch a public consultation on the new SEN Code of Practice.	3, 5, 8, 12	3, 6, 7	Consultation launched by November 2019. Phased implementation of the new Special Educational Needs (SEN) Framework in 2020.	Inclusion and Wellbeing
	3.8 Consult on and publish a revised Newcomer Policy.	3, 5, 12	3, 7, 8	Revised policy published by 31 December 2019. Improved support for Newcomer pupils through revised Newcomer Policy.	Inclusion and Wellbeing
	3.9 Liaise with the Education Authority on the development of its new proposed framework of Future Provision for Children in the Early Years with SEN.	12	3	EA's Framework of Future Provision for Children in the Early Years with Special Educational Needs (SEN) and	Inclusion and Wellbeing

Corporate Goal 3: Closing the performance gap, increasing access and equality					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
				implementation plan to be agreed by March 2020.	
	3.10 Secure approval for a joint Department of Health and Department of Education Looked After Children Strategy.	3, 5, 6, 8, 12	1, 2, 3, 4, 5, 6	Looked After Children Strategy agreed by Department of Health and Department of Education by 30 June 2019.	Inclusion and Wellbeing

Corporate Goal 4: Developing the education workforce					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
11. To secure the greatest effectiveness of the education workforce.	4.1 Work positively with education sector employers and monitor performance on teacher sickness absence levels.	12	not applicable	Delivery of agreed actions to improve teaching attendance levels against agreed target of 9.3 working days lost.	Education Workforce Development
	4.2 Work positively with education sector employers and monitor performance on non-teacher absence levels.	12	not applicable	Delivery of agreed actions to improve non-teaching attendance levels against agreed target of 6.0%.	Education Workforce Development
	4.3 By 31 March 2020 deliver agreed 2019/20 actions in the Education Sector Managing Attendance Strategy 2019-22.	12	not applicable	Delivery of agreed actions to improve teaching and non-teaching attendance levels.	Education Workforce Development
	4.4 By 30 June 2019 to have secured agreement with the teaching unions on matters under dispute.	12	not applicable	Schools return to normal working.	Education Workforce Development
12. To develop capacity and increased coherence in the arrangements for teacher professional learning.	4.5 1. By 30 June 2019, agree priorities with the stakeholder organisations for 2019/20 on the Learning Leaders Strategy. 2. By June 2019, evaluate research and begin work on the development of a	5, 12	3	1. Greater awareness of Learning Leaders across the education system. 2. Development of leadership competences. 3. Delivery of Teacher Professional Learning seminars.	Promoting Collaboration, Tackling Disadvantage Directorate

Corporate Goal 4: Developing the education workforce

Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
	Teacher Professional Learning Framework. 3. By 31 March 2020, oversee phase 2 of the reaccreditation of Initial Teacher Education.			4. Development of a Teacher Professional Learning Framework.	

Corporate Goal 5: Improving the learning environment					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
13. To progress Shared Education Campuses and the Strule Shared Education Campus Programme.	5.1 Through 2019/20, implement the Education Model Development Plan in partnership with the Education Authority.	12	3	500 pupils to be involved in a combined 200 hours of shared activity in 2019/20.	Strule Programme Directorate
	5.2 By 31 March 2020, progress a programme of announced Shared Education Campus projects in conjunction with the Education Authority.	9, 12	2, 3, 8	One Shared Education Campus to start on site by 31 March 2020.	Investment & Infrastructure
	5.3 By 31st March 2020 to have progressed Moy, Brookeborough, and Toomebridge Shared Education Campus projects to economic appraisal and commence the approval process for the Third Call Projects.	3, 7, 9, 12	8	Implementation of Together: Building a United Community (T:BUC) headline action to commence 10 Shared Education Campuses.	Area Planning, Admissions and Shared Campuses
14. To deliver effectively a prioritised capital works programme within timescale and budget.	5.4 Continue the development of the Strule site and associated infrastructure.	12	3	<ol style="list-style-type: none"> 1. Gain approval to second addendum by Quarter1/Quarter2 2019. 2. Complete Site Preparation Works (SPW) by Quarter3 2019. 	Strule Programme Directorate

Corporate Goal 5: Improving the learning environment					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
				3. Complete Strathroy Link Road by Quarter3 2019.	
	5.5 By 31 March 2020, deliver a programme of prioritised capital works in conjunction with the Education Authority (whether Executive or Fresh Start funded). This will include major works, school enhancement programme, minor works, early years and youth projects.	12	2, 3	1. Have business cases approved for 10 major works projects by 31 March 2020. 2. Appoint contractor for 6 major works projects by 31 March 2020. 3. Complete 3 major works projects by 31 March 2020. 4. Announce new major works projects to advance in planning by 31 December 2019. 5. Complete business cases for 30 School Enhancement Programme projects by 31 March 2020. 6. Appoint design teams for 30 School Enhancement Programme projects by 31 March 2020.	Investment & Infrastructure

Corporate Goal 5: Improving the learning environment

Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
				7. Final outturn within 98% of available capital budget.	

Corporate Goal 6: Delivering high quality education services					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
15. To deliver efficient and effective high quality services across the education sector.	6.1 Deliver a new teachers' pension system.	12	not applicable	Progression of agreed milestones on schedule. System delivered for "go live" on 1 April 2020.	Education Workforce Development
	6.2 Oversee Education Authority's procurement of the successor management ICT service for schools and associated digital strategy.	12	3	Procurement of the successor management ICT service for schools remains on track for delivery by March 2021.	Curriculum, Qualifications and Standards
	6.3 During 2019/20, lead the strategic cost base reduction exercise to help the education sector live within budget.	12	not applicable	Delivery of staff reductions as identified by employers and employing authorities within available budget.	Education Workforce Development
	6.4 To have plans, including contingency plans, in place to ensure a smooth transition following withdrawal from the EU.	12	3	The delivery of education services is not disrupted following the UK withdrawal from the EU.	Corporate Services and Governance
16. To deliver the Department's corporate and finance responsibilities effectively and appropriately.	6.5 Throughout 2019/20, manage the Department's budget to optimise the use of available resources and ensure that education bodies are not in breach of the financial control framework.	12	not applicable	Departmental Budget is managed within 1% underspend and no overspend in 2019/20.	Finance

Corporate Goal 6: Delivering high quality education services					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
	6.6 During 2019/20, continue with the review of the Common Funding Scheme.	12	not applicable	Arrangements for delegating funding to schools that are transparent, equitable and supportive of the Department's wider policy objectives.	Finance
17. To have in place effective governance and accountability arrangements for the oversight of the Department's arm's length bodies.	6.7 Throughout 2019/20, ensure that regular, robust accountability regimes, as set out in the Governance oversight manual for the Department's Arm's Length Bodies, are undertaken within set deadlines.	12	3	Full compliance with public sector governance requirements.	Corporate Services and Governance
18. To have in place an agreed DE Transformation Programme	6.8 1. By 31 May 2019 have in place an agreed Programme Plan and Milestone Map. 2. By 31 May 2019 review the effectiveness of the Programme Board. 3. By 30 June 2019 deliver all actions within the Gateway Action Plan.	12	3	1. Delivery of all actions within the Gateway Action Plan. 2. Agreement and delivery of Project level PIDS and work plans. 3. Delivery of Programme / Project milestones within the agreed Programme Plan.	Transformation Programme Directorate

Corporate Goal 6: Delivering high quality education services					
Strategic Objective	Commitment / Action	Links to which PfG Outcome(s)	Links to which CYP Strategy Outcome(s)	Key Success Indicator(s)	Lead Directorate
	<p>4. By 30 June 2019 prepare a Strategic Outline Case for each project to inform a Programme level Outline Business Case (OBC).</p> <p>5. By 30 September 2019 submit a Programme level OBC to Department of Finance.</p> <p>6. By 30 November 2019 have in place an agreed Benefits Realisation Plan for Programme and Projects.</p> <p>7. By 31 December 2019 deliver a Programme level Gateway Review.</p> <p>8. By 31 March 2020 deliver the agreed Programme Communications Strategy.</p>			<p>4. Agreement of a Benefits Realisation Plan, detailing Programme / Project benefits, and initial implementation of agreed Plan.</p> <p>5. DE successful in bid for future funding for transformative actions.</p>	

Draft Programme for Government Outcomes Framework

Our purpose: Improving wellbeing for all – by tackling disadvantage and driving economic growth.

Outcomes:

1. We prosper through a strong, competitive, regionally balanced economy
2. We live and work sustainably – protecting the environment
3. We have a more equal society
4. We enjoy long, healthy, active lives
5. We are an innovative, creative society, where people can fulfil their potential
6. We have more people working in better jobs
7. We have a safe community where we respect the law, and each other
8. We care for others and we help those in need
9. We are a shared, welcoming and confident society that respects diversity
10. We have created a place where people want to live and work, to visit and invest
11. We connect people and opportunities through our infrastructure
12. We give our children and young people the best start in life