

Learning Together



SOUTH EASTERN EDUCATION AND LIBRARY BOARD

Corporate Plan
Business Plan
2004 - 2005

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FOREWORD

We are very pleased to introduce the South Eastern Education and Library Board's Corporate and Business Plan for the period 2004 – 2005. The plan sets out a framework for the Board's activities over the coming year and demonstrates how it will seek to achieve its mission of raising the standards of learning and levels of achievement of the people of the Board's area. In doing so, we recognise the need to work in partnership with all of those involved in education, as well as with other statutory and voluntary agencies in order to ensure a cohesive and holistic approach to service delivery and the best possible provision for the whole community.

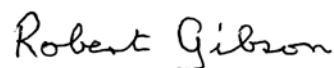
In developing this programme of work for the in-coming year, the Board has taken account of the plans of its sponsoring Departments – the Department of Education, the Department of Culture, Arts and Leisure and the Department of Employment and Learning. We are also mindful of the many external factors, in terms of educational, social, technological and political developments, that are impacting on the work of the Board. Over the coming year we will play an active role in leading and responding to the many challenges facing education and the public sector generally, not least the Review of Post-primary Education, the Curriculum Review, new legislation on special educational needs and the Review of Public Administration. The Plan sets ambitious objectives and targets which can only be achieved with the wholehearted commitment and support of staff at all levels within the organisation.

We are proud of the achievements of the South Eastern Education and Library Board over the years and we believe that the Plan demonstrates the on-going commitment of Board Members and officers to providing high quality and responsive services for all of the people of this area. It signals our commitment to excellence and our intention to improve continuously the quality of services that we provide for our customers.

Thank you for taking time to read the Plan.



J B Fitzsimons
Chief Executive



Councillor R Gibson
Chairman

CORPORATE CONTEXT

The South Eastern Education and Library Board

The Board was established in 1973, following a re-organisation of Local Government in Northern Ireland. It is a corporate body, established under statute as the Local Authority for education, library and youth services in the south-eastern region of the province.

The region comprises five Council areas:

- Ards
- Castlereagh
- Down
- Lisburn City
- North Down

In 2002, the population of the Board's area was 391,612 and at October 2003 there were 65,896 children attending schools in the area.

The Board provides/supports:

- 31 Public Library Service Points
- a Music Centre
- an Arts and Creativity Centre
- 3 Residential Education Centres (2 Outdoor and 1 Field Studies)
- 2 Resource Centres
- 15 Controlled Youth Centres
- 5 Neighbourhood Education Centres

The powers, duties and privileges of the Board are defined in the relevant Education and Libraries (Northern Ireland) Orders and the Education Reform (Northern Ireland) Order 1989. Certain responsibilities in the field of employment, childcare and health and safety are also placed on the Board by other legislation enacted for Northern Ireland.

The Board has statutory responsibility within the public education system for primary and secondary education within its area. It must also have regard to the need for pre-school education. The Board is responsible for the provision of comprehensive and efficient library services to the public and to schools and for the provision of youth services.

Copies of the legislative documents may be viewed at Board Headquarters, or in any branch library.

Within the Board's area there are:

- 18 Nursery Schools
- 161 Primary Schools
- 10 Grammar Schools
- 25 Special Units
- 38 Nursery Units
- 29 Secondary Schools
- 11 Special Schools

Board Headquarters are located at Grahamsbridge Road, Dundonald. Library Headquarters are at Windmill Hill, Ballynahinch.

Mission Statement

To raise the standards of learning and levels of achievement of the people of the Board's area through the provision of high quality education, library and youth services.

Strategic Aims

- To focus on results
- To respond to customer needs
- To streamline internal processes
- To promote organisational learning and growth

Corporate Values

The following values underpin the work of the Board:

- Equality of opportunity
- Respect
- Integrity
- Transparency
- Equity of treatment
- Individuality
- Trust
- Corporateness

The Board recognises that it can only achieve its objectives with the co-operation, commitment and expertise of its workforce. It places a high value, therefore, on the contribution of Board and school staff in developing the service and raising achievement. The Board fully embraces and develops each of these core values in the course of this Plan. It will continue to strive to deliver a high quality and customer focused service to meet the needs of the people it serves.

BOARD MEMBERS

The Board consists of 35 members, all of whom are appointed by the Minister with responsibility for Education within Northern Ireland.

Membership of the Board comprises:

- 14 Councillors
- 6 Transferors' Representatives
- 2 Trustee Representatives
- 13 Members nominated by the Minister, including 3 who represent the interests of serving teachers and 3 who represent library interests.

The current membership of the Board is:

- Councillor R Gibson (Chairman)
- Mr R J McFerran (Vice Chairman)
- Mr I L G Arbuthnot
- Rev Dr J P O Barry
- Rev Canon C W Bell
- Councillor P A Butler
- Mr D Cahill
- Councillor C Calvert
- Mrs J Campbell
- Mr J L Colgan
- Councillor Mrs M Craig
- Mr S I Davidson
- Councillor G N Douglas
- Councillor Mrs R M Dunlop
- Alderman G Ennis
- Mr M P Flanagan
- Mrs F A Gault
- Rev G N Haire
- Alderman C Hall
- Mr R A Jones
- Mrs M M McGoran
- Miss M M McHenry
- Dr R Montgomery
- Mr D G Mullan
- Councillor J Norris
- Councillor Mrs C O'Boyle
- Mrs E M Robinson
- Rev Dr R A Russell
- Councillor Mrs M Smith
- Mr J D Uprichard
- Councillor W M Ward
- Councillor W G Watson
- Rev Dr D J Watts
- Ms J Williams
- Councillor Mrs A Wilson

ACCOUNTABILITY

The Board is a non-departmental public body (NDPB), which reports to three Departments:

Department of Education (DE)

- Nursery Schools
- Pre-School Initiatives
- Primary Schools
- Secondary Schools
- Grammar Schools
- Special Schools and Home Tuition
- Headquarters Administration
- Milk and Meals
- Home to School Transport
- Curriculum Advisory and Support Service
- Schools Library Service
- Youth
- Miscellaneous Educational Services
- Boarding and Clothing Allowances
- Music Service

Department of Culture, Arts and Leisure (DCAL)

- Public Library Service
- Irish-Medium Curriculum Resource Unit

Department of Employment and Learning (DEL)

- Meals (FE)
- Home to College Transport
- Discretionary Awards
- Miscellaneous Educational Services
- Mandatory Student Awards
- Boarding, Maintenance and Clothing Allowances

COMMITTEES

The work of the Board is carried out through a Committee structure. The Committees of the Board and their respective responsibilities are detailed below.

Audit Committee

- Promotion of the highest standards of propriety in the use of public funds
- Promotion of a climate of financial discipline and control
- Provision of support for the creation and maintenance of a system of internal control
- Provision of reasonable reassurance that organisational objectives will be achieved
- Promotion of the highest standards for the operation of the Internal Audit Service
- Review of the annual audit assurance provided to the Chief Executive

Chairmen's Committee

- Strategic Planning
- The co-ordination of the work of the Board's Committees
- The review of the operation of the Board and its Committees

Committee for the Management of Schools

- Appointments to Boards of Governors in Controlled and Maintained Schools
- Appointment of Board Representatives to Boards of Governors of Voluntary Schools
- Schemes of Management for Schools
- Matters pertaining to the role and training of Boards of Governors

Education Committee

- The Curriculum Advisory and Support Service
- Transfer and Open Enrolment
- The Music Service
- Educational Policy matters
- School Inspection Reports
- Special Education
- Resource Centres

- Special Initiatives
- Area Development Plans
- Schools Cross-Community Contact Scheme

Expulsions Committee

The Committee has been given executive powers by the Board in relation to:

- The hearing of cases requesting the expulsion of pupils from controlled schools
- The hearing of appeals against the expulsion of pupils from controlled, maintained and voluntary schools

Finance and Property Services Committee

- Financial estimates
- Local Management of Schools Schemes and Formulae
- Tenders, Contracts and Accounts
- Appointment of Consultants
- Capital Development
- Purchase, leasing, letting, and maintenance of equipment for Board premises
- Emergency works
- Direct Service Organisations

General Purposes Committee

- Staffing policies, schemes, procedures and conditions of service
- Equal Opportunities
- Equality and Human Rights
- Corporate and Business Planning
- Transport Services
- Health and Safety
- Training of non-teaching staff
- Claims, Legal and Insurance Services
- Best Value
- Welfare Services
- Research and Development

Library and Information Committee

The Committee is a Statutory Committee which reports to the Board in relation to:

- The delivery of the Library Service
- Estimates of expenditure to be incurred by the Board in its capacity as a Library Authority
- Development Schemes
- Information Systems and Information Technology Services
- Corporate Information Services

Strategic Issues Committee

- The development of an enhanced holistic approach to the Board's functions
- The identification of areas in which the Board should formulate policy/position statements
- The examination of methods to reduce the administrative burden on schools
- The need for particular philosophical approaches and consistency of approach to be delivered in schools within the Board's area
- The means by which regional and national policies might be influenced by the Board

Teaching Appointments Committee

The Committee is a Statutory Committee of the Board.

- The appointment, promotion and transfer of all full-time permanent teachers in controlled schools
- Procedures for redundancy, premature retirement and redeployment of teachers
- Matters relating to teachers and teaching appointments

Youth Committee

- Youth policy, including development, staffing and finance
- Development of the Youth Service core curriculum
- Provision of recreational, social, physical and cultural services
- Special initiatives and priorities
- Outdoor Education Centres

EXECUTIVE STRUCTURE

The executive business of the Board is carried out by a team of officers under the leadership of the Chief Executive, Mr J B Fitzsimons, who, as Accounting Officer, has responsibility for safeguarding public funds and securing that they are used for the purposes for which they have been allocated.

The executive team is organised into 4 Strategic Units, each led by a member of the Senior Management Team. Each Strategic Unit comprises a range of services as detailed below.

Administration Unit

Strategic Unit Manager: Ms Irene Knox, Chief Administrative Officer
Telephone: 028 9056 6233 **E-mail:** irene.knox@seelb.org.uk

Property Services

The purpose of the Unit is to manage and enhance the Board's estate. The Unit provides architectural services, building, mechanical and electrical maintenance services. It is responsible for capital planning, economic appraisals, the provision of new schools, extensions to existing schools, energy conservation and the management of environmental hazards.

Claims and Legal Administration

The purpose of the Unit is to provide high quality legal administration and insurance services to meet the needs of schools and Headquarters Units. The Unit is responsible for the management of the Board's insurance portfolio, the maintenance of the Board's property register and the defence of public and employers' liability claims.

Health and Safety

The purpose of the Unit is to enable the Board to carry out its statutory obligations with regard to Health and Safety matters. The Unit is also responsible for the School Security Scheme and for the co-ordination and development of an integrated emergency plan for the Board.

Human Resource Services

The purpose of the Unit is to provide advice and support to schools and managers in the Library, Youth and Headquarters Services in relation to human resource issues. The Unit is responsible for the provision of Governors' services, the recruitment and selection of staff, the terms and conditions of staff, the training and development of non-teaching staff, job evaluation, equal opportunities, staff welfare and consultation with Trades Unions.

Transport Services

The main purpose of the Unit is to provide home to school transport for pupils. The Unit also provides transport for the delivery of school meals, visits by pupils to libraries, music functions, youth activities and summer activity schemes. The Unit is also responsible for the School Crossing Patrol Service.

Organisational Development Unit

The purpose of the unit is to promote continuous improvement and quality assurance throughout the Board. The Unit promotes an efficiency culture through the adoption of Best Value principles. It is also responsible for the co-ordination of corporate planning and ensuring compliance with the Board's obligations as laid out in the Northern Ireland Act 1998 and Human Rights legislation.

Curriculum Unit

Strategic Unit Manager: Mr Stanton Sloan, Senior Education Officer
Telephone: 028 9056 6234 E-mail: stanton.sloan@seelb.org.uk

Educational Psychology

The purpose of the unit is to provide an assessment, advice and counselling service to pupils, parents and schools in relation to issues arising from pupils' special educational needs and is offered at Stages 3, 4 and 5 of the Code of Practice on the Identification and Assessment of Special Educational Needs. The Unit also provides a Crisis Bereavement Support Service for schools to help them cope with the difficulties arising from bereavement and traumatic incidents involving their pupils.

Education Welfare

The original and still dominant purpose of the Unit is to investigate children's absence from school and to promote good attendance. Through this work the Unit is often drawn into wider social tasks and, in this way, the Service aims to provide support in the widest sense for children of school age and their families. The approach, which is child-centred and customer-focused, emphasises the importance of partnerships with parents, pupils, school, statutory and voluntary agencies.

Special Education

The purpose of the Unit is to identify and assess children who may have special educational needs and to arrange requisite provision for any child on whom it is considered appropriate to make and maintain a statement of special educational needs. The Unit is responsible for the implementation and development of the Board's Special Educational Needs Policy, including the management of support services for pre-school children, children with a sensory impairment and children with autistic spectrum difficulties. In addition, it is responsible for the management of the special education budget and staffing allocations and overall policy in relation to special schools and special units.

Youth

The purpose of the Unit is to provide a support framework to assist young people to realise fully their potential and maximise their unique talents and abilities. This is achieved through an informal education process centred on the principles of personal and social development. The Unit is responsible for the provision of curriculum and financial support for youth organisations, residential experiences through the Board's Outdoor Education Centres, an extensive programme of Youth Leadership and Community Development training, management and development of the Duke of Edinburgh's Award Scheme in the Board's area, Summer Activity Programmes and Youth And Schools' Community Relations Schemes.

Music Service

The purpose of the Unit is to make music accessible as a potential life-long activity and interest for talented and promising pupils. The Service works with schools, parents and others in a spirit of partnership and interdependence. It is responsible for staff concerts in schools and for instrumental teaching in schools and District Music Centres. This creates a foundation for a pyramid of inter-school orchestras and bands.

Open Enrolment and Transfer

The purpose of the Unit is to comply with the timetables laid down by the Department of Education for the operation of the various stages in the Open Enrolment and Transfer Procedures. The Unit produces and distributes the Transfer and Open enrolment booklets for parents, issues Transfer Grades and post-primary placement letters and is responsible for the administration of the suspension procedure for pupils.

Curriculum Advisory and Support Service (CASS)

The purpose of CASS is to provide a high quality advisory and support service which promotes school effectiveness and improvement leading to raised pupil achievement. The Service, which is now delivered through the Primary and Post-Primary Units, aims to deploy resources to support schools to achieve national targets in areas such as literacy, numeracy and Educational Technology. The Service is responsible for improving the quality of learning and teaching, improving leadership, management and governance in schools and improving the planning, quality, effectiveness and efficiency of the support service to schools.

Primary/Nursery/Early Years

The purpose of the Unit is to lead, manage and develop primary, nursery and early years education, conduct research and provide high quality advice and support to schools, parents and the community. The Unit is responsible for the strategic direction of holistic education which includes the co-ordination and integration of pre-school education, parenting, community development and effective learning approaches in collaboration with all partners. Included in this Unit is CASS support for the primary and nursery sectors.

Post-Primary

The purpose of the sector support is to provide an integrated range of key services to post-primary schools. This includes services targeted at inspection, implementation of procedures relating to teachers declared unsatisfactory, school performance, capital development, staff development performance review and rationalisation. Included in this Unit is CASS support for post-primary schools.

Studio ON

The purpose of the Unit is to provide an exciting and imaginative space for young people and those who work with them to experiment, create and express themselves through digital multimedia technologies and the Arts. The Centre provides a programme of workshops, production projects and units for young people and their teachers and trainers.

FINANCE UNIT

Strategic Unit Manager: Mr Ken Brown, Chief Finance Officer
Telephone: 028 9056 6209 E-mail: ken.brown@seelb.org.uk

Accounts

The purpose of the Unit is to process payments and receipts in accordance with statutory obligations. The Unit is responsible for the payment of Board creditors, travel and subsistence and all other payments excluding salaries and wages, the production of the Board's Statement of Losses and Special Payments, the production of Trust and Endowments Annual Accounts and the receipt and allocation of income.

Payroll

The purpose of the Unit is to ensure payment of all salaries and wages by the due date. The Unit is responsible for the payment of non-teaching staff, home tutors, part-time youth workers, part-time music tutors and in-service lecturing staff and the administration of statutory regulations.

Local Management of Schools (LMS)

The purpose of the Unit is to provide high quality financial planning and management information to meet the needs of school and Headquarters' Units. The Unit is responsible for the administration of LMS Financial Schemes for all controlled, maintained and integrated schools (excluding special schools) in the Board's area.

Budgetary Control

The purpose of the Unit is to provide financial management information and support service to all Headquarters' Units and special schools. The Unit is responsible for the preparation of initial, revised and final resource allocation plans.

Financial Control

The purpose of the Unit is to provide an efficient and effective financial management system for the Board. The Unit is responsible for carrying out bank reconciliation, maintaining the Board's Chart of Accounts and posting authorised journals.

Purchasing

The purpose of the Unit is to provide a professional and effective purchasing service which achieves value for money and meets the standard of quality required by schools and Headquarters' units. The Unit is responsible for the procurement of goods and services for schools and the Board in accordance with standing orders, government legislation and EU Directives.

Facilities, Catering and Hospitality

The purpose of the Unit is to provide an efficient and effective caretaking and catering service within Board Headquarters. The Unit is responsible for the provision of caretaking and catering in response to customer and end user needs and ensuring that it meets the standards of quality and service delivery required by Units, Board Members, staff and visitors to Board Headquarters.

Catering Service

The purpose of the Unit is to provide an efficient lunch-time catering service to schools and Board Headquarters. The Unit is responsible for the provision of catering services as indicated by school principals, promoting sensible dietary practice among young people and for all other users in the Board.

Grounds Maintenance Service

The purpose of the Unit is to provide an efficient and effective Grounds Maintenance service to sites within the Board's area. The Unit is responsible for the maintenance of lawns, flowerbeds and sports facilities, landscaping work and for capital improvement of grounds for schools and other Board sites.

Cleaning Service

The purpose of the Unit is to provide efficient and effective delivery of cleaning services to schools and Board premises. The Unit is responsible for providing advice and guidance to school principals and Board officers on caretaking and cleaning issues and for caretaker training in respect of cleaning issues.

Student Support

The purpose of the Unit is to provide advice and support to eligible students/pupils undertaking courses of higher/further education throughout the UK. The Unit is responsible for the administration and delivery of student loans, student grants and bursaries, discretionary awards and payment of tuition and exam fees to colleges of further and higher education.

Awards and Benefits

The purpose of the Unit is to provide high quality support to parents and pupils. The Unit is responsible for the administration and delivery of free school meals, uniform grants, educational maintenance allowances and modified lesser value awards.

Administration

The purpose of the Unit is to provide an accurate, timely, confidential secretarial service to Senior Finance Managers and a diverse range of administrative services to Finance Operational Units. The Unit is responsible for the production of a wide range of Finance reports, documentation and publications required under statute by the various Departmental bodies.

LIBRARY AND INFORMATION UNIT

Strategic Unit Manager: Mrs Beth Porter, Chief Librarian
Telephone: 028 9756 6402 E-mail: beth.porter@ni-libraries.net

Library Service Unit

The purpose of the Unit is to provide a comprehensive and efficient library service for persons living, working or undertaking courses of education in the Board's area. The Unit is responsible for the development, management and delivery of a wide range of services, facilities and resources to support the culture, information and learning needs of adults and children at local community level. These services are provided through a network of 31 branch and mobile libraries and Library Headquarters as well as to schools, to the housebound and to people in hospitals, residential homes, day centres and prisons.

Central Information Service

The purpose of the Unit is to provide a timely, accurate reference and information service for the public from on-line electronic as well as print-based sources from Library Headquarters and public library service points. The Unit is responsible for leading on the development of quality assured information sources as well as guidance and training on their use for the public and staff.

Local Studies Service

The purpose of the Unit is to provide a research and enquiry service as well as a local history resource collection for the public and schools. The unit provides access to staff with expert knowledge and aims to support and develop interest in local culture and identity through exhibitions and publications.

Youth Services

The purpose of the Unit is to advise and support staff working in public and school libraries in the development and delivery of library services to children and young people, their parents and carers. The Unit selects, buys, allocates and promotes children's books and resources for all public and school libraries in the Board area. It also provides advice, support and training through a wide range of programmes for public and school library staff, teachers and school principals, including recommended authors, information skills, storytelling and designing/re-organising a school library. The Unit has a specialist remit for maintaining and meeting standards relating to public library services to children and young people and for promoting the revised Northern Ireland School Library Guidelines.

Central Stock Services

The purpose of the Unit is to select and promote collections of literature and information materials reflective of the needs and interests of people in the local communities that the Board serves. The Unit is responsible for leading the development of appreciation and interest in culture and learning for the public through promoting, assisting and encouraging reading groups, musical/artistic events and cultural programmes.

Special Services Unit

The purpose of the Unit is to ensure that as many people as possible who cannot access libraries because of disability, age, hospitalisation or being in prison are afforded equitable access to library services. The Unit is responsible for selecting and making available books and other materials such as sub-titled videos, as well as advising on better physical access to libraries. The Unit is also responsible for leading on the development of training for library staff to assist clients with disabilities and learning needs.

Marketing Unit

The purpose of the Unit is to promote and market library services to the public to encourage increased participation and use of libraries. It is responsible for public relations and publications in the library service, for responding to written comments/complaints and for facilitating regular consultation with the public.

Corporate IT Services Unit

The purpose of the Unit is to support other Units in the Board through the identification, development, implementation and support of information systems to meet government targets on improving access and modernising service provision. The unit is responsible for a wide range of functions including business applications, networking infrastructure and communication systems, technical support, ICT training, IT security, telecommunications and data protection.

Corporate Information Services Unit

The purpose of the Unit is to provide a high quality information service to other Units in the Board and to provide access to information about Board services to the public through a variety of media including the Press and the Board's web-site. The Unit is responsible for the production and dissemination of corporate information, Internet development, and organising official openings and other PR events.

Registry/Reception Service Unit

The purpose of the Unit is to provide a timely mail handling service, an efficient central filing service and a quality telephonist and receptionist service. The Unit is responsible for the secure and prompt delivery of internal and Royal Mail and for the proper care and treatment of front-line callers and visitors to the Board in a courteous and helpful manner.

Reprographics and Graphic Design Services Unit

The purpose of the Unit is to provide a quality reprographic and graphic design service. The Unit is responsible for the provision of large volume reprographic services and for the design, production and quality control of Board publications and other material.

FINANCIAL CONTEXT

The Board's ability to deliver its services depends upon the acquisition and distribution of adequate financial resources. For the 2004/2005 financial year the Board's recurrent budget will be allocated on the following basis.

	£000's		£000's
Nursery	4,800	Curriculum Service	4,245
Primary	87,100	Library Service	5,442
Secondary	54,472	Youth	3,732
Grammar	11,000	Discretionary Awards	730
Special	17,830	Higher Education Bursaries	4,583
Headquarters	4,312	Mandatory Awards	665
School Meals	4,698	Miscellaneous Education	1,790
Transport	13,768	Awards Administration	510
TOTAL			219,677

The total recurrent budget is £219.7 million. Additional earmarked funds will be allocated by the Government Departments for a range of special initiatives and in-year bids will be made as appropriate.

CORPORATE SCORECARD OBJECTIVES

Results	Customer
<ul style="list-style-type: none"> • To raise standards of learning and levels of achievement • To fulfil statutory obligations • To improve the Board's asset base • To deliver value for money • To live within budget 	<ul style="list-style-type: none"> • To provide high quality services to meet customer needs • To improve customer communication • To improve accessibility
Internal Processes	Organisational Learning and Growth
<ul style="list-style-type: none"> • To embed principles of corporate governance • To improve service delivery • To deliver coherent joined-up services 	<ul style="list-style-type: none"> • To improve the well-being of staff within the organisation • To provide staff training and development opportunities for all • To promote one core value each year throughout the organisation • To improve internal communication

Learning Together



**SOUTH EASTERN EDUCATION
AND LIBRARY BOARD**

Business Plan

2004 - 2005

1.1 To raise standards of learning and levels of achievement**CONTEXT**

The Board is committed to working in partnership with its schools to ensure that all young people receive an education which is suitable for their age, aptitude and ability and through which they can be helped to achieve their potential.

Whilst recognising the importance of targets in areas such as literacy, numeracy and public examinations, the Board believes that the performance of any school must be considered through the total contribution it makes to the development of young people. The Board will endeavour to ensure that schools receive support across a broad range of areas that contribute to improved performance. Schools will be encouraged to engage in self-evaluative processes that will enable them to identify key areas for development and improvement leading to the targeting of support services on areas that will make a difference.

MEASURE	TARGET
Accredited standards	<ul style="list-style-type: none"> • During 2004/2005 the Board will improve the attendance of referred pupils by 3%. • During 2004/2005 the Board will extend the Primary Attendance Matters (PAMS) initiative to 4 more schools. • During 2004/2005 a programme of Citizenship Education will be delivered in 29 post-primary schools. • During 2004/2005 a third cohort of 12 post-primary schools will participate in a 5-day Citizenship Education Training Programme. • During 2004/2005 Studio ON will provide training for at least 10 teachers in Moving Image Arts AS level specification. • During 2004/2005 the Board will provide training and support for 40 schools involved in Literacy and Numeracy Summer Schemes. • During 2004/2005 the Board will meet its agreed literacy, numeracy, Key Stage, GCSE and AS/A Level targets.

MEASURE	TARGET
<p>Added value measures</p>	<ul style="list-style-type: none"> • During 2004/2005 the Library Service will promote creativity and innovation through a range of programmes, events and exhibitions for adults and children. • During 2004/2005 an Induction Programme will be provided for all new Principals, Vice-Principals and members of Boards of Governors. • During 2004/2005 5,000 pupils will participate in out-of-school sporting activities, under the auspices of the Youth Sport Programme. • During 2004/2005 Studio On will facilitate a production project with at least two schools and two youth groups drawing on existing models of project delivery while also developing new innovative ideas for good practice. • During 2004/2005 Studio ON will deliver a Production Unit to at least 20 young people aged 16+ years. • During 2004/2005 new guidance on drugs and alcohol policy development and implementation will be issued to all schools. • During 2004/2005 2 EOTAS centres will pilot a drugs and alcohol awareness programme. • During 2004/2005 the Board will establish a second School Age Mothers (SAM) Programme. • During 2004/2005 the Board will develop and deliver training programmes for Principals, Boards of Governors and Managers on key human resource management issues. • During 2004/2005 the Board will promote "Family Learning" within 2 established parenting centres. • During 2004/2005 the Bookstart programme will be maintained in all SEELB libraries.

MEASURE	TARGET
<p>Added value measures (contd)</p>	<ul style="list-style-type: none"> • During 2004/2005 the Education Library Service will meet 95% of requests for support and advice on: <ul style="list-style-type: none"> ▸ New library development ▸ Induction talks for new school staff ▸ Information skills handling ▸ Reader development. • In May 2004 the Board will provide the 4th annual Library Arts and Culture Festival, 'Beyond Words' in all its libraries. • By June 2004 15% of Educational Psychologist time will be allocated to pre-school work. • By June 2004 the Library Service will bring forward the ni-libraries.net "Learn @ your Library: Framework document" for adoption by the Board. • By June 2004 all full-time sponsored Youth Units and 30% of Level 2 part-time Youth Units will have completed satisfactorily at least one Quality Assurance process. • In November 2004 the Library Service will deliver the annual e-week programme in SEELB libraries. • During November 2004 the Board will host its 6th Annual Awards Evening to celebrate the achievements of pupils and young people in schools and youth organisations. • By March 2005 the Board will extend the Speech and Language Development Project to at least another 10 P1 teachers. • By March 2005 the Board will extend the Reading Recovery Programme by training a further 24 teachers. • By March 2005 the Board will train up to 80 Reading Partners in 20 Reading Recovery schools. • By March 2005 the Board will extend the DELTA project by training new co-ordinators in 10 nursery units and 10 pre-school groups and supporting existing programmes in 50 schools.

1.2 To fulfil its statutory obligations

CONTEXT

The powers, duties and privileges of the Board are defined in the relevant Education and Libraries (Northern Ireland) Orders and Education Reform (Northern Ireland) Order 1989. Certain responsibilities in the fields of employment, childcare and health and safety are also placed on the Board by other legislation enacted for Northern Ireland.

The Board, in carrying out all its functions, will fulfil its duties under Section 75 of the Northern Ireland Act 1998, including the promotion of equality of opportunity and equity of treatment, regardless of religious belief, political opinion, gender, marital status, having or not having dependants, disability, racial group, age or sexual orientation.

MEASURE	TARGET
Compliance	<ul style="list-style-type: none">• During 2004/2005 the Board will complete and issue 92% of statutory assessments within 26 weeks where all professional advice has been submitted within agreed timescales.• During 2004/2005 the Board will complete and issue 100% of proposed statements within 18 weeks where all professional advice has been submitted within agreed timescales.• During 2004/2005 the Library Service will continue to input to, and report to, the DCAL New TSN Plan through the SEELB Library Inclusion Steering Group.• During 2004/2005 the Board will develop a Data Protection Handbook.• During 2004/2005 the Board will deliver its implementation plan for compliance with the Freedom of Information Act 2000.• During 2004/2005 the Board will promote equality and human rights by implementing its approved Equality Scheme and developing an awareness of equality and human rights issues among staff.• During 2004/2005 the Board will contribute to the programme of Equality Impact Assessments in partnership with other Education and Library Boards, DE, DCAL, DEL and other statutory agencies, in accordance with its Equality Scheme.

MEASURE	TARGET
<p>Compliance (contd)</p>	<ul style="list-style-type: none"> • During 2004/2005 the Board will provide training to Boards of Governors, Principals, Caretakers and other staff in relation to health and safety requirements. • During 2004/2005 the Board will provide advice, training and support to premises managers to ensure they understand their responsibilities in relation to the management of asbestos. • By May 2004 the Board will have completed surveys of all of its premises in accordance with the Control of Asbestos at Work (Northern Ireland) Regulations 2002. • By June 2004 the Board will complete its annual accounts. • By June 2004 35% of 5 – 25 year olds within the Board area will be involved in Youth Service activities and programmes. • By June 2004 the Board will ensure that all transfer age pupils have been placed in appropriate schools. • By June 2004 the Board will complete the Triennial Review in compliance with equality legislation. • By August 2004 the Board will submit its Annual Report to the Equality Commission. • By September 2004 the Board will have refined its system for monitoring, reporting on and actioning compliance issues for taxi operators and private contractors. • By September 2004 the Board will issue a model Emergency Plan to schools for adoption. • By December 2004 all full-time Youth Units and 50% of part-time Youth Units will have Child Protection Polices endorsed by the Board. • By March 2005 the Board will offer training to all recently appointed Designated and Deputy Designated Teachers for Child Protection. • By March 2005 the Library Service will bring forward a policy on community/minority languages to the Board for adoption. • By March 2005 the Board will have reviewed its procedures for the re-constitution of Boards of Governors and developed an action plan for re-constitution.

1.3 To improve the Board's asset base

CONTEXT

In order to ensure environments that are conducive to learning the Board vigorously pursues a policy of assessment and, if necessary, upgrading of all buildings in its area, subject to the availability of financial resources, and including, in line with government policy, the use of Public Private Partnerships. The Building and Mechanical and Electrical Maintenance sections of the Board have combined with the Architects and Development sections with the sole aim of promoting modern, stimulating learning environments for all. The processes involved in achieving this aim are uniform in that planning and development are approached in an integrated way involving a combination of representatives from each of the sections. Design briefs take full account of the needs of the pupils, principals, teachers and other staff who spend much of their time in the buildings.

MEASURE	TARGET
<p>Library Capital Programme</p>	<ul style="list-style-type: none"> • During 2004/2005 the Board will bring the PFI project for Lisburn Library to contract and progress the projects for new libraries in Bangor and Newtownards. • By March 2005 the Board will have completed all disabled access priorities in libraries.
<p>Area Plan</p>	<ul style="list-style-type: none"> • During 2004/2005 the Board will commence strategic reviews of provision in the Lisburn, Castlereagh, Bangor and Ards areas. • During 2004/2005 the Board will progress Economic Appraisals for the following projects:- <ul style="list-style-type: none"> ▸ Nursery, primary and post-primary provision in Holywood – new schools ▸ Down High School – new school ▸ Down Academy – new school ▸ The High School, Ballynahinch – new school to include Music Centre ▸ Victoria Primary School, Ballyhalbert - extension ▸ Knockevin Special School – extension ▸ Pre-school provision at Meadow Bridge Primary School ▸ Pre-school provision at the new Clough/Downshire Primary School ▸ Pre-school provision at Spa Primary School. • During 2004/2005 the Board, in conjunction with the South Eastern Area Partnership, will facilitate, the development of new NOF-funded PE and Sport facilities in schools.

MEASURE	TARGET
Area Plan (contd)	<ul style="list-style-type: none"> • During 2004/2005 the Board will undertake the following projects under the Minor Works Programme: <ul style="list-style-type: none"> ▸ King's Road Nursery School – Improvements ▸ Trinity Nursery School – Improvements ▸ Bangor Central Integrated Primary School – Hall ▸ Ballynahinch Primary School - Toilets ▸ Carr Primary School – Health and Safety Barrier and Mobile Replacement ▸ Castlewellan Primary School – Mobile Replacement ▸ Comber Primary School – Library ▸ Crossgar Primary School – Toilets/Staff Room ▸ Donaghadee Primary School - Improvements ▸ Dromara Primary School – Porch ▸ Fort Hill Primary School and Fort Hill Integrated College - Roads ▸ Grange Park Primary School – Mobile Replacement ▸ McKinney Primary School – Mobile Replacement ▸ Portavogie Primary School – Mobile Replacement ▸ Rathmore Primary School – Toilets and Office ▸ Riverdale Primary School – Staff Room ▸ Down High School – Parking, Energy and Health and Safety ▸ Dunmurry High School – Home Economics ▸ Laurelhill Community College – Home Economics ▸ Movilla High School –Parking. • By January 2005 the Board will complete an audit of disabled access in all statutory youth centres. • By March 2005 the Board will have updated the condition survey of all its properties to assist in the prioritisation of capital projects, minor works and planned maintenance programmes.
Energy efficiency	<ul style="list-style-type: none"> • By March 2005 96% of schools will be using Eco Energy. • By March 2005 a further 6 schools will be using natural gas instead of oil for heating or hot water. • By March 2005, subject to planning permission, twin solar panels will be used to heat hot water in 2 Board properties. • By March 2005, subject to planning permission, mini wind turbines will be installed in 2 schools for testing wind velocity. • By March 2005 carbon dioxide produced by burning fossil fuels within our schools will be reduced by 1%.

MEASURE	TARGET
New Schools	<ul style="list-style-type: none"> • During 2004/2005 the Board will open the new Clifton Special School, Bangor and the new All Children's Integrated Primary School, Newcastle. • During 2004/2005 the Board will complete Phase 2 of Regent House Grammar School, Newtownards.
Number of projects on site	<ul style="list-style-type: none"> • During 2004/2005 building work will continue on the following projects:- <ul style="list-style-type: none"> ▸ Dundonald Primary School – replacement school ▸ Clough and Downshire Primary Schools – replacement school ▸ Hillsborough and Newport Primary Schools – replacement school. • During 2004/2005 building work will commence on the following projects: <ul style="list-style-type: none"> ▸ Ballyholme Primary School, Bangor – replacement school ▸ Kilmaine Primary School, Bangor – replacement school ▸ Newtownards Model Primary School – refurbishment and extension ▸ Saintfield High School – refurbishment and extension ▸ Charley Memorial, Drumbo, Hillhall and Lambeg Primary Schools – new school in East Lisburn.
Design and related work	<ul style="list-style-type: none"> • By March 2005 design and related work will have been finalised on:- <ul style="list-style-type: none"> ▸ Ballinderry Primary School ▸ Brookfield Special School.
Public Private Partnership (PPP)	<ul style="list-style-type: none"> • During 2004/2005 the PPP process for a new building for Tor Bank Special School, Dundonald and an extension at Lagan College will be progressed. • During 2004/2005 building work on the new Bangor Academy and Sixth Form College and Comber High School will commence.
Acquisition of sites	<ul style="list-style-type: none"> • During 2004/2005 sites will be acquired to allow progress on projects at:- <ul style="list-style-type: none"> ▸ Ballinderry Primary School ▸ Brookfield Special School ▸ Hillhall Road, Lisburn.

1.4 To deliver value for money

CONTEXT

In 2004/2005 the Board will receive funding of approximately £230 million mainly in the form of grants and grants-in-aid from its sponsoring Departments. Funding for the Boards is based largely on a set of formulae which attempt to take account of factors such as the different school age populations, the dependence on home to school transport and the level of social deprivation in the different Board areas. The Board also generates approximately £7 million from services such as the sale of school meals. The Board aims to optimise the use of these resources in the delivery of its services through careful planning and having in place effective internal control systems.

MEASURE	TARGET
Resource Allocation Plans (RAPS)	<ul style="list-style-type: none">• By May 2004 the Board will agree and implement Resource Allocation Plans with the sponsoring Departments.
Unit Costs	<ul style="list-style-type: none">• During 2004/2005 the Board will devise financial performance indicators for all services.• By February 2005 the Board will consult with key stakeholders and agree funding arrangements for alternative education.
Performance Index	<ul style="list-style-type: none">• During 2004/2005 the Board will contribute to the Association of Public Sector Excellence (APSE) benchmarking process in respect of its DSO services.• During 2004/2005 the Board will monitor and review its HQ telephone charges to ensure value for money in the Northern Ireland marketplace.• During 2004/2005 the Board will undertake 2 local Best Value reviews of its services.• During 2004/2005 the Board, in conjunction with other Boards and the Department of Education, will progress the recommendations from the Best Value Review of the catering service.

MEASURE	TARGET
Performance Index (contd)	<ul style="list-style-type: none"> • By September 2004 the Board will identify Key Performance Indicators for its Transport Service and benchmark against other similar organisations. • By September 2004 the Board will complete a Best Value Fundamental Review on the Youth Service. • By December 2004 the Board will complete a review of Alternative Education Provision.

1.5 To live within budget

CONTEXT

The Board, like any other public sector organisation, has limited resources available to make provision for schools and support the services for which it is legally responsible. Expenditure must be contained within limits laid down in government financial targets and resources must be optimised to address identified needs and priorities. The Financial Services Unit assists principals and service managers to review, monitor and evaluate the use of their resources by providing them with budget profiles (expected patterns of expenditure) and out-turn statements (details of actual expenditure). The Unit is available to advise about anomalies in out-turn e.g. higher than expected wage settlements, and about corrective action.

MEASURE	TARGET
Budget variances	<ul style="list-style-type: none">• During 2004/2005 the Board will comply with the timetable set by sponsoring Departments for financial management.• During 2004/2005 the Board will use variance reporting to monitor all schools and service units' budgets and report on budgets within 14 days of month end.• During 2004/2005 the Board will ensure that all financial reports are sent to schools and service units within 14 days of month end.• During 2004/2005 the Board will secure consensus on priorities for budgets/bids.

Strategic Aim 2

To respond to customer needs

2.1 To provide high quality services to meet customer needs

CONTEXT

The Board has, through continuous improvement strategies, sought to enhance the quality of its services and provide support which meets the identified needs of customers and is clearly focused on outcomes. Essential to this have been the improvements and innovative approaches to service delivery and the development of challenging performance targets. The engagement of key customers and stakeholders in consultation exercises will continue to be at the heart of service improvement.

MEASURE	TARGET
Customer satisfaction levels	<ul style="list-style-type: none">• During 2004/2005 the Board will measure customer satisfaction levels for the Library Service using the Chartered Institute of Public Finance and Accountancy Public Library User Surveys (CIPFA PLUS).• During 2004/2005 the Board will develop an Action Plan to address issues arising from the Customer Satisfaction Survey of Transport Services.• During 2004/2005 the Board will provide a wide range of services as well as opportunities for individual and community development in its libraries.• During 2004/2005 the Board will develop and implement Customer Care Standards within its Claims and Legal Administration Section.• During 2004/2005 25% of Level 1 Units within the Youth Service will be consulted regarding their needs and to identify support required from their local Youth Office.• During 2004/2005 the Board will implement its revised Customer Comments and Complaints policy.• By August 2004 the Curriculum Unit will have surveyed and analysed the result of a service delivery questionnaire and have developed an Action Plan to address identified issues.

2.2 To improve customer communication

CONTEXT

The Board is committed to improving contact and communication with its customers and stakeholders. To this end it is reviewing its current methods and processes to engage more proactively and meaningfully with its wide constituency in schools, libraries and youth as well as its sponsoring partners in the delivery of its services.

MEASURE	TARGET
<p>Customer standards</p>	<ul style="list-style-type: none"> • During 2004/2005 the Board will implement an agreed response timetable to improve timing and accuracy of customer communications in relation to financial matters. • During 2004/2005 the Board will maintain and develop its Website taking cognisance of the development of the 5 Board education website. • During 2004/2005 the Board will develop service level agreements with schools in relation to its Property Services, Human Resources and Claims and Legal Administration sections. • During 2004/2005 the Board will produce the SEELB magazine "Education News". • During 2004/2005 the Board will produce a Media Relations Policy. • During 2004/2005 the Board will develop consultative forums with schools in respect of its Human Resources Section. • During 2004/2005 the Board will assist Managers and Principals to develop a culture of attendance through the provision of termly reports on absence levels. • By May 2004 the Board will provide web-based on-line information on job vacancies. • By June 2004 each Youth Service Division will produce and circulate an Annual Report to all sponsored and registered Youth Units.

2.3 To improve accessibility

CONTEXT

It is important that the Board's services are open and available to all of the citizens resident in its area. In order to fulfil this duty the Board is engaged in actively marketing its services. Everyone should be able to avail of services irrespective of geographical location. All of the estate should be environmentally friendly with easy access for all.

MEASURE	TARGET
Provide accessible services	<ul style="list-style-type: none">• During 2004/2005 the Board will seek to:<ul style="list-style-type: none">▸ maintain the previous year's level of active library membership▸ maintain the number of annual visits to its libraries▸ ensure that unplanned closures of branch libraries will be no more than 1% of total published opening hours per year▸ ensure that unplanned closures of mobile libraries will be no more than 2.5% of total published planned stops per year.• During 2004/2005 the Board will progress on-line recruitment.• By October 2004 the Board will have completed an audit of Youth Services in relation to Equity, Diversity and Interdependence principles.• By March 2005 the Pre-School Education Advisory Group (PEAG) will have achieved 87% pre-school provision across the Board area.

Strategic Aim 3	To streamline internal processes
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3.1 To embed principles of corporate governance

CONTEXT

The term corporate governance has been defined as, “the way in which an organisation manages its functions and relates to its stakeholders”. The fundamental principles of good corporate governance are accountability, integrity and openness. The Board endeavours to ensure that these principles underpin all of its activities and all of its relationships.

The Board already has a very robust approach to probity with a fraud policy and a fraud response plan in place for a number of years. All the senior managers in the Board meet regularly to discuss the threats faced by the Board and to review existing controls so as to ensure that they remain effective in a world of ever changing threats.

MEASURE	TARGET
<p>Risk Management Strategy</p>	<ul style="list-style-type: none"> • During 2004/2005 the Board will undertake a review of its Corporate Risk Register. • During 2004/2005 the Board will ensure appropriate links between individual unit risk registers and the corporate planning process. • During 2004/2005 relevant Board Committees will review Strategic Unit Risk Registers.
<p>Delivery of internal controls</p>	<ul style="list-style-type: none"> • During 2004/2005 the Board will implement a strategy to deal with reports produced by the Northern Ireland Audit Office and other regulatory bodies. • The Board will secure an unqualified audit certificate for 2003/2004.

3.2 To improve service delivery

CONTEXT

The Board is committed to improving the delivery of its services. One of the major imperatives on public bodies is to meet government targets for e-government for delivery of all key services electronically thus improving access as well as accuracy and timeliness. Already improvements are in place for better connectivity and learning opportunities between schools, the Board, the Departments, the public, students and suppliers with such initiatives and projects as C2K, the People's Network, the Students Awards Website and the Inter Board Financial Services.

At the same time the Board is committed to the continuous review of its systems and procedures in conjunction with its customers, suppliers and sponsoring Departments to streamline the many varied services. The Board is engaged in a Best Value Strategy and is carrying out fundamental reviews of its major services over a five year period. Recognised external standards such as the EFQM Excellence Model, Investors in People (IIP), Chartermark, ISO and Lexcel are used to assist with the process of continuous improvement.

MEASURE	TARGET
E-government strategy	<ul style="list-style-type: none">• During 2004/2005 the Board will contribute to the development of the 5 Board NI-Libraries portal website to assist access to library services and information, learning and cultural sources.• During 2004/2005 the Board will continue to work towards the e-government targets as set out in the NIELB IS/e-Business Strategy.• During 2004/2005 the Board will pilot Smartcards for transport provision in conjunction with Translink in one geographical area.• During 2004/2005 the Board will pilot Smartcards for school meals provision in 5 primary schools.• By December 2004 the Board will fully implement the Manhattan Estates Management System.

MEASURE	TARGET
<p>Review systems and procedures</p>	<ul style="list-style-type: none"> • During 2004/2005 the Board will review its systems and procedures within Human Resources, Claims and Legal Administration and Transport Services to ensure compliance with ISO 9000 standards. • During 2004/2005 the Board will review its systems and procedures for the recruitment of staff and develop guidelines for Principals and managers of Service Units. • During 2004/2005 the Board will review its systems and procedures to support the management of attendance. • During 2004/2005 the Board will develop and implement an action plan to address improvements identified through assessment against the EFQM Steps to Excellence Model. • During 2004/2005 the Board will develop a feedback/evaluation system for parents on the Education Welfare Service. • By September 2004 the Board will develop a strategic policy for the provision of support for pupils with Autistic Spectrum Disorder (ASD). • By September 2004 the Board will complete a restructuring of Human Resources to enhance services to its customers.
<p>Corporate Planning</p>	<ul style="list-style-type: none"> • During 2004/2005 the Board will review its Corporate and Business Planning processes to ensure alignment of its strategic objectives with Resource Allocation Plans.

3.3 To deliver coherent joined-up services

CONTEXT

The Board is working to improve its service to customers through 'joined up working'. Firstly we want to improve our internal communications to avoid any duplication of effort and to improve our overall efficiency. Secondly we want to give customers better access to services.

We already have many good examples of working together and good service delivery. We intend to build on that experience and to widen our network of partnerships.

Our ultimate aim is to achieve a seamless experience for the customer rather than a wholesale re-organisation of services. Our objective can be achieved through a clearly focused 'customer' orientation and we intend to make maximum use of the recent public sector investments in new systems and technologies.

MEASURE	TARGET
Co-operative culture	<ul style="list-style-type: none">• During 2004/2005 the Board will build on the successful work of the SEELB/Down Lisburn Health and Social Services Trust partnership and progress common issues through 5 project groups.• During 2004/2005 the Board's Library Service will continue its partnerships with local councils and other arts/culture organisations in providing information, culture and learning programmes.• During 2004/2005 the Board will further develop its partnership with the Arts Council and members of the Creative Youth Partnership Action Zone Support Group to ensure optimum delivery of the Creative Youth Partnership Strategy.• During 2004/2005 the Board will further develop its partnership with the Nerve Centre through Studio ON to optimise the strengths of both organisations in order to deliver programmes which will meet the needs of young people, their teachers and trainers in relation to creative film, digital multimedia and the Arts.• By November 2004 the Board will develop the newly established partnership between the SEELB and Ulster Community and Hospitals Trust, including an action plan with targets.

MEASURE	TARGET
<p>Co-operative culture (contd)</p>	<ul style="list-style-type: none"> • During 2004/2005 the Board will establish a joint SEELB/Health and Social Services Trust policy for joined-up service provision for pupils with Autistic Spectrum Disorder (ASD). • By November 2004 the Board will develop the newly established partnership between the SEELB and South and East Belfast Health and Social Services Trust, including an action plan with targets.

Strategic Aim 4

To promote organisational learning and growth

4.1 To improve the well-being of staff within the organisation

CONTEXT

The Board recognises that high quality staff are its most important asset and that their well-being is essential to effective work performance and in providing good service to customers. The Board seeks to promote a culture of attendance at work and will provide managers with information, training and advice to enable them to support their staff. It recognises the need also to ensure that staff who are ill or are facing personal or other problems have access to good quality professional advice and assistance.

MEASURE	TARGET
Absenteeism	<ul style="list-style-type: none">• During 2004/2005 the Board will continue to work with the Teachers' Health and Well-being Group to develop strategies designed to improve well-being.• During 2004/2005 the Board will provide advice, training and support to Boards of Governors, Principals and managers to assist them to achieve a reduction in staff absence levels.• During 2004/2005 the Board will undertake a review of its Staff Welfare Service.
Staff turnover	<ul style="list-style-type: none">• During 2004/2005 the Board will introduce a system for analysing the reasons for staff turnover through the use of exit interviews.• During 2004/2005 the Board will commence development of a Strategic Human Resource Plan which meets the present and future needs of the Board.• By October 2004 the Board will implement recommendations of the Staff Well-Being Audit.
Staff attitude survey	<ul style="list-style-type: none">• By August 2004 the Board will analyse the results of the staff satisfaction survey and have developed an action plan to address identified issues.

4.2 To provide staff training and development opportunities for all

CONTEXT

The training and development of all our employees continues to be a top priority for the Board. Whether targeted at corporate, service unit or individual level, training and development should provide staff and Board Members with the necessary knowledge, skills and attitudes to carry out their jobs to the best of their ability.

As part of its training and development strategy, the Board has adopted nine competencies which apply to each member of staff at a level appropriate to his/her grade. During 2004/2005 a competence-based approach will underpin the Board's Training Plan leading to greater job and organisational awareness and increased professionalism. Quality assurance will be maintained through relevant benchmarking with external standards such as the Management Charter Initiative (MCI).

MEASURE	TARGET
<p>Training and Development</p>	<ul style="list-style-type: none"> • During 2004/2005 all Youth Service staff will be offered European Computer Driving Licence (ECDL) training. • During 2004/2005 the Board will undertake a review of the Staff Appraisal process in relation to its effectiveness in identifying training and development needs linked to both professional and personal development. • During 2004/2005 the Board will continue to provide development opportunities for front-line staff through Return to Learn and similar programmes. • During 2004/2005 the Board will provide a comprehensive programme of training and development opportunities for staff, linked to staff appraisal. • By September 2004 the Board will undertake a Corporate Training Needs Analysis.
<p>Competencies</p>	<ul style="list-style-type: none"> • During 2004/2005 the Board will provide a programme of development opportunities for managers. • During 2004/2005 the Board will provide training and development opportunities for front-line staff in line with identified needs. • By July 2004 specific training in Applied Behavioural Analysis will be developed for specialist Educational Psychologists. • By December 2004 the Board will establish a framework of agreed competencies for all generic posts. • By December 2004 the Board will develop a handbook for Youth Workers – A Professional Guide for Youth Work Practice.

4.3 To promote one core value each year throughout the organisation

CONTEXT

The Board has decided to promote one core value each year within the organisation. This year's corporate value is "corporateness". Unity of purpose is essential to produce joined up services that are effective and efficient. Inherent to the delivery of Board services is interdependence based on mutual respect and trust by all stakeholders/providers and common or shared resources, goals and attitudes.

Intrinsic to the development of a culture of corporateness are mutual respect, professionalism, knowledge, integrity and openness. These will be promoted in a range of different ways, for example, staff development and training, team briefing and staff meetings.

MEASURE	TARGET
Core value strategy	<ul style="list-style-type: none">• During 2004/2005 the Board will implement appropriate recommendations from the Managing to Make A Difference (MMAD) team reports in relation to the development of corporateness across Board services.• During 2004/2005 the Board will promote a greater understanding of corporate issues amongst its managers, through monthly meetings of the Managers' Co-ordinating Group.• During 2004/2005 the Board will organise joint seminars and training sessions for Members and officers on topical educational issues.
Complete monitoring and evaluation	<ul style="list-style-type: none">• By March 2005 the Board will monitor and evaluate the effectiveness of the corporateness strategy and develop an action plan to progress identified issues.

4.4 To improve internal communication

CONTEXT

Good communication is vital to the progress and health of any organisation. The Board recognises the importance of good effective communication and is committed to improving and facilitating it in all units and services to assist them in their service delivery.

ICT has provided, for many units and staff, opportunities for improving communication - mobile phones, telephone systems, e-mail, pilot intranet and website. Managers also have introduced other mechanisms aimed at assisting better communication for example; team briefing, group development days, bulletins and newsletters.

As part of the commitment to further improve internal communication the Board has commissioned consultants to review current processes and to advise on an appropriate communications strategy for the Board.

MEASURE	TARGET
Communication Strategy	<ul style="list-style-type: none">• During 2004/2005 the Board will review its Intranet to enhance its content and functionality.• During 2004/2005 the Board will produce 2 issues of the Staff Newsletter 'Insight'.• During 2004/2005 the Board will continue to use Team Briefing to enhance staff awareness of corporate issues.• By March 2005 the Board will establish a Child Protection Steering Group to ensure consistency within the SEELB on Child Protection matters.