

DEPARTMENT OF EDUCATION BUSINESS PLAN

2016 TO 2017

“All children and young people receive the best start in life to enable them to achieve their full potential at each stage of their development.”

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Introduction

This business plan reflects the key priorities and objectives for the new Department of Education (DE) during the 2016/17 financial year in support of the draft Programme for Government (PfG) framework 2016-2021, which is currently out for consultation. As such, the DE Business Plan will be updated throughout the course of the year to reflect the move toward an outcome-based approach, as and when PfG 2016-2021 has been agreed and finalised. Currently the Department's plan is set out under the following seven corporate goals:

- **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. This Corporate Goal supports the draft PfG Indicator 15: Improve child development.
- **Raising standards for all** – through high quality early years provision, excellent teaching and learning in the classroom and effective provision of youth and other 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. This Corporate Goal supports the draft PfG Indicator 11: Improve educational outcomes.
- **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. This Corporate Goal supports the draft PfG Indicator 12: Reduce educational inequality.

- **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. This Corporate Goal supports the draft PfG Indicator 13: Improve the quality of education.
- **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. This Corporate Goal supports the draft PfG Indicator 13: Improve the quality of education.
- **Transforming the governance and management of education** – 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.
- **Discharging our corporate responsibilities effectively** – ensuring that the specific corporate responsibilities that rest with it as a government department are effectively and efficiently discharged.

The Department's annual business plan is published on its website. It is subject to review to take account of any issues that may affect achievement of targets and progress in delivering on commitments is monitored regularly by the Departmental Board. An end-year progress report will also be published on the website.

DEPARTMENT OF EDUCATION BUSINESS PLAN - 2016 to 2017

CORPORATE GOAL 1: IMPROVING THE WELL-BEING OF CHILDREN AND YOUNG PEOPLE

Area	Key Success Indicator	Commitment/Action	Lead Directorate
Children's Services Co-operation Act	New Children's Strategy published and laid in the Assembly by December 2016 as required by the Act.	1.1 Finalise co-design work on the strategy by June 2016.	Children and Young People
		1.2 Consult on a draft strategy from August to September 2016.	
		1.3 Final Strategy agreed and published by December 2016.	
	Arrangements in place for monitoring and reporting on the Act by March 2017.	1.4 Develop and agree monitoring mechanism and reporting arrangements to ensure report in line with Art 5 of the Act is laid in Assembly by June 2018.	
Play and Leisure	Every child playing more; every adult encouraging and valuing play more; every community supporting play more.	1.5 Develop a charter for play to promote Article 31 – Right to play.	
		1.6 Finalise the Play and Leisure Signature programme (subject to resources).	

Area	Key Success Indicator	Commitment/Action	Lead Directorate
		1.7 Embed play within the community planning processes.	Children and Young People
Enable children and young people to participate in making decisions that affect them	Identify meaningful ways of giving children and young people a voice and ensuring their voice is heard.	1.8 Work with schools to ensure awareness of the pupil participation school circular, and promote best practice using appropriate media.	Youth, Early Years and Childcare
		1.9 Develop and pilot the Network for Youth model for strengthening participation in the youth service, making effective inks with school's councils.	
	Children and young people become an integral part of the planning and delivery of services which impact on their lives.	1.10 Develop a process for participation by March 2017 to cover children, young people and families	Children and Young People working with: Youth, Early Years and Childcare, and the Education Authority
Elective Home Education	Streamlined practice and procedures for Elective Home Education and consistent information for parents.	1.11 Oversee the development of Elective Home Education arrangements by the Education Authority.	Children and Young People

Area	Key Success Indicator	Commitment/Action	Lead Directorate
Anti-Bullying	Development of Anti-Bullying Guidance	1.12 In consultation with the relevant stakeholders, commence development of guidance on the provisions within the Addressing Bullying in Schools Act (NI) 2016 for implementation during the 17/18 school year.	Inclusion and Well-being

CORPORATE GOAL 2: RAISING STANDARDS FOR ALL

Area	Key Success Indicator	Commitment/Action	Lead Directorate
Early Years and Childcare	A pre-school education place for every family of children aged 3-4 that want it.	2.1 Ensure sufficient level of provision to meet demand for places.	Youth, Early Years and Childcare
		2.2 Review the definition of children from 'socially disadvantaged circumstances' within the 1999 Regulations (and as a priority criterion for non-statutory providers).	
	Early years education strengthened and developed	2.3 Progress implementation of the framework for early years 'Learning to Learn' to strengthen and develop early years education and implement key actions.	
		2.4 Continue to progress the findings of the independent review of Sure Start.	
		2.5 Oversee and contribute to early years cross-departmental work stream and projects including Together: Building a United Community (TBUC), North	

Area	Key Success Indicator	Commitment/Action	Lead Directorate
		South Ministerial Council (NSMC), British-Irish Council, Atlantic Philanthropies funded projects etc.	
		2.6 Manage implementation of the 'Getting Ready to Learn' work stream as part of the Delivering Social Change (DSC) signature programme Early Intervention Transformation Programme to provide additional opportunities for parents to develop and maintain a supportive home learning environment.	
Pupil Attainment	<p>Increase the % pupils attaining at or above the expected levels in Communication and Using Maths at the end of Key Stage (KS) 2¹ to 86% and 86%, respectively; and</p> <p>Increase the % of pupils attaining at or above the expected levels in Communication and Using Maths at the end of Key</p>	2.7 Continue throughout the life of the plan to implement the school improvement policy, <i>Every School a Good School</i> .	Curriculum, Qualifications and Standards

¹ During the financial year 2016/17 the most recent performance data will relate to the 2015/16 academic year.

Area	Key Success Indicator	Commitment/Action	Lead Directorate
	<p>Stage 3 to 83% and 82%, respectively.</p> <p>Increase the % of school leavers attaining 5 or more GCSEs at A*-C (or equivalent) including GCSEs in Maths and English² to 66% in 2014/15</p> <p>Increase the percentage of school leavers achieving GCSE Grades A*-C in English and Maths.</p> <p>Ensure that a minimum of 35% of school leavers achieve at least 3 A levels at A*-C (or equivalent).</p> <p>Increase % of school leavers with at least 2 A levels at grades A*-E (or equivalent)³ to 58% in 2014/15</p>		

² During the financial year 2016/17 the most recent performance data will relate to the 2015/16 academic year.

³ During the financial year 2016/17 the most recent performance data will relate to the 2014/15 academic year.

Area	Key Success Indicator	Commitment/Action	Lead Directorate
	59.3% in 2015/16		
		<p>2.8 Continue throughout the life of the plan to implement 'Count, Read: Succeed', and associated programmes, including the Key Stage 2/3 Literacy and Numeracy Continuing Professional Development (CPD).</p>	<p>Curriculum, Qualifications and Standards</p>
		<p>2.9 On a regular basis throughout the life of the plan, monitor and challenge the Education Authority (EA) and DE's other Arm's Length Bodies' (ALB) targets and actions to support improved pupil attainment outcomes at system level through Governance and Accountability Review meetings.</p>	
<p>Curriculum</p>	<p>That grant-aided post-primary schools deliver a broad, balanced and coherent curricular offer (that includes at least 24 courses at KS4 and at least 27 courses post-16, of which at least one third is general and one third applied) in line with statutory requirements.).</p>	<p>2.10 To secure the work of Area Learning Communities in supporting delivery of the Entitlement Framework .</p>	

Area	Key Success Indicator	Commitment/Action	Lead Directorate
		<p>2.11 Monitor delivery of the Entitlement Framework, and work with the EA to support areas where schools may not meet statutory requirements.</p>	<p>Curriculum, Qualifications and Standards</p>
	<p>An increase in the proportion of A-Level Science, Technology, Engineering and Maths (STEM) examination entries in 2015/16 cohort, from a baseline of 40.9% (Proportion of A-Level Examination Entries in STEM subjects in 2011/12).</p>	<p>2.12 Throughout the year identify and support appropriate policies and interventions to increase the positive contribution of the school system to the economy.</p>	
<p>Assessment</p>	<p>Functional assessment arrangements at Key Stages 1, 2 and 3, maximising the proportion of schools participating and reporting levels.</p>	<p>2.13 Throughout the year ensure that statutory assessment arrangements continue to support the delivery of the statutory Curriculum and DE policy objectives.</p>	
<p>School Evaluation and improvement</p>	<p>The consistent implementation of <i>Every School a Good School</i>, the Department's school improvement policy.</p>	<p>2.14 Throughout the year every school inspection includes a focus on retention rates and what schools are doing to meet the needs of every child.</p>	<p>Education and Training Inspectorate</p>
		<p>2.15 Working with the ETI and the EA, monitor the implementation of the revision of the Formal</p>	<p>Curriculum, Qualifications and Standards</p>

Area	Key Success Indicator	Commitment/Action	Lead Directorate
		Intervention Process.	
		2.16 Throughout the year, promote improvement through: the whole-school inspection of at least 190 schools and pre-school settings, at least eight youth settings and nursery units as part of primary school inspections; and undertake the necessary follow-up inspections and interim follow-up visits stemming from inspection activity.	Education and Training Inspectorate
		2.17 Ensure all schools address the Areas for Improvement identified during inspection.	
		2.18 Throughout the year undertake further collaboration with the Department of Education and Skills (DES) Inspectorate in relation to north/south professional development, inspector exchanges and joint inspection (where appropriate).	
Qualifications	A broad range of suitable and robust qualifications available	2.19 Consider and where appropriate, take forward the	Curriculum, Qualifications and Standards

Area	Key Success Indicator	Commitment/Action	Lead Directorate
	to pupils in schools here.	recommendations flowing from the final report of the Expert Group which was established as part of the Fundamental Review of GCSEs and A levels.	
Executive Strategy Childcare	Childcare Strategy published by the Executive.	2.20 Review and finalise the Childcare Strategy for Executive approval.	Youth, Early Years and Childcare
School Age Childcare (SAC) Grant Scheme	Continued provision and uptake of SAC Grant Scheme.	2.21 Completion of interim evaluation of the SAC Grant Scheme.	Youth, Early Years and Childcare
		2.22 Revision of Grant Scheme based on evaluation recommendations.	

CORPORATE GOAL 3: CLOSING THE PERFORMANCE GAP, INCREASING ACCESS AND EQUALITY

Area	Key Success Indicator	Commitment/Action	Lead Directorate
Promoting Equality of Opportunity		3.1 Continue to deliver the commitments in the Department's Equality Scheme.	Equality and All Ireland
Special Educational Needs	Children with Special Educational Needs (SEN) achieving in line with their potential.	3.2 Support the development of the new SEN Framework. <ul style="list-style-type: none"> • Finalise SEN Regulations by December 2016. • Consult and finalise Code of Practice by December 2016. • Training for new SEN Framework in place by June 2017. • Commence provisions of SEND Act during 2017. New SEN Framework in place for September 2017.	Inclusion and Well Being
		3.3 Continue to work with other departments to support Executive work in relation to the - Autism Strategy Action Plan and Transition Action Plan.	
Youth Work	Youth work services strategically aligned to education priorities, planned and delivered according to robust assessment of need.	3.4 Progress implementation of 'Priorities for Youth' with the support of key sectoral partners.	Youth, Early Years and Childcare

Area	Key Success Indicator	Commitment/Action	Lead Directorate
Addressing Barriers to Learning	Reduce the % of half days missed because of unauthorised absence.	3.5 Reduce the % of half days missed because of unauthorised absence in primary schools by 0.5% and in post primary schools by 0.5%.	Inclusion and Well Being
		3.6 Secure an increase in the overall attendance rate to: 94.6% in 2015/16.	
		3.7 Secure an increase in the overall attendance rate in schools with currently less than 90% attendance.	
		3.8 Progress delivery of the commitments outlined in the Memorandum of Reply (to the Public Accounts Committee (PAC) Report on Improving Pupil Attendance) published on 4 August 2014 including launch of the Miss School = Miss Out, a Strategy for Improving Pupil Attendance.	
	Operational support of 30 Nurture Units (20 DSC / 10 existing) and development of future position on nurture provision.	3.9 Ensure ongoing delivery of the Nurture Units project until an informed decision on the longer term position on nurture provision can be taken. In particular: <ul style="list-style-type: none"> Disseminate the findings of the evaluation of the effectiveness of nurture by Queen's University Belfast (QUB); and 	

Area	Key Success Indicator	Commitment/Action	Lead Directorate
		<ul style="list-style-type: none"> Further develop and present for Ministerial decision options for a future position on Nurture Groups (and bid for future funding as required). 	
	Increase % of Free School Meals Entitlement (FSME) pupils attaining 5 or more GCSEs at A*-C (or equivalent) including GCSEs in English and Maths ⁴ to 49% in 2014/15	3.10 In the context of implementing 'Count, Read: Succeed', implement proposals to significantly improve literacy and numeracy levels and thereby contribute to addressing multi-generational disadvantage, including the wider dissemination of learning from the West Belfast project.	Curriculum, Qualifications and Standards
		3.11 Work with DES to share experience and develop good practice in addressing educational underachievement in the context	
	Increase the % of Looked After Children leaving school with at least 5 GCSEs at grades A*-C (or equivalent) including GCSEs in English and Maths.	3.12 Work with the Department of Health and Social Services and Public Safety and the Education Welfare Service to pilot new guidance on Personal Education Plans.	Inclusion and Well Being
		3.13 Develop a strategy to improve the educational outcomes of Looked After Children with the aim of consulting on a	

⁴ During the financial year 2016/17 the most recent performance data will relate to the 2014/15 academic year.

Area	Key Success Indicator	Commitment/Action	Lead Directorate
		strategy during the 2016/17 school year.	
Sustainable Schools	Area Planning for Sustainable Schools.	3.14 Effectively engage with the planning authorities and support bodies on the development of primary, post primary and special schools Area Plans by September 2016.	Area Planning, Admissions and Shared Campuses
		3.15 During the year effectively process, collate and analyse internal and external consultee comments and issue submissions on Development Proposals in a timely manner.	
		3.16 Progress the programme of projects to implement agreed recommendations arising from the 2015 Northern Ireland Audit Office report on Sustainability of Schools and Public Accounts Committee report.	
		3.17 By 30 September 2016 agree a process with the EA to scrutinise Area Plans and Annual Action Plans, provided feedback to the EA and advice to the Minister on their publication.	
		3.18 Throughout the year effectively support Area Planning governance structures and further develop guidance as required.	
		3.19 Throughout the year establish and maintain links with Local Government District community planning fora, the EA and the Council for Catholic Maintained	

Area	Key Success Indicator	Commitment/Action	Lead Directorate
		Schools with regard to the Department's statutory duty to, where possible, promote and encourage community planning and have regard to community plans.	
School Admissions and Enrolment	Timely decisions on approved admissions and enrolment numbers for schools.	3.20 Set approved September 2017 school admissions and enrolment numbers by 31 October 2016.	Area Planning, Admissions and Shared Campuses
		3.21 95% of Temporary Variation requests from schools will be processed within 7 working days.	
Encouraging and facilitating Integrated and Irish medium education	The Department's policies and programmes appropriately reflect and support these duties.	3.22 During 2016/17, continue the proactive implementation of DE's statutory duties in relation to integrated and Irish-medium education.	Collaborative Education and Practice
Independent Review of Integrated Education	Complete a review of the future planning, growth and development of integrated education.	3.23 Report published by 31 August 2016.	Collaborative Education and Practice
Controlled schools' support body	The Controlled Schools' Support Council is established.	3.24 To provide the necessary support and funding to enable the establishment of a Controlled Schools' Support Council by September 2016 to deliver the functions agreed by the Executive.	Education Authority Delivery

CORPORATE GOAL 4: DEVELOPING THE EDUCATION WORKFORCE

Area	Key Success Indicator	Commitment/Action	Lead Directorate
Strengthening the Workforce	A flexible, responsive education workforce.	4.1 Work with employers and the recognised education trade unions to re-shape and embed new negotiating machinery with a focus on flexibility and accountability by March 2017.	Education Workforce Development
		4.2 Monitor Teacher Attendance and lead on the development of an Attendance Strategy for non-teaching staff in the Education sector by March 2017.	
		4.3 During 2016/17 lead the Strategic Cost Base Reduction Exercises across the Education Sector caused by the Government's cut to the Block Grant.	
		4.4 By April 2017 introduce amending legislation for the Northern Ireland Teachers Pension Scheme to further improve the reformed Northern Ireland Teachers Pension Scheme introduced 1 April 2015.	
	Positive Industrial Relations environment enabling workforce development to be managed effectively.	4.5 During 2016/17 maintain and build upon the good working relations established with internal and external stakeholders particularly through the agreed negotiating machinery.	Education Workforce Development
		4.6 During 2016/17 pay teachers and pensioners accurately and on time, in	

Area	Key Success Indicator	Commitment/Action	Lead Directorate
		accordance with statutory and audit requirements.	
Professional Development / School leadership	An improved focus on professional development.	4..7 Throughout 2016/17 engage with stakeholders to take forward actions arising from the Teacher Professional Learning Strategy – Learning Leaders.	Collaborative Education and Practice

CORPORATE GOAL 5: IMPROVING THE LEARNING ENVIRONMENT

Area	Key Success Indicator	Commitment/Action	Lead Directorate
Shared Education	Implementation of Shared Education Act.	<p>5.1 Ensure Royal Assent of Shared Education Bill which passed final stage in Assembly on 8 March 2016.</p> <ul style="list-style-type: none"> • Complete process to secure publication of Shared Education Act; • Liaise with Communications Team regarding communication; • Communicate with stakeholders; • Develop process for reporting. • During 2016/17, proactively implement DE's statutory duties in relation to Shared Education. • 	<p>Collaborative Education and Practice</p> <p>Royal Assent obtained on 9 May 2016 – Shared Education Act (Northern Ireland) 2016</p>
	% increase in children engaged in shared education.	5.2 Through the Project Board, monitor the delivery of the DSC Shared Education Signature Project to ensure targets are being met.	
	PEACE IV Stage 1 applications completed by June 2016. Stage 2 applications completed by January 2017.	5.3 Oversee the introduction and implementation of the PEACE IV shared education thematic area as part of the Steering Committee.	

Area	Key Success Indicator	Commitment/Action	Lead Directorate
	% increase in schools sharing facilities.	5.4 Prepare for a third call for shared campus projects under the Executive's T:BUC strategy.	Area Planning, Admissions and Shared Campuses
		5.5 Progress business cases and act as Project Board members for first and second call shared campus projects throughout the year.	Area Planning, Admissions and Shared Campuses/ Investment and Infrastructure
	Delivery of SSEC Phase 1.	5.6 Phase 1 complete and Arvalee School and Resource Centre operational by September 2016.	Strule Shared Education Campus
	Phase 2 design progression and procurement of Integrated Supply Teams (ISTs).	5.7 Approval of Royal Institute of British Architects (RIBA) Stage 2 designs by May 2016.	
		5.8 Approval of RIBA Stage 3 designs by October 2016.	
		5.9 Appoint Integrated Supply Team (IST) for site preparation works October 2016.	
		5.10 Commence procurement of IST for main works by September 2016.	
	Memorandum of Agreement (MoA) agreed with school authorities.	5.11 Agree Memorandum of Agreement with school trustees/managing authorities covering campus ownership, governance and management by May 2016.	

Area	Key Success Indicator	Commitment/Action	Lead Directorate
	Approval to proceed to construction stages.	5.12 Achieve Department of Finance approval of the Outline Business Case 2 Addendum by May 2016 to facilitate progression of activities required for campus construction.	Strule Shared Education Campus
	Campus Governance and Governance - work progressed in line with timescales.	5.13 Throughout the year, progress the development of the funding model for the Campus; and work towards establishment of the ownership, governance and management structures.	
	Work progressed in line with agreed timescales.	5.14 Throughout the year, on a regular basis, monitor and challenge the Education Authority to progress the development of the Campus Shared Education and Curriculum Model working with the SSEC school principals.	
	Construction contract awarded for Strathroy Link Road.	5.15 Work with the Department for Infrastructure to ensure construction contract award by February 2017 for the Strathroy Link Road in line with DRD programme.	

Area	Key Success Indicator	Commitment/Action	Lead Directorate
Strategic Investment	Prioritised capital works programme delivered within timescale and budget	5.16 At 31 March 2017 have successfully delivered, in conjunction with the EA, a programme of prioritised capital works covering Major Works, Schools Enhancement Programme, Minor Works and youth projects.	Investment and Infrastructure
	Fresh Start Agreement Capital Programme	5.17 Agree (with NIO/HMT) a Programme of Shared and Integrated Capital Projects. Deliver these projects in line with the plans agreed.	
	Effective use of available capital budget for investment in line with strategic priorities	5.18 Deliver an annual outturn of 98% or more on DE's capital budget.	
	Publication of DE Asset Management Plan	5.19 Publish DE Asset Management Plan by 28 February 2017.	
Digital Technologies	All grant-aided schools continuing to have access to a high level of ICT provision	5.20 Throughout 2016/17 secure the provision of effective, centrally managed digital services to assist teaching, learning, educational improvement and management (contract in place providing services).	Curriculum, Qualifications and Standards
School Funding	Arrangements for delegating funding to schools that are transparent, equitable and supportive of the Department's wider policy objectives.	5.21 By the end of March 2017 complete the transfer of the voluntary grammar and grant maintained integrated schools' Funding Authority function to the Education Authority.	Finance

Area	Key Success Indicator	Commitment/Action	Lead Directorate
		<p>5.22 Keep the funding arrangements for schools under review, to ensure they continue to deliver the Department's policy objectives, including area based planning and sustainability, and demonstrate value for money.</p>	<p>Area Planning, Admissions and Shared Campuses / Finance</p>

CORPORATE GOAL 6: TRANSFORMING THE GOVERNANCE AND MANAGEMENT OF EDUCATION

Area	Key Success Indicator	Commitment/Action	Lead Directorate
Restructuring of Education Administration	A common region-wide approach implemented in key Education Authority service areas.	6.1 Ensure that a programme of work is agreed and progressed by 31 March 2017 to review and redesign the delivery of key EA services within a single, regional structure, focusing on equality of access and consistency in the delivery of Departmental policies.	Education Authority Delivery
Children's Services	Work progressed in accordance with agreed timescales	6.2 By May 2016 complete the work necessary for a new Department of Education that includes responsibility for children's services as part of the wider reform of Northern Ireland Civil Service departments.	Equality and All Ireland
Other Arm's Length Bodies (ALBs)	Governance and accountability arrangements in the Department's remaining ALBs are appropriate and effective	6.3 During 2016/17, ensure governance and accountability arrangements for Comhairle na Gaelscolaíochta, the General Teaching Council for Northern Ireland and the Northern Ireland Council for Integrated Education are appropriate and effective, including implementation of special governance measures for Comhairle na Gaelscolaíochta and the General Teaching Council for Northern Ireland.	Collaborative Education and Practice

Area	Key Success Indicator	Commitment/Action	Lead Directorate
		<p>6.4 Carry out review of the role of the General Teaching Council for Northern Ireland in accordance with its Management Statement and Financial Memorandum and in light of the on-going implementation of the recommendations of the Board Effectiveness Review.</p>	
<p>North-south joint working</p>	<p>Improved cross border collaboration and delivery</p>	<p>6.5 Continue to work effectively and collaboratively with DES in taking forward the priorities agreed by both Ministers at the NSMC Educational Sectoral meeting.</p>	<p>Equality and All Ireland</p>
<p>Procurement</p>	<p>Centre of Procurement Expertise (CoPE) Accreditation achieved for education sector procurement</p>	<p>6.6 Engage with key stakeholders to oversee the implementation of agreed proposals for new procurement arrangements for the education sector to ensure CoPE accreditation is achieved at the earliest practicable opportunity.</p>	<p>Planning and Performance Management</p>
<p>System Evaluation</p>	<p>A widely understood and recognised suite of performance measures for the school system.</p>	<p>6.7 Consult on the development of a dashboard of measures for system evaluation.</p>	<p>Curriculum, Qualifications & Standards</p>

GOAL 7: DISCHARGING OUR CORPORATE RESPONSIBILITIES EFFECTIVELY

Area	Key Success Indicator	Commitment/Action	Lead Directorate
		<p>7.1 Continue the implementation of the Department's Human Resources (HR) Strategy 2014-17 by taking forward agreed initiatives in 2016-17 HR Action Plans and measuring and evaluating impacts.</p>	<p>Equality and All Ireland</p>
		<p>7.2 Fulfil effectively our statutory duties in relation to equality and good relations.</p>	
		<p>7.3 Provide an efficient and effective service to the Minister in relation to Ministerial, Executive, Assembly, NSMC and British Irish Council business. This includes providing a high quality and responsive communications service to the Minister and the Department.</p>	
		<p>7.4 Throughout the year 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.</p>	<p>Finance</p>

Area	Key Success Indicator	Commitment/Action	Lead Directorate
		7.5 Effectively manage Departmental sickness absence to ensure an average of no more than 7.8 days per employee.	Equality and All Ireland
		7.6 Throughout the year ensure that robust fraud management arrangements are in place within the Department and its ALBs to identify, evaluate and appropriately manage the risk of fraud and if fraud does occur to take firm action against the perpetrators.	Planning and Performance Management
		7.7 Manage information effectively and securely, in line with NICS policies and the requirements of the Data Protection Act 1998 and the Freedom of Information Act 2000.	Equality and All Ireland
		7.8 Throughout the year implement the Department's commitments to PAC in accordance with the established timescales.	Planning and Performance Management