



**Council for
Integrated
Education**

Learning Together
for a Shared Society



The Council for Integrated Education

Business Plan - 2025 to 2026



NICIE Strategic Priorities 2022-2025¹

1. Promote Integrated Education

Promote Integrated Education to create measurable change in awareness and understanding, leading to an increase in demand for Integrated schools.

2. Grow Integrated Education

Support the growth and development of Integrated Education to be an accessible option in all geographical areas in Northern Ireland.

3. Support Integrated Education

Support the development of the Integrated Ethos to help governors and leaders to advance sustainable and exemplary Integrated and Transforming schools.

4. NICIE is an effective organisation

Ensure NICIE is an effective organisation in terms of Human Resources, budget management, financial controls, strategic and business planning.

NB: NICIE's Strategic Plan (22-25) is due to be reviewed and this is a measure in our 25-26 Business Plan (**D1**). It is essential that our strategic planning takes into consideration the developments within the educational landscape at this time. These include the Department's: Integrated Education Strategy, Education Strategy, Corporate Plan and Business Plan; the Ministerial Priorities and the Programme for Government. None of these policies have been finalised at the time of writing and as a consequence, we will delay NICIE's new Strategic Plan until such times as we are informed about these important influences.

The forms of data mentioned below in the 'measures of success' will form the basis of the NICIE 'Report Card' which will be submitted to DE on request. **Note that all actions in this Business Plan have a target date of 31 March 2026.**

¹ <https://nicie.org/who-we-are/publications/strategic-and-business-plans/>

DE Strategic Priority - CHAMPIONING the needs and aspirations of all our children and young people and the positive impact of education.	
Link to Integrated Education Strategy Actions: Key Actions: n/a	Link to NICIE Strategic Plan (22-25): 1, 2

Action number	What we are going to do	Measure(s) of success (quantity / quality / impact)
C1	Children’s Services Co-operation Act NICIE, in collaboration with DE, EA and other children’s authorities, will work to shape and support educational policies with a view to improving the wellbeing of children and young people as outlined in the Children’s Services Co-operation Act (NI) 2015.	Number of collaborative projects that NICIE staff are engaged with (quantity) Children and young people’s voices influence at least one NICIE project (quantity/impact)

DE Strategic Priority - **HELPING all our children and young people by supporting their well-being and learning**

Link to Integrated Education Strategy Actions:

Key Actions: 11, 7

Link to NICIE Strategic Plan (22-25):

3

Action number	What we are going to do	Measure(s) of success (quantity / quality / impact)
H1	<p>Area Planning for sustainable Integrated schools</p> <p>NICIE will support EA in the operationalisation of OP2 including planning for specialist education provision in Integrated schools. (Key Actions 7, 11)</p>	<p>An increase in the number of Integrated Education places in sustainable schools (quantity/impact)</p> <p>The specialist education provision In Integrated schools will increase – measured by number/% of pupils (quantity/impact)</p> <p>Percentage of pupils with SEN in Integrated schools will reflect the profile of the overall pupil population (quantity/impact)</p>

DE Strategic Priority - INSPIRING all our children and young people to make a positive contribution to society	
Link to Integrated Education Strategy: Key Actions: 1, 2, 3, 4, 7, 16, 19	Link to NICIE Strategic Plan (22-25): 1, 2 and 3

Action number	What we are going to do	Measure(s) of success (quantity / quality / impact)
I1	Integrated Education NICIE will: collaborate with our educational partners to grow, support and promote Integrated Education and assist DE in fulfilling its statutory duty to encourage, facilitate and support the development of Integrated Education and will support the delivery of the Integrated Education Strategy ² .(Actions 1, 2, 3, 4, 7, 16)	<p>The growth of Integrated Education will be measured by:</p> <ul style="list-style-type: none"> - Development and publication of a resource which will support and enhancement of the Transformation process (quantity) - Collaborative work with EA, DE and IEF to update guidance and develop a support programme for schools Transforming (quantity) - An increase in the number of Integrated Education places in sustainable schools (quantity/impact) <p>The promotion of Integrated Education will be measured by:</p> <ul style="list-style-type: none"> - Maintaining levels of online engagements (quantity) - Development and delivery of at least 2 campaigns which promote and celebrate Integrated Education (quantity/impact) - Publication of a communication and engagement plan (quantity)

² <https://www.education-ni.gov.uk/consultations/vision-2030-strategy-integrated-education>

Action number	What we are going to do	Measure(s) of success (quantity / quality / impact)
I2	<p>Irish Medium Education</p> <p>NICIE will support DE in fulfilling its statutory duty to encourage and facilitate the development of Irish-medium Education and will provide a report to DE when requested.</p>	<p>Collaborate with stakeholders to meet parental demand for an Integrated Irish Medium school (quantity/impact)</p>
I3	<p>Shared Education</p> <p>NICIE will exercise its power to encourage and facilitate shared education, in line with legislation and DE's Sharing Works Policy, through:</p> <ul style="list-style-type: none"> • collaboration/engagement on multiple projects with EA's Shared Education and Sectoral Support Team, including the Aspire PEACEPLUS programme; and • provision of a report to DE when requested. (Key Action 19) 	<p>Increase in numbers/% of Integrated schools participating in Shared Education activity including through Peace Plus ASPIRE programme (quantity/impact)</p> <p>Production of a CPD resource (quantity) designed to enhance shared and Integrated teaching practice (quality/impact).</p>

DE Strategic Priority - Meeting the **LEARNING needs of our children and young people and developing their knowledge and skills, enabling them to fulfil their potential**

Link to Integrated Education Strategy:

Key Actions: 1, 2, 3, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 18

Link to NICIE Strategic Plan (22-25):

2, 3

Action number	What we are going to do	Measure(s) of success (quantity / quality / impact)
L1	<p>Communities of Practice</p> <p>We will facilitate learning forums within Integrated Education to enhance the educational experience of children and young people in Integrated Education. (Key Actions 11, 12,18)</p>	<p>The educational experiences of children and young people will be enhanced because Integrated school staff will report increased knowledge of, and engagement with the Integrated ethos. (quality/impact)</p> <p>This will be measured by:</p> <ul style="list-style-type: none"> - Number of meetings of learning forums/ shared learning opportunities facilitated by NICIE (quantity) - %/number of Integrated schools participating in one or more forum/opportunity (quantity) - The %/number of participants in these forums reporting that their participation is likely to enhance the educational experience of children and young people in Integrated schools (impact)
L2	<p>Ethos development</p> <p>We will support existing and potential Integrated schools, to develop their ethos, sustainability,</p>	<p>The educational experiences of children and young people will be enhanced because Integrated school staff will increase their</p>

Action number	What we are going to do	Measure(s) of success (quantity / quality / impact)
	and effective practice, and participate in the DE review about the Integrated ethos. (Key Actions 11, 12 and 13)	<p>knowledge of, and engagement with the Integrated ethos. (quality/impact)</p> <p>This will be measured by:</p> <ul style="list-style-type: none"> -An increase in the %/number of Integrated schools engaged with the Excellence in Integrated Education Award process (quantity) - An increase in the number of Transforming and/or existing schools supported to use the new Framework for Integrated Education (quantity) - The number of professional development sessions facilitated within school communities relating to Integrated Education ethos and/or Anti-Bias in Education and approx. number of attendees (quantity) - The %/number of participants in these sessions reporting that their participation is likely to enhance the educational experience of children and young people (impact)
L3	<p>Researching Integrated Education</p> <p>In collaboration with a range of partners and funders, NICIE will contribute to building evidence to inform the development of Integrated Education. (Key Actions 1, 2, 3, 5, 6, 7, 8, 9, 10, 11, 15)</p>	<p>NICIE will conduct and/or collaborate in research projects to build evidence that informs the development of Integrated Education (quantity/impact)</p> <p>Funds will be secured for an external research project to review the Statement of Principles for Integrated Education (quantity)</p>

DE Strategic Priority - **DELIVERING an effective, child-first, collaborative and high-quality education system**

Link to Integrated Education Strategy Actions:

Key Actions: 9, 10

Link to NICIE Strategic Plan (22-25):

1, 2 and 3

Action number	What we are going to do	Measure(s) of success (quantity / quality / impact)
D1	<p>Effective organisation We will develop our staff team and work with partners to ensure effective governance, organisational infrastructure and employment procedures.</p>	<p>NICIE staff team size is appropriate to workstream commitments (quantity)</p> <p>NICIE’s governance requirements are met (quality)</p> <p>A new Interim Strategic Plan is published (quantity)</p> <p>Number of hours (approx.) engaged in assisting the DE organisational review of NICIE (quantity)</p> <p>Staff report that the development of internal systems has enabled increased efficiency, measured by staff satisfaction survey (quality/impact)</p>
D2	<p>Capital Works NICIE will monitor and support the implementation processes and completion of Integrated schools’ capital works.</p>	<p>Number of Capital build projects and construction stage (quantity)</p>
D3	Appropriate resources for Integrated Education	Amount of funding secured by NICIE (quantity/impact)

Action number	What we are going to do	Measure(s) of success (quantity / quality / impact)
	NICIE will work to secure funding to enable us to effectively deliver adequate services to grow, support and promote Integrated Education.	
D4	<p>Contribute to building an effective educational system</p> <p>We will engage in committees, partnerships and outreach to schools in order to contribute to the effective delivery of educational services in NI.</p>	<p>The delivery of educational services in NI will be more effective. (impact)</p> <p>This will be measured by:</p> <ul style="list-style-type: none"> - Delivery of agreed outcomes in collaboration with educational stakeholders within the Teachers' Negotiating Committee (TNC) fora (impact) - Number of ad hoc projects that contribute to the wider/overall effective delivery of educational services (quantity) - Number of hours (approx.) engaged in GMI governance/management issues (quantity) - NICIE's engagement with DE in order to effectively review the GMI governance model (quality) - NICIE engagement at all levels of Area Planning and associated programmes (quantity/impact)