

**Aim 1 – Strengthen the current governance and management of CnaG to ensure that the organisation becomes a highly effective sectoral support organisation helping deliver the statutory duty and other key DE policies and has the full support and confidence of both the sector and DE.**

**(Education Priority 5: Transforming the Governance and Management of Education)**

Corp. Objective	Key Actions	Operational Activities
<p><b>O.1</b> To address fully the deficiencies in governance identified in the reviews conducted during 2014 to ensure that CnaG complies with best practice.</p>	<ol style="list-style-type: none"> <li>1. Develop and implement revised and robust processes for dealing with conflicts of interest</li> <li>2. Deliver training on governance for Directors</li> <li>3. Review the operation of the Board and sub-committees</li> <li>4. Review Board effectiveness</li> <li>5. Clarify the role of the Board</li> <li>6. Improve communication processes within the staff team and between staff and the Board</li> <li>7. Review and redefine the roles of each post in the organisation</li> </ol>	<ul style="list-style-type: none"> <li>• Produce revised policy based on best practice</li> <li>• Implement formal public register of interests</li> <li>• Organise training session for Directors using external provider</li> <li>• Provide written guidance on roles and responsibilities</li> <li>• Review agendas to ensure focus on strategic responsibilities</li> <li>• Review terms of reference of subcommittees</li> <li>• Agree formal statement of the roles and responsibilities of the Board and of the CEO and senior management team</li> <li>• Institute formal fortnightly meetings of the SMT and monthly meetings involving all staff</li> <li>• Define formally the information requirements of the Board</li> <li>• Produce revised job descriptions for all members of staff</li> </ul>
<p><b>O.2</b> To complete the restructuring of the Board and management team to support the delivery of the strategic aims</p>	<ol style="list-style-type: none"> <li>1. To develop and discuss with DE proposals for a revised Board structure for approval by the Directors</li> <li>2. To ensure that any skills gaps in the Board are identified and addressed</li> </ol>	<ul style="list-style-type: none"> <li>• Discuss and agree key issues with DE</li> <li>• Prepare an options paper for the Board</li> <li>• Engage with stakeholders to ensure buy-in to the revised structure</li> <li>• Conduct review of the current skills mix of the Board and assess</li> </ul>

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	<ol style="list-style-type: none"> <li>3. To effect a smooth transition to the new structure</li> <li>4. To review the staffing structure of the organisation in the light of the recommendations in the Deloitte report and the new CnaG corporate plan</li> <li>5. To agree a revised structure and ensure an effective transition</li> </ol>	<ul style="list-style-type: none"> <li>any deficiencies</li> <li>• Engage with nominating bodies to identify nominees with appropriate skills</li> <li>• Produce transition plan to ensure the new structure is implemented effectively and without disruption to the operation of the Board</li> <li>• Undertake a SWOT analysis of the current structure and the Deloitte proposals in full consultation with the staff</li> <li>• Produce options paper for the Board for decisions on the way forward including the option of supplementing the permanent staff complement with a panel of associate experts</li> <li>• Agree Board decision on the preferred structure</li> <li>• Agree way forward with DE</li> <li>• Produce revised job descriptions for all roles in the new structure</li> <li>• Commission job evaluations for the revised posts</li> </ul>
<p><b>O.3</b> To ensure the effective management of CnaG's resources to maximise value for money in the delivery of the strategic aims</p>	<ol style="list-style-type: none"> <li>1. Meet all statutory and other requirements for the effective management of CnaG's resources</li> <li>2. Ensure satisfactory or better assurances on all audit assessments</li> </ol>	<ul style="list-style-type: none"> <li>• Ensure no overspend</li> <li>• To make effective use of budget allocation with an underspend of less than 1% of the overall budget</li> <li>• Comply fully and on a timely basis with DE monitoring arrangements</li> <li>• No breaches of public sector pay policy</li> <li>• Ensure that pay remits align fully with pay policy thresholds as set out in DFP guidance</li> <li>• To submit to DE draft 2014/15 accounts in accordance with the Accounts Direction by 15 May 2015 and Whole of Government Accounts (WGA) returns by the required date</li> <li>• Ensure that 97% of all non-disputed invoices are paid within 30 days of invoice date</li> <li>• Maximise the payment of all non-disputed invoices within 10</li> </ul>

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		<p>working days</p> <ul style="list-style-type: none"> <li>• Ensure that monthly drawdown of cash is within 5% of the forecast requirement</li> <li>• Provide forecasts of 2015/16 cash requirements for the Main Estimates</li> <li>• Ensure that total annual cash drawdown does not exceed the limits set in the Spring Supplementary Estimates</li> <li>• In 2015/16 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), DFP guidance, Central Procurement Directorate's (CPD) Guidance notes and guidance issued by DE</li> <li>• During 2015/16, support sector specific governor training commissioned by DE and respond effectively to requests from Boards of Governors for support</li> <li>• During 2015/16, ensure the effective implementation of all recommendations arising from the Deloitte Review and the CnaG Action Plan for improvement</li> <li>• Fully plan for, co-operate and participate in external review of progress against the Deloitte Report recommendations during autumn 2015</li> </ul>

**Aim 2: Support and strengthen existing provision at preschool, primary and post primary level in a range of areas to ensure that schools are sustainable, have high quality accommodation and provide a very high standard of education to all children**

**( Education Priority 1: Raising Standards for all + Education Priority 3 – Developing the Education Workforce + Education Priority 4 – Improving the Learning Environment)**

Corp. Objective	Key Actions	Operational Activities
<p><b>O.4</b> To work in partnership with schools, the Education Authority and other organisations to promote quality standards in IME</p>	<ol style="list-style-type: none"> <li>1. Provide effective representation for the sector with key stakeholders</li> <li>2. Provide mentoring scheme</li> <li>3. Operate bursary scheme effectively</li> <li>4. Support the sharing of best practice</li> <li>5. Support schools identified as having weaknesses to achieve improvements</li> </ol>	<ul style="list-style-type: none"> <li>• Provide representation for CnaG on all relevant forums: <ul style="list-style-type: none"> <li>-Education Authority</li> <li>- CATOC</li> <li>-PEAGs</li> <li>-Childhood Partnership</li> <li>-Area planning groups etc</li> </ul> </li> <li>• Facilitate provision of mentors for all Principals who request support</li> <li>• Develop a robust business case for the IMBS setting out key outcomes based upon well-researched evidence to determine projected uptake</li> <li>• Manage IMBS project to ensure full uptake / attendance as set out in business case making full use of available budget</li> <li>• Prepare an evaluation of the 2014/15 project</li> <li>• Reinstate the Principals’ Forum</li> <li>• Engage with sector to develop proposals for the 2016 conference</li> <li>• Provide facilitation for schools to identify expertise and resources to support improvement</li> </ul>
<p><b>O.5</b> To ensure that IME is mainstreamed in all relevant education initiatives, in keeping with the DE IME Review</p>	<ol style="list-style-type: none"> <li>1. Ensure effective engagement with DE to ensure sectoral needs are fully recognised in all policy development processes</li> </ol>	<ul style="list-style-type: none"> <li>• Respond effectively to all relevant consultations</li> <li>• Establish horizon scanning arrangements to identify emerging issues at the earliest possible stage</li> <li>• Strengthen stakeholder engagement to ensure that CnaG establishes itself as a trusted voice for the sector</li> </ul>

Corp. Objective	Key Actions	Operational Activities
recommendations	<ol style="list-style-type: none"> <li>2. Strengthen engagement with the EA</li>   <li>3. To report on progress in the implementation of the Review of IME informed by regular meetings with the Department</li> </ol>	<ul style="list-style-type: none"> <li>• CnaG representative on the EA to ensure effective discussion by the Board of key issues so as influence decisions affecting the sector</li>   <li>• Ensure effective engagement with EA CASS to inform curriculum support to IM schools</li>   <li>• Provide advice and support to DE</li> </ul>
<p><b>O.6</b> To work in partnership with the Education Authority and other organisations to ensure IM pupils have access to high quality learning and teaching resources of a similar standard to their peers in the English-medium sector</p>	<ol style="list-style-type: none"> <li>1. Enhance relationships with CASS</li> <li>2. Ensure effective representation on relevant bodies/agencies</li> <li>3. Engage with Principals' Forum on priority areas</li> </ol>	<ul style="list-style-type: none"> <li>• Set in place effective arrangements for engagement with CASS</li> <li>• Ensure effective input to relevant bodies such as the Áisaonad, CATOC and the N/S Group on resources</li> <li>• Arrange meetings of the Forum to discuss and agree priorities</li> </ul>
<p><b>O.7</b> To seek to ensure a co-ordinated approach to the development of</p>	<ol style="list-style-type: none"> <li>1. Develop options paper for future nurture provision</li> </ol>	<ul style="list-style-type: none"> <li>• Work with DE to support the development of a Ministerial options paper on future nurture provision</li> <li>• Liaise with the EA in relation to its review of learning support</li> </ul>

<b>Corp. Objective</b>	<b>Key Actions</b>	<b>Operational Activities</b>
SEN support structures for IME provision leading to coherent and appropriate support for children with special education needs in the IME sector	<ol style="list-style-type: none"> <li>2. Develop IME learning support centres</li> <li>3. Develop specific diagnostic materials for children in the IME sector and sectorally relevant SEN support</li> </ol>	<p>centre provision to discuss the potential for a development proposal to DE for LSC provision in IME</p> <ul style="list-style-type: none"> <li>• Work with the EA and IME SENCO cluster groups to develop this work strategically, prioritising the work required to deliver against these actions</li> <li>• Establish a working group to consider the development of appropriate materials</li> <li>• Establish regular programme of meetings with DE and EA to review the available support and options for its improvement</li> </ul>
<b>O.8</b> To improve access of children in IME to and use of e-learning	<ol style="list-style-type: none"> <li>1. Reinvigorate IMSGOL</li> <li>2. Work with C2K to ensure that IM needs are taken fully into account and met</li> </ol>	<ul style="list-style-type: none"> <li>• Re-establish IMSGOL with reviewed representation</li> <li>• Establish dedicated online space for IME</li> </ul>
<b>O.9</b> To facilitate the development of specific IM pedagogy in relation to curricular areas including Literacy and Numeracy	<ol style="list-style-type: none"> <li>1. Engage with partners and stakeholders to identify initial priorities</li> <li>2. Work with CASS to advocate appropriate support</li> </ol>	<ul style="list-style-type: none"> <li>• Arrange meetings with key interested parties including Principals, CATOC, and CCEA to agree priority areas</li> <li>• Develop proposals for consideration by EA, ETI and DE</li> <li>• Develop proposals for discussion with CASS on implementation</li> </ul>
<b>O.10</b> To identify appropriate areas for research which are important for the Irish-medium sector and seek support for priority research projects	<ol style="list-style-type: none"> <li>1. Engage with key stakeholders in the sector to explore possible priorities</li> <li>2. Establish relationships with higher education sector to identify possible areas for co-operation</li> <li>3. Consider options for effective cross-border co-operation in research</li> </ol>	<ul style="list-style-type: none"> <li>• Set up discussion sessions with stakeholders</li> <li>• Prepare paper for the Board with options</li> <li>• Set up meetings with HE sector on potential areas of joint interest</li> </ul>

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	<ol style="list-style-type: none"> <li>4. Consider need for specific senior post to co-ordinate research activity</li> </ol>	<ul style="list-style-type: none"> <li>• Engage with counterpart in the South including An Coiste Seasta Thuaidh Theas</li> <li>• Develop business case as part of the review of staffing structures</li> </ul>
<p><b>O.11</b> To advise DE and appropriate bodies annually on the supply of and demand for Irish-medium teachers and to agree a strategy with DE and appropriate educational partners to ensure an adequate supply of qualified teachers for the sector</p>	<ol style="list-style-type: none"> <li>1. Ensure development of a robust model for demand and supply of teachers</li> <li>2. Ensure the availability of reliable statistical base for projections</li> <li>3. Ensure effective representation on relevant bodies to advocate for the needs of the IM sector</li> </ol>	<ul style="list-style-type: none"> <li>• Engage with key stakeholder interests to evolve an effective forecasting mechanism for demand</li> <li>• Engage with key stakeholders to develop a robust set of data on demand and supply</li> <li>• Provide resolved advice to the Department on teacher needs for the sector</li> <li>• Ensure adequate coverage of the sector through NISTR</li> </ul>
<p><b>O.12</b> To advise the IM sector on appropriate continuing professional development support for principals, teachers, classroom assistants and ancillary staff and to facilitate the sharing of good practice across the sector</p>	<ol style="list-style-type: none"> <li>1. Support the use of Pay-related staff development in IME</li> <li>2. Support the uptake of PQH</li> <li>3. Develop the Principals' Forum as a mechanism for fostering the sharing of good practice</li> </ol>	<ul style="list-style-type: none"> <li>• Engage with PRSD advisers to ensure effective use of the system in the sector</li> <li>• Work with EA/RTU to identify key areas for application of PQH</li> <li>• Act as advocates with schools for uptake of PQH</li> <li>• Develop paper for Board on options for enhancing the sharing of good practice</li> </ul>

**Aim 3 – Support and strengthen existing provision at pre-school, primary and post primary level in a range of areas to ensure that schools are sustainable, have high-quality accommodation and provide a very high standard of education to all children**

**(Education Priority 2 – Closing the Performance Gap Increasing Access and Equality)**

Corp. Objective	Key Actions	Operational Activities
<p><b>O.13</b> To define the area planning needs of IME, meaningfully participate in Area Planning governance fora and to ensure IME is properly reflected in the current area planning process</p>	<ol style="list-style-type: none"> <li>1. Ensure effective representation of IME interests in area-planning governance fora and participate in cross sectoral discussions</li> <li>1. Develop appropriate strategies for each of the 5 Local Planning Group areas which incorporate the needs for IME in Annual Action Plan</li> </ol>	<ul style="list-style-type: none"> <li>• Effectively represent the sector on each of the tiers of the area-planning structure:               <ul style="list-style-type: none"> <li>- Area Planning Steering Group</li> <li>- Area Planning Working Group</li> <li>- Local Area Planning Groups</li> </ul> </li> <li>• Develop proposals based on robust cases for change which address Sustainable Schools Policy criteria for consideration by the Board for the strategic planning of IME</li> </ul>
<p><b>O. 14</b> To agree a strategic approach to the development of the IME sector</p>	<ol style="list-style-type: none"> <li>2. Finalise revised draft strategic development framework for IME in consultation with key stakeholders</li> <li>3. To support the Department in fulfilling its statutory duties to encourage and facilitate the development of Irish medium education and of integrated education</li> </ol>	<ul style="list-style-type: none"> <li>• Present proposals to the Development sub-committee and the Board for the strategic priorities for the development of the sector</li> <li>• Secure DE agreement</li> <li>• Provide by 31 March 2016 a summary report for each duty of the key activities undertaken during the 2015/16 year</li> </ul>
<p><b>O.15</b> To respond within the context of the development strategy to demand for the</p>	<ol style="list-style-type: none"> <li>1. Provide advice on development proposals for new provision</li> </ol>	<ul style="list-style-type: none"> <li>• Support the Board in assessing proposals for development and in the formulation of advice to education partners</li> <li>• Work with schools and communities in the evolution of proposals</li> </ul>



Corp. Objective	Key Actions	Operational Activities
development of existing pre-school, primary and post-primary provision and the establishment of new pre-school, primary and post-primary provision	<ol style="list-style-type: none"> <li>2. Provide advice on consolidation or expansion of existing provision</li> <li>3. Work with key partners on the effective provision of IME</li> </ol>	<p>for the development of the sector</p> <ul style="list-style-type: none"> <li>• Engage with partners on the options for different forms of provision taking into local circumstances</li> <li>• Secure necessary capital funding for approved schemes in collaboration with InaG and DE</li> </ul>
<p><b>O.16</b> To collaborate and support parents and communities to deliver projects that add value to the educational and learning experience of pupils attending Irish medium education and that help them play an active role in their communities</p>	<ol style="list-style-type: none"> <li>1. Maximise the value for the IM sector of wider developments in education roles</li> </ol>	<ul style="list-style-type: none"> <li>• Work effectively with the Extended Schools Steering Committee to maximise the benefit for IM schools and the communities they serve</li> <li>• Provide resolved advice on the best form of clustering for these purpose</li> </ul>

**Aim 4 – To act as an effective advocate and present a strong, coherent and agreed voice and profile for the IM sector to a range of public, private and voluntary sector agencies and bodies, politicians, political parties and the general public**

<b>Corp. Objective</b>	<b>Key Actions</b>	<b>Operational Activities</b>
<b>O.17</b> To monitor the implementation of the DE recommendations contained in the Review of IME and to ensure that all new educational initiatives take cognisance of the specific needs of the IM sector	<ol style="list-style-type: none"> <li>1. Establish CnaG as the authoritative voice of the sector</li> <li>2. Ensure effective partnerships with all key stakeholders</li> <li>3. Represent the interests of the IM sector in relevant forums at all levels</li> </ol>	<ul style="list-style-type: none"> <li>• Work with key partners to establish CnaG's role</li> <li>• Enhance the availability of professional advisory resources</li> <li>• Arrange programme of regular stakeholder engagement events</li>   <li>• Map key stakeholders and ensure visibility of CnaG's role and functions</li> </ul>
<b>O.18</b> To review and develop a communications and marketing strategy to promote IME	<ol style="list-style-type: none"> <li>1. Review the current strategy</li> <li>2. Identify resources to take forward a revised strategy</li> <li>3. Work with InaG on a co-ordinated approach</li> </ol>	<ul style="list-style-type: none"> <li>• Produce draft revised strategy</li>   <li>• Produce business case in the context of the new management structure for additional resources for communications and marketing role</li> <li>• Seek opportunities for collaboration with partners</li> <li>• Seek DE approval for new strategy</li> </ul>
<b>O.19</b> To promote the interests of IME at pre-school, primary, post-primary and within the youth sector and further and higher education sectors	<ol style="list-style-type: none"> <li>1. Ensure effective CnaG representation on all relevant bodies</li> <li>2. Enhance the role within the youth sector</li> <li>3. Use stakeholder forums as vehicle for promoting the interests of IME</li> </ol>	<ul style="list-style-type: none"> <li>• Review and enhance the role of the Youth Development Officer</li>   <li>• Engage with the Youth Council to ensure effective deployment and management of resources</li> <li>• Contribute effectively to Fóram na nÓg</li> </ul>
<b>O.20</b> To promote the interests of IME in all	<ol style="list-style-type: none"> <li>1. Enhance representation with DE and CCEA to ensure IM interests are</li> </ol>	<ul style="list-style-type: none"> <li>• Engage at officer level through IMIE Branch</li> <li>• Create arrangements for engagement on policy and curricular</li> </ul>

curriculum developments	effectively taken into account	areas at Board level
<p><b>O.21</b> To maintain and enhance strategic relationships with partner organisations both within the IM sector and within the wider education sector</p>	<ol style="list-style-type: none"> <li>1. Enhance existing partnerships</li> <li>2. Develop partnerships arrangements with a wide range of bodies</li> </ol>	<ul style="list-style-type: none"> <li>• Manage the current DAC with Altram until the service is tendered publicly and long-term arrangements for early years support are tendered</li> <li>• Enhance the relationship with InaG and Foras na Gaeilge</li> <li>• Work with CCMS to develop a protocol for joint working on IM development</li> <li>• Enhance working relationships with DE, EA, CATOC etc</li> </ul>

**Aim 5 – To ensure that Comhairle na Gaelscolaíochta and the sector in general are adequately resourced to meet the demands of the Irish medium sector (Education Priority 5 – Transforming the Governance and Management of Education)**

<b>Corp. Objective</b>	<b>Key Actions</b>	<b>Operational Activities</b>
<b>O.22</b> To undertake a skills audit of Board and staff to maximise use of existing expertise within the Comhairle. To maintain ongoing staff training and professional development opportunities	<ol style="list-style-type: none"> <li>1. Review the composition of the Board</li> <li>2. Remedy any skills gaps on the Board</li>   <li>3. Redefine the staff structure in the context of the Corporate Plan and the Deloitte recommendations</li> </ol>	<ul style="list-style-type: none"> <li>• Paper for the Board setting out proposals for a smaller Board with a refreshed range of skill sets</li> <li>• Effect changes as opportunity arises with aim of having new structure in place for the next financial year</li> <li>• Paper for Board on options for a new staffing structure</li> <li>• Transition plan</li> </ul>
<b>O.23</b> To continue to review regularly internal communications within CnaG and between CnaG and organisations that are central to the work of the Irish-medium sector	<ol style="list-style-type: none"> <li>1. Improve and standardise information flows between the staff and Board</li> <li>2. Ensure regular team meetings involving all staff</li> <li>3. Ensure regular (quarterly) engagement with major stakeholders</li> </ol>	<ul style="list-style-type: none"> <li>• Paper to Board to define revised Board information requirements and meeting formats</li>   <li>• Programme of regular team meetings</li>   <li>• Draft engagement strategy for key stakeholders</li> </ul>
<b>O.24</b> To maintain and develop the use of IT and the CnaG website to improve internal and external communications	<ol style="list-style-type: none"> <li>1. Review the website</li>   <li>2. Review the use of social media</li> </ol>	<ul style="list-style-type: none"> <li>• As part of the review of the staffing structure, ensure resource is identified to take forward these aspects of the communications and marketing strategy</li> <li>• Identify training and development opportunities for skills enhancement in social media</li> </ul>
<b>X.25</b> To improve staff absence management across the organisation	<ol style="list-style-type: none"> <li>1. Establish baseline absence rate figures to enable the development of a target to reduce sick absence</li> </ol>	<ul style="list-style-type: none"> <li>• Agree methodology to determine absence rates for the organisation</li> <li>• Establish and report baseline figures for CnaG Staff Absence in the 2014/15 and 2015/16 years to DE</li> <li>• Agree target reduction (if appropriate) with DE for 2016/17 year</li> </ul>