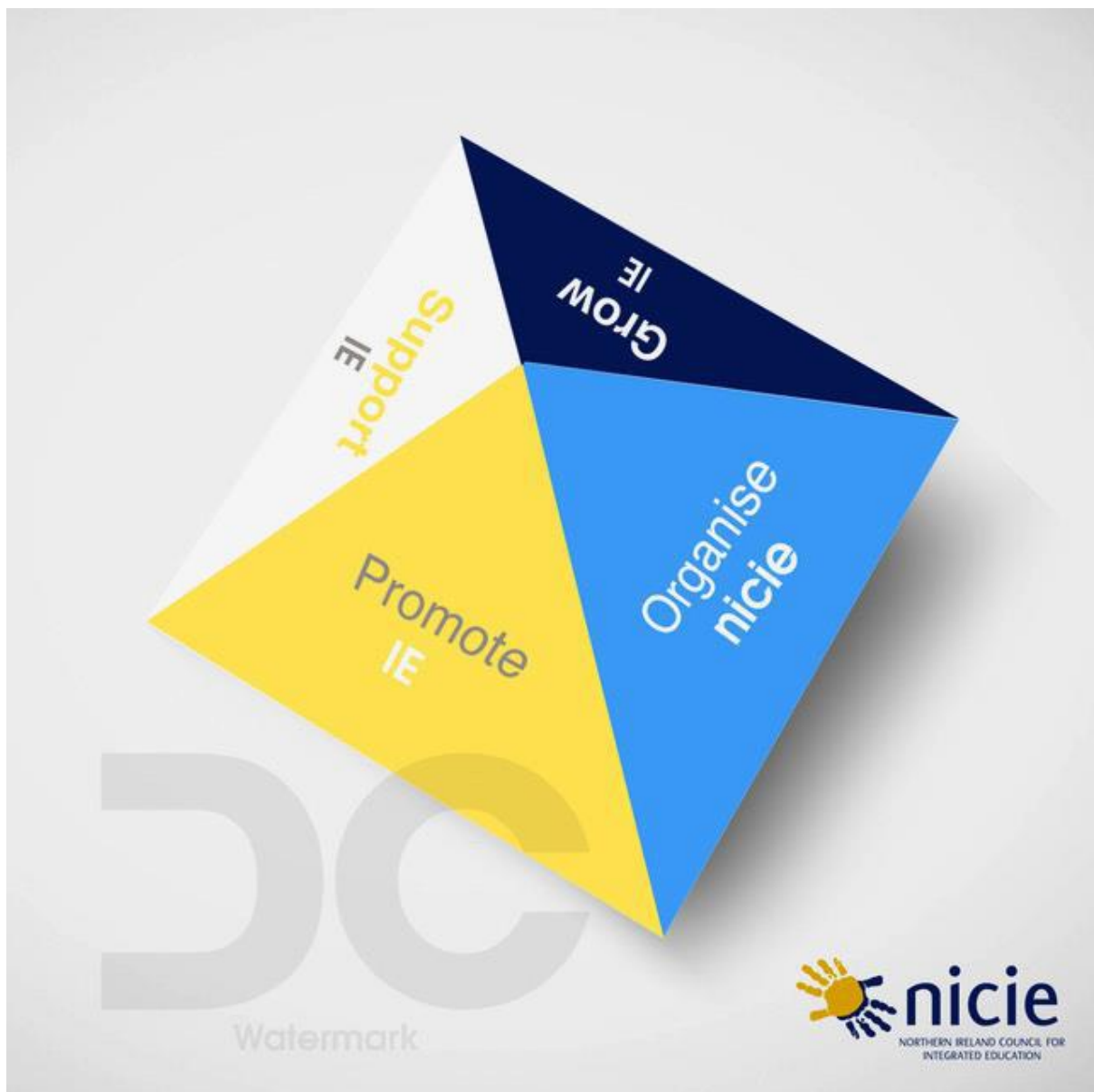


The Northern Ireland Council for Integrated Education

Strategic Plan 2016-2019



This plan is the result of collaboration with Staff, Directors and other Key Stakeholders. It will guide NICIE for the next 3 years. The Annual Business Plan will describe how this strategy will be developed on a year-by-year basis. Progress on the Business Plan will be monitored and evaluated by Senior Management Team and reported to the Board of Directors quarterly using a template to highlight progress against targets.

'A plan is nothing, planning is everything.' Dwight D. Eisenhower

The Northern Ireland Council for Integrated Education (NICIE)

Introduction

Northern Ireland is a largely divided society. That is evident in our politics, our cultures, sports, events, celebrations and particularly in our education system. There are 65 integrated schools in Northern Ireland (NI) educating approximately 23,000 children and young people together all day, every day. These schools intentionally plan for equality for both communities, other beliefs, cultures and communities through the curriculum, sports and religious and cultural events. They acknowledge and celebrate differences as well as focusing on things they have in common. Integrated schools purposely plan and ensure a mix in their staff and board of governor composition reflecting a school community broadly representative of the population in Northern Ireland.

Out of 1029 primary and post primary schools, only 133 have a mix of 10% Catholic or 10% Protestant and 61 of these are formally integrated. Approximately 83% of children and young people are therefore educated in separate schools.

There are 340 schools involved in the Shared Education Signature Project, including 23 integrated schools, equating to approximately 30,000 children and young people in the year 2016/17. Partnerships of schools receive extra funding to work together to ensure frequent and sustained engagement in shared classes. Recently an added dimension of teacher collaboration has been funded.

NICIE is supportive of any initiative to facilitate the education together of the two main communities particularly when it includes broadening the experience of teachers and governors across different sectors. It is our view that integrated schools are 'shared schools' and NICIE as an organisation is supportive of any school community that intends to be a shared school in the future through proactive engagement with the minority community. We believe that many parents would like their children to attend a 'shared school' and NICIE will work with parents, planning authorities and educational partners to achieve this aim.

Our Vision

An education system in which Catholic and Protestant children, and those of other beliefs, cultures and communities learn together in the same school

Our Mission

To build a cohesive society by advocating for the development and facilitating the growth of high quality integrated education. This will be achieved by influencing, innovating and collaborating with relevant stakeholders.

Core Values (These will be reviewed)

We believe in:

- Teamwork
- The value of integrated education
- Diversity and Equality
- Challenging bias
- Partnership with others to promote IE
- Social responsibility

Strategic Aims

- 1. Support Integrated Education**
- 2. Promote Integrated Education**
- 3. Grow Integrated Education**
- 4. Be an effective Organisation**

1. Support

There is high quality Integrated Education (IE) provision across NI (DE Corporate Goals 1, 2, 3, 4, 5 and 6)

Priorities for 2017-20

1.1 Identify, acknowledge and disseminate information on excellence in integrated education.

1.2 Collaborate with external stakeholders to improve and evaluate the impact of support to integrated schools

1.3 Support other schools to work towards formal integration

1.4 Identify barriers to attracting children from the minority community to IE schools

Strategic Actions:

11. Promote and advocate integrated education to the (i) general public (ii) media and (iii) all key education stakeholders.
2. Support new transforming schools to develop an integrated ethos.
3. Provide advice and support to integrated schools, through collaboration with relevant stakeholders, to raise standards in integrated education at (i) pre-school, (ii) primary and (iii) post-primary levels.
6. Provide sector specific governor training for Integrated Schools on Roles and Responsibilities, Visioning for Recruitment and Integration in Practice.
4. Support the sharing of good practice through organisation of stakeholder groups and events such as APTIS, VP Forum, Teacher's Committee, SENCo Committee.
17. Provide guidance and advice on sectorally sensitive training for the integrated schools' workforce
18. Provide advice and guidance to Integrated School Principals on ad hoc issues throughout the school year.

11. Promote

Integrated Education is advocated for and well promoted (DE Corporate Goals 1, 2, 3, 4 and 5)

Priorities for 2017-20

2.1 Raise awareness of, and increase support for, Integrated Education

2.2 Influence government and public debate on the potential benefits of Integrated Education

2.3 Liaise with relevant stakeholders to promote Integrated Education

Strategic Actions:

- 33. Commission and use quantitative and qualitative research to increase the validity of integrated education.
- 34. Through effective advocacy, and in partnership with the Integrated Education Fund (IEF), promote, influence others and increase support for integrated education as a model for inclusive education, developing equality, diversity, respect and reconciliation in a divided society.
- 35. Develop strategic relationships and collaborate with DE and other educational stakeholders to ensure that educating Catholic and Protestant children together in one school is a desired outcome.
- 36. Develop strategic relationships with the Integrated Education Fund and other key stakeholders including British Irish Council to ensure the case for integrated education is kept in the public eye and funded accordingly.
- 37. Advocate for implementation of key recommendations from the Independent Review of Integrated Education.
- 38. Undertake, engage in and respond to policy consultation, and influence the development of new strategic policies.
- 5 Provide timely, high-quality advice and recommendations (as required) to the Department on Integrated Education, particularly in relation to policy development, research and consultations.
- 10. Promote and advocate integrated education to the (i) general public (ii) media and (iii) all key education stakeholders.

5. Grow

We have increased the opportunities for Catholic, Protestant and children of other beliefs, cultures and communities to be educated together in the one school (DE Corporate Goal 1, 3, 4, 5)

Priorities for 2017-20

3.1 Build a network of sustainable integrated schools.

3.2 Work with integrated schools to increase enrolment.

3.3 Identify and meet the needs of parents and local communities for integrated education.

3.4 Support educational partners to encourage and facilitate integration and models of sharing in areas with no integrated provision and/or high demand.

Strategic Actions:

7. Work through Area and Community Planning to address community and parental demand for IE.
9. Provide timely, high-quality advice and recommendations on the strategic planning of integrated education to support the area planning process for the provision of primary and post-primary education in line with DE guidance and taking account of the Sustainable Schools Policy.
21. Ensure adequate, fit-for-purpose premises by advocating for access to strategic capital investment in particular Stormont House Agreement (SHA) /Fresh Start Agreement (FSA) funding for integrated schools.
8. Provide advice and support services to schools, parents and communities wishing to develop or expand integrated provision at (a) pre-school, (b) primary and (c) post-primary.
12. Support other schools not formally integrated to develop an integrated ethos and work towards becoming formally integrated through innovative approaches.
13. Work with DE/EA/CCMS/CSSC/GBA/CnaG/Trustees/Transferors to incentivise large sustainable schools with a balance of at least 10% of the minority community to consider integrated status.

4. Organisation

NICIE is an effective organization (DE Corporate Goal 1, 2, 3, 4, and 6)

Priorities for 2017-20

4.1 Ensure the cost effective and efficient use of resources and staff to meet strategic objectives.

4.2 Improve mechanisms for internal and external communication with all relevant stakeholders.

4.3 Support DE in implementing its statutory duties to encourage and facilitate IE.

4.4 Develop Strategic Partnerships with educational bodies to deliver key targets.

Strategic Actions:

26. Full compliance with all required legal and other procedures and approval requirements 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 NI Guide to Expenditure, Appraisal and Evaluation (NIGEAE), DFP Guidance, Central Procurement Directorates (CPD) guidance notes and guidance issued by DE.
23. 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.
- 14, 15, 16. Support DE in implementing its statutory duties to promote, encourage and facilitate Integrated Education, Irish Medium Education and Shared Education.
1. Throughout 2017/2018 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.
39. Develop strategic partnerships with educational bodies and key funders in order to enable NICIE to extend its work in promoting and developing 'integration in practice' and innovative approaches to integrating and sharing.
20. Ensure NICIE has adequate staffing and resources it requires to deliver on its business plan and achieve its aims and objectives and is fit for purpose.

19. Strengthen NICIE's capacity to carry out its work through a programme of continuous professional development.
22. Plan for the containment of expenditure within budgetary limits with an underspend of not more than 1%.
24. (a) **Prompt payment** – ensure that 97% of all non-disputed invoices are paid within 30 days of terms date.
- 24 (b) Maximise the payment of all non-disputed invoices within 10 working days.
25. (a) **Cash Management** – ensure that monthly drawdown of cash is within 5% of the monthly forecast requirement.
- 25 (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.
- 27 **Effective governance** – ensure effective governance through full compliance with all required procedures in the Management Statement and related governance guidance issued by DE.
- 28 **Public Sector Pay Policy** – ensure that the pay remits align fully with pay policy thresholds as detailed in relevant DoF guidance.
- 29 **NICIE Staff Absence Rate** – By March 2018, review baseline absence rate figures and agree a target to reduce NICIE staff sickness absence, if appropriate.
20. Regularly evaluate its work to improve the quality of delivery of all services and activities through engagement with key stakeholders.
21. Adopt a proactive approach to fundraising to develop and extend the work of NICIE.
22. Ensure effective operation of NICIE's Board of Directors and appropriate governance.
23. Ensure easily accessible premises and parking facilities.